



Economic Vitality Team

Jamie Carpenter
Downtown Manager
2024



Agenda

- Subcommittee Structure & Membership
- Workplan & Project Planning



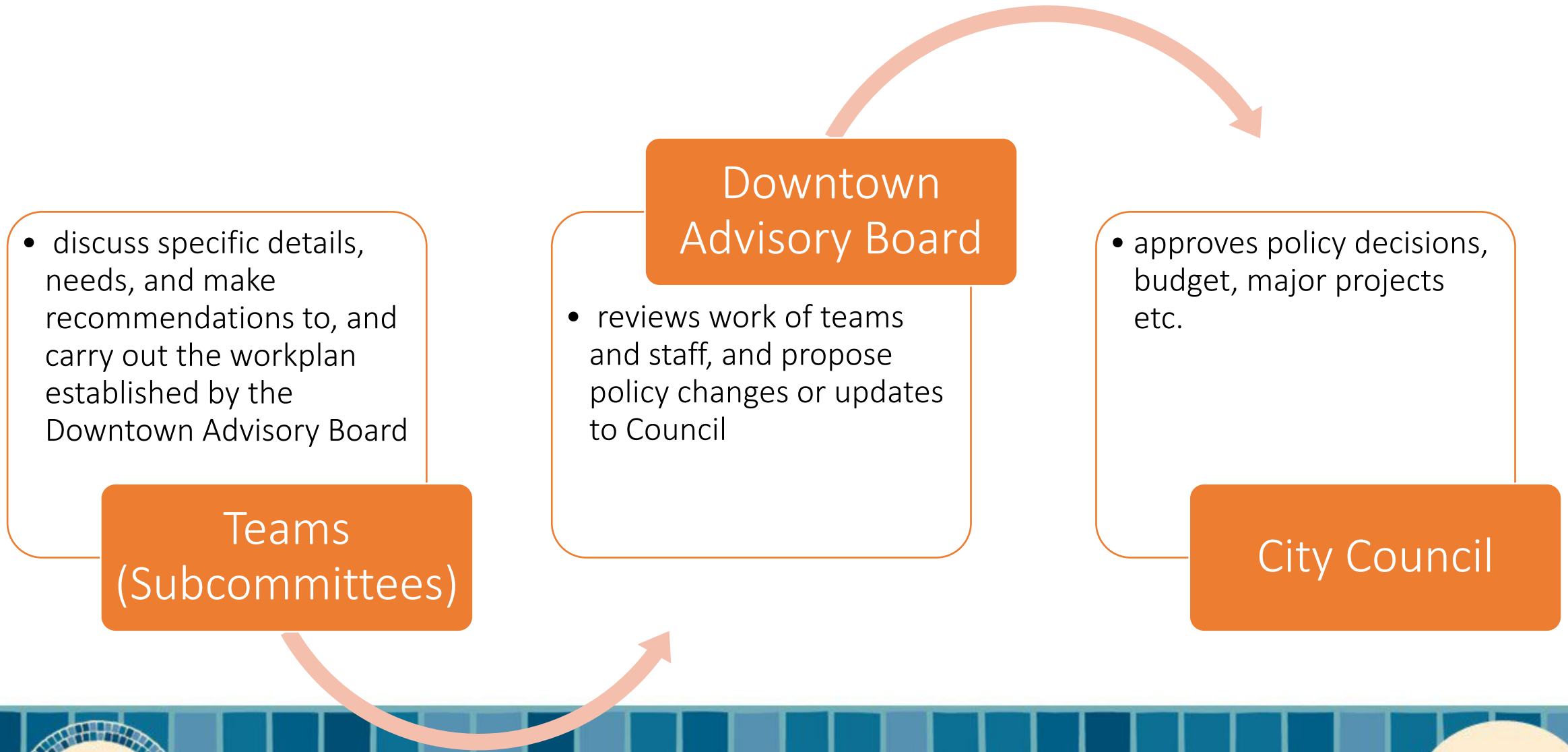
Article 16. Sub-Committees and Teams

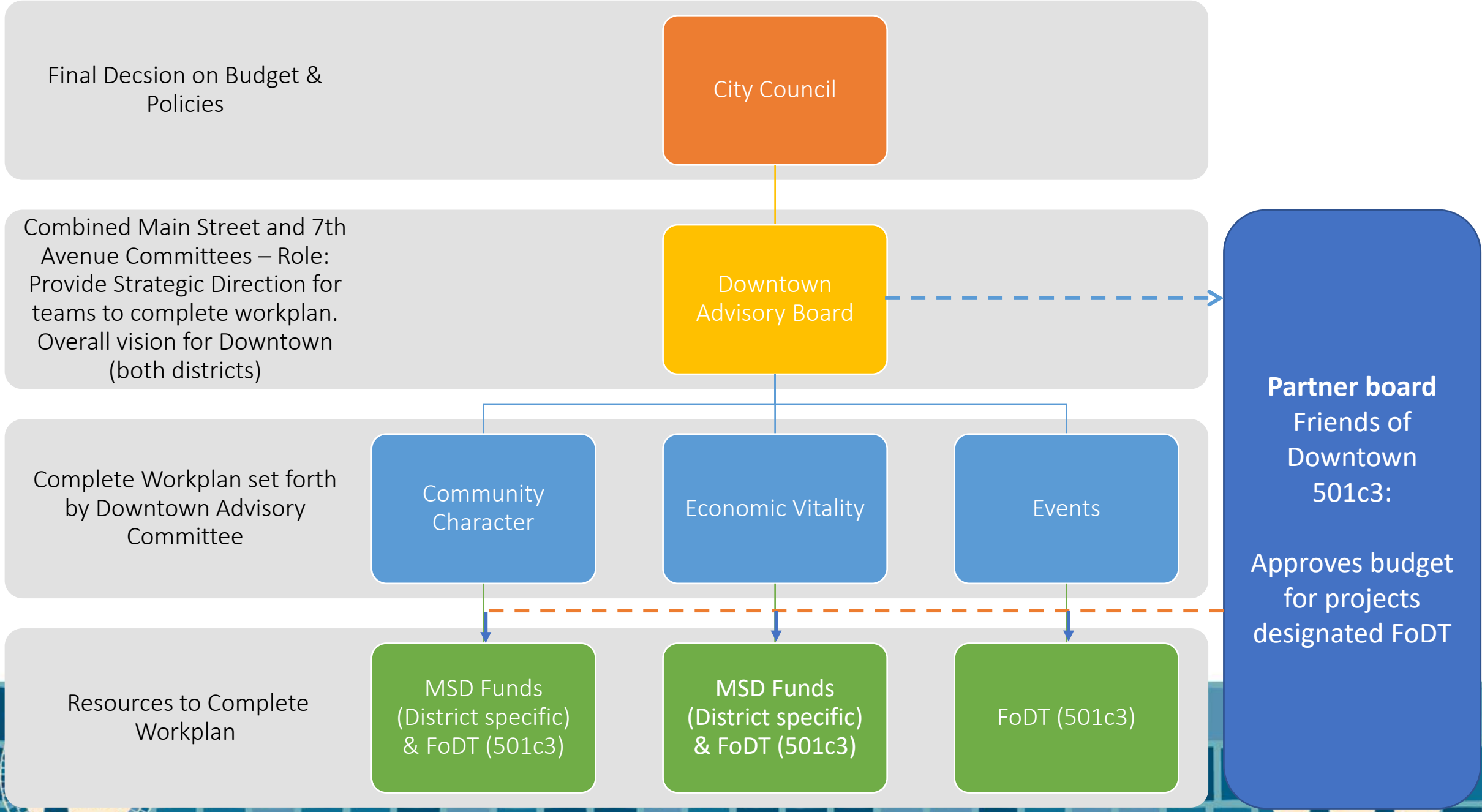
Section 1. Establishment and Appointment. The board may establish and appoint members both from the Board and volunteers in the community with an interest in serving for such temporary and standing sub-committees and teams as are required by law or needed to help carry on the committee's work. Any specific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

Economic Vitality Workplan (see workplan in next 2 slides)

Staff Led

- Downtown Master Plan / Comprehensive Plan
- Downtown Opportunity Fund / Classes / Incubator Space
- Downtown workforce training/programs – hospitality workers
- Event policy and event approval process review
- Parking review and updates

Partner Led

Team/Volunteer Led

- Autism-friendly community
- 7th Avenue business committee

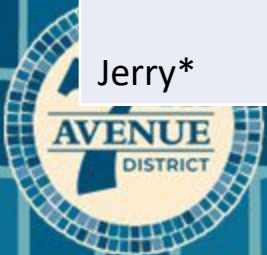


Economic Vitality Team

Economic Vitality - * board members		
Mark *	Pavao	Black Bear Coffee
Caroline *	Gunther	Wag! A Unique Pet Boutique
Carol	Sitzer	Downtown Property Owner
John *	Ryan	Apple Valley Model Railroad Club
Daniel	Carey	Pisgah Legal Services
Nancy *	Neikirk	Volunteer
Phil *	Wilmot	Art on 7 th
Jerry*	Fitzgerald	Mountain Deli

- The Economic Vitality Team (Infrastructure), supports the business and economic climate of downtown. This includes recruitment of businesses, infrastructure improvements that support, and business retention efforts to support the vibrant downtown economy.

- Current/Recent projects: Downtown Pivot Grants, wifi & parking improvements, Grey Mill Housing Project, public restroom, Downtown market data/ building inventory, new business guide, light manufacturing in downtown districts, Downtown Opportunity Fund, Coworking/Incubator Space, downtown employee training and outreach



Economic Development Strategy:Maintain a Small Town Atmosphere among the Growth in Hendersonville							
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.							
Economic Vitality Action: Provide education, networking and tours for 20 downtown service industry workers in 2023-2024							
Completed	Task	Name of Person Responsible		Cost/Time	Tools Needed	Partners/Assistance Needed	Date for Completio
x	Offer at least 1 training aimed to downtown employee in 2023 Hendo 101 – approach TDA about partnering to do a downtown version of the FAM tours – incentivize attendance by giving each attendee	Caroline, Jerry, Daniel, Mark	Internal	\$500 - cover meals. 3 hours for event, 10 hours planning	Sign up/RSVP, tour guide, reservations for dinner	Lu Ann - tour guide, Caroline/Jerry/Mark to help spread word	Apr-23
	Adapt first tour to create a downtown employee day/week at end of March 2024	EV Committee - all					4/1/2024
	Schedule dates	Jerry, Aaron, Mark		budget \$1000 max for enitre week		Lu Ann - availability to do tours	
	Update a guide for downtown employees adapted from new business guide	Jamie - EV team reviews	in house				
	Notify businesses - establish RSVP form	Jamie + EV Team	in house	n/a			
Economic Vitality Action: Action: Host monthly Downtown Opportunity Fund meetups to support BIPOC and under funded businesses.							
x	Apply for Dogwood Health Trust underfueled entrepreneurs prorgam	Jamie - team reviews/input	Both	grant funded - \$400,000. 2 years		Jamie, Mountian BizWorks, BlackWall Street, BRCC	May-22
x	Training kick off / soft launch with BRCC	Jamie - team reviews/input	external			Gary Heisey	Feb-23
x	Host Mountain BizWorks Foundations Class	Jamie / Christine	external		office space	Mountain BizWorks	Jul-23
	Update office space to allow for incubator/coworking and to allow for ADA accessiblity	Jamie/City	internal	rent revenue generated			Mar-24
	Host 2nd Mountain BizWorks Class in April 2024	Jamie / Christine	external		office space	Mountain BizWorks	Apr-24
x	Host monthly BIPOC-focused networking with Black Wall sTreet	Jamie/Bruce/Jay	both	grant funded			
Economic Vitality Action: Meet with 10 downtown businesses one-on-one to review data reports and recommend updates (Placer.ai) in 2023-2024.							
x	Obtain subscription to Placer.ai	Jamie	internal	\$16,000	purchasing / PO		Sep-23
x	Create booking linkt schedule meeting times	Jamie	internal	\$0			Nov-23
x	Introduce meeting opportunities at DHOF Lunch	Jamie	internal	\$0			Nov-23
x	establish process and template for reports to be pulled	Jamie / EV Review	internal	\$0			Nov-23
x	Meet with first business - Mikes on Main	Jamie	internal	\$0 / 2 hours	prepare report		Nov-23
x	Promote opportunity for downtown businesses for q1 2024	Jamie	internal				Jan-24

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.					
Economic Vitality Action: Action: Update zoning for downtown residential parking requirements.					
Completed ✓	Task	Name of Person Responsible	In-House or Outsourced	Cost/Time	Date for Completion
	Review current ordinances upon completion of Downtown/Comp Plan				Dec-24
	Promote parking resources to potential developers/property owners				
Economic Vitality Action: Review and adapt parking updates annually.					
x	Promotion of parkmobile codes for off season (January – April) – In Progress to be distributed to water customers and social media	Jamie, Kristen, Alexa, Allison, Brandy	internal		Jan-24
	Garage signage – how to go for certain streets – how to get to each street left/right	Jamie, Erik, Brent Pope, committee review	internal	\$200	Mar-24
	Downtown directory map on wall / elevator				
	Encourage repair/ improvements on buildings on alley side of garage / Wall Street	community character team?			
	Budget for a parking study for 2024 or 2025				
	Review parking rates and fees in summer 2024				
Economic Vitality Action: Complete Downtown Master Plan / City Comprehensive Plan and begin implementation (2023)					
✓	Stakeholder/steering committee formed	Planning board /reps from downtown board			
	Complete Plan				2024
	Implementation				2024
	New Items: (March, 2024)				
	Certified Autism Destination				
	7th Avenue Business Committee				
	Event Evaluation and Rubric				

Other EV projects in progress or discussed

1. Build inventory of downtown properties – [View dashboard here.](#)

2. Conduct a market analysis of downtown business and housing needs

3. Provide support for downtown businesses

Evaluate and continue pivot grants to meet the needs of businesses

4. Enhance Ease of Use for Businesses and Downtown Customers

Launch Park Mobile Parking App and prepare for meters in 2022

Evaluate long-term plan for curbside / temporary parking

Evaluate and add signage to direct to public restrooms and have visitor information inside downtown public restrooms

Prepare marketing plan for opening of Downtown Parking Garage and meters

Wifi - Work with VC3 to increase speed and locations for public wifi

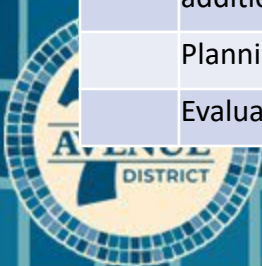
Cell Service - determine potential for increased cell service for downtown

Long Term / Future Projects

additional public restrooms - near 1st or 2nd avenue, near Depot on Maple Street

Planning for businesses that accommodate the Ecusta Trail at the South end of Main Street

Evaluate downtown housing needs and identify locations for housing



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"> • 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
5.05	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"> • Add to Dept. work plans • Select internal project manager • 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.	\$\$\$	<ul style="list-style-type: none"> • Add to Dept. work plans • Select internal project manager • Draft and issue RFQ/RFP • Select project consultant • Finalize scope and contract



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"> 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.	<ul style="list-style-type: none"> 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
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"> Engage partners in identifying entrepreneur assistance needs Collaborate to develop program structure
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"> Select project manager Research examples Develop proposed structure and procedures Solicit input from stakeholders Finalize program structure, procedures Launch program

