



# Community Character Team

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Jamie Carpenter  
Downtown Manager  
2024

# Agenda

- Subcommittee Structure & Membership
- Workplan & Project Planning
- New/Old Business - STEAP - Murals and Requests





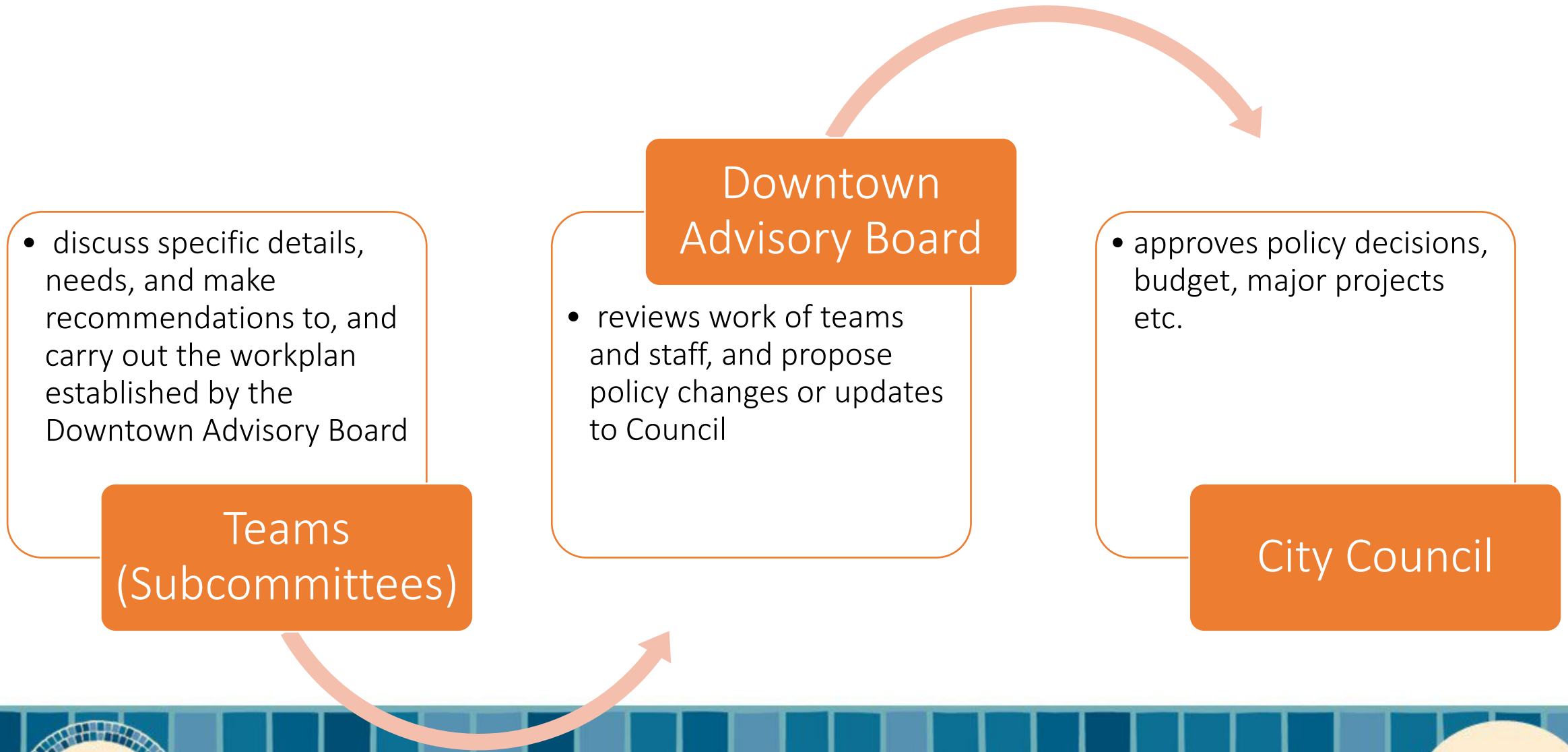
# Article 16. Sub-Committees and Teams

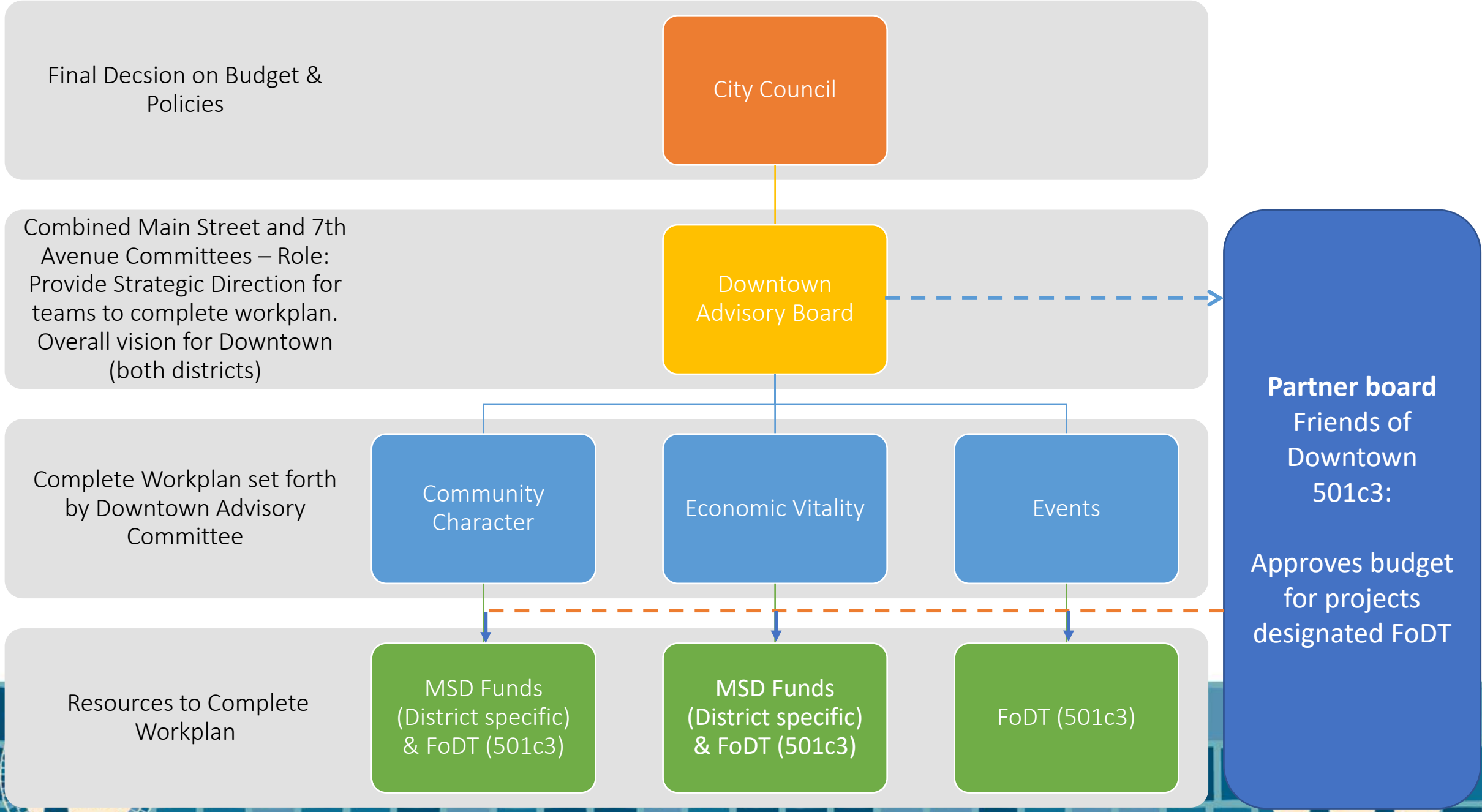
Section 1. Establishment and Appointment. The board may establish and appoint members both from the Board and volunteers in the community with an interest in serving for such temporary and standing sub-committees and teams as are required by law or needed to help carry on the committee's work. Any specific provisions of law relating to particular sub-committees and teams shall be followed.



# Rules of Procedure & Serving on Public Board







Build a diverse economic  
base | Catalyze smart new  
investment | Cultivate a strong  
entrepreneurship ecosystem

**ECONOMIC  
VITALITY**

Create an inviting, inclusive  
atmosphere | Celebrate historic  
character | Foster accessible,  
people-centered public spaces

**DESIGN**

**COMMUNITY  
TRANSFORMATION**

**ORGANIZATION**

**PROMOTION**

Build leadership and strong  
organizational capacity | Ensure  
broad community engagement |  
Forge partnerships across sectors

Market district's defining  
assets | Communicate unique  
features through storytelling |  
Support buy-local experience

# Community Character (Design)

## Community Character Team Members

\* Indicates board members

*Caroline	Gunther	Wag! A Unique Pet Boutique
*Matthew	Hickman	Underground Baking Company / Independent Bean Company
*Patsy	Dupre	Volunteer
Linda	Dipaola	7th Avenue Property Owner
Michele	Sparks	Art Mob Studios
*Aaron	Adams	White Duck Taco
*Nancy	Neikirk	Volunteer
Kristen	Lee	Volunteer

- The Community Character Team supports the visual and physical atmosphere of the downtown from street planters to historic facade improvements.
- Current/Recent Projects: 7th Avenue Streetscape, Outdoor dining expansion, Sidewalk Mural on 5th Avenue, Façade/ Preservation grants
- Future projects: Public Art, Depot cover





# Community Character Workplan – Current (see workplan in next 2 slides)

## Staff Led

- Façade/Preservation Grant management
- Avenue Signage
- 7<sup>th</sup> Avenue Streetscape
- Downtown maintenance, cleaning and contracts
- Planter revisions and updates
- Depot Plaza & Cover
- South Main Improvements
- Bike Racks

## Partner Led

- Public Art – STEAP / Discussions

## Team/Volunteer Led

- Advised on staff-led
- Reviewed and recommended grant updates



Economic Development Strategy:Maintain a Small Town Atmosphere among the Growth in Hendesrsonville

Goal: Goal: Support the small, local businesses and authentic atmosphere in Hendersonville while not ignoring growth.

Objective:Supporting our small businesses and entreprenurrs through training and technical assitance, providing support for service industry workers, and offering events that are authentic to Hendersonville.

Design Action: Implement the 7th Avenue Branding as a part of the streetscape renovations - 2024

Completed ✓	Task	Name of Person Resposible	In-House or Outsourced	Cost/Time	Tools Needed	Partners/Assistance Needed	Date for Completion
x	Print and distrbute OPEN flags for businesses	Jamie print - help from committee to distribute	external	\$700	Printville	need to distribute - also pricing bracket for flag	Jan-24
	Incoporate branded materials for 'businesses open during construction' signage	Jamie print - help from committee to distribute	external		Printville		Jan-24
	Incorporate branded materials in notfications on streetscape	Jamie - on e-news, flyers, etc					
	Hard Hat Pop Up Market during streetsape	Jamie, Matthew, 7th ave businesses	both				

Design Action: Action: Engage designer to draft renderings for planter options for the brick planter at the corner of 3rd and Main.

Completed ✓	Task	Name of Person Resposible	In-House or Outsourced	Cost/Time	Tools Needed	Partners/Assistance Needed	Date for Completion
	budget for design services for project	Jamie/Admin	external	\$1,500	budget aproval	Watermark Landscape	Spring/sumer 2024
	Work with public works to determine all electrical updates/needs as a part of planter reconstruction.	Jamie/Mark/Brandon	internal				Spring 2024
	Review design options and plan for long term budget planning	Community Character team	external			Watermark Landscape	spring 2024

Design Action: Action: Create capital campaign and plan for Depot Plaza construction in 2024 with goal to construct in 2025-2026.

Completed ✓	Task	Name of Person Resposible	In-House or Outsourced	Cost/Time	Tools Needed	Partners/Assistance Needed	Date for Completion
	Contact Architect	Jamie	internal				
	Create renderings for plans - future fundraising	Jamie	external			Architect	
	Use renderings for fundraising and capital campaign	Jamie	both	\$200,000+			
	complete design work for both inside and outside of depot	Jamie	Both			Architect, Construction, public works	Summer 2024

Economic Development Strategy: Downtown Hendersonville is the center of Urban Living with small town Charm in Hendersonville.

Goal: ]Supporting our local economy by encouraging infill housing and connections to neighborhoods to walk to Downtown.

Objective: Build infrastructure which will support downtown urban living with bike and pedestrian infrastructure.

Design Action: Design and implement South Main Street connection to the Ecusta Trail by restriping South Main Street in 2024 and planning for Ecusta Extension to connect to 7th.

	Task	Name of Person Resposible	Internal/ext	Cost/Time	Tools Needed	Partners/Assistance Needed	Date for Completion
x	Engage with TPD to design options	Engineering Dept	external			Engineering / TPD consultants	Oct-23
x	Finalize design	Engineering Dept	internal			Engineering / TPD consultants	Jan-24
x	Complete restriping to include a cycletrack for extension of Ecusta Trail	public works	internal				Jun-24
x	Apply to HCTDA for work to design/permit pedestrian bridge for Ecusta Extension	Jamie/Engineering	internal	\$90,000	mapping, input from Brent/engineering	Brent, Jamie,Travis	Jan-24
	Apply for funding to complete pedestrian bridge at South Main Street/Mud Creek to connect the Ecusta Trail to 7th Avenue (2024-2026)	Jamie/Engineering	internal	\$500,000		Jamie, Brent, Travis	Jan-25

Design Action: Update and add addiitonal bike racks on Main Street and 7th Avenue.

	Task	Name of Person Resposible	Internal/ext	Cost/Time	Tools Needed	Partners/Assistance Needed	Date for Completion
x	add to 2025 budget	Jamie	internal	\$3,000		Public Works/Mark, admin	Jan-24
x	Discuss/review design options for bike racks	Community Character Team	internal				Mar-24
	Install bike racks	Public Works	Internal				Fall 2024

Design Action: Work with STEAP and arts organziatons to propose a Public Art Policy and process.

Completed ✓	Task	Name of Person Resposible	Internal/ext	Cost/Time	Tools Needed	Partners/Assistance Needed	Date for Completion
x	STEAP to complete yarn 'blooming' as temporary installation on 7th	Jamie, Patsy, Kareneve	both	\$0 - STEAP received grant			winter 2022/23
x	STEAP to complete mural project at rescue mission on 7th Avenue	Jamie, Patsy, Kareneve	both	\$0 - STEAP received grant			fall 2023
	STEAP to apply for funding to do mural walk brochure	Kareneve	both	\$0 - STEAP received grant		STEAP, arts orgs	by end of 2024
	STEAP and Community Character Committee to form study group to review public art policy for city	Jamie, Patsy, Kareneve, Michele, Carolione	both			STEAP, Arts Council	by end of 2024

Design Action: CIP BUDGET - not already inccuded above

Completed ✓	Project	Name of Person Resposible	Internal/ext	Cost/Time	Tools Needed	Partners/Assistance Needed	Date for Completion
	Electrical panel upgrade	public works					2025, 2026, 2027
	Downtown street bench replacement			\$10,000/year, 3 years		repairing old benches	2025, 2026, 2027
	Downtown chair/table repair or replacement			\$3,600		repairing or replacing damaged chairs	2024, 2025
	Pressure washer for downtown crew (equipment)	public works					
	Replacing hanging baskets with self watering			\$15,900 per year, 2 years			2025-2026
	Repairing brick crosswalks						annual repairs

# Review of Workplan and Downtown Master Plan Implementation

- Outcome of Discussion:
  - Highlight projects for Workplan that includes:
    - Volunteer/Team Member Led
    - Staff Led
    - Partner Led







## 1. Vibrant Neighborhoods

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.





## 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.

2.04: 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.





## 4. Authentic Community Character

### 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.

### 4.06: Provide incentives for activation/redevelopment of upper floors in downtown district 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.

### 4.04: 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.

### 4.08: 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.

### 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, 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.

### 4.09: Study Additional Downtown Park: Prepare a study to explore the creation of an additional downtown public space that might include features such as an amphitheater, festival street, and/or public gathering space.





## 5. Safe Streets and Trails

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.







## 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.

### 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 Opportunities Fund to potentially assist businesses throughout the community.





## 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.

**8.08: 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.





## 10. Resilient Community

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.

10.07: 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.



# Gen H / Downtown Master Plan Short Term Implementation Projects (relevant)

NO.	NAME	DESCRIPTION	LEAD STAFF	EST. COST	NEXT STEPS
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	Include in larger UDO update
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	<ul style="list-style-type: none"> <li>• Include in Dept. work plan</li> <li>• Research examples</li> <li>• Develop proposed program structure and procedures</li> <li>• Solicit input from property owners and community stakeholders</li> <li>• Finalize program structure, procedures</li> <li>• Launch program with property owner outreach</li> </ul>
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.	\$\$\$	<ul style="list-style-type: none"> <li>• Add to Dept. work plans</li> <li>• Select internal project manager</li> <li>• Draft and issue RFQ/RFP</li> <li>• Select project consultant</li> <li>• Finalize scope and contract</li> </ul>
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# Gen H / Downtown Master Plan Short Term Implementation Projects (relevant)

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.	<ul style="list-style-type: none"> <li>Continue to actively engage local business owners</li> <li>Coordinate with Hendersonville Chamber, Henderson County Economic Development Partnership, and other partners</li> </ul>
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.	<ul style="list-style-type: none"> <li>Work with business owners and other stakeholders to identify business needs outside downtown</li> <li>Identify components of Downtown Opportunities Fund that are transferable</li> <li>Develop program structure and procedures</li> <li>Secure funding</li> <li>Run pilot program to test approach</li> </ul>
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.	<ul style="list-style-type: none"> <li>Engage partners in identifying entrepreneur assistance needs</li> <li>Collaborate to develop program structure</li> </ul>
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.	<ul style="list-style-type: none"> <li>Select project manager</li> <li>Research examples</li> <li>Develop proposed structure and procedures</li> <li>Solicit input from stakeholders</li> <li>Finalize program structure, procedures</li> <li>Launch program</li> </ul>

