

# MATRIX I

## HOW TO USE THE MATRICES

### ACTION STEPS & PRIORITY ORGANIZED BY RECOMMENDATION & BY PHASE

The recommendations presented in the 2045 Comprehensive Plan are organized in two different ways in this document for clarity and ease of use in the implementation process.

#### Matrix I: Recommendation Matrix

The 2045 Comprehensive Plan’s recommendations will be accomplished through action steps created to achieve the County’s goals. Each action step has a responsible party who will work towards implementing the task in conjunction with County staff or other organizations and resources from across the County who will advise and provide support.

Each action step has a target completion date, listed as Phase I through IV, or may be an ongoing item that will be a focus for the County throughout the lifetime of the Plan. Phasing helps to coordinate efforts and distribute County resources strategically to help realize all of the Plan’s goals.

The Recommendation Matrix in this chapter organizes the action items sequentially by recommendation number. Each recommendation is associated with one or more of the County’s goals from the Comprehensive Plan that were created with community input. This matrix follows the same order as the Recommendation chapter found in Part III of the Comprehensive Plan.

#### Matrix II: Implementation Phase Matrix

The Implementation Phase Matrix (starting on P. 36) contains the same information as the Recommendation Matrix, but it organizes the action steps by target completion phase, which are color coded. Within each phase, the action steps are grouped by Responsible Party for easier understanding of how, when, and by what entity each task will be performed. This matrix is intended for County Staff use to better understand the timeline and team required for each task to execute the 2045 Comprehensive Plan.

While the order is different, the content of each action step supporting the listed recommendation number is the same as can be found in Part III of the 2045 Comprehensive Plan document.

## RECOMMENDATION MATRIX

### ACTION STEPS & PRIORITY ORGANIZED BY RECOMMENDATION

ACTION STEP	COORDINATING RESOURCES	RESPONSIBLE PARTY	TARGET COMPLETION PHASE	ACTION TYPE	LEVEL OF ACTION
<b>Rec 1.1: Grow where infrastructure and services exist, in and around municipalities, community investments, and anchors.</b>					
A. Coordinate with municipalities and other service providers to update the Utility Service Area (USA) and utility service agreements to best fit the Future Land Use Map and municipal land use plans.	City of Hendersonville	BOC	Phase I	Coordination/ Outreach	Local
B. Encourage higher-density residential developments to be located within the USA.	City of Hendersonville and Asheville Regional Housing Consortium	BOC, City of Hendersonville	Ongoing	Coordination/ Outreach	Local
C. Locate commercial and residential growth near community anchors (i.e. Neighborhood Anchors and Community Centers on the FLU Map).	County Staff	Planning Board	Phase I	Development Regulations	Local
D. Utilize appropriate tools to encourage growth in-line with the Future Land Use Map.	County Staff	Planning Board	Ongoing	Development Regulations	Local
E. Develop a mechanism that could expand allowable uses that are compatible with the Ecusta Rail Trail.	Ecusta Trail Business Partners, RTAC	Planning Board	Phase II	Development Regulations	Local
F. Ensure zoning districts around Neighborhood Anchors and Community Centers allow, by right, consistent land uses.	County Staff	Planning Board	Phase I	Development Regulations	Local

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ACTION STEP	COORDINATING RESOURCES	RESPONSIBLE PARTY	TARGET COMPLETION PHASE	ACTION TYPE	LEVEL OF ACTION
<b>Rec 1.2: Use available zoning tools to encourage context-appropriate rural businesses.</b>					
A: Continue to allow for administrative approval for small to medium-scale uses that meet basic standards in rural areas (e.g. AG on FLUM).	County Staff	Planning Board	Ongoing	Development Regulations	Local
B: Modify thresholds for administrative approval requirements for certain types or sizes of new nonresidential uses.	County Staff	Planning Board	Phase I	Development Regulations	Local
C: Collaborate with the Henderson County Partnership for Economic Development to encourage redevelopment of underutilized industrial and/or commercial properties.	The Partnership	BOC	Phase IV	Coordination/ Outreach	Local
D: The size and intensity of uses in Neighborhood Anchors should be evaluated to maintain the local business economy.	The Partnership, Chamber of Commerce	Planning Board	Phase I	Development Regulations	Local
<b>Rec 2.1: Support agriculture as an economic driver.</b>					
A: Continue to collaborate with Agribusiness Henderson County (AgHC) on supporting existing agriculture.	AgHC, other farm stakeholders	NC Coop Ext., Soil and Water, County Staff	Phase IV	Coordination/ Outreach	Local
B: Recruit and prepare the next generation of farmers through the 4-H and Future Farmers of America (FFA) programs in coordination with Henderson County Schools and Blue Ridge Community College.	BRCC, FFA, and HCPS	NC Coop Ext. (4-H)	Ongoing	Coordination/ Outreach	Local
C: Leverage partnership with Blue Ridge Community College to advance workforce development assets and respond to specific agri-business needs.	BRCC	AgHC	Phase II	Coordination/ Outreach	Local

ACTION STEP	COORDINATING RESOURCES	RESPONSIBLE PARTY	TARGET COMPLETION PHASE	ACTION TYPE	LEVEL OF ACTION
D: Assist the three government-supported agricultural entities (AgHC, Henderson County Soil & Water Conservation District, and NC Cooperative Extension) on joint issues and encourage collaboration.	AgHC, Henderson County Soil & Water Conservation District, and NC Coop Ext.	BOC	Phase IV	Coordination/ Outreach	Local
E: Continue to allow for a flexible approach to rural business development.	Chamber of Commerce	Planning Board	Phase I	Development Regulations	Local
F: Identify and address barriers to integration, extension, and diversification of agribusiness and agritourism (i.e. packing facilities, processing, value-added production, distribution, retail).	Farmland Preservation Taskforce, BOC, NC Coop Ext., Soil & Water, other ag stakeholders	AgHC	Phase III	Development Regulations	Local
G: Study the creation of an Agricultural Visitor Center and incorporated offices for agricultural related agencies.	AgHC, Henderson County Soil & Water Conservation District, and NC Coop Ext.	BOC	Phase III	Study/Plan	Local
H: Collaborate with the NC Cooperative Extension and other organizations to connect current and future farmers to federal and state agricultural funding programs.	NC Coop Ext.	Farmland Preservation & Soil & Water	Phase IV	Financial	Local
<b>Rec 2.2: Preserve existing farmland.</b>					
A: Encourage enrollment in Present Use Value (PUV) and Voluntary Agricultural District (VAD) programs.	AgHC, NC Coop Ext., Farm Bureau, Soil & Water	Tax Department	Phase IV	Coordination/ Outreach	Local
B: Formulate a plan to create a Voluntary Farmland Preservation Program to purchase farmland development rights and establish agricultural conservation easements.	AgHC, Soil and Water, NC Coop Ext., Farm Bureau, other agriculture stakeholders	BOC, Farmland Preservation Taskforce	Phase I	Program/ Organization	Local
C: Study the creation of a County-wide Farmland Mapping & Monitoring Program.	NC Coop Ext. and Soil & Water Conservation Dist., AgHC, Tax Dept.	County Staff	Phase I	Study/Plan	Local

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ACTION STEP	COORDINATING RESOURCES	RESPONSIBLE PARTY	TARGET COMPLETION PHASE	ACTION TYPE	LEVEL OF ACTION
<b>Rec 2.3: Promote cooperation between existing agriculture and new residential development.</b>					
A: Discourage rezonings for higher density residential subdivisions outside the defined Utility Service Area (USA) and in the Agriculture/Rural (AR) area identified on the Future Land Use Map.	County Staff	Planning Board	Ongoing	Development Regulations	Local
B: Review the requirement for a 100 foot setback for all buildings from Voluntary Agricultural Districts (VAD).	Farmland Preservation Taskforce	Planning Board	Phase I	Development Regulations	Local
C: Consider zoning updates to reduce development pressure in agricultural areas.	Ag stakeholders, Farmland Preservation Taskforce	Planning Board	Phase I	Development Regulations	Local
<b>Rec 2.4: Encourage non-farm development outside of agricultural areas.</b>					
A: Continue to provide incentives for revitalizing existing commercial and industrial sites through economic development ventures.	The Partnership	BOC	Phase IV	Development Regulations	Local
B: Encourage industrial growth in areas away from large concentrations of farmland and agricultural operations.	AgHC, Farmland Preservation Taskforce	The Partnership	Phase IV	Development Regulations	Local
C: Carefully evaluate potential utility extensions that could impact large concentrations of productive farmland.	City of Hendersonville, MSD, and Etowah Sewer	BOC - future Edneyville Sewer	Phase IV	Study/Plan	Local
<b>Rec 2.5: Utilize zoning tools to help conserve rural character.</b>					
A: Study existing rural character and identify defining elements that can be modeled.	Planning & Zoning Departments	Planning Board	Phase II	Study/Plan	Local
B: Work with developers to strategically locate required open space.	Developers	Planning & Zoning Departments	Phase IV	Coordination/ Outreach	Local
C: Clarify buffers or "green belts" between commercial and residential development and between residential development and farmland.	Farmland Preservation Taskforce, EAC	Planning Board	Phase II	Development Regulations	Local

ACTION STEP	COORDINATING RESOURCES	RESPONSIBLE PARTY	TARGET COMPLETION PHASE	ACTION TYPE	LEVEL OF ACTION
<b>Rec 3.1: Protect and conserve sensitive environmental habitats, steep slopes, and ridge tops.</b>					
A: Encourage conservation subdivision design in areas with sensitive environmental resources.	EAC, Planning Board, TRC	Planning and Zoning Departments	Phase IV	Development Regulations	Local
B: Consider allowing for administrative approval for conservation subdivisions that meet certain criteria as defined in the Land Development Code.		Planning Board	Phase I	Development Regulations	Local
C: Encourage the reservation of sensitive natural resources as open space in new development.	EAC, NCDEQ, Conserving Carolina	Planning and Zoning Departments	Phase IV	Development Regulations	Local
D: Study the creation of guidelines for if development occurs on public lands.	Pisgah National Forest, Dupont State Forest, Green River Gamelands, and other public lands	Planning Board	Phase I	Study/Plan	Local
E: Consider incentivizing open space conservation in new industrial developments of a certain size and where appropriate.	The Partnership	Planning Board	Phase II	Development Regulations	Local
F: Consolidate steep slope requirements within the Land Development Code for simplification.	EAC, local developers	Planning Board	Phase I	Development Regulations	Local
G: Consider the creation of a voluntary program with a land conservancy fund to purchase development rights and establish conservation easements on important natural lands and other sensitive environmental habitats.	Conserving Carolina	BOC, Farmland Preservation Taskforce	Phase I	Program/ Organization	Local

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ACTION STEP	COORDINATING RESOURCES	RESPONSIBLE PARTY	TARGET COMPLETION PHASE	ACTION TYPE	LEVEL OF ACTION
<b>Rec 3.2: Improve the resiliency of natural areas and critical assets against hazards.</b>					
A: In collaboration with existing organizations, study how to protect sensitive habitats, farmland, and land adjacent to creeks and rivers throughout Henderson County.	Conserving Carolina, Farmland Preservation Taskforce, & EAC	County Staff	Phase III	Study/Plan	Local
B: Coordinate efforts between Emergency Services and the Planning Department regarding emergency response and critical infrastructure.	Emergency Management, TRC	Planning Department	Ongoing	Coordination/ Outreach	Local
C: Regularly review implementation progress and update the Hazard Mitigation Plan to strengthen emergency management and response in the County.	Planning Department	Emergency Management	Ongoing	Study/Plan	Local
D: Ensure the Land Development Code is consistent with state and federal regulations.	County Attorney	Planning Department	Ongoing	Development Regulations	Local
E: Continue work with local, state, and federal land managers to develop plans for wildfire management, especially in interface areas. (See also Rec 3.3 F)	Public lands, local governments, EAC	Emergency Management	Ongoing	Coordination/ Outreach	Regional
F: Continue to work with the community to increase emergency preparedness awareness and educate the community regarding existing response plans.	NC Department of Public Safety	Emergency Management	Ongoing	Coordination/ Outreach	Local
<b>Rec 3.3: Decrease the potential exposure to hazards by managing future development.</b>					
A: Within new subdivisions consider the reservation of open space and conservation areas in and around areas with a high potential for landslides.	Emergency Management	Site Development	Ongoing	Development Regulations	Local
B: Use available vulnerability and risk assessment tools to guide development design and rezoning decisions.	NC Office of Recovery & Resiliency	Planning Board, BOC	Phase IV	Development Regulations	Local

ACTION STEP	COORDINATING RESOURCES	RESPONSIBLE PARTY	TARGET COMPLETION PHASE	ACTION TYPE	LEVEL OF ACTION
C: Discourage the amount of land disturbed in steep slope developments, including construction of roads, as well as density of development.	County Staff, USGS,	Site Development	Phase IV	Development Regulations	Local
D: Continue to limit fill in floodplains unless additional standards are met.	Site Development, Floodplain Administrator, Planning Board	BOC	Phase II	Development Regulations	Local
E: Utilize the fire, building, and land development codes to mitigate risk of fire hazards in areas with limited access.	Henderson County Fire Departments, County Staff	TRC	Phase III	Development Regulations	Local
F: Encourage wildfire mitigation principles in new developments located in the Wildland Urban interface including: <ul style="list-style-type: none"> <li>Design recreation space and access roads to double as firebreaks</li> <li>Design each home site to have defined defensible space</li> <li>Encourage fire resistant building design and provide defensible space around clustered development</li> </ul>	US Forest Service, NC Forest Service, Planning Board, TRC, GIS Coordinator	Emergency Management	Phase II	Development Regulations	Local
G: Encourage best practice design standards for new construction within the Wildland Urban Interface.	US Forest Service, NC Forest Service, Emergency Management, Planning Board, TRC, GIS Coordinator	County Staff	Phase IV	Development Regulations	Local
H: Encourage additional street trees within new developments to enhance the environmental benefits of the requirement.	EAC, Environmental Programs Coordinator	Planning Board	Phase IV	Development Regulations	Local

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ACTION STEP	COORDINATING RESOURCES	RESPONSIBLE PARTY	TARGET COMPLETION PHASE	ACTION TYPE	LEVEL OF ACTION
<b>Rec 3.4: Improve stormwater management strategies and water quality protections.</b>					
A: Continue to limit built-upon area within the water supply watersheds and provide standards for stormwater management.	County Staff, Town of Mills River, NCDEQ	Site Development, Planning Board	Phase III	Development Regulations	Local
B: Monitor water quality trends to determine effectiveness of existing regulations and other trends.	NCDEQ	Soil & Water	Phase IV	Study/Plan	Regional
C: Consider additional site development standards to reduce stormwater and erosion impacts of new major subdivisions.	Planning Board, NCDEQ, Soil & Water	Site Development	Phase III	Development Regulations	Local
D: Identify regulatory barriers and consider incentives for green infrastructure projects, which can lessen stress on natural systems.	EAC, Conserving Carolina, NCDEQ	Site Development	Phase III	Study/Plan	Local
<b>Rec 4.1: Address traffic and road maintenance priorities.</b>					
A: Advocate for the County's transportation priorities at the French Broad River Metropolitan Planning Organization (FBRMPO) board meetings regarding project prioritization, roadway design, and safety.	TAC, NCDOT	BOC Liasons to MPO Board & TCC Staff Liasons	Ongoing	Coordination/ Outreach	Regional
B: Coordinate with NCDOT and municipalities via the Henderson County Transportation Advisory Committee (TAC).	FBRMPO, NCDOT, the municipalities	TAC	Ongoing	Coordination/ Outreach	Local
C: Advocate for the NCDOT to update the Comprehensive Transportation Plan, which was adopted in 2008, and focus improvements around active transportation options and transit.	ACPT, NCDOT, FBRMPO	TAC	Phase I	Study/Plan	Regional
D: Collaborate with NCDOT and the French Broad River MPO to develop a county-wide Rural Roadway Design Manual to provide clear recommendations to NCDOT and developers for expanding and improving the transportation network throughout the County.	NCDOT, FBRMPO	TAC	Phase II	Program/ Organization	Local

ACTION STEP	COORDINATING RESOURCES	RESPONSIBLE PARTY	TARGET COMPLETION PHASE	ACTION TYPE	LEVEL OF ACTION
<b>Rec 4.2: Adopt policies and regulations that reduce or mitigate impacts of new development.</b>					
A: Encourage adequate roadway connectivity with appropriate access (ingress and egress) and limit dead ends/cul-de-sacs in new subdivisions.	TRC, Emergency Management, TAC, Planning Board	County Staff	Phase II	Development Regulations	Local
B: Consider reducing Henderson County's Traffic Impact Study (TIS) threshold for developments located along specific road classifications.	NCDOT	Planning Board	Phase I	Development Regulations	Local
C: Consider amending the Land Development Code to allow for integration of residential and commercial uses to allow for shorter travel time between destinations.	NCDOT, TAC, ACPT, Chamber of Commerce	Planning Board	Phase I	Development Regulations	Local
D: Consider additional sidewalk/trail connections for new commercial developments, especially when adjacent to an existing trail.	RTAC, RAB, NCDOT	Planning Board	Phase I	Development Regulations	Local
E: Encourage connections between existing and new commercial developments to reduce curb cuts and make it easier to access the businesses.	NCDOT, TAC	Planning Board	Phase I	Development Regulations	Local
<b>Rec 4.3: Promote the development of Henderson County's transportation system to benefit the community.</b>					
A: The County should continue to seek grant funding (through the French Broad River MPO and other sources) for corridor studies along primary roadways throughout the County.	TAC, FBRMPO Liasons	Planning Department	Phase IV	Financial	Local
B: Establish a vision for significant roadway corridors and its surrounding land use, with input from the community they serve.	NCDOT, FBRMPO, impacted communities	TAC	Phase II	Study/Plan	Local
C: Identify creative solutions for roadway congestion and safety during seasonal peak demand and at public schools.	HCPS, NCDOT, Safe Routes to Schools Coordinator, NC Highway Patrol, BRBC	TAC	Phase III	Study/Plan	Local

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ACTION STEP	COORDINATING RESOURCES	RESPONSIBLE PARTY	TARGET COMPLETION PHASE	ACTION TYPE	LEVEL OF ACTION
D: Support NCDOT with the on-going corridor studies for major roadways.	NCDOT	TAC	Ongoing	Study/Plan	Local
E: Collaborate through the TAC and the NCDOT on intersections with safety and congestion issues in the County.	NCDOT, TAC	Planning Board	Phase II	Coordination/ Outreach	Local
F: Communicate the desire to NCDOT for prioritization of continuous traffic flow to allow for safer speeds and EMS access in strategic rural intersections especially during high traffic seasons.	Emergency Management, NCDOT, NC Highway Patrol	TAC	Ongoing	Coordination/ Outreach	Local
G: Encourage NCDOT to accept and maintain all public subdivision roads and drainage infrastructure which were dedicated, recorded, approved, or installed prior to October 1, 1975, without requiring the private property owners who adjoin the improvement to pay the costs of bringing them up to current NCDOT standards.	NCDOT	BOC, State Legislature	Phase I	Coordination/ Outreach	State
<b>Rec 4.4: Improve active transportation options (i.e. transit, sidewalks and bicycle facilities) in the County.</b>					
A: Identify opportunities to incorporate transit, cycling, and pedestrian facilities into roadway upgrades.	NCDOT, FBRMPO, RTAC, BRBC	TAC	Phase III	Study/Plan	Local
B: Encourage NCDOT, where appropriate, to install paths along key roadways, giving people an option for bicycle and pedestrian commuting or for recreational use when applicable.	NCDOT, FBRMPO, RTAC, BRBC	TAC	Phase III	Coordination/ Outreach	Local
C: Conduct studies of the transportation network surrounding County schools to identify deficiencies in safety and access.	Safe Routes to Schools Coordinator, NCDOT, TAC	Planning Department	Phase IV	Study/Plan	Local
D: Identify safe cycling routes and create maps to community members and visitors and update as needed.	BRBC, GIS Coordinator, County Staff	TAC	Ongoing	Study/Plan	Local

ACTION STEP	COORDINATING RESOURCES	RESPONSIBLE PARTY	TARGET COMPLETION PHASE	ACTION TYPE	LEVEL OF ACTION
E: Support the State Legislature to improve solutions for the funding, construction, and maintenance of bike, public transit, and pedestrian infrastructure.	NCDOT, FBRMPO, State Legislature	BOC, TAC	Phase IV	Coordination/ Outreach	State
F: Work with NCDOT and the municipalities to create guidance for businesses that want to connect to a greenway identified in the Greenway Master Plan. <ul style="list-style-type: none"> <li>Advocate for safety of pedestrians and bicyclists through parking lots and via roadway access.</li> <li>Encourage adjacent businesses to develop connections along existing trails.</li> </ul>	NCDOT, local businesses, municipalities, BRBC	TAC	Phase II	Program/ Organization	Local
<b>Rec 4.5: Maintain Apple Country Public Transit's service levels and invest in infrastructure to support transit.</b>					
A: Conduct a transit feasibility study to identify gaps in transit service, particularly to schools, large employers, and greenways and recreational facilities as needed.	Transit Steering Committee, transit riders, other transit stakeholders	County Staff	Phase I	Study/Plan	Local
B: Use the Future Land Use Map to identify potential stops along transit routes.	NCDOT, WNCSource, municipal stakeholders	County Staff	Phase IV	Program/ Organization	Local
C: Support higher density housing developments along transit routes.	Housing Assistance, Council on Aging, Habitat for Humanity	Planning Board	Phase IV	Development Regulations	Local
D: Consider directing development to within 3/4 mile of the fixed-route transit system by extending the distance of the routes, and adding new routes.	WNCSource, NCDOT	Planning Board, County Staff	Phase IV	Development Regulations	Local
E: Continue to work with regional partners and explore the concept of a Regional Transit Authority (RTA) that would focus on regional transit service while preserving local control of existing systems.	FBRMPO, NCDOT, other transit systems	County Staff, ACPT	Phase II	Coordination/ Outreach	Regional

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ACTION STEP	COORDINATING RESOURCES	RESPONSIBLE PARTY	TARGET COMPLETION PHASE	ACTION TYPE	LEVEL OF ACTION
F: Explore mechanisms to provide express routes to connect Hendersonville to Asheville and other destinations in Buncombe, Madison, and Haywood County, while focusing on regional mobility management, employee training, maintenance, and funding administration.	FBRMPO, NCDOT, other transit systems	County Staff, ACPT	Phase I	Study/Plan	Regional
G: Explore possible connections between transit and greenways to help reduce traffic and vehicle miles traveled.	RTAC, RAB, NCDOT	County Staff, ACPT	Ongoing	Study/Plan	Local
H: Continue to improve existing bus stops through amenities like benches and shelters.	NCDOT, WNCSource	County Staff, ACPT	Ongoing	Program/Organization	Local
I: Explore solutions to solve the garbage collection issue at bus stops.	Facility Services, City of Hendersonville	County Staff, ACPT	Phase I	Study/Plan	Local
J: Collaborate with the City of Hendersonville on a joint planning effort for a more robust transfer station in downtown Hendersonville.	City of Hendersonville	County Staff, ACPT	Phase I	Coordination/Outreach	Local
K: Encourage diversification of the Henderson County vehicle fleet, including transit buses, for optimum resiliency and to reduce costs of operations.	Facility Services, NCDOT Public Transit Division	County Staff, ACPT	Phase II	Program/Organization	Local
<b>Rec 4.6: Complete the trail and greenway network.</b>					
A: Implement the Greenway Master Plan's policy to incorporate the use of existing and future sewer utility easements for public-use greenways.	County Staff, RTAC, community stakeholders	BOC - Edneyville Sewer District; City of Hendersonville Sewer	Phase III	Program/Organization	Local
B: Work with municipalities, employers, nonprofits, and schools to provide additional amenities for existing greenways and trails (i.e. parking, benches, lighting, restrooms, water fountains, bike repair stations, mile markers, and educational signage).	Ecusta Business Partners, Friends of Ecusta Trail, municipalities, employers, nonprofits, and schools	RTAC	Phase IV	Coordination/Outreach	Local

ACTION STEP	COORDINATING RESOURCES	RESPONSIBLE PARTY	TARGET COMPLETION PHASE	ACTION TYPE	LEVEL OF ACTION
C: Coordinate with partners to advance, complete, and maintain the entire 19 miles of the Ecusta Rail Trail.	NCDOT, City of Brevard, City of Hendersonville, Town of Laurel Park, ETAB	RTAC	Ongoing	Coordination/Outreach	Regional
D: Coordinate with NCDOT to ensure that all Ecusta Rail Trail roadway crossings follow safety standards for vehicles and pedestrians, are highly visible for drivers, and have appropriate signage.	NCDOT	RTAC	Phase II	Coordination/Outreach	Regional
E: Coordinate with the Rail Trail Advisory Committee, Transportation Advisory Committee (TAC), Planning Board, and Recreation Advisory Board on priority greenway implementation.	RTAC, TAC, Planning Board, RAB, Conserving Carolina	Greenway Master Plan Steering Committee	Phase IV	Coordination/Outreach	Local
F: Prioritize planning and design for greenway segments to connect existing trails.	NCDOT, FBRMPO	County Staff	Ongoing	Development Regulations	Local
G: Incorporate spurs and short connections (where feasible) to hospitals and County-owned properties, like parks, into greenway planning.	NCDOT, FBRMPO, RAB, Pardee Hospital	County Staff	Phase IV	Development Regulations	Local
H: Update the Henderson County Greenway Master Plan to reflect current progress, new initiatives, updated funding opportunities, and tentative community partners.	RTAC, NCDOT, FBRMPO, Conserving Carolina, etc.	Greenway Master Plan Steering Committee	Phase II	Study/Plan	Local
I: Prioritize the design of new trails to be adequately designed, resilient, and withstand extreme weather events, as well as design for stormwater best management practices (BMPs), when cost effective, and other flood prevention strategies.	Local Floodplain Administrators and Water Quality Administrators	Site Development, County Staff	Ongoing	Development Regulations	Local
J: Appropriate hydraulic modeling should be performed whenever a greenway is to be constructed in a floodplain.	Local Floodplain Administrators and Water Quality Administrators	NCDEQ	Ongoing	Development Regulations	Local

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ACTION STEP	COORDINATING RESOURCES	RESPONSIBLE PARTY	TARGET COMPLETION PHASE	ACTION TYPE	LEVEL OF ACTION
K: Create a user-friendly, online method for people to report maintenance issues on County maintained greenways.	RAB, RTAC, municipal stakeholders	County Staff	Phase I	Program/Organization	Local
<b>Rec 4.7: Support education and encourage activities related to bicycling.</b>					
A: Encourage skills clinics that teach novice riders how to ride safely and efficiently when riding alone or in groups.	BRBC	Parks & Recreation	Ongoing	Coordination/Outreach	Local
B: Encourage bicycle riding and utilization of the Ecusta Rail Trail and other greenways.	BRBC; NCDOT	RTAC	Ongoing	Coordination/Outreach	Local
<b>Rec 5.1: Improve communications infrastructure.</b>					
A: Strive to improve the County's Broadband Availability Index ranking per the NC Broadband Infrastructure Office.	Land of Sky, local providers, NC Broadband Infrastructure Office	Broadband Taskforce	Phase I	Program/Organization	Local
B: Pursue the extension of broadband Internet, especially trunk-line improvements or extensions between major population centers, including improvements along I-26.	Land of Sky, local providers, NC Broadband Infrastructure Office	Broadband Taskforce	Phase II	Financial	Regional
C: Continue participation in broadband planning programs. Work with the State to receive and distribute funding for building broadband infrastructure grants, such as the Completing Access to Broadband Grant Program and others.	Land of Sky, local providers, NC Broadband Infrastructure Office	Broadband Taskforce	Phase I	Financial	Local
D: Continue County participation in the BAND-NC grant program to complete the county-wide digital inclusion plan.	Land of Sky, local providers, NC Broadband Infrastructure Office	Broadband Taskforce	Phase IV	Study/Plan	Local
E: Consider implementation of the Henderson County Broadband Taskforce's recommendations concerning the most effective and legal role for Henderson County to take in assisting and promoting improvements and growth of broadband infrastructure.	Broadband Taskforce	BOC	Phase IV	Program/Organization	Local

ACTION STEP	COORDINATING RESOURCES	RESPONSIBLE PARTY	TARGET COMPLETION PHASE	ACTION TYPE	LEVEL OF ACTION
<b>Rec 5.2: Locate utilities to maximize efficiency of services, minimize cost of service, and minimize impacts on the natural environment.</b>					
A: Initiate and conduct utility planning efforts that align with land use policies and community goals.	City of Hendersonville, Edneyville Sewer, Etowah Sewer, MSD	BOC	Phase I	Study/Plan	Local
B: Coordinate with local governments and regional entities to address service issues and secure long-term water and sewer capacity.	City of Hendersonville, Edneyville Sewer, Etowah Sewer, MSD	BOC	Phase II	Coordination/Outreach	Regional
C: Coordinate targeted utility and service enhancements within the defined Utility Service Area.	City of Hendersonville, Edneyville Sewer, Etowah Sewer, MSD	BOC	Phase IV	Coordination/Outreach	Local
D: Discuss with Henderson County Schools regarding alignment of future school planning with water and sewer infrastructure planning.	HCPS	City of Hendersonville and BOC	Ongoing	Coordination/Outreach	Local
<b>Rec 5.3: Use utilities to incentivize economic development and conservation opportunities.</b>					
A: County staff and elected officials should coordinate with partners to plan for effective site readiness for specific economic development projects.	The Partnership, AgHC	BOC, County Staff	Ongoing	Coordination/Outreach	Local
B: Encourage conservation subdivision designs for all new major residential subdivisions of a certain size in unincorporated areas tied to sewer infrastructure.	County Staff, MSD	Planning Board	Phase II	Development Regulations	Local
<b>Rec 5.4: Take a leadership role in sewer and water planning by helping to foster intergovernmental cooperation.</b>					
A: Recommend a water and sewer management structure including County and municipal participation to manage growth within the entire County.	MSD, City of Hendersonville Water & Sewer, Etowah Sewer, City of Asheville Water, other utility providers, stakeholder municipalities	BOC	Phase II	Program/Organization	Local



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ACTION STEP	COORDINATING RESOURCES	RESPONSIBLE PARTY	TARGET COMPLETION PHASE	ACTION TYPE	LEVEL OF ACTION
B: Coordinate transportation studies with the City to evaluate and prioritize development potential for future commercial and/or industrial development.	City of Hendersonville, The Partnership, NCDOT, FBRMPO	County Staff	Phase III	Study/Plan	Local
C: Encourage the development of a capital improvement program and capital reserve fund to help implement planned investments in sewer infrastructure and other services.	The Partnership	BOC	Phase IV	Financial	Local
<b>Rec 6.1: Increase high-wage employment and foster growth in the local tax base.</b>					
A: Using the Future Land Use Map, identify and publicize key sites for diverse industrial development in cooperation with The Partnership.	The Partnership	County Staff	Ongoing	Coordination/ Outreach	Local
B: Encourage rezonings to commercial and industrial zoning districts in areas identified as Employment and Industry on the Future Land Use Map.	The Partnership	Planning Board	Ongoing	Development Regulations	Local
C: Consider small scale business development in the Neighborhood Anchors to promote local spending.	The Chamber, TDA, Ecusta Business Partners	Planning Board	Phase I	Development Regulations	Local
<b>Rec 6.2: Coordinate workforce education.</b>					
A: Leverage partnership with Blue Ridge Community College to advance workforce development assets and respond to specific industry needs via curriculum updates and employer partnerships.	BRCC	The Partnership, AgHC	Phase IV	Program/ Organization	Local
B: Support Blue Ridge Community College in their mission to educate students for direct, local employment.	BRCC	The Partnership, AgHC, Chamber of Commerce, TDA	Phase IV	Coordination/ Outreach	Local
<b>Rec 6.3: Advance small businesses and entrepreneurs.</b>					
A: Encourage development of office, retail and light industrial space through land use and zoning decisions.	The Partnership	Planning Board	Phase I	Development Regulations	Local

ACTION STEP	COORDINATING RESOURCES	RESPONSIBLE PARTY	TARGET COMPLETION PHASE	ACTION TYPE	LEVEL OF ACTION
B: Prioritize expansion of small business infrastructure needs such as high-speed Broadband.	Chamber of Commerce	Broadband Taskforce	Phase II	Financial	Local
C: Support the assets of Blue Ridge Community College to respond to industry, consumer trends, and emerging opportunities.	BRCC	BOC	Phase IV	Financial	Local
<b>Rec 6.4: Facilitate placemaking efforts to reinforce community character and attract businesses and investment.</b>					
A: Work with the Henderson County Tourism Development Authority (TDA) to develop a uniform signage style and place directional, gateway and/or historical signage within established communities.	Communities, RTAC, HRC, RAB, municipalities, Chamber of Commerce	TDA	Phase IV	Financial	Local
B: Encourage NCDOT to improve the safety of intersections for pedestrians.	NCDOT	TAC	Phase IV	Program/ Organization	Local
<b>Rec 7.1: Increase housing in the Utility Service Area (USA).</b>					
A: Encourage rezonings for high density housing and mixed-use development within the USA.	The Partnership, Advent Health, Pardee Hospital, BRCC, HCPS	Planning Board	Ongoing	Development Regulations	Local
B: To avoid conflict with agricultural areas and natural resources, major subdivisions should be located near defined centers and within the Infill and Transitional Areas as defined on the Future Land Use Map.	NC Coop Ext., Soil & Water, AgHC, and Farmland Preservation Taskforce	Planning Board	Ongoing	Development Regulations	Local
C: Allow for a variety of housing types, including condos, townhomes, and multi-family complexes, and manufactured homes in the defined Utility Service Area.	County Staff	Planning Board	Phase I	Development Regulations	Local
D: Re-evaluate standards for intermediate and maximum residential density within all zoning districts.	County Staff	Planning Board	Phase I	Development Regulations	Local
E: Consider allowance for small-scale multi-family units (3-4 units) without a Special Use Permit if supplemental requirements are met.	County Staff	Planning Board	Phase I	Development Regulations	Local

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ACTION STEP	COORDINATING RESOURCES	RESPONSIBLE PARTY	TARGET COMPLETION PHASE	ACTION TYPE	LEVEL OF ACTION
F: Eliminate the requirement of a Special Use Permit for developments with attached residential units within the USA and keep the existing Special Use Permit for areas outside the USA.	County Staff	Planning Board	Phase I	Development Regulations	Local
G: Develop a rural cluster option in the Land Development Code (LDC) that allows for smaller setbacks, building spacing, and innovative layout/design.	County Staff	Planning Board	Phase I	Development Regulations	Local
H: Continue to provide a density bonus for conservation subdivisions.	County Staff	Planning Board	Phase I	Development Regulations	Local
I: Consider administrative approval for conservation subdivisions.	County Staff	Planning Board	Phase I	Development Regulations	Local
<b>Rec 7.2: Encourage development of housing.</b>					
A: Consider creating incentives to encourage the creation of workforce housing developments.	Planning Board & Housing Assistance	BOC	Phase I	Program/Organization	Local
B: Allow for a variety of housing types and mixed-use development at appropriate key locations along the Ecusta Trail.	Housing Assistance	Planning Board	Phase I	Development Regulations	Local
C: Support appropriately sized, affordable housing developments within rural, agricultural areas and residential zoning districts.	Housing Assistance	Planning Board	Phase I	Development Regulations	Local
<b>Rec 7.3: Support the ability to "age in place."</b>					
A: Encourage age-sensitive design in all residential developments to appeal to a variety of residents.	Council on Aging, local AARP	Planning Board	Phase II	Development Regulations	Local
B: Consider adjustments to the Land Development Code to allow for assisted living residences that meet supplemental standards and have water and sewer connections within the USA without a special use permit.	Council on Aging	Planning Board	Phase I	Development Regulations	Local

ACTION STEP	COORDINATING RESOURCES	RESPONSIBLE PARTY	TARGET COMPLETION PHASE	ACTION TYPE	LEVEL OF ACTION
C: Provide option for administrative provision of a percent reduction in parking space requirements for retirement and/or age-targeted housing developments.	Council on Aging	Planning Board	Phase I	Development Regulations	Local
D: Consider accessibility for seniors when creating new recreation spaces.	Council on Aging, local AARP	Parks & Recreation	Phase IV	Program/Organization	Local
E: Promote the "Village Network" model, similar to that of Saluda, among older populations.	Council on Aging, local AARP	Community at-large	Phase IV	Coordination/Outreach	Local
F: Continue to allow for accessory dwelling units.	NA	Planning Board	Phase I	Development Regulations	Local
G: Partner with municipalities to study housing needs, disseminate information on housing options, and increase supply of affordable, workforce housing.	Municipalities, Housing Assistance, Asheville Housing Coalition, The Partnership, major employers	Planning Department	Phase IV	Program/Organization	Local
<b>Rec 7.4: Locate workforce housing near jobs.</b>					
A: In accordance with guidance from the Future Land Use Map, support residential development near employment areas and in and around commercial centers.	The Partnership, Housing Assistance	Planning Board	Phase IV	Development Regulations	Local
B: Coordinate with municipalities to jointly plan for areas near new employment areas that share municipal and County jurisdiction.	Municipalities, The Partnership	Planning Board	Phase IV	Study/Plan	Local
C: Increase awareness of USDA Farm Labor Housing Direct Loans and Grants.	NC Coop Ext., other agriculture stakeholders	Soil & Water	Ongoing	Coordination/Outreach	Local
D: Support innovative housing solutions that serve seasonal and year-round farm workers.	Agriculture stakeholders	Planning Board	Ongoing	Development Regulations	Local
E: Encourage opportunities for home-ownership by continued partnership with the Housing Assistance Corporation and other agencies that help renters become homeowners.	Housing Assistance, Habitat for Humanity	BOC	Ongoing	Financial	Local

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ACTION STEP	COORDINATING RESOURCES	RESPONSIBLE PARTY	TARGET COMPLETION PHASE	ACTION TYPE	LEVEL OF ACTION
<b>Rec 8.1: Encourage healthy living by expanding access to parks, greenways, and other recreational amenities.</b>					
A: Plan for recreational needs of the communities in Henderson County.	RAB	Parks & Recreation	Phase II	Study/Plan	Local
B: Address facilities and programming priorities, document ongoing maintenance needs, and provide benchmarking related to facilities and staffing within a master plan.	RAB	Parks & Recreation	Phase II	Study/Plan	Local
C: Develop a multi-year capital improvement plan for park facilities that includes planning for major maintenance expenditures.	RAB	Parks & Recreation	Ongoing	Financial	Local
D: Continue to support the development of all-inclusive playgrounds in the County.	RAB	Parks & Recreation	Ongoing	Program/Organization	Local
E: Develop a master plan for Jackson Park. The master plan should address connectivity, parking issues, facility enhancements, and involve a variety of user groups.	RAB	Parks & Recreation	Phase II	Study/Plan	Local
F: Pursue grant funding and other funding sources for the replacement of playgrounds.	RAB	Parks & Recreation	Ongoing	Financial	Local
G: Consider additional county-owned parks, including pocket parks, in areas of the County with under-served populations.	RAB	Parks & Recreation	Phase IV	Program/Organization	Local
H: Enhance recreational programming to address the needs of senior and disabled populations.	RAB	Parks & Recreation	Phase IV	Program/Organization	Local
I: Improve access to rivers for recreational purposes through partnerships and other stakeholders.	RAB	Parks & Recreation	Phase IV	Program/Organization	Local
J: Coordinate with municipalities, Conserving Carolina, the US Forest Service, the North Carolina Forest Service, the National Park Service, and the NC Wildlife Resources Commission, et al. to improve and increase access to existing hiking, camping, fishing, and additional recreational opportunities.	RAB	Parks & Recreation	Phase IV	Program/Organization	State

ACTION STEP	COORDINATING RESOURCES	RESPONSIBLE PARTY	TARGET COMPLETION PHASE	ACTION TYPE	LEVEL OF ACTION
K: Encourage new development to incorporate recreational needs into the open space design of new subdivisions.	NA	Planning Board	Phase I	Development Regulations	Local
L: Encourage major subdivisions to provide pedestrian connections or provide easements to immediately adjacent greenway facilities.	RTAC	Planning Board	Phase I	Development Regulations	Local
M: Work with the Henderson County Tourism Development Authority to provide support for safe and sustainable recreational tourism.	TDA	Parks & Recreation	Phase IV	Coordination/Outreach	Local
N: Consider investment of a county-owned indoor and outdoor sports complex.	RAB	BOC	Phase IV	Financial	Local
<b>Rec 8.2: Improve and coordinate access to health services.</b>					
A: Coordinate with the County Health Department and non-profit partners to promote physical and emotional resiliency through the utilization of existing parks for physical and mental health programs.	Health Department	Parks & Recreation	Ongoing	Coordination/Outreach	Local
B: When expanding public transit and para-transit services, consider connecting areas with medical services to residential areas for easier access.	Advent Health, Pardee Hospital	ACPT	Ongoing	Program/Organization	Local
C: Address substance misuse and mental health by utilizing the opioid litigation settlement funds to support programs and spread awareness of Strategy-Specific Resources for addiction recovery.	Health Department	Strategic Behavioral Health	Phase I	Program/Organization	Local
D: Consider creating a collaborative "Recovery Court" (also known as drug diversion court) in Henderson County for low-level offenses.	District Attorney's Office, Sheriff's Department	Strategic Behavioral Health	Phase I	Program/Organization	Local
<b>Rec 8.3: Expand access to healthy food.</b>					
A: Review zoning ordinances to facilitate grocery stores, farm stands, and other commercial food retail establishments.	NC Coop Ext.	Planning Board	Phase I	Development Regulations	Local

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ACTION STEP	COORDINATING RESOURCES	RESPONSIBLE PARTY	TARGET COMPLETION PHASE	ACTION TYPE	LEVEL OF ACTION
B: Increase local retailers' awareness of the North Carolina Healthy Food Retail Designation Program.	AgHC, Health Department, TDA	NC Coop Ext.	Phase IV	Coordination/ Outreach	Local
C: Study the creation of a farm-to-foodshare program, a farm-to-school program, or similar programs to connect local farms with residents and students.	Soil & Water, NC Coop Ext., & Health Department	HCPS	Phase II	Study/Plan	Local
D: Support and expand farmers markets in rural areas, either by introducing new traditional farmers markets or creating a mobile version.	NC Coop Ext., 4-H, local farmers' markets, TDA	AgHC	Phase IV	Program/ Organization	Local
E: Identify and work with partners that actively manages the aggregation, distribution, and marketing of local food products from a variety of sources including new and urban farms.	TDA, 4-H, local farmers' markets, Health Department	NC Coop Ext.	Phase IV	Coordination/ Outreach	Local
<b>Rec 8.4: Provide high-quality public and emergency services.</b>					
A: Plan for expansion of public services, capital projects, and personnel, in proportion to increasing demand.	County Staff	BOC	Phase IV	Financial	Local
B: Incorporate emergency service access into planning decisions.	Emergency Management	Planning Board	Ongoing	Development Regulations	Local
C: Encourage high-density growth in areas closest to emergency services such as fire and police.	Emergency Management, municipal fire and law enforcement	Planning Board	Phase III	Development Regulations	Local
D: Plan for mental health needs and encourage best practices during healthcare, public safety, and emergency response interactions.	Strategic Behavioral Health, Health Department, Wellness Department	Emergency Management, Sheriff's Department	Ongoing	Study/Plan	Local
E: Ensure efficient public service by providing information in other languages. Consider contracting an on-call interpreter firm to better serve non-English speaking community members.	Hola Carolina, ESL stakeholders, County Departments	PIO	Phase III	Coordination/ Outreach	Local

ACTION STEP	COORDINATING RESOURCES	RESPONSIBLE PARTY	TARGET COMPLETION PHASE	ACTION TYPE	LEVEL OF ACTION
<b>Rec 8.5: Coordinate and support the school system.</b>					
A: Collaborate with the School Board to plan for capital needs as the County grows.	HCPS	BOC	Ongoing	Financial	Local
B: Partner with nonprofits and other organizations to expand services for early childhood education including Head Start.	Head Start/ WNCSource, DSS, Health Department	HCPS	Phase IV	Coordination/ Outreach	Local
C: Support programs that help students stay in school.	BRCC, DSS, other youth organizations	HCPS	Ongoing	Coordination/ Outreach	Local
D: Assist Blue Ridge Community College to maintain low tuition costs for all students.	BRCC	BOC	Ongoing	Financial	Local
E: Support Blue Ridge Community College to provide a variety of training courses focused on workforce readiness.	BRCC, The Partnership	BOC	Phase IV	Financial	Local
<b>Rec 8.6: Increase access to education for every community member.</b>					
A: Support nonprofits in their endeavor to assist non-English speaking community members with government services including student applications to Blue Ridge Community College.	ESL Groups, Vocational Solutions, HCPS	Henderson County Departments, BRCC	Ongoing	Coordination/ Outreach	Local
B: Ensure public libraries are adequately equipped for future growth and are placed in multiple locations around the County to increase access.	Library Board of Trustees, Friends of the Library, municipalities	BOC	Phase IV	Financial	Local
C: Support the County libraries in their programming and outreach efforts.	County libraries, BOC, Friends of the Library, municipalities	Library Board of Trustees	Ongoing	Coordination/ Outreach	Local