

Chapter VI. Realizing the Vision: The Action Plan

IMPLEMENTATION STRATEGY

IMPLEMENTATION PROJECTS

OPERATIONAL POLICES

Introduction

PLAN IMPLEMENTATION

Chapters IV and V describe the updated vision for the community as a whole and for downtown. Now it is time to outline a dynamic and compelling approach for advancing this vision on the ground in the years ahead in Hendersonville.

This work includes three parts:

- The **Implementation Strategy**, summarizes the overall approach that the City will take to implement the plan.
- The **Implementation Projects**, describe the specific initiatives the City will pursue to enact this Strategy and advance the goals, objectives, and future land use pattern described in the plan.

- The **Operational Policies**, are key principles that elected officials, upper management, and department heads should communicate and reinforce to maintain momentum on plan implementation.

All three of these parts are essential to improving the community in a manner consistent with the shared Gen H vision in the years ahead.

Volunteers paint the Bee Line Mural on the sidewalk along Maple Street

Implementation Strategy

Based on community input and planning team analysis, there are seven components to the Implementation Strategy. These are listed on the following pages, with icons for the corresponding Gen H goals that they each advance.

Sample locations of where each component would be pursued in the community are displayed with the corresponding character areas of the Future Land Use and Conservation Map included in the plan (see Figure 4.12 for a full description).

Together, these components describe the City's approach to development and conservation in the years ahead.



Council Member Jennifer Hensley at Comp-versations | City of Hendersonville



Staff reviews plans at a Gen H Open House

Open Space

CONNECT PEOPLE TO THE GREAT OUTDOORS

Work to distribute parks and greenways throughout the community, and connect them to create a linked network of green space.

PROTECT AND RESTORE NATURAL SYSTEMS

Enlarge the tree canopy and enhance natural systems by relocating vulnerable buildings out of the floodplain, restoring stream banks and natural areas, and planting natives.

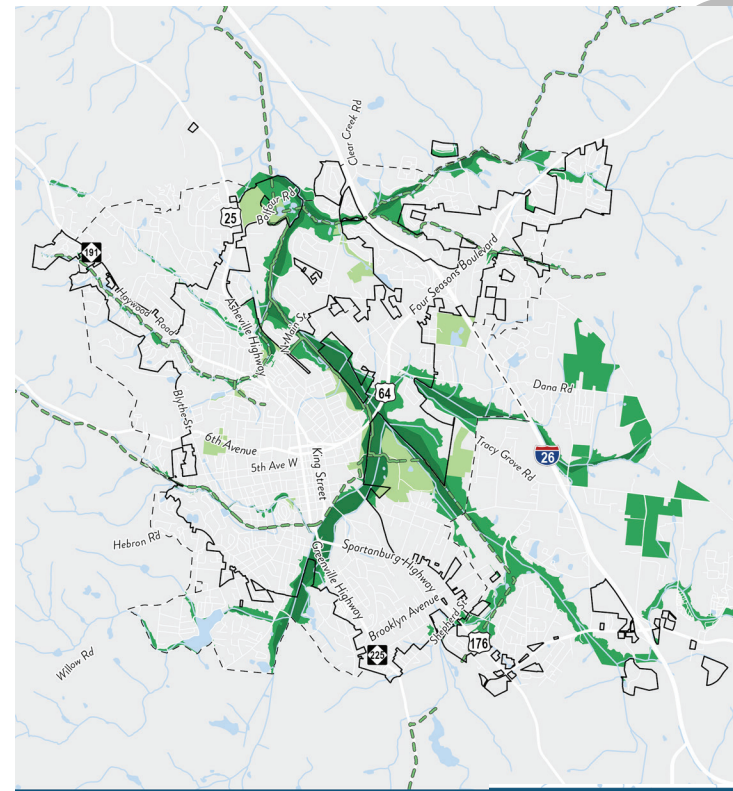


Figure 6.1 - Open Space Map 0 4,500 Feet



Living

ENERGIZE MULTI-PRONGED APPROACH TO AFFORDABLE AND ACCESSIBLE HOUSING

Implement key recommendations from the forthcoming Affordable Housing Strategic Plan to create a multi-pronged approach to providing more housing options.

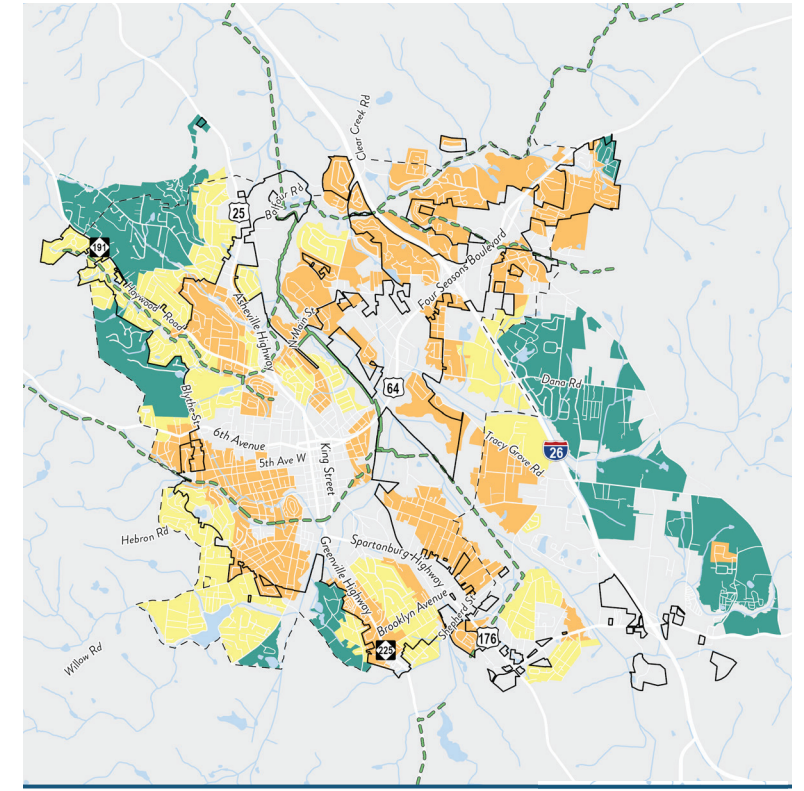


Figure 6.2 - Living Map 0 4,500 Feet

Employment

LEVERAGE PARTNERSHIPS TO PROTECT APPLE COUNTRY

Collaborate with the County and rural farmers to protect the working landscape of farms, forests, and orchards, and guide growth to areas with suitable infrastructure.

CATALYZE SMALL BUSINESS AND INNOVATION

Support creative spaces and provide small-business assistance to help the next generation of creative businesses develop and thrive.

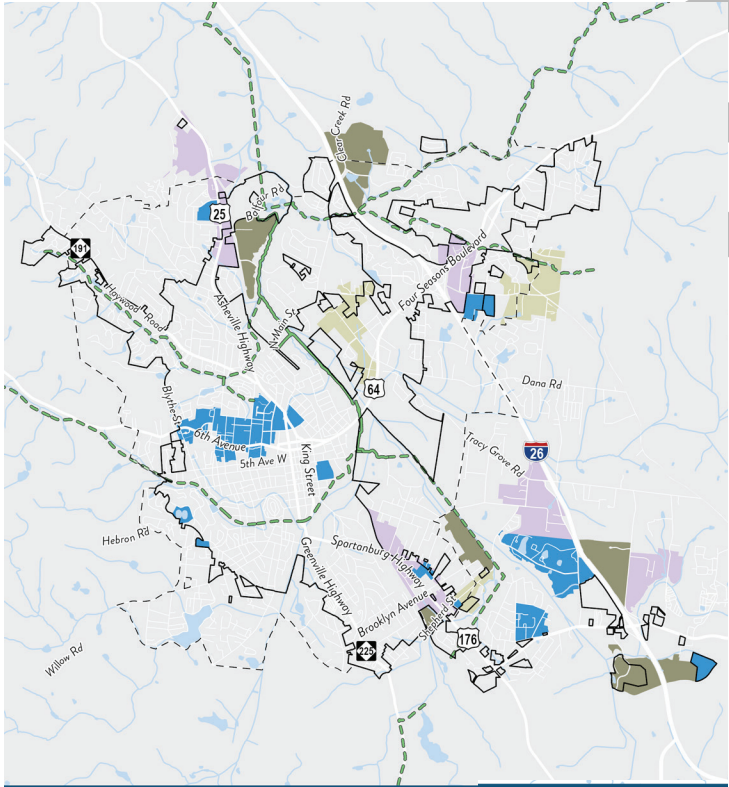


Figure 6.3 - Employment Map 0 4,500 Feet



Activities

TRANSFORM GATEWAYS AND CORRIDORS

Direct new development to aging commercial corridors to remake them as vibrant, walkable, mixed-use centers.

STRENGTHEN COMMUNITY PLACEMAKING

Catalyze neighborhood-guided investment to strengthen the area around 7th Avenue, Downtown, and other locations through authentic placemaking, targeted infrastructure improvements, and resident retention strategies.

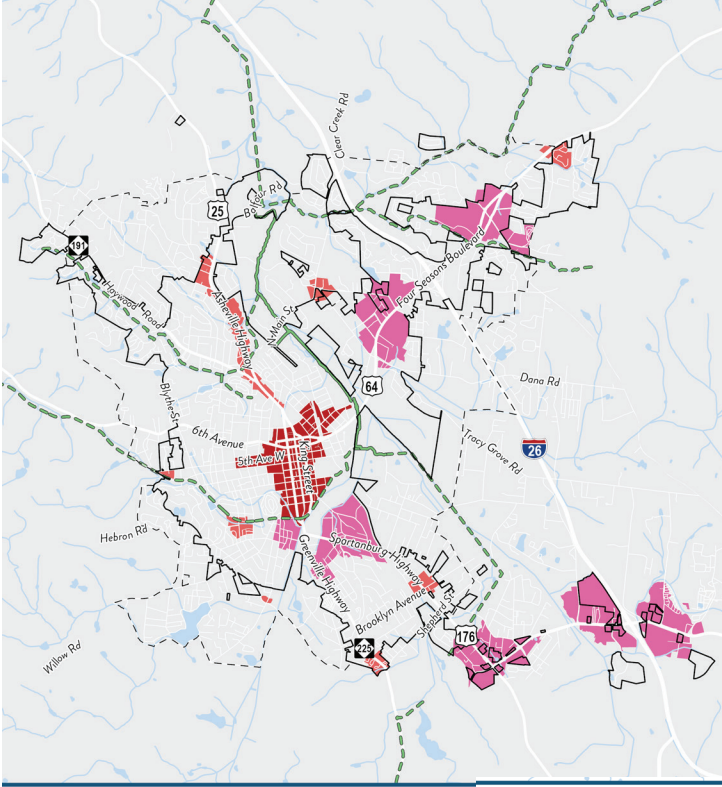
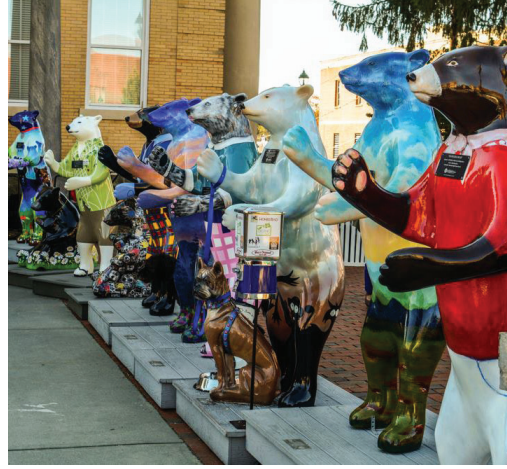


Figure 6.4 - Activities Map 0 4,500 Feet



Implementation Projects

In order to carry out the Implementation Strategy and advance the Gen H goals, objectives, and future land use pattern, the City must implement a variety of projects. To do this, the City can draw upon a toolbox of local government measures available in North Carolina. These include the following:

LOCAL GOVERNMENT PLAN IMPLEMENTATION TOOLBOX:



Ordinances

Requirements for where new development projects can locate and what design standards they must meet.



Public Investments

Parks, streets, greenways, community facilities, and other community improvements funded with public monies.



Programs and Policies

Analysis of specific issues and detailed plans for specific areas in the community to better understand local circumstances and develop a shared path forward.



Follow-Up Studies and Plans

Public initiatives such as a community tree planting program and policies such as how to request neighborhood traffic calming measures.

Customized Tools

The planning team went through a special process to identify and select tools that are well aligned with the Gen H Plan goals, feasible for the City and its partners to carry out, and impactful in advancing the shared community vision described in the plan. Altogether, there are 76 different implementation projects. Together, they form a portfolio of measures that will help the City implement the Gen H Plan in a meaningful and manageable way. The projects have been organized under the 10 Gen H Plan goals to help readers find the strategies that address the issues they care about most. The resulting list is presented on the following pages.

This portfolio represents years, if not decades, of work by City staff. As a result, the planning team has also identified 34 projects within this list as candidates for short-term

action (i.e. for launching within two years of plan adoption), and further delineated these into three categories, with 10 projects identified as highest priority for action, 18 projects as a higher priority for implementation, and six projects that are a high priority for initiation. This list is included in a Short-Term Implementation Projects Table that is separate from the comprehensive plan but is reviewed and adopted by the Planning Board and City Council at the same time as the plan to provide direction to City staff on which projects to work on first. Even this is much more than can be pursued in the short term, but these measures give the City a good pool of potential projects to work on first.

The project prioritization list is a stand alone document that is intended to be flexible as the city grows and changes over the years and is managed by the City.



1. Vibrant Neighborhoods

1.01: Establish neighborhood matching grant program for self-directed improvements

Invite neighborhood organizations and community groups to submit grant proposals to the City to make improvements that they propose such as gateway signage, artwork, local history installations, and improvements to pocket parks.

1.02: Better connect neighborhoods to green space amenities by making public investments and adding code standards in new UDO (Project 4.01)

Strengthen the linkages between residential areas and parks through public improvements such as sidewalks and trails, and development requirements requiring connections.

1.03: Update minimum housing code to reinvent code enforcement to improve dilapidated properties in equitable manner

Revise code requirements to catalyze action to address unsafe conditions and poor maintenance on properties in a way that assists residents with limited resources or fixed incomes.

1.04: Define process for resident-initiated designation of additional local historic districts

Map out procedure for residents to pursue designation of new local historic districts.

1.05: Offer neighborhood conservation overlay district option

Create process for residents to request preparation of development standards that protect the form and character of existing neighborhoods, while allowing for compatible home updates and redevelopment.



Residential neighborhood in Hendersonville, NC | Realtor



2. Abundant Housing Choices

2.01: Utilize existing Mixed Use Zoning Districts to introduce multi-family housing in commercial corridors and redevelopment areas*

Support the production of multi-family housing units in commercial corridors and redevelopment areas through the City's existing mixed use zoning districts to support implementation of the Future Land Use and Conservation Map.

2.02: Implement top projects from Affordable Housing Strategic Plan

Support the production of more affordable housing by implementing the top projects in the City's new Affordable Housing Strategic Plan. Strategies may involve creating a Housing Trust Fund, working with institutional partners and using development standards to catalyze affordable housing development (e.g. expand housing types, incentivize affordable housing, update conditional zoning standards), working with selected neighborhoods (e.g. Green Meadows) to develop a community land trust to protect and develop

affordable housing, studying publicly owned land for use for affordable housing, and assisting property owners as micro developers.

2.03: Explore code provisions in the new UDO (Project 4.01) to diversify housing stock to promote life cycle housing and more neighborhood age diversity

Support the development of neighborhoods with housing for all ages by allowing a broader range of housing types and other development standards in a manner consistent with community character.

2.04: Develop City Land Bank to clear dilapidated properties and promote redevelopment

Create an organization to acquire, stabilize, improve, and resell unsafe and abandoned properties to put them back into productive use.

2.05: Support development proposals that mix subsidized housing with market-rate housing

Encourage mixed-income and market-rate development to boost affordable housing production.



3. Healthy and Accessible Natural Environment

3.01: Update green space protection standards as part of new UDO (Project 4.01) to promote access and prioritize type and quality of green space protected with new development

Develop green space standards for new development that clarify the preferred type and characteristics of land to be protected, and that promote local access to this resource.

3.02: Explore updating floodplain development standards, including increasing freeboard requirements, strengthening redevelopment standards

Review existing floodplain protection requirements for new development and redevelopment against current best practices to identify potential updates to reduce flood risk and damage.

3.03: Integrate Natural Resources requirements in zoning ordinance with floodplain requirements as part of the new UDO (Project 4.01)

Combine the development standards for natural resources and floodplain protection as part of drafting a new Unified Development Ordinance.

3.04: Seek federal and state grants to fund floodplain property buyouts to expand flood storage capacity and increase urban greenspace

Reduce the risk of future property damage and loss of life by acquiring properties damaged by flooding from property owners on a voluntary basis using funding from state and federal sources. This will also increase the flood storage capacity in the floodplain and increase public open space along the rivers and creeks in the community. (Example: [Lyons, CO](#))

3.05: Implement top priorities of Parks & Green Space Master Plan

Improve the local park system by pursuing the top implementation projects called for in the new Parks & Green Space Master Plan.

3.06: Develop urban forestry plan for maintaining and expanding tree canopy

Work systematically to protect and expand the tree canopy in the city by drafting and implementing an urban forestry plan.

3.07: Develop educational program to reduce spread of invasive species and promote native and pollinator plants

Promote the care and planting of vegetation that is adapted to local conditions and representative of the local natural history by conducting a community education program on native plants, including how to reduce the spread of invasive species and plant edible trees/edible landscaping in community landscaped areas and community gardens.

3.08: Support County to update and implement 2010 Henderson County Agricultural Preservation Plan to promote agricultural economic development

Boost local farm economics and the ability to make a living from the land by supporting Henderson County in updating and implementing its Agricultural Preservation Plan.

3.09: Identify and pursue several streambank/stream corridor restoration projects

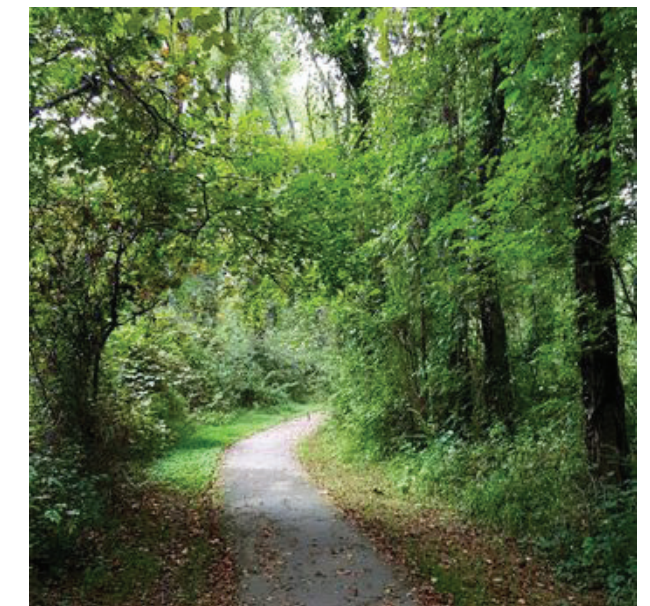
Improve water quality and local stream ecosystems by restoring eroding streambanks and damaged stream corridors.

3.10: Add standards to protect steep slopes

Improve local environmental protection and reduce the risk of landslides by drafting ordinances provisions to protect steep slopes from new development and redevelopment.

3.11: Assist local partners in acquiring conservation easements on sensitive lands (floodplains, creeks, steep slopes, wetlands, etc.)

Protect the community's essential green infrastructure by helping partner organizations acquire the development rights to sensitive natural areas to keep them in conservation uses.



Jackson Park in Hendersonville, NC | Yelp



4. Authentic Community Character

4.01: Create Unified Development Ordinance (UDO) to improve clarity and quality of development standards

Provide a single, integrated set of development standards that is consistent with the new Gen H Comprehensive Plan by drafting a Unified Development Ordinance.

4.02: Codify Downtown Design Guidelines with UDO updates (Project 4.01)

Translate the Downtown Design Guidelines into enforceable standards for new development and redevelopment by integrating them into the new UDO.

4.03: Study entry corridors and other areas as needed for the development of appropriate Design Guidelines in new UDO (Project 4.01)

Improve the appearance and function of entry corridors and other areas by exploring the development of design guidelines for these areas for inclusion in the UDO.

4.04: Update development standards in new UDO (Project 4.01) to catalyze aging commercial redevelopment; consider developing form-based code standards for activity centers

Increase the vitality and utilization of aging commercial areas by preparing updated development standards that promote walkable mixed-use environments. Consider using form-based code standards for these and other activity centers.

4.05: Explore additional Municipal Service Districts (MSDs) and consider merging or expanding current MSDs or using other mechanisms to catalyze downtown redevelopment in the 7th Avenue, Downtown Edge, Lower Trail Head districts, and other key nodes and commercial corridors

Evaluate the creation of new public investment mechanisms including Municipal Service Districts to promote walkable redevelopment in and around downtown, and other key activity nodes and commercial corridors.

4.06: Provide incentives for activation/redevelopment of upper floors in downtown for residential, service, or micro-commercial uses

Increase the vitality of downtown by developing incentives to promote the use of upper floors in downtown buildings.

4.07: Create pedestrian gateways to each neighborhood through safe pedestrian connections utilizing pocket parks and art installations that celebrate local history, character and culture

Enhance neighborhoods and celebrate local history through customized art installations with pedestrian improvements.

4.08: Establish vacant property program as component of revised Commercial Building Maintenance Code and/or Minimum Housing Code.

Improve the maintenance of vacant buildings and catalyze their redevelopment through the creation of a vacant property program.



Main Street in Hendersonville, NC | Our State



5. Safe Streets and Trails

5.01: Implement low-cost projects from 2023 Walk Hendo Pedestrian Plan and begin design on other priority projects in the plan

Work to improve pedestrian safety and convenience by pursuing projects from the new Walk Hendo that the City can currently afford, and begin design on more expensive projects in the plan to use in securing additional funding.

5.02: Seek NCDOT grant to fund targeted updates to Hendersonville Bike Plan

New trail projects and other initiatives such as the Ecusta Trail necessitate an update to the 2017 Hendersonville Bike Plan to reflect a changing bike network. As a result, request grant monies from the N.C. Department of Transportation to fund this work.

5.03: Pass transportation bond to fund top pedestrian and bike projects

Seek authorization from the voters to finance local funding to build priority pedestrian and bike projects.

5.04: Use local funds to leverage state and federal funding for top transportation projects

Use local funding as a match to pursue state and federal funding for transportation projects.

5.05: Develop gateway corridor streetscape plans

Improve the appearance and functionality by preparing streetscape plans for the City's gateway corridors.

5.06: Promote trail-oriented development, guidelines, and standards in new UDO (Project 4.01)

Adopt code provisions to support appropriate development along local trails to serve users and leverage this public investment.

5.07: Continue to develop team approach to coordinate floodplain management, stream restoration, trails, and on-street bicycle and pedestrian facilities.

Integrate work to improve the pedestrian and bicycle network with floodplain management and restoration of riparian corridors

to harmonize these activities and maximize their effectiveness. Utilize utility improvements and road resurfacing projects to assist with this work. 5.08: Continue to utilize local and NCDOT resurfacing projects as an opportunity to improve mobility for all users

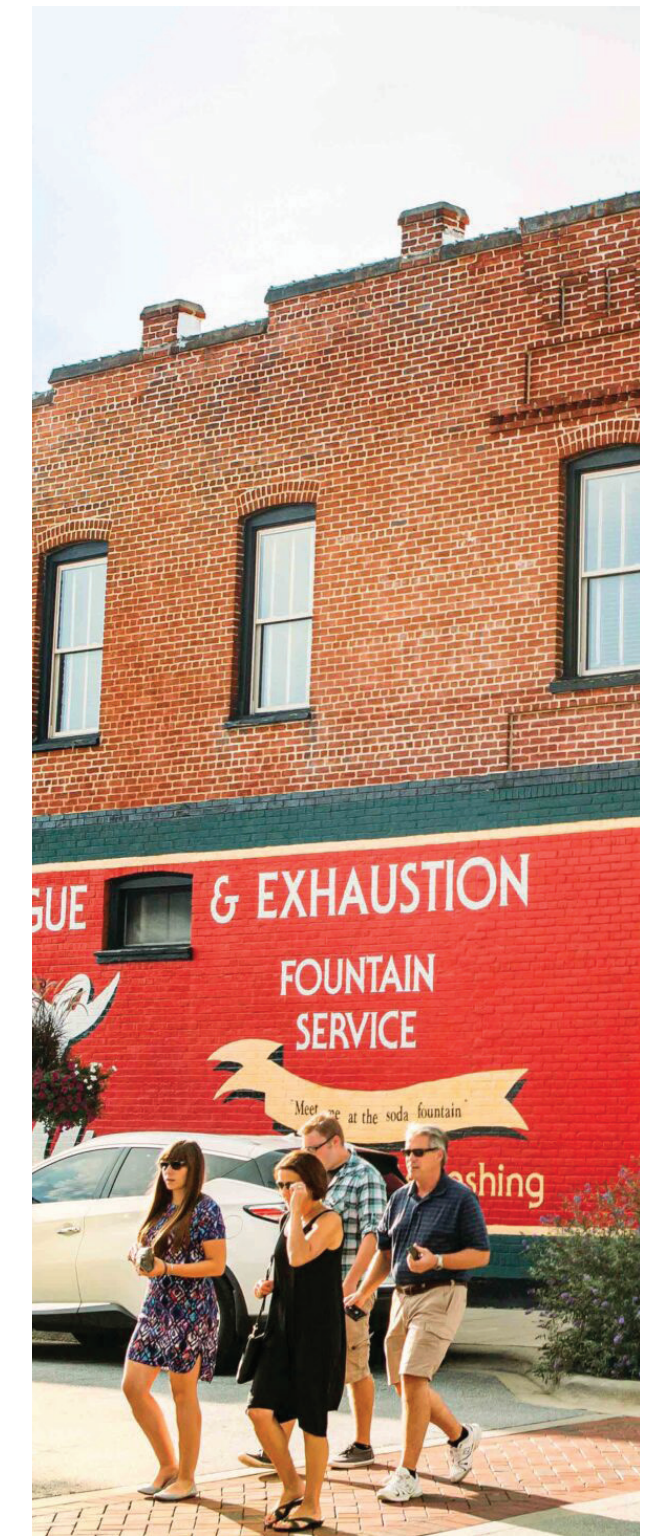
Use resurfacing projects as an opportunity to reconfigure and restripe road rights of way to include safe bicycle and pedestrian facilities.

5.09: Develop City street cross sections that support pedestrian friendly design and traffic calming (i.e. street trees, narrow lanes, chicanes, etc.)

Create standard City street cross sections for construction by the City and by developers that make streets safer for all modes of travel.

5.10: Identify road safety projects to help reduce and eliminate serious accidents and deaths (Corridor Studies, Access Management, Address Congestion Point at 25 & 64)

Coordinate with local, regional, and state partners on infrastructure improvements to create safer streets.



Main Street in Hendersonville, NC | Our State



6. Reliable and Accessible Utility

6.01: Align utility and infrastructure policy/plans with land use plans and with local and state partners

Coordinate land use, utility, and infrastructure planning and policies with partner agencies to advance community goals.

6.02: Explore options to help community pursue renewable energy and energy efficiency improvements

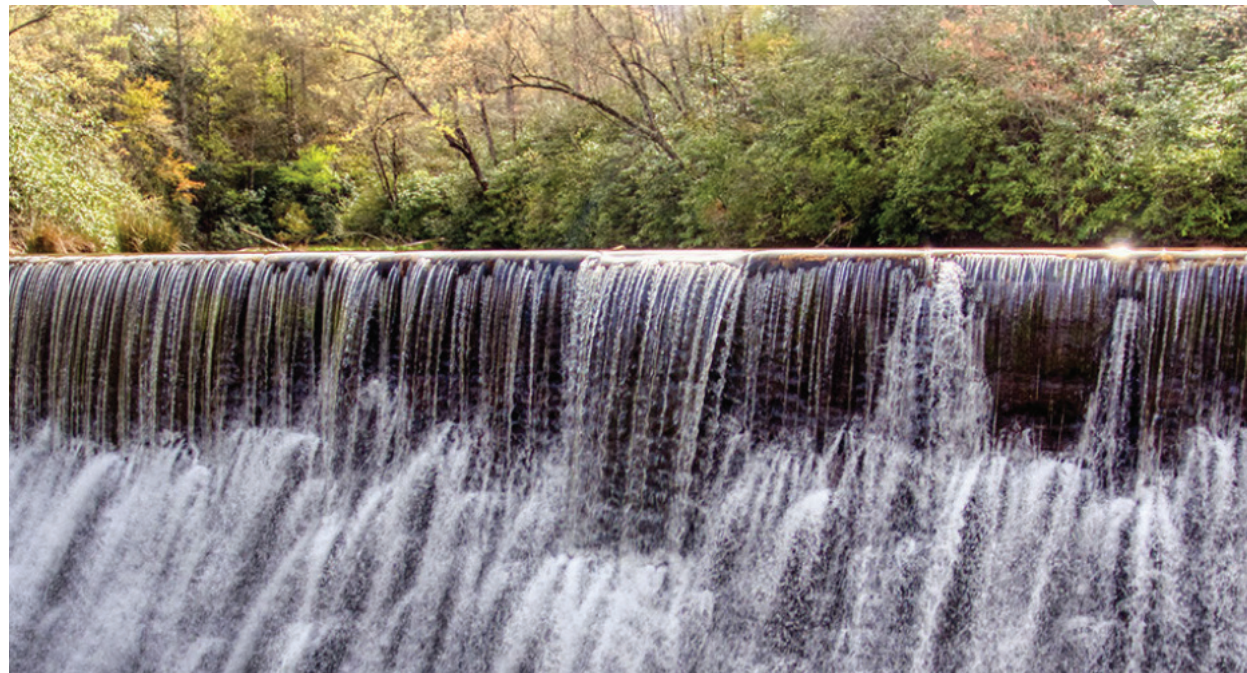
Research ways to increase the use of clean energy as a percentage of overall energy needs, and engage partners on promising options.

6.03: Explore options for funding watershed protection to ensure clean water supply

Research ways to protect water supply by investing resources in watershed protection.

6.04: HVL Team: Add water, wastewater, and stormwater projects

Fund priority utility and infrastructure projects to provide water, wastewater, and stormwater management services.



Hendersonville water supply | City of Hendersonville



Solar panels | Adobe Stock



7. Satisfying Work Opportunities

7.01: Continue to engage business community in business improvement and policy decisions

Continue to hold regular meetings and other activities with members of the local business community to actively involve them in improving local business conditions and related policy questions.

7.02: Encourage property owners to re-imagine their real estate

Engage and incentivize commercial owners in more fully utilizing their property, for example by activating upper floors downtown and introducing residential development and a mix of uses in gateway corridors to create more employment opportunities and greater community vitality. Also, empower residential property owners to become microdevelopers by introducing ADUs, side/backyard lots, duplex additions, etc. as a means of maximizing real estate investment and increasing housing supply.



Upper floor activation in Charlotte, NC | Charlotte's Got A Lot

7.03: Encourage pop-up and micro retail

Support existing and new entrepreneurs by catalyzing small-scale retail opportunities to test business concepts and serve as a stepping stone to growing local businesses.

7.04: Ensure Zoning Code is evolving to permit emerging business opportunities and pop-up/micro arrangements

Track and adjust zoning regulations to support community-friendly business opportunities and catalyze small-scale businesses to create more employment and build local enterprises.

7.05: Use Downtown Opportunity Fund as test case for possible expansion outside downtown

Leverage experience with the Downtown Opportunity Fund to potentially assist businesses throughout the community.

7.06: Work with Henderson County Partnership for Economic Development to support appropriate industrial development including ensuring adequate land zoned for this use

Support desired industrial development by coordinating with the Economic Development Partnership and zoning adequate land.



Micro retail in Charlotte, NC | Only In Your State



8. Welcoming and Inclusive Community

8.01: Support local partners to host cultural festivals and celebrate community diversity

Celebrate different traditions by supporting local partners in conducting community festivals and other events.

8.02: Expand community events to add retail promotion events

Work with local business owners to hold events that feature their products and services and invite customers to the community.

8.03: Establish program to connect business owners and entrepreneurs with state and federal grant and loan opportunities for business development

Help local businesses tap state and federal resources to build their enterprises. Continue efforts of the Downtown Opportunity Fund program (7.05).

8.04: Encourage development of entrepreneur assistance program

Work to catalyze and support local businesses by assisting in the creation of small-business development initiative. Continue efforts of the Downtown Opportunity Fund program (7.05).

8.05: Develop robust business recruitment and retention program, incorporating existing small business training and new business outreach efforts and materials

Build on existing efforts to attract and retain new businesses to serve the community.

8.06: Complete ADA transition plan

Finish the strategy for improving accessibility in the community.

8.07: Implement top projects in ADA transition plan

Make the community more welcoming to residents and visitors with disabilities by pursuing the top projects identified in the ADA transition plan.

8.08: Encourage partners to explore possible food hall that celebrates community diversity through food

Support the vending of food from different cultures in a food hall format to celebrate local diversity. (Example: [Fletcher, NC](#))

8.09: Explore certification as an autism/sensory friendly community

Build on existing assets such as St. Gerard House and educational amenities downtown like the Hands On! Children's Museum and the Aquarium & Shark Lab by Team ECCO to explore certification as an autism/sensory friendly community.

8.10: Develop Citizens Academy to build local leadership and civic participation

Establish a program to teach people about how government and other civic organizations work and build their leadership skills.

8.11: Develop City youth internships, apprenticeships, and civic participation opportunities

Support youth engagement and skill-building by offering internships, apprenticeships, and community involvement opportunities.

8.12: Support community partners to develop youth activities

Help partners provide more opportunities for productive outlets for energizing young people.

8.13: Support community partners in developing multi-generational program for senior adults and youth partnerships

Help civic organizations connect the young and the old for the benefit of each.

8.14: Work with County and Aging Coalition to identify and address action plan to address needs of aging population

Work to make the community more age friendly by helping partners implement targeted action plan.



Holiday celebration in Downtown Hendersonville, NC | Visit Hendersonville, NC



9. Accessible and Available Community Uses and Services

9.01: Continue to consider access and equity in development of service master plans (e.g. parks plan, Walk Hendo plan)

Work to make City systems more accessible and equitable by continuing to include these considerations in the development of service master plans.

9.02: Continue to identify additional opportunities to consistently provide accessible meetings and public participation

Work to increase public engagement and involvement by finding additional ways to make public meetings and activities accessible.

9.03: Conduct cost-benefit/co-benefits analysis to see which public investments would deliver the most value

Use analytical tools to evaluate the community benefits of future public investments.

9.04: Explore joint use opportunities to maximize public facility infrastructure (utilizing schools, places of worship, etc.)

Evaluate the potential to leverage existing public and civic facilities to help meet community demand for services such as recreation, senior activities, and community programs.

9.05: Continue to explore smart cities technologies to make selected improvements to service delivery

Develop tools and processes such as vendor demos and pitch and pilot events to evaluate the potential of new technologies to improve local services.

9.06: Support opportunities to strengthen local wrap around services for community members experiencing homelessness, mental illness, substance abuse, domestic abuse, and other issues

Help improve social service delivery by supporting provision and coordination of integrated solutions and assistance.



10. Resilient Community

10.01: Prepare Community Readiness Plan

Help the community manage future disruptive events like the COVID-19 pandemic by preparing a special plan to increase its readiness and resilience.

10.02: Develop Community Emergency Response Teams (CERT) to help with community preparedness

Create and train a corps of local volunteers to assist during natural disasters and other disruptive community events.

10.03: Continue to promote City fiscal health by extending time horizon on CIP and staffing plan

Continue to look into the future to plan and manage staffing and infrastructure costs by extending the time horizon on the City's capital improvements plan and staffing plan.

10.04: Explore payment in lieu of taxes for tax exempt property owners

Support improved service delivery for all community members by evaluating manageable and meaningful revenue contribution opportunities from those that are currently tax exempt.

10.05: Implement projects in 2024 Sustainability Plan

Reduce the City's environmental footprint by implementing actions from the Sustainability Strategic Plan to reach greenhouse gas reduction goal (specified in plan).

10.06: Support County in implementing top projects from 2025 South Mountains Regional Hazard Mitigation Plan, once it's updated

Improve regional readiness and resilience to respond to natural hazards by helping the County implement the regional hazard mitigation plan.

10.07: Explore and advocate for additional revenue options, like 1/4-cent sales tax, grants, and loans

Identify and pursue new revenue sources to help provide local public services.

10.08: Conduct analysis to ensure full alignment of adopted City plans

Help make sure all of the City's adopted plans are working together in a coordinated manner by analyzing their consistency.

Short-Term Project List

The Community Advisory Committee (CAC) and a Staff Leadership Team reviewed the proposed list of short-term projects and provided input, which is summarized below. A comparison of the projects that received the most votes from the CAC and Staff Leadership team with those identified as priorities by the planning team can help inform the City’s selection of short-term projects to work on moving forward.

QUESTIONS	RESPONSES			Planning Team
	CAC	Staff Leadership	TOTAL	
Top Goal				
2. Abundant Housing Choices	8	6	14	
5. Safe Streets and Trails	2	4	6	
3. Healthy and Accessible Natural Environment	1		1	
1. Vibrant Neighborhoods	1		1	
4. Authentic Community Character		3	3	
10. Resilient Community		2	2	
6. Reliable and Accessible Infrastructure		2	2	
9. Accessible and Available Community Uses and Services		1	1	
Total	12	18	30	
Q1 -- Vibrant Neighborhoods				
Update minimum housing code to reinvent code enforcement to improve dilapidated properties in an equitable manner (#1.03)	7	11	18	S-1
Establish neighborhood matching grant program for self-directed improvements (#1.01)	5	2	7	S-3
Better connect neighborhoods to green space amenities by making public investments and adding code standards in new UDO (#1.02)	2	4	6	S-2
Total	14	17	31	
Q2 -- Abundant Housing Choices				
Implement top projects from Affordable Housing Strategic Plan (#2.02)	8	3	11	S-2
Develop City Land Bank to clear dilapidated properties and promote redevelopment (#2.04)	4	6	10	S-3
Utilize existing Mixed Use Zoning Districts to introduce multi-family housing in commercial corridors and redevelopment areas (#2.01)	2	8	10	S-1
Explore code provisions in new UDO to diversify housing stock to promote lifecycle housing and more neighborhood age diversity (#2.03)		1	1	S-2
Total	14	18	32	
Q3 -- Healthy and Accessible Natural Environment				
Implement top priorities of Parks & Green Space Master Plan (#3.05)	6	14	20	S-3
Integrate Natural Resources requirements in HML ordinances with floodplain requirements as part of new UDO (#3.03)	6		6	S-1
Develop urban forestry plan for maintaining and expanding tree canopy (#3.06)	2	1	3	S-2
Update green space protection standards as part of new UDO to promote access and prioritize type and quality of green space protected with new development (#3.01)		2	2	S-2
Total	14	17	31	

QUESTIONS	RESPONSES			Planning Team
	CAC	Staff Leadership	TOTAL	
Q4 -- Authentic Community Character				
Establish vacant property program as component of revised Commercial Building Maintenance Code (#4.08)	8	4	12	S-1
Update development standards in new UDO to catalyze aging commercial redevelopment; consider form-based code standards for activity centers (#4.04)	2	4	6	S-2
Study entry corridors and other areas as needed for the development of appropriate Design Guidelines in new UDO (#4.03)	2	5	7	S-2
Create Unified Development Ordinance (UDO) to improve clarity and quality of development standards (#4.01)	2	3	5	S-1
Codify Downtown Design Guidelines with UDO updates (#4.02)		1	1	S-2
Total	14	17	31	
Q5 -- Safe Streets and Trails				
Implement low-cost projects from 2023 Walk Hendo Pedestrian Plan and begin design on other priority projects in plan (#5.01)	6	1	7	S-2
Continue to utilize local and NCDOT resurfacing projects as an opportunity to improve mobility for all users (#5.08)	5	3	8	S-1
Develop City street cross sections that support pedestrian-friendly design and traffic calming (#5.09)	3	9	12	S-1
Continue to develop team approach to coordinate floodplain and stream restoration, utility improvements and street resurfacing projects with new off-street multi-use trails and on-street bicycle and pedestrian facilities. (#5.07)		3	3	S-1
Promote trail-oriented development guidelines and standards in new UDO (#5.06)		1	1	S-2
Total	14	17	31	
Q6 -- Reliable and Accessible Utility Services				
Align utility and infrastructure policy/plans with land use plans and with local and state partners (#6.01)	11	7	18	S-1
Pursue priority water, wastewater, and stormwater projects (#6.04)	2	10	12	S-2
Total	13	17	30	
Q7 -- Satisfying Work Opportunities				
Use Downtown Opportunity Fund as test case for possible expansion outside downtown (#7.05)	7	5	12	S-2
Continue to engage business community in business improvement and policy decisions (#7.01)	7	12	19	S-2
Total	14	17	31	
Q8 -- Welcoming and Inclusive Environment				
Encourage development of entrepreneur assistance program (#8.04)	6	1	7	S-3
Develop Citizens Academy to build local leadership and civic participation (#8.10)	5	10	15	S-2
Complete ADA transition plan (#8.06)	3	7	10	S-1
Total	14	18	32	
Q9 -- Accessible and Available Community Uses and Services				
Continue to consider access and equity in development of service master plans (e.g. Parks Plan, Walk Hendo Plan) (#9.01)	10	7	17	S-2
Continue to explore smart cities technologies to make selected improvements to service delivery (#9.05)	4	9	13	S-2
Continue to identify additional opportunities to consistently provide accessible meetings and public participation (#9.02)	* Collected during draft review*			S-2
Total	14	16	30	
Q10 -- Resilient Community				
Conduct analysis to ensure full alignment of adopted City plans (#10.08)	7	11	18	S-2
Other?	5	2	7	
Total	12	13	25	

Figure 6.5 Short Term Project List

Operational Policies

In addition to specific projects, the City will also emphasize the importance of a number of operational policies that are needed to fully utilize the Gen H Comprehensive Plan and make sure that it informs community decisions in the years ahead. These include the following:

A. Touchstone for Decision Making:

Make consultation of the Gen H Comprehensive Plan by the elected and appointed boards, City staff, and community partners a systematic practice when making public and private decisions, especially regulatory revisions, public investments, and land use and infrastructure policy decisions.

B. Staff Collaboration: Emphasize the importance of collaboration by all City departments in supporting the implementation of the Gen H Comprehensive Plan.

C. Plan Alignment: Review adopted plans for alignment with the comprehensive plan and with each other.

D. Annual Progress Report: Track progress in implementing the Gen H Comprehensive Plan by providing an annual update to the City's upper management and elected and appointed boards on implementation projects pursued over the past year and ones planned for the coming year. Discuss implementation progress, any project adjustments and course corrections that are appropriate, and resources needed moving forward.

E. Regular Updates: Maintain the Gen H Comprehensive Plan as a living document by making regular updates to reflect evolving community conditions and policy perspectives, with a more extensive update at least every five years, and a full update every ten years.

Using the *Implementation Strategy*, *Implementation Projects*, and *Operational Policies* outlined in this chapter, the City will work systematically to implement the Gen H Comprehensive Plan and advance the shared community vision that it embodies on the ground.

In so doing, it will improve the lives of current and future residents and community stakeholders, and make Hendersonville an even better community in the Southern Blue Ridge Mountains in the years ahead.



Bearfootin' 2024 Bear Reveal in Hendersonville, NC