HVL Gen H Comp Plan Implementation Portfolio – Short-Term Projects (Draft, 6/3/24)

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

KEY FOR "ESTIMATED COST LEVEL" COLUMN

This column suggests who should be authorized to initiate funding for each project in order to move forward in a timely and effective manner, based on plan approved by Town Council.

$ = Able to be implemented using discretionary funding available to Department Head

$$ = Able to be implemented using discretionary funding available to City Manager

$$$ = Able to be implemented with a line item in the annual City budget

$$$$ = Able to be implemented with a line item in City Capital Improvements Program

$$$$$ = Able to be implemented with third-party funding, e.g. grants or partner resources

KEY FOR "PRIORITY LEVEL"

This designation after each project name suggests a prioritization for the short-term projects for the City to consider when deciding which projects to initiate.

S-1 = Consider initiating these projects first.

S-2 = Consider initiating these projects second.

S-3 = Consider initiating these projects third.

NO.	NAME	DESCRIPTION	LEAD STAFF	EST. COST LEVEL	POTENTIAL FUNDING SOURCES	NEXT STEPS
	1. Vibrant Neighborhoods					
1.01	**Establish neighborhood matching grant program for self-directed improvements (S-3)**	Invite neighborhood organizations and community groups to submit grant proposals to the City to make improvements that they propose such as gateway signage, artwork, local history installations, and improvements to pocket parks.	Community Development Dept.; Engineering Dept.; Public Works Dept.	$$$	General Fund	• Add to Dept. work plans • Research examples • Develop and finalize program structure and procedures • Include funding in annual budget • Run program pilot to test approach

NO.	NAME	DESCRIPTION	LEAD STAFF	EST. COST	FUNDING SOURCES	• NEXT STEPS
1.02	**Better connect neighborhoods to green space amenities by making public investments and adding code standards in new UDO (S-2)**	Strengthen the linkages between residential areas and parks through public improvements such as sidewalks and trails, and development requirements requiring these connections.	Community Development Dept.; Engineering Dept.; Public Works Dept.	$$$$	General Fund; MPO grants; state and federal grants	• Add to Dept. work plans • Identify and prioritize infrastructure projects • Write grant proposals as needed • Include code updates in larger UDO update
1.03	**Update minimum housing code to reinvent code enforcement to improve dilapidated properties in equitable manner (S-1)**	Revise code requirements to catalyze action to address unsafe conditions and poor maintenance on properties in a way that assists residents with limited resources or fixed incomes.	Community Development Dept.	$$$	General Fund	• Add to Dept. work plan • Research examples • Identify preferred program features • Implement updated program
	2. Abundant Housing Choices					
2.01	**Utilize existing Mixed Use Zoning Districts to introduce multi-family housing in commercial corridors and redevelopment areas (S-1)**	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.	Community Development Dept.	Staff time	NA	• Develop public information about current entitlement opportunity • Share information with economic development partners, development community, business community, and property owners

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2.02	**Implement top projects from Affordable Housing Strategic Plan (S-2)**	Support the production of more affordable housing by implementing the top projects in the City's new Affordable Housing Strategic Plan. Strategies might include creating a Housing Trust Fund, working with institutional partners to catalyze affordable housing development, using development standards to promote affordable housing production (e.g. expand housing types, incentivize affordable housing, update conditional zoning standards), 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.	Community Development Dept.	$$$$	General Fund; possible City Bond Referendum; HOME AND CDBG funds; Low-Income Housing Tax Credit; partner resources	• Select priority implementation projects from Affordable Housing Strategic Plan • Scope projects; add to Dept. work plan • Secure necessary funding • Organize and initiate projects • Manage project portfolio
2.03	**Explore code provisions in new UDO to diversify housing stock to promote lifecycle housing and more neighborhood age diversity (S-2)**	Support the development of neighborhoods with housing for all ages by allowing a broader range of housing types and other development standards in a manner consistent with community character.	Community Development Dept.	Staff time	NA	• Include in larger UDO update
2.04	**Develop City Land Bank to clear dilapidated properties and promote redevelopment (S-3)**	Create an organization to acquire, stabilize, improve, and resell unsafe and abandoned properties to put them back into productive use.	Community Development Dept.; Administration Dept.	$$$	General Fund (start-up funding)	• Add to Dept. work plans • Research examples • Identify preferred organizational structure • Develop sustainable funding

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3. Healthy and Accessible Natural Environment						
3.01	**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 (S-2)**	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.	Community Development Dept.; Public Works Dept.	Staff time	NA	● Include in larger UDO update
3.03	**Integrate Natural Resources requirements in zoning ordinance with floodplain requirements as part of new UDO (S-1)**	Combine the development standards for natural resources and floodplain protection as part of drafting a new Unified Development Ordinance.	Community Development Dept.; Stormwater Dept.	Staff time	NA	● Include in larger UDO update
3.05	**Implement top priorities of Parks & Green Space Master Plan (S-3)**	Improve the local park system by pursuing the top implementation projects called for in the new Parks & Green Space Master Plan.	Public Works Dept.	$$$$	General Fund; state and federal grants	● Include in Dept. work plan ● Draft and issue RFQ/RFP for project designs and construction management ● Select project consultant ● Finalize scope and contract ● Oversee consultant designs ● Put projects out to bid
3.06	**Develop urban forestry plan for maintaining and expanding tree canopy (S-2)**	Work systematically to protect and expand the tree canopy in the City by drafting and implementing an urban forestry plan.	Public Works Dept.	$$$	General Fund	● Add to Dept. work plan ● Select internal project manager ● Draft and issue RFQ/RFP ● Select project consultant ● Finalize scope and contract

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4. Authentic Community Character						
4.01	**Create Unified Development Ordinance (UDO) to improve clarity and quality of development standards (S-1)**	Provide a single, integrated set of development standards that is consistent with the new Gen H Comprehensive Plan by drafting a Unified Development Ordinance.	Community Development Dept.	$$$	General Fund	● Add to Dept. work plan ● Select internal project manager ● Draft and issue RFQ/RFP ● Select project consultant ● Finalize scope and contract
4.02	**Codify Downtown Design Guidelines with UDO updates (S-2)**	Translate the Downtown Design Guidelines into enforceable standards for new development and redevelopment by integrating them into the new UDO.	Community Development Dept.	Staff time	NA	● Include in larger UDO update
4.03	**Study entry corridors and other areas as needed for development of appropriate Design Guidelines in new UDO (S-2)**	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.	Community Development Dept.	Staff time	NA	● Include in larger UDO update
4.04	**Update development standards in new UDO to catalyze aging commercial redevelopment; consider developing form-based code standards for activity centers (S-2)**	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.	Community Development Dept.	Staff time	NA	● Include in larger UDO update

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4.08	**Establish vacant property program as component of revised Commercial Building Maintenance Code and/or Minimum Housing Code (S-1)**	Improve the maintenance of vacant buildings and catalyze their redevelopment through the creation of a vacant property program.	Community Development Dept.	Staff time	NA	• Include in Dept. work plan • Research examples • Develop proposed program structure and procedures • Solicit input from property owners and community stakeholders • Finalize program structure, procedures • Launch program with property owner outreach
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 (S-2)**	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.	Community Development Dept.; Engineering Dept.; Public Works Dept.	$$$$	General Fund; MPO grants; state and federal grants; local transportation bond	• Include in Dept. work plans • Draft and issue RFQ/RFP for project design and construction management • Select project consultant • Finalize scope and contract • Oversee consultant design • Put projects out to bid
5.02	**Seek NCDOT grant to fund targeted updates to HVL Bike Plan (S-3)**	New trail projects and other initiatives such as the Ecusta Trail necessitate an update to the 2017 Hendersonville Bike Plan to reflect a changing bike network. As a result, request grant monies from the N.C. Department of Transportation to fund this work.	Community Development Dept.; Engineering Dept.; Public Works Dept.	$$$	General Fund; NCDOT Grant	• Add to Dept. work plans • Select internal project manager • Write NCDOT grant proposal • Draft and issue RFQ/RFP • Select project consultant • Finalize scope and contract
5.05	**Develop gateway corridor streetscape plans (S-3)**	Improve the appearance and functionality by preparing streetscape plans for the City's gateway corridors.	Community Development Dept.; Engineering Dept.; Public Works Dept.	$$$	General Fund	• Add to Dept. work plans • Select internal project manager • Draft and issue RFQ/RFP • Select project consultant • Finalize scope and contract

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5.06	**Promote trail-oriented development, guidelines, and standards in new UDO (S-2)**	Adopt code provisions to support appropriate development along local trails to serve users and leverage this public investment.	Community Development Dept.; Engineering Dept.; Public Works Dept.	Staff time	NA	• Include in larger UDO update
5.07	**Continue to develop team approach to coordinate floodplain management, stream restoration, trails, and on-street bicycle and pedestrian facilities. (S-1)**	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.	Community Development Dept.; Stormwater Dept.; Engineering Dept.; Public Works Dept.	Staff time	NA	• Compare existing and planned projects • Identify opportunities for coordination and integration
5.08	**Continue to utilize local and NCDOT resurfacing projects as an opportunity to improve mobility for all users (S-1)**	Use resurfacing projects as an opportunity to reconfigure and restripe road rights of way to include safe bicycle and pedestrian facilities.	Community Development Dept.; Engineering Dept.; Public Works Dept.	Staff time	General Fund	• Use Walk Hendo Plan, Bike Plan, and Transportation Plan to identify opportunities for restriping network to serve all modes • Coordinate internally and with NCDOT • Hire engineering design consultant if needed
5.09	**Develop City street cross sections that support pedestrian friendly design and traffic calming (i.e. street trees, narrow lanes, chicanes, etc.) (S-1)**	Create standard City street cross sections for construction by the City and by developers that make streets safer for all modes of travel.	Community Development Dept.; Engineering Dept.; Public Works Dept.	$$$	NA	• Add to Dept. work plans • Select internal project manager • Draft and issue RFQ/RFP • Select project consultant • Finalize scope and contract • Conduct project and add new cross sections to engineering design manual

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6. Reliable and Accessible Utility Services						
6.01	**Align utility and infrastructure policy/plans with land use plans and with local and state partners (S-1)**	Coordinate land use, utility, and infrastructure planning and policies with partner agencies to advance community goals.	Community Development Dept.; Administration Dept.; Public Works Dept.; Water & Sewer Dept.	Staff time	NA	● Review land use plans and utility and infrastructure plans and policies ● Engage local and state partners to coordinate ● Explore policy updates, Memoranda of Understanding, Interlocal Agreements, and other tools as appropriate
6.04	**HVL Team: Add water, wastewater, and stormwater projects (S-2)**	Fund priority utility and infrastructure projects to provide water, wastewater, and stormwater management services.	Water & Sewer Dept.; Stormwater Dept.	$$$$	Water & Sewer Capital Fund; Stormwater Fund	● Include in Dept. work plans ● Draft and issue RFQ/RFP for project design and construction management ● Select project consultant ● Finalize scope and contract ● Oversee consultant design ● Put projects out to bid
7. Satisfying Work Opportunities						
7.01	**Continue to engage business community in business improvement and policy decisions (S-2)**	Continue to hold regular meetings and other activities with members of the local business community to actively involve them in improving local business conditions and related policy questions.	Downtown Hendersonville; Administration Dept.; Community Development Dept.	Staff time	NA	● Continue to actively engage local business owners ● Coordinate with Hendersonville Chamber, Henderson County Economic Development Partnership, and other partners
7.05	**Use Downtown Opportunities Fund as test case for possible expansion outside downtown (S-2)**	Leverage experience with the Downtown Opportunities Fund to potentially assist businesses throughout the community.	Downtown Hendersonville; Administration Dept.; Community Development Dept.	$$$	General Fund	● Work with business owners and other stakeholders to identify business needs outside downtown ● Identify components of Downtown Opportunities Fund that are transferable ● Develop program structure and procedures ● Secure funding ● Run pilot program to test approach

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8. Welcoming and Inclusive Community						
8.04	**Encourage development of entrepreneur assistance program (S-3)**	Work to catalyze and support local businesses by assisting in the creation of small-business development initiative.	Downtown Hendersonville; Administration Dept.; Community Development Dept.	Staff time	NA	● Engage partners in identifying entrepreneur assistance needs ● Collaborate to develop program structure
8.06	**Complete ADA transition plan (S-1)**	Finish the strategy for improving accessibility in the community.	Public Works Dept.; Engineering Dept.	Staff time	NA	● Finalize plan ● Include clear portfolio of implementation measures
8.10	**Develop Citizens Academy to build local leadership and civic participation (S-2)**	Establish a program to teach people about how government and other civic organizations work and build their leadership skills.	Administration Dept.; all depts.	Staff time	NA	● Select project manager ● Research examples ● Develop proposed structure and procedures ● Solicit input from stakeholders ● Finalize program structure, procedures ● Launch program
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) (S-2)**	Work to make City systems more accessible and equitable by continuing to include these considerations in the development of service master plans.	Public Works Dept.; Engineering Dept.; Administration Dept.	Staff time	NA	● Continue to identify access and equity as key goals ● Communicate these goals to dept. staff and plan consultants
9.02	**Continue to identify additional opportunities to consistently provide accessible meetings and public participation (S-2)**	Work to increase public engagement and involvement by finding additional ways to make public meetings and activities accessible.	Administration Dept.; Community Development Dept.	Staff time	NA	● Review public engagement methods and meeting procedures for opportunities to improve access and engagement ● Test additional methods identified

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9.05	**Continue to explore smart cities technologies to make selected improvements to service delivery (S-2)**	Develop tools and processes such as vendor demos and pitch and pilot events to evaluate the potential of new technologies to improve local services.	Administration Dept.	Staff time	NA	• Select project manager • Add to Dept. work plan • Identify services that could potentially be improved by smart cities technologies • Solicit vendor solutions through pitch events • Arrange vendor demos and pilots to test promising technologies • Fund and scale up technologies that work
10. Resilient Community						
10.08	**Conduct analysis to ensure full alignment of adopted City plans (S-2)**	Help make sure all of the City's adopted plans are working together in a coordinated manner by analyzing their consistency.	Community Development Dept.; Administration Dept.; other depts. As appropriate	Staff time	NA	• Add to Dept. work plans • Research analysis methods such as Plan Integration Scorecard • Identify plans to analyze • Create working group of plan stewards • Select approach • Conduct analysis • Discuss findings • Revise plans as appropriate

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