



City of Hendersonville Strategic Housing Plan



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

Strategic Housing Plan Organization

Values & Vision

Goals

Objectives

Strategies

Actions

The Strategic Housing Plan – Goals

Goal 1: The City will grow its percentage of households to 18% of Henderson County's Total Households over the next 5 years. To achieve this, the City will accommodate 3,047 units of the projected additional 4,300 Units needed. (Supply)

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

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

Goal 4: The City of Hendersonville will maintain an average annual vacancy rate of 6% amongst rental housing and 3% amongst for sale housing in order to have an adequate supply of housing at all income levels. (Supply)

Goal 5: The City of Hendersonville incorporates transparency, public education and community feedback in each of its housing endeavors. (System)

The Strategic Housing Plan – Objectives

1. Have a variety of housing options available to residents to accommodate differing needs of current and future residents, for example families with children, single adults, retired households, and disabled households.
2. Increase opportunities for home ownership within our City to provide increased housing stability.
3. Prioritize permanently affordable housing solutions that are available to households earning up to 80% of the area median income.
4. Provide housing solutions for households displaced by catastrophic events.
5. Integrate housing solutions into neighborhoods in a way that preserves the community character and identity, discourages displacing people from their homes/ communities, and encourages mixed-income communities
6. Reduce barriers to sufficient housing supply.
7. Prioritize mixed-use and/or mixed-income components within multi-family developments
8. Prioritize solutions that allow our residents to age in place.
9. Prioritize housing solutions that promote and support naturally occurring affordable housing.
10. Preserve and improve the quality of the existing affordable housing stock within the City
11. Adopt and support policies and resources that help younger generations stay and thrive in Hendersonville.
12. Build partnerships with business community & nonprofit agencies to support and build the capacity for all residents to attain safe, stable, and quality housing that does not exceed 30% of their household income.
13. Support state and federal legislative initiatives that provide the City with more flexibility to meet the housing needs of our community.
14. Build community support for the City's housing initiatives
15. Support Local Construction Industry
16. Support infill housing in accordance with the Goals & Guiding Principles of the Gen H Comprehensive Plan. (NEW)

Proposed **Strategies** and **Actions** for the Strategic Housing Plan

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

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

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

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

3.07	Increase by-right development	Expand the scope of by-right development to reduce permitting uncertainty and accelerate housing production.	Short-Term
3.08	Permit more housing types such as manufactured housing or tiny homes on wheels	Update zoning to allow alternative housing types, such as manufactured homes and tiny houses on wheels, to expand affordable housing options.	Short-Term
3.09	Support infill housing in accordance with the Goals & Guiding Principles of the Gen H Comprehensive Plan.	Use Gen H Plan to guide and manage growth - directing housing to the core of the city and at key nodes along major road corridors.	**NEW**
Strategy 4. Improve City Policies & Processes			
4.01	Reduced approval timelines	Streamline review and permitting processes where possible to shorten timelines for housing project approvals and reduce developer costs.	Mid-Term
4.02	Right-size staffing levels	Assess departmental staffing to determine if additional or specialized personnel are needed to support housing production.	Mid-Term
4.03	Increase efficiency	Identify opportunities to improve interdepartmental coordination and optimize	Mid-Term

		workflows that impact housing approvals.	
Strategy 5. Evaluate other ordinance requirements			
5.01	Rewrite minimum housing code	The city has adopted the International Property Maintenance Code as its minimum housing code. However, the IPMC is written to apply to both residential and nonresidential structures. Improvements can be made to better address local enforcement challenges to ensure the quality and safety of existing housing stock.	Mid-Term
5.02	Perform cross-departmental cost/benefit analysis of requirements pertaining to housing	Consider all requirements related to development of housing, for examples: infrastructure requirements, fees, review process and timeline, and submission requirements.	Mid-Term
5.03	Identify opportunities for incentives for Category 1, 2, and 3 housing	The City will work towards ways in which it can provide incentives to produce each category of affordable housing.	Mid-Term
Strategy 6. Build the Internal Capacity of the City to Provide and Support Housing Solutions within our City			
6.01	Hire a certified HUD housing specialist	Hire a certified HUD specialist to provide housing counseling and support program implementation.	Mid-Term

6.02	Strategically support staff training	Invest in targeted training for City staff to strengthen knowledge and skills related to affordable housing policy and implementation.	Short-Term
6.03	Establish a City clearinghouse for housing resources available within the community	Create a centralized City web portal to connect residents with housing assistance programs and resources.	Mid-Term
6.04	Partner with housing experts such as DFI	Continue partnerships with expert organizations like the Development Finance Initiative to evaluate and advance housing projects.	Short-Term
6.05	Track development trends and key performance indicators	Monitor local and regional development trends and key metrics to assess housing plan effectiveness and guide future action.	Short-Term
Strategy 7. Perform Community Character mapping for Different Communities within the City			
7.01	Bring together community members through workshops to discuss and arrive at a shared community vision	Host public workshops and listening sessions to develop a shared community vision for neighborhood development.	Mid-Term
7.02	Document community history	Record and preserve the history of neighborhoods to honor past contributions and inform future planning.	Short-Term

7.03	Compile a community character map to guide the implementation of housing solutions within that community	Develop character maps in collaboration with neighborhoods to align housing strategies with local identity and values.	Long-Term
Strategy 8. Increase Funding Capacity			
8.01	Leverage public and private grant opportunities	Pursue diverse grant funding sources to expand the supply of permanently affordable housing for households earning up to 80% AMI.	Short-Term
8.02	Establish a housing bond	Evaluate the feasibility of issuing a housing bond to fund large-scale affordable housing development.	Mid-Term
8.03	Public and private grant funding for bricks and mortar projects	Identify and pursue public and private grants to fund physical construction of Category 1, 2, and 3 housing.	Short-Term
8.04	Commit funds annually to support housing initiatives	Allocate recurring funding in the City budget to support housing partnerships and initiatives.	Short-Term
8.05	Utilize CDBG-DR funds for housing project	Apply for Community Development Block Grant – Disaster Relief program funds to support post-disaster housing initiatives.	Short-Term
8.06	Utilize CDBG-NR Funds	Apply for Community Development Block Grant – Neighborhood Revitalization program to	Mid-, Long-Term

		support housing production projects.	
Strategy 9. Implement Individual Assistance Programs for Households making up to 80% of the Area Median Income			
9.01	Provide individual subsidies such as down payment assistance loans	Offer direct financial assistance such as down payment support for eligible homebuyers.	Mid-Term
9.02	Develop low-interest loan options in partnership with other public and private agencies	Partner with banks and agencies to provide low-interest loan options for home purchase or rehabilitation.	Short-Term
9.03	Develop housing counseling and ownership-readiness programs in partnership with local agencies	Collaborate with community partners to deliver educational programs that prepare residents for homeownership.	Mid-Term
9.04	Increase owner-occupied rehabilitation assistance through CDBG-NR and other programs	Increase funding and support for rehabilitation programs to help homeowners maintain safe and livable housing.	Mid-, Long-Term
Strategy 10. Leverage Public and Private Partnerships			
10.01	Provide emergency housing support services in partnership with local nonprofit agencies	Fund and coordinate with nonprofits to deliver emergency shelter and housing assistance.	Short-Term
10.02	Establish low interest loans for homeowners to build ADUs or RPFL/SLs rented to Category 1, 2, or 3 households	Provide low-interest loans to homeowners building ADUs or other units reserved for affordable long-term rentals.	Long-Term

10.03	Develop pre-approved ADU building plans	Work with County Building Inspections Department and industry experts to provide pre-approved ADU designs to streamline development.	Long-Term
10.04	Redevelop existing affordable housing	Partner with current affordable housing providers to support redevelopment into higher-density, mixed-income, or mixed-use communities.	Long-Term