

FY
25



City of Hendersonville Strategic Plan

Updated: July 24, 2024





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Vision & Mission



Vision

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

Mission

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



Fiscal Year FY25 Report

Planting the Seeds for Hendersonville's Future

Organizational Focus Areas

The City maintains six focus areas drafted and approved by the City Council in 2014.





Organizational Focus Areas

Economic Vitality. Hendersonville is a welcoming place for all businesses and promotes growth-encouraging policies.

Strong Partnerships. Hendersonville develops strong partnerships with residents, government agencies, non-profits, and visitors to ensure effective two-way communication.

Sound Infrastructure. Hendersonville constructs and maintains efficient and accessible roads, sidewalks, and greenway trails – extending connectivity. Hendersonville provides high quality water and wastewater services and protects natural resources – ensuring capacity for sustainable growth.

Numerous Amenities. Hendersonville advances the beauty, diversity, and well-being of western North Carolina by supporting the community's ability to provide educational, recreational, and cultural activities, events, and programs for all residents and visitors.

Great Public Services. Hendersonville provides high quality customer service – enhancing the health, safety, and quality of life for citizens and visitors.

Financial Sustainability. Hendersonville supports fiscal policies and controls that ensure the long-term financial health and responsiveness of the City to unforeseen challenges and opportunities. Hendersonville promotes the responsible management of public resources to ensure efficient and effective delivery of quality services.

City Council Values



In 2021, City Council Members determined a set of values that will be the foundation of decision-making. These values will guide the important work done to achieve the goals the Council has established.

The City of Hendersonville believes municipal government should be non-partisan.

- Political affiliations are not productive to solving problems of local communities.
- City leaders and staff must lead by example and meet regularly with people who have different points of view.
- City leaders and staff must maintain an awareness of local, state, and national political trends but must lead the City in a manner that serves all community members.

The City of Hendersonville values open, transparent communication and trust with the community and each other.

- The City will openly communicate with the public and each other to ensure information about services, policies and programs are available to all.
- The City will build trust through ethical and transparent leadership.
- The City will share information and solicit feedback prior to the implementation of new programs and policies.
- The City will be open to concerns and comments from all stakeholders and will ensure the community can easily speak to leaders without fear of retribution/embarrassment.

City Council Values



The City of Hendersonville believes community members expect services to be delivered at a high level.

- The City will deliver services at a high level to make people feel their taxes and fees are being used effectively and to encourage others to live in our community.
- The City will deliver services in a manner that ensures the safety of the community.
- The City will deliver services in a manner that limits the disruption of our community members' daily lives to the greatest extent possible.

The City of Hendersonville values all community members through promoting diversity, equity, and inclusion.

- The City must evaluate all laws, policies, and rules to ensure that they can be implemented and enforced in a fair and equitable manner.
- The City must evaluate all current and future programs, projects, or initiatives to ensure they build a culture where differences are valued.
- The City must ensure that leaders and staff consistently work to build trust and positive relationships throughout our entire community.

The City of Hendersonville believes environmental sustainability is critical to preserving the community for future generations.

- The City will evaluate the environmental sustainability of all projects and programs while maintaining a solid relationship with residential and business development.
- The City believes that it is our responsibility to protect all our natural resources and the environment through the implementation of sustainable and responsible projects.
- The City must lead by example by evaluating all city operations to ensure they protect or repair the natural environment and are environmentally sustainable.

City Council Values



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

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

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

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

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

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



City Council Goals

On March 15, 2023, City Council developed an updated list of goals for the City of Hendersonville. Council Members devised a plan for the City's future growth and strategized on working through competing interests and decision-making points. The list was clarified by City Council with final FY25 ranked goals listed below:

- Rank #1 - Public Safety (PS)
- Rank #2 - Compensation, Benefits, and Staff Development (CB)
- Rank #3 - Strong Infrastructure (SI)
- Rank #4 - Strategic Housing Plan (HP)
- Rank #5 - Growth Management & Community Character (GCC)
- Rank #6 - Invest in Parks (PKS)
- Rank #7 - Enhance Sustainability Citywide (SUS)
- Rank #8 - Transportation Planning (TP)
- Rank #9 - City Boards & Volunteers (BV)
- Rank #10 - Support Downtown Businesses (DTB)





Using the Report

The goal areas noted on the following pages summarize the conversation among City Council members and staff. We continue to enhance our programs and services in the FY25 budget and will refine and reprioritize the goal areas with additional City Council feedback from their 2026 planning retreat and budget workshop. Staff will use the goals, values, and big-picture ideas identified by City Council as direction moving forward.

Goal Organization & Coding:

[Fiscal Year | Goal Identifier | Strategy Lettering]

Example:

25.PS.a = [FY 25 | Public Safety | Enhance Downtown Safety Program]

Each goal contains a FY25 Overview chart with a status update and informational notes.

Status Update Categories



Seed

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



Seedling

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



Sapling

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



Tree

Goal has been achieved and is ready to be celebrated.



Public Safety

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

Goal Identifier = PS

Public Safety



Bearing Fruit

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

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










Future Planting

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

Public Safety



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



Compensation, Benefits & Staff Development

Since the City Council set a compensation philosophy in its pay and classification study in 2021, the City has made strides to become a leader in fair and competitive compensation and benefits for staff. Milestones have included setting compensation at the 75th percentile of the regional market, and large increases in the salary base. Additionally, City Council increased wages across the board known as a process of range penetration to negate impacts from salary compression with existing employees. Affordability headwinds continue to create difficulties in providing a living wage to City employees combined with high inflation and housing costs. City Council made tough decisions to tighten capital spending and increase the tax rate to provide a 5% Cost of Living Adjustment (COLA) to all employees with an additional 5% for sworn law enforcement and firefighters to remain competitive with other agencies. A new pay and performance program is on the horizon in the next fiscal year.

Goal Identifier = CB

Compensation, Benefits & Staff Development



Bearing Fruit

- Implemented a 3% Increase in the Pay Scale and COLA
- Entry Level Pay (probation completion) was set at \$17.89 Per Hour in FY24
- Career Ladders were completed for all departments
- Enhanced Training Opportunities provided through Increased Budget
- Increased Merit Pay Differentials








Future Planting

- Identify a Local Living Wage Approach to keep pay competitive
- Explore funding strategies to increase the employee 401k match and participation
- Staff training, defining procedure/policy for new Performance Pay Program
- Study varying daycare assistance options for staff, explore partner agencies and organizations, and identify funding strategies



Compensation, Benefits & Staff Development

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



Strong Infrastructure

Strong infrastructure, in water & sewer, stormwater, facilities, and technology, create the foundation for quality service delivery to residents and customers. As 100-year milestones have been achieved in quality water service delivery, City departments are not slowing down and tackling ambitious projects including a fourth water intake on the French Broad River, Water Treatment Plant Expansion, infrastructure master planning work and much more.

Goal Identifier = SI

Strong Infrastructure



Bearing Fruit

Although this goal area was not specifically codified in earlier strategic planning efforts, the Public Services Department has robust capital improvement plans in place. Some recent accomplishments include:






- Completion of the Etowah Water Improvements Project including a 500,000 gallon water tank, booster pump station, and nearly 15,000 feet of water mains
- Northfork Reservoir Dredging Project Completion to improve water storage capacity at a water intake in Pisgah National Forest
- Water & Sewer Rate and System Development Fee Study completed and approved for implementation beginning in January 2025
- 100th Anniversary of Hendersonville's water system celebrated

Future Planting

- Developing key performance indicators for the inflow and infiltration crew, utilizing the collection system master plan to guide resource deployment, and completing improvement projects at the headworks of the wastewater plant
- Completing design, bidding, and construction of the water treatment plant expansion and issuing a revenue bond to fund the project
- Completing the update to the collection system master plan and present completed projects in a digestible manner for the public
- Finishing the stormwater master plan to identify project priorities and continue raising revenues to meet the project funding needs
- Bidding and performing preservation construction on the brick/mortar, roof, and staircases of City Hall, 3rd floor improvements, and finalizing the first-floor project, including the installation of new windows to match historical openings






Strong Infrastructure

Goal	Status	Notes
25.SI.a Reduce Sanitary Sewer Overflows (SSOs)	Seedling 	Goals include developing key performance indicators for the inflow and infiltration crew, utilizing the collection system master plan to guide resource deployment, and complete improvement projects at the headworks of the wastewater plant.
25.SI.b Expand Water Treatment Plan to 15 MGD	Sapling 	Goals include completing design, bidding, and construction of the water treatment plant expansion and issuing a revenue bond to fund the project.
25.SI.c Continue Treatment, Distribution, and Collection Master Plan Updates	Sapling 	Goals for FY25 include completing the update to the collection system master plan. Additional goals include updating plans by tracking completed projects and presenting them in a digestible manner for the public.
25.SI.d Dedicate Funding for Stormwater Master Plan Projects	Seed 	Goals include completing the stormwater master plan, identifying project priorities, and continue raising revenues to meet the project funding needs. Future goals include issuing a master revenue bond indenture for the stormwater fund.
25.SI.e Complete Investments and Preservation Improvements at City Hall	Seedling 	Goals include bidding and performing preservation construction on the brick/mortar, roof, and staircases of City Hall, 3rd floor improvements, and finalizing the first-floor project, including the installation of new windows to match historical openings.



Strong Infrastructure

Goal	Status	Notes
25.SI.f Identify Plan and Funding Sources for ADA Transition Plan Improvements	Seed 	Goals include identifying a funding and execution strategy for addressing the needs identified in the ADA transition plan.
25.SI.g Improve 375k sq. ft. of Street Conditions Annually Through 2028 to Improve PCI score by 5%	Seed 	Goals are to continue funding a street program to repave a portion of City streets on an annual basis. The City should allocate funding on a resurfacing goal, currently proposed at 375,000 sq. ft. per year. This could also be considered as a number of miles of streets in order to develop an every (10, 15, 20...) year rotation.
25.SI.h Develop Facilities Maintenance Master Plan	Seed 	Goals include developing asset inventories and maintenance master plans for all city facilities.



Strategic Housing Plan

The development of a strategic housing plan is underway. Funding for the plan development was secured through a Dogwood Health Trust grant and the City will work with a variety of stakeholders and organizations to develop the plan. With direction from the Strategic Housing Plan Steering Committee, the City will partner with the UNC School of Government Development Finance Initiative to assist in site identification as a portion of the plan.

Goal Identifier = HP

Strategic Housing Plan



Bearing Fruit

- Created Strategic Housing Steering Committee
- \$100k Grant Received from Dogwood Health Trust for Strategic Housing Plan
- 681 Units Started an Application in 2023 (66% are Inactive)
- 951 Units that Started an Application in 2022 are Under Construction
- 43 Affordable Age 5 and Up Units are Under Construction
- 80 Affordable Entitled Units are Awaiting Final Site Plan
- 60 Affordable Units are Under Review of the Planning Board
- 132 Mixed Affordable/Workforce/Market Units have Submitted Final Site Plans
- City Staff Regularly Maintain and Update the City's [Housing Dashboard](#)
- Water and Sewer Lifeline Rate Established
- Affordable Housing Summit and stakeholder workshops led by nationally renowned housing strategist, Shane Phillips, offered to the region as a kick-off for the plan's development






Future Planting

- Continue to Update the Housing Dashboard and Build Out More Customer Friendly Pages
- Adopt the Strategic Housing Plan
- Identify an Affordable Housing Annual Goal
- Define Legal Parameters for Housing Incentives
- Establish Housing Authority Powers




Strategic Housing Plan



Goal	Status	Notes
<p>24.HP.a Complete Strategic Housing Plan Including Stakeholder Input</p>	<p>Seedling </p>	<p>A timeline has been presented to the strategic housing committee for adoption of the plan. Steps include (1) educating the committee and the community about affordable and workforce housing, including factors contributing to the needs for more housing, policy strategies to encourage or even require affordability, bricks and mortar solutions, including public and private partnership, and legal issues that may contribute to the need for affordable housing; (2) Gathering public and stakeholder input; (3) Field visits and studies of what has and has not worked in other communities; (4) contracting with the Development Finance Initiative (DFI) to conduct a needs assessment and study the public/private partnership options for brick and mortar solutions, and finally; (5) Formulation and adoption of the plan. The goal for adoption is May of 2025. Shane Phillips was brought in as a speaker for a housing forum kick-off in May.</p>
<p>24.HP.b Incentives for Developers</p>	<p>Seed </p>	<p>Both policy and funding incentives are being studied to determine their effectiveness towards the creation of affordable and workforce housing.</p>
<p>24.HP.c More Affordable Housing</p>	<p>Seedling </p>	<p>Both policy and funding initiatives are being studied to determine strategies to increase the availability of affordable housing, including but not limited to encouraging more housing in general to promote upward migration in housing.</p>

Strategic Housing Plan



Goal	Status	Notes
24.HP.d Workforce Housing	Seedling 	Both policy and funding initiatives are being studied to determine strategies to increase the availability of workforce housing, including but not limited to encouraging more housing in general to promote upward migration in housing.
24.HP.e Resolution for Housing Authority Powers	Sapling 	This will be included as a strategy and action step in the action plan.
24.HP.f Housing at all Price Points	Seedling 	951 units were considered in the 2023-24 application year, 50 of which were utilizing low-income tax credits. The Strategic Housing Plan and housing committee will help further define this goal. Policy initiatives are being studied to increase housing at all price points as part of the Strategic Housing Plan adoption process. Studies have indicated that having ample housing units at all price points contribute to the availability of both affordable and work force housing.



Growth Management & Community Character

City staff along with the Bolton & Menk consultant team are in the final phase of the Gen H Comprehensive Plan development process with final adoption expected in August of 2024. This plan will build upon the existing 2030 plan while updating and expanding the policy framework for a 20+ year planning horizon. Following plan adoption, work will begin on the implementation strategies developed by the Gen H consultants and City Staff.

Goal Identifier = GCC

Growth Management & Community Character



Bearing Fruit

- Finalization of Comprehensive Plan Consultant Contract
- Establishment of the Community Advisory Committee and holding 6 CAC meetings
- Multiple community surveys (Kick-off survey, Student survey, Neighborhood canvassing survey, Open House survey, Draft Plan survey)
- Take Away Meeting Kits provided to community groups
- 20+ Stakeholder Discussions & 6 Round Table Discussions
- 50+ Community presentations & pop-up events including 2 open houses, 5 Council Comp-versations, School presentations, survey assistance tables & more
- 2 Policymaker workshops and individual Council member meetings
- Development of draft Vision Statement, Goals & Objectives, Big Ideas, Vacant & Underutilized Land Maps, Sustainability Analyses, Character Areas, Growth Option Scenarios
- Drafting a Downtown Master Plan and four focus area studies
- Market analysis report and economic development strategies
- Drafting of Implementation Priorities
- Drafting of final Comprehensive Plan for Adoption

Future Planting

- Adoption of the Gen H Comprehensive Plan and begin implementation strategies
- Begin process of Unified Development Ordinance Update by defining funding source for plan development and begin drafting ordinance updates in conjunction with the strategic housing plan and comprehensive plan adoptions
- Utilize the Downtown Master Plan as the foundation for right height and style guidelines as well as form-based code





Growth Management & Community Character



Goal	Status	Notes
24.GCC.a Right Density	Seedling 	The comp. plan identifies areas suitable for density. The plan will be considered by Council at a public hearing in July 2024 followed by adoption in the following month(s). The density areas will be further defined through a unified development ordinance in future years.
24.GCC.b Support Density for Affordability	Seedling 	Further definition of 24.GCC.a will help identify strategies for density bonuses associated with affordability and market rates. The strategic housing plan will have influence and strategies for this goal.
24.GCC.c Right Height	Seedling 	The Downtown Master Plan will lay the foundation for right height guidelines. The plan will be considered by Council at a public hearing in July 2024 followed by adoption in the following month(s).
24.GCC.d Develop Style Guidelines/Overlays	Seedling 	The Downtown Master Plan will lay the foundation for style guidelines. The plan will be considered by Council at a public hearing in July 2024 followed by adoption in the following month(s).
24.GCC.e Pursue Form Based Code	Seedling 	The Downtown Master Plan will lay the foundation for form-based code guidelines. The plan will be considered by Council at a public hearing in July 2024 followed by adoption in the following month(s).

Growth Management & Community Character



Goal	Status	Notes
24.GCC.f More By-Right Development	Seedling 	The comp. plan will define what we desire in certain areas of the City. More by-right development areas will be further defined through a unified development ordinance in future years.
24.GCC.g Look for Other Commercial Centers	Seedling 	The comp. plan has identified underutilized properties as well as scoring commercial suitability of parcels. Staff are also looking at areas for public investment (parks, infrastructure, etc....) that will help encourage commercial development. The Downtown Master Plan has identified an expansion of the community's downtown footprint, identified as the Lower Trailhead character district.
25.GCC.h Complete Comprehensive Plan	Sapling 	Finalize the 2045 comprehensive plan update with adoption in August or September.
25.GCC.i Start Unified Development Ordinance Update	Seed 	Goals are to define funding source for plan development, solicit proposals for development, and begin drafting ordinance updates in conjunction with the strategic housing plan and final comprehensive plan adoption.



Invest in Parks

City Staff are working diligently to craft and finalize the Parks and Greenways Master Plan with adoption expected in the fall of 2024. This document will be the critical guide to achieving the areas outlined in this City Council priority focus area. In the immediate coming fiscal year, City Staff will work on finalizing a list of projects to be considered in a parks general obligation bond. City Staff will also continue working on a level of service model for City Council's consideration to further define the expectations of the Parks Department in the future.

Goal Identifier = PK



Invest in Parks

Bearing Fruit

- Presented First Draft of Parks/Greenways Plan
- Installed Bike Racks with the FS#1 and Edwards Park Projects and City Operations Center
- Completed Conceptual Designs for S. Main St. Park and Lane Improvements for Bicycles
- Dedicated \$40k per Year for Oakdale Cemetery Improvements
- Opened the Reimagined Edwards Park and Laura E. Corn Mini-Golf
- Utilized Wayfinding Sign Branding to Standardize New Signs on Main St. and at Edwards Park
- Construction Started on Berkeley Disc Golf Course
- Clear Creek Greenway Design 70% Complete
- Henderson County Commenced Construction of the Ecusta Trail
- Sullivan Park Stream Naming (Brooklyn Creek) and Restoration Project Bid









Future Planting

- Adopt the Parks and Greenspace Master Plan
- Finalize the Above the Mud Greenway Study
- Construct the Clear Creek Greenway
- Add bike racks for the Ecusta Trail
- Identify funding sources for the Splash Pad and continue to collaborate with the Kiwanis Club
- Complete the Pickleball and Tennis Court Installation at Patton Park



Invest in Parks



Goal	Status	Notes
24.PK.a Issue a Parks Bond	Seedling 	Currently awaiting completion of the Parks and Greenspace Master Plan. Next steps include prioritizing and formalizing a list of projects to include in a general obligation bond issuance including funding strategies. Council will be presented the final plan by September 2024 for their consideration. Additional loan options should be considered for Patton Park and Whitmire.
25.PK.b Complete Study for Above the Mud Greenway	Seedling 	Goals are to complete the feasibility study for the Above the Mud Greenway, connecting the Ecusta Trail to the Oklawaha Greenway.
24.PK.c \$0.01 of Occupancy Tax	Seed 	Staff have not engaged external stakeholders in the allocation of the remaining 1% occupancy tax available to the TDA.
25.PK.d Begin Construction of Clear Creek Greenway	Seedling 	Goals are to bid and begin construction of the Clear Creek Greenway.
24.PK.e Splash Pad Ribbon Cutting	Seedling 	The City is working with Kiwanis to fundraise for a new splash pad at Patton Park. A location has been identified and staff are working through logistics to build and operate the facility next to Patton Pool. Funding sources are being identified.
24.PK.f Signage for Parks	Seedling 	New signage has been included in the Laura E. Corn mini-golf course. This signage followed the branding of the wayfinding signs throughout the City. New Main St. signage is being installed following the same brand. There is a need to establish a branding manual for park signage moving forward.

Invest in Parks



Goal	Status		Notes
25.PK.g Complete Disc Golf Course at the Quarry	Sapling		Goals are to complete construction of new quarry disc golf course at Berkeley Park.
24.PK.h Park on S. Main St.	Seed		Conceptual plan options for a S. Main St. park were presented to City Council. Currently, funding has not been identified to move forward with a S. Main St. park. Honor Air Park will be reconstructed with the S. Main St. roundabout project.
24.PK.i Add Bike Racks for Ecusta Trail	Sapling		New City projects include bike racks as part of the design and construction. Some new areas that include bike racks are City Ops, Fire Station #1, Edwards Park, and S. Main St. More detail needs to be developed on future bike rack locations through allocations in the City's budget process and further collaboration with area non-profits.
24.PK.j Striping S. Main St. for Bikes	Sapling		This project is nearing completion. Remaining items to be completed in FY25 are traffic and pedestrian signals, as well as bollards for the cycle-track. This will improve access to and from the Ecusta Trail via Main Street, provide additional parking spaces, and add bike corrals. Due to this connection, the Ecusta trailhead has been located at the Visitor's Center.
25.PK.k Complete Pickleball Courts at Patton Park	Sapling		Goals are to complete construction of new pickle ball and tennis courts at Patton Park



Enhance Sustainability Citywide

One of the City Council's values is the belief that environmental sustainability is critical to preserving the community for future generations. In recent years, the City hired its first Sustainability Manager and has been more intentional with incorporating sustainability measures in new construction, upfitting existing infrastructure, and expanding sustainability programming.

Goal Identifier = SUS



Enhance Sustainability Citywide

Bearing Fruit

- Created and adopted Hendersonville's first Sustainability Strategic Plan
- Tree Ordinance adopted and payment in lieu of trees fund to increase tree plantings in the areas of the City when not feasible on a development site
- Continued support and funding for NeighborWoods program and tree budget as well as educational tree and pollinator walks throughout the City
- Sustainable features were included in Edwards Park and Fire Station #1, Wastewater Treatment Facility Biosolids, 7th Avenue Streetscape, Sullivan Park Stream Restoration, Lower Mud Creek Flood Mitigation, and Clear Creek Greenway Projects









Future Planting

- Identify specific action steps and short-term goals from the Sustainability Strategic Plan and work toward implementation
- The Tree Board and Environmental Sustainability Boards will weigh in on critical policy area considerations in the coming years including a unified development ordinance, tree canopy goals and housing plans






Enhance Sustainability Citywide

Goal	Status	Notes
24.SUS.a Explore Merging Boards	Tree 	Staff explored this opportunity but does not feel it is feasible at this time.
24.SUS.b Incorporate Sustainability in Comp. Plan	Tree 	There was a clear focus on sustainability during comp. plan input and drafting.
24.SUS.c Finalize Sustainability Plan	Tree 	The Sustainability Plan was presented to and adopted by the City Council.
24.SUS.d Update and Strengthen Tree Ordinances	Tree 	City Council adopted a new Tree Ordinance and implemented a new payment in lieu of trees fund to increase tree plantings in areas of the City when not feasible on a development site.
24.SUS.e Support NeighborWood s Program	Tree 	Continued support and funding for this program are strong. Future years are expected to bolster additional plantings through a new fee in lieu of tree plantings in the tree ordinance.
24.SUS.f Increase Tree Budget	Tree 	Continued support and funding for this program are strong. Future years are expected to bolster additional plantings through a new fee in lieu of tree plantings in the tree ordinance.



Enhance Sustainability Citywide

Goal	Status	Notes
25.SUS.g Identify Specific Short-term Goals from Sustainability Plan	Seedling 	Goals are to identify specific action steps to be taken by the City, Staff and Council, in the coming year. Identify key performance indicators that may identify successes.
25.SUS.h Plant Trees in Flood Plain	Seedling 	City Staff have completed a tree canopy study which will help guide strategies around improving canopy within the City. The City owns and will acquire several parcels in floodplain areas that could potentially be used for canopy improvements. City Council adopted a payment in lieu of trees fund that will assist in funding tree plantings.
25.SUS.i Spend \$50k in New Tree Plantings for Clear Creek Greenway Easement	Seedling 	Goals are to utilize the \$50,000 received for tree plantings in conjunction with the Clear Creek Greenway easement acquisition process.



Transportation Planning

The City of Hendersonville and surrounding area's continued growth necessitates thoughtful and visionary planning efforts to alleviate congestion and improve public safety. City Staff continue to advance transportation related projects and complete plans that enhance the City's transportation systems.

Goal Identifier = TP

Transportation Planning



Bearing Fruit

- Pavement Condition Score Update Underway
- Walk Hendo Plan Adopted
- CIP Built Out to Include Walk Hendo and 2019 Bicycle Plan Projects
- NCDOT King Street, North Main Street, and Greenville Highway Resurfacing
- 5-Points Improvements
- Motor Vehicle Accidents Decreased by 3% in 2023
- S Main Street, 5th Avenue, other street repaving
- Staff Stakeholder Group Formed to Advocate for Bike and Pedestrian Improvements with other Infrastructure Projects.
- ADA Transition Plan presented to City Council







Future Planting

- Staff will try to develop creative ways to work with NCDOT on their annual repaving projects to incorporate bike and pedestrian improvements that have been identified in Walk Hendo and the 2019 Bicycle Plan.
- Leverage Additional \$15 Motor Vehicle Fee for Resurfacing
- Identify Funding for King St. Project
- NCDOT-led design and construction of S Grove Street Sidewalk and Blythe Street Multiuse Path Projects
- Finalize Street Cut/Repair Process
- Complete ADA Transition Plan
- Completion of Beech and Cherry Street Sidewalk Project






Transportation Planning



Goal	Status	Notes
24.TP.a Issue a Transportation Bond	Seed 	This goal is in its infancy as many plans need to be completed prior to moving forward. An intermediate step may be to leverage a G.O. Bond for existing NCDOT projects that require City funding. Some plans being considered and completed are the ped./bike plan, ADA transition plan, complete streets concepts, and circulation studies.
24.TP.b Street Cut/Repairs Efficiency	Seedling 	Timing between pavement cuts and repair of cuts has improved in the last year due to more efficient use of Cityworks. Staff are continuing to evaluate efficiencies for this program and are tracking more data in Cityworks to provide insights on how to further improve. Key performance indicators will be developed for this area.
24.TP.c Traffic Calming Policy Update	Seed 	Staff are exploring the option to produce this study with in-house engineering staff. The South Main St. project includes road diet and bike lanes that represent aspects of what a traffic calming might include.
24.TP.d Improve Pavement Condition Score	Tree 	The pavement condition score study was just completed, and the City's average rating is 73.92. This is a 4.1% increase over the 2018 rating of 71. In 2013 the rating was 69.3. The 7th Avenue Streetscape project will be complete in the fall of 2024. The 4th/Ashe Water & Sewer Improvement Project will include the repaving of several streets thereby improving pavement condition scores in the Ashe St. neighborhood. Staff are considering an increase in the motor vehicle fee to put additional resources behind street resurfacings for future budgets.

Transportation Planning



Goal	Status	Notes
24.TP.e Traffic Impact for New Development	Seedling/Tree  	Staff have an on-call agreement with Kimley-Horn for City led traffic impact analysis. A broader study needs to be completed in conjunction with the comprehensive plan to identify a city-wide impact analysis. Funding is not currently available for this study.
24.TP.f Better Connectivity/Fl ow	Seed 	The French Broad River MPO received a Safe Streets for All grant from USDOT to develop a Safety Action Plan for the five-county area (Buncombe, Haywood, Henderson, Madison, and Transylvania counties). Developing this plan will provide a path toward a safer transportation network and enable our region to apply for implementation funds through USDOT. City staff have been involved in the selection of a consultant to complete this study and local stakeholders will be involved throughout its completion. The Action Plan should be completed by late 2024 and projects will be identified that could then be applied for funding. The South Main St. project will be completed to connect pedestrians/bicyclists from the Ecusta to downtown. Above the Mud Feasibility Study will be completed to help boost funding applications to connect the Ecusta to the Oklawaha. There is a Saluda Grade Feasibility Study to be completed this year that will do the same for that project. Both projects would form a transformational greenway/transportation network.
24.TP.g Narrow King Street	Sapling 	Design and traffic modeling data has been prepared by Kimley-Horn and City is awaiting confirmation from NCDOT that the City can construct the narrowing and sidewalk project from 2nd to 4th Avenues once funds are available in the City budget.
24.TP.h Address Motor Vehicle Accidents	Seedling 	City Police have enhanced their traffic unit in recent years, but funding constraints have made it unlikely to expand staffing. Motor vehicle accidents were down 3% in 2023. There have been three pedestrian fatalities in 2024, all on US Highway 64.



City Boards & Volunteers

The City of Hendersonville's volunteer boards and commissions provide many benefits to local government decision-making processes and serve as a link between the governing body and the community they serve. City Council aims to continue to build strong, diverse advisory boards to assist in the accomplishment of their strategic plan.

Goal Identifier = BV

City Boards & Volunteers







Bearing Fruit

- Board appreciation events were held to thank volunteers and inform them on City Council priorities
- Animal Services Advisory Board Quasi-Judicial Training

Future Planting

- Develop annual training and standard operating procedures for board members
- Explore best practices for establishing a citizen’s academy
- Yearly appreciation event scheduled for August 2024

Goal	Status	Notes
24.BV.a Value/ Celebrate Boards	Tree 	Held appreciation events for the boards, volunteers, and staff via the board and committees' dinners.
24.BV.b Educate Boards	Seedling 	A training was conducted this year and recorded for future board use. Additional trainings are needed to be formalized across all boards. Develop annual training program and standard operating procedures.
24.BV.c Clarify Ordinances and Simplify Roles	Tree 	Updates to the Comprehensive Plan and Zoning Ordinance will aim to reduce the number of Conditional Rezoning required to be heard by the Planning Board and others. The updated tree ordinance has helped clarify the Tree Board’s role.
25.BV.d Start a Citizens Academy	Seed 	Goals include exploring best practices for building a citizen's academy.



Support Downtown Businesses

Downtown Hendersonville is the heart of the City and downtown businesses are the economic driver that keeps this gem vibrant and sustainable. Through the efforts of the Community Development Department Downtown Division, Downtown Advisory Board, Friends of Downtown, and other partners like Mountain BizWorks and the Dogwood Health Trust many strides have been taken to support businesses and entrepreneurs.

Goal Identifier = DTB



Support Downtown Businesses

Bearing Fruit

- The Downtown Hendersonville program has increased funding for Façade grants and pivot grants and established a small business loan and incubator program
- Purchased Shared Office Furniture to Upfit the 125 5th Avenue Offices for a Small Business Incubator Space
- Opportunity Fund Graduated 13 Persons from the Foundations Business Planning Course







Future Planting

- The City in partnership with Mountain Bizworks has started a small business loan and incubator program called the Downtown Opportunity Fund. The shared office spaces are scheduled to open this year. The fund has \$400k of seed funding available.
- Open the new downtown shared office space and business incubator and establish operating procedures for the facility.
- Assist Businesses with use of Placer.ai Data



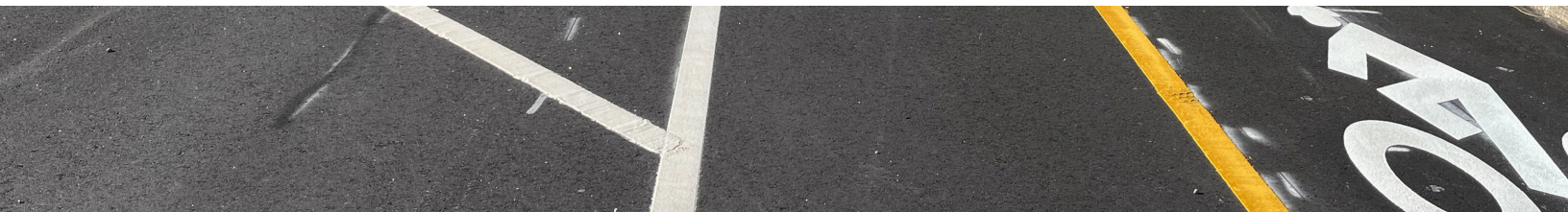
Support Downtown Businesses

Goal	Status	Notes
24.DTB.a Establish Legal Authority	Tree 	The City now works through the Friends of Downtown to provide façade and pivot grants to downtown businesses and property owners.
24.DTB.b Allocate More Funds to Program	Sapling 	The City, through the Friends of Downtown, is currently allocating \$30,000 a year to this program. Staff, with City Council guidance, will create a performance indicator to identify when this goal has been completely met.
24.DTB.c Bolster Downtown Opportunity Fund	Sapling 	The City in partnership with Mountain Bizworks has started a small business loan and incubator program called the Downtown Opportunity Fund. The shared office spaces are scheduled to open this year. The fund has \$400k of seed funding available.
25.DTB.d Open Downtown Business Incubator/ Shared Office Space	Sapling 	Goals are to open the new downtown shared office space and business incubator and establish operating procedures for the facility.

Bearing Fruit - FY24 Trees



24.PK.g - Completion of Edwards Park



24.PK.j - Striping S. Main St. for Bikes



24.PK.f - Signage for Parks



24.TP.d - Improve Pavement Condition Score



24.TP.e - Traffic Impact for New Development

Bearing Fruit - FY24 Trees



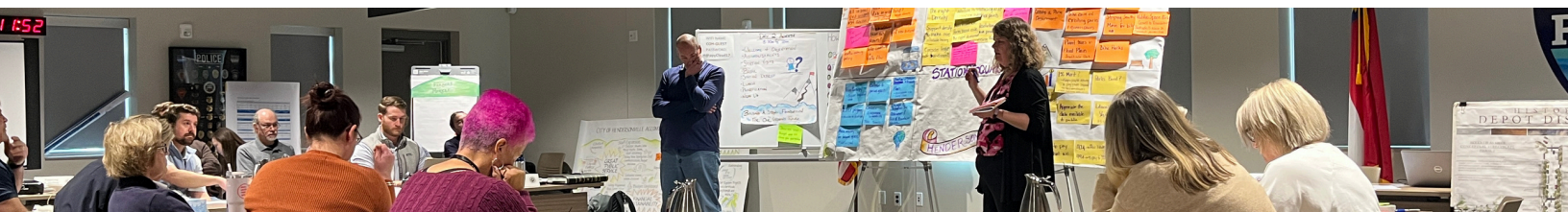
24.CB.a - Keep Employees Moving Up Grades



24.BV.a - Value/Celebrate Boards



24.BC.c - Clarify Ordinances and Simplify Roles



24.SUS.a - Explore Merging Boards



24.SUS.b - Incorporate Sustainability in Comp. Plan

Bearing Fruit - FY24 Trees



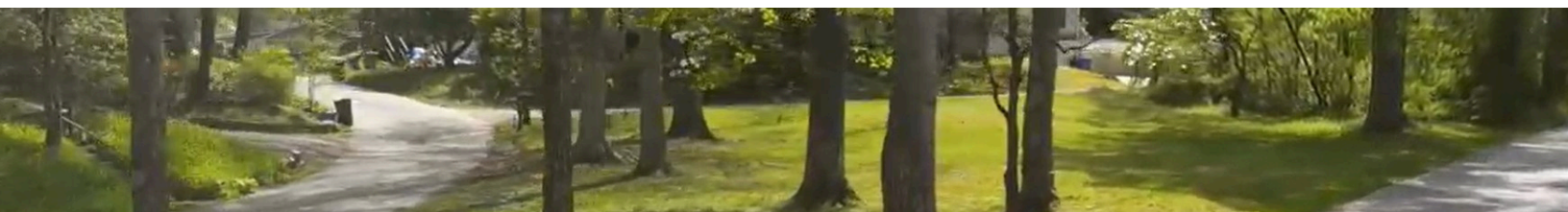
24.SUS.c - Finalize Sustainability Plan



24.SUS.d - Update and Strengthen Tree Ordinances



24.TC.a - Support Neighborwoods Program



24.TC.b - Increase Tree Budget



24.DTB.a - Establish Legal Authority (Façade/Pivot Grants)



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