



CITY OF HENDERSONVILLE STRATEGIC HOUSING PLAN



2025-2030

Foreword

Two years ago I came to Hendersonville's first Affordable Housing Summit with three goals: to share lessons from my research on housing solutions and my book, *The Affordable City*; to introduce the Supply, Stability, Subsidy (Three S) framework for local reform; and, hopefully, to inspire the community that change isn't just possible, it's desirable — an opportunity to build on the things that already make Hendersonville great.

With the release of the strategic housing plan, it's clear that the city has taken those messages to heart. Hendersonville structured its plan around the Three S framework, joining places as diverse as Rockland, MD; Waco, TX; and Barcelona. (Yes, that Barcelona.) Then the city went further by adding a fourth pillar, "Systems," emphasizing the importance of community engagement and staff capacity to deliver on the plan's commitments. The plan includes clear objectives "to expand housing choice, protect residents, deploy subsidy wisely, and build a durable system that can deliver year after year," and specific, thoughtful metrics for evaluating progress. And it proposes 10 interconnected strategies for delivering on those goals, drawing on the unique contributions of residents, the public and private sectors, and philanthropic partners.

In my book, I present the Supply, Stability, and Subsidy pillars as a three-legged stool for affordable cities: strong and resilient when all three legs are in place, and weak and fragile if any are missing. With four pillars, Hendersonville's strategic housing plan sets an even stronger foundation. But a foundation is just a start. It's now up to the broader community to build on the plan — to turn its strategies into new housing options, healthy and stable households, welcoming neighborhoods, and expanded opportunities.

—Shane Phillips

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CITY OF HENDERSONVILLE **STRATEGIC HOUSING PLAN**

Abstract

Hendersonville is charting a path toward a future where every resident can find a home that is safe, stable, and affordable. We are guided by a clear vision that our community will be a one where everyone has a safe, stable, and affordable place to call home, where people take pride in where they live, where individuals from diverse backgrounds live harmoniously and where a variety of housing options exist to meet the full spectrum of community needs.



Table of Contents

► Executive Summary	6
Purpose and Vision	6
The Case for Action (Data and Need)	6
Goals (Five-Year)	6
Objectives	7
Strategies and Key Actions	7
Community Engagement and Connection	7
Sound Housing Principles	8
Implementation, Governance, and Accountability	9
Alignment with DFI Strategy	9
Bottom Line	9
► Introduction	10
How the Plan is Organized: The Four “S’s”	10
What the Plan Does	10
What the Plan Includes	16
Glossary of Key Terms	16
History of the Plan	20
► Hendersonville’s Housing Conditions, Future Need, & Community Input Summary	21
Current Housing Situation	21
Trends Supporting Future Housing Needs	21
Community Input Summary	21
► Introduction to Goals, Objectives, & Strategies	24
► Goals, Objectives, & Strategies	25
Plan Goals	25
Why These Goals Matter	25
Plan Objectives	26
Plan Strategies	29

Table of Contents

► Strategies & How They Work Together 30

How These Strategies Support the Plan’s Goals & Objectives 32
Why This Integrated Approach is Sound 33

► Analysis of Strategies & Actions 34

1. Develop Long Term Organizational Structure to Support Permanently Affordable Housing 34
 2. Develop Education & Communication Strategies to Build Public Trust 35
 3. Zoning and Subdivision Ordinance Amendments Related to Housing 37
 4. Improve City Policies & Processes 39
 5. Evaluate Other Ordinance Requirements 40
 6. Build the Internal Capacity of the City 41
 7. Perform Community Character Mapping 41
 8. Increase Funding Capacity 42
 9. Implement Individual Assistance Programs (Categories 1, 2, and 3) 43
 10. Leverage Public and Private Partnerships 45
- Integrated Impact: How These Pieces Solve the Housing Problem 46

► Implementation 47

► Conclusion 49

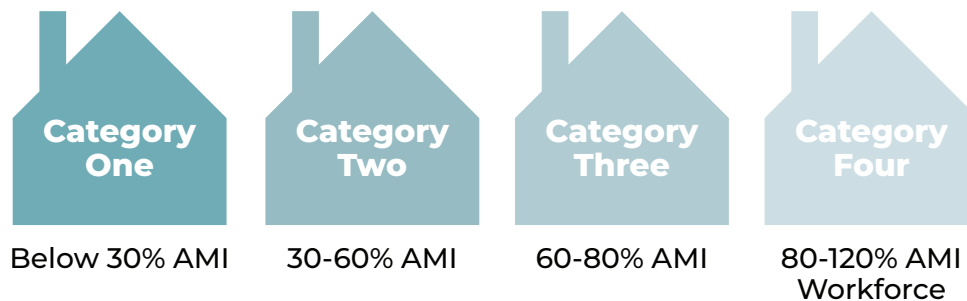
► Appendix 1: Housing Needs Assessment

► Appendix 2: 2024 Affordable Housing Report

► Appendix 3: Saying “Yes” to an Affordable City

Executive Summary

Area Median Income Categories



Purpose and Vision

The City of Hendersonville’s Strategic Housing Plan is a five-year, data-driven and community-informed roadmap to ensure every resident has a safe, stable, and affordable place to call home, with pride in neighborhoods, harmonious living among diverse backgrounds, and housing choices that meet the full spectrum of community needs. The Plan is organized around four guiding pillars—the “Four S’s”: Supply, Stability, Subsidy, and System—which translate the best-practice “Three S’s” framework into a locally actionable program that also builds the City’s long-term capacity to deliver results.

It was informed by three key inputs: a **professional needs assessment** by the UNC Development Finance Initiative (DFI), an **expert housing policy presentation** by Shane Phillips of UCLA, and **extensive community engagement** led by Fountainworks (including listening sessions and a public survey). In essence, the plan identifies the scope of Hendersonville’s housing affordability problem, sets clear goals and targets, and outlines multi-faceted strategies – from zoning reforms to funding programs – to address those needs.

The Case for Action (Data and Need)

Independent analysis by UNC’s Development Finance Initiative (DFI)¹ confirms acute shortages, cost pressures, and extremely tight market conditions—especially for low- to moderate-income (Category 2/Category 3) households, seniors, and people with disabilities—worsened by disaster impacts from Hurricane Helene. Countywide, an estimated 10,000 new homes are needed over five years; Hendersonville’s share includes at least 2,000–2,200 homes affordable to Category 2/Category 3 households, with rental vacancies below 2% and for-sale vacancies under 1%, median home prices now above \$400,000, and short-term rentals and second homes further constraining supply. These conditions substantiate the Plan’s emphasis on adding homes across types and price points, preserving and improving existing stock, and deploying targeted assistance where markets fall short.

¹ See, Appendix 1.

Executive Summary

Goals (Five-Year)

The Plan sets clear, measurable goals aligned to the Four S's:

1. Grow Hendersonville's share of county households to 18% by accommodating 3,047 of the projected 4,300 additional homes needed (Supply).
2. Accommodate 2,200 homes serving priority affordability categories 1, 2 and 3 (Subsidy).
3. Ensure at least 45% (990 units) of new affordable homes are owner-occupied to strengthen household stability (Stability).
4. Maintain healthy average annual vacancy rates—6% rental and 3% for-sale—to improve availability and moderate price pressures (Supply).
5. Embed transparency, public education, and continuous community feedback in all housing initiatives (System).

Objectives

To achieve these goals, the Plan advances 16 core objectives: Support a variety of housing options to accommodate diverse needs, increase home ownership opportunities for increased housing stability, prioritize permanently affordable housing options for Categories 1, 2 and 3 households, provide housing solutions for persons displaced by catastrophic events, align new housing with community character in a manner that discourages displacement and supports mixed income communities, reduce barriers to housing supply, prioritize mixed use and mixed income components for multifamily developments, prioritize solutions that allow residents to age in place, prioritize solutions that support naturally occurring affordable housing, preserve and improve existing affordable housing stock, policies that allow younger generations to stay and thrive in the city, partner with for-profit, nonprofit, and government partners, support legislation to provide more flexibility to the city for housing, build public trust through education and transparent reporting, support the local construction industry, and align with the city's comprehensive plan by supporting infill development of housing.

Strategies and Key Actions

The Plan operationalizes its objectives through ten mutually reinforcing strategy areas and 40+ concrete actions, sequenced as short- (1–2 years), mid- (3–4 years), and long-term (5+ years) steps:

1. Organizational Development: Establish a Community Land Trust and land banking system; secure housing authority powers to enable development and stewardship of permanent affordability.

Executive Summary

Strategies and Key Actions (Continued)

2. **Education & Communication:** Build engagement tools, run public education campaigns, publish annual progress reports, host an annual Housing Symposium, and include local builders in decision-making bodies to sustain trust and momentum.
3. **Zoning & Ordinance Amendments:** Increase by-right capacity where infrastructure exists; reduce dimensional and parking barriers; legalize “Missing Middle” and ADUs; offer affordability incentives and study mandates; calibrate rules for short-term rentals; align infill with the Gen H comprehensive framework.
4. **Policy & Process Improvements:** Streamline approval timelines, digitize workflows, and right-size staffing to cut soft costs and accelerate housing delivery.
5. **Ordinance Evaluation & Housing Quality:** Rewrite the Minimum Housing Code; conduct cross-department cost/benefit reviews; target incentives to the full range of affordable housing types while maintaining health and safety standards.
6. **Internal Capacity:** Hire a HUD-certified housing specialist; expand staff training; create a housing resource portal; formalize data tracking and KPIs to guide decisions and report progress.
7. **Community Character Mapping:** Convene neighborhood workshops, document local history, and develop character maps to guide context-sensitive, mixed-income infill and prevent cultural displacement.
8. **Funding Expansion:** Pursue state/federal and philanthropic grants (e.g., CDBG-DR/NR), evaluate a housing bond, and commit recurring City funds to sustain programs and gap-finance projects with durable affordability.
9. **Individual Assistance ($\leq 80\%$ AMI):** Offer down-payment assistance, low-interest purchase/rehab loans, ownership-readiness counseling, and expand owner-occupied rehabilitation with accessibility upgrades to support aging in place.
10. **Public-Private Partnerships:** Formalize nonprofit partnerships for emergency housing; provide loans and pre-approved plans for ADUs; support redevelopment of aging affordable properties into modern, higher-yield mixed-income housing.

Community Engagement and Connection

The Plan’s content and priorities reflect an extensive engagement process: five targeted listening sessions (business, seniors/veterans, nonprofits, Black community, and Spanish-speaking residents) and a

Executive Summary

300+ response community survey identified needs for diverse housing types, anti-displacement, infrastructure alignment, and sustained transparency and education. The plan includes mixed-income integration, language access, and attention to historic communities through character mapping and anti-displacement program design.

Sound Housing Principles

The Plan’s approach explicitly applies best-practice housing principles—expanding Supply, enhancing Stability, and investing Subsidy—while adding “System” to ensure staffing, partnerships, and accountability are in place for execution.² It emphasizes by-right capacity, diverse housing types, gentle density, streamlined approvals, permanent affordability tools (CLT/land bank), and durable funding—all consistent with evidence-based strategies used successfully in peer cities and recommended by national experts.

Implementation, Governance, and Accountability

Actions are phased over five years and prioritized via a scoring tool that weighed cost, staff time, impact, income groups served, community support, and alignment with goals. Governance features include an annual public Housing Report, KPI dashboard, and an Annual Housing Symposium, ensuring transparent progress tracking and course corrections as conditions change. The Plan recognizes homelessness as a critical, related challenge and recommends a separate, coordinated strategy to complement these housing actions.

Alignment with DFI Site Strategy

DFI’s site identification and feasibility framework—physical capacity, market need, financial viability, and alignment with community priorities—guides how the City selects sites, shapes projects, and targets subsidies to maximize production, preservation, and resilience for Category 2/Category 3 households, seniors, and people with disabilities, including recovery from disaster impacts.

Bottom Line

This Strategic Housing Plan is a comprehensive, measurable, and community-endorsed strategy to add the right homes in the right places, preserve and improve existing housing, support households most in need, and build the systems and partnerships required to deliver at scale. It balances growth with neighborhood character and commits to transparent implementation so residents can see and shape progress over time.

²See, Phillips, Shane, *The Affordable City*, Island Press, 2020.

Introduction

Hendersonville is charting a path toward a future where every resident can find a home that is safe, stable, and affordable. We are guided by a clear vision that our community will be a one where everyone has a safe, stable, and affordable place to call home, where people take pride in where they live, where individuals from diverse backgrounds live harmoniously and where a variety of housing options exist to meet the full spectrum of community needs. The Strategic Housing Plan, which has been developed through a collaborative process that was initiated with the creation of a Strategic Housing Plan Steering Committee in March of 2024, translates that vision into actionable goals and objectives, prioritizing strategies and sequencing actions grounded in local data, expert input, and extensive community engagement.

The Plan organizes its work around four mutually reinforcing pillars designed to support affordable housing development in our community—Supply, Stability, Subsidy,³ and System—so that new homes, lasting affordability, targeted assistance, and strong civic capacity move forward together rather than in isolation.

How the Plan Is Organized: The Four “S’s”

- **Supply:** Expand the quantity and diversity of homes to meet demand and support mixed-income, mixed-use, and “missing middle” options where appropriate.
- **Stability:** Preserve affordability over time and reduce displacement risks through ownership households the market cannot serve on its own.
- **Subsidy:** Deploy public, private, and philanthropic resources to fill affordability gaps for households the market cannot serve on its own.⁴
- **System:** Build the City’s capacity, align policies and processes, and maintain accountability through transparent reporting and ongoing community engagement.

Alignment with DFI Site Strategy

At its core, the plan aims to keep Hendersonville a welcoming, livable community for people of all incomes and backgrounds by:

- **Expanding the supply and diversity of homes**—adding “missing middle” options, ADUs, and mixed-use/mixed-income development—so that current and future residents (including families, workers, seniors, and people with disabilities) can find attainable, well-located housing.

³ *Id.*

⁴ *Id.*

Introduction

- **Strengthening stability**—preserving existing affordable homes, improving housing quality, preventing displacement, and creating pathways to ownership (e.g., down-payment assistance, counseling), with particular attention to seniors, veterans, and households in Categories 1, 2 and 3.
- **Targeting subsidy**—mobilizing grants, potential bonds, recurring local funds, and partnerships to close feasibility gaps for permanently affordable housing and to provide household-level assistance where markets fall short.
- **Building the system**—establishing durable organizations (community land trust, land banking), hiring specialized staff, streamlining approvals, updating codes, and committing to transparent engagement and annual reporting so progress can be tracked and trust maintained.

By integrating best-practice principles (Supply, Stability, Subsidy, and System) with local data and resident priorities, the plan provides a practical, accountable path to meet today’s needs and prepare for tomorrow’s—adding the right homes in the right places, preserving community identity, and ensuring that prosperity is broadly shared across Hendersonville.

The plan was informed by three key inputs⁵: **a professional needs assessment by the UNC Development Finance Initiative (DFI), an expert housing policy presentation by Shane Phillips of UCLA, and extensive community engagement led by Fountainworks (including listening sessions and a public survey)**. In essence, the plan identifies the scope of Hendersonville’s housing affordability problem, sets clear goals and targets, and outlines multi-faceted strategies – from zoning reforms to funding programs – to address those needs. Below is a synthesis of how the Housing Plan aligns with and responds to the needs, expert recommendations, and public input from those source documents.

► **Data-Driven Targets:** The Housing Plan sets ambitious numeric goals that directly respond to the DFI needs assessment. DFI’s analysis found a shortfall of roughly 2,000 affordable housing units for low- to moderate-income (Category 2/Category 3) households over the next five years, along with extremely low vacancy rates (under 2% for rentals) fueling the crisis. In response, the plan calls for adding about 3,000 new homes in the city by 2030, including 2,200 units reserved for Category 2/Category 3 households. Achieving this would raise the city’s share of regional housing growth to 18% and restore healthier vacancy rates (around 6% for rentals) to ease pressure. These targets show Hendersonville is proactively tackling the shortage quantified by DFI’s report.

⁵See, Appendices 1, 2 and 3.

Introduction

- ▶ **“Supply, Stability, Subsidy (and System)” Approach:** Echoing Shane Phillips’ recommended framework, the plan addresses housing through a three-pronged strategy – increasing housing supply, improving housing stability, and providing housing subsidies – with the addition of a fourth pillar focused on strengthening the housing system (the city’s internal capacity and partnerships). Shane Phillips had urged a balanced approach: expand housing supply through upzoning and streamlined development, protect renters and vulnerable residents for stability, and invest public resources to fill affordability gaps, implementing all simultaneously. This plan embraces this philosophy. It proposes broad zoning reforms to enable more homes (“supply”), programs to foster homeownership and permanent affordability (“stability”), new funding mechanisms and incentives (“subsidy”), and enhanced community engagement and coordination (“system”). This multi-faceted strategy was developed to avoid the pitfalls seen in high-cost cities by tackling the issue from all angles at once, as Phillips recommended.
- ▶ **Community-Informed Solutions:** The strategies in the Housing Plan closely reflect the priorities voiced by residents in Fountainworks’ public input report. Across multiple listening sessions, community members stressed a “lack of affordable and diverse housing options” in Hendersonville. They called for zoning changes to allow higher-density and “missing middle” housing, support for mixed-income developments, and protection against displacement. These ideas are directly integrated into the plan. For example, the plan includes actions to increase allowable housing density, reduce restrictive lot standards, and permit a wider variety of housing types in residential and commercial zones. It also calls for exploring inclusionary zoning (requiring a share of affordable units in new projects) and potentially regulating short-term rentals that pull homes off the long-term market – all measures the community indicated were important. Importantly, the plan places a strong emphasis on public education and transparency, committing to annual progress reports and ongoing outreach to build support for new housing initiatives. This responds to the Fountainworks findings that overcoming “NIMBY” resistance and misinformation through education is critical for success.
- ▶ **Addressing Identified Needs and Gaps:** The Housing Plan shows clear alignment with the specific needs identified by DFI and the community. For instance, DFI highlighted the housing challenges of seniors, people with disabilities, and families – noting that nearly half of low and moderate income households with unmet housing needs are seniors living alone, and many Category 1 families struggle to find suitable homes. The plan explicitly prioritizes these groups by setting an objective to provide a variety of housing options for families, singles, retirees, and people with disabilities. Another example: DFI’s assessment and public feedback underscored the impact of Hurricane Helene, which destroyed housing stock in vulnerable neighborhoods and displaced many residents. In response, the plan includes a dedicated objective to provide housing solutions for those displaced by catastrophic events, aiming to improve resilience against future disasters.

Introduction

Community members—especially in historically Black neighborhoods—feared displacement and loss of community character due to development. Acknowledging this, the plan emphasizes anti-displacement strategies like establishing a Community Land Trust to keep housing permanently affordable and community-controlled. It also proposes “community character mapping” workshops to ensure new housing fits neighborhood needs and to preserve cultural and historic identity. These measures show the plan’s sensitivity to the qualitative concerns raised in the public input sessions.

- ▶ **Increasing Housing Supply (Plan vs. Sources):** All sources agree that increasing the housing stock is paramount. The DFI report showed Hendersonville hasn’t been building enough to keep up with demand (households grew ~40% while housing units grew only ~20% in the past decade, and only a few hundred affordable units are in the pipeline). Public survey respondents overwhelmingly recognized the shortage; rapid population growth and lack of new supply were cited as major factors driving the affordability crisis. In line with this, the Housing Plan makes expanding supply its first pillar (“Supply”). It outlines concrete steps: updating zoning codes to allow duplexes, apartments, accessory dwellings, and other multi-family or “missing middle” homes in more areas; increasing allowable densities and building heights where appropriate; and simplifying the approval process for housing development. These efforts aim to open the door for private builders and nonprofits to create the ~3,000 new units needed. Shane Phillips had specifically urged cities like Hendersonville to “upzone” and permit more homes by-right, warning that overly restrictive single-family zoning leads to scarcity and higher prices. The plan follows this advice closely – for example, it calls for reducing minimum lot sizes and setback requirements (so more units can fit on available land) and expanding by-right development opportunities downtown and along key corridors. Community input strongly supports these changes: participants favored infill development and mixed-use projects that bring more housing while enhancing walkability and access to services. By incorporating those ideas, the plan’s supply strategy is both data-driven and community-endorsed.
- ▶ **Ensuring Stability and Preventing Displacement:** Beyond bricks and mortar, the plan focuses on keeping people securely housed amid growth and change. Shane Phillips emphasized “housing stability” – protecting renters from sudden displacement and supporting long-term residents – as a vital complement to building new units. He advocated tools like rent stabilization and just-cause eviction ordinances in high-cost areas. While North Carolina law currently limits such measures at the local level, this plan addresses stability in other ways. First, it puts a big emphasis on homeownership opportunities for low- and moderate-income households, setting a goal that at least 45% of new affordable units be owner-occupied. Facilitating ownership (through land trust homes, down-payment assistance, or local partnerships) gives families a stable stake in the community and protection from rent hikes.

Introduction

Second, the plan’s Community Land Trust (CLT) initiative directly targets long-term stability: a CLT will acquire land and maintain ownership permanently, selling homes to local residents at controlled affordable prices. This ensures those homes remain affordable for future generations and that residents cannot be easily displaced by market forces. Public input played a role here too – after visiting successful CLTs in other cities, the Housing Steering Committee and local stakeholders strongly recommended pursuing a land trust model, and community members broadly supported ideas to preserve existing affordable housing and prevent displacement. Additionally, the plan calls for expanding home repair and rehabilitation assistance for Category 1 and senior homeowners so they can safely “age in place” in their current homes instead of being pushed out. It even anticipates needs during crises: as noted, one objective is to have rehousing plans for residents displaced by disasters (like floods or fires). Finally, recognizing its limited authority over private leases, the city plans to advocate for state-level policy changes to empower more tenant protections (for instance, seeking legislative support for inclusionary zoning or other affordable housing tools). By focusing on ownership, permanent affordability, and supportive programs, the plan addresses stability in ways that fit local capabilities while pushing for broader changes that Phillips and the community deem necessary.

► **Affordability and Subsidy:** Funding the Solutions: The “Subsidy” component of the plan acknowledges that the market alone cannot produce housing affordable to many working families, seniors on fixed incomes, or vulnerable residents. DFI’s assessment underscored that over 80% of households with unmet housing needs in Hendersonville are Category 1, 2 or 3, meaning the private sector will not supply affordable units for them without incentives or assistance. The public input also reflected this reality: a significant majority of survey respondents agreed that public funds should help support affordable housing (for example, by investing in infrastructure for new homes or offering low-interest loans to housing developers). In response, the plan outlines a proactive funding and subsidy agenda. It proposes establishing dedicated local housing funds (exploring options like a housing bond referendum or annual budget allocations), aggressively pursuing state and federal grants, and partnering with philanthropic organizations. In fact, the planning process itself was jump-started by a \$100,000 grant from Dogwood Health Trust, demonstrating the kind of public-private collaboration the city seeks to continue. The plan also identifies specific subsidy programs: for instance, offering down-payment assistance or low-interest loans to help first-time homebuyers (particularly important for moderate-income workers who can afford a mortgage but struggle with upfront costs), and expanding rehab and weatherization grants to help Category 1 homeowners maintain safe housing. On the development side, the city intends to use carrots (and potentially sticks, if enabled) to create affordable units – density bonuses or streamlined permitting for projects that include affordable housing, and investigating mandatory inclusion of affordable units in larger developments.

Introduction

Shane Phillips highlighted many of these subsidy tools, such as direct construction subsidies, rental assistance, and even property tax abatements for affordable housing projects, as essential pieces of the puzzle alongside supply and stability measures. The plan’s comprehensive list of funding strategies aligns well with that advice. It effectively says: we will leverage every resource – municipal, state, federal, private – to make housing attainable, rather than expecting the market to solve it alone. Importantly, this approach had public backing: community members have voiced support for the city using funds and incentives to ensure housing for teachers, first responders, young families and others who are being priced out.

► **System and Implementation – Making It Happen:** Recognizing that goals and strategies mean little without follow-through, the Housing Plan dedicates a pillar to “System” improvements, which is about capacity-building, coordination, and accountability. This focus was influenced by both expert input and community expectations. Shane Phillips noted that solving housing issues requires political will and institutional capacity – essentially, local governments need to set up structures to deliver housing solutions long-term (e.g. housing trusts or dedicated staff) and to measure progress. Accordingly, this plan proposes expanding the city’s housing staff expertise, possibly by hiring a Housing Coordinator or HUD-certified specialist to oversee programs. It also calls for creating a centralized housing resource “clearinghouse” (e.g., a one-stop website or office) to help residents tap into available housing assistance, and for continuing strong partnerships with regional organizations, other local governments and nonprofits. The Strategic Housing Plan Steering Committee that guided this plan will transition into an ongoing advisory or oversight role, ensuring diverse community voices stay involved. Fountainworks’ facilitation highlighted how vital transparency and public trust are – citizens want to be kept informed and see results. In response, the plan commits to regular progress reporting and community updates. In fact, the city has already instituted a public dashboard for its strategic plan. This level of accountability was welcomed in the public input (residents expressed desire for more communication and education around housing efforts to build support). Another “system” element is improving coordination of policies – for example, ensuring land use plans, infrastructure investments, and economic development initiatives align with the housing goals (so that zoning changes are supported by water/sewer capacity, transit planning, etc.). Community feedback pointed out infrastructure as a constraint on housing, and the plan addresses this by pledging to seek infrastructure grants and consider upgrades in tandem with new housing projects. Ultimately, the plan’s System pillar is about creating an environment where the other three pillars – Supply, Stability, Subsidy – can succeed. It institutionalizes the housing affordability mission within city government, which increases the likelihood that the ambitious targets set by the plan will actually be met.

Introduction

What the Plan Includes

The plan brings together policy, program, and implementation tools in one coordinated framework. Specifically, it includes:

- A mission, vision, and values statement; quantified goals; and objectives that describe the outcomes residents want to see.
- Ten strategies and detailed action steps (with short-, mid-, and long-term timelines) covering: long-term organizational structures (community land trust and land banking), education and communication to build public trust, zoning and subdivision updates to enable a wider mix of housing, process improvements to speed approvals, ordinance updates to raise housing quality, capacity-building within the City, community character mapping, expanded funding capacity, household-level assistance for those up to 80% AMI, and public-private partnerships to deliver units and preserve affordability.
- A data and site-identification framework, drawing on the DFI Housing Needs Assessment, to guide where and how affordable housing can feasibly be produced and preserved, including priorities by household type, geography, and partner capacity.
- A prioritized implementation section, a reporting cadence, and an appendix with detailed action descriptions to ensure accountability and course correction as conditions change.
- Cross-references to the City's broader planning and code updates (e.g., Gen H Comprehensive Plan, property maintenance standards) to align housing actions with land use, infrastructure, and neighborhood goals.

In short, the plan is both a policy document and an action manual: it sets the vision, specifies the tools, and schedules the work in a way that the public and partners can follow and help deliver.

Glossary of Key Terms

On the following pages are plain-language definitions of the terms that appear in or underpin the Executive Summary of the Housing Plan.

Core Concepts and Metrics

- **Affordable Housing:** Housing that costs no more than 30% of a household's gross income, including rent or mortgage plus basic utilities. Households paying more than this are "cost-burdened"; more than 50% is "severely cost-burdened."

Introduction

- **Area Median Income (AMI):** The income level at which half of households in a region earn more and half earn less. Eligibility for affordable homes is often expressed as a percentage of AMI (for example, 60% AMI).
- **Housing Category:** A nomenclature to identify household income as a percentage of AMI. Note: LMI (low-to-moderate income) is a general term used to group Categories 1, 2 and 3 together, indicating that housing income is less than 80% AMI.
 - ▶ **Category 1 Housing:** Housing that is affordable to a household earning $\leq 30\%$ AMI.
 - ▶ **Category 2 Housing:** Housing that is affordable to a household earning 30–60% AMI.
 - ▶ **Category 3 Housing:** Housing that is affordable to a household earning 60–80% AMI.
 - ▶ **Category 4 Housing: [AKA Workforce housing]:** Housing affordable to households typically between about 80–120% of AMI (e.g., teachers, nurses, first responders). It is not necessarily subsidized but is priced below high market levels.
 - ▶ **Category 5 Housing:** Market Rate housing.
- **Unit:** A single housing residence (e.g., one apartment, one townhouse, one single-family home).
- **Vacancy rate:** The share of rental units that are currently unoccupied and available to rent. A “healthy” rental market often targets roughly 5–7% vacancy to ease pressure on rents.
- **Pipeline:** The collection of homes proposed, approved, or under construction but not yet completed.

Housing Types and Land-Use Tools

- **Missing Middle Housing:** Small-scale, multi-unit housing that fits within residential neighborhoods, such as duplexes, triplexes, fourplexes, townhomes, cottage courts, and small apartment buildings.
- **Accessory Dwelling Unit (ADU):** A secondary small home on the same lot as a primary residence (e.g., a backyard cottage or garage apartment).
- **Mixed-Use Development:** Projects that combine housing with other uses (retail, office, services) in the same building or site, typically in walkable areas.
- **Upzoning:** Changing zoning to allow more homes on a site (e.g., more units, greater height, or smaller lots) than previously permitted.
- **By-Right Development:** Projects that meet objective zoning rules and can be approved administratively without discretionary hearings, reducing cost and time.

Introduction

- **Dimensional Standards:** Zoning rules that set building size and placement (e.g., minimum lot size, setbacks, height, lot coverage).
- **Parking minimums:** Zoning requirements that mandate a certain number of off-street parking spaces per home; reducing or removing them can make housing easier and cheaper to build.
- **Short-term rental (STR):** A dwelling rented for short periods (e.g., via platforms), which can reduce the supply of long-term housing if not regulated.

Affordability Tools and Programs

- **Permanently Affordable Housing:** Homes kept affordable for current and future households through legal mechanisms (e.g., land ownership structures or deed restrictions) rather than only for a limited term.
- **Community Land Trust (CLT):** A nonprofit that owns land permanently and sells or rents the homes on it at restricted, affordable prices. Resale rules keep homes affordable for the next buyer.
- **Land Banking:** Acquiring and holding land (often vacant or tax-delinquent) for future housing, prioritizing community needs and affordability.
- **Naturally Occurring Affordable Housing (NOAH):** Existing, privately owned homes with modest rents that are affordable without public subsidy; often targeted for preservation to prevent rent spikes.
- **Inclusionary Zoning:** A policy that requires or incentivizes developers to include affordable homes in new projects. Note: Local authority to mandate this varies by state law.
- **Density Bonus:** Allowing more units, height, or floor area than base zoning permits when a project provides specified public benefits (e.g., affordable homes).
- **Fee Waivers/Reductions:** Lowering or waiving certain development fees for projects that include affordable housing to reduce total project cost.
- **Subsidy:** Public or philanthropic financial support to make homes affordable. Forms include:
 - ▶ **Capital Subsidy:** Funds to build or rehabilitate housing (grants, low-interest loans).
 - ▶ **Operating Subsidy:** Ongoing support to keep rents affordable (e.g., rent vouchers).
- **Homebuyer Assistance:** Down-payment and closing-cost help for first-time buyers.
- **Rehabilitation/Weatherization Assistance:** Grants or loans to repair and improve existing homes, often for Category 1 or senior households.
- **Housing Bond:** Debt issued by a local government, repaid over time, to finance affordable housing production or preservation.

Introduction

Stability, Equity, and Resilience

- **Housing Stability:** Policies and programs that help residents remain safely housed over time (e.g., eviction prevention, ownership opportunities, repairs to age in place).
- **Anti-Displacement:** Strategies to prevent residents or businesses from being forced out by rising costs or redevelopment (e.g., CLTs, preservation of NOAH, relocation assistance).
- **Aging in Place:** Enabling older adults to remain in their homes and communities safely and comfortably through accessibility upgrades, services, and financial supports.
- **Disaster displacement response:** Plans and programs to rehouse residents who lose homes to floods, fires, or other catastrophes, and to rebuild more resiliently.

Governance, Process, and Accountability

- **Housing Authority:** A public entity that can develop, own, or manage affordable housing and administer certain federal or state programs.
- **Public-private Partnership (PPP):** Collaboration between government, nonprofits, philanthropy, and private developers to finance and deliver housing.
- **Streamlined Permitting:** Process improvements (clear timelines, fewer discretionary steps, concurrent reviews) that reduce approval time and uncertainty for compliant projects.
- **One-Stop Housing “Clearinghouse”:** A centralized resource (website or office) that connects residents and partners to housing programs, applications, and assistance.
- **Key Performance Indicators (KPIs):** Specific, trackable measures used to monitor progress (e.g., units permitted, units affordable at each AMI band, funds deployed).
- **Community Character Mapping:** A participatory planning tool to document neighborhood history, identity, and design preferences, guiding context-sensitive growth.
- **Transparency and Public Dashboard:** Regular public reporting—often via an online dashboard—showing goals, actions, timelines, and progress updates.
- **Advocacy for Enabling Legislation:** Seeking changes in state law to expand local housing tools (e.g., broader inclusionary zoning authority or additional tenant-protection options).

Introduction

History of the Plan

Hendersonville’s housing strategy builds on several years of action, learning, and community partnership:

- ▶ **2020–2022:** The City advanced affordable housing and neighborhood revitalization through a \$750,000 CDBG award for Ashe Street rehabilitation, adopted a CDBG policy, funded projects like Apple Ridge, and began exploring zoning options and best practices, establishing a foundation of grants, policy development, and staff capacity.
- ▶ **2023:** City Council identified affordable housing as a top priority and secured a \$100,000 Dogwood Health Trust grant to develop a strategic housing plan; a Steering Committee representing builders, nonprofits, legal, real estate, government, and economic development was formed to guide the work.
- ▶ **2024:** The City launched broad public engagement—five listening sessions (business, seniors/veterans, nonprofits, Black community, Spanish-speaking community) and a community survey—capturing lived experiences, barriers, and solutions residents wanted to see; Hurricane Helene underscored urgency and the need for resilient, affordable housing options. The City also convened an Affordable Housing Summit in May where Shane Phillips presented the “Three S’s” (Supply, Stability, Subsidy), which Hendersonville expanded to add a fourth, System (capacity and accountability). The City contracted with UNC DFI in June to conduct a Housing Needs Assessment and Site Identification Process, completed in November and presented to the Steering Committee and City Council in November–December. The Steering Committee studied models (including community land trusts) and voted in September 2024 to recommend a CLT approach, informed by field visits and peer learning.
- ▶ **2025:** Staff assembled the Strategic Housing Plan with goals, objectives, strategies, and actions; Fountainworks facilitated Steering Committee review and prioritization on August 22, 2025, producing an implementation sequence and confirming alignment with community input and DFI findings. Throughout, the City hosted events, provided interpretation services, and made plan materials broadly accessible, reflecting an inclusive process inspired in part by lessons shared by Shane Phillips and other experts.

This record shows a plan shaped by data, community voice, expert guidance, and on-the-ground experience—evolving from early grant-driven rehabilitation projects to a citywide, system-level strategy.

Hendersonville's Housing Conditions, Future Need, and Community Input Summary

Current Housing Situation (DFI Assessment and Shane Phillips Data)

- ▶ **Tight Market, Large Unmet Need:** According to the DFI Needs Assessment, Henderson County needs an estimated 10,000 new homes over five years; within Hendersonville, at least 2,000–2,200 homes are needed specifically for low- to moderate-income (Category 2) households. Vacancy rates for both rentals and for-sale homes in the City are below 2%, far under the ~7% vacancy associated with a healthy market, indicating very limited options and elevated price pressure. Since 2012, households grew about 40% while housing units grew only 20%, widening the gap. At least 2,000 renters and 600 homeowners in the City have unmet housing needs, over 80% of whom have incomes in Categories 1, 2 or 3. Median home prices now exceed \$400,000, implying an income of roughly \$120,000 to purchase a median-priced home—triple the income required a decade ago. Rents in newer properties rose about 25% post-COVID, while many older rentals face quality issues. Short-term rentals account for roughly 5% of the City's housing stock. Employers report difficulty hiring at salaries even in the \$70,000–\$100,000 range due to housing costs. Vulnerable housing types, especially mobile homes (about 15% of county stock), provide vital affordability but are at risk. Hurricane Helene further reduced supply, including 44 public housing units taken offline.
- ▶ **Market and Demographic Context:** Data from 2020 presented by Shane Phillips indicates the following: Population grew ~15% from 2012 to 2020; housing units increased ~20% over that period. The rental share is high (about 52.5% renter), and vacancy tightened from 20.7% to 7.7% by 2020 (and tighter since per DFI), signaling much less slack in the market. Median rent rose ~22%, and the Zillow home value estimate rose from ~\$254,000 (2020) to ~\$414,000 (May 2024). The average household size fell from 2.3 to 1.9, with one-person households now about 47%—increasing demand for smaller, more affordable units. Income disparities are notable: median household income is ~\$50,000, with renters around \$38,000 and homeowners about \$65,000. A significant portion of county housing (about 6.2%) is vacant and associated with short-term or seasonal use, further constraining long-term availability. Barriers include historically single-family-dominant zoning, rising land costs, and the need for political will and funding to support affordable housing.
- ▶ **Age structure and special needs:** According to the DFI Needs Assessment, approximately 45% of households have a householder age 65+, and the 75+ cohort is the largest; one in five Category 2 households with unmet housing needs includes a member with ambulatory or independent-living challenges. Priority need groups include older adults (about 825 households), families younger than 62 (about 550 households, mostly renters), and younger individuals in the workforce (about 500 households).

Hendersonville's Housing Conditions, Future Need, and Community Input Summary

Trends Supporting Future Housing Need (DFI Needs Assessment)

- ▶ **Demand Continues to Outpace Supply:** Ongoing in-migration (about 40% of new households) and continued household formation will sustain high demand. Since 2012, construction has lagged behind the growth in the number of households, with new units increasing by only 20% while households grew by 40%. Low vacancy and rising prices/rents outpacing incomes are expected to persist without substantial new production across a range of types and price points.
- ▶ **Pipeline Mismatches:** Of roughly 5,700 units in the county pipeline, only about 330 are affordable to Category 2 households; 83% of rental pipeline units are in the City, but most new developments are only affordable to households in Categories 4 and 5, leaving the deepest needs unserved without subsidy.
- ▶ **Stock Conversion Pressures:** Short-term rentals remain material in scale—about 5% of the local stock—constraining long-term availability and amplifying scarcity. Investor and second-home demand also limit options for local residents.
- ▶ **Shifting Household Composition:** Smaller households and a high share of single-person households increase demand for smaller, more attainable homes (studios to two-bedrooms), “missing middle” formats, and accessible, one-level options for aging in place.
- ▶ **Disaster and Resilience:** Hurricane Helene damaged local housing, with many lower-income neighborhoods most affected. Replacing lost units and building in safer locations adds to future need.
- ▶ **Economic Impacts:** Employers, especially in health care and education, report recruitment and retention challenges due to housing costs, even among their higher earners, signaling broader economic stakes if supply and affordability are not addressed.

Hendersonville's Housing Conditions, Future Need, and Community Input Summary

Community Input Summary (Fountainworks Report and Appendix)

- ▶ **What Residents are Experiencing:** Widespread reports of being priced out, long waitlists, and difficulty finding safe, quality homes that align with incomes. Essential workers (teachers, nursing assistants, service staff) struggle to live where they work; seniors face rising taxes, repair needs, and limited accessible options; quality concerns persist in older rentals. Community members see STR growth, investor purchases, and zoning/infrastructure limits as reducing available homes and driving up prices.
- ▶ **What Residents Want:** Strong support for a broader mix of housing types—apartments, accessory dwelling units (ADUs), duplexes/fourplexes, cottage courts, townhomes, modular/manufactured and tiny homes—and for mixed-income, mixed-use infill near jobs, shopping, and services, recognizing that affordability depends on combined housing plus transportation costs. Many support upzoning, overlays, and infill to expand options while preserving community character through context-sensitive design. There is broad support for local investment (infrastructure, down-payment assistance, low/no-interest loans) and for partnerships among the City, County, nonprofits, faith organizations, and private developers.
- ▶ **Community Priorities:** Solutions for certain community groups emerged repeatedly—aging in place for seniors and veterans; language access and credit/financing pathways for Spanish-speaking households; missing-middle and workforce housing with anti-displacement protections in historically Black neighborhoods; preservation of manufactured home communities. Residents emphasized combating stigma, ensuring transparency, and sustaining public education to build trust.
- ▶ **Implementation Feedback:** Participants called for faster, clearer processes; zoning reforms that allow more by-right housing; incentives (and where feasible, mandates) for affordability; management of short-term rentals; and durable stewardship tools (e.g., community land trusts, land banking). Community input also helped reprioritize actions (e.g., moving permission for more housing types to the Short-Term and phasing engagement tools and reporting to ensure capacity) and affirmed the need for ongoing collaboration beyond city limits.

Together, these data and lived experiences show a present-day housing market that is undersupplied, increasingly expensive, and ill-matched to the incomes and household types prevalent in Hendersonville—conditions that, absent intervention, will intensify given demographic shifts, disaster impacts, and pipeline gaps. The community's recommendations align with evidence-based solutions and underscore both urgency and broad local support for expanding and diversifying housing, preserving existing affordability, and investing in people and places.

Introduction to Goals, Objectives, and Strategies

This section translates Hendersonville’s housing vision into clear direction: what the City intends to achieve (goals), the outcomes that define success (objectives), and the approaches and actions it will take to get there (strategies and action steps), all organized for accountability over the next five years. It builds on the plan’s guiding framework—the “Four S’s” of Supply, Stability, Subsidy, and System—which adapts nationally recognized best practice (the “Three S’s”) to Hendersonville by adding a deliberate focus on implementation capacity and accountability.

Grounded in local data and extensive community engagement, the goals, objectives, and strategies presented here respond to documented needs and the values residents articulated through surveys, listening sessions, and stakeholder work sessions, as well as to the feasibility insights provided by the DFI Housing Needs Assessment completed in November 2024. The development of this section was further shaped by a multi-year process of grants, committee deliberations, expert presentations, and peer-city learning, ensuring that what follows reflects both community priorities and proven methods.

To provide a clear roadmap, this section is structured as follows:

- ▶ **Goals:** Five measurable, plan-wide targets aligned to the Four S’s serve as benchmarks for progress and public reporting.
- ▶ **Objectives:** Sixteen objectives specify the outcomes Hendersonville will pursue—such as diversifying housing types, preventing displacement, expanding homeownership, and preserving existing affordable homes—to operationalize the goals.
- ▶ **Strategies and Actions:** Ten strategies and 40+ actions detail the policy, program, and process tools the City will deploy, each assigned to short-, mid-, or long-term timelines to sequence work and manage resources effectively.

Each goal, objective, and strategy in this section is traceable to the City’s shared vision and to the record: community input themes (affordability, diverse housing types, community character, sustainable infill, supportive infrastructure and policy), feasibility considerations (sites, market demand, and financing gaps), and expert guidance on balancing Supply, Stability, and Subsidy while building the System to deliver results. While homelessness is a critical, related challenge, the City will address it through a parallel strategy coordinated with county and regional partners; the goals, objectives, and strategies here focus on the broader housing system that supports affordability, quality, and choice for all Hendersonville residents.

Together, the elements that follow form a comprehensive, actionable, and measurable agenda— linking what the City will accomplish to how it will do so, and establishing the foundation for implementation, monitoring, and continuous community accountability.

Goals, Objectives, and Strategies

Plan Goals

The goals section translates Hendersonville’s housing vision into a concise set of measurable targets that direct policy, programs, partnerships, and investments over the next five years. Rooted in the plan’s commitment that everyone should have a safe, stable, and affordable place to call home—and organized around the “four legs of the stool” (Supply, Stability, Subsidy, and System)—these goals provide the framework that links community values to concrete outcomes and establishes how progress will be tracked and reported to the public.

- ▶ **Goal #1:** The City will grow its percentage of households to 18% of Henderson County’s Total Households over the next 5 years. To achieve this, the City will accommodate 3,047 units of the projected additional 4,300 Units needed countywide. *(Supply)*
- ▶ **Goal #2:** The City of Hendersonville will support building an additional 2,200 permanently affordable housing units to Categories 1, 2 and 3 households over the next 5 years, as identified by DFI. *(Subsidy)*
- ▶ **Goal #3:** At least 45% of the permanently affordable units (900 units) for Category 1, 2 and 3 households should be fee simple/owner-occupied. *(Stability)*
- ▶ **Goal #4:** The City of Hendersonville will maintain a average annual vacancy rate of 6% amongst rental housing and 3% amongst for sale housing in order to have an adequate supply of housing at all income levels. *(Supply)*
- ▶ **Goal #5:** The City of Hendersonville will incorporate transparency, public education and community feedback in each of its housing endeavors. *(System)*

Why These Goals Matter

- They reflect what residents said they need most—affordability, safety, accessibility, inclusion in the process, and non-displacement—so the City’s actions align with lived experience and community priorities rather than abstract benchmarks.
- They respond directly to documented conditions: tight vacancies, rising costs, and unmet demand across household types (seniors, families, people with disabilities, and the local workforce), ensuring the City focuses resources where they will have the greatest impact.

Goals, Objectives, and Strategies

- They embody widely accepted housing principles—growing the right kinds of homes (Supply), protecting residents and neighborhoods (Stability), investing where the market falls short (Subsidy), and building the capacity to deliver and be accountable (System)—so efforts are comprehensive and mutually reinforcing rather than piecemeal.
- They guide decisions and resource allocation—informing zoning updates, funding choices, partnerships, and implementation sequencing—while establishing clear metrics that enable transparent monitoring, course correction, and public trust over time.

By setting these goals up front, the plan ensures a shared direction for action, connects strategies to outcomes residents care about, and creates a practical basis for accountability as Hendersonville advances toward a more affordable, equitable, and resilient housing future.

Plan Objectives

To achieve its vision and goals, the strategic plan lays out a set of objectives that capture Hendersonville’s housing priorities for the coming years. These objectives reflect both data findings and extensive community input, ensuring the plan addresses practical needs and resident concerns. Major objectives include:

- **Diversify Housing Types:** Encourage a variety of housing options to serve the full spectrum of residents – from single professionals and young families to retirees and those with disabilities. This means fostering everything from apartments and townhomes to accessory dwelling units (granny flats) and “missing middle” housing (duplexes, triplexes, etc.) in appropriate neighborhoods.
- **Expand Affordable Homeownership:** Create more paths to homeownership for low- and moderate-income households to improve long-term stability. By increasing access to entry-level homes and assistance programs, the plan aims to help renters (including younger residents and families) buy homes and put down roots in the community.
- **Permanently Affordable Housing:** Prioritize development of housing that remains affordable for Categories 1, 2 or 3 households. This involves tools like community land trusts and deed restrictions so that a portion of new housing – whether rental or for-sale – stays affordable for future generations, not just the initial occupants.
- **Disaster Recovery and Resilience:** Provide housing solutions for residents displaced by catastrophic events (such as hurricanes or floods). Recent disasters like Hurricane Helene damaged many lower-income neighborhoods, taking dozens of affordable units offline. The plan addresses the need for temporary and replacement housing to ensure displaced families can remain in the community and quickly find safe housing.

Goals, Objectives, and Strategies

- **Neighborhood Integration & Anti-Displacement:** Integrate new housing in a way that preserves neighborhood character and minimizes displacement. The plan encourages mixed-income communities – so affordable units are spread throughout the city, not concentrated – and includes anti-displacement measures to help existing residents (especially in historic Black and working-class neighborhoods) stay in their homes even as improvements occur. This objective echoes community concerns about gentrification and the desire to maintain Hendersonville’s small-city charm while accommodating growth.
- **Reduce Regulatory Barriers:** Lower the barriers that hinder an adequate housing supply. This means revising zoning rules, speeding up permitting, and updating codes that have limited housing construction or added costs. By reforming restrictive policies (for example, single-family zoning or onerous parking requirements), the city can enable creative, denser, and more affordable development forms.
- **Promote Mixed-Use, Mixed Income and Infill Development:** Encourage mixed-use, mixed income and infill projects, especially in appropriate corridors and downtown areas. This objective aligns with the city’s comprehensive plan (Gen H) and community feedback favoring vertical development and reuse of underutilized lots for housing over sprawl. Mixed-use and infill housing can revitalize commercial areas, provide convenient access to services, and protect open space by building within the existing urban footprint.
- **Support Aging in Place:** Support seniors, the disabled, and veterans through housing choices that allow aging in place and accessible living. This includes promoting universally designed units, one-level living options, and support services so older residents and people with disabilities can remain in the community safely as their needs change. Naturally occurring affordable housing (such as older homes or mobile home communities) should be preserved and improved to continue serving as a resource for these groups.
- **Preserve and Improve Existing Housing:** Preserve existing affordable housing stock and promote naturally occurring affordable housing. Rather than only focusing on new units, the plan calls for rehabilitating substandard homes, extending the life of subsidized housing, and keeping existing naturally affordable units (older apartments, mobile homes) from being lost to redevelopment or neglect. Safe, well-maintained existing housing is a crucial piece of meeting affordable housing needs.
- **Retain Local Workforce and Youth:** Enable younger generations and local workers to live in Hendersonville. Many participants noted that children who grew up in Hendersonville, as well as teachers, first responders, and service industry workers, struggle to afford living there now. The plan prioritizes strategies (like moderately priced starter homes, workforce rental housing, and down-payment assistance) to keep and attract these individuals, which is vital for the city’s economic vitality and generational continuity.

Goals, Objectives, and Strategies

- **Build Partnerships:** Partner with employers, nonprofits, other local governments and regional agencies to support housing initiatives. Objectives emphasize collaboration with major employers (who need workforce housing), institutions like the county or Dogwood Health Trust, other local governments such as Henderson County, and nonprofits (Habitat for Humanity, Housing Assistance Corporation, and other housing organizations) to leverage resources and expertise. A collective approach will amplify the impact of city-led efforts and create a support network for residents.
- **Advocate for Policy Changes:** Support state and federal policy changes that give the city more flexibility and resources to promote affordable housing. Hendersonville recognizes some tools (like stronger tenant protections or certain funding mechanisms) may require legislative action beyond the local level. The plan includes advocating for pro-housing legislation and creative state programs to complement local strategies.
- **Community Support and Engagement:** Build broad community support for housing initiatives through outreach and education. Given some public skepticism and NIMBY attitudes, the plan makes it a priority to engage residents early and often. This includes dispelling myths about affordable housing, highlighting successful projects, and ensuring citizens have a voice in housing decisions. Gaining community buy-in is essential for smooth implementation of new housing developments and policies.
- **Support Local Builders and Innovators:** Strengthen the local construction industry and encourage innovative housing solutions. Objectives call for helping small-scale local developers navigate the building process, possibly through technical assistance or incentives, and encouraging pilot projects (like modular homes or tiny home communities) that could demonstrate new affordable housing models. By including builders on advisory boards and reducing red tape, the city can foster a more vibrant, inclusive development sector that delivers on community needs.
- **Support Infill Housing in accordance with the City's GenH Comprehensive Plan.** The City's GenH Comprehensive Plan calls for context-sensitive infill development which will accommodate future growth while respecting the character of both built and natural environments while maximizing the utilization of existing infrastructure and feasible service delivery which. This will align housing and land use targets resources where infrastructure exists, limiting sprawl. Focused infill yields more units, lower costs, and better access to services—a key to affordability.

These objectives collectively ensure the strategic plan touches on all facets of Hendersonville's housing challenge—increasing quantity and diversity of homes, improving affordability and access, safeguarding vulnerable populations, and engaging the community. They serve as a bridge between the high-level goals and the concrete strategies that the city will pursue.

Goals, Objectives, and Strategies

Plan Strategies

The strategies section translates Hendersonville’s housing vision into specific, measurable outcomes that guide policies, programs, and partnerships over the next five years. These objectives are grounded in the City’s values and “Four S’s” framework—Supply, Stability, Subsidy, and System—and are informed by local conditions, lived experiences from broad community engagement, and best-practice housing principles adapted to Hendersonville’s context.

Why these strategies matter:

- They focus action where the data show the greatest need—tight vacancies, rising costs, and unmet demand among low- to moderate-income households, seniors, families with children, and residents with disabilities—so investments deliver the most impact.
- They ensure solutions reflect what residents asked for: a wider variety of home types, mixed-income neighborhoods, anti-displacement measures, and transparent implementation with clear accountability.
- They operationalize proven principles—expanding the supply of homes, strengthening household stability, and targeting subsidies where markets fall short—while building the City’s capacity to execute, measure, and adjust over time.

Together, these strategies provide a practical roadmap that links Hendersonville’s vision to on-the-ground results, aligning community priorities, empirical need, and implementable strategies into a coherent plan of action.

Strategies and How They Work Together

This plan organizes its strategies under a unified framework—the Four S’s: Supply, Stability, Subsidy, and System—so that regulatory reforms, funding tools, organizational capacity, and community engagement reinforce one another to deliver affordable, diverse, and well-located homes across Hendersonville. Each strategy is implemented through specific actions; taken together, these actions increase the number and variety of homes, protect current residents, target resources where the market falls short, and build the City’s ability to execute and be accountable over time.

1. Develop long-term organizational structures for permanently affordable housing.

- What it does: Establishes durable stewards and tools—Community Land Trust (CLT), land banking, and housing authority powers—to secure sites, develop housing, and preserve affordability over generations. This institutional backbone ensures that public investments and donated/discouted land produce enduring affordability for renters and owners alike.
- Link to others: The CLT and land bank are the “receiving gear” for zoning-enabled sites (Strategy 3), City funding (Strategy 8), and nonprofit/private partnerships (Strategy 10), turning opportunities into long-term affordable homes rather than one-time wins.

2. Education and communication to build public trust.

- What it does: Deploys engagement tools, public education, annual progress reports, and an annual housing symposium; includes local builders and tracks measurable goals. These actions cultivate informed support, reduce misinformation, and maintain transparency throughout implementation.
- Link to others: Engagement smooths adoption of zoning updates (Strategy 3), supports neighborhood character mapping (Strategy 7), and sustains political will to capitalize the housing fund and pursue bonds (Strategy 8).

3. Zoning and subdivision ordinance amendments related to housing.

- What it does: Increases by-right capacity; reduces dimensional and parking barriers; legalizes diverse housing types (e.g., Missing Middle, manufactured, tiny homes, ADUs); creates affordability incentives and studies mandates; manages short-term rentals; and supports targeted infill. These reforms unlock more sites and formats so builders (including nonprofits and small local developers) can deliver attainable homes at scale and in context-sensitive ways.
- Link to others: Regulatory capacity only converts to homes when paired with streamlined processes (Strategy 4), funding (Strategy 8), and delivery partners (Strategy 10). CLT/land bank (Strategy 1) capture rezoning benefits to keep a share of homes permanently affordable, while character mapping (Strategy 7) guides where and how infill occurs.

Strategies and How They Work Together

4. Improve City policies and processes.

- What it does: Streamlines approvals, right-sizes staffing, and improves interdepartmental coordination to cut soft costs and shorten time-to-permit for qualifying housing. Predictable, timely reviews are a low-cost way to make more projects pencil out, especially those providing affordable units.
- Link to others: Efficiency amplifies the impact of zoning changes (Strategy 3) and City funding (Strategy 8), while better process clarity helps residents and builders engage productively through the education strategy (Strategy 2).

5. Evaluate and update other ordinance requirements.

- What it does: Rewrites the Minimum Housing Code, conducts cost/benefit analyses of requirements, and calibrates incentives so codes protect health and safety without unintentionally blocking attainable homes. This preserves quality while aligning rules with affordability outcomes.
- Link to others: Strong but workable standards complement stability programs (Strategy 9), and ordinance tuning can be targeted to the appropriate geographies identified through character mapping (Strategy 7).

6. Build internal capacity.

- What it does: Hires a HUD-certified specialist or housing coordinator, trains staff, creates a housing resource portal, partners with technical experts, and tracks development trends. This “System” capacity ensures the City can design programs, underwrite projects, enforce standards, and report results reliably over time.
- Link to others: Capacity is the execution engine for all other strategies—necessary to stand up CLT/land bank (Strategy 1), administer funding (Strategy 8), run individualized assistance programs (Strategy 9), and manage partnerships (Strategy 10).

7. Community character mapping.

- What it does: Uses workshops, local history, and neighborhood character maps to guide context-sensitive infill and mixed-income development while preventing cultural displacement. This aligns growth with neighborhood identity and values.
- Link to others: Character maps inform where zoning changes (Strategy 3) are applied first and how incentives (Strategy 8) and partnerships (Strategy 10) are targeted, and they depend on ongoing engagement infrastructure (Strategy 2).

Strategies and How They Work Together

8. Increase funding capacity.

- What it does: Leverages grants, evaluates a housing bond, commits recurring City funds, and utilizes federal programs (e.g., CDBG-DR/NR) to provide gap financing, preserve naturally occurring affordable housing (NOAH), and support homeowner/renter assistance. Dedicated, sustained capital closes feasibility gaps that supply-side reforms cannot bridge alone.
- Link to others: Funding enables CLT/land bank acquisitions (Strategy 1), supports deed-restricted units made feasible by zoning bonuses (Strategy 3), scales rehab and down-payment programs (Strategy 9), and strengthens partner-led production (Strategy 10).

9. Implement individual assistance programs (Categories 1, 2 and 3).

- What it does: Provides down-payment assistance, low-interest purchase/rehab loans, housing counseling, and expanded owner-occupied rehabilitation and accessibility upgrades. These stabilize current residents, create pathways to ownership, and preserve existing affordable homes.
- Link to others: Counseling and assistance draw on the City's capacity (Strategy 6) and funding (Strategy 8), complement code updates (Strategy 5), and ensure that benefits of new supply (Strategy 3) reach households most in need (goals and objectives on stability).

10. Leverage public and private partnerships.

- What it does: Coordinates with other government agencies, nonprofits for emergency housing, supports ADUs with loans and pre-approved plans, and redevelops aging affordable properties to higher-yield, mixed-income communities. Partnerships expand reach, add expertise, and accelerate delivery.
- Link to others: Partners help activate sites enabled by zoning (Strategy 3) and financed via City funds (Strategy 8), often placing units into CLT stewardship (Strategy 1). Pre-approved ADU plans pair efficiency (Strategy 4) with homeowner incentives (Strategy 9).

How These Strategies Support the Plan's Goals and Objectives

- **Advancing Supply:** Zoning/subdivision reforms, process streamlining, and partnerships enable more homes of varied types—duplexes, cottage courts, ADUs, manufactured and modular— especially in serviced corridors and infill areas, supporting objectives to diversify housing, supporting infill development, and accommodate growth while maintaining neighborhood character.
- **Strengthening Stability:** Code updates, owner rehab and accessibility, anti-displacement through character mapping, and permanent affordability via CLT/land banking protect existing residents, improve quality and safety, and expand homeownership pathways—directly addressing objectives to prevent displacement and raise long-term housing security.

Strategies and How They Work Together

- **Targeting Subsidy:** Grants, bonds, recurring City funds, and federal sources fill the feasibility gap for deeply affordable units and household-level assistance, aligning with objectives to serve Categories 1, 2 and 3 households and to preserve/produce affordable homes that markets alone will not deliver.
- **Building the System:** Dedicated staffing, training, expert partnerships, engagement infrastructure, annual reports, and measurable goals create the governance and accountability necessary to deliver at scale and course-correct—supporting objectives on transparency, community trust, and sustained implementation capacity.

Why This Integrated Approach Is Sound

- **Theory of Change:** The plan intentionally combines the “Three S’s” (Supply, Stability, Subsidy) with a fourth—System—so that adding homes does not trigger avoidable displacement, protections are backed by resources, and the City has the organizational muscle to execute. This alignment reflects expert guidance that the S’s must work together as a mutually reinforcing “stool,” not as standalone measures.
- **Evidence and Feasibility:** DFI’s needs assessment and site framework ensure actions are aimed where needs and feasibility intersect (household types, target geographies, viable densities, and realistic gap financing), maximizing the return on policy and funding choices while grounding objectives in documented local conditions.
- **Community Alignment:** Fountainworks’ survey and listening sessions shaped the objectives (diverse housing types, anti-displacement, accessibility, mixed-use infill, transparency), and the strategies operationalize those priorities with concrete, trackable actions and timelines, sustaining trust through ongoing engagement and reporting.

In short, the strategies are intentionally sequenced and interlocked: rules and processes enable projects; funding and partnerships make them feasible; organizational stewards keep them affordable; community engagement and character mapping tailor them to place; and City capacity and public reporting keep the whole system accountable. Together, they advance the plan’s goals and objectives to expand housing choice, protect residents, deploy subsidy wisely, and build a durable system that can deliver year after year.

Analysis of Strategies and Actions

Why Each Matters and How It Solves Housing Challenges in Hendersonville

This analysis walks through every strategy and action in the City’s Strategic Housing Plan, explaining why it is important and how it contributes to a comprehensive solution. The through-line is the “Four S’s” framework—Supply, Stability, Subsidy, and System—which integrates best-practice principles (Shane Phillips’ Three S’s) with Hendersonville’s data and community priorities. Together, these measures address root causes (insufficient and undiversified supply), protect current residents, invest where markets fall short, and build the City’s capacity to deliver results at scale and over time. All actions steps are categorized into Short-Term, Mid-Term and Long Term, meaning the general time frame within which work on the action step will begin. Short-Term items will begin within years 1-2, Mid-Term within years 3-4, and Long Term within year 5 of this Plan.

I. Develop Long-Term Organizational Structure to Support Permanently Affordable Housing

► 1.01 Establish a community land trust (CLT) (Short-Term)

This plan calls for setting up a community land trust (CLT) in the Short-Term. A CLT is a nonprofit entity that acquires land and keeps it permanently affordable by leasing it for housing at below-market rates. This helps maintain a stock of homes (for example, affordable townhouses or cottages) that remain affordable after resale. Hendersonville’s CLT can prioritize first-time buyers and local residents, ensuring public investments in housing serve many generations.

Why it Matters: CLTs remove land from speculation and preserve affordability across generations, directly addressing price pressures tied to rising land values and ensuring wealth-building via shared-equity homeownership for lower-income households. This is a cornerstone “Stability + Subsidy” tool supported by both local needs and national best practice.

How it Contributes: Creates a permanent steward to hold land, ground lease homes, and enforce long affordability periods—so public investments and discounted land convert into lasting affordable units for owners and renters. It also provides a vehicle for community partnerships (faith, nonprofit, employer) and right-to-return commitments in redevelopment.

► 1.02 Establish a community land banking system (Mid-Term)

By the Mid-Term, the city aims to create a land bank. This involves identifying and acquiring vacant or underutilized properties now, so they can be reserved for future affordable housing development. A land bank can strategically assemble parcels (especially in growth areas or near downtown) and dispose of them to affordable housing developers under favorable terms. This proactive approach addresses one barrier to housing – the cost and availability of land – and gives the city more control over where and how affordable units are built.

Analysis of Strategies and Actions

Why it Matters: In a tightening market, assembling and holding strategic sites is how a city stays ahead of speculation and prepares a predictable pipeline for affordable development aligned with priorities (household types, locations, feasibility).

How it Contributes: Secures well-located parcels near services/infrastructure for future mixed-income projects, making it possible to time delivery with funding cycles and to pair sites with CLT stewardship for permanent affordability.

► 1.03 Establish powers of a housing authority (Short-Term)

Early in the plan, Hendersonville City Council will adopt a resolution enabling the City to exercise the same powers that a housing authority can exercise. This move could enable the city to directly develop, own, or manage affordable housing (or partner in those roles) and apply for certain federal housing funds. Having those powers broadens the toolkit for creating and preserving affordable units (for example, the city could buy an apartment building to keep rents low).

Why it Matters: Housing authority powers expand the City’s toolbox to own, finance, and operate affordable housing, crucial where deep affordability is infeasible with private capital alone.

How it Contributes: Enables participation in federal programs, project sponsorship, and acquisition/rehab strategies—especially important for preserving NOAH and delivering deeply affordable units identified in the needs analysis.

2. Develop Education & Communication Strategies to Build Public Trust

Starting immediately, the plan calls for public education on housing initiatives. This means crafting a positive, fact-based narrative around housing affordability – for instance, sharing stories of who benefits from affordable housing (teachers, nurses, young professionals who grew up locally), highlighting successful mixed-income projects, and clarifying terms like “affordable,” “attainable,” and “workforce” housing. The city can use workshops, social media, and informational materials (in multiple languages, as needed) to broaden understanding. Educating property owners about available programs, such as tax exemptions or rehab grants, is another focus so that more people can take advantage of assistance. The goal is to build public trust and counteract misconceptions, as some community members initially fear that affordable housing might harm property values or neighborhood safety. By proactively sharing data and examples – such as the fact that safe, stable housing improves overall community well-being – the plan aims to cultivate a supportive environment for its initiatives.

Analysis of Strategies and Actions

► 2.01 Develop a community engagement tool for neighborhood feedback (Mid-Term)

By the Mid-Term, the city will develop formal community engagement tools to gather neighborhood input on housing projects and policies. These could include interactive online platforms, neighborhood liaison programs, or a rotating series of community meetings in different areas. The idea is to meet people where they are and solicit feedback on proposed developments or zoning changes, so that community values and concerns are considered early in the process. Such tools also serve to educate residents on housing needs and the trade-offs involved in policy decisions, fostering a more informed public discourse.

Why it Matters: Early, structured input reduces opposition, incorporates local knowledge, and aligns projects with neighborhood goals. Trust and buy-in are prerequisites for durable zoning and funding decisions.

How it Contributes: Produces actionable, place-specific feedback used to calibrate design, scale, and location; speeds approvals; and sustains political will for reforms and investments.

► 2.02 Provide public education on housing initiatives, programs and opportunities, and affordable housing tax exemptions (Short-Term)

Why it Matters: Many residents and owners lack clear information on programs (e.g., rehab aid, senior tax relief), undermining uptake and impact. Education combats stigma and NIMBYism with facts.

How it Contributes: Increases program participation, improves outcomes (e.g., successful rehabs, first-gen homebuyers), and builds a broader coalition for housing solutions.

► 2.03 Produce an annual housing progress report (Mid-Term)

To maintain transparency, the plan will produce annual progress reports on housing metrics and program outcomes. Each year, the city will publish data on how many units were built or preserved, how many families assisted, and where the city stands relative to its five-year goals. This report keeps leaders accountable and informs the public of tangible results.

Why it Matters: Transparent metrics create accountability, let the City course-correct, and build public confidence.

How it Contributes: Tracks units produced/preserved, funds leveraged, time-to-permit, and other housing indicators, informing prioritization and resource allocation.

► 2.04 Host an annual housing symposium (Short-Term)

An annual housing symposium or summit will be hosted to bring together stakeholders – city officials, developers, nonprofits, and residents – to discuss progress, share lessons, and refine strategies. This mirrors the successful Housing Summit that Hendersonville held during the planning process and institutionalizes that collaborative forum on a yearly basis.

Why it Matters: Regular convening of builders, lenders, nonprofits, employers, and residents spreads best practices and aligns efforts.

How it Contributes: Accelerates partnerships and problem-solving (e.g., employer-assisted pilots, lender products for ADUs/ITIN borrowers).

Analysis of Strategies and Actions

► 2.05 Support local small-scale developers and construction workforce (Mid-Term)

Why it Matters: Small, infill projects and a strong local trades base are essential to deliver “missing middle” housing at scale.

How it Contributes: Technical assistance and workforce partnerships grow delivery capacity, especially for scattered-site and rehab work.

► 2.06 Ensure local builders are represented on boards/committees (Short-Term)

Why it Matters: Practitioner input improves policy feasibility and reduces unintended barriers.

How it Contributes: Better, faster policy design and implementation that responds to field conditions.

► 2.07 Establish and track measurable goals (Short-Term)

Community engagement is not a one-off effort but a continuous loop in the plan. The city will maintain mechanisms (surveys, steering committees, public comment periods) to receive ongoing feedback as projects and policies roll out. If certain strategies are not working or unintended issues arise (for example, community opposition to a particular project), the plan allows for adjustments informed by community voices. This responsiveness helps prevent roadblocks – a point raised by the steering committee, which stressed anticipating potential challenges and being ready to adapt. Finally, local leadership has committed to being transparent and accountable for housing goals, meaning they will openly communicate setbacks or changes in course and celebrate successes with the public.

Why it Matters: Clear targets tie effort to outcomes and enable adaptive management.

How it Contributes: Keeps the whole system focused on production, preservation, and affordability levels.

3. Develop Long-Term Organizational Structure to Support Permanently Affordable Housing

► 3.01 Increase allowable density in appropriate locations (Short-Term)

The city plans to increase allowable residential densities in appropriate areas. This means zoning changes to let more units be built per acre – for instance, allowing small apartment buildings, townhomes, or cottage clusters on lots that formerly only permitted one single-family house. Higher-density infill development will be steered toward places with infrastructure and walkability (such as downtown, commercial corridors, and transit-adjacent sites) to create vibrant, mixed-use neighborhoods and protect rural open space. By broadly upzoning targeted zones, Hendersonville can welcome new housing without drastically altering neighborhood character lot-by-lot, and avoid land price spikes that happen when only a few parcels are eligible for growth.

Why it Matters: When demand outpaces supply, prices rise. Adding homes—especially near jobs/services—reduces cost pressures and transportation burdens.

How it Contributes: Unlocks production capacity in serviced corridors/centers, supporting mixed-use, walkable growth consistent with community input.

Analysis of Strategies and Actions

► 3.02 Reduce dimensional standards (lot size, setbacks, frontage) (Short-Term)

Along with use changes, the plan will ease certain development standards – for example, reducing minimum lot sizes, setbacks, and parking requirements that can unnecessarily limit the number of units or add costs. Smaller lot and yard requirements enable cottage courts or townhomes on land that would otherwise hold only one house. Lower parking minimums (especially in walkable areas or for senior and affordable housing) can free up land and budget for additional units or green space, acknowledging that not all households have multiple cars. These tweaks make it easier to achieve the higher densities envisioned, while still respecting safety and design considerations.

Why it Matters: Overly large lots and setbacks constrain infill and raise per-unit land costs.

How it Contributes: Enables cottage courts, townhomes, and small apartments on previously infeasible parcels, boosting attainable supply.

► 3.03 Support integrated “Missing Middle” housing (Short-Term)

Today, many residential areas are restricted to single-family homes; by removing those prohibitions, the city can promote “missing middle” housing that fits gently into neighborhoods and offers more affordable choices.

Why it Matters: Hendersonville’s household sizes are shrinking; demand is strong for duplexes, triplexes, townhomes, and small apartments that fit neighborhood fabric.

How it Contributes: Diversifies choices and price points without requiring large parcels or heavy subsidy.

► 3.04 Establish affordable housing incentives (density/height bonuses) (Short-Term)

To leverage the private market, the plan introduces affordable housing incentives into zoning. For instance, developers might receive density bonuses, height waivers, or fee reductions if they include a certain percentage of below-market-rate units in their projects. Such incentives encourage mixed-income developments and expand affordable rental opportunities without direct public expenditure.

Why it Matters: Incentives help private projects include rent-restricted units where mandates are limited by state law.

How it Contributes: Produces on-site affordable homes and mixed-income outcomes in market-rate projects.

► 3.05 Explore affordable housing mandates (inclusionary zoning) (Mid-Term)

The plan also leaves room to explore inclusionary zoning mandates in the mid-term – a policy that would require larger developments to set aside a share of units as affordable (or pay into a housing fund). While state law can affect these tools, Hendersonville intends to at least study their feasibility, reflecting strong community support for requiring developers to contribute to the affordable supply.

Why it Matters: Where legally feasible, inclusionary tools can secure affordability in strong markets.

How it Contributes: Ensures a steady stream of below-market units and contributions to a housing fund.

Analysis of Strategies and Actions

► 3.06 Regulate short-term rentals (STRs) and provide incentives for long-term rentals (Mid-Term)

In response to concerns that short-term vacation rentals (e.g. Airbnb) are removing homes from the local market, the plan includes actions to regulate and manage short-term rentals while offering incentives to encourage long-term rentals. Potential measures are limits on short-term rental permits, or controlling their location. By controlling short-term rentals, the city hopes to return some units to year-round housing use and prevent investor-driven price surges – an issue raised frequently in community meetings.

Why it Matters: STR growth can remove homes from the long-term market; right-sizing policy protects resident housing options.

How it Contributes: Returns units to year-round use and stabilizes rents in tight sub-markets.

► 3.07 Increase by-right development (Short Term)

Why it Matters: Discretionary processes add delay and risk, increasing costs and killing marginal projects.

How it Contributes: Predictable, administrative approvals shorten timelines and sharpen pro forma feasibility.

► 3.08 Permit more housing types (manufactured, tiny, modular) (Short-Term)

The plan commits to legalizing a wider range of housing types citywide. This includes permitting duplexes, triplexes, fourplexes, accessory dwelling units (garage or backyard apartments), modular homes, tiny houses, and manufactured homes in more zones. Community members specifically voiced support for alternatives like tiny homes and modular construction as creative solutions for affordability. Embracing these housing types can provide options at different price points and for different life stages without requiring large subsidies.

Why it Matters: Alternative formats can deliver lower construction costs and accessible entry-level homes.

How it Contributes: Expands choices for seniors, workforce, and first-time buyers; supports aging in place.

4. Improve City Policies & Processes (System)

► 4.01 Reduce approval timelines (Short-Term)

Simplifying and speeding up the permitting process is another regulatory reform in the plan. The city will review its development review procedures to eliminate unnecessary delays and ensure adequate staffing for quicker turnaround on projects. When approvals are predictable and efficient, developers (including nonprofits and small builders) can bring housing online faster and at lower cost, which ultimately benefits affordability. The Affordable Housing Steering Committee recommended moving this action to the earliest phase of implementation, underscoring its importance for jump-starting housing production.

Why it Matters: Time is money; long reviews inflate costs that flow to rents and prices.

How it Contributes: Cuts soft costs, encourages applications for affordable/mixed-income projects, and brings units online faster.

Analysis of Strategies and Actions

► 4.02 Right-size staffing levels (Mid-Term)

Why it Matters: Housing reforms raise application volumes and complexity; undersized teams cause backlogs.

How it Contributes: Adequate permitting/inspection capacity sustains predictable service levels and quality enforcement.

► 4.03 Increase efficiency (interdepartmental coordination) (Mid-Term)

Why it Matters: Siloed workflows cause rework and delay.

How it Contributes: Clear checklists, digital tracking, and coordinated reviews shorten the path to yes for compliant projects.

5. Evaluate Other Ordinance Requirements

► 5.01 Rewrite the minimum housing code (Mid-Term)

Why it Matters: Aging stock and substandard rentals threaten health/safety and erode affordability via deferred maintenance emergencies.

How it Contributes: Modernized standards and targeted enforcement improve quality, preserve NOAH, and support tenant stability.

► 5.02 Cross-departmental cost/benefit analysis of requirements (Mid-Term)

Why it Matters: Some well-intentioned rules (e.g., excessive parking, design mandates) can price out attainable homes.

How it Contributes: Data-driven adjustments keep health/safety protections while removing unnecessary cost drivers.

► 5.03 Identify incentives for Category 1–3 housing (Mid-Term)

The plan explores financial incentives to encourage the creation of affordable units. This might involve waiving or reducing development fees for affordable housing projects as an example. The community input process suggested using local tax dollars to support housing (e.g. infrastructure or loan subsidies) and offering tax relief to Category 1 seniors to ease their cost burden. In response, the plan includes studying incentive policies that align with those ideas, ensuring public funds are used where they have the greatest impact (such as lowering the cost of building or preserving affordable homes) but in accordance with applicable laws.

Why it Matters: Different income bands require different tools; one size rarely fits all.

How it Contributes: Calibrated incentives get the most affordable units per public dollar across income tiers.

Analysis of Strategies and Actions

6. Build the Internal Capacity of the City (System)

► 6.01 Hire a certified HUD housing specialist or Housing Coordinator (Mid-Term)

To drive implementation, the plan includes building internal capacity by hiring at least one housing specialist (such as a certified HUD housing specialist or a housing coordinator). This staff member will focus full-time on housing programs – coordinating projects, securing grants, and liaising with developers and nonprofits. In addition, existing staff will receive training in affordable housing policies and tools. Strengthening the city’s expertise ensures the ambitious plan has the human resources behind it to succeed.

Why it Matters: Residents need counseling to become mortgage-ready; programs need expert administration.

How it Contributes: Increases successful home purchases, program compliance, and access (e.g., language support).

► 6.02 Strategically support staff training (Short-Term)

Why it Matters: Implementing new tools (CLT, land bank, incentives) demands up-to-date skills.

How it Contributes: Better underwriting, monitoring, and enforcement across the portfolio.

► 6.03 Establish a City clearinghouse for housing resources (Mid-Term)

Why it Matters: Fragmented information deters eligible households from aid.

How it Contributes: A one-stop portal improves uptake for resources.

► 6.04 Partner with housing experts (e.g., DFI) (Short-Term)

Why it Matters: Feasibility, site vetting, and deal structuring are specialized; external experts extend capacity.

How it Contributes: Targets dollars to viable, high-impact projects and informs policy calibration with market intelligence.

► 6.05 Track development trends and KPIs (Short-Term)

Why it Matters: Markets shift; data must lead.

How it Contributes: Quarterly metrics drive timely course corrections and transparent reporting.

7. Perform Community Character Mapping

► 7.01 Community workshops (Mid-Term)

Why it Matters: Co-creating neighborhood visions builds legitimacy and reduces conflict.

How it Contributes: Produces place-specific guardrails (scale, form, transitions) that enable gentle density with community support.

Analysis of Strategies and Actions

► 7.02 Document community history (Short-Term)

Why it Matters: Historic neighborhoods face displacement risks.

How it Contributes: Embeds preservation/recognition into redevelopment.

► 7.03 Compile character maps (Long-Term)

Why it Matters: Policy without maps is abstract; maps guide real siting and inform decisions.

How it Contributes: Directs infill/zoning incentives to appropriate places and supports predictable, context-sensitive approvals.

8. Increase Funding Capacity (Subsidy)

► 8.01 Leverage public and private grants (Short-Term)

Hendersonville will aggressively pursue federal, state, and private grants to support housing projects. For example, the plan notes opportunities with Community Development Block Grant-Disaster Recovery (CDBG-DR) funds (for rebuilding housing lost to disasters), Community Development Block Grant- Neighborhood Revitalization funds, and partnerships with philanthropic organizations like Dogwood Health Trust. Early wins have already been achieved – the city secured grants for a housing needs study and an affordable housing project on Ashe Street– and the plan calls for continuing to seek such external funding. By leveraging outside dollars, Hendersonville can multiply its impact without bearing the full cost on local taxpayers.

Why it Matters: Grant dollars stretch local funds and are critical for deeper affordability.

How it Contributes: Funds acquisition, gap financing, rehab, and services; pairs with CLT/land bank to lock in permanence.

► 8.02 Establish a housing bond (Mid-Term)

A voter-approved bond could inject a large one-time capital infusion (potentially millions of dollars) into the housing fund to jump-start construction and land purchases. These local funds are crucial to match state and federal grants and to signal the city's commitment to the plan's goals.

Why it Matters: One-time, large-scale capital can jump-start production/preservation at meaningful scale.

How it Contributes: Finance-ready pipeline plus bond proceeds = hundreds of affordable units and preserved homes.

► 8.03 Public and private grant funding for bricks and mortar projects (Short-Term)

Why it Matters: Construction costs outpace what affordable rents support; capital grants close the gap.

How it Contributes: Makes deeply affordable and supportive projects pencil, especially post-disaster rebuilds.

Analysis of Strategies and Actions

► 8.04 Commit annual City funds (Short-Term)

The strategy includes having the City commit recurring annual funding to housing initiatives. Even modest contributions each year (for instance, dedicating a percentage of general fund or sales tax revenue) will build a reliable funding stream for programs like down payment assistance or property acquisition. Regular budgeted funds also help maintain staffing (like the housing specialist) and cover operating costs of new programs. This institutionalizes housing as a city priority long-term, rather than a one-time project.

Why it Matters: Predictable local dollars enable steady program delivery and match requirements.

How it Contributes: Stabilizes housing initiatives; signals sustained commitment to partners.

► 8.05 Utilize CDBG-DR (Short-Term)

Hendersonville will aggressively pursue federal, state, and private grants to support housing projects. For example, the plan notes opportunities with Community Development Block Grant-Disaster Recovery (CDBG-DR) funds (for rebuilding housing lost to disasters), Community Development Block Grant- Neighborhood Revitalization funds, and partnerships with philanthropic organizations like Dogwood Health Trust (9).

Why it Matters: Disaster recovery is a housing strategy when low-income neighborhoods are hit hardest.

How it Contributes: Replaces damaged stock with resilient, affordable units; supports relocation and right-to-return.

► 8.06 Utilize CDBG-NR (Mid-, Long-Term)

Early wins have already been achieved – the city secured grants for a housing needs study and an affordable housing project on Ashe Street– and the plan calls for continuing to seek such external funding. By leveraging outside dollars, Hendersonville can multiply its impact without bearing the full cost on local taxpayers.

Why it Matters: Neighborhood revitalization grants fund small but high-impact rehab and infrastructure.

How it Contributes: Improves safety/quality and preserves naturally affordable homes.

9. Implement Individual Assistance Programs Categories 1, 2, and 3

► 9.01 Down-payment assistance (DPA) (Mid-Term)

To boost homeownership, the plan proposes an individual subsidy program offering down payment or second-mortgage assistance to homebuyers with moderate incomes. By helping local renters buy their first home (through low-interest loans or grants), the city can make homeownership attainable for those who can afford monthly payments but struggle with upfront costs. This not only stabilizes those families but also frees up rental units for others. The plan schedules this program for the mid-term, allowing time to set up funding sources and program administration.

Why it Matters: Financial literacy and credit repair increase sustainable homeownership and reduce foreclosure risk.

How it Contributes: Improves loan performance and program accessibility (multilingual access, first-gen focus).

Analysis of Strategies and Actions

► 9.02 Low-interest loan options (purchase/rehab) (Mid-Term)

The plan also seeks to engage local banks and lenders to expand access to credit for homebuyers and small developers. Some residents expressed that they have trouble getting mortgages. By partnering with financial institutions, the city can encourage or underwrite loan programs that serve these groups – for example, guaranteeing a portion of certain loans or convening banks to create a shared risk pool. Similarly, the city can help de-risk development loans for affordable housing or provide seed money that attracts private investors into mixed-income projects. Mobilizing private capital alongside public money will be key to reaching the scale of investment needed for thousands of new units.

Another action is to develop low-interest loan options for home repairs and improvements, especially for Category 1 and senior homeowners. Many older homes in Hendersonville need repairs to be safe and livable, and seniors on fixed incomes may defer maintenance due to cost. A revolving loan fund or forgivable loan program can finance critical repairs (like fixing roofs or adding accessibility features) and thereby preserve affordable homes that are already in the community. Additionally, loans could help homeowners construct accessory dwelling units (ADUs) on their property, creating more rental housing – essentially a partnership where the city aids homeowners in becoming part of the affordable housing solution.

Why it Matters: High rates and credit barriers (including for ITIN borrowers) limit access.

How it Contributes: Makes safe rehab and attainable purchases feasible for Category 2 households and seniors aging in place.

► 9.03 Leverage public and private grants (Short-Term)

The plan recognizes the importance of housing counseling services to prepare residents for renting or owning homes. Actions include offering homebuyer education workshops, financial literacy classes, and tenant counseling. These services, possibly delivered via nonprofit partners or a city housing office, will help people improve credit, understand the homebuying process, and navigate landlord-tenant issues. By the mid-term, the goal is to have formal counseling and “ownership-readiness” programs in place as an integral support system for sustainable housing.

Why it Matters: Financial literacy and credit repair increase sustainable homeownership and reduce foreclosure risk.

How it Contributes: Improves loan performance and program accessibility (multilingual access, first-gen focus).

► 9.04 Expand owner-occupied rehab assistance through CDBG-NR and other programs (Mid-, Long-Term)

To improve existing units, the plan will expand owner-occupied housing rehabilitation assistance. This could involve increasing funding to programs that help Category 1 homeowners fix code issues or weatherize their homes (for energy efficiency). By year 3–5, the city aims to significantly increase the number of homes rehabbed annually. This strategy extends the life of affordable homes, enhances safety, and supports seniors aging in place. It also preserves the city’s older housing stock, which tends to be more affordable than new construction.

Analysis of Strategies and Actions

Why it Matters: Preserving existing affordable homes is often faster and cheaper than building new—and critical for seniors/disabled residents.

How it Contributes: Extends the life of NOAH, protects health/safety, and prevents displacement.

10. Leverage Public and Private Partnerships

► 10.01 Provide emergency housing support services (with nonprofits) (Short-Term)

Partnering with nonprofits to offer emergency housing services – such as shelter or rapid rehousing for people in crisis – as a complement to the city’s longer-term housing solutions. By formalizing these partnerships, the plan taps into community organizations’ strengths and spreads responsibility for housing across sectors. Also, while the plan is not a homelessness plan per se, it does touch on preventing homelessness through rental assistance and eviction prevention efforts. Partnering with agencies like Pisgah Legal Services, the city intends to support programs that provide emergency rent or utility aid, mediation between landlords and tenants, and legal assistance to prevent unjust evictions. Keeping at-risk families housed is far more cost-effective and humane than dealing with homelessness after the fact, and it aligns with the plan’s stability value.

Why it Matters: Disasters and sudden crises push vulnerable households into homelessness; immediate response prevents long-term harm.

How it Contributes: Rapid rehousing, shelter, and case management stabilize families while permanent solutions are developed.

► 10.02 Low-interest loans for homeowners to build ADUs/affordable rentals (Long-Term)

Why it Matters: Homeowners can be micro-developers if capital and templates are accessible.

How it Contributes: Adds gentle density, income for owners (stability), and new, more affordable rentals citywide.

► 10.03 Pre-approved ADU building plans (Long-Term)

Why it Matters: Standard plans cut design/time costs and simplify permits.

How it Contributes: Scales ADU delivery and expands by-right capacity into actual units on the ground.

► 10.04 Redevelop existing affordable housing (Long-Term)

Why it Matters: Some properties are obsolete or damaged; thoughtful redevelopment can add units and quality while honoring existing residents.

How it Contributes: Replaces low-yield sites with higher-yield mixed-income communities; pairs with CLT/land bank and right-to-return.

Analysis of Strategies and Actions

► 10.05 Regional and Cross-Jurisdictional Collaboration

Acknowledging that housing markets cross city lines, Hendersonville’s plan looks to collaborate with Henderson County and regional bodies. This may include coordinating on grant applications (for example, the city successfully obtained a Dogwood Health Trust grant for planning), aligning with county efforts to address homelessness, and sharing resources or best practices with neighboring jurisdictions. Such collaboration helps maximize resources and ensures strategies are complementary rather than working at cross purposes.

Why it Matters: Housing issues do not follow jurisdictional lines, and therefore must be addressed in collaboration with other local governments in our region.

How it Contributes: Such collaboration helps maximize resources and ensures strategies are complementary rather than working at cross purposes.

Integrated Impact: How These Pieces Solve the Housing Problem

- **Supply:** Zoning and process reforms (Strategy 3 and 4), site control (Strategy 1), ADUs (Strategy 10), and funding (Strategy 8) collectively translate capacity into thousands of new, context-sensitive homes that better match household sizes and incomes.
- **Stability:** Code updates, preservation/rehab, CLT stewardship, and counseling/DPA (Strategies 1, 5, 9) keep current residents safely housed and build pathways to ownership.
- **Subsidy:** Grants, bonds, CDBG-DR/NR, and calibrated incentives (Strategy 8 and 3.04/3.05) fill feasibility gaps for deeply affordable units and household-level aid.
- **System:** Staffing, training, KPIs, engagement tools, and annual reporting (Strategies 2 and 6) ensure accountable delivery, sustained public support, and timely adjustments as market conditions evolve.

This coordinated, evidence-based approach—grounded in DFI’s needs analysis, the community’s priorities, and the Three S’s—addresses both root causes and symptoms of unaffordability, building a durable housing ecosystem where Hendersonville residents at all income levels can find and keep a good home.

Implementation

This strategic housing plan is action-oriented, pairing each initiative with an implementation timeline and establishing systems for monitoring progress. Over the five-year span, the plan details what should begin in the short-term (years 1–2), Mid-Term (years 3–4), and by the long-term (year 5). This phased approach helps manage resources and allows mid-course corrections. Key timeline elements include:

- ▶ **Short-Term Actions (1–2 Years):** The plan’s initial phase focuses on high-impact foundational steps that set the stage for larger projects. In the first two years, Hendersonville will launch the community land trust, formally obtain housing authority powers, and initiate priority zoning reforms to allow more housing types by-right. Early zoning amendments (such as permitting duplexes and ADUs and raising density limits) are intentionally front-loaded to stimulate private development soonest. Short-term actions also include kicking off public education efforts, convening the first annual housing summit, and beginning to streamline development approvals (e.g. improving the permit process and adding staff capacity). These quick wins demonstrate momentum and start addressing the housing shortage while longer-term programs ramp up.
- ▶ **Mid-Term Actions (3–4 Years):** In the middle years, larger initiatives and programs come online. By year 3 or 4, the city expects to develop the land banking program and to consider adopting more complex policies like inclusionary zoning if feasible. Mid-Term is also when significant funding measures materialize – for instance, placing a housing bond referendum before voters or allocating substantial budget funds to the housing trust fund. Housing assistance programs such as down payment assistance and housing counseling are slated to be developed in this period as well. Additionally, the city will continue refining ordinances (like completing a comprehensive rewrite of the minimum housing code to strengthen enforcement of rental housing quality) and will use the results of early community engagement to do community “character mapping.” (Character mapping involves working with residents to document each neighborhood’s vision and priorities, guiding where and how new development should occur so that it enhances community character rather than detracts from it.) Taking these actions by year 4 positions the city to begin seeing tangible outcomes – hundreds of new units approved or built, a pipeline of affordable projects in development, and measurable improvements in housing conditions.
- ▶ **Long-Term Actions (Year 5 and Beyond):** By the fifth year, the plan aims to culminate in several capstone achievements. These include finalizing community character maps for all neighborhoods (a tool that will inform the next comprehensive plan or future zoning changes), rolling out any remaining programs (such as a library of pre-approved ADU building plans to make it easier for homeowners to add backyard cottages), and possibly redeveloping an aging housing site into a higher-density, modern affordable housing development, potentially in partnership with a nonprofit entity. Year 5 is also when the city will evaluate the need to renew or update the strategic housing plan. The expectation is that by then, many short- and mid-term projects will be completed or institutionalized, and Hendersonville can set new targets based on the progress made (for example, if the 3,000 new units goal is on track or achieved).

Implementation

Throughout all phases, the plan includes rigorous monitoring and evaluation. A set of Key Performance Indicators (KPIs) will track outcomes such as number of units permitted, number of affordable units created or preserved, funds spent or leveraged, vacancy rates, and the share of cost-burdened households. City staff will update these metrics regularly and use an internal dashboard to flag whether actions are “on track” or need attention. The annual housing report mentioned earlier is a critical transparency tool in this monitoring process, allowing officials and the public to see if the strategy is working as intended. If certain metrics fall short (for instance, if vacancy rates remain extremely low despite new construction), the plan mandates a review to diagnose issues and adjust tactics accordingly. Essentially, implementation is treated as a dynamic process – guided by the timeline but responsive to real-world results and challenges. This built-in flexibility and accountability means the strategic plan is not a static document on a shelf; it is a living roadmap that the city will actively manage over the five-year period.

Conclusion

In summary, this Strategic Housing Plan is a well-rounded response to the city’s housing challenges – and it didn’t emerge in a vacuum. The **DFI needs assessment** provided a factual foundation, quantifying the housing gap and spotlighting urgent needs, which directly shaped the plan’s targets and focus areas. The **Shane Phillips presentation** contributed a clear framework (Supply, Stability, Subsidy) and a sense of urgency, much of which is reflected in the plan’s structure (with the city adding a fourth “System” pillar to ensure implementation). Perhaps most importantly, the **Fountainworks public engagement report** infused the plan with on-the-ground perspectives and community-preferred solutions, from upzoning and mixed-income development to senior-friendly housing and anti-displacement measures. The resulting Housing Plan Summary is highly consistent with these inputs: it seeks to increase housing choice and quantity, keep homes affordable and residents secure, invest public resources wisely, and do it all in partnership with the community.

Going forward, the true measure will be execution. But residents can take heart that this plan was **built on local data, expert guidance, and their own voices** – giving it a strong chance of making a meaningful difference. As Hendersonville implements the plan’s multiple action steps in the coming years, continued community involvement and adaptive management (adjusting strategies as conditions change) will be key. By staying aligned with the principles and insights that shaped this plan, Hendersonville is positioned to move toward its vision of “a community where everyone has a safe, stable, and affordable place to call home.”

“I think this Housing Plan has a good mix of land use policy recommendations, ideas on streamlining the development process, funding/financial considerations, education and communication ideas, and suggestions to look both inward and outward for solutions. The plan’s specific housing production goals will be particularly helpful for guiding housing policies and priorities in the years ahead. The city has a good plan to work with, it now needs implementation and action!”

—Patrick Bowen
Bowen National Research



CITY OF HENDERSONVILLE
STRATEGIC HOUSING PLAN

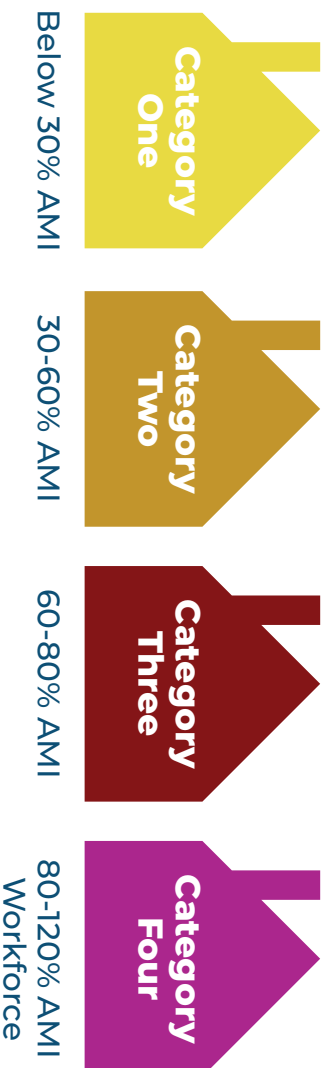
2025-2030



Strategic Housing Plan Organization

We envision a community where everyone has a safe, stable, and affordable place to call home—where people take pride in where they live, where individuals from diverse backgrounds live harmoniously, and where a variety of housing options exist to meet the full spectrum of community needs.

Area Median Income Categories



1

Goals

2

Objectives

3

Strategies

4

Actions

The Strategic Housing Plan: Goals

1 Goals

Goal 1

To promote affordable household Housing & Transportation expenses, the City will grow its percentage of households to 18% of Henderson County's Total Households over the next 5 years. To achieve this, the City will accommodate 3,047 units of the projected additional 4,300 Units needed. (Supply)

Goal 2

The City of Hendersonville accommodates 2,200 units for Category 1, 2, and 3 households over the next 5 years. (Subsidy)

Goal 3

At least 45% of new Category 1, 2, and 3 housing units shall be owner-occupied. (Stability)

Goal 4

The City of Hendersonville will maintain an average annual vacancy rate of 6% amongst rental housing and 3% amongst for sale housing in order to have an adequate supply of housing at all income levels. (Supply)

Goal 5

The City of Hendersonville incorporates transparency, public education and community feedback in each of its housing endeavors. (System)



The Strategic Housing Plan: Objectives

2

Objectives

1. Have a variety of housing options available to residents to accommodate differing needs of current and future residents, for example, families with children, single adults, retired households, and disabled households.
2. Increase opportunities for home ownership within our City to provide increased housing stability.
3. Prioritize permanently affordable housing solutions that are available to households earning up to 80% of the area median income.
4. Provide housing solutions for households displaced by catastrophic events.
5. Integrate housing solutions into neighborhoods in a way that preserves the community character and identity, discourages displacing people from their homes/ communities, and encourages mixed-income communities.
6. Reduce barriers to sufficient housing supply.
7. Prioritize mixed-use and/or mixed-income components within multi-family developments.
8. Prioritize solutions that allow our residents to age in place.

The Strategic Housing Plan: Objectives

2

Objectives

9. Prioritize housing solutions that promote and support naturally occurring affordable housing.
10. Preserve and improve the quality of the existing affordable housing stock within the City.
11. Adopt and support policies and resources that help younger generations stay and thrive in Hendersonville.
12. Build partnerships with business community & nonprofit agencies to support and build the capacity for all residents to attain safe, stable, and quality housing that does not exceed 30% of their household income.
13. Support state and federal legislative initiatives that provide the City with more flexibility to meet the housing needs of our community.
14. Build community support for the City's housing initiatives.
15. Support Local Construction Industry.
16. Support infill housing in accordance with the Goals & Guiding Principles of the Gen H Comprehensive Plan. (NEW)



Proposed Strategies and Actions for the Strategic Housing Plan

3

Strategies

4

Actions

No.	Actions	Description	Implementation Timeline (Start Dates from Plan Adoption) Short-Term: Begin Within 1-2 Years Mid-Term: Begin Within 3-4 Years Long-Term: Begin in Year 5
Strategy 1: Develop Long-Term Organization Structure to Support Permanently Affordable Housing			
1.01	Establish a community land trust.	Create a nonprofit entity to acquire and steward land for the development of permanently affordable homeownership opportunities.	Short-Term
1.02	Establish a community land banking system.	Acquire strategic properties for future development as permanently affordable housing.	Mid-Term
1.03	City establish powers of a housing authority.	Grants City the state enabled authorities to construct and manage permanently affordable housing, which would enable them to give subsidies, assist in constructing housing, etc.	Short-Term

Proposed Strategies and Actions for the Strategic Housing Plan

Strategy 2: Develop Education & Communication Strategies to Build Public Trust

<p>2.01</p> <p>Develop a community engagement tool to allow neighborhood feedback and input regarding proposed housing solutions.</p>	<p>Implement structured community engagement processes to gather feedback on housing solutions in neighborhoods across the City.</p>	<p>Mid-Term</p>
<p>2.02</p> <p>Provide public education regarding housing initiatives, programs and opportunities, and tax exemption opportunities.</p>	<p>Develop and deliver public education campaigns on available housing programs, tools, and benefits (e.g., tax exemptions) through multiple platforms.</p>	<p>Short-Term</p>
<p>2.03</p> <p>Produce an annual report detailing housing program progress.</p>	<p>Track and report yearly progress of the Strategic Housing Plan to increase transparency and public trust.</p>	<p>Mid-Term</p>
<p>2.04</p> <p>Host an annual housing symposium.</p>	<p>Organize an annual event to convene stakeholders, share housing progress, and promote collaboration on local housing initiatives.</p>	<p>Short-Term</p>
<p>2.05</p> <p>Support local small-scale developers and construction workforce through partnership with community colleges, homebuilders association, etc.</p>	<p>Partner with workforce development organizations, community colleges, and industry groups to grow the construction workforce and support small-scale developers.</p>	<p>Mid-Term</p>
<p>2.06</p> <p>Ensure representation of local builders on city boards and committees.</p>	<p>Appoint local builders to relevant boards and committees to ensure their expertise informs decision-making.</p>	<p>Short-Term</p>



Proposed Strategies and Actions for the Strategic Housing Plan

2.07	Establish and track measurable goals to demonstrate progress towards the City's vision for housing.	Develop measurable housing goals and track progress over time to evaluate and adjust implementation strategies.	Short-Term
Strategy 3: Zoning & Subdivision Ordinance Amendment Related to Housing			
3.01	Increase allowable density in appropriate locations based on compatibility and infrastructure.	Amend zoning regulations to allow increased densities, especially in areas with existing infrastructure. Transportation cost is the #2 household expense and is recommended to be no greater than 15% of household income. The combined cost of housing & transportation should be no greater than 45% of HH income. This is why it is important to have higher density housing in close proximity to jobs, shopping, recreation, worship, etc.	Short-Term
3.02	Reduce dimensional standards.	Revise lot size, setback, and frontage requirements to remove barriers to housing development, especially on smaller or infill lots. This has been recently completed in large part but there are still adjustments needed.	Short-Term

Proposed Strategies and Actions for the Strategic Housing Plan

<p>3.03</p> <p>Support integrated Missing Middle Housing.</p>	<p>Encourage diverse housing types such as duplexes, triplexes, and townhomes in appropriate neighborhoods to increase supply and promote housing choice. Efforts to create these opportunities have been increased with the adoption of recent code amendments. There are still opportunities for furthering this action.</p>	<p>Short-Term</p>
<p>3.04</p> <p>Establish affordable housing incentives such as a density bonus, height bonus, etc.</p>	<p>Offer incentives such as density or height bonuses for developments that include affordable housing units.</p>	<p>Short-Term</p>
<p>3.05</p> <p>Establish affordable housing mandates such as inclusionary zoning.</p>	<p>Explore legal pathways and best practices from other jurisdictions to require or incentivize affordable housing in new developments.</p>	<p>Mid-Term</p>
<p>3.06</p> <p>Regulate short-term rentals and provide incentives for long term rentals.</p>	<p>Adopt regulations to manage the short-term rental market while offering incentives to encourage long-term rental housing. It is estimated that the City of Hendersonville has approximately 550 STRs.</p>	<p>Mid-Term</p>
<p>3.07</p> <p>Increase by-right development.</p>	<p>Expand the scope of by-right development to reduce permitting uncertainty and accelerate housing production.</p>	<p>Short-Term</p>



Proposed Strategies and Actions for the Strategic Housing Plan

3.08	Permit more housing types such as manufactured housing or tiny homes on wheels.	Update zoning to allow alternative housing types, such as manufactured homes and tiny houses on wheels, to expand affordable housing options.	Short-Term
Strategy 4: Improve City Policies & Processes			
4.01	Reduced approval timelines.	Streamline review and permitting processes where possible to shorten timelines for housing project approvals and reduce developer costs.	Short-Term
4.02	Right-size staffing levels.	Assess departmental staffing to determine if additional or specialized personnel are needed to support housing production.	Mid-Term
4.02	Increase efficiency.	Identify opportunities to improve interdepartmental coordination and optimize workflows that impact housing approvals.	Mid-Term
Strategy 5: Evaluate Other Ordinance Requirements			
5.01	Rewrite minimum housing code.	The city has adopted the International Property Maintenance Code as its minimum housing code. However, the IPMC is written to apply to both residential and nonresidential structures. Improvements can be made to better address local enforcement challenges to ensure the quality and safety of existing housing stock.	Mid-Term

Proposed Strategies and Actions for the Strategic Housing Plan

5.02	Perform cross-departmental cost/benefit analysis of requirements pertaining to housing.	Consider all requirements related to development of housing, for examples: infrastructure requirements, fees, review process and timeline, and submission requirements.	Mid-Term
5.03	Identify opportunities for incentives for Category 1, 2, and 3 housing.	The City will work towards ways in which it can provide incentives to produce each category of affordable housing.	Mid-Term
Strategy 6: Build the Internal Capacity of the City to Provide and Support Housing Solutions within our City			
6.01	Hire a certified HUD housing specialist.	Hire a certified HUD specialist to provide housing counseling and support program implementation.	Mid-Term
6.02	Strategically support staff training.	Invest in targeted training for City staff to strengthen knowledge and skills related to affordable housing policy and implementation.	Short-Term
6.03	Establish a City clearing house for housing resources available within the community.	Create a centralized City web portal to connect residents with housing assistance programs and resources.	Mid-Term



Proposed Strategies and Actions for the Strategic Housing Plan

6.04	Partner with housing experts such as DFI.	Continue partnerships with expert organizations like the Development Finance Initiative to evaluate and advance housing projects.	Short-Term
6.05	Track development trends and key performance indicators.	Monitor local and regional development trends and key metrics to assess housing plan effectiveness and guide future action.	Short-Term
Strategy 7: Perform Community Character Mapping for Different Communities Within the City			
7.01	Bring together community members through workshops to discuss and arrive at a shared community vision.	Host public workshops and listening sessions to develop a shared community vision for neighborhood development.	Mid-Term
7.02	Document community history.	Record and preserve the history of neighborhoods to honor past contributions and inform future planning.	Short-Term
7.03	Compile a community character map to guide the implementation of housing solutions within that community.	Develop character maps in collaboration with neighborhoods to align housing strategies with local identity and values.	Long-Term

Proposed Strategies and Actions for the Strategic Housing Plan

Strategy 8: Increase Funding Capacity			
8.01	Leverage public and private grant opportunities.	Pursue diverse grant funding sources to expand the supply of permanently affordable housing for households earning up to 80% AMI.	Short-Term
8.02	Establish a housing bond.	Evaluate the feasibility of issuing a housing bond to fund large-scale affordable housing development.	Mid-Term
8.03	Produce an annual report detailing housing program progress.	Identify and pursue public and private grants to fund physical construction of Category 1, 2, and 3 housing.	Short-Term
8.04	Commit funds annually to support housing initiatives.	Allocate recurring funding in the City budget to support housing partnerships and initiatives.	Short-Term
8.05	Utilize CDBG-DR funds for housing project.	Apply for Community Development Block Grant – Disaster Relief program funds to support post-disaster housing initiatives.	Short-Term
8.06	Utilize CDBG-NR Funds.	Apply for Community Development Block Grant – Neighborhood Revitalization program to support housing production projects.	Mid-, Long-Term



Proposed Strategies and Actions for the Strategic Housing Plan

Strategy 9: Implement Individual Assistance Programs for Households making up to 80% of the Area Median Income			
9.01	Provide individual subsidies such as down payment assistance loans.	Offer direct financial assistance such as down payment support for eligible homebuyers.	Mid-Term
9.02	Develop low-interest loan options in partnership with other public and private agencies.	Partner with banks and agencies to provide low-interest loan options for home purchase or rehabilitation.	Mid-Term
9.03	Develop housing counseling and ownership-readiness programs in partnership with local agencies.	Collaborate with community partners to deliver educational programs that prepare residents for homeownership.	Mid-Term
9.04	Increase owner-occupied rehabilitation assistance through CDBG-NR and other programs.	Increase funding and support for rehabilitation programs to help homeowners maintain safe and livable housing.	Mid-, Long-Term

Proposed Strategies and Actions for the Strategic Housing Plan

Strategy 10: Leverage Public and Private Partnerships			
10.01	Provide emergency housing support services in partnership with local nonprofit agencies.	Fund and coordinate with nonprofits to deliver emergency shelter and housing assistance.	Short-Term
10.02	Establish low interest loans for homeowners to build ADUs or RPFL/SLs rented to Category 1, 2, or 3 households.	Provide low-interest loans to homeowners building ADUs or other units reserved for affordable long-term rentals.	Mid-Term
10.03	Develop pre-approved ADU building plans.	Work with County Building Inspections Department and industry experts to provide pre-approved ADU designs to streamline development.	Long-Term
10.04	Redevelop existing affordable housing.	Partner with current affordable housing providers to support redevelopment into higher-density, mixed-income, or mixed-use communities.	Short-Term

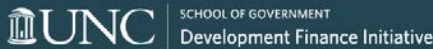




Appendix 1

Housing Needs Assessment

Strategic Housing Plan Steering Committee



This Housing Needs Assessment was performed by the Development Finance Initiative (DFI), an component group of the UNC School of Government. The City of Hendersonville contracted with DFI in June of 2024 to perform a Site Identification Process for the City of Hendersonville. The Site Identification Process, described in more detail below, required DFI to first perform a housing needs assessment for the City of Hendersonville. This needs assessment began in August of 2024, was completed in November of 2024, and was presented by Frank Muraca, former DFI staff member, to the Hendersonville Strategic Plan Steering Committee (November 2024) and the Hendersonville City Council (December 2024). Following is a compilation of Mr. Muraca's presentations to both the Committee and City Council.



Opportunity Site ID Scope

1. Set housing priorities for site identification

- Community scan
- Stakeholder engagement
- Housing needs assessment

2. Identify suitable sites

- Mapping and identification of sites that meet City's housing priorities and are competitive for potential funding sources
- Assessment of path to site control
- Parcel analysis

3. Compare development potential of sites

- High-level site analysis of up to 4 sites
- High-level financial analysis to estimate potential funding gap for each scenario

4

The site identification process is intended to help the City identify sites that will lead to feasible affordable housing projects. The work is split into a few different parts. At the beginning, housing priorities are established to will guide that site identification. Rather than simply looking at all Sites equally, it is important to identify sites that will meet the community's goals. To do that a housing needs assessment is performed and stakeholders are engaged provide stories and really ground the process in those stories when looking at the data.



DFI Opportunity Site Identification Process

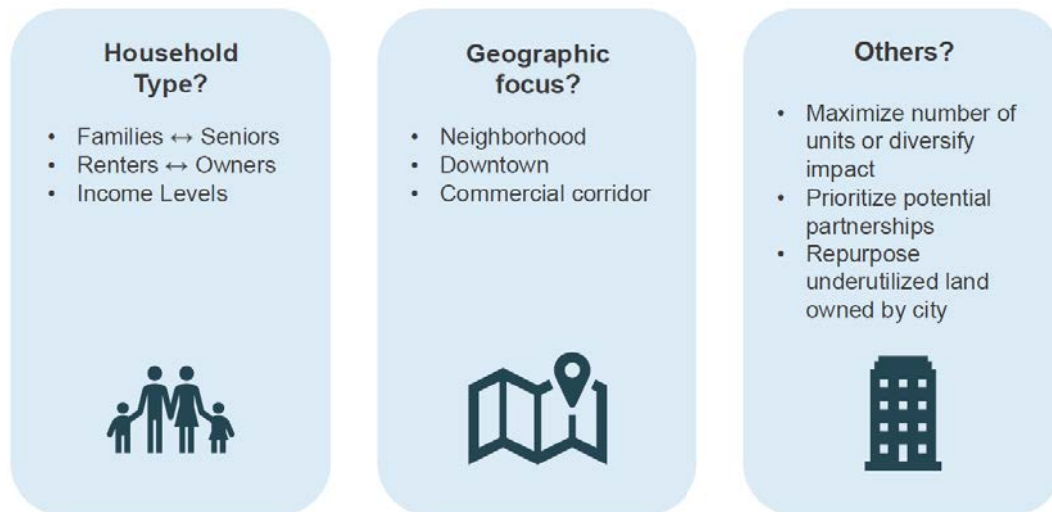


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The goal of the opportunity site ID process is to lead to a feasible project. Feasibility is determined using a few different lenses:

- The **site** itself is examined to determine if it can support the level of density that the community is interested in seeing.
- **Market data** is analyzed to determine who are the folks most in need of housing assistance in Hendersonville and whether the site can support those housing solutions.
- **Financial feasibility** of the site is analyzed through a developer's eyes to determine the number of units that could be built there, and most importantly what would be the likely Gap funding required to make those sites realized.
- The **community's housing priorities** are examined to determine whether the site can support those priorities, for example families or single individuals, homeowners or renters.

Examples of housing priorities



Some examples of housing priorities that a City can use in site identification include:

- Household types. For example, families versus seniors, renters or homeowners or various income levels across different employments.
- Geographic focus. For example, prioritizing sites within a specific neighborhood downtown or commercial corridor
- Density. For example, maximizing the number of units that can be built on a site
- Multiple priorities: For example, having both low density and high density on the site
- Type of development partner. For example, working with a local church or nonprofit who might have land
- City land. For example, repurposing underutilized land already owned by the City.



Stakeholder engagement before Helene

- Looking Glass Realty
- Henderson County Public Schools
- Interfaith Assistance Ministry
- Hendersonville Housing Authority
- UNC Health Pardee
- WNCSource
- Kimberly Clark Corp
- Elkamet Inc
- Demmel Inc
- Habitat for Humanity
- Providence Construction
- Housing Assistance Corp

In addition to data, the needs assessment utilized a lot of stakeholder engagement. Hendersonville is very unique in that there are multiple housing partners at the table and this needs assessment was augmented through conversations with the stakeholders and partners listed above.



A high level summary of the housing needs and market for the City is presented below. Following the summary is a more detailed discussion.

Summary

- To meet current and future housing demand, Henderson County needs an estimated 10,000 new housing units within the next five years. At least 2,000 of these units are needed in Hendersonville for low-to-moderate income households.
- Hendersonville's housing supply was constrained even before Hurricane Helene. Over the past decade, household growth in Hendersonville outpaced new housing construction by about 2 to 1, and rental and for-sale vacancies dropped below 2%.
- Various household types in Hendersonville live in unaffordable or low-quality housing, over 80% of which are low-to-moderate income.
- According to state estimates, approximately 126,000 housing units were damaged by Hurricane Helene across western North Carolina. Within the city, the lowest income neighborhoods have the greatest exposure to flood hazards.

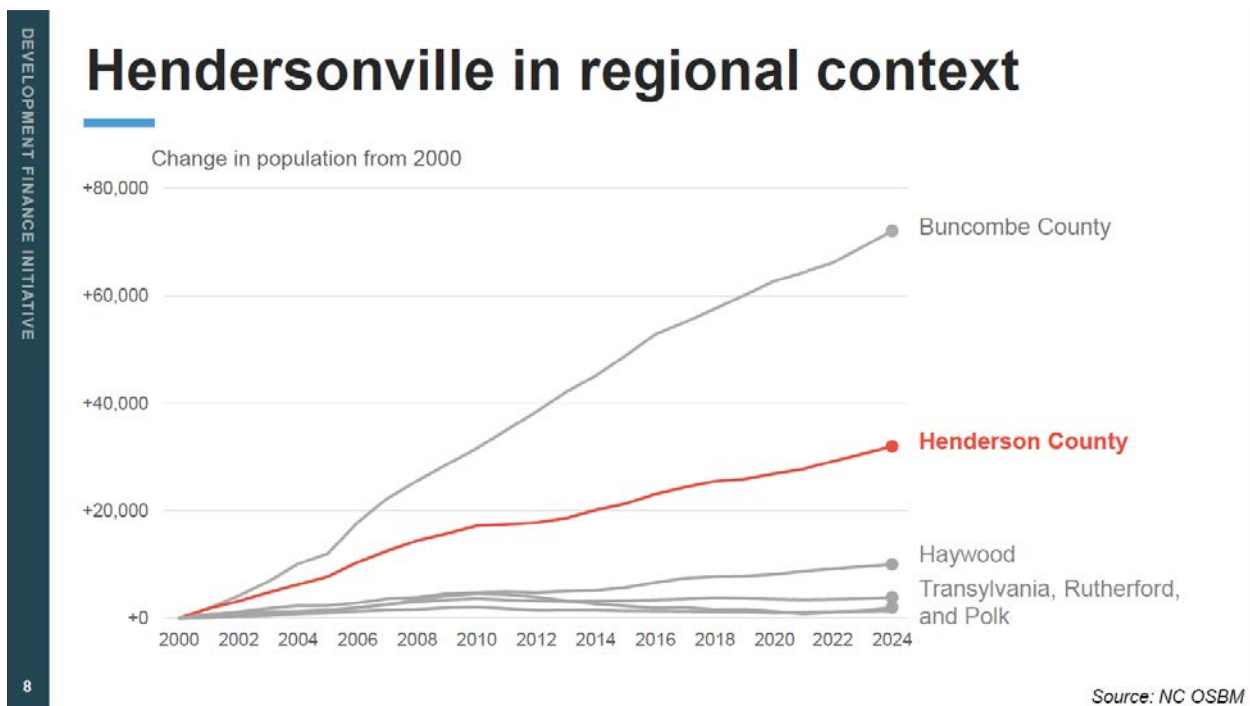
Currently, to meet countywide current unmet demand as well as future growth Henderson County needs an estimated 10,000 new housing units over the next 5 years. More specifically, the City of Hendersonville will need at least 2,000 of these units within its corporate limits for low to moderate income households

Before Hurricane Helene, Hendersonville's housing supply was already constrained. Over the past decade household growth in the City outpaced new construction by about 2 to one. This has resulted in the vacancy rates for both rental units and for sale units being below 2%. There are a wide range of household types within the City that have housing needs ranging from families and early career individuals to older-aged households that live in either unaffordable or low quality housing. 80% of the households in need within the City are low to moderate income. This needs assessment does not take into consideration additional housing needs created by Hurricane Helene, however according to some State of North Carolina estimates, about 126,000 housing units were damaged in the hurricane across Western North Carolina. Within the City of Hendersonville, the lowest income neighborhoods had the greatest exposure to flood hazards prior to the hurricane, and as a result were significantly damaged in the storm. This assessment will present some very early baseline storm impact data at the end.



DEVELOPMENT FINANCE INITIATIVE

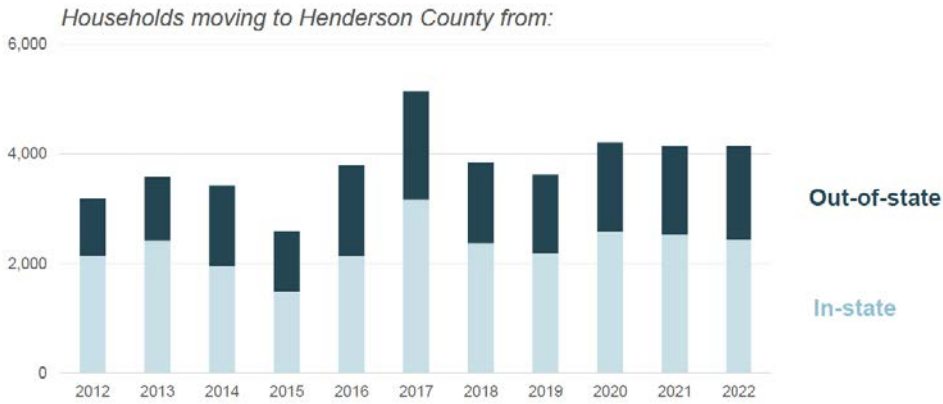
Hendersonville in regional context

Regionally, Hendersonville fits within some of the growth that Western North Carolina is seeing, but Henderson County is unique from a lot of its neighbors. This chart shows the change in population over the past 20 years for Henderson County and the surrounding counties of Buncombe, Haywood, Transylvania, Rutherford and Polk. While Henderson County hasn't seen the same growth as Buncombe County to the north, Henderson County really is seeing a significantly higher growth compared than the other Western North Carolina counties of Haywood, Transylvania, Rutherford and Polk.



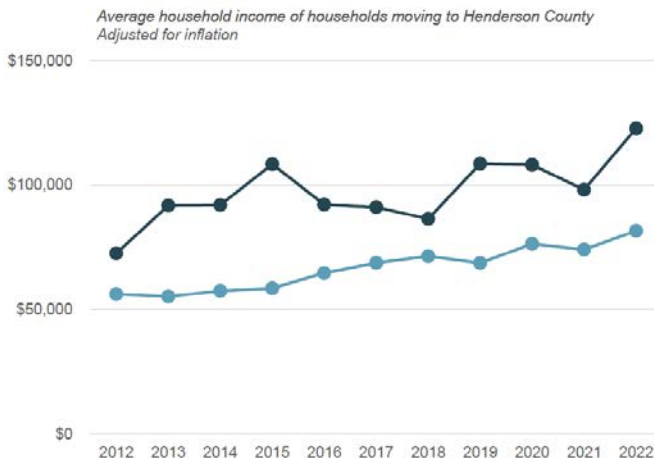
In recent years, 40% of households moving to Henderson County are from out-of-state



Source: IRS SOI

In recent years about 40% of households moving to Henderson County are from out of state, coming from places like California, Florida and New York. It is important to note, however, that folks move to Henderson County from within North Carolina as well.

Households moving from out-of-state have higher incomes than in-state households



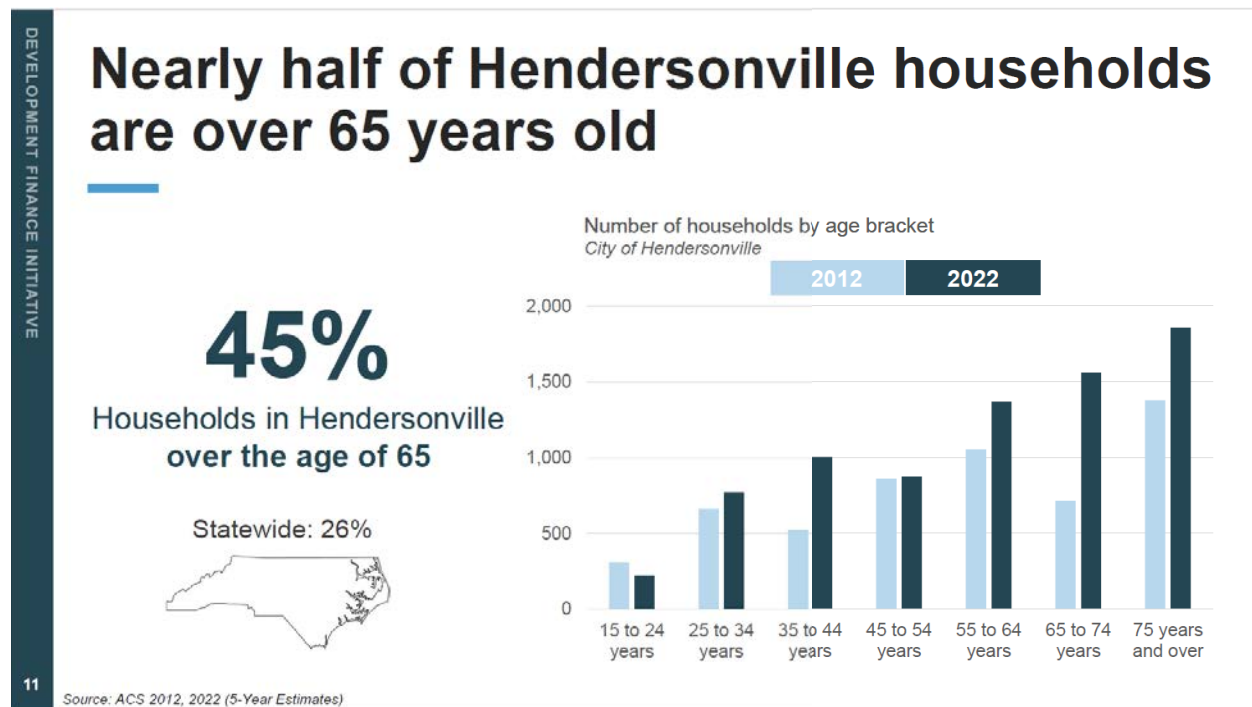
The average household income of households moving from out-of-state in 2022 was over \$120,000.

Households moving from in-state have average household incomes of \$80,000.

Source: IRS SOI



One of the big themes evident in the data as well as our stakeholder conversations was that a lot of this growth in Hendersonville specifically is really being driven by recent retirees and folks moving to the area after retirement.



About 45% of households within the City are over the age of 65. Statewide, the percentage of households over 65 years of age is about 26%, so the City of Hendersonville’s percentage is nearly twice that of the State of North Carolina. This is a trend that we’ve really accelerate over the past decade. Referring to the chart above shows that about 10 years ago in 2012 the largest age bracket within the City was households aged 75 and over. Ten years later we’ve seen this trend accelerate. The 75 years of age and over household age bracket is still the largest household group within the City, but the number has increased. This chart also shows significant growth among the 65 to 75 year of age households.





Who is “Low-Income” in Hendersonville?

AMI for Four-Person Household: \$86,100

AMI	One Person	Two Person	Three Person	Four Person
100%	\$65,400	\$74,800	\$84,100	\$86,100
80%	\$52,320	\$59,840	\$67,280	\$74,800
60%	\$39,240	\$44,880	\$50,460	\$56,100
50%	\$32,700	\$37,400	\$42,050	\$46,750
30%	\$19,620	\$22,440	\$25,230	\$28,050

Source: HUD 2024 for Asheville MSA

To understand that housing needs in the City, understanding some of the terms used is helpful. The first is, “What does it mean to be low income within Hendersonville?” This term is typically used by different housing programs, in particular Federal housing programs, to determine eligibility. These housing programs look at households as a percentage of the area median income or AMI and differentiate those thresholds depending on the household size or the number of people who are within a household. Low-income households in the City of Hendersonville are those who make 80% of the area median income or less. Generally, therefore, referencing “LMI households” is referring to folks who are making between \$52,000 as a 1person household and up to about \$75,000 as a four-person household.



Affordable Housing Costs by AMI

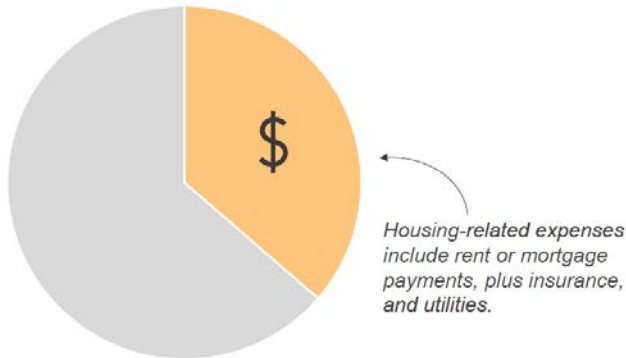
AMI	Studio	1 Bedroom	2 Bedroom	3 Bedroom
100%	\$1,635	\$1,753	\$2,103	\$2,430
80%	\$1,308	\$1,402	\$1,682	\$1,944
60%	\$981	\$1,051	\$1,261	\$1,458
50%	\$817	\$876	\$1,051	\$1,215
30%	\$490	\$525	\$630	\$729

What does “affordable housing costs” mean? We can think about affordable housing costs in the same way. A studio apartment that's affordable at the 80% AMI bracket has housing costs that are about \$1,300 per month. A three-bedroom unit affordable to an 80% AMI household is around \$2,000 per month. Obviously that's kind of the upper end for LMI households. If we wanted to say that housing costs are more deeply affordable or affordable to lower income brackets we would say they're affordable to 50% AMI or 30% AMI. Those rents are also shown on this table.

Housing need is both **cost** and **quality**

Households have housing need if housing-related expenses are **more than 30% of the household's income**.

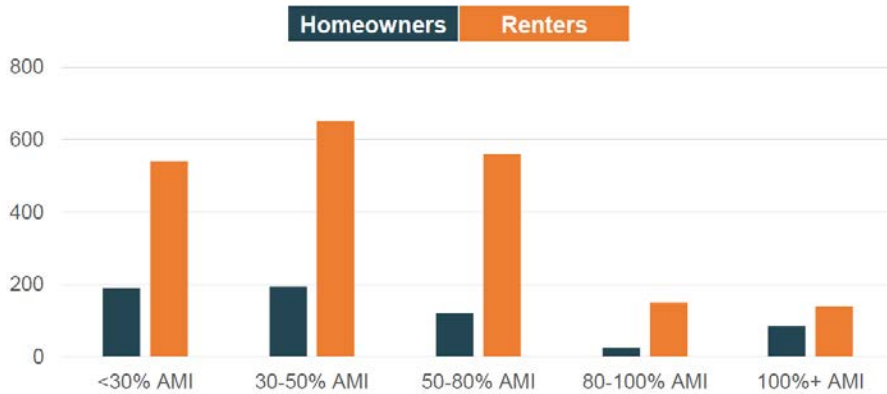
Households have housing needs if they live in **poor quality** or **overcrowded** housing.



Recall that when referring to housing need, we are referring to those folks who either live in unaffordable or low quality housing. It is important to look at both of these categories. A household is in need of more affordable housing if they spend more than 30% of their annual income on housing related expenses including rent and utilities. For homeowners this would include mortgage payments plus insurance and utilities. However, a household can also have need even if they live in an affordable unit. If a household lives in a poor quality or overcrowded unit we would count them as among households with need as well. Again, we must look at both of these criteria when assessing who has need within the City of Hendersonville.

At least 2,000 renters and 600 homeowners have housing needs in Hendersonville

Number of Hendersonville households that are cost burdened or living in substandard or overcrowded housing

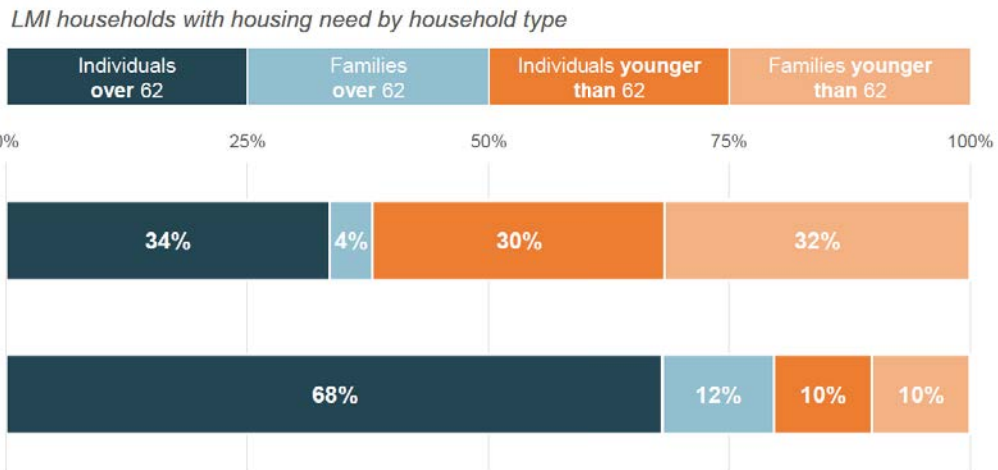


Source: HUD CHAS 2021

Based off of those most recent data, considering households living in an unaffordable and/or poor quality housing unit, at least 2,000 renters and 600 homeowners have housing need within the City. This chart breaks down the homeowners in blue and renters in orange and breaks out each of those groups by those AMI brackets referenced earlier. What stands out in the data is that a vast majority, over 80%, of the households in need make less than 80% of the area median income. This means that most of the folks who have housing need because they are burdened by the cost of housing or because they live in low quality units are considered low to moderate income (LMI) households.



Various household types in Hendersonville have housing needs



Source: HUD CHAS 2021

Who are these households with housing needs in the City of Hendersonville? There are four main categories in the data. There are individuals and families (shown in the dark blue and light blue) who are over for the age of 62, as well as younger individuals living alone or families who are younger than 62 (shown in orange and light orange).

Looking more closely we see that for homeowners, about 2/3 of the households with needs are single folks over the age of 62 living alone. Older individuals and those aging in place are the most significant group among homeowners with housing needs.

Among renters there are various household types with needs. Like homeowners, there are individual renters living alone over 62, but there are also younger folks living alone, as well as families, who are shown in the renters group.

Approximately 20% or one in five of low to moderate income households with unmet housing needs have at least one member of their household with an ambulatory disability or challenges living independently. This also reflects the aging population and their difficulty aging in place within City.



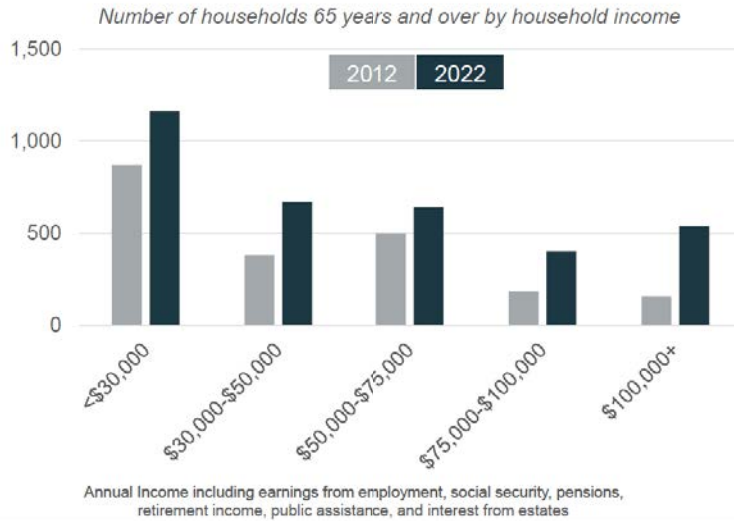
Individuals over 62



825
Households with housing needs

64%
Renters


A third of Hendersonville households over 65 have incomes of \$30,000 or less



Concerning individuals over 62, there are about 825 households with housing needs within the City of Hendersonville. Something that was evident data and in our stakeholder conversations was that the older cohorts in within the City were really split into two groups: recent retirees with higher income, who are maybe moving from out of state or elsewhere in North Carolina, and who are making over \$100,000; and there were those, over a third of the City's households, who are over 65 and make \$30,000 or less and are considered extremely low-income households. Income here includes not just earnings from employment or a job but also includes Social Security payments, retirement income, other forms of public assistance or any type of income that a household could receive.



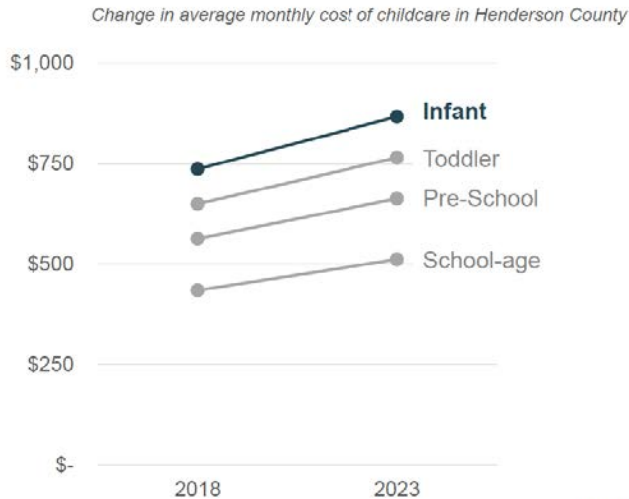
Families younger than 62



550
Households with housing needs

92%
Renters

Average cost of childcare in Henderson County is about 1/4 of the monthly budget for a household earning 50% AMI, or \$42,000 a year



Source: U.S. Department of Labor

Considering families who are younger than 62, about 550 households these younger families within the City have housing needs. Individuals who are younger than 62 tend to be folks in the service industry or in the workforce and therefore have many housing needs. Stakeholder conversations indicated that in addition to housing costs there are many other strains on families budgets that contributed to challenges with housing affordability. One cost placing this additional strain is child care costs. The average cost of child care within Henderson County makes up about a fourth of the monthly budget for a household earning 50% AMI or \$42,000 a year.

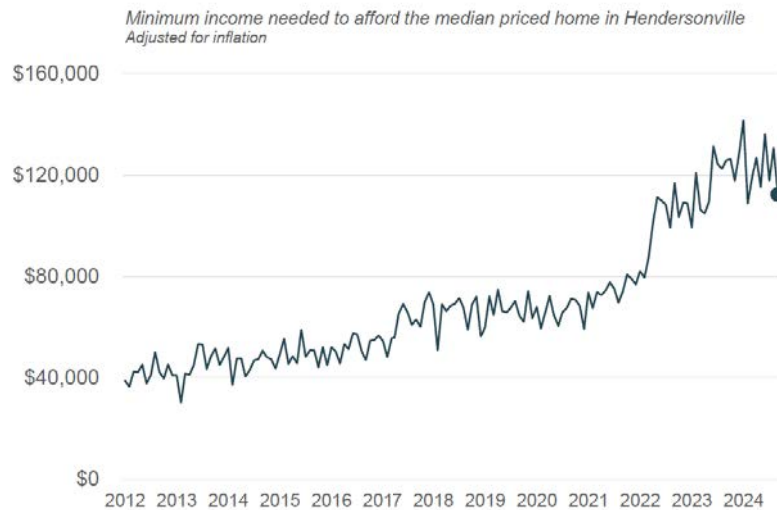
Families younger than 62



550
Households with housing needs

92%
Renters

Prospective homebuyers need to make at least \$120,000 to afford the median home for sale in Hendersonville



Source: DFI analysis, Redfin, St. Louis Federal Reserve, BLS.

The City is considering the Community Land Trust model and creating more opportunities for low-income families or individuals to transition to home ownership. This was something that supported by the data in that there are significant challenges for low-income families to transition to home ownership within the City. This chart shows the minimum income needed to afford the median priced home within the City adjusted for inflation. About 10 years ago a family making \$40,000 a year could afford the median priced home on the market. In response to rising housing prices and changes in the interest rate environment, today that same household has to make \$120,000 a year to afford the median home price within the City.



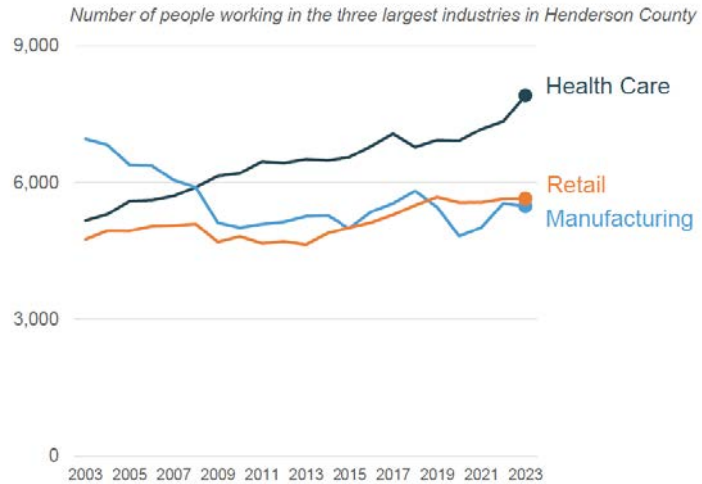
Individuals younger than 62



500
Households with housing needs

92%
Renters

The average wage of Henderson County's largest industries is less than 80% AMI for a one-person household

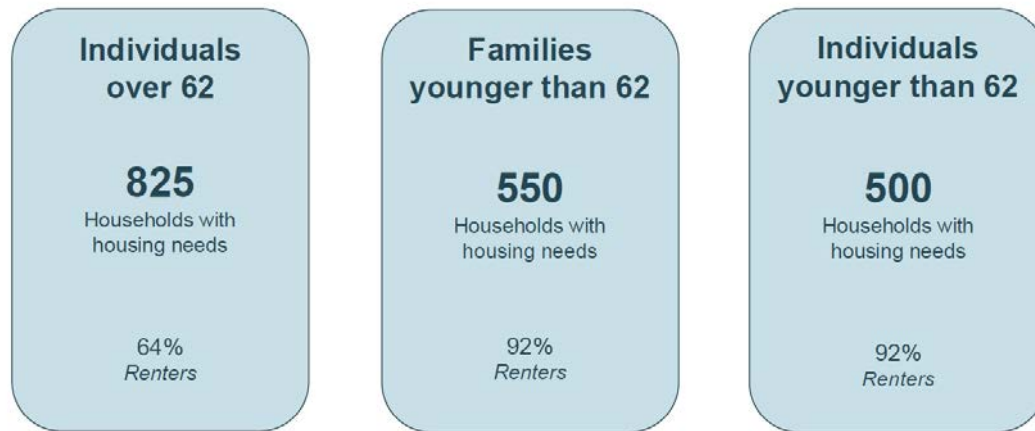


Source: NC Commerce

The last group with housing needs, individuals who are younger than 62, is the last major group who had housing needs within the City. There about five 500 of these households. Individuals who are younger than 62 tend to be folks in the service industry or in the workforce and therefore have many housing needs. This was something that we heard a lot when we were talking to employers. Housing and the lack of affordable housing is impacting companys' ability to attract workers from outside of the area. With a growing retirement community you have significant job growth in healthcare industry. When we spoke to folks from the UNCC or from the Pardee hospital system they talked extensively about the role of housing in their ability to attract and retain talent. We also heard this from manufacturing companies as well as the Henderson County School System.



LMI household types with housing needs



Approx. 20% of LMI households with unmet housing needs include at least one member with an ambulatory disability or challenges living independently.

Source: HUD CHAS 2021

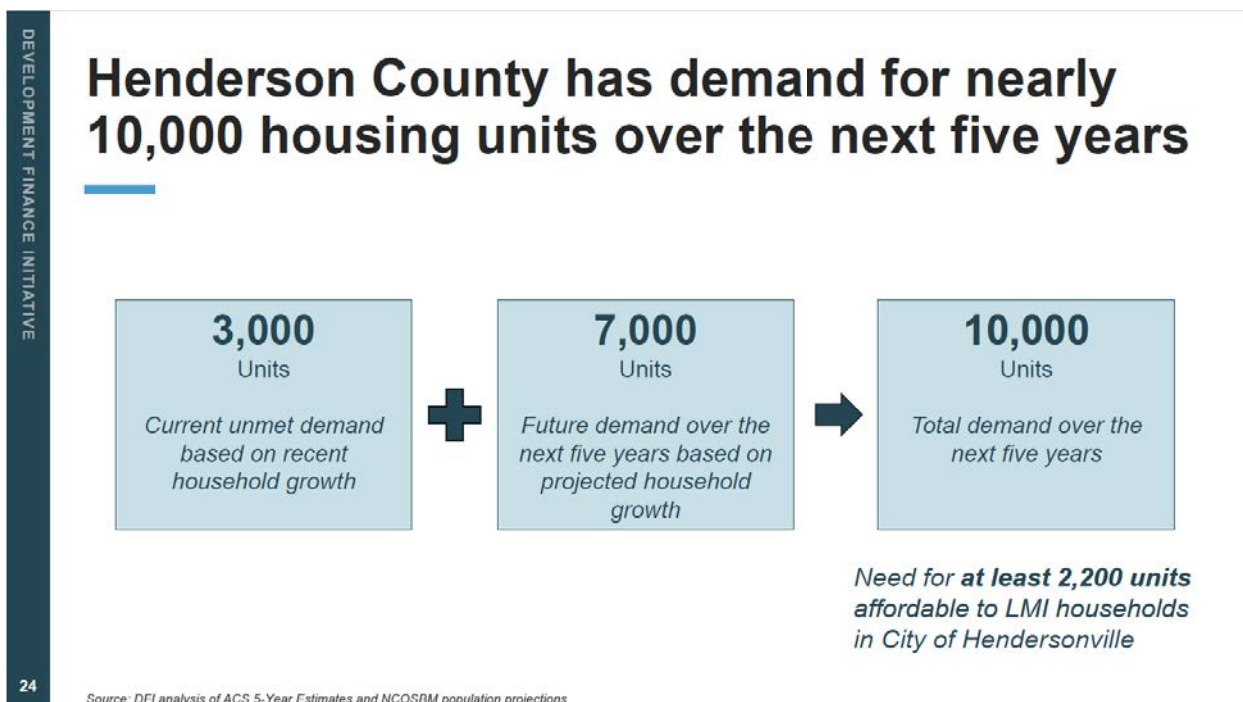
To summarize the LMI housing types with housing needs, the largest of these groups are individuals living alone who are over the age of 62. Hendersonville is an aging community with about 825 households over the age of 62 have housing needs. 64% of these households are renters. About 550 families younger than 62 have housing needs, 92% of which are renters. Individuals younger than 62 with housing needs comprise about 500 households in the City. Finally, one in five of low to moderate income households with unmet housing needs have at least one member of their household with an ambulatory disability or challenges living independently.

DEVELOPMENT FINANCE INITIATIVE

Hendersonville's Housing Supply



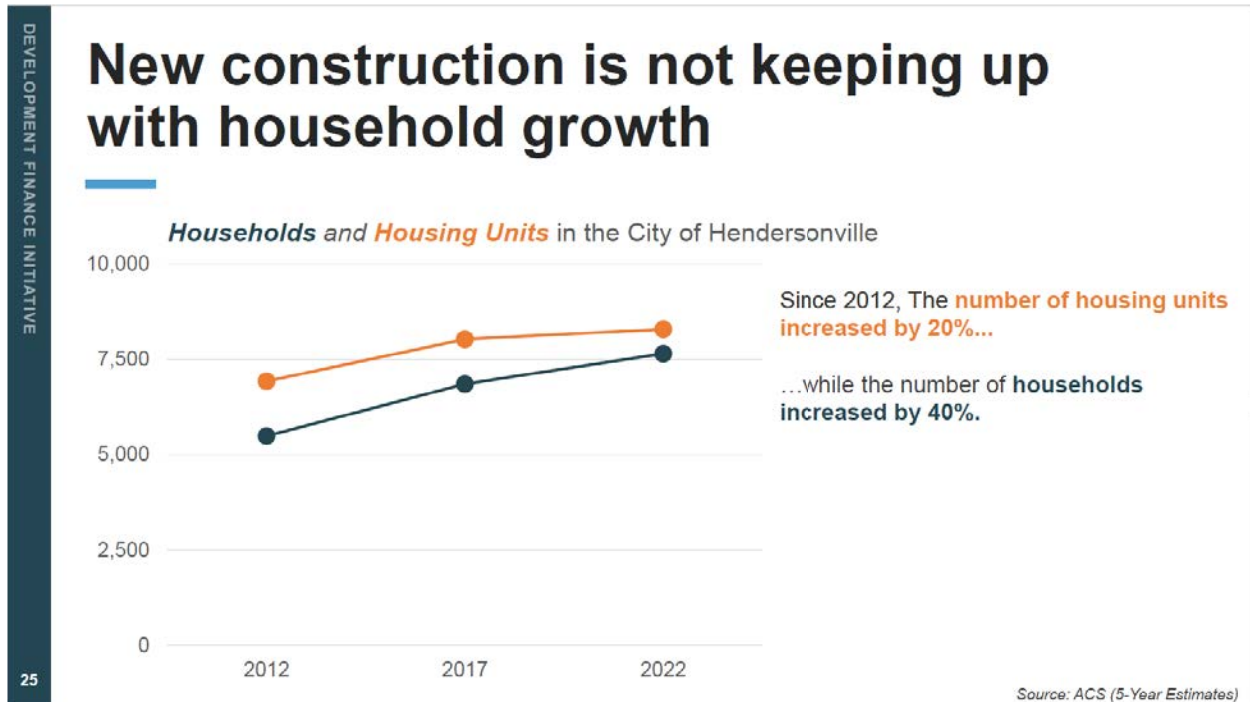
23



Looking at overall demand for housing within the region, Henderson County has demand for nearly 10,000 housing units over the next 5 years. Breaking down that number a bit more, about 3,000 of those units are from current unmet demand based off of recent household growth. As referenced earlier, Henderson County has been growing significantly compared to a lot of its neighbors, and construction or the supply of housing hasn't kept up with the demand. If we expect recent household growth to continue into the future there will be an additional demand for about 7,000 units over the next 5 years. This future demand comes from two places. This growth is due not just to folks who are moving to the County but also comes from household formation within the County-- folks who are growing up within Hendersonville who go to college or younger folks living with their families-- who are also looking for housing. Household



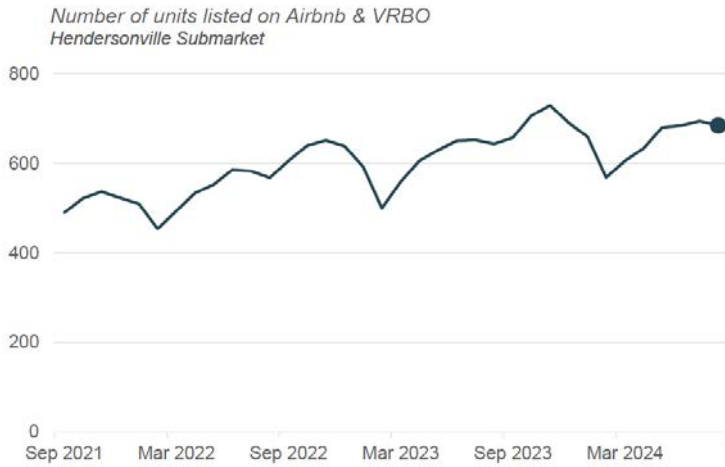
growth can come from both of these sources. Together this makes up about 10,000 units of demand over the next 5 years. Of these 10,000 units, the data supports a need for at least 2,200 units that are affordable to LMI households within the City alone.



New construction hasn't kept up with recent household growth in the City of Hendersonville. This chart compares the number of households living in the City (in blue) compared with the number of housing units (in orange) in the City. Since 2012 the number of housing units has increased by about 20% while the number of households has increased by 40%-- nearly twice as quickly. At first glance it appears that the City still has enough housing units for the number of households in our community. However, and this is part of the challenge, Hendersonville and the County are a little bit unique in that it's not just folks who are living here who are buying houses or where demand for housing comes from. The City and County also have folks who buy second homes, and some of these units are homes that are used for short-term rentals like Airbnb and VRBO. Demand for housing comes from these places in addition to people who want to live here.



Short-term rentals make up an estimated 5% of Hendersonville’s housing stock



Source: AirDNA

Short-term rentals make up about 5% of the City's housing stock and has increased slightly over the past few years since 2021.



Population growth and limited new supply has pushed down vacancy rates

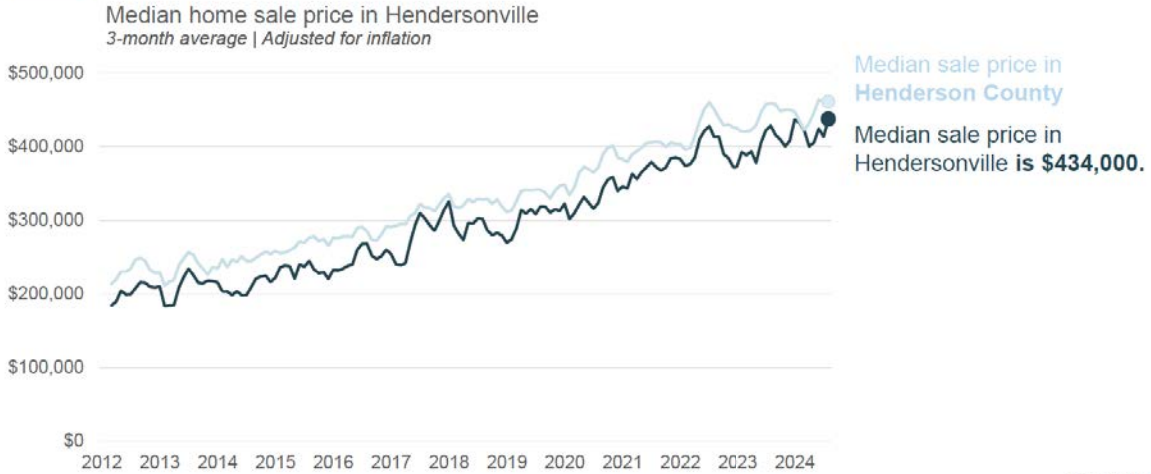


Going back to the comparison of the number of housing units compared to the number of households, because supply has not kept up with household growth, the vacancy rate, or the number of units that are for rent or for sale on the market, has really declined over the same time period. Here in orange this chart shows that the vacancy rate for rental units is only 2%, meaning that only 2% of housing units are vacant and available for rent. On the for-sale side less than 1% of housing units in the City are vacant and for sale. In general, a housing market has a healthy supply of housing if the vacancy rate is at around 7%. We use that 7% threshold to say that there's enough supply on the market for things like turnover or household formation, or someone moving to the area for a job that when they're out looking for units there are enough units available for rent or for sale on the market

Comparing the City of Hendersonville to other markets in North Carolina-- many North Carolina communities are seeing trends just like this where the vacancy rate has been declining pretty consistently over the past decade and supply really hasn't kept up with demand. That being said, there are a couple of pockets in North Carolina where we've seen the vacancy rate increase in some cases to over 10%, places like downtown Raleigh and Charlotte. In these areas, there's been so much construction over the past few years (a really historic level of new construction) that that vacancy rate has really increased. In many of those markets while affordability is certainly still a big challenge the pace of rent increase or the cost of housing has moderated over the past couple years.



For the past year, median home prices in Hendersonville exceeded \$400,000

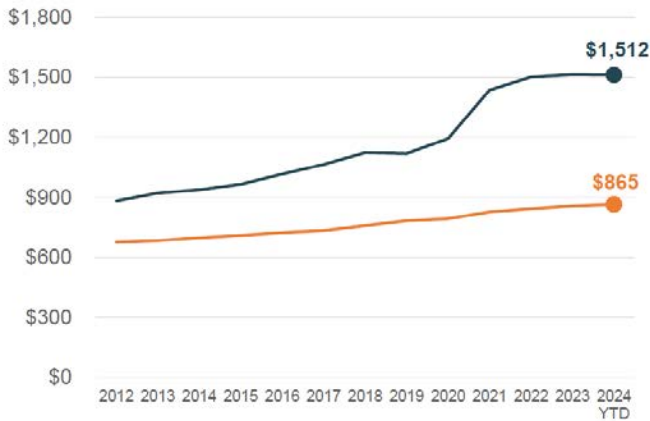


Supply not keeping up with demand and vacancy rates decreasing are really the factors that contribute to the rising cost of housing. There's just more demand than there is supply. For the past year the median home price within the City has exceeded \$400,000, a really significant increase even adjusted for inflation. Just 10 years ago the median was about half of that or about \$200,000. The City's median home price is here in blue and you can see in the light blue right above it is really keeping up with the median price within the County as well.



Rents among Class A & B properties increased 25% post-COVID

Average rent by building type among market-rate multifamily properties in Hendersonville



Rents among **Class A & B** properties increased 25% post-COVID and are affordable to households making over 80% AMI.

Rents among **Class C** properties have not increased as quickly, but likely have challenges with quality and safety.

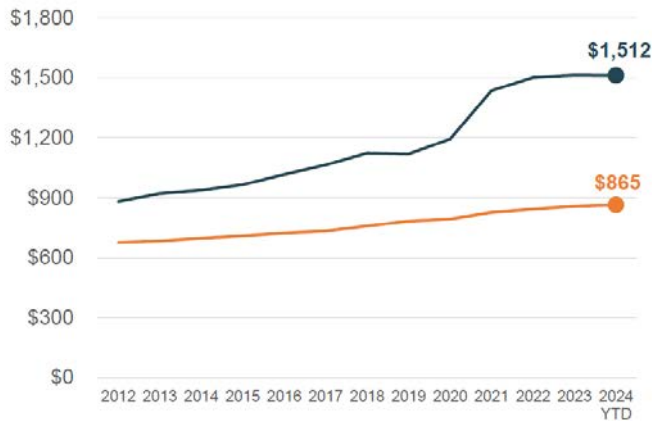
Source: CoStar

The City is seeing the same trend of increasing rents as well. This chart shows the average rent for market rate multifamily properties within the City. The Blue Line shows changes in average rent among Class A and B properties, the newest most high quality units on the market. Rents among these properties have increased about 25% post COVID and are generally affordable to households making over 80% AMI, so not really those within the LMI household group. Rents among Class C Properties, the older properties that maybe don't have renovations or have less amenities, have not seen the same rent increase as the higher quality units. This is likely because these properties have significant challenges with regards to quality and health and safety of the units.



The median Class C rental unit is nearly 50 years old

Average rent by building type among market-rate multifamily properties in Hendersonville



The median year built of **Class A & B** units is **2004...**

...while the median year built of **Class C** units is **1976**.

Despite large differences in quality, the vacancy rate among both property types is 3%.

Source: CoStar

To add a little more color to that, the median year built for class A and B properties is around 2004; meanwhile the Median year built of Class C units is 1976 even taking renovations into consideration. This is something that we heard as well from stakeholders that there is a share of the housing supply within the City that faces significant challenges with quality. Despite these large differences in quality between these two housing types, vacancy rates among both property types, both the class A and B as well as Class C, is around 3%. Despite the challenges with quality the vacancy rate is still a lot lower than we would expect compared to a market with an abundant supply of housing.



An estimated 5,700 housing units are in the Henderson County pipeline

Type	For Sale	For Rent
Affordable	169	163
Market Rate	3,066	2,333
Total	3,235	2,496
% in Hendersonville	35%	83%

Source: Henderson County Planning Department & Hendersonville Housing Dashboard. Projects recently completed, under construction, entitled, or in pre-entitlement.

Regarding housing supply, there are an estimated 5,700 housing units in the pipeline for Henderson County. This table breaks down the type of housing if it's affordable to LMI households or if it's market rate and if it's for sale or for rent. By and large most of the housing that's in the pipeline is market rate housing geared more towards households making over 80% of the area median income.



An estimated 5,700 housing units are in the Henderson County pipeline

Type	For Sale	For Rent
Affordable	169	163
Market Rate	3,066	2,333
Total	3,235	2,496
% in Hendersonville	35%	83%



Cantrell Hills
 Affordable at households earning 130% AMI or \$110,000
 \$450,000+ / 3-bedroom

Source: Henderson County Planning Department & Hendersonville Housing Dashboard.
 Projects recently completed, under construction, entitled, or in pre-entitlement.

About 83% of the for rent or the rental units in the pipeline are within the City. I wanted to highlight some of these properties that are that are in the pipeline. Cantrell Hills is a single family subdivision just north of the City. These units are starting at about \$450,000 and are affordable to households earning about 130% AMI or \$110,000.



An estimated 5,700 housing units are in the Henderson County pipeline

Type	For Sale	For Rent
Affordable	169	163
Market Rate	3,066	2,333
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% in Hendersonville	35%	83%



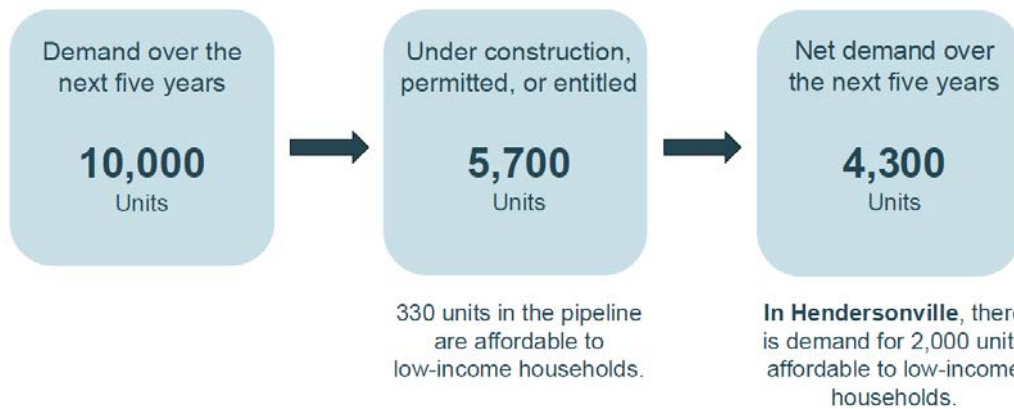
The Summit at Hendersonville
 Affordable to households earning 80% AMI or \$65,400
 \$1,350 / 1-bedroom
 \$1,650 / 2-bedroom
 \$2,000 / 3-bedroom

Source: Henderson County Planning Department & Hendersonville Housing Dashboard.
 Projects recently completed, under construction, entitled, or in pre-entitlement.

On the rental side, the Summit at Hendersonville has starting rents for the units that are roughly affordable to households earning 80% AMI or around \$65,000, depending on household size. What we're seeing is that even though these units aren't necessarily affordable to LMI households the vacancy rates among these new multifamily developments are strikingly low so they lease up very quickly over a short amount of time which we think indicates significant demand for both market rate and affordable housing.



Henderson County has demand for an estimated 4,300 housing units over the next five years



Source: Estimates based on DFI analysis of data from ACS 5-Year Estimates, NCOSBM, HUD CHAS, and projects tracked by the City of Hendersonville and Henderson County.

11

In summary, looking at Henderson County as a market there's demand for about 10,000 housing units over the next 5 years. This is taking into account both the current unmet demand as well as projected household growth. So if Henderson County continues to grow as a housing market the way it has been over the past 10 years, we would expect there to be demand for about 10,000 housing units. Developers are responding to this market and have been building a lot of housing over the past few years. There's about 5,700 units in the pipeline countywide. so overall net demand for housing is around 4,300 units.

The 10,000 number is really looking at housing demand across all income needs. Of these 5,700 units about 330 in the pipeline are affordable to low-income households. So within the City of Hendersonville there's still demand for about 2,000 units that are affordable to low-income households.

According to employers, even folks they hire who are in the higher income brackets making maybe between \$70,000 and \$100,000 have a hard time finding housing within the City. So affordability is a challenge that really affects not only LMI households but households of all types really are face this challenge of finding housing because the vacancy rate is so low.



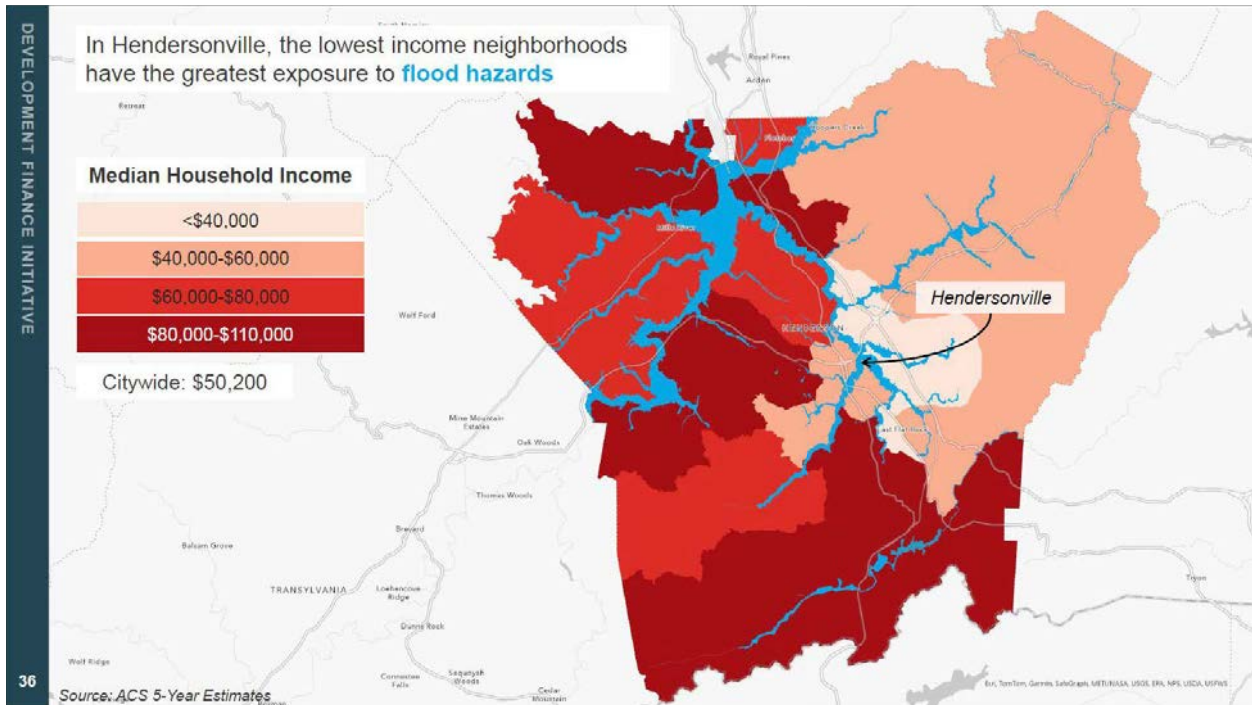
Estimated impact from Hurricane Helene

Hurricane Helene

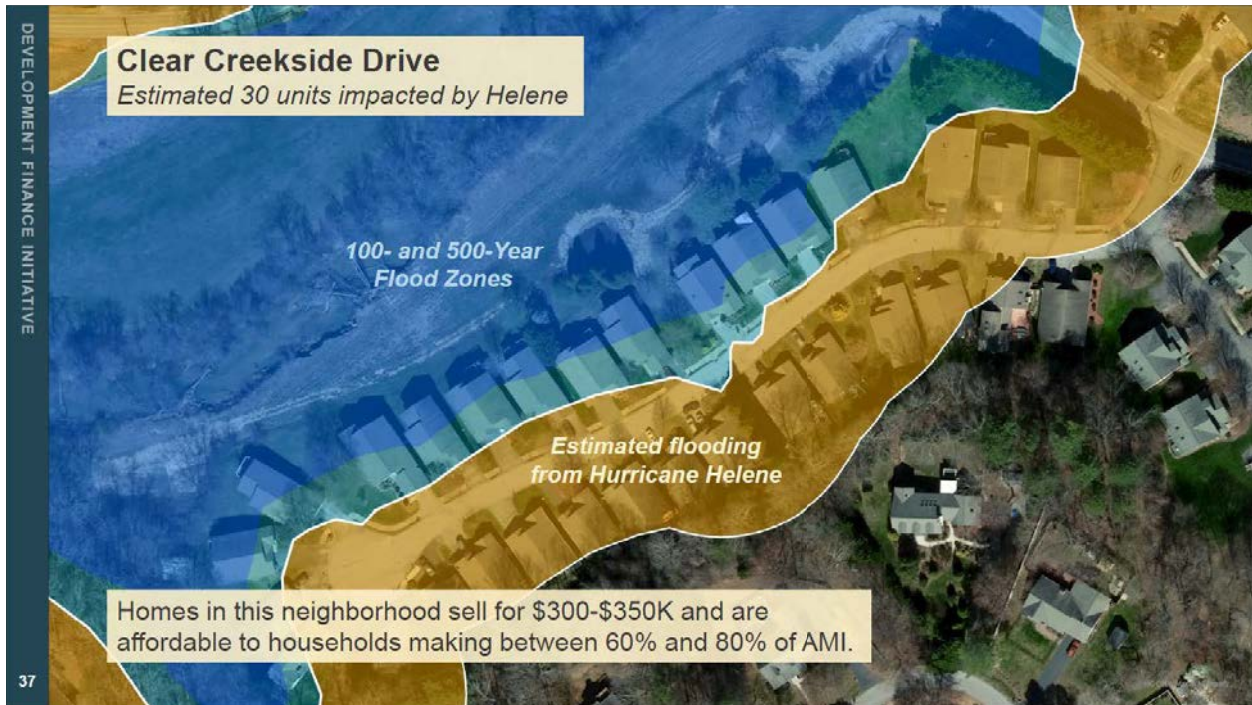
- According to state estimates, approximately 126,000 housing units in western NC were damaged by Hurricane Helene
- As of October 21, 4,600 homeowners and 2,500 renters have been approved for FEMA Individual Assistance in Hendersonville ZIP Codes



As of the date of this Needs Assessment, the following information is very preliminary. It will take years to really understand the full impact of Hurricane Helene. According to State estimates about 126,000 housing units within all of Western North Carolina were damaged in some capacity by Hurricane Helene, causing a tremendous shock on the supply of housing and folks who are living in in the area. More locally as of October 21, 2024 about 4600 homeowners and 2500 renters have been approved for FEMA individual assistance within zip codes that cover the City of Hendersonville. So we're looking at regionally significant impact and also within the City.

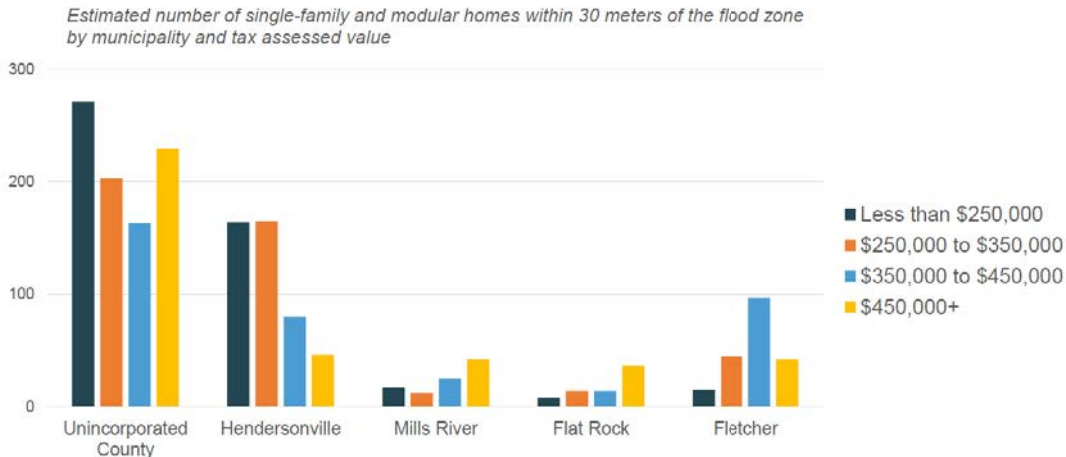


I wanted to map out really where the City and parts of the County were exposed to flood hazards. Helene had a number of different impacts on the housing stock not just flooding, but also damage from falling debris and from landslides. This report is going to focus on flooding because that's where the most accurate data that we have comes from. This map shows the census tracts within Henderson County and shows the median household income of those census tracts. For the darker red areas the median income is between 80 and \$110,000. In the brighter pink areas the median household income is less than \$40,000. What you can see is that most of those lower income neighborhoods within the County overlap in some capacity with the City. When flood zones are overlayed on that same map we see that a lot of these same neighborhoods are exposed to flood hazards within the City of Hendersonville.



Zooming in a little bit more shows some specific ways that that Helene impacted the City. This is Clear Creek Side Drive, a single family neighborhood just Northeast of the City. An estimated 30 units were impacted by Helene. This map shows the neighborhood here with the 100 and 500-year flood zone overlaid in blue and green, with the additional flooded area shown in gold. What made Helene so significant is just the scale of precipitation over a short amount of time and that the flooding really surpassed what we had traditionally thought of as the flood zone for the community. Based off of satellite imagery, news reports and social media postings, on average flooding across Henderson County exceeded roughly 30 meters past the traditional flood zone. Again, the additional flooding is shown here in gold. To put this in perspective of the supply of housing in Hendersonville homes in this neighborhood sell for between \$300,000 and \$350,000 and are affordable to households making between 60 and 80% of area median income.

An estimated 1,700 single-family homes were exposed to Helene flooding



Source: DFI analysis of data from NC FRIS & Henderson County Tax Assessor

Taking the same approach of assessing how many housing units were exposed to Helene flooding within that 30 meter buffer of the of the flood zones, this chart shows the total number of households that are within that radius. Countywide an estimated 1700 single family homes were exposed to Helene flooding. The flooding damage is broken out here by different areas: the unincorporated County, the City, Mills River, Flat Rock and Fletcher. Each is also broken out by the price of the home or the tax assessed value of those homes. In Hendersonville the majority of homes that were impacted by the storm and that were within that flood that flood buffer were on the lower cost side, those that were more affordable to LMI households. Most of these homes had tax values of \$350,000 or less.

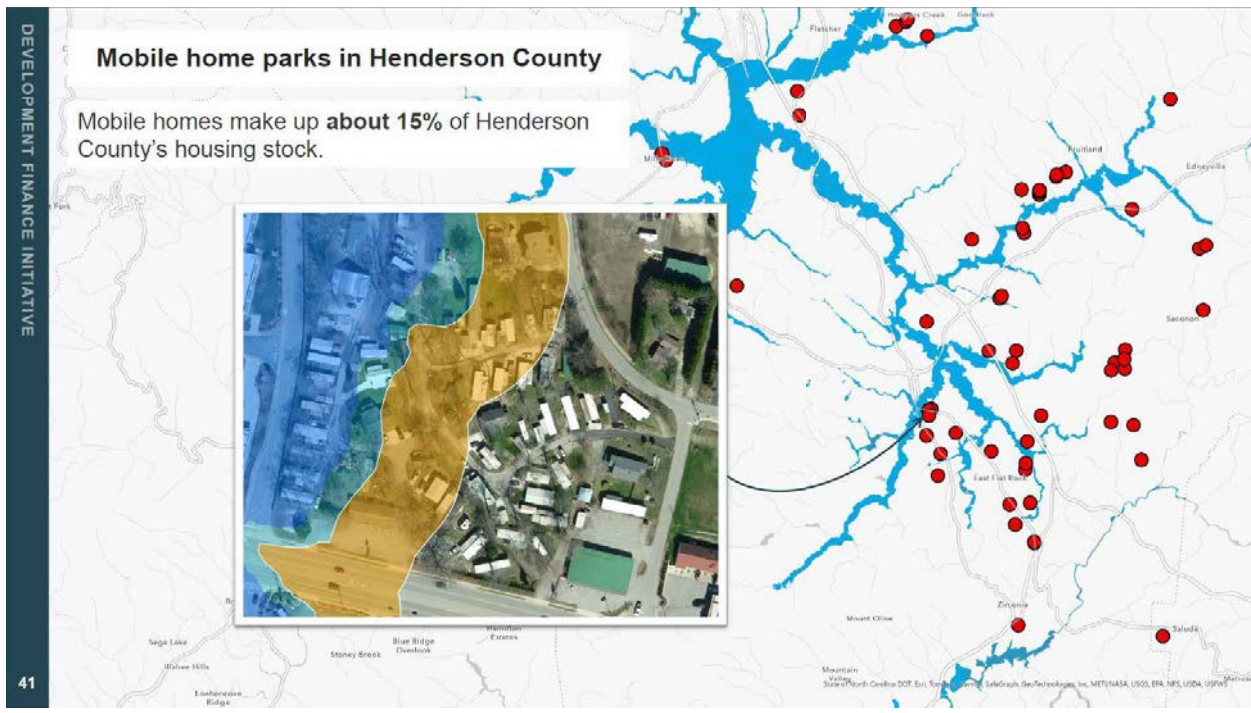




It wasn't just single family homes that were impacted by Helene. The City's multifamily properties were also impacted. This shows another case study looking at Universal at Lakewood, one of the City's newest apartment buildings just completed in 2022. Several dozen units within this apartment complex were damaged during the storm. Rents in this development are affordable to renters making at about 80% AMI. At the time of the storm the vacancy rate was less than 1%. This shows that some of the City's newest most fully occupied housing developments were impacted by the storm as well. ...



The last case study discussed in this Needs Assessment is the Hendersonville Housing Authority. Many properties owned and operated by the Housing Authority were also impacted by the storm. About 44 housing units within Lincoln Circle and Robinson Terrace were taken offline by Hurricane Helene which makes up approximately 12% of the Housing Authority stock within the City. The storm impacted housing stock across a wide range of affordability levels,



Helene impacted many mobile home parks both within the City and the County. Mobile homes make up about 15% of the County's housing stock and mobile homes came up very frequently during our stakeholder conversations as a vital source of affordable housing for folks, but also as a housing type that really struggles with issues around quality and overcrowding. Many of these mobile home parks were also within that 30 meter buffer of the flood zone. This is just an example of one mobile home park within the City.

Summary

- To meet current and future housing demand, Henderson County needs an estimated 10,000 new housing units within the next five years. At least 2,000 of these units are needed in Hendersonville for low-to-moderate income households.
- Hendersonville's housing supply was constrained even before Hurricane Helene. Over the past decade, household growth in Hendersonville outpaced new housing construction by about 2 to 1, and rental and for-sale vacancies dropped below 2%.
- Various household types in Hendersonville live in unaffordable or low-quality housing, over 80% of which are low-to-moderate income.
- According to state estimates, approximately 126,000 housing units were damaged by Hurricane Helene across western North Carolina. Within the city, the lowest income neighborhoods have the greatest exposure to flood hazards.

42

Over the next five years within Henderson County, in order to address both current and future demand, Henderson County needs about 10,000 units, and again within the City about 2,200 of those units are needed for low to moderate income households. Housing Supply was significantly constrained even before Helene. Demand has outpaced supply by about 2 to one and the vacancy rate is below 2%. The household types who are in need of housing within the City are those who live in either unaffordable or low quality housing. Helene had significant impact that had both on supply of Housing and displacement of folks living within the community .



ABOUT THE UNC SCHOOL OF GOVERNMENT AND DFI

DEVELOPMENT FINANCE INITIATIVE


UNC School of Government



UNC Chapel Hill's School of Government is the largest university-based local government training, advisory, and research organization in the United States, and serves more than 12,000 public officials each year.

2

DEVELOPMENT FINANCE INITIATIVE




SCHOOL OF GOVERNMENT
Development Finance Initiative

DFI, a program of UNC Chapel Hill's School of Government (SOG), partners with local governments to attract private investment for transformative projects by providing specialized finance and development expertise.

SOG is the largest university-based local government training, advisory, and research organization in the United States, and serves more than 12,000 public officials each year.

Values: Nonpartisan, policy-neutral, responsive



Project Team
Project Lead: Frank Muraca
Associate Director: Sarah Odio
DFI Director: Marcia Perritt

3

DFI is a program that partners with local governments on public-private Partnerships for Real Estate development. DFI has worked with the City before on the grey mill in downtown, assessing the feasible paths for redevelopment of that site, and working with a private developer for revitalizing the mill over the past five years or so. DFI has been really responsive to the growing needs of affordable housing across all communities in North Carolina and helping North Carolina communities work with the private sector to attract investment in affordable housing.





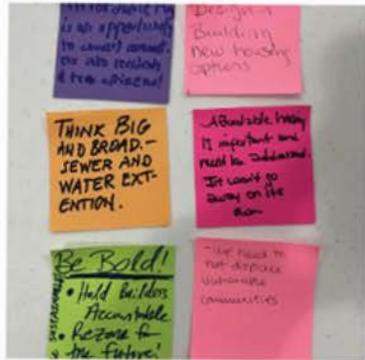
Appendix 2



AFFORDABLE HOUSING REPORT

2024

SUMMARY OF COMMUNITY INSIGHTS



Prepared by Fountainworks



TABLE OF CONTENTS

BACKGROUND & PURPOSE	3
EXECUTIVE SUMMARY	4
COMMUNITY INPUT PROCESS REVIEW	6
FINDINGS	7
Session 1 - Business Community.....	7
Session 2 - Elderly/Veteran Community.....	11
Session 3 - Non-Profit Community.....	14
Session 4 - Black Community.....	18
Session 5 - Spanish-Speaking Community.....	22
Community Survey.....	26
ANALYSIS	29
CONCLUSION	31

ACKNOWLEDGEMENTS

The City of Hendersonville extends its gratitude to the residents, business owners, and nonprofit organizations who shared their stories, experiences, and viewpoints. Special thanks go to MountainTrue and True Ridge for their vital role in supporting the Spanish-language session, as well as the community partners who graciously hosted the Community Conversations: Trailside Brewery, Henderson County Veterans Services, Mountain View Baptist Church, Union Grove Baptist Church, and Immaculate Conception Catholic Church.

BACKGROUND & PURPOSE

The City of Hendersonville is committed to ensuring all residents have access to safe, quality, and affordable housing. To achieve this goal, the City is developing a Strategic Housing Plan that reflects the needs, experiences, and aspirations of the community. This Plan is part of the City's broader efforts to promote economic vitality, foster strong partnerships, and enhance the quality of life for all residents through sustainable and inclusive growth.

The in this process was engaging with the community through "Community Conversations" and an online survey. These efforts were designed to provide residents with the opportunity to share their perspectives on housing challenges, personal experiences, and aspirations for the future. The City also sought feedback on potential strategies to address housing issues, ensuring the plan is grounded in the realities and priorities of Hendersonville's residents.

This report summarizes the insights gathered from these initial engagement efforts. By amplifying the voices of community members, the City aims to create a plan that is both responsive to current challenges and proactive in preparing for future needs. The feedback shared during these conversations and through the survey will directly inform the development of the Strategic Housing Plan.

Looking ahead, there will be additional opportunities for residents to review and provide input on the draft Plan. These steps are essential to ensuring the Plan reflects the diverse needs of Hendersonville's community and aligns with the City's commitment to sound infrastructure, great public services, and financial sustainability.

“Our community does better when everyone is able to feel safe, and stable housing could help.”

Executive Summary

Across the five sessions and survey, Hendersonville community members identified the following themes:

CURRENT EXPERIENCES

Hendersonville's strong sense of community enhances residents' quality of life.	Insufficient affordable housing options create barriers for underserved populations.	Optimism about addressing housing challenges through thoughtful community efforts.
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FUTURE HOUSING IN HENDERSONVILLE

- Participants want housing that **supports middle-income buyers, increases rental options**, and allows retirees, workforce members, and young families to **thrive**.
- Attendees suggested **mixed-use housing, vertical development, and infill projects** to maximize land use and create **long-term stability** for residents.
- Hendersonville's community emphasized **investments in water and sewer systems** to support sustainable growth and ensure existing neighborhoods are equipped for future development.
- **Pro-renter legislation** and collaborations with **developers who actively prioritize affordability and sustainability** were highlighted as key strategies to address systemic housing challenges.

Executive Summary (continued)

Across the five Community Conversation sessions and Community Survey, Hendersonville's residents, business owners, and others identified the following themes:

AFFORDABLE HOUSING CHALLENGES

Funding Frustrations

Complicated grant processes and developer priorities often leave affordable housing projects underfunded.

Infrastructure Gaps

Limited water and sewer systems, especially in rural areas, prevent new housing developments and expansion.

Developers Chasing Profits

Luxury developments overshadow community needs, leaving low- and middle-income residents behind.

Community Resistance

NIMBY attitudes fueled by fears and misconceptions block progress on needed housing projects.

Preserving Community Identity

Development that prioritizes outsiders and short-term rentals threatens the character of established neighborhoods.

Zoning Roadblocks

Restrictive zoning policies make it tough to introduce diverse and higher-density housing options.

Structural Inequities

Generational barriers like redlining, rising property values, and zoning restrictions perpetuate exclusion and displacement.

Economic Pressure Cooker

Stagnant wages and rising costs force families to struggle with housing access while short-term rentals complicate the market.



COMMUNITY INPUT PROCESS

The City of Hendersonville conducted five Community Conversations and an online survey as the first steps in developing its Strategic Housing Plan. These efforts, held between September and December 2024, were designed to gather input from a broad cross-section of the community. Despite adjustments to the original timeline caused by unforeseen events, namely the impact of Hurricane Helene, the City successfully engaged with residents to explore housing challenges, experiences, and aspirations. While Hurricane Helene did cause a delay in these efforts, it also highlighted the urgent need for a Strategic Housing Plan.

The Community Conversations brought together a total of 155 participants across five sessions, each focusing on a specific segment of the Hendersonville population. These sessions allowed council members to hear directly from their constituents. Notably, the City hosted its first-ever Spanish-language session, conducted with the support of local nonprofits MountainTrue and True Ridge.

In tandem with the Community Conversations, the online survey received 377 responses, offering additional insights into the community's housing priorities. The survey was launched on September 23, 2024, and remained open through December 9, 2024, aligning with the timeline of the Community Conversations.

FINDINGS

SESSION 1 - BUSINESS COMMUNITY

The Business Community session was held at Trailside, an informal setting that encouraged open dialogue and connection among local business owners, developers, and other stakeholders. This session focused on understanding how housing affordability impacts the local workforce and the broader economy. Participants explored the challenges businesses face in attracting and retaining employees due to the rising cost of housing and discussed potential solutions to address these issues in the community.

CURRENT EXPERIENCES

Those who attended the business community session who were happy with their current housing situation highlighted several key aspects that contribute to their satisfaction.

- They expressed appreciation for the strong sense of community and friendliness that define the town.
- Many noted the convenience of living close to amenities and family, which enhances their quality of life.
- The ability to walk or bike to various locations was seen as a major advantage, supporting a lifestyle that feels connected and accessible.
- Additionally, the area's natural beauty and overall community feel were frequently celebrated as standout features.
- For some, affordability was a highlight, with participants mentioning the benefits of living in inherited family homes, which allowed them to maintain roots in the community without facing high housing costs
- Other participants expressed challenges that hinder the housing experience they'd like to have.
- The lack of diversity in the community was a recurring theme, with some noting stark contrasts between living conditions for different socioeconomic groups.

SESSION 1 - BUSINESS COMMUNITY (continued)

CURRENT EXPERIENCES

- Limited availability of small, affordable houses was seen as a significant issue, particularly for younger families and first-time homebuyers.

IDEAL HOUSING EXPERIENCE

◆ AFFORDABILITY & DIVERSITY

Participants envisioned a community with a wide range of housing types to meet diverse needs. This includes mixed-use housing developments, mobile home parks with cleanliness covenants, and homes priced between \$250,000 and \$350,000 to support middle-income buyers. They also emphasized the importance of increasing rental options for the working class and public servants.

◆ INNOVATIVE DEVELOPMENT

The idea of "going vertical within reason" was proposed to increase housing density while maintaining aesthetic appeal. Suggestions also included adopting citywide overlay zoning to allow for more inclusive housing opportunities and promoting infill development to utilize existing spaces effectively.

◆ INFRASTRUCTURE EXPANSION

Investments in water and sewer infrastructure were seen as critical to supporting both new developments and existing housing. Attendees also emphasized the need for collaboration between the city and property owners to facilitate these improvements.

◆ SUPPORT FOR AGING RESIDENTS

Tax exemptions for seniors aged 70 and older were suggested as a way to support aging residents and help them remain in the community without financial strain.

◆ ADDRESSING SHORT-TERM RENTALS

Participants expressed interest in exploring the impact of short-term rental platforms, such as Airbnb, on local housing availability, noting the need for balanced policies that protect both residents and the tourism economy.

Contractors or Airbnb/VRBO owners are paying in cash and swipe away homes that are lower cost, flip them, and resell them or rent them at a high cost nightly.

SESSION 1 - BUSINESS COMMUNITY (continued)

AFFORDABLE HOUSING CHALLENGES

Participants identified several key barriers impeding affordable housing development:



INFRASTRUCTURE

Participants emphasized that inadequate water and sewer systems, particularly along Highway 25 and in rural areas, remain a critical challenge. The lack of this essential infrastructure prevents the development of new housing and limits the potential for expansion in underserved areas.



COMMUNITY ATTITUDES

The "not-in-my-backyard" (NIM-BY) mindset was cited as a pervasive issue, with resistance to new developments often rooted in misconceptions or fears about the impact on property values and neighborhood character.



ZONING

Restrictive zoning policies were frequently mentioned as a major barrier to housing diversity and affordability. Attendees expressed concerns about density limits and the difficulty of introducing higher-density housing options within existing regulations.



ECONOMIC GAPS

The absence of a strong middle-class presence in the community was highlighted as a gap that contributes to housing inequities. Participants noted that the limited availability of affordable housing options makes it difficult for working-class families, including public servants such as teachers and law enforcement officers, to live in the area.

SESSION 1 - BUSINESS COMMUNITY (continued)

COMMUNITY CONSIDERATIONS

Participants provided broad feedback on community-level considerations:

ECONOMIC DEVELOPMENT

- There is a need to attract industries that offer well-paying jobs, ensuring residents can afford to live within the community.
- Building systems to support and maintain existing housing stock would allow for greater access to quality, affordable housing.

COLLABORATION

- Increased collaboration between the city and property owners would allow for housing developments to best represent the needs of the entire Hendersonville community.

ZONING & DEVELOPMENT

- Mixed-income developments and upzoning properties would encourage and enable diverse housing options.
- Modular homes, duplex infill, and all housing types are viable options to address affordability and availability.

We need legislation in place to incentivize and require developers to include affordable property units in their development plans.

SESSION 2 - ELDERLY/VETERAN COMMUNITY

The Aging Population session took place at the Veterans Services Building, a familiar and accessible location for many seniors in the area. This session addressed the unique housing needs of Hendersonville's aging population, focusing on the challenges seniors face in finding affordable and accessible housing. Attendees discussed the barriers to downsizing and the need for homes that accommodate aging in place while ensuring they are within reach for fixed-income residents.

CURRENT EXPERIENCES

Participants in the elderly and veteran community shared a variety of perspectives on their housing experiences. Those with current experiences that were positive noted that their houses were in a central location, which provides convenient access to amenities and services.

- Many expressed positive sentiments about the responsible use of tax dollars, emphasizing that these resources seem to be directed toward meaningful community improvements.
- Some participants highlighted a shift in community values toward wanting to address housing challenges “the right way,” reflecting a sense of commitment to thoughtful and equitable development.

Participants also voiced concerns about pressing housing issues:

- The availability of housing for the workforce was identified as a major gap, with attendees noting that current housing stock has not recovered from the 2008 recession.
- Concerns were raised about a developer's proposal for an extended-stay hotel, which some felt would negatively impact the community.
- Participants also identified the need for more inclusive housing policies to ensure affordability and accessibility for all, particularly as wages remain stagnant.

SESSION 2 - ELDERLY/VETERAN COMMUNITY (continued)

IDEAL HOUSING EXPERIENCE

◆ AFFORDABILITY & ACCESSIBILITY

Participants envisioned a full range of housing opportunities that are both affordable and sustainable. They emphasized the importance of providing housing options for retirees, the workforce, and young people returning after college. A strong desire for families to thrive—beyond merely surviving—was a recurring theme, with aspirations for families to have enough disposable income to enjoy community activities.

◆ POLICY & PARTNERSHIPS

The need for pro-renter legislation that protects tenants and ensures equitable housing was a significant priority. Participants also stressed the importance of fostering relationships with developers who share the community's goals for affordable and sustainable housing.

◆ INNOVATIVE DEVELOPMENT

Attendees supported the development of mixed-use housing that serves the community's residents rather than transient populations. They emphasized the value of creating opportunities for families and retirees to live in a way that supports long-term stability, including the ability to age in place. Improving existing housing stock was also highlighted as a vital component of addressing housing challenges.

It's very difficult to find affordable homes that are built to universal design standards. Older people can't move out of their inaccessible homes because of the price of buying something smaller.

SESSION 2 - ELDERLY/VETERAN COMMUNITY (continued)

AFFORDABLE HOUSING CHALLENGES

Participants identified several key barriers impeding affordable housing development:



ECONOMIC FACTORS

Participants emphasized the interplay between stagnant wages and rising housing costs, which makes it increasingly difficult for individuals and families to secure adequate housing. Short-term rentals were also discussed, with some attendees cautioning against vilifying these properties, as they contribute to the local economy.



ZONING & LEGISLATION

Many noted difficulties in accessing federal grant funds for affordable housing projects due to administrative or eligibility restrictions. Concerns were also raised about local government decisions to approve developer-led projects that do not include affordable housing components.



FUNDING CHALLENGES

Restrictive zoning policies were seen as a key barrier to housing development. Additionally, participants expressed frustration over a lack of support for state legislation that could advance affordable housing initiatives.

I am a retired single woman. Rent is unbelievably high. I've worked and have been frugal with my money, but rent, food, and medical expenses are making it difficult to make ends meet, especially when unexpected events happen.

SESSION 3 - NON-PROFIT COMMUNITY

The Non-Profit Service Providers session was held at Mountain View Baptist Church, a central gathering space for community leaders, non-profit staff, and local advocates. This session centered on the housing struggles faced by the region's most vulnerable populations, including those experiencing homelessness and families living in poverty. Participants discussed how the lack of affordable housing limits their ability to serve these communities effectively and how policy changes could improve housing stability for their clients.

CURRENT EXPERIENCES

The nonprofit community highlighted the increasing strain on housing availability, especially for underserved populations. While there is a strong sense of community and a desire to address these issues collaboratively, the existing housing stock fails to meet the needs of low-income families and individuals. Participants noted that nonprofit organizations are frequently stepping in to fill gaps left by government initiatives.

Key Takeaways

- Housing stock is insufficient for low-income and underserved populations.
- Nonprofits are bearing much of the burden for addressing housing needs.
- There is a strong desire for collaboration but frustration with the current pace of progress.

The nonprofit community identified overlapping barriers with other sessions, such as limited funding, lack of rent control, and government inaction. A significant barrier unique to this session was the perception that housing-related initiatives are often deprioritized compared to schools, tourism, and aesthetic preservation. Participants underscored the challenge of balancing tourism interests with housing needs, noting that some fear affordable housing developments could negatively impact the area's character or resources.

SESSION 3 - NON-PROFIT COMMUNITY (continued)

CURRENT EXPERIENCES

Another distinct concern was the perception that mobile and manufactured homes are often the only affordable option, but these residents typically own the home but not the land, perpetuating vulnerability. There was also frustration around public resistance to housing density, or NIMBYism, and the absence of “bridges” to help renters or low-income families transition into more stable housing options.

IDEAL HOUSING EXPERIENCE

◆ COMMUNITY LAND TRUSTS

Participants emphasized the importance of community land trusts as a strategy to secure long-term affordability in Hendersonville. This approach, which separates land ownership from housing, ensures stability by keeping housing costs predictable and accessible for generations.

◆ INTENTIONAL PARTNERSHIPS

Participants discussed the value of partnerships with developers who align with nonprofit goals to address housing needs. By collaborating with mission-driven developers, the community can encourage projects that prioritize affordable units and reflect local values.

◆ FOCUS ON AFFORDABILITY

Throughout the session, non-profit leaders and others highlighted the need for housing solutions that are both sustainable and affordable, particularly for low-income families. Ideas included energy-efficient homes that reduce utility costs while contributing to environmental health. These types of developments were viewed as essential to creating a strong community.

It's very difficult to find affordable homes that are built to universal design standards. Older people can't move out of their inaccessible homes because of the price of buying something smaller.

SESSION 3 - NON-PROFIT COMMUNITY (continued)

AFFORDABLE HOUSING CHALLENGES

Participants identified several key barriers impeding affordable housing development:



FUNDING & POLICY

Participants emphasized that limited funding and restrictive policies continue to hinder affordable housing development. Accessing grants often involves complicated requirements, and existing policies lack flexibility to address Hendersonville's specific challenges.



COMMUNITY ATTITUDES

Community resistance to affordable housing projects remains a key challenge. Participants highlighted how "Not-In-My-Backyard" (NIMBY) attitudes, driven by misconceptions about affordable housing's impact, prolong timelines and create barriers for necessary developments.



DEVELOPER PRIORITIES

Participants raised concerns that developers frequently prioritize profit over community needs, focusing on luxury housing that excludes low- and moderate-income residents. They emphasized the need for stronger incentives to encourage developments that align with local priorities.

I work full time with benefits at a local non-profit and cannot afford regular housing in Henderson County.

SESSION 3 - NON-PROFIT COMMUNITY (continued)

COMMUNITY CONSIDERATIONS

Participants outlined several key points they believe the government should prioritize in drafting the Strategic Housing Plan:

ZONING & INFRASTRUCTURE

- Think big and broad—expand sewer and water infrastructure to support future development.
- Be bold and sustainable! Hold builders accountable, and rezone with future needs in mind.
- Implement universal design in new housing options to ensure accessibility for all.

ECONOMIC CONSIDERATIONS

- Recognize that affordable housing is a persistent issue—it will not resolve itself.
- Emphasize the need for local residents to live and thrive within the community.

COMMUNITY DEVELOPMENT

- Affordable housing is an opportunity to build community with other residents.
- Avoid displacing vulnerable communities.
- Create spaces that support everyone's growth and well-being.
- Consider city-supported initiatives like social workers or shared housing platforms (e.g., "open communities" online).



SESSION 4 - BLACK COMMUNITY

Held at Union Grove Baptist Church, this session focused on the Black community's experiences with housing in Hendersonville. As a historically significant institution within the Green Meadows community, the church served as an ideal location for discussing the impact of rising housing costs and gentrification. Residents shared their concerns about displacement, the loss of long-standing neighborhoods, and the need for affordable housing policies that protect Black families from being pushed out of the area.

CURRENT EXPERIENCES

Members of the Black community highlighted challenges around housing scarcity, affordability, and preserving their neighborhood's character. Participants expressed pride in their homes and strong community bonds but voiced frustration with zoning policies and development pressures that threaten their stability. These concerns reflect persistent patterns of exclusion and displacement amid Hendersonville's growth.

- Participants highlighted the limited availability of affordable and diverse housing options, emphasizing the challenges this creates for the Black community.
- Many participants expressed a strong sense of pride in their neighborhoods, citing close-knit bonds, community care, and pride in maintaining their homes and streets.
- Frustration was shared about zoning regulations that do not align with real housing needs, leading to car dependency and increased vulnerability to outside investors.
- Concerns were raised about development projects that prioritize infrastructure for external interests, risking the loss of the unique character and identity of their neighborhoods.
- Participants noted that generational patterns of exclusion continue, with outward development often resulting in the displacement of lower-income, long-standing residents.

SESSION 4 - BLACK COMMUNITY (continued)

IDEAL HOUSING EXPERIENCE

◆ **EQUITABLE & INCLUSIVE POLICIES**

Participants emphasized the importance of creating housing policies that directly address systemic and historical inequities impacting Black residents. They envisioned a future where affordable housing opportunities empower residents through both rental and ownership options, fostering generational wealth and long-term stability.

◆ **INNOVATIVE DEVELOPMENT**

Participants called for innovative housing solutions like Missing Middle Housing and vertical development to maximize space and meet diverse community needs. By incorporating these strategies, they believed Hendersonville could balance modernization with the preservation of its cultural and historical identity.

◆ **COMMUNITY-CENTERED DESIGN**

Participants stressed the need for zoning practices that align with housing realities while reducing reliance on cars and addressing resistance to affordable housing projects. They envisioned neighborhoods that reflect the community's charm and uniqueness, avoiding standardized designs and fostering vibrant, interconnected communities.

We need zoning that allows more options like duplexes or smaller homes and prevents cookie-cutter developments that don't fit our community's character.

SESSION 4 - BLACK COMMUNITY (continued)

AFFORDABLE HOUSING CHALLENGES

Participants identified several key barriers impeding affordable housing development:



PRESERVING IDENTITIES

Participants feared losing community character due to development catering to external interests. Deep cultural attachments, the rise of short-term rentals, and changes that undermine family history were seen as threats to maintaining the identity of long-standing neighborhoods.



ECONOMIC CHALLENGES

Rising costs, cash buyers, and declining manufacturing jobs are pricing out residents. Predatory lending, redlining, and skepticism about local leadership's priorities exacerbate housing inequities, leaving many without access to affordable and stable housing.



STRUCTURAL INEQUITIES

Zoning policies, rising property values, and stigma around low-income housing perpetuate exclusion and displacement. Participants noted systemic barriers, including limited housing diversity and generational cycles of inequity, as critical challenges to creating inclusive communities.

I work full time with benefits at a local non-profit and cannot afford regular housing in Henderson County.

SESSION 4 - BLACK COMMUNITY (continued)

COMMUNITY CONSIDERATIONS

Participants outlined several key points they believe the government should prioritize in drafting the Strategic Housing Plan:

ZONING & INFRASTRUCTURE

- Rising property values and cash offers displace lower-income, long-standing community members.
- Declining manufacturing jobs reduce pathways to affordable homeownership.
- Inadequate wages and limited financing options hinder access to affordable housing.
- High taxes increase financial strain on residents struggling to afford housing.

STRUCTURE & POLICY

- Zoning policies restrict diverse and affordable housing development.
- Redlining and predatory lending perpetuate long-standing housing inequities.
- Insufficient land availability limits opportunities for new affordable developments.
- Participants expressed skepticism about local leaders prioritizing community housing needs.

CULTURAL CONSIDERATIONS

- Developments prioritizing external interests threaten community character and identity.
- Cultural attachments create resistance to changes disrupting family or neighborhood legacies.
- Stigma surrounding low-income housing and homelessness prevents equitable housing solutions.
- Short-term rentals reduce availability of stable, long-term rental housing for residents.

SESSION 5 - SPANISH-SPEAKING COMMUNITY

The Spanish-Speaking Population session took place at Immaculate Conception Catholic Church, a vital center for many Spanish-speaking families in Hendersonville. The session explored the unique housing challenges this community faces, including language barriers, cultural differences, and the lack of affordable housing options. Participants discussed the difficulties of navigating the housing market without bilingual support and the need for more inclusive policies that accommodate the growing Spanish-speaking population.

CURRENT EXPERIENCES

Participants from the Spanish-speaking community shared their experiences with housing in Hendersonville, emphasizing key qualities they value while also pointing out areas of concern. This community highlighted their appreciation for a tranquil and safe environment. They emphasized the value of having privacy, good neighbors, and living in a community with low crime rates. These aspects were identified as essential qualities of a good home.

Several barriers to affordable housing were discussed, reflecting unique challenges faced by this community:

- Concerns about the safety of power lines were prominent.
- High interest rates on loans, limited access to financing, and very low incomes make both renting and buying difficult
- Stringent criteria for renting or purchasing homes reduce access to housing options.
- Insufficient resources and guidance for navigating housing processes, including building and buying homes.
- Elevated property taxes further strain affordability.
- Limited availability of land suitable for mobile homes, especially with necessary permits for wells and septic systems.

SESSION 5 - SPANISH-SPEAKING COMMUNITY (continued)

IDEAL HOUSING EXPERIENCE

◆ BETTER INFRASTRUCTURE

Participants discussed the need for expanded sewer and water systems, along with sufficient drainage, to support future housing developments. Improving infrastructure was seen as essential to accommodating new growth and ensuring sustainable development.

◆ IMPROVED FINANCIAL ACCESS

The group stressed the need for banks to offer loans to individuals with ITINs and provide affordable credit options. Simplifying the path to homeownership through targeted programs was seen as a critical step toward housing equity.

◆ EXPANDED RENTAL OPTIONS

Increasing the availability of rental housing, particularly through alternatives to online-only platforms, was a recurring theme. Attendees emphasized that broadening rental options would better serve the needs of diverse residents.

◆ COMMUNITY GUIDANCE

Many highlighted the importance of providing resources and orientation programs to help residents understand where and how to build homes. This was seen as a way to empower individuals and reduce confusion in the housing process.

◆ ENHANCED OPPORTUNITIES

Access to driver's licenses was recognized as a vital tool for improving economic stability and mobility. Participants underscored how this would make it easier for residents to secure both employment and housing opportunities.

What makes living in Hendersonville truly awesome is the sense of belonging that comes with being part of this community.

SESSION 5 - SPANISH-SPEAKING COMMUNITY (continued)

AFFORDABLE HOUSING CHALLENGES

Participants identified several key barriers impeding affordable housing development:



SYSTEMIC ISSUES

Systemic barriers disproportionately affect vulnerable groups. Participants highlighted the lack of programs tailored for Spanish-speaking residents and the reliance on online rental processes, which exclude those without internet access. These challenges must be addressed to ensure equitable access to housing and support inclusive community development.



INFRASTRUCTURE LIMITATIONS

Community members raised concerns about inadequate drainage, dangerous power lines, and limited land availability for mobile homes. These infrastructure issues hinder safe and affordable housing development that meets Hendersonville's growing needs.



ECONOMIC CHALLENGES

Participants noted that low incomes and rising taxes heavily burden residents, reducing housing affordability. High interest rates and restrictive lending requirements further limit financing access, especially for those with non-traditional credit histories.

I've lived in this area for most of my adult life and thought one day I would be able to afford to own a home. The past few years have taken that dream away with the rapid rise in population and the demand driving up home prices and the constant development of luxury living.

SESSION 5 - SPANISH-SPEAKING COMMUNITY (continued)

COMMUNITY CONSIDERATIONS

Participants outlined several key points they believe the government should prioritize in drafting the Strategic Housing Plan:

PUBLIC ENGAGEMENT

- Ensure ongoing opportunities for public listening sessions and transparency in future planning phases.

FOCUS ON AFFORDABILITY

- Include affordable housing options for seniors and explore innovative ways to reduce the costs associated with renting and homeownership.

GUIDANCE & RESOURCES

- Provide more orientation programs and accessible resources to empower the community in navigating housing systems.

FINANCIAL ACCESSIBILITY

- Encourage banks to work with ITIN holders and create policies that reduce the barriers posed by high interest rates and restrictive loan requirements.

LOCAL LEADERSHIP ACCOUNTABILITY

- Encourage banks to work with ITIN holders and create policies that reduce the barriers posed by high interest rates and restrictive loan requirements.



COMMUNITY SURVEY

A total of 377 community members responded to the digital survey. The survey was open from September 23, 2024 until December 9, 2024.

GENERAL PREFERENCES & PRIORITIES

Safe, Secure Housing is Paramount

Across respondents, a safe and secure living situation ranked highest, reflecting a top priority for housing. Long-term stability and financial manageability followed, highlighting the importance of security and affordability in housing choices. Other factors like privacy, green space, and proximity to work or school ranked significantly lower, indicating they are secondary considerations.

Impact of Affordable Housing on the Community

The affordability of housing for both current and future residents is the top concern. Preservation of local culture and long-term community development are also critical, whereas increased density and displacement (gentrification) are less pressing concerns.

PREFERRED HOUSING SOLUTIONS

Apartments are Most Favored:

Apartments (214) and accessory dwelling units (196) are the most popular housing types for addressing affordability, with condominiums and tiny homes also receiving support. Mobile/manufactured homes received notably less support (122).

Mixed Opinions on Public Subsidy:

Most respondents support the use of local tax dollars for infrastructure improvements (198) or low/no-interest loans (157) to support affordable housing. Direct subsidies (131) and partnerships with private developers (125) have less consensus. A minority (74) oppose using local tax dollars for affordable housing altogether.

COMMUNITY SURVEY

ATTITUDES TOWARD AFFORDABLE HOUSING

Strong Support for Housing Rights and Crisis Acknowledgment:

A majority agree that everyone has a right to safe, secure housing (212) and recognize an affordable housing crisis in the City of Hendersonville (204). This indicates broad acknowledgment of the issue and support for action.

Subsidized Housing as a Solution:

Most respondents support subsidized housing for providing secure housing for low-to-moderate-income families (202), with fewer agreeing that it should be used for building generational wealth (116).

Integrated Affordable Housing Development:

There is moderate support for requiring all developments to include affordable units (174) and building affordable housing alongside market-rate housing (140). However, limiting affordable housing to designated areas has relatively low agreement (111).

PERCEIVED HOUSING CHALLENGES AND NEEDED SOLUTIONS

Cost and Supply Barriers:

The rapid increase in housing costs and lack of affordable housing supply are viewed as the primary challenges. General population growth and lack of overall housing supply also contribute but are secondary concerns.

Assistance Needs for Obtaining Housing:

While 110 respondents indicated no need for assistance, others identified a need for more homes available for purchase (99), more rental units (87), and alternative financing options like loans for people with credit or income challenges (95) or down payment assistance (85).

COMMUNITY SURVEY

CONCERNS ABOUT AFFORDABLE HOUSING

Quality and Safety are Key Concerns:

Respondents are most concerned about the quality of affordable housing (168) and its potential impact on safety (147). Other concerns include neighborhood change (129) and property values (125), while 57 respondents have no concerns.

What makes living in Hendersonville truly awesome is the sense of belonging that comes with being part of this community. Neighbors greet each other with friendly smiles, and there's a genuine willingness to lend a helping hand. I've also enjoyed exploring the local parks, bustling farmers' markets, and charming shops that give the city its unique character.

Moreover, there are numerous community events throughout the year, from outdoor concerts to fairs, where I've had the chance to meet new friends and connect with others who share my interests. The mix of outdoor activities, vibrant arts, and a strong sense of community makes Hendersonville a wonderful place to call home. I feel grateful to be part of such an incredible place, where every day brings new opportunities for friendship and adventure!

ANALYSIS

SHARED PRIORITIES ACROSS ALL SESSIONS AND SURVEY

Workforce Housing

The community emphasized the need for affordable housing options for workers, including teachers, first responders, and service industry employees.

Mixed-Use Developments

A shared vision for housing integrated with amenities and green spaces was evident across all groups.

Zoning Reform

Participants consistently identified restrictive zoning as a significant barrier to housing diversity and affordability.

Equity in Housing

All groups emphasized the importance of equitable access to housing, with tailored solutions to meet the needs of vulnerable populations.

DIVERGENT THEMES

- **Community Identity:** Members of the Black community focused on preserving cultural identity, while the nonprofit community emphasized systemic collaboration to address gentrification.
- **Barriers for Undocumented Residents:** The Spanish-speaking community highlighted legal and language barriers not as prominently discussed in other sessions.
- **Funding and Policy Priorities:** The elderly and veteran group focused on leveraging federal grants and pro-renter policies, while the business community stressed private-sector partnerships.

ANALYSIS (continued)

UNIQUE CONSIDERATIONS

Cultural Preservation

Black community participants were uniquely focused on preserving their community's cultural identity amidst housing development.

Veteran & Elderly Voices

Concerns about aging in place and intergenerational housing emerged uniquely in this group.

Language Accessibility

Spanish-speaking participants uniquely prioritized multilingual support and protections for undocumented families.

STORIES ON AFFORDABLE HOUSING

I am lucky to have inherited my mom's condo upon her death in 2021...If I were to be in the market for the exact same space I'm living in now, my mortgage would more than double. I don't know how people afford to live here.

As a single person, I found it extremely difficult to find an apartment that I could afford even when making \$23/hr. Rent prices are through the roof and no one is telling landlords to stop increasing rent prices. I have seen apartments increase their rent anywhere from 25% to 30% in one year.

My husband and I are incredibly fortunate to be making above the median family income for Henderson County. Despite that, we can't afford to buy a home that's big enough for us and the baby we have on the way. It's made me really feel for the teachers, firefighters, etc. who are working full time jobs but realistically cannot afford to buy a home where they live.



CONCLUSION

The voices of the community collectively paint a picture of a town striving for inclusivity, sustainability, and equity. While specific priorities may vary across individuals and groups, the overall message is unified: Hendersonville's affordable housing strategy must break down systemic barriers, safeguard vulnerable populations, and create accessible opportunities for all residents. There is a clear demand for a housing approach that does not simply meet immediate needs but also fosters long-term stability, equity, and quality of life for everyone.

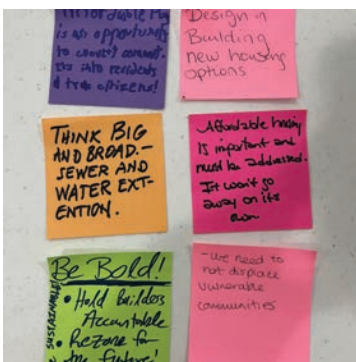
By centering the voices of residents in this process, Hendersonville is laying the foundation for an Strategic Housing Plan that is reflective of the community's needs and aspirations.



AFFORDABLE HOUSING REPORT

2024

APPENDIX



Prepared by Fountainworks



TABLE OF CONTENTS

COMMUNITY CONVERSATION INFORMATION.....	3
COMMUNITY CONVERSATION TRANSCRIPTIONS.....	3
Session 1 - Business Community.....	3
Session 2 - Elderly/Veteran Community.....	5
Session 3 - Non-Profit Community.....	7
Session 4 - Black Community.....	9
Session 5 - Spanish-Speaking Community.....	10
SURVEY RESPONSES.....	13

COMMUNITY CONVERSATION INFORMATION

Below is a detailed breakdown of each Community Conversation, including the date, location, focus population, attendance, and council member present:

Date	Location	Focus Population	Attendance	Council Member
September 23	Trailside Brewery	Business Community	40	Council Member Hensley
September 24	Henderson County Veterans Services	Aging Population/ Veterans	13	Council Member Miller
November 19	Mountain View Baptist Church	Nonprofit Service Providers	30	Mayor Pro Tem Simpson
November 19	Union Grove Baptist Church	African American Community	28	Council Member Lowrance
December 3	Immaculate Conception Church	Spanish-Speaking Population	44	Mayor Pro Tem Simpson

COMMUNITY CONVERSATION TRANSCRIPTIONS

Below are transcriptions of the notes captured in each of the community sessions.

SESSION 1 - BUSINESS COMMUNITY | SEPTEMBER 23, 2024

Current Housing Experience

- Friendliness, community feel
- Proximity to everything
- Can walk and bike places
- I live near my family
- Contrast – where I live vs. working poor
- I am living in my grandmother's house (affordability)
- Not much diversity
- We need more small houses
- Beautiful area

Ideal Housing Experience

- Homes available in the \$250-350k pricing range
- More mixed-use housing
- Public educators, law enforcement officers can afford to live here
- Explore AirBNB impact on the City
- Need more rentals for the working class
- Go vertical within reason
- Citywide overlay zoning
- More mobile home parks with cleanliness covenants
- Avoid being a place only for the wealthy
- Tax exempt homes if 70 or older
- Building more housing

Barriers to Housing

- Water/sewer on Highway 25
- Missing the middle-class
- Not-in-my-backyard (NIMBY) attitudes
- Zoning (density)
- Zoning is too restrictive
- Need water and sewer in rural areas
- Need infill development within the City

COMMUNITY CONVERSATION TRANSCRIPTIONS

SESSION 1 - BUSINESS COMMUNITY | SEPTEMBER 23, 2024 (continued)

Community Considerations

- Agree with mixed income in same developments
- All housing types
- Modular homes
- Upzone properties
- Zoning and neighbors
- Bring industries that pay well
- Build systems that support existing housing
- Add duplex infill!!
- City work with property owners

SESSION 2 - ELDERLY/VETERAN COMMUNITY | SEPTEMBER 24, 2024

Current Housing Experience

- Centrally located
- Value change, want to do it right
- Appreciate how tax money is being used
- Need housing for workforce
- Developer currently proposing extended stay hotel; bad for the community

Ideal Housing Experience

- Full range of housing opportunities
- Sustainable; innovative
- Available, affordable housing for next generation and retirees
- Pro-renter legislation; the state protects tenants and renters
- Not just new builds
- Build/improve relationships with developers who have shared goals
- Housing opportunities for young people who want to return after college
- Not just surviving, families thriving
- Mixed-use housing as a goal
- Serving residents, not just people coming here
- Retirees able to age in place
- Family of four can do more than just pay bills; they can go to the movies and out to eat

COMMUNITY CONVERSATION TRANSCRIPTIONS

SESSION 3 - NON-PROFIT COMMUNITY | NOVEMBER 19, 2024

(continued)

Barriers to Housing

- Water/sewer on Highway 25
- Missing the middle-class
- Not-in-my-backyard (NIMBY) attitudes
- Zoning (density)
- Zoning is too restrictive
- Need water and sewer in rural areas
- Need infill development within the City

Community Considerations Q1

- Eviction and foreclosure prevention programs
- Incentivizing teachers, social workers, first responders to live here
- Preserving existing housing stock

Community Considerations Q2

- Concerns about taxpayer funds being used to subsidize housing for others
- Local government getting creative; find other methods
- We should help people, question whether these plans work

Community Considerations Q3

- Density should be site-specific
- A couple thumbs up!

Community Considerations Q4

- Design it appropriately (equitable)
- Can't tell difference between low-, medium-, and high-income housing
- Mixed income housing lifts everyone up

Community Considerations Q5

- Depends on the site
- No specific type will be the solution; it is about family needs

COMMUNITY CONVERSATION TRANSCRIPTIONS

SESSION 3 - NON-PROFIT COMMUNITY | NOVEMBER 19, 2024

Current Housing Experience

- Disproportionate; developers build expensive houses
- If affordable, housing is substandard
- No low barrier shelter
- Flood zones
- High property taxes
- High upfront costs
- We collaborate to address issues
- Housing authority has a program
- Demands exceed housing inventory
- Not enough units to move into cheaper housing
- Access to green space
- Unfair
- Access to green space
- Vulnerable for renters
- Exclusive
- Unsustainable and out-of-control
- Vulnerable (I'm a renter)
- Personally very satisfied but feel very lucky
- Some landlords do not want to rent to families with small children
- Can walk to downtown
- Some great neighbors
- Great neighbors, great character
- Landlords treat families differently
- Walkability

Ideal Housing Experience

- Bikeability
- Put planning for folks with disabilities on the forefront
- Tax breaks for seniors
- Homeowner first-time-buyer incentives
- Community is knowledgeable and compassionate
- Control over zoning regulations
- Robust enforcement of housing codes
- Extended return-on-investment (ROI)
- Everyone has housing to pay for without subsidies
- Address goal of 5,000 units
- Thoughtful infill plan (multi-use, keep feel/vibe)
- System that stops abusive landlords
- More variety in homes
- Affordable renting options
- A volunteer organization that helps people appeal taxes
- Inclusionary zoning
- Density
- More bikeability
- Youth/high school enrichment and employment
- \$100-200k homes

COMMUNITY CONVERSATION TRANSCRIPTIONS

SESSION 3 - NON-PROFIT COMMUNITY | NOVEMBER 19, 2024

(continued)

Barriers to Housing

- Balance interests of tourism
- Funding
- No rent control
- Incentivize developers to create supply
- Public – When we don't like the project
- No bridges to move to next step
- Not-in-my-backyard (NIMBY) attitudes
- Demand exceeds inventory
- Short...
- Government refuse to
- Do not want people to flock here
- Tax dollars should be spent on schools, etc.
- What do we mean 'tax dollars?'
- Marginal situation drain on tax dollars
- Tax credits to generate revenue
- Support tourism and housing with tax dollars from tourism
- Maintain beauty/aesthetic
- Limits land disturbance
- Not all density is the same
- Develop on existing land
- Helps build diversity and community
- Middle class house (teachers, nurses)
- Involve media in education on mixed-type development
- Discourage builders—cut into their profits
- Build intergenerational community
- All new housing should be affordable
- Mobile homes often are the only option
- More options for all to own their own space
- With mobile homes and manufactured homes, people own the vessel but not the land

Remember When Writing the Plan

- Affordable housing is an opportunity to convert the community into residents and true citizens
- Think bid and broad—sewer and water extension
- Be bold! Be sustainable! Hold builders accountable. Rezone for the future.
- We need not to displace vulnerable communities
- Affordable housing is important and must be addressed. It won't go away on its own
- Implement universal design in building new housing options
- People need to live here!
- Space for all to thrive
- City offer help with social workers; shared housing like “open communities” online

COMMUNITY CONVERSATION TRANSCRIPTIONS

SESSION 4 - BLACK COMMUNITY | NOVEMBER 19, 2024

Current Housing Experience

- Lack of inventory
- Not affordable
- Do not have housing diversity
- We take care of our homes
- Zoning and reality do not align
- No more roads
- Forces people to use cars
- Vulnerable to outside investment
- We know everybody
- People care about their streets
- Neighbors and proximity

Ideal Housing Experience

- Our community is still here
- High value of house, but reasonable taxes
- More focus on vertical infill
- Options at different price points
- Spread out across City
- Affordability differs for different people
- Desirable and attractive (not cookie cutter)
- Emphasis on the missing middle
- Availability
- No NIMBY attitudes
- Walkable on a human scale
- Knowing our neighbors
- Diversity of housing types
- Incentives for developers who care about affordable housing
- Need adequate space
- Proximity to services

Barriers to Housing

- Wages and the economy
- Lack of land
- Taxes are too high
- People get priced out
- Income
- NIMBY attitudes
- Financing—still have redlining
- Traffic
- Affordable wages to pay rent/mortgage
- Transportation
- Price
- Stigma of low-income/homelessness
- Attachment to “what is” based on history/family/precedent (culturalism)
- Income and housing selection affordable to current residents
- Short-term rentals vs. long-term rentals (AirBNBs)
- New residents to area buying with case offers on our current pool of homes
- Lack of inventory
- Manufactured jobs are decreasing
- Cap on public housing rent?

COMMUNITY CONVERSATION TRANSCRIPTIONS

SESSION 4 - BLACK COMMUNITY | NOVEMBER 19, 2024 (continued)

Remember When Writing the Plan

- People are not just numbers or dollars
- Missing middle options (duplex, fourplex, sixplex options for working class families (multi-bedroom options)
- Build vertical on existing land, like on top of Blue Ridge Mall
- Don't forget the charm
- Develop more recreational facilities for the children in these housing areas
- There is dismal selection of housing available
- Raising minimum wage
- Short term-rental law or AirBNBs
- Having a contingency plan for the disaster from the hurricane
- Do not forget the residents
- Workforce housing
- Cap on taxes
- Tax dollars allocated for affordable housing
- Don't allow greed to overshadow compassion or humanity
- Don't forget that the existing residents helped to build this community and it's desirable points of locating here
- The situation is sad. Job will not provide income to buy or rent in Hendersonville

SESSION 5 - SPANISH-SPEAKING COMMUNITY | DECEMBER 3, 2024

Current Housing Experience

- Pueblo bonito y tranquilo
Hendersonville is a beautiful and calm place to live
- Seguridad (no hay crimen)
The City is safe and does not have much crime
- Privacidad
Privacy
- Buenos vecinos
Good neighbors

COMMUNITY CONVERSATION TRANSCRIPTIONS

SESSION 5 - SPANISH-SPEAKING COMMUNITY | DECEMBER 3, 2024

(continued)

Ideal Housing Experience

- Drenaje suficiente
Sufficient drainage
- Renta no sude tanto
Rent does not go up very much
- Plan para comprar casas facilmente
A plan that allows people to easily buy homes
- Credito para ser propietario de casa
Credit to own a home
- Mas bancos para prestar dinero con itin
More banks that will lend money via the ITIN mortgage program
- Oportunidad de tener licencia de conducir
Opportunity to have a drivers license
- Sistemas de agua y drenaje que vayan mas lejos
Sewer and water extensions
- Opciones para rentar que no sea en linea (online)
Options to submit rental applications besides online applications
- Programas para poder comprar hogar
Programs to buy a home
- Mas orientacion para la comunidad en cuanto a opciones de lugares para y como construir
More guidance for the community regarding options for places to build and how to build
- Mas oportunidades para rentar
More opportunities to rent

Barriers to Housing

- Calles de electricidad son peligrosas
Power lines are visible (not buried underground) which is not as aesthetically pleasing; these lines can also be dangerous
- Los intereses para prestamos son muy altos
The interest on loans is very high
- Menos requisitos para rentar o comprar, mas opciones de prestamo
We need fewer requirements to rent or buy, and more loan options

COMMUNITY CONVERSATION TRANSCRIPTIONS

SESSION 5 - SPANISH-SPEAKING COMMUNITY | DECEMBER 3, 2024

(continued)

Barriers to Housing

- Ayundar a la comunidad – recursos
We want community resources that will help the community with this issue
- Impuestos altos
High taxes
- Muy bajos ingresos
Salaries are too low
- Cobras para la aplicacion
High price of application fees
- Lugar para poner tanque septico
Not having a place to put my septic tank
- Falta de terreno para poner casas moviles, con permisos de posos (pozos?)
Lack of land for mobile homes to place drinking water wells on the property

Remember When Writing the Plan

- Going forward into 2025, will there be additional public listening sessions?
Or at least the public's ability to sit in on meetings of the next planning phase
- Is there affordable senior housing available in Hendersonville?
- Each Hendersonville Councilmember should have and outline their position on the affordable housing issue
- An affordable housing in addition to “path to home ownership” fair would be a welcome resource to many Hendersonville residents.

SURVEY RESPONSES

All responses from the Community Survey can be found on the following pages, including responses to open-ended questions.

Responses to ranked questions are sorted by their average rank, with 1.00 being most important and 5.00 being least important. The total number of responses for a given question and corresponding percentages are also included. See example below.

EXAMPLE RANKED QUESTION

Please rank the following goals from most to least important when thinking about what your housing choices offer you/your family.

78%	A safe, secure living situation (example: well-constructed, healthy home)	Rank: 1.97	240 ✓
74%	Long-term stability (example: staying in one place, moving by choice rather than by force)	Rank: 2.56	227 ✓
76%	The ability to manage financial needs outside of housing/shelter (example: proportionate housing expenses)	Rank: 2.66	233 ✓
70%	Access to amenities and opportunities (example: work, education, services)	Rank: 3.23	215 ✓
75%	The opportunity to build generational wealth (example: homeownership, property investment)	Rank: 3.30	230 ✓

306 Respondents

Total percentage of respondents

Average Rank on scale from 1.00 to 5.00

Total number of respondents

QUESTION 1

Please rank the following goals from most to least important when thinking about what your housing choices offer you/your family.

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70%	Access to amenities and opportunities (example: work, education, services)	Rank: 3.23	215 ✓
75%	The opportunity to build generational wealth (example: homeownership, property investment)	Rank: 3.30	230 ✓

306 Respondents

QUESTION 2

Please rank the following community factors from most to least important when choosing a place to live:

78%	Safety	Rank: 2.15	244 ✓
79%	Affordability	Rank: 2.21	245 ✓
71%	Privacy	Rank: 4.26	221 ✓
72%	Green space	Rank: 4.60	224 ✓
68%	Proximity to work/school	Rank: 4.60	212 ✓
66%	Walkability	Rank: 4.89	207 ✓
67%	Community amenities	Rank: 4.91	210 ✓
67%	Transit access	Rank: 5.85	208 ✓
15%	Other (please specify)	Rank: 6.83	47 ✓

312 Respondents

Please see “other” responses on next page

Other Responses

- Neighborliness
- Neighborhood/ community diversity
- Good neighbors
- Noise
- Welcoming neighborhood
- Quality of life
- Friendly neighbors, preferably with children
- quality
- Senior living
- Close to downtown
- Attractive neighborhood
- Tourism
- Inclusivity
- Good neighbors
- Housing
- Quiet

QUESTION 3

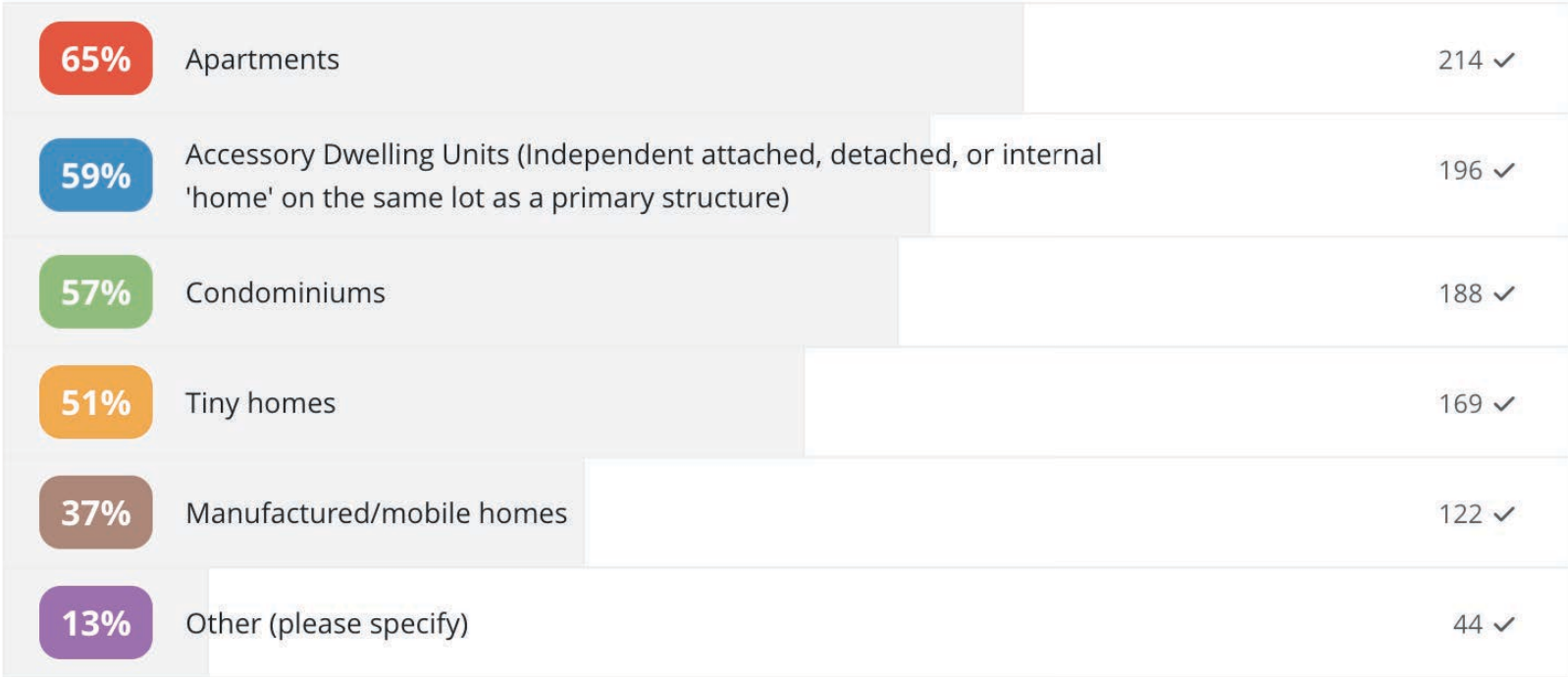
Please rank the following impacts from most to least important when considering the community impact of affordable housing:

82%	Affordability for current and future residents	Rank: 1.88	225 ✓
80%	Preservation of local culture and identity	Rank: 2.69	219 ✓
76%	Long-term community development (overall growth and improvement of the City)	Rank: 2.75	210 ✓
70%	Gentrification (the impact of displacement and changes to the local community)	Rank: 3.16	193 ✓
76%	Increased density (the number of housing units or people in the area)	Rank: 3.35	208 ✓

275 Respondents

QUESTION 4

Please select each type of housing that you believe should be used to provide affordable housing in the City of Hendersonville.



331 Respondents

Please see “other” responses on next page

Others

- Studio apts
- Town Homes and Duplexes
- Duplex's
- Accessible
- Regular homes
- Going vertical with existing infrastructure already in place. The Blue ridge Mall for example.
- Don't combine the option of attached and detached in same selection that is why I chose tiny homes or mobile homes units being built so cheap they are unless for peace and privacy with high drug activity
- Reimagining/renovating the several buildings that stand empty and/or that property instead of building new
- Missing middle, duplex, triplex, courtyard apartments
- Modulars
- Homes
- SRO Single Resident Occupancy homes
- duplexes; duplexes, small but not tiny homes; small but not tiny homes
- Duplexes
- None
- duplex, tri-plex, cottage Court, quad-plex
- private homes, farms, ranches
- 3/4 ply clusters
- "In the city" needs to be better defined. Don't believe there is any dense residential building space left within a 2.5 mile radius of alof Main St.
- Prefabricated/assembled on site quadplexes
- built homes
- Just let people build homes as they used to. Stop packing Hendersonville with people.
- All of these as long as they are put WHERE CURRENT ZONING ALLOWS.; Assurance that original zoning will be honored so infrastructure (roads/traffic, water pressure, etc.) for original zoning are not overwhelmed), so green space is preserved, so home investment is protected, so people not forced to move because the zoning pur in place to protect these things, is violated by greedy developers and bureaucrats, etc.. People who trusted that city bureaucrats would not violate the protective zoning in place, which they depended upon when they decided to purchase their home here - their major life investment - should not be betrayed by city "officials" pandering to developers who don't want to build where zoning permits them to build, but want to change existing zoning to build where they are now prohibited by protective zoning (that homeowner's depended upon when buying in Hendersonville). THEN they want the homeowner's to PAY (financially & every other way) for trying to upgrade the zoned-for infrastructure to something much less effective than it was before. "Growth" is not necessarily synonymous with IMPROVEMENT.; All of these, as long as they are put WHERE CURRENT ZONING allows.
- Smaller built homes (square footage)
- allow free market to determine
- Assistance to Seniors or Low Income Home Owners who need to complete the complicated process to appeal their Property Taxes and are eligible for.; our other response: "Assistance to Seniors or Low Income Home Owners who need to complete the complicated process to appeal their Property Taxes and are eligible for the relief, like when AARP files IRS taxes for Seniors. ; Assistance to Seniors or Low Income Home Owners who need to complete the complicated process to appeal their Property Taxes and are eligible for the relief, like when AARP files IRS taxes for Seniors.
- Modular allowed in more zoning districts ; Modular
- single family homes
- Houses
- single family residences, duplexes - no more multiple unit buildings

QUESTION 5

Please select each statement that you agree with below.

62%	Local tax dollars should be used to pay for infrastructure, such as water and sewer or sidewalks, to developments that will provide affordable housing	198 ✓
49%	Local tax dollars should be used to provide low or no interest loans for affordable housing to purchasers of affordable housing (example: down payment assistance loans, purchase loans)	157 ✓
41%	Local tax dollars should be used to provide direct subsidies (grants) for affordable housing to renters or purchasers of affordable housing (example: down payment assistance, rent subsidies)	131 ✓
39%	Local tax dollars/property should be used to partner with private developers to provide affordable housing	125 ✓
23%	Local tax dollars/property should not be used for affordable housing	74 ✓

318 Respondents

QUESTION 6

Please select each statement that you agree with below.

70%	Everyone in the City of Hendersonville has a right to safe, secure, and stable housing, no matter their station in life	212 ✓
67%	There is an affordable housing crisis in the City of Hendersonville	204 ✓
66%	Subsidized housing should be used to provide safe, secure, and stable housing to low-to-moderate income families in the City of Hendersonville	202 ✓
44%	Subsidized housing is necessary to address housing needs in the City of Hendersonville	135 ✓
38%	Subsidized housing should be used to build generational wealth for low to moderate income families in the City of Hendersonville	116 ✓

304 Respondents

QUESTION 7

Please select each statement that you agree with below.

59%	Every development (including both multi-family and single family) should be required to provide a certain number of affordable housing units within the development	174 ✓
47%	Affordable housing should be built alongside market rate housing	140 ✓
38%	Affordable housing should only be provided in designated areas within the City	111 ✓

295 Respondents

QUESTION 8

What do you believe contributes most to housing challenges in the City of Hendersonville?

74%	Rapid increase in cost of housing	Rank: 1.90	210 ✓
65%	Lack of affordable housing supply	Rank: 2.26	184 ✓
69%	Population Growth	Rank: 2.38	195 ✓
64%	Lack of housing supply in general	Rank: 2.56	181 ✓
14%	Other (please specify)	Rank: 2.77	40 ✓
16%	I do not believe there are housing challenges in the City of Hendersonville	Rank: 3.15	46 ✓

282 Respondents

Please see “other” responses on next page

Others

- The Government has no business taking my money and giving it to other people. Infrastructure, police, fire, etc., yes, gifts to other people, NO!
- Investor speculation
- "Not in my backyard (NIMBY)" attitudes
- AirBnB occupying units, as well as second houses for people who spend most of their time elsewhere.
- The rate at which high-end housing is being build aka the cedars
- Lack of vision and planning early on; Lack of early visioning and planning.
- Average income not matching cost of housing
- NIMBYS
- greedy realtors and developers
- No vertical housing buildings
- Politicians need to SLOW DOWN. GREED is a demanding mistress. Hvl has grown way too fast. Tax money doesn't compensate for the chaos being created.
- policy needs to limit the number of rentals used for short term rentals (ie VRBO); too many short term rentals
- Raising taxes - raises the selling price of homes.; Raising property taxes raises the cost of homes.
- too many wealthy individuals moving to Hendersonville
- seniors on low income & low wage jobs
- Short and long term rental property profiteering
- Selfish local resistance to new housing development of nearly any kind
- Too many advertisements luring people to this area.
- price perception and greed has driven the costs up
- Salalries have not kept pace with the cost of living in Hendersonville.
- Greed
- zoning. planning. board obstacles. good ole boy club in contrl
- The government should have a cap on private equity/blackrock, etc purchasing single family homes. We don't need 15 minute cities ...
- Out of state private equity greed has destroyed and guided the market here and elsewhere. Yheres no accountability or rules for the unknown absent owners.
- requirements and down payments
- Short Term Rental boom from outside investors
- I believe people are too lazy to work and want a free hand out. I have to work for my house payment why should I have to pay theirs.
- People are buying out homes to rent for profit, which is stopping families from being able to own a home in general
- Lack of vision. Late to address the issue. Inadequate building codes.

QUESTION 9

Which of the following would help you most in obtaining housing in the City of Hendersonville?

40%	I do not require assistance in obtaining housing	Rank: 1.55	110 ✓
36%	Having more homes available for purchase	Rank: 2.74	99 ✓
32%	Having more rental units available for rent	Rank: 2.76	87 ✓
35%	Loans for people who do not qualify for traditional mortgages due to credit score, income, or other factors	Rank: 2.84	95 ✓
36%	Subsidized loans (interest rate is lower due to subsidy)	Rank: 3.20	100 ✓
31%	Down payment assistance	Rank: 3.32	85 ✓
28%	More landlords that accept Section 8 housing vouchers	Rank: 3.49	78 ✓
27%	Rent subsidy	Rank: 3.88	73 ✓
18%	More publicly owned housing	Rank: 4.26	50 ✓
6%	Other (please specify)	Rank: 4.29	17 ✓

274 Respondents

Please see “other” responses on next page

Others

- I can only answer as a supporter of affordable housing solutions
- Variety in styles, construction, aesthetics
- Restrictions on Airbnb/short term rentals to increase housing supply
- unretricted zoning in rural areas, or relax the accessory dwelling zoning restrictions
- Zoning
- Smaller less expensive homes
- policy that makes it easier to establish tiny home communities
- Local regulations to control quantity and profits from rental property/real estate investment
- Stop all the talk about subsidizing developers. Just assist with stabilizing the market no matter what that involves. It's time to loosen zones and codes and allow people to get back on their feet. I have a home, paid for. But thanks to private equity greed, supported by realtors and politicians, I'm looking into van dwelling at age 71. I'm not kidding. I'll be looking for assistance to pay the high lot rent before I take such a drastic move. ; Stop all the talk about subsidizing developers. There's no accountability or rules to the absent face owners of such developments, much greed. Private equity greed must be controlled in housing and healthcare. I own my house outright but am looking at selling, greedy owners of the lots, from New Jersey.
- Assistance in the process to appeal property taxes
- Not so much requirements to get a home
- Having a rent increase cap!

QUESTION 10

What concerns, if any, do you have about affordable housing in the City of Hendersonville?

57%	Concerns about the quality of housing	168 ✓
50%	Concerns about safety	147 ✓
44%	Concerns about neighborhood change	129 ✓
42%	Concerns about property values	125 ✓
19%	I have no concerns	57 ✓
13%	Other (please specify)	39 ✓

296 Respondents

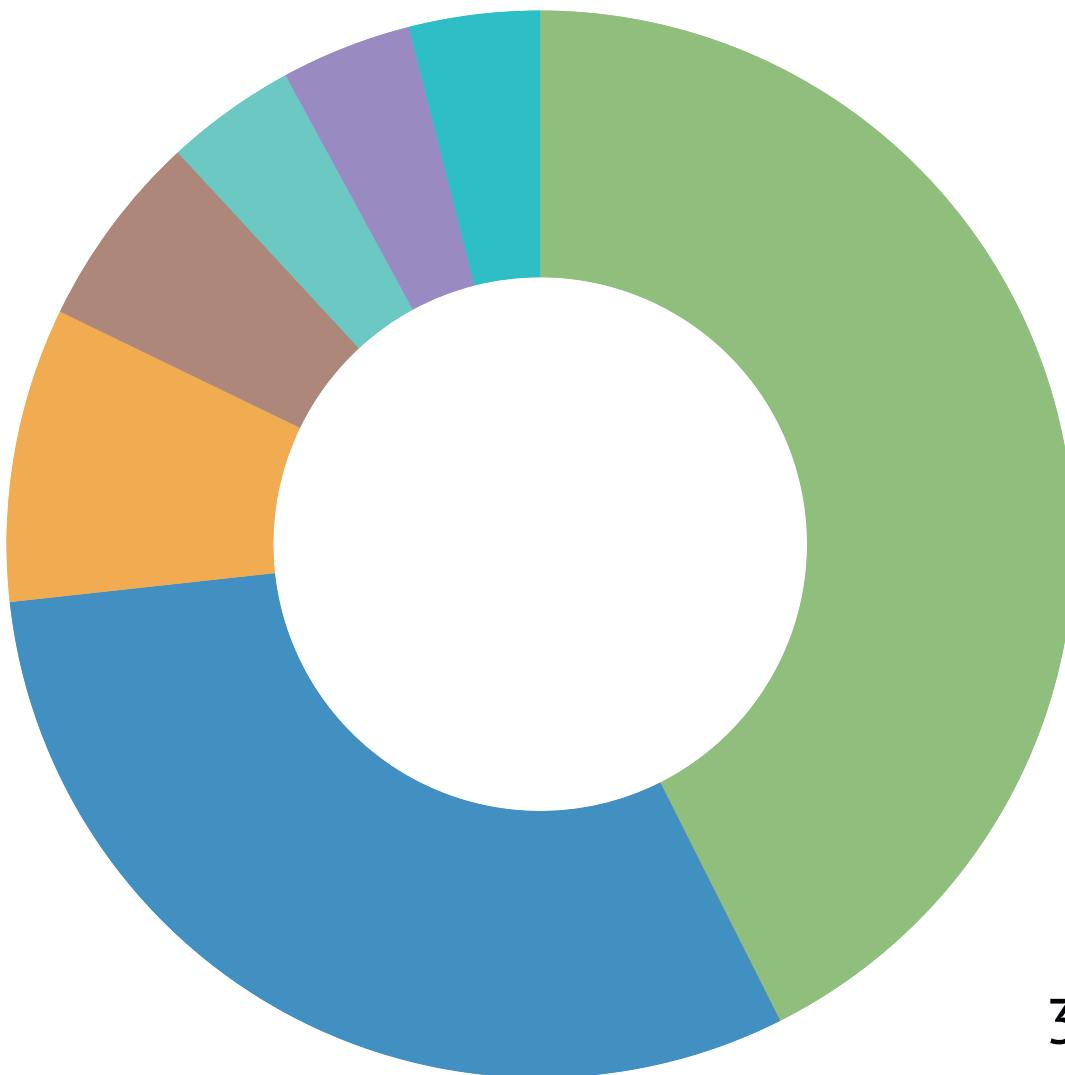
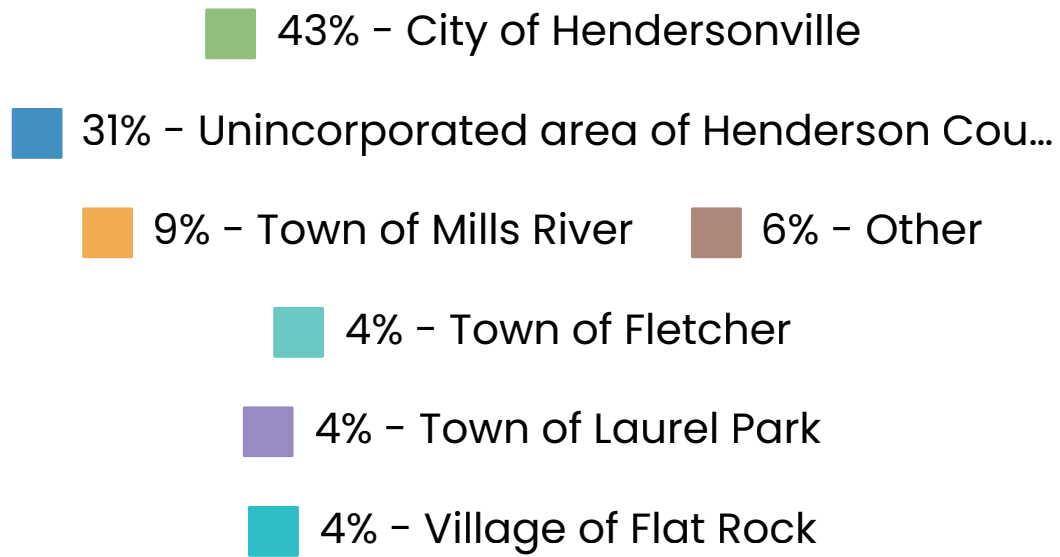
Please see “other” responses on next page

Others

- population increasing at too fast a rate
- Too many welfare recipients with out-of-control children
- Infrastructure issues not being addressed.
- Increased traffic
- Increase in short term rentals/Airbnb that reduce inventory
- Local gov't saw this coming and let it happen
- Losing small town ; Losing small town feeling
- We also have a green space problem and virtually no public transportation, so I am concerned that we densify rather than spreading out to more rural areas that retain woods, water and wildlife.
- we need more of it
- Monopoly of one Property Management Company
- the NIMBY problem
- Residents welcoming those who have less than they have. ; Residents welcoming those who have less financial ability than they have.
- Maintaining nature
- drugs, crime
- Concerns with people who only invest in Hendo as an investment and don't actually live there even part of the time. Changing the community by means of wealth and not looking at multiple generational families who actually built the community
- Forced gentrification due to greed
- The prices of the homes are very expensive nowadays. It's almost impossible for native Hendersonville residents to buy a home
- Por la acumulación de personas y pocas viajes para transitar
- Traffic & infrastructure needs

QUESTION 12

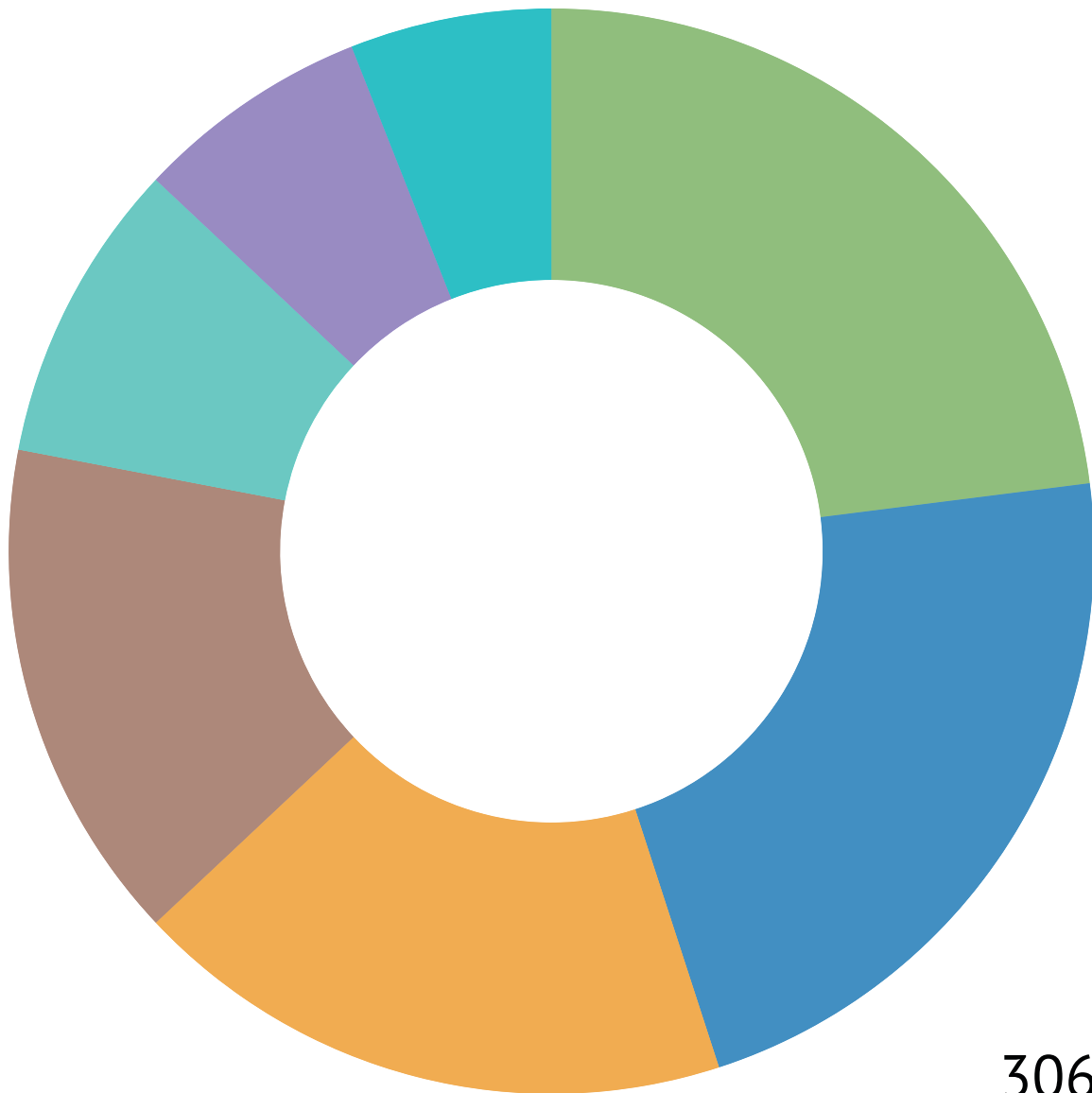
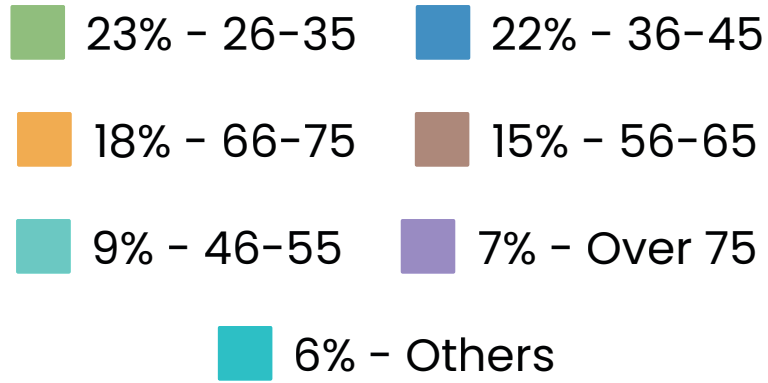
Where do you live?



303
Respondents

QUESTION 13

What is your age?

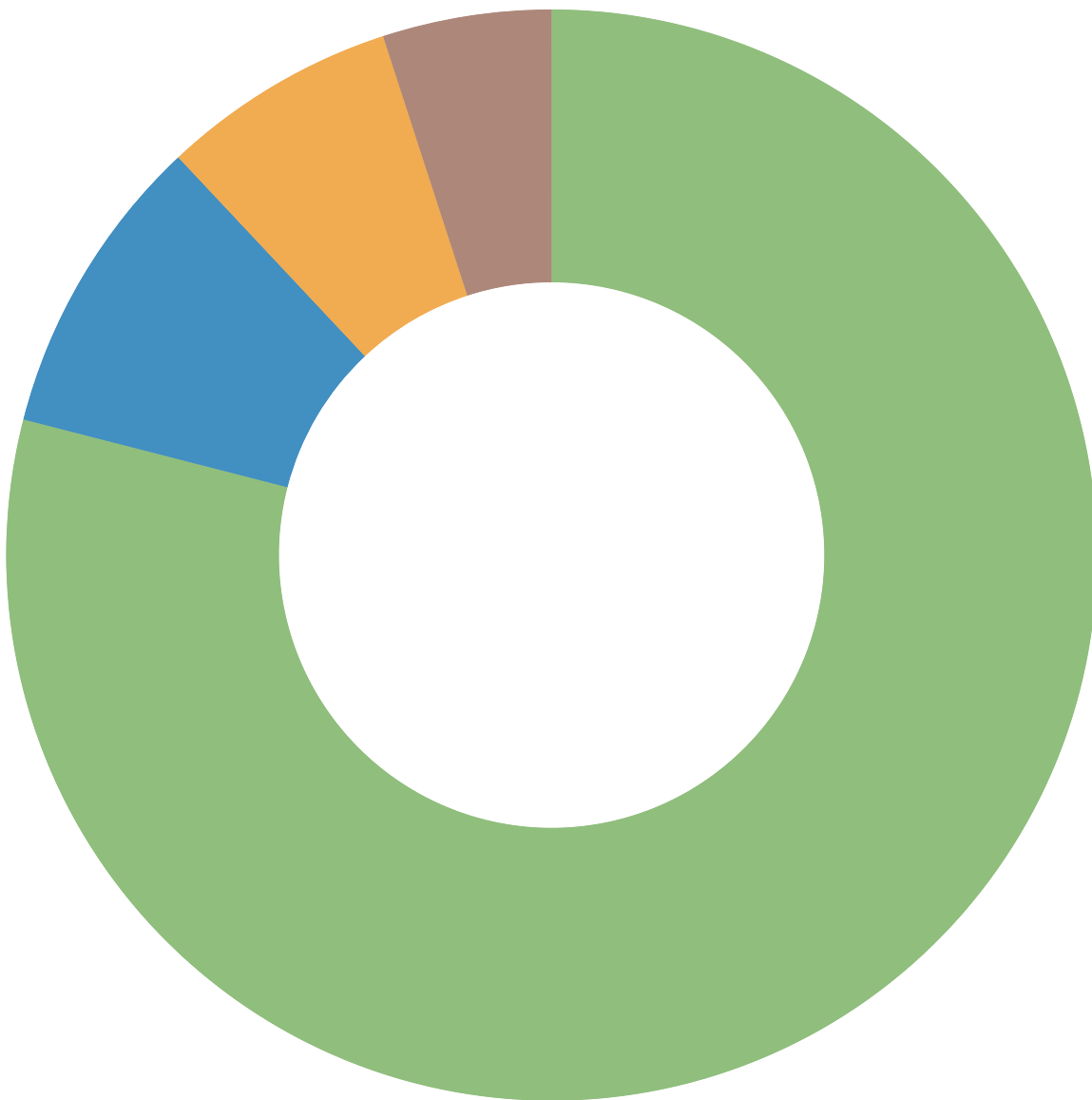


306
Respondents

QUESTION 14

What is your race/ethnicity?

- 79% - White
- 9% - I prefer not to answer
- 7% - Hispanic, Latino, or Spanish
- 5% - Others

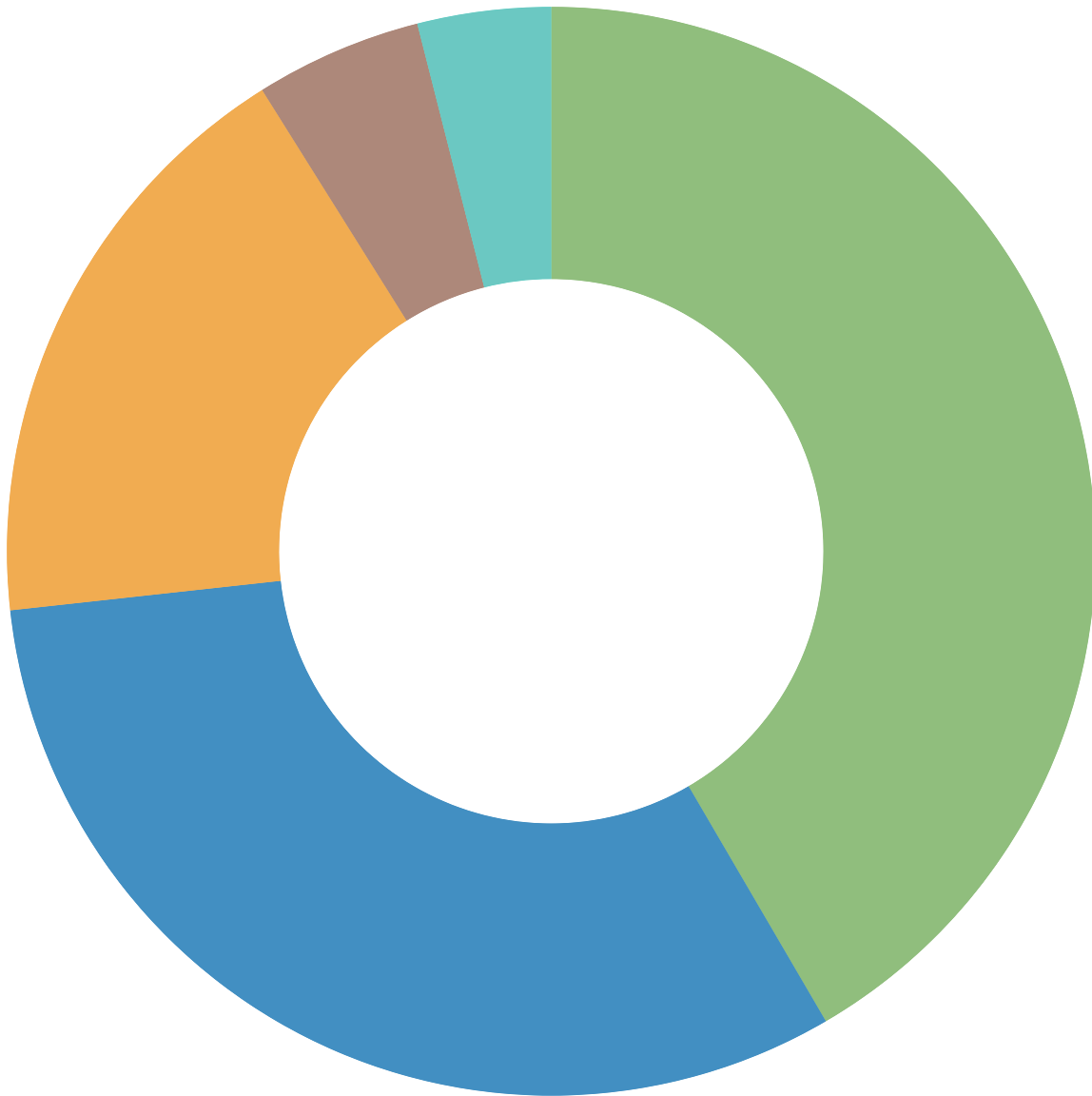
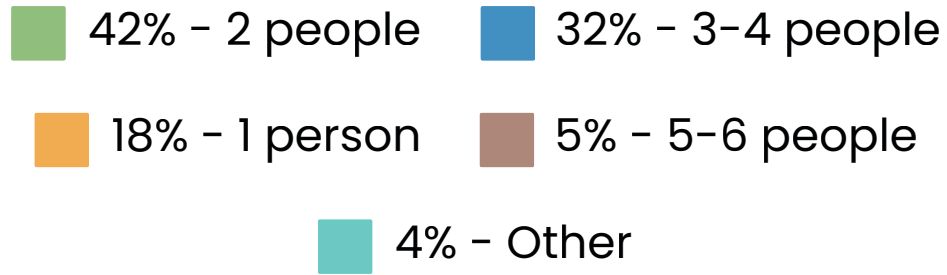


291

Respondents

QUESTION 15

How many people live in your household?

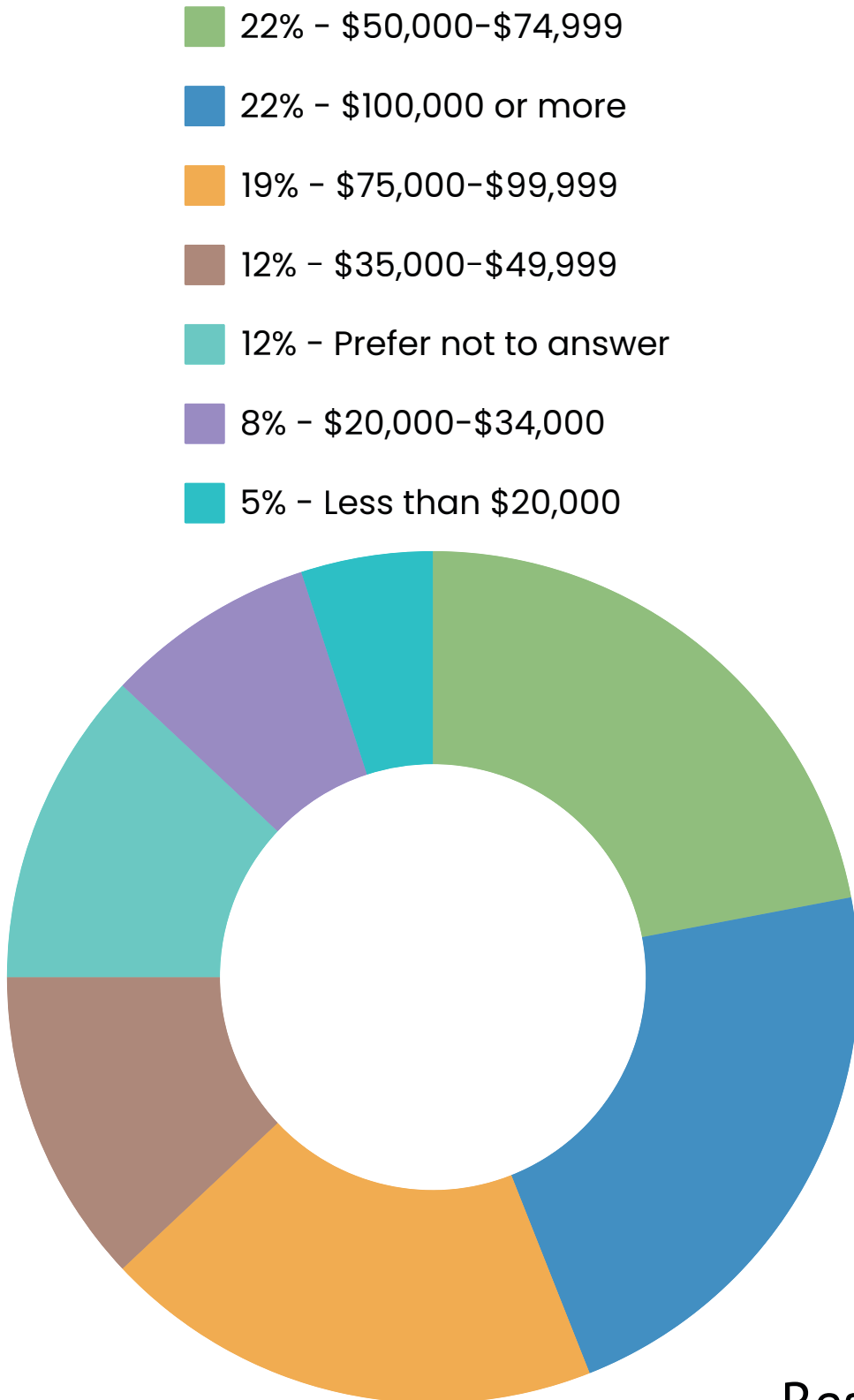


303

Respondents

QUESTION 16

Which of these categories describes your household income last year?

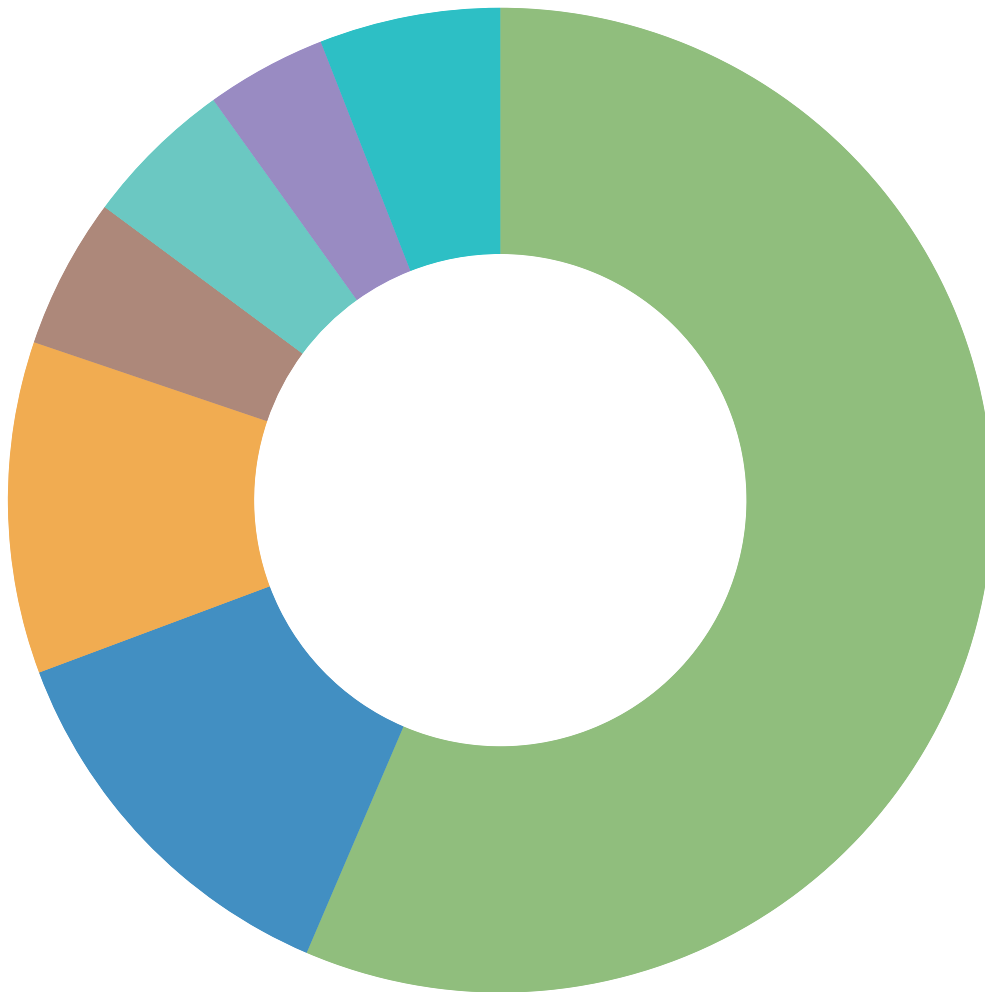


304
Respondents

QUESTION 17

Which of these statements is most applicable to you?

- 57% - I own my home which is a single-family...
- 13% - I own my home which is a manufacture...
- 11% - I rent an apartment that is privately own...
- 5% - I own my home which is a manufacture...
- 5% - I live with family or friends
- 4% - I rent a single-family home
- 6% - Others

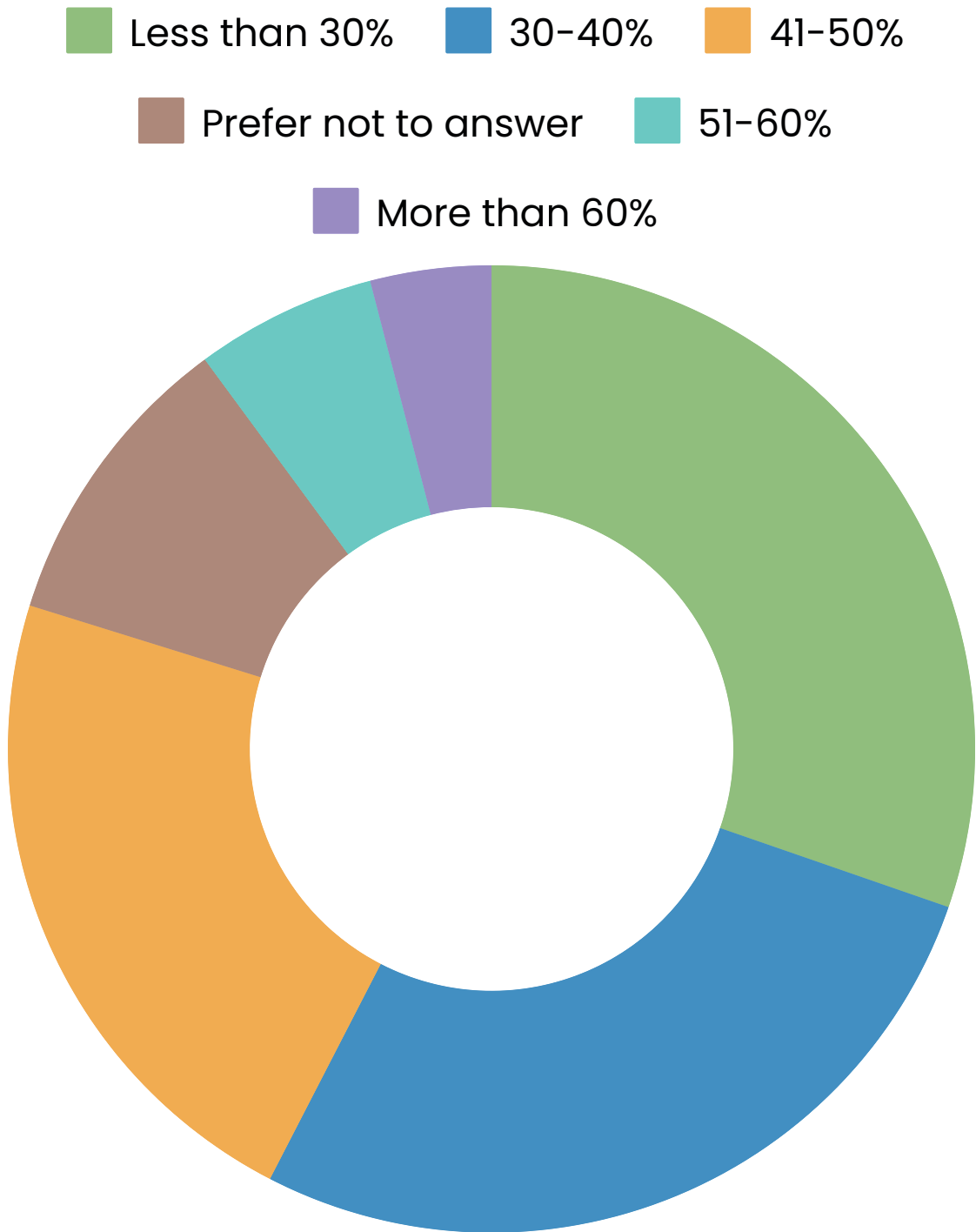


306

Respondents

QUESTION 18

How much of your monthly household income do you spend on housing costs (Mortgage/Rent, Utilities, etc.)?



302

Respondents

QUESTION 11

What is your personal story or experience with regards to housing?

- Sr.Widow looking for safe, solid home
- There is a lack of quality housing that is energy efficient, easily maintained, safe, and in close proximity to community amenities, jobs, educational facilities, shopping so that the combined costs of housing and transportation are easily managed within a tight income.
- My husband and I, together, were able to afford a mortgage that allowed us to purchase the home we hope to live in for a long time.
- Education = Job = Housing without assistance
- I found safety, beauty and community in a well planned tiny house community.
- I'm a full time nurse that has struggled to find homes in this area that are in good shape, safe areas, and not ridiculously over priced. I lived in a condo in Henderson county that cost more than my 3 bedroom home did in Greenville SC and am now living in a fixer upper that cost more than my new condo or my newish home in Greenville. I make a good salary. My 20 year old son can not find a rental that he can afford and still lives at home. If it wasn't for my elderly Dad I'd move out of the area.
- As a single person I found it extremely difficult to find an apartment that I could afford even when making \$23/hr. Rent prices are through the roof and no one is telling landlords to stop increasing rent prices. I have seen apartments increase their rent anywhere from 25% to 30% in one year
- subsidize housing was recently developed in my neighborhood and the first time owners do not know anything about being good neighbors. They're not maintaining their properties. There's garbage and kids' crap all over the place, chained-up dogs (ABUSIVE!!!), screaming, out-of-control children, ugly non-matching privacy fences,
- No challenges
- I've lived in this area for most of adult life and thought one day I would be able to afford to own a home. The past few years have taken that dream away. With the rapid rise in population and the demand driving up home prices and the constant development of luxury living
- Rental housing so far. Excessive and constantly increasing rental rates. Low supply and poor apartment options (Is it really a good idea to put the refrigerator next to the stove! :(Retail rate big boxes seem to be standard solution. More options, variety. Use solutions already in use successfully by other states and counties and save time and energy.
- greedy and unresponsive landlords who raise rents by disproportionately high percentages that are out of step with individual wage increases

What is your personal story or experience with regards to housing? (continued)

- I was able to buy an affordable house in 2018 just outside city limits. The cost of housing now is high however whenever I send a friend or family member a house to go look at, contractors or Airbnb/VRBO owners are paying in cash and swipe away homes that are on the lower cost, flip them and either resell them or rent them at a high cost nightly. This has gotten worse over the years and has not been addressed at all. South Carolina has added a 30% tax to people who do not reside in the state they are buying homes and that has helped out their housing problems somewhat. I think Hendersonville needs to look into something like that so housing can be less competitive for the buyers just trying to find a place to live and work and not for buyers who are trying to make money and hurt the people who want to live and work here.
- I was able to buy a home a few years ago right before interest rates went up. I would not have been able to afford to buy right now. As a single female living alone, I pay \$1600 for my mortgage every month by myself.
- I have been privileged to own a house (in New York state and North Carolina) since 1981 --- generally at the lower end of market rates in diverse neighborhoods.
- Housing for those retirees that make just over the limit to qualify for affordable housing but not enough to pay for current rental rates
- Saved our money and bought our first home. Did not rely on other taxpayers, or government.
- It is "talked about" and there is minimum to no City commitment in pressing new build contractors to provide it in the plans. Additionally, the definition of "affordable housing " has not been clearly presented to the public in laymen's terms for clear understanding.
- Because of supply and demand we made above asking price offers on 4 houses before we were able to finally buy a house in the Hendersonville area
- I've lived here for over 30 years and even though I have minimal debt and a good paying job, it is near impossible to afford the costs associated with either buying a new home or building a new home myself.
- Been a home owner since 1983. Was a renter before then.
- It's very difficult to find affordable homes that are built to universal design standards. Older people can't move out of their inaccessible homes because of the price of buying something smaller.
- It is a struggle to find affordable housing in the area.
- I was able to purchase a tiny house close to where I wanted to be that is very pleasant and encourages a community atmosphere.

What is your personal story or experience with regards to housing? (continued)

- I work full time with benefits at a local non-profit and cannot afford regular housing in Henderson County. If it were not for living with a roommate who makes a larger income than me and is willing to pay more rent, I would not be able to afford rent at all. It is not only individuals and families who are impoverished that cannot afford housing in Hendersonville, it also includes young adults in the work force who see no end in site to an economic crisis impacting our ability to build credit, put anything in our savings towards securing a down-payment on a house - let alone an apartment, while also trying to contribute to our local economy and work force. The increasing amount of wealthy folks deciding to move here as well as the increase of our town catering towards their expensive housing desires is pushing out the local families and young people who want to live here and contribute to the work force. I would love to continue to live here and serve our community, but unfortunately, that will not be possible unless the city of Hendersonville makes a big change in the way they incentivize land lords, stake holder community members, and other organizations to prioritize affordable housing opportunities for younger individuals and families who are trying to get on their feet.
- I have been very lucky, and privileged to have come out of a divorce with just barley enough resources to buy a house again - the interest rates were good, and the prices hadn't rocketed yet. But my security is now constantly threatened by rising costs EVERYWHERE. Though I am employed full time, I am finding it harder to meet basic costs.
- I am lucky to have inherited my mom's condo upon her death in 2021. I would love to move to a larger house with room for my children to play outside, however, the cost of housing is prohibitive here. If I were to be in the market for the exact same space I'm living in now, my mortgage would more than double. I don't know how people afford to live here.
- I'm a retirement single woman. Cost of rent is beyond my income. Housing is too high!
- It has been very difficult for me to find suitable low income rental housing. The rental rates have been way too high to afford and most do not meet Section 8 rental rates.
- My family has been blessed with the ability to purchase quality, affordable housing with our budget and the neighborhood of our choice. We believe that every citizen in our community should have the same privilege.
- The only workforce housing available to people that work in the ag sector is trailers and RVs. Everyone I know are either struggling to make rent or have substandard housing. It's not just inadequate supply, it's that costs exceed what workers can earn
- I can purchase a house of my choosing. I volunteer at IAM and see the dire need for affordable housing options and financial support. This is a critical need in our town.

What is your personal story or experience with regards to housing? (continued)

- My husband and I have lived in Hendersonville our entire life. We are parents to two wonderful kids. We are a one paycheck income family therefore we can barely afford anything nowadays. We live with our grandparents and I'm extremely grateful they have let us live here for years. Our kids are growing and we currently have one small room for us. I can say we have pretty much outgrown it now. We have tried to look for a bigger place, maybe a two bedroom, but we can't afford anything. I remember before Covid, when we were looking there were houses going for \$800-\$1000 a month in rent, but back then we couldn't afford that either as we were much younger. Nowadays they go for \$1,200-\$2,000 some even more. Mind you it's the one bedrooms that go for \$1,200. I love Hendersonville and want to continue living here. We tried moving and we lived in TN for a couple months but we moved back here as we missed it and our families. My husband works 40 hour weeks and we have had to discuss him getting a second job to be able to make ends meet. I am currently in college and at the moment it is online so I'm able to take care of our kids. We have tried the affordable apartments but due to the fact that there are not many they have a long waitlist. I know of many families barely making it that live in Hendersonville and I'm sure there are much more. All these luxury apartments keep being built but nothing has been done to help us who need affordable housing. We should all have a decent place to sleep at night and not have to worry about what we are going to have to do or where our next meal is going to come from. In all honesty as I see Hendersonville grow and welcome new people what I see is that instead of caring for their residents they care more about the money now. It's sad but the reality. I've been saying it for years, Hendersonville does not care about its residents no more, they care more about the money. We shouldn't have to be in fight or flight mode constantly just to make ends meet. We found our house through a family connection 8 years ago. My daughter found a house online while living overseas about 3 years ago. There was very little selection in her price range at that time. I am fortunate in being able to afford housing that works for me, from a safety perspective and an affordability perspective. Over the past 5 years property values have escalated over the entire country while wages have remained low, providing some challenges for obtaining affordable rentals and homes to purchase. This rapid increase of people has helped to create a housing shortage. I personally have not had issues with housing but many others are struggling.
- I have owned 3 single family properties over the last 25 years
- I struggle to keep up with my housing costs - even though it seemed attainable 5 years ago. It has all gotten more expensive - inflation plays a part in that.

What is your personal story or experience with regards to housing? (continued)

- I have owned homes during all my working life. I am 70 now and settled nicely into a senior park, love senior park living for the community and manageable downsizing. I think private equity greed is destroying housing for us all. We can call stabilizing rent laws and restricting corporate buyouts socialism all we want, but I'm like a sitting duck waiting for for greed to make me homeless. My best hope is to sell my place and buy a retrofitted livable and driveable van and find affordable places to travel while healthy. If there were more unrestricted zoning in the rural parts of the county I could buy a piece of land and live peacefully away from greed. The only taxpayer solution that I like is the services that allow people to stay in their own homes. I don't approve of building apartments and housing specifically for low income and isolating people.
- I've currently qualified for a mortgage, and to afford a house, I'm having to look in places like Rutherford and Polk county and sc. I want to own a home in the same community where I work, but right now, it isn't possible.
- I've experienced homelessness and struggled with securing safe, stable, and affordable housing for years because there is not enough affordable rentals in this area. We need legislation in place to incentivize and require developers to include affordable property units in their development plans.
- I work in housing rehabilitation for low and no income residents.
- I work in Hendersonville but cannot live there because of the high cost of housing, which hurts because I grew up in Hendersonville and went to HHS.
- When we first arrived in this country we could only afford to rent. Our focus was safe neighborhoods and affordability. Often we improved our living conditions by asking the landlords to let us paint and fix the rental units - they provided the materials and we did labor. That allowed us to live in better neighborhoods at lower cost. There's much more - we didn't own a house until we graduated from college.
- I purchased my home 22 years ago. Fortunate to be able to live there. There's no way I could buy on single income today. I feel for younger home owners.
- The city keeps reassessing property taxes on homes (raising the value) even though the homes are not worth the value estimated due to poor maintenance and deterioration.
- I have owned two homes and am in the mortgage industry.
- Ive lived in housing for the last 2 years here in Hendersonville n..c. Iam looking to be more involved
- If I did not have friends that had property for rent I likely would have had to leave Hendersonville

What is your personal story or experience with regards to housing? (continued)

- In 1998 I was working with a masters degree and barely scraped together a down payment for a \$65,000 house. How do young people without generational wealth do it now?!
- I am a case manager for a nonprofit in Hendersonville trying to help people find low-income housing and it is extremely difficult. The Hendersonville Housing Authority and other low-income apartment complexes are maxed out for months even years. Their waitlists are over 30 households long. There is nowhere for the unhoused to go especially because of the new Supreme Court Law being passed that people are not being allowed to sleep on public property and are getting jail time over it. Our community really needs to add more low-income housing or community living areas so people do not need to sleep out in the cold, rainy, harsh weather that North Carolina can sometimes bring. It is time for us to treat everyone as an equal and give everyone a chance to a good meaningful life and that starts with everyone having access to good housing.
- My daughter and I ,along with her two daughters,have an apartment through the Hendersonville Housing Authority and have been here for 3 years. We would like to own our home sometime in the future.
- Neighbors Not Wanting Change
- We bought our first house just before COVID hit, thankfully. I had a lot of privilege to be able to live with family to save up money in order to be able to afford a house at all! Others don't have that option. Our community does better when everyone is able to feel safe, and stable housing could help.
- Real Estate Broker for 26 years; builder; landlord.
- Prior to 2020, I was almost able to purchase my first home. I was working on saving up a down payment and only needed a couple thousand dollars more. After so many people moved in during the pandemic with the ability to pay twice as much as I can for the same house that was available in 2020, I can no longer afford a home. I believe the problem isn't the need for "affordable housing" owned by the government, but we need some way to control the prices of homes in the area. People moving in with higher incomes than what can be made in Henderson county is a big part of the problem. Henderson county natives are being shoved out.
- Working like a dog for years and years and doing without to save for years and years to be able to afford a small home in a community with ZONING that SHOULD protect my very hard-earned investment in a home, and the adequacy of it's infrastructure, especially as to my ACCESS to it (traffic density/congestion and water pressure for a shower).
- We've haven't been able to purchase a home due to my income not being enough.

What is your personal story or experience with regards to housing? (continued)

- Can't afford to buy a home with my partner, currently renting until an affordable house is available
- This so called survey has a definitive slant toward subsidizing housing and the implementation of so called affordable housing with high density which I AM NOT in favor of. This in the past has invited an element we DO NOT need or WANT in Hendersonville!! I wish the City Council would STOP pushing this agenda which does NOT favor current citizens but favors the real estate business!!!
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- I had not difficulty with it myself. But I see others that do. I am concerned that teachers do now want to come here and teach because they cannot afford housing. I understand that is the same with firefighters, and other civil servants. I would like to see affordable housing for all those people, so they don't have to drive from another county to work here. I want students. that live here to want to come back here after they have gotten their teaching degree.
- We bought our starter home in 2016. In late 2019 we were in a good spot to upgrade, but housing shot up, the market was saturated by Covid buyers and people who could afford cash purchases or to offer way more than what the sellers were asking. Five years later, we're still in our starter home, now interest rates are keeping us from looking. It's a big bummer, especially because there are more homes that would fit our family on the market than there were before, but we aren't going to trade up for a higher interest rate. Honestly, if it wasn't for the public schools, we would probably be moving away from Hendersonville.
- Despite making over \$23 per hour I still don't make enough to purchase a safe livable home for myself and my child in the Hendersonville or surrounding areas where I currently work. Rent continues to increase every year and eventually I won't be able to afford to live here at all if things continue as they are.

What is your personal story or experience with regards to housing? (continued)

- Our house - along with our neighbors' - was bought to allow for the construction of the Fairmount Heritage Place luxury apartment complex. Our house is almost 100 years old and the street and area near the high school hold a lot of historic and personal value. I am saddened by projects like these that continue to serve the wealthy class while so many locals and immigrants fleeing traumatic situations struggle to secure stable housing. I think the way Hendersonville can continue to preserve its beauty is to prioritize working-class people over wealthy transplant residents. Once locals and working-class residents who contribute to maintaining Hendersonville cannot afford to live here, they will leave and take the spirit of the town with them.
- tax credit/sec 8 property management lying to or about tenant. PM talking to other tenants about other tenants and showing favoritism. PM telling tenant that the complainer should either pay to fix the car or pay for repairs or stay inside. Maintenance not giving 24 h notice prior to showing up. locks on doors can easily be broken into, not enough handicapped parking especially for seniors in low income apartments. Monopoly of one management company in the city (Partnership Management Corp) Mixing elderly and disabled tenants with younger working people and kids. Need separate buildings for seniors. Kids, not just little kids but bigger kids and teenagers need outside areas with basket ball courts and bicycle/skateboard etc... areas and benches away from apartments to gather outside. Smoking needs to more than 25 ft away from buildings. Benches are always taken up by smokers. We need a transit system that goes into apartment complexes hourly and daily to major shopping, medical and services in the city. Apartments need fenced dog areas. Everyone should be safe and feel safe.
- My husband and I are incredibly fortunate to be making above the median family income for Henderson County. Despite that, we can't afford to buy a home that's big enough for us and the baby we have on the way. It's made me really feel for the teachers, firefighters, etc who are working full time jobs but realistically cannot afford to buy a home where they live. We hope that one day we can afford to buy based on our income, but I fear that won't be the case for many of the folks our age (early 30s).
- I'm delighted to call this charming community my home. I reside in a cozy apartment on Fletcher's, within walking distance to local shops, restaurants, and the Fletcher Town Hall. I love the small-town feel and the friendly faces that come with it. As a resident of Fletcher, I appreciate the town's strong sense of community, its beautiful parks, and the nearby Blue Ridge Mountains. It's an ideal place to live, work, and play!
- I feel stuck in my current apartment due to lack of availability and exorbitant pricing

What is your personal story or experience with regards to housing? (continued)

- Hendersonville property is grossly over-priced, like much of the country, largely because of real estate profiteering. Families with a decent to modest income cannot afford a single family home with a nice size yard anywhere in town. We are forced to live in community developments like apartments and townhomes or purchase homes that are dilapidated and require too much work for working parents. We love the area, but real estate is disgusting around here. ; Hendersonville property is grossly over-priced, like much of the country, largely because of real estate profiteering. Families with a decent to modest income cannot afford a single family home with a nice size yard anywhere in town. We are forced to live in community developments like apartments and townhomes or purchase homes that are dilapidated and require too much work for working parents. We love the area, but real estate is disgusting around here. Additionally in city taxes are outrageous, especially because county tax collectors state home values higher than the real value of homes.
- My husband and I had to combine our incomes to qualify for a home loan. 14 years ago the housing market was abundant and incentives were given to purchase a home. It felt supportive of folks getting settled and stabilizing financially. Now there is a housing shortage, it feels like all the forest/farm land around us is turning into communities and apartment complexes and it feel suffocating. We hoped to stay in this home for the rest of our lives but it feels it lacks privacy, population is getting crowded and infrastructure that's needed to support this growth is greatly changing our area.
- Finding a suitable home in Hendersonville has been an incredible journey for me. From the moment I arrived, I was struck by the welcoming atmosphere and the vibrant community spirit. After searching for the perfect place, I finally discovered a lovely home that feels just right – cozy, spacious, and surrounded by beautiful nature. What makes living in Hendersonville truly awesome is the sense of belonging that comes with being part of this community. Neighbors greet each other with friendly smiles, and there's a genuine willingness to lend a helping hand. I've also enjoyed exploring the local parks, bustling farmers' markets, and charming shops that give the city its unique character. Moreover, there are numerous community events throughout the year, from outdoor concerts to fairs, where I've had the chance to meet new friends and connect with others who share my interests. The mix of outdoor activities, vibrant arts, and a strong sense of community makes Hendersonville a wonderful place to call home. I feel grateful to be part of such an incredible place, where every day brings new opportunities for friendship and adventure!
- Owned home in GA prior to retirement. Sold that home, purchased current home in Hendersonville..have lived here 12 years.

What is your personal story or experience with regards to housing? (continued)

- 5 years ago this area was affordable to the everyday family unit - whatever that may be. NOW prices are inflated and the houses are dismal at best, old, in need of updates still cost 600k. Brand new is over a 1 million easy and this is not sustainable for our everyday worker
- My home has doubled its value in 7 years which is alarming and unsustainable growth pattern for any smallish town. Imagine what that means for people who are trying to raise families here, live and work. It is almost unapproachable a two-bedroom one bath on our street rents for \$2,100! Hendersonville city is to blame for much of this. We have no restrictions on Airbnb. Short-term rentals folks are building tiny homes in town(!) to rent for tourism. It's a debacle how you watch this happen and approve dev plans for subdividing lots and so on...
- The reason why housing has become so expensive in Henderson County is because we have such an influx of Northerners who can afford to pay more money for housing which drives the locals to move somewhere more affordable. Henderson County used to be CONSERVATIVE!!! It is no longer this way. Until our "County Commissioners" stop worrying about their own bank accounts and do their job to stop all of this Million dollar homes being built and over crowding Henderson County. How many times do we have to say there is NOT enough water, highways, doctors, dentist and schools and police for all these" Money people moving here. These builders have to stop building 5 houses on an acre of land. This is what has truly driven up the housing market.
- I live downtown in a live/work unit for 12 years.
- My personal experience is folks who buy or rent affordable housing do not always upkeep their homes or rental units as folks who buy regular single family homes. I personally see plenty of affordable housing options in Zillow or Redfin in Hendersonville already.
- Age 71, may be forced to sell and start over and become a burden to my son with his own struggles. Healthcare seems a distant priority to housing. I'm holding out hope that it all works out for the best as last year was so good for me thanks to appreciated help. This survey was timely as I just rec'd my fifth lot rent increase in 5 years, still reeling from today's letter.
- I'm frustrated with all those who think "locals" deserve entitlement, and who resent the "newcomers" who are largely funding the local economy and tax base. There's a lack of understanding that Henderson County's issues are not at all unique. I have tremendous concerns about housing affordability for the service industries, teachers, medical staff, and retail workers, etc.
- Kept a job and worked. Didn't live above my means.

What is your personal story or experience with regards to housing? (continued)

- I've recently relocated back home to WNC and have the best paying job I've ever had. I've owned my home previously and have a decent amount in savings to put towards buying a home here in Henderson County. I can't find anything that is safe, move in ready and affordable even with all of the privileges I have. Thankfully I have family still in the area and was able to rent a small basement apartment from family. That is before TS Helene, when it was flooded and now I share a living space with family. There are 5 of us in a 2 bedroom with no hope of buying or even able to rent affordably in the area. Again, I make good money with my career and have savings for a down payment (on an affordable home).
- Housing in HENDERSONVILLE is so high that people have to work 2 jobs just afford to live here. Our young adults have no chance of getting into a mobile home, apartment the rent is to HIGH no inventory for low income people HENDERSONVILLE rental are way to high landlords are to greedy we should help our young and older adults get in a stable home to suit there needs.our young are moving away to south Carolina because the rent is much cheaper and buying a house here is so hard home ownership is out of reach for most
- I purchased my home 27 years ago and and it was shockingly expensive then. I have put 27 years of sweat equity in to make the place livable. Today, I could not afford to buy into my neighborhood. at this rate, my taxes are outpacing my income. Soon I will not be able to afford to stay in my home. I will never be able to retire because of taxes.
- I got lucky and happened to find an apartment rental from a private landlord that is extremely affordable compared to any other rental I found in this area (I pay \$800/month + utilities). It is not the most ideal location since the area does not encourage walking and it is not bike-friendly which are priorities of mine, but this was my only option with my income. The only way I was able to move in was to borrow money from my Dad to pay the deposit.
- I saved money for a down payment on buying a home and I bought a house that was inside of my means of living.
- My husband and I have grown up in WNC and have only been able to afford to live here due to being able to be a tiny home community. We have yet to be able to find a traditional home in the area that we can reasonably afford to live in that does not require a lot of remodeling work. With this situation we are in, we are having to look in other states when we strongly prefer to stay here if possible to start our family since our families and community is rooted here.
- single parent trying to afford living on a lower salary job because I am in education with three children

What is your personal story or experience with regards to housing? (continued)

- We need more of it for our entire community to thrive. Without it we will just continue to be economically, socially and politically divided. How we get more affordable housing is irrelevant, we just need to do it. Less talk, more action. What is the downside to having too much affordable housing? Nothing (unless you are someone who benefits from people being economically/socially/politically divided). Let's just build more affordable in whatever manner possible.
- My wife and I built our house and payed for it on our own did not receive any help from tax payers to subsidize it in anyway. And paid it off in full why should may tax dollars go to fund someone else home . we work hard every and didn't live be our means to get what we have . And on this survey I find it very leading to who came up with it questions
- The lack of a rent cap in NC makes it easier for landlords to raise rent at alarming rates and price people out of rentals.
- I have transitioned from Section * housing to Habitat For Humanity and some what well versed in affordable housing
- We've been looking for affordable price of houses since 2018 up to now is hars to find one that we can afford without us being house poor in the long run.
- Decreased availability within price range
- As a teacher I've seen families pay \$2,500 per month to live in run down single wide mobile homes with mold growing everywhere, holes in roofs, sewage flowing through yards where children play. It's unacceptable that these landlords keep charging so much for such inhumane living conditions. If there were more housing options that provided a competitive market families would be able to choose another place to live and landlords would be forced to provide better housing conditions. However, over the years what I've heard is "this is all that was available." As for my personal experience, all I see are new developments coming in that even I as a single income teacher cannot afford. It feels like options that meet my basic needs within my price range are nonexistent to the point where I am considering teaching in a more affordable county.
- Propietario de vivienda (*translation: homeowner*)
- Buying a home in Hendersonville as someone who's lived here all her life is turning out to be impossible nowadays. I'm afraid that younger generations of Hendersonville residents will not be able to afford to ever buy a home. I don't want to rent for all my life!
- We can barely afford the home we purchased in 2022. The only was we were able to.was due to the low interest rate
- We need affordable work force housing.

What is your personal story or experience with regards to housing? (continued)

- Pude acceder a vivienda muy fácilmente teniendo un empleo fijo así como mi esposo (*translation: I was able to access housing very easily by having a permanent job as well as my husband.*)
- I worked for WCCA for 13 years in the housing department. I helped close to 50 families become homeowners. I taught 8 financial literacy classes, twice a year. Currently WNC source doesn't offer these classes, nor do they HCV voucher toward homeownership, just rental assistance
- I'm broke asf and I'm sad I can't buy my own house one day. The government sucks
- Renting here for the first time. Lack of inventory. Quality concerns about many units advertised (refrigerator next to the stove, for example). High rents, especially for what you get. Rent here went up 60% with the majority increase after a corporation purchased the apartments. Long wait lists for affordable housing and vouchers and that was before Helene. Never before did I ever think about not being able to afford a place to live...until now, when I am older and more limited on income. I'm glad to see a survey and initial planning efforts. However, it's so far down the road that I'm doubtful things will improve here for me.
- Had to move away from medical care and friends after 15 years of renting in Hendersonville because house was sold and I couldn't afford to buy it. I'm 78, have medical issues and don't feel safe in the mobile home park I moved to
- I rented from a well known landlord in the area and was so shocked at the level of mishandling of the rental space. It was not safe (termites, holes, electrical unit not up to code, electrical outlets not up to code, no safety concerns addressed ever), it was not taken care of prior to me moving in, and yet it was still \$850 a month, the most affordable I could find. Maybe the city should be looking into who is renting out spaces and remember the little people, and shame those who become old Hendersonville money slumlords. Thank God I was able to get assistance with HAC and find a place to live that is my own. Was able to get out of that hell hole into my own home using an USDA Loan.
- The price of housing is high.
- Took market to bottom out and 19 months of negotiations until I could afford to purchase small house in county in ETJ
- I was able to find a modest apt 7 years ago. Now retired, I cannot afford it.
- I am a retired single woman, rent is unbelievable high. I've worked and have been frugal with my money. But rent, food and medical is making it difficult to make ends meet. Especially, when an unexpected event happens. I would love to have nice, small home, and have some breathing room. Thank you, for what you all are doing!

What is your personal story or experience with regards to housing? (continued)

- Purchased a house in 2017 that has now doubled in price.
- I inherited my home from my parents and I became the owner.
- I was in a hub section 8 home three bedroom I'm low income due to disability,
- I grew up here in WNC. The rampant growth is ruining the charm and beauty of this area. We need to stop luring people here, there are enough!
- Grew up in low income area, worked starting at age 17 and slowly moved into detached unit, now own a home. Forced tax-supported subsidized housing does not incentivize income mobility. It should not be prioritized in Henderson county.
- Purchased our home in 2015 in a wooded area in Horse Shoe, and are working hard to reforest about 1/2 acre of lawn as we watch sprawl occurring all around us.
- We were lucky to move with enough money to buy a house.
- I am fortunate enough to own my own condo and want others to have the same experience of having secure housing.
- Finding safe affordable housing for my son that moved up here from Florida to be closer to help me.
- Wanted to upgrade from our starter home purchased in 2016, but with the rapid increase in home prices, we are stuck with the same or worse level of home, even though our purchase power has increased greatly over the last 8 years.
- It is a challenge to get affordable housing or a down payment is crazy as well as what you need to be qualified. If you purchase a home you will basically pass away before paying it off.
- I have no problem finding housing. I am concerned about apartment complexes that are being built with inadequate parking causing a large increase in on street parking also concerned that their appearance is not in keeping with the local old town flavor.
- I got a job education and a job that has put a roof over my head.
- Have over the last 42 years used a mortgage to buy first home and over the years have built equity.



Appendix 3



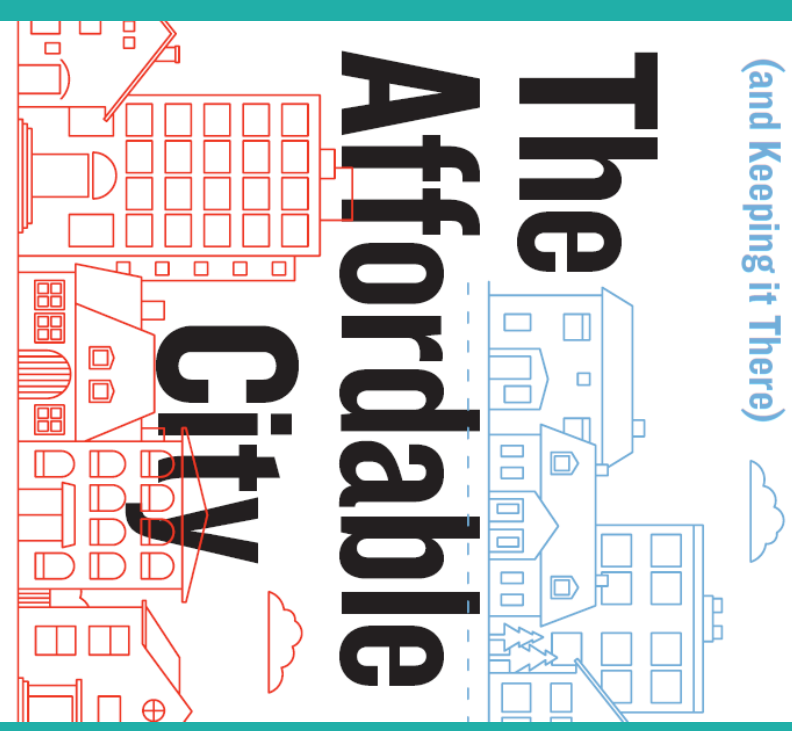
Saying 'Yes' to an Affordable City

Supply, Stability, and Subsidy

City of Hendersonville

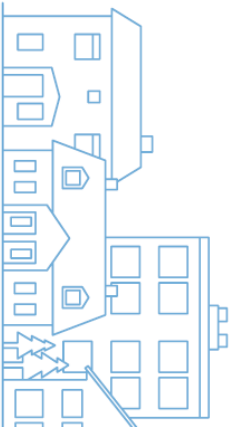
UCLA Lewis Center
for Regional Policy Studies

Strategies for Putting
Housing Within Reach
(and Keeping it There)

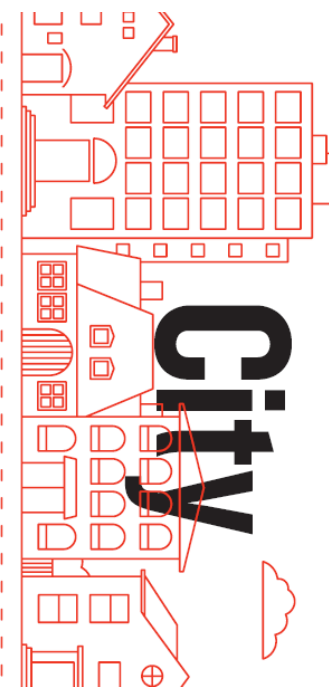


SHANE PHILLIPS

**Strategies for Putting
Housing Within Reach
(and Keeping it There)**



The Affordable



SHANE PHILLIPS

UCLA

Lewis Center
for Regional Policy Studies



UCLA
HOUSING VOICE

Learn more by listening to our podcast:

- An eight-part series on homelessness (causes, demographics, solutions)
- Community land trusts
- Rents and migration
- Right to counsel
- Social housing in Vienna
- Upzoning in New Zealand
- Inclusionary housing,

minimum lot size reform, the Fair Housing Act, de-valuation of homes in Black neighborhoods, suburbanization in Mexico, Singapore's public housing, bundled parking, transit-induced displacement, homelessness interventions, vacant housing, real estate transfer taxes, public housing and tenant power, rent control, immigration and housing precarity, ADUs, homeownership...



Zillow Home Value Index



All homes



1-yr

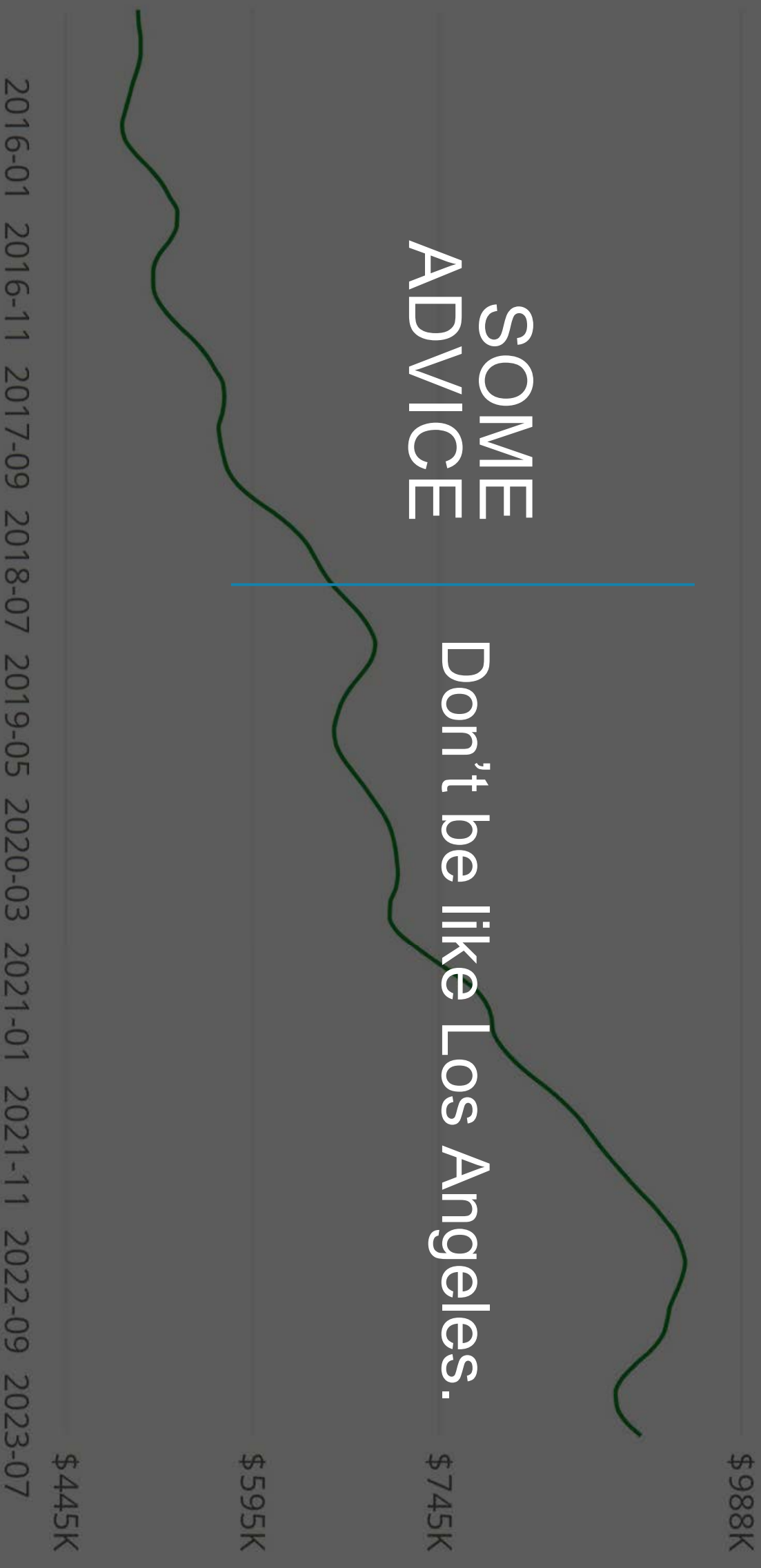
5-yr

Max

Los Angeles

SOME
ADVICE

Don't be like Los Angeles.



What does Hendersonville look like today (2020)?

Population: 15,102 (up 15% from 2012)

Housing units: 7,651 (up 20%)

- 1 unit: 49%
- 2-4 unit: 19%
- 5+ unit: 28%

Median home value: \$253,700 (up 19%)

- Zillow estimate in May 2024: \$413,924

Median rent: \$1,107 (up 22%)

Vacancy rate: 7.7% (down from 20.7%)

What does Hendersonville look like today (2020)?

Tenure: 52.5% renter, 47.5% homeowner

Median income: \$50,198 per year

- Renters: \$37,833
- Homeowners: \$64,728

Average household size: 1.9 (down from 2.3)

- 1-person: 47.1% (up from 37.6%)
- 2-person: 34.5% (down from 36.1%)

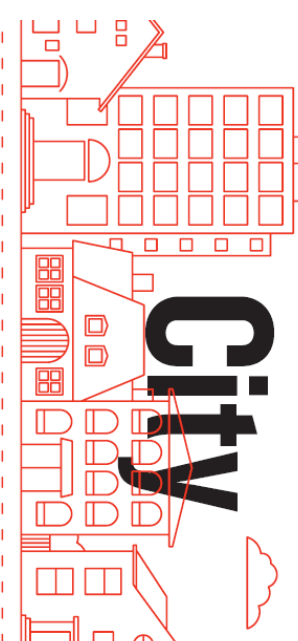
Housing stock:

- Studio / 1 BR: 22%
- 2 BR: 44%

Strategies for Putting
Housing Within Reach
(and Keeping it There)



**The
Affordable**



Supply
Stability
Subsidy

**THE
THREE
S'S**

SHANE PHILLIPS

Supply

Physical constraint: Growing, changing populations require a growing and changing stock of homes – you can't redistribute your way out of a shortage

Economic constraint: When housing is scarce, homeowners and landlords gain market power, at the expense of homebuyers and renters

Supply Policy

Examples

- Build up commercial corridors and centers, where residential displacement is unlikely
- “Broadly upzone” wide swathes of cities and towns
 - Missing middle, mid-rise, high-rise, small lots, micro-units, townhomes, stacked flats
- Make homebuilding “by-right” — increase certainty, lower cost
 - In other words, do quality planning up front, then stick to the plans you’ve made
- Reduce or eliminate parking minimums

Stability

What are our moral obligations?

How do we ensure dignity and a reasonable level of security for every household, regardless of tenure?

Stability Policy Examples

- Rent-stabilizing older housing
 - Usually paired with “just cause” eviction protections
- Limiting “low-yield” redevelopments
- Facilitating negotiated buyouts or “right of return” for displaced households

Subsidy

What gaps aren't being fully addressed by supply or stability policies?

How can funds be generated in ways that also incentivize helpful behavior?

Subsidy Policy

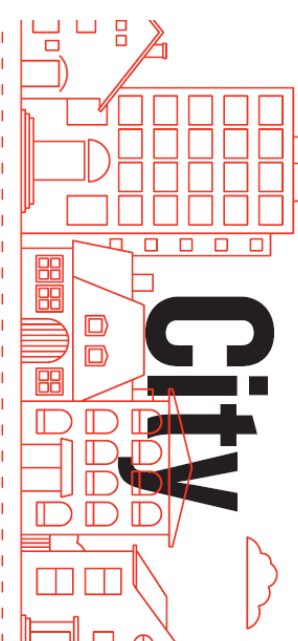
Examples

- Affordable housing construction subsidies and rent assistance
- Property tax abatements
- Taxing underutilized property
 - Not just empty units, but empty or underutilized land

Strategies for Putting
Housing Within Reach
(and Keeping it There)



**The
Affordable**



City

THE THREE S'S

Supply

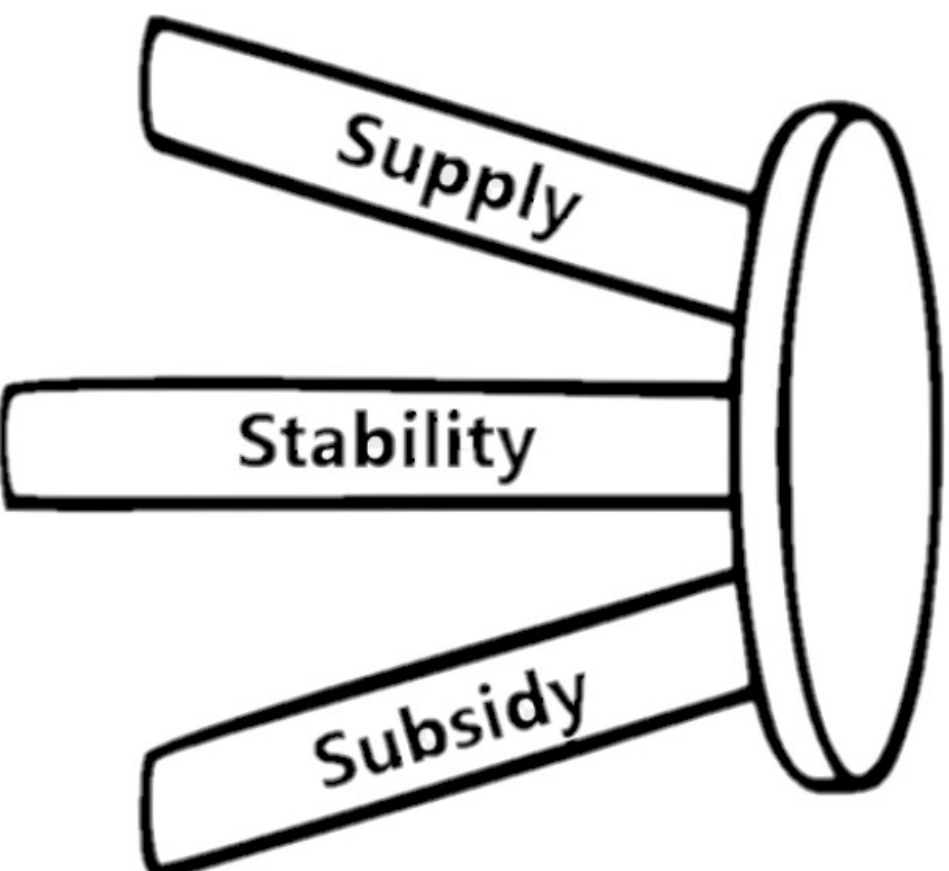
Stability

Subsidy

SHANE PHILLIPS

A Three-Legged Stool for Affordability

Supply, Stability, and
Subsidy work better in
combination, mutually
reinforcing each other
Remove any, and it topples





**“IF YOU
CAN’T SOLVE
A PROBLEM,
ENLARGE IT.”**

Housing markets are complex, and most policies have both positive and negative impacts, winners and losers. Instead of abandoning good policies (with much more benefits than costs), we can “enlarge the problem” by adding complementary policies that tackle unintended consequences directly.

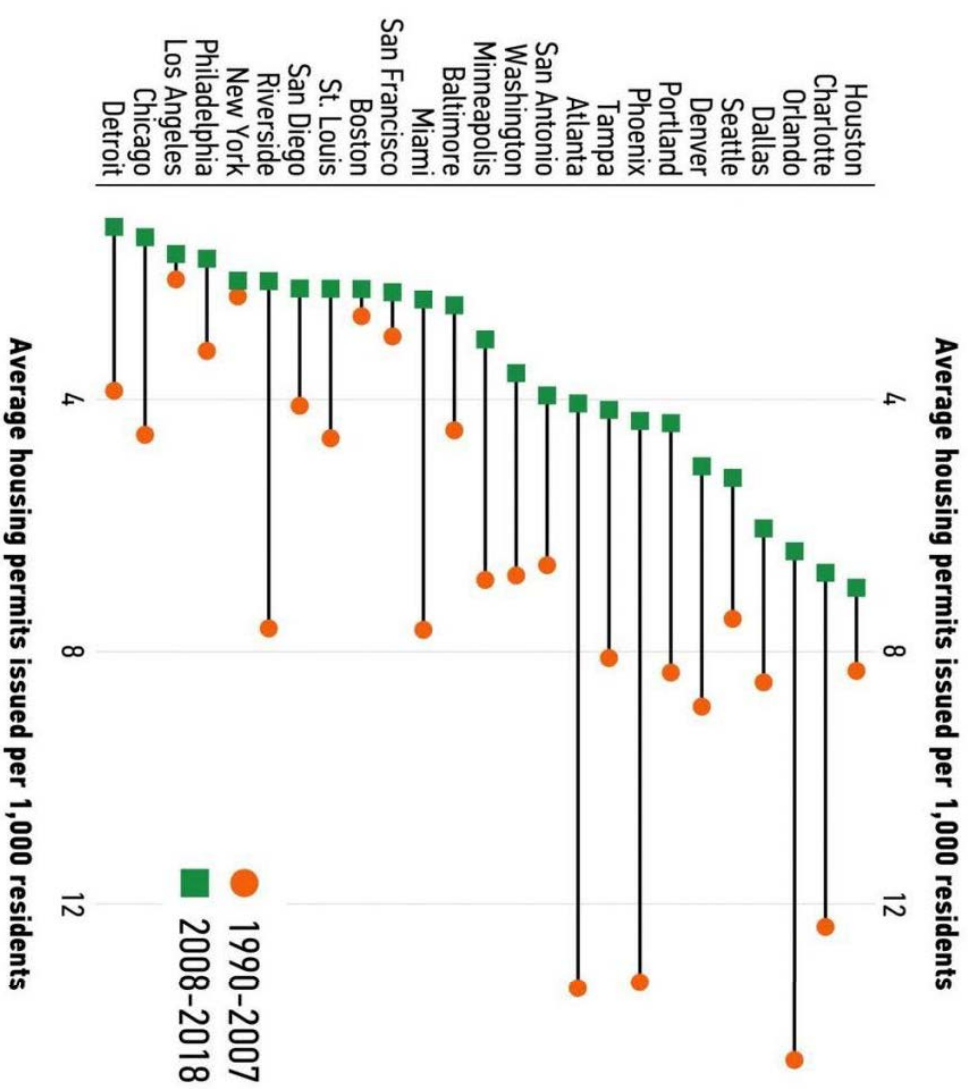
ENLARGING THE PROBLEM EXAMPLE

If increased homebuilding raises concerns about gentrification and displacement, the solution isn't to permit less housing – which we need.

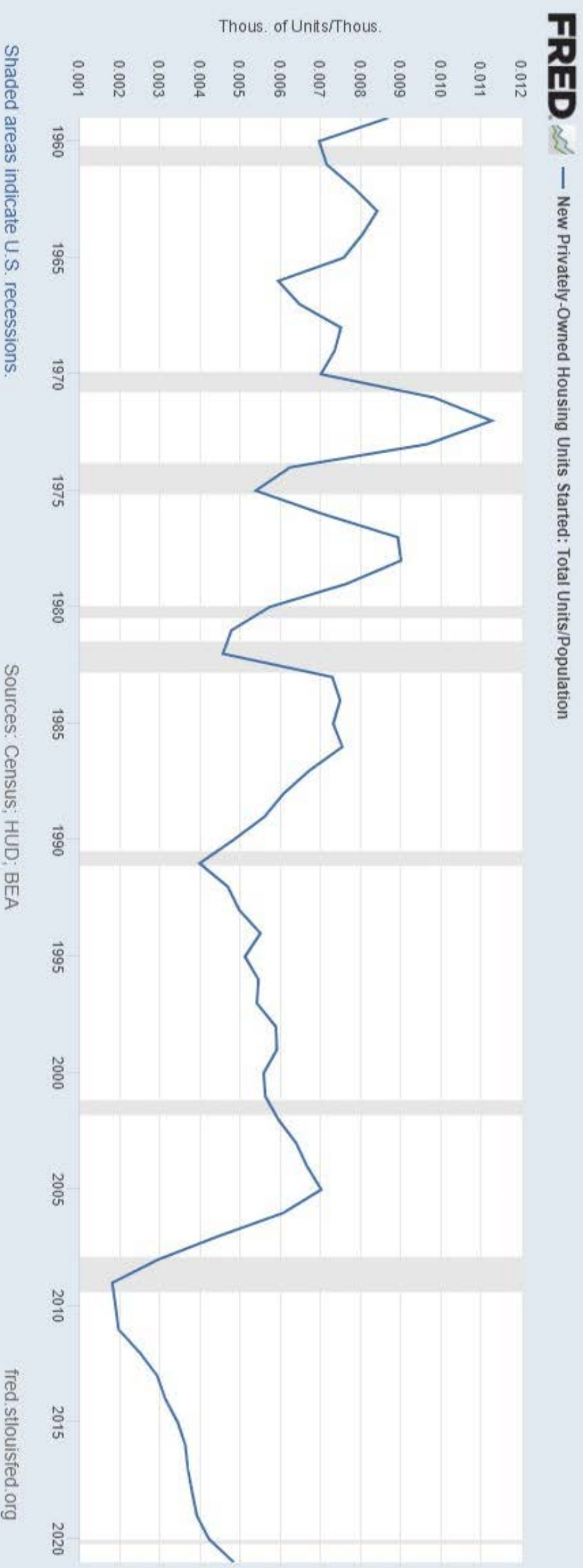
It's to tackle those unintended consequences head-on, both in the ways we encourage development and with protections and mitigations against harm.

Housing scarcity is worsening

Every major U.S. metro is building less housing

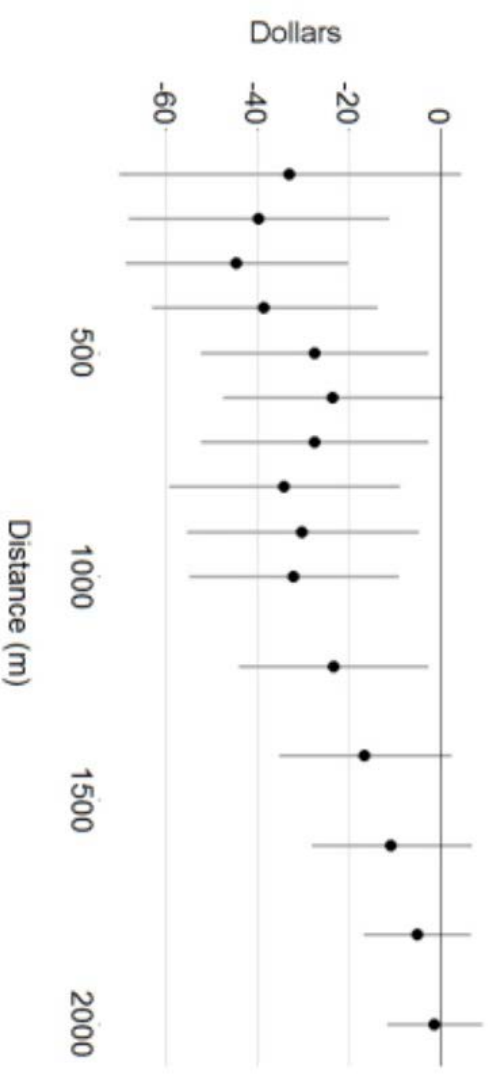
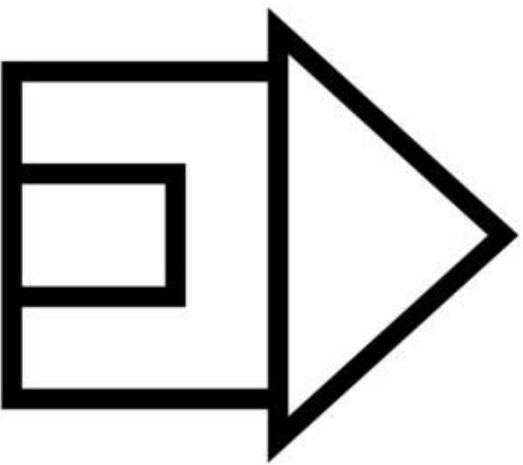


Housing scarcity is worsening



All else equal, places that build more housing are more affordable than those that build less

See: “Supply Skepticism Revisited”
from the NYU Furman Center



(a) IBR Rents

Pennington, K. (2021). Does building new housing cause displacement? The supply and demand effects of construction in San Francisco. *Working paper*.

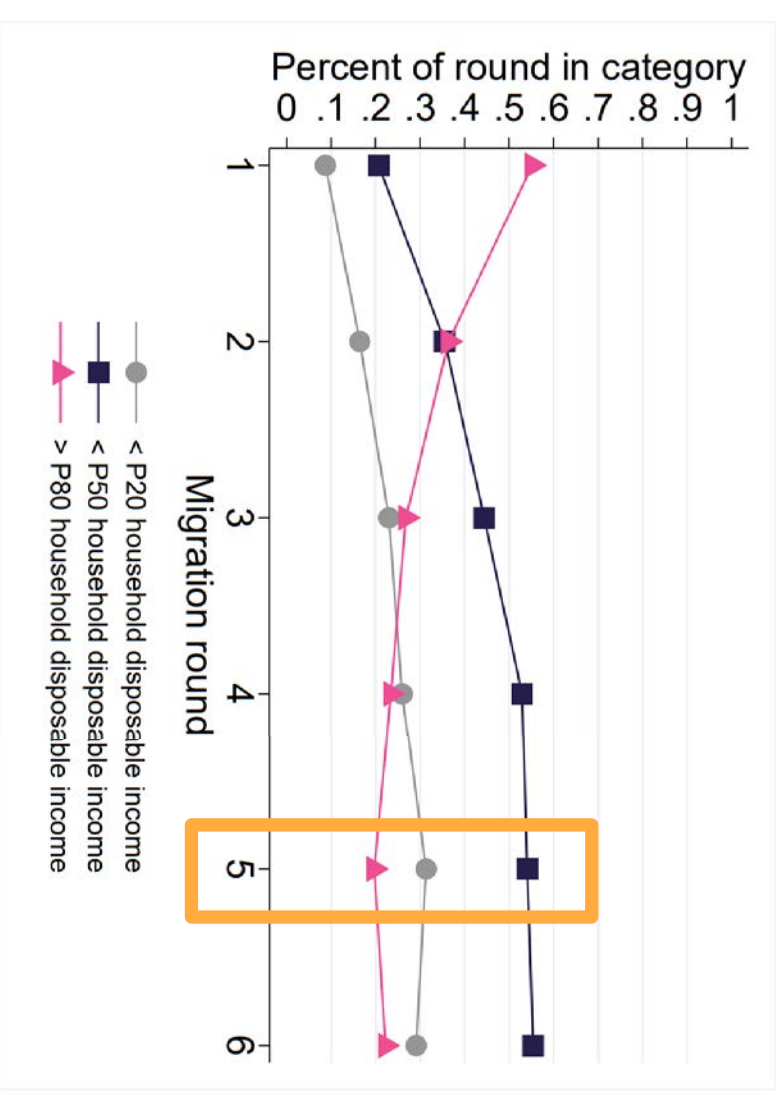
New buildings “pull people up” into higher quality homes, loosening pressure across the market

Move 1: Household A moves into new \$2,000/month market-rate unit, leaving behind a \$1,600 unit.

Move 2: Household B moves into \$1,600 unit, vacating \$1,300 unit.

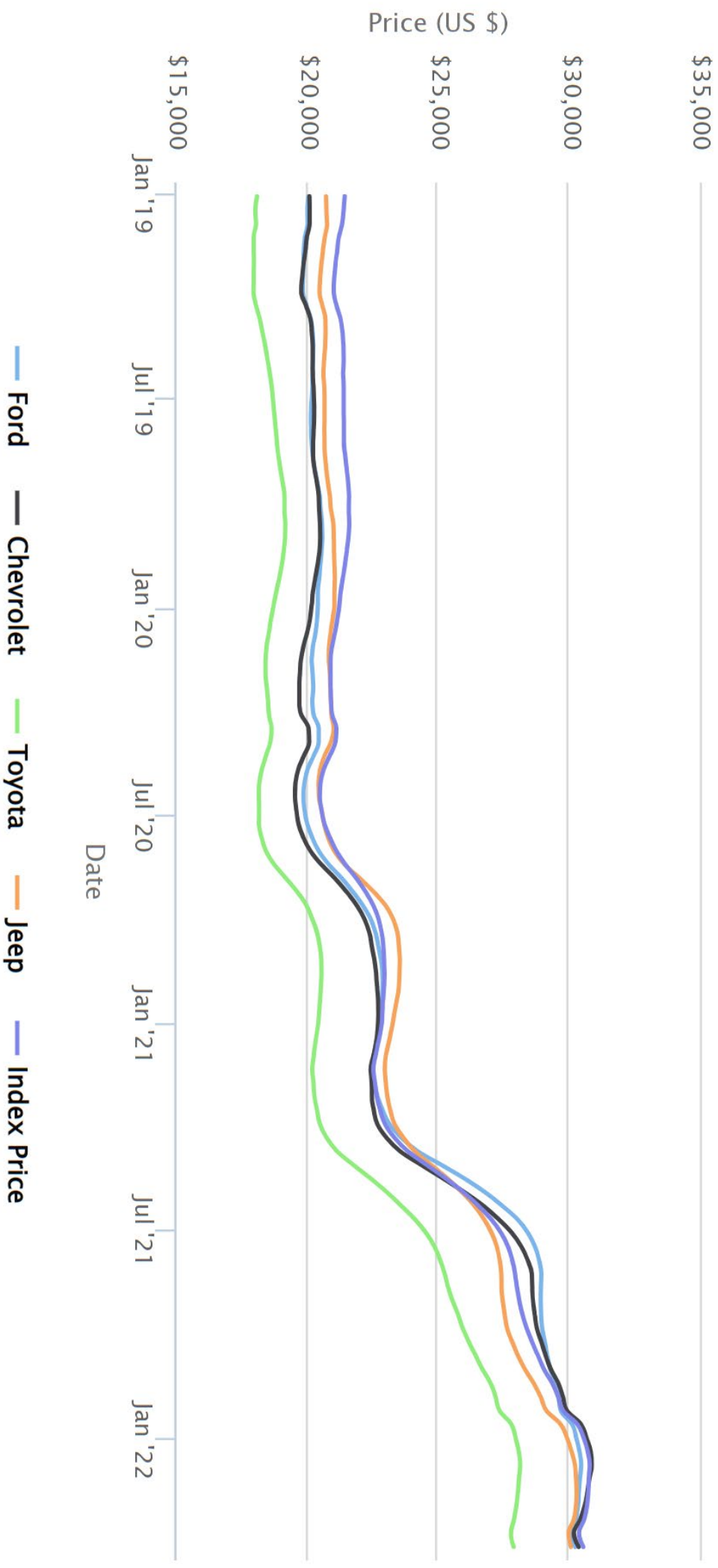
...

Move 5: A vacancy is created in an \$800/month unit — without subsidies



(e) Market-rate, individuals

Learning from the used car market

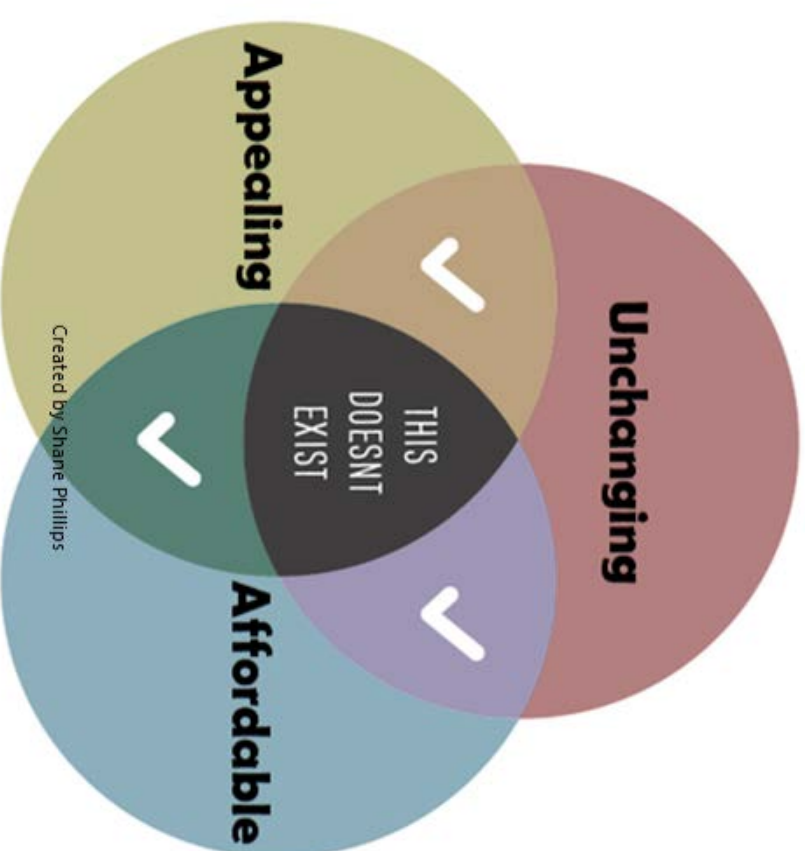


There's no such thing as “no growth”

Cities and towns generally have three paths:

1. Growing housing stock
2. Growing housing prices
3. Stagnation and decline

EVERY CITY CAN ONLY PICK TWO



WHICH PATH WILL YOU TAKE?

What's New and Next?

Where housing is headed

Missing middle housing

Missing middle: Everything from rowhouses to 3-4 story apartment and condo buildings

Benefits:

- Low construction costs
- Shared land costs
- Low barrier to entry for homebuilders
- Similar scale to existing buildings

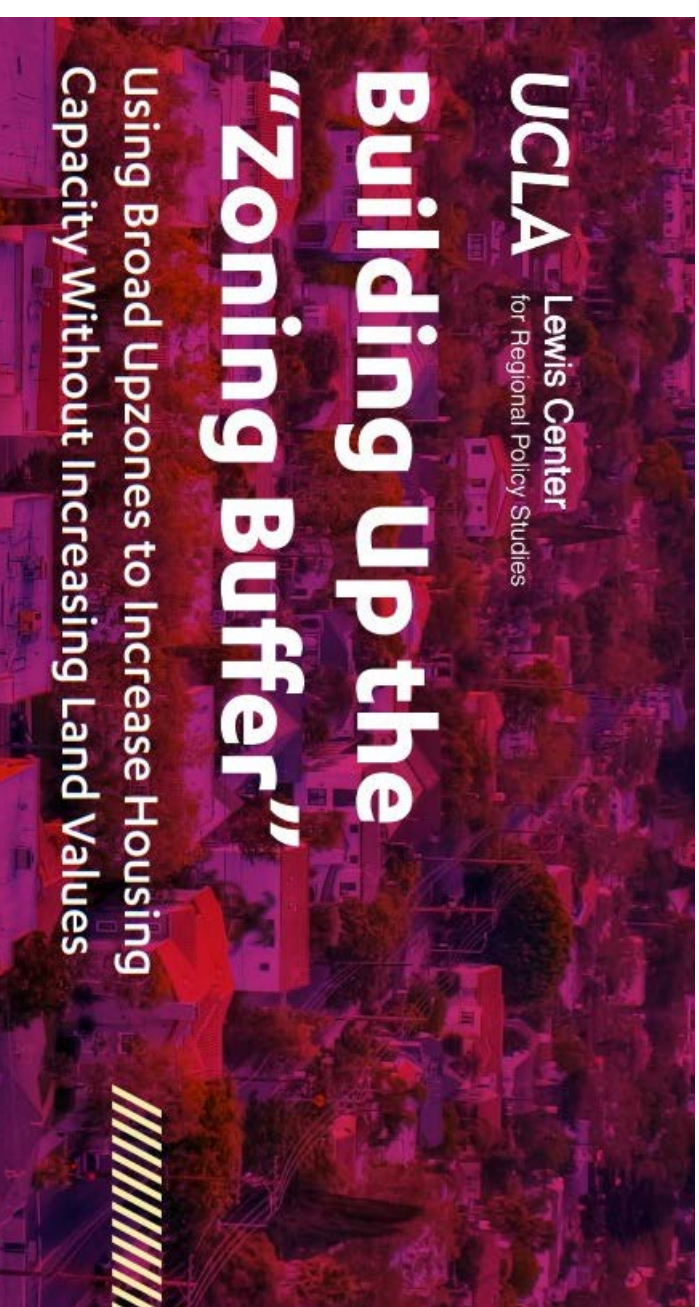


Broad upzoning

Broad upzoning: Allowing denser, more affordable housing citywide, not one n’hood/corridor/parcel at a time

Benefits:

- Reduces windfall increase in land value from targeted upzones
- Lower land costs can be passed on as lower rents/prices
- Shares burdens of growth

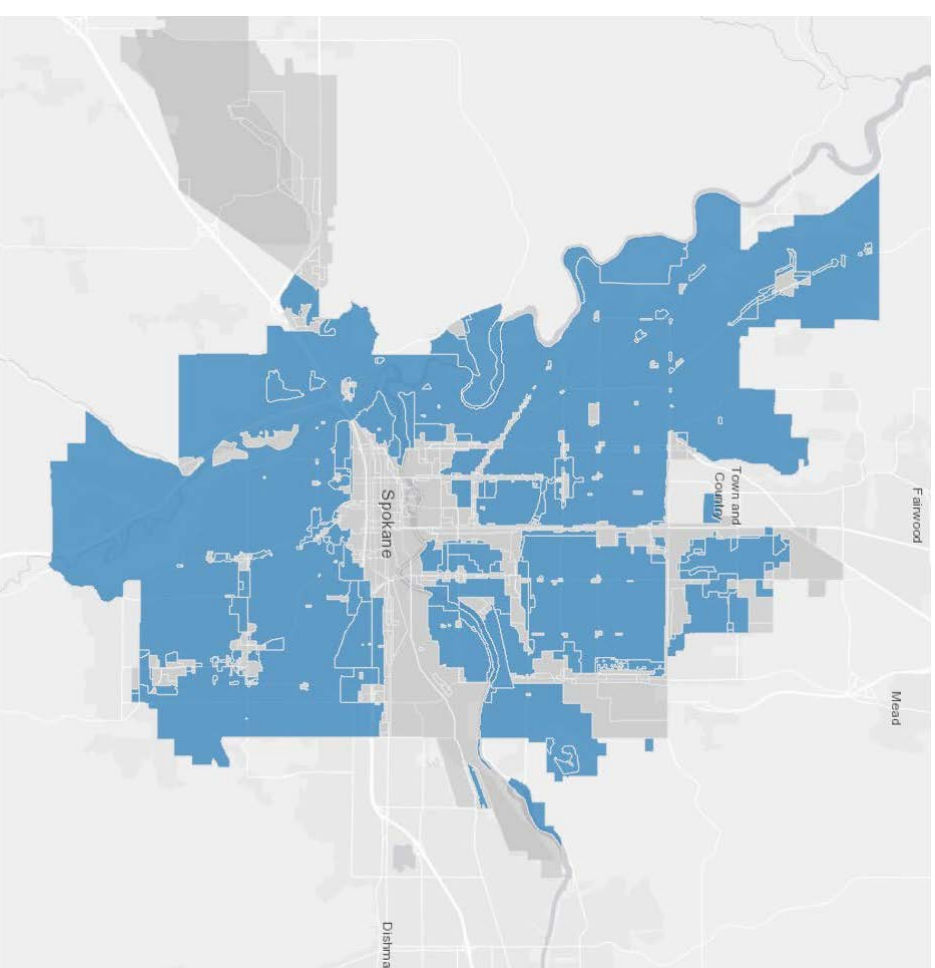


U.S. cities are already pursuing broad upzoning + missing middle in big ways

In late 2022, Spokane, WA upzoned 2/3 of the city, allowing 3 stories, unlimited floor area and density, and at least 50% lot coverage on all residential parcels

Other places to watch:

- Burlington, VT
- Sacramento, CA



LEARNING FROM THE “MONTANA MIRACLE”

- Big tent
- Quick process
- Open dissent
- Healthy fear about the consequences of inaction

Stay Positive!

You've created a wonderful community that people want to call home. If you were able to do that, then there's nothing stopping you from making it even better.

THANKS!

Shane Phillips

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Work: lewis.ucla.edu

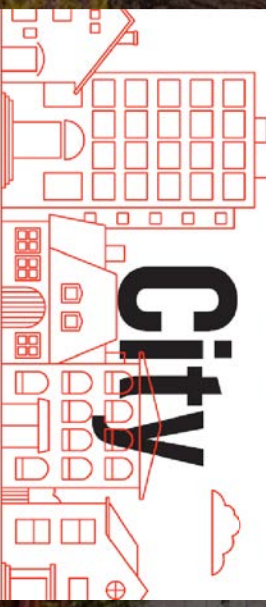
Twitter: @shanedphillips



UCLA
HOUSING VOICE

Strategies for Putting
Housing Within Reach
(and Keeping it There)

The Affordable City



SHANE PHILLIPS



CITY OF HENDERSONVILLE
STRATEGIC HOUSING PLAN
2025-2030