

2011 Application -
Incumbent

City of Asheville
BOARDS AND COMMISSIONS
Application Form

APPLICANTS ARE STRONGLY URGED TO ATTEND SEVERAL MEETINGS OF A BOARD PRIOR TO APPLYING AND/OR APPOINTMENT TO A BOARD

Name of board or commission(s):

Your name: Home Phone #:

Street Address: City: Zip Code:

Mailing Address (if different):

Employer:

Your position: Office Phone #:

Resident of City County Race * Sex * Age *

Are you a United States Citizen (check one)? Yes ☒ No ☐

Residence location (check one): Central ☐ North ☐ South ☐ East ☒ West ☐

Are you aware of any potential conflicts of interest that may arise during your service on this board (i.e., property interest, business interest, etc.)? If so, please explain:

I am the managing partner of four (4) limited liability companies that own four (4) separate downtown properties and an owner and broker-in-charge of a commercial real estate firm that is located in downtown Asheville.

Potential conflicts of interest do not preclude appointments.

Please indicate the area(s) of expertise that you can bring to the above board(s), and then, in detail, list education, experience, reasons for your interest, and other factors that support your interest in serving (use additional sheets if necessary).

Expertise:

Legal ☐ Technical ☐ Fundraising ☐ Community Contacts ☒ Public Speaking ☐
Business Management (Financial) ☒ Business Management (Operational) ☐

Details:

Graduated cum laude from Duke University in 1994 with a BA in public policy. To date, successfully completed nearly \$500 million in sales, leasing, and financing transactions and evaluated/underwrote well over \$2 billion of commercial property. Redeveloped four (4) downtown properties in the past 10 years (one of which received a Griffin Award for adaptive reuse). Work with private and institutional owners, investors, lenders, and developers nationwide. I am a stakeholder in this community both personally and professionally.

Return to:

Maggie Burleson, City Clerk
Post Office Box 7148
Asheville, NC 28802-7148

Email: mburleson@ashevillenc.gov
Telephone: 828-259-5601
Fax #: 828-259-5499

Signature:

Date:

E-Mail:

Fax #:

* This information is requested for the sole purpose of assuring that a cross section of the community is appointed.

TO: Maggie Burleson (mburleson@ashevillenc.gov)
FROM: Jeremy H. Goldstein
RE: Planning and Zoning Commission Questions
DATE: August 5, 2014

1. Please take time to review the City's 2025 Plan land use plan. How strongly does your own vision align with that plan, and in what ways might it differ?
 - Align: I support growth of a skilled workforce, entrepreneurship, increased property investment, population within the City (particularly downtown), mixed-use land pattern, and multi-modal transportation. It is imperative that we be sensitive to our air, water and other natural resources.
 - Differ: What does it mean for development to reflect the "character" of Asheville? As new residents bring unique perspectives and experiences to share with our community, the City will grow and change. I welcome this diversity and believe it strengthens the character of Asheville.
 - The plan needs to be updated and simplified. I focus on the fact that this (or any future plan) is a guide for decision making that needs to be fluid in its application and responsive to change.
2. Name one Planning & Zoning Commission decision in the last 18 months you've agreed with and one you've disagreed with or would have struggled with. Please explain your rationale for each.
 - Agreed: 291 East Chestnut Street (Approved 4-3). The proposed project supported City goals of providing affordable housing, promoting infill development, supporting green building, and increasing density within specifically designated areas. Neighborhood opposition centered on increased density and incompatible architectural design.
 - Disagreed: Caledonia Road rezonings (Approved 5-2). The zoning change from Institutional District to RS-8 was not requested and strongly opposed by the property owner. In my opinion, individual property rights should be more strenuously protected. This sets a dangerous precedent. The property owner was agreeable to an RM-16 rezoning, which I believe was a reasonable compromise. City Council unanimously approved the rezonings.
3. What are some of the positive or negative effects of Asheville's zoning regulations?
 - Positives: Protect property values, reduce conflicts, improve quality of life, protect resources
 - Negatives: Regulations are not necessarily definitive, all encompassing, and all-inclusive.
4. How has existing zoning promoted/inhibited the construction of affordable housing in Asheville? What changes could be made to further the creation of affordable housing?
 - In my opinion, existing zoning has done very little to promote construction of affordable housing in our community. Provide monetary incentives and increase allowable density to further the creation of affordable housing.
5. Are there any changes to the City's processes, including but not limited to public input, for addressing zoning changes that you would like to see made?
 - I believe the most appropriate place for Level II technical review is at the Technical Review Committee, not the Planning and Zoning Commission.

TO: Maggie Burleson (mburleson@ashevillenc.gov)
FROM: Jeremy H. Goldstein
RE: Planning and Zoning Commission Questions
DATE: August 1, 2011

1. What is your vision for growth and development in Asheville?
 - I would like Asheville to continue to grow and evolve.
 - A thriving, living city will grow and change; a stagnant, dying city will shrink and deteriorate.
 - I have no predetermined bias for the nature of our growth, other than to let the market dictate, and if our growth stagnates, to prioritize and encourage investment in our downtown, along our existing commercial corridors, and in our infrastructure.
2. Do you believe Asheville has taken an approach that is too "pro-growth" or "anti-growth" over the past 5-6 years? Please share your reasons.
 - Overall, I would say anti-growth.
 - We should encourage and welcome major investments within our community and appreciate the substantial risks associated therewith.
 - Some of our most cherished buildings were likely considered to be out of character or out of scale at the time of their conception and completion. Who can say with certainty what will or won't be the next Jackson Building of our time?
 - For example, in the last 5-6 years there has been a strong negative reaction to perceived versus actual downtown growth. How many of the *high-rise* buildings approved or announced under CBD zoning prior to implementation of the revised development standards in the Downtown Master Plan were actually built in the last 15 years? Two or three? The market ultimately dictates what is built. Additional layers of regulations and restrictions will simply discourage additional investment in our community.
3. How strictly should interpretation and application of the UDO be applied?
 - Rules and regulations should always be strictly applied.
 - If interpretation of a particular fact pattern is not clearly addressed in the UDO, then 1.) equitably apply common sense to the situation and 2.) amend the rules to prevent a recurrence
 - The UDO was adopted in 1997 and has continuously been amended since then.
4. Name one Planning & Zoning Commission decision in the last 18 months you've agreed with and one you've disagreed with or would have struggled with. Explain your rationale for each.
 - Agreed: Caledonia Road apartments. Projects should be approved or disapproved based on the requirements under existing zoning guidelines—this is equitable.
 - Disagreed/Struggled: To my knowledge, I have not disagreed with any Commission decisions. I would have wrestled somewhat with the initial Sustainability Bonus – UDO Amendment proposal. While I favor the intent to encourage higher density development in certain areas/corridors, I thought the initial proposal was too broad and could cause harm.
5. What are some of the positive or negative effects of Asheville's zoning regulations?
 - Positives: Reduce conflicts, improve quality of life, provide safety, protect community resources
 - Negatives: Regulations are not necessarily definitive, all encompassing, and all-inclusive.

City of Asheville

Application Form

Applicants are strongly urged to attend several meetings of a board prior to applying

Name of board or commission: Planning and Zoning

Your name: Tony Hauser Home Phone #: 828-337-5173

Street address: 25 Melrose Ave. City: Asheville Zip Code: 28804

Mailing address (if different): same

Employer: Altamont Environmental, Inc.

Your position: Engineer/Landscape Architect Office Phone #: 828-771-0441

Resident of City AVL County BUNC Race Wht * ☒ Male ☐ Female * Age 52 *

Residence location (check one): ☐ Central ☒ North ☐ South ☐ East ☐ West

Are you aware of any potential conflicts of interest that may arise during your service on this board (i.e., property interest, business interest, etc.)? If so, please explain: Projects for which my office may be providing services.

_____. Potential conflicts of interest do not preclude appointments.

Please indicate the area(s) of expertise that you can bring to the above board(s), and then in detail list education, experience, reasons for your interest, and other factors that support your interest in serving. **Applicants are encouraged to provide a cover letter and/or a brief resume. Please use additional sheets if necessary.**

Site planning and engineering.

Bachelor of Science - Texas A&M 1986

Master of Engineering - Texas A&M 1995

1986 Behnke Assoc. - Cleveland, OH - Staff Landscape Architect

1991 Kling Engineering - Bryan, TX - Staff Landscape Architect

1995 Halff Assoc. - Dallas, TX - Landscape Architect & Civil Engineer

2001 LandDesign - Asheville, NC - Landscape Architect & Civil Engineer

2005 Ambient Design Group - Asheville, NC - Owner

2012 Altamont Environmental - Landscape Architect & Civil Engineer

Reasons for interest: Civic duty, interest in Asheville's future, belief that design and related professionals are best suited for this commission, belief in a future that provides universal accessibility and complete streets to meet the needs of our diverse community.

Return to:

Maggie Burleson, City Clerk
Post Office Box 7148
Asheville, N.C. 28802-7148

E-Mail: mburleson@ashevillenc.gov
Telephone: 259-5601
Fax #: 259-5499

Signature: Sony Hassan

Date: August 13, 2015

E-Mail: thauser@altamontenvironmental.com

Fax #: 828-281-3351

* This information is requested for the sole purpose of assuring that a cross section of the community is appointed.

ALTAMONT ENVIRONMENTAL, INC.
ENGINEERING & HYDROGEOLOGY

231 HAYWOOD STREET, ASHEVILLE, NC 28801
TEL. 828.281.3350 FAC. 828.281.3351
WWW.ALTAMONTENVIRONMENTAL.COM

*Transmitted by email
mburleson@ashevillenc.gov*

August 13, 2015

Ms. Maggie Burleson
City of Asheville
P.O. Box 7148
Asheville, NC 28802-7148

Subject: Application for Planning and Zoning Commission

Dear Ms. Burleson:

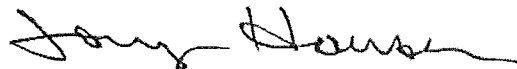
Please find the attached application for the Planning and Zoning Commission and my resume for your review. I appreciate the opportunity to be considered for this position.

I have taken numerous development projects before P&Z and Council, so I am familiar with the process. I understand that, should I be selected to serve on the Commission, I would need to recuse myself for any projects that may be under contract with my office.

On a personal note, my wife (of 27 years) and I have been residents of Asheville for 14 years. We have raised our three sons (one native) in North Asheville and have appreciated the City's progressive and proactive efforts to improve the environment for residents, businesses, and visitors to our area. The recent efforts to create complete streets and provide facilities for all modes of transportation have been greatly appreciated. Our 19 year-old son (and US Marine) did not require a car until he was recently stationed at Camp Lejeune. Our 15 year-old son routinely uses public transportation, his bicycle, and his feet to get around town. Our 10 year-old son, who is proud to proclaim that he was born in our front bedroom, is increasingly pushing us to allow him to walk all around our neighborhood. We appreciate living in a city where that is possible and where the City continues to facilitate changes that make it safer for everyone.

Thank you for your time and consideration on this matter. Please feel free to call, text, or email with any questions or comments.

Sincerely,



Tony Hauser
Professional Landscape Architect & Professional Engineer

Enclosures: Application
Resume

c:\Users\Thauser\Documents\150813Cl-Burleson.Docx

ALTAMONT ENVIRONMENTAL, INC.

ENGINEERING & HYDROGEOLOGY

TONY HAUSER, R.L.A., P.E.

Expertise

Site Planning and Civil Site Design
Water and Wastewater Utility Design
Water Resources Planning and Engineering
Stormwater Management and BMP Design

Design of Erosion and Sedimentation Control
Project and Construction Administration
Bicycle and Pedestrian Transportation Planning
Greenway Planning and Design

Education

B.S., Landscape Architecture, Texas A&M University, 1986
M.Eng., Civil Engineering, Texas A&M University, 1995

Registrations

Professional Engineer in North Carolina and Texas
Landscape Architect in North Carolina and Texas

Experience

Mr. Hauser is the senior project manager for Altamont Engineering where he designs, reviews, and oversees projects involving site engineering and land planning, project quality assessment and control, and project administration. Prior to joining Altamont, Mr. Hauser provided engineering and landscape architectural services to clients in Asheville, NC; Beijing, China; Dallas, TX; Bryan-College Station, TX; and Cleveland, OH. His dual professional background in landscape architecture and civil engineering and his diverse practice history bring a comprehensive and creative approach to each project. His previous experience in Ohio and Texas includes work with the US National Park Service, the US Army Corps of Engineers, the Dallas-Fort Worth Airport, and the Texas Department of Transportation (TXDOT). He has been a resident of Western North Carolina for approximately 13 years.

Land Planning and Site Engineering

Mr. Hauser has extensive experience in land planning and site engineering for commercial and retail property, academic campuses, industrial facilities, public housing, and residential developments. He is an advocate of sustainable/low-impact design and adept in new site development, as well as existing site redevelopment. Typical projects include site planning and layout, grading design, stormwater management design, erosion and sedimentation control, and landscape design. Mr. Hauser enjoys the challenges that often arise when working with redevelopment and steep topography.

Multi-Modal Transportation Planning and Engineering

As a lifelong bicycle commuter who recently rode the length of the Blue Ridge Parkway in three days, Mr.

Hauser is committed to a future that provides equal opportunities for all modes of transportation. He has been involved in multi-modal planning and greenway development since the mid-1980s and continues to work professionally and personally as an advocate for walking, bicycling, and transit. He has been involved in the application of the Americans with Disabilities Act (ADA) since its inception and is an ardent advocate for universal accessibility. He believes that when we design for the very young and very old, we preserve the dignity and mobility of all ages and abilities.

Water, Wastewater, and Stormwater Utilities

Mr. Hauser has extensive experience in engineering wastewater collections systems, wastewater treatment, on-site wastewater facilities, water distribution systems, water treatment systems, and community water systems. His experience includes evaluating and emergency planning for reservoirs and dams. His focus while working on his master's degree included the use of wetlands and natural systems for water quality improvement. His knowledge of native plant material and bioengineering informs his designs for stormwater facilities, stream restoration, and site stabilization.

Project and Construction Administration

Mr. Hauser has been directly observing and administering the construction of his work since he began practice in 1986 (28 years ago). He enjoys working closely with clients, contractors, and other consultants to share, learn, and maximize the opportunities of every project. His greatest satisfaction is found in the enduring relationships that evolve from successful project completion.

Planning & Zoning Commission
2015 Questions

1. Please take time to review the City's 2025 Plan land use plan. How strongly does your own vision align with that plan, and in what ways might it differ?

My vision aligns quite strongly with the City's 2025 plan. My wife and I selected Asheville and our location in Asheville based on the desire to live close to the places we frequent (e.g. work, grocery store, school, restaurants, etc.). As a year-round bicycle commuter, I know the convenience, enjoyment, and benefits of alternative transportation options. We have raised our three sons to use their feet, bicycles, and public transportation to get around town. We are neighbors to the Larchmont Apartments, I was on the design team and we were supporters of the development. Density makes sense in the City where services can be provided more efficiently and where travel distances can be served by alternative modes of travel.

My vision may not always align with the Plan but as the history of planning in Asheville (and many other locations for that matter) has shown, planning documents are the best guidance at the time, based on a fixed point in time and a static set of conditions. They must be flexible and they undoubtedly require periodic updating to keep them applicable to changing times and conditions.

2. Name one Planning & Zoning Commission decision in the last 18 months you've agreed with and one you've disagreed with or would have struggled with. Please explain your rationale for each.

Although I occasionally bring projects before the board, I have not had the need to attend a meeting this year. I have reviewed some of the cases in the last 9 months and offer my thoughts on the following examples:

- a. January 7, 2015, Item 1: Conditional zoning request from RM-16 to CBI-CZ – The board unanimously approved the request. I agree with the decision because of the nature of the proposed development, a mixed-use facility combining commercial and residential use. I am confident that vibrant cities require density and diversity of uses. The subject property is close to the Charlotte Street corridor, the commercial use is consistent with many other businesses along this area, and the residential use has the potential to provide affordable housing or at the very least housing that is close enough in town where alternative modes of transportation can be used.
- b. April 1, 2015, Item 3: Conditional zoning request from RM-8 to RM-16CZ – The Board unanimously approved the request. I agree with the decision because I believe that the River Arts District, like downtown and some other areas of Asheville, can only succeed with dense residential populations that

provide the vibrancy and support needed to sustain neighborhoods and the commercial establishments within them.

- c. April 21, 2015, Item 4: Proposed amendment to the UDO regarding construction signage – I found this very interesting and generally agreed with the outcome (5-0 in favor of the amendment). Based on personal experience, I might have suggested expanding the amendment to require that the subject screening materials must be kept in good condition and firmly attached to the chain link fence on which they are applied.
- d. My review of recent cases did not reveal any with which I strongly disagreed.

3. What are some of the positive or negative effects of Asheville's zoning regulations?

Some positive effects include creating hierarchical transition from commercial uses to residential uses and from dense residential uses to low density residential uses. Some other positives are established in creating buffers between uses, parking requirements, and so on.

Negative effects often arise out of inflexibility or outdated concepts. The setback and lot size requirements codified two decades ago tend to promote sprawl and higher cost. The early 1900 planning and construction of residential areas such as Montford and some parts of North Asheville resulted in neighborhoods that are unique, densely developed, rich in character, and highly valued today but they would often be found in violation of current code. The recent form-based planning efforts in West Asheville are a welcome recognition that planning and zoning is a constantly evolving process driven by population and consensus as well as building and safety codes.

4. How has existing zoning promoted/inhibited the construction of affordable housing in Asheville? What changes could be made to further the creation of affordable housing?

Existing zoning has promoted affordable housing through incentives (e.g. density bonuses, rebates, and similar approaches). I am also aware that the City has promoted affordable housing in many of the ways laid out in the 2025 Plan. Existing zoning code may have inhibited affordable housing by inflexible requirements such as parking space requirements, building setbacks, landscape buffers, and so forth. While these requirements make sense as a general application, there are always unique situations where flexibility, ingenuity, and creativity can achieve an alternate, acceptable solution.

5. Are there any changes to the City's processes, including but not limited to public input for addressing zoning changes that you would like to see made?

With regard to public input – I think it is necessary for the success of projects. I think that it is appropriate for it to occur at the public opportunities provided but,

in my experience, it tends to work best when it is initiated by the design professional and before it is required. That being said, there are some folks that are opposed to change and thus, there must be public opportunities for them to speak.

Public input however, does have its limits since City officials have a more comprehensive view of long term goals and design professionals are (usually) better educated on the topics under review. The decision in favor of the Larchmont Apartments, for which there was substantial public opposition, is an excellent example of this situation.

With regard to public processes – In my practice, I have generally found the current processes appropriate. There have been times when my clients or I would have preferred greater flexibility but there have been more instances where requirements could be met or modifications were granted.

It has been interesting to watch the City project review process evolve over the last 14 years and it has become more efficient in many ways. It does however, still occasionally arise as a frustrating aspect of development within the City. A recent example includes waiting for nearly three months for the review of plans for a waterline extension. While this is not a planning and zoning issue, it is the type of delay that significantly affects a developer's program.

Tony Hauser, PLA, PE
25 Melrose Avenue
Asheville, NC 28804
(828) 337-5173

City of Asheville
BOARDS & COMMISSIONS
Application Form

Applicants are strongly urged to attend several meetings of a board prior to applying

Name of board or commission: Planning and Zoning Commission

Your name: Guillermo C Rodriguez Home Phone #: 828-301-5137

Street address: 406 Windswept Dr. City: Asheville Zip Code: 28801

Mailing address (if different): _____

Employer: Self

Your position: Landscape Architect/Urban Designer Office Phone #: 828-301-5137

Resident of City yes County yes Race Hisp * ☒ Male ☐ Female* Age 58 *

Residence location (check one): ☒ Central ☐ North ☐ South ☐ East ☐ West

Are you aware of any potential conflicts of interest that may arise during your service on this board (i.e., property interest, business interest, etc.)? If so, please explain: None

_____. Potential conflicts of interest do not preclude appointments.

Please indicate the area(s) of expertise that you can bring to the above board(s), and then in detail list education, experience, reasons for your interest, and other factors that support your interest in serving **Applicants are encouraged to provide a cover letter and/or a brief resume. Please use additional sheets if necessary.**

My education and experience in urban design, landscape architecture and urban forestry give me a broad perspective to city planning. I am drawn to serving the community I live in. Since coming to Asheville, I have served on neighborhood and homeowners associations, as well as City Boards and state-wide advocacy groups. As Chair of the Asheville Design Center Board, my commitment to the future of Asheville is in raising the expectations of our leaders and decision makers to create a signature city with it's own unique sense-of-place, not an imported re-creation of other tourist destinations. I understand the implications to property owners, developers, and citizens to zoning decisions made for adjacent and nearby properties. This is can be a contentious issue but important for growing our tax base, segregating incompatible land-uses, fostering neighborhood identities, and preserving open-space and recreation opportunities. I believe that I will bring a strong, experienced and unique voice to the Planning and Zoning Commission.

Return to:

Maggie Burleson, City Clerk
Post Office Box 7148
Asheville, N.C. 28802-7148

E-Mail: mburleson@ashevillenc.gov
Telephone: 259-5601
Fax #: 259-5499

Digitally signed by Guillermo Rodriguez
DN: cn=Guillermo Rodriguez, o, ou, email=guillor@icloud.com, c=US
Date: 2015.08.24 09:47:55 -0500

Signature: _____
Date: August 24, 2015

E-Mail: guillor@icloud.com

Fax #: _____

* This information is requested for the sole purpose of assuring that a cross section of the community is appointed.

RESUME

GUILLERMO C. RODRIGUEZ

406 Windswept Dr.
Asheville, NC 28801-4214
828-301-5137
guillor@icloud.com

EDUCATION

GRADUATE STUDIES, Forest Resource Management, September 1993 - May 1995
Duke University, Nicholas School of the Environment
Durham, North Carolina

BACHELOR OF LANDSCAPE ARCHITECTURE, December 1982
Louisiana State University
Baton Rouge, Louisiana
Major: Landscape Architecture

PROFESSIONAL

Principal; Leisure by Design; Asheville, North Carolina
Landscape architect in private practice. Urban forestry and landscape management consultant. Public art consultant. Urban design. Park and playground design.
January 2007 – current

Landscape Services Manager/ADA Coordinator, General Services Department, City of Durham; Durham, North Carolina

Managed, through subordinate supervisors, the Landscape Services Division with a 23 person staff and a \$2.6M budget. Responsible for a continuum of services that encompassed the maintenance of all civic places, public spaces, urban plazas, parks, playgrounds, greenways, and trails. Administered landscape maintenance contracts with private contractors. Project Manager for the Facility Condition Assessment project: a structural, mechanical, and environmental review of over 1,349,000 square feet of City-owned buildings, support structures, parks, and real estate assets in preparation for a major capital improvement bond referendum that was approved by voters in November of 2005. Responsible for American with Disabilities Act (ADA) compliance for City of Durham.

May 2003 – December 2006; full-time.

Director, Moore Iacofano Goltsman (MIG) - North Carolina; Raleigh, North Carolina
Director of North Carolina branch office of a multi-disciplinary consulting firm specializing in urban design, recreation planning, landscape architecture, communications and management. Responsible for overall operations for MIG's only East-coast office. Primary emphasis was business development and marketing.
October 2001 – August 2002; full-time.

Landscape Architect, Parks and Recreation Department, City of Durham; Durham, North Carolina

Manager for \$20M capital improvement projects fund. Coordinated staff and consultants in master planning, design, and construction of recreation facilities, parks, playgrounds, greenways, and trails. Completed 26 park and playground renovations and 12 miles of trails and greenways. Successfully obtained over \$1.5M in grant funding from Parks and Recreation Trust Fund (PARTF) and NC Department of Transportation's Bicycle and

Pedestrian Program. Provided technical assistance to City/County Planning Department on environmental planning issues. Primary Departmental liaison to City Council, community associations, and special-interest advocacy groups. Ex-officio member of Durham Open Space and Trails Commission, Adequate Public Facilities Task Force, and Durham Central Park Committee.
1994 – 2001; full-time

Urban Forestry Intern, City of Durham, North Carolina, Department of Parks and Recreation; Durham, North Carolina
Landscape Architect responsible for design, documentation, and implementation supervision of tree planting projects. Assisted Urban Forester with project administration and grant proposal preparation for Main Street Tree Planting.
1993 -1994; part-time.

Principal, Larson/Rodriguez, Ltd.; Planning and Landscape Architecture; New Orleans, Louisiana
Managing Principal responsible for administration of overall operations, marketing, client relations, and community liaison. Specialists in recreation planning and campus design.
1985 - 1993; full-time.

Assistant Director, Superdome YMCA; New Orleans, Louisiana
Facility administration including membership processing, invoicing and accounting, as well as operations and maintenance. Also coordinated volunteer duties and schedules. Provided exercise consultation and instruction.
December 1989 - December 1990; full-time

LICENSES, CERTIFICATIONS, AND SPECIALIZED TRAINING

Registered Landscape Architect; 1984 - current
Certified Parks and Recreation Professional; NRPA; 2005
Executive Leadership Institute; City of Durham; 2004
Certified Playground Safety Inspector, National Playground Safety Institute; 2000
Playground Accessibility Symposium, National Center on Accessibility; 1997
Universal Design, National Center on Accessibility; 1996

CIVIC AND COMMUNITY ACTIVITIES:

Asheville Design Center: Asheville, NC;
Board of Directors: 2014 – 2015
Chair: 2015 - current
Public Art and Culture Commission; Asheville, NC
Commissioner; 2012 - current
Chair: 2014 - 2015
Equality North Carolina;
Board of Directors; 2012 - Current
Vice Chair: 2013 – 2014
Chair: 2014 - current
Chair: ENC Strategic Planning Committee 2013 – 2014
Bele Chere Festival; Asheville, North Carolina
Board of Directors/Merchandise Chair: 2010 - 2012
Chair: 2013
Asheville Holiday Parade; Asheville, North Carolina
Volunteer: 2009 - current
The 300 Giving Circle; Asheville, North Carolina
Board of Directors: 2009 - 2010

Fairview Forest Homeowners' Association; Fairview, North Carolina
 Secretary: 2007 - 2010
 Durham Open Space and Trails Commission; Durham, North Carolina;
 Ex-Officio Member: 1994 - 2001
 County-appointed Commissioner: 2001 - 2002
 Chair: 2002 - 2003
 NC Land and Water Conservation Fund (LWCF) Review Committee;
 2001 - 2007
 Triangle Rails-to-Trails (TRTC); Durham, NC;
 Board of Directors, 2003 - 2004
 Durham County Fitness Leadership Council; Durham, NC; 2001 - 2006
 Watts Hospital-Hillandale Neighborhood Association; Durham, North Carolina;
 Director: 1998 - 2002
 Vice-President: 2002 - 2003
 President: 2003 - 2005
 Mayor of New Orleans Hispanic/Latin American Advisory Board; New
 Orleans, Louisiana;
 Board of Directors: 1988 - 1992
 New Orleans Hispanic Heritage Foundation; New Orleans, Louisiana;
 Board of Directors: 1990 -1993
 United Services for AIDS Foundation; New Orleans, Louisiana;
 Board of Directors: 1990 - 1993
 Ryan White Title I Consortium; New Orleans, Louisiana;
 Board of Directors:1991 - 1993

PROFESSIONAL MEMBERSHIPS:

North Carolina Recreation and Parks Association (NCRPA) inactive
 National Recreation and Parks Association (NRPA) inactive
 National Association of ADA Coordinators (NAADAC) inactive

Planning & Zoning Commission
2015 Questions

1. Please take time to review the City's 2025 Plan land use plan. How strongly does your own vision align with that plan, and in what ways might it differ?

I generally agree with the direction of the City's 2025 plan although since its creation, the City has grown quickly and the Plan should be updated to respond to new development patterns and lessons we've learned during the past 15 years. I think that the Plan did not anticipate the tremendous impact that the influx of tourists has had on the quality of life of our community. Having lived for over a decade in a highly pedestrian, densely developed area, the French Quarter of New Orleans, I am highly aware of how the influx of new residents and tourists can disrupt the day-to-day activities of permanent residents. Tourism must be managed and infrastructure improvements must anticipate this growth and change. Tom McMahon of the Urban Land Institute spoke recently and a simple comment he made summed it all up for me: "if we are not proactive, we will kill the goose that lays the golden egg".

2. Name one Planning & Zoning Commission decision in the last 18 months you've agreed with and one you've disagreed with or would have struggled with. Please explain your rationale for each.

I think that the development of the Haywood Road Form Based Code is innovative and will address many of the concerns I have for preserving and enhancing the character of existing urban corridors and adjoining neighborhoods. The Code emphasizes how structures are placed on the site instead of the one-size-fits-all zoning requirements. I like how the area has been divided into zones that closely align with current land uses. Some are more residential in character and some lend themselves better to mixed use and commercial uses. It emphasizes preservation of existing structures and encourages in-fill developments that maintain the scale and proportions of the immediate surroundings. Overall, the Code encourages live-work developments and residential uses for second and third floors. This type of development will increase the "ballet of the streets", as I like to refer to the vibrancy of activities along the sidewalks of Haywood Road, and will encourage more ground floor businesses that require pedestrian traffic in order to thrive.

The Planning and Zoning Commission recently reviewed a site plan for the construction of a new hotel on 2 parcels on Eagle and Market Streets. The new Hilton-owned hotel will be called the Asheville Foundry Inn. The developer plans to use three existing buildings and construct two more up to five stories tall to

create the Inn. I support the proposal because it will preserve three historic downtown structures, add two new 3 – 5 story structures and redevelop the currently blighted site. Parking will be on-site and hidden from view. The addition of an interior arrival court will further enhance site's aesthetics. The addition of this hotel complex will compliment the residential development currently being constructed across the street, generating pedestrian traffic and adding to the vibrancy to a long neglected and historic section of downtown.

I know this block well. What I struggle with is access to the complex on existing streets. There are several one-way streets that can be confusing and are not intuitive to travel on even for Asheville residents familiar with the area. Eagle Street is one-way from Biltmore, Market Street is one-way from Pack Square Park, and Spruce Street is one-way towards Pack Square Park along the Police Department complex. With the increase in vehicular traffic from both the hotel and the residential projects, I can foresee conflicts unless traffic patterns are altered. This reminds me of the vehicular confusion that occurs around the Grove Arcade with one-way streets and two-way streets with angled parking.

3. What are some of the positive or negative effects of Asheville's zoning regulations?

When I first bought property in Buncombe County, I was shocked that there was little to no zoning in Fairview. In fact, Fairview Forest, where I lived, was one of the first planned communities registered in the State of NC. That was an effort to control the nature and types of development allowed within the boundaries of the Association. When I finally moved into the City, the decision was partially made because City zoning ensured a modicum of control over the excesses and blight caused by unregulated growth. I support strong zoning regulations that manage the sustainability of a community.

There are several "negatives" that I see but mostly because in many cases the City has been reluctant to create zoning requirements that raise expectations but may discourage developers due to higher costs. I think that since the unprecedented growth that has occurred since the adoption of the 2025 plan, there are lessons to be learned. I would like to see substantial changes in the zoning codes.

Eventually there should be a limit to the City's growth. I would like to see a series of "rings" starting at the central core and working outwards. Provide incentives to develop infill properties and projects within the center core where denser developments along major transportation routes are most desirable. When those inner core properties are developed, begin incentivizing the next ring where older in-town neighborhoods predominate. Finally do the same with the outer ring with suburbs and industrial zones.

I would like to see a stronger design review process where the outcome of the review is not “voluntary” but mandatory. I believe that most developers will do the minimum required for purely economic reasons and the City residents end up with uninspired developments that do not reflect the uniqueness of Asheville. There is currently no statutory authority for addressing structure design issues except in Historic Districts.

I would like for the City to develop higher design standards for City-owned properties in densely developed areas where pedestrian-oriented facilities are lacking and sorely needed such as wider sidewalks, greenways, open space, urban plazas and parks, or other much-needed urban amenities. This is especially desirable in the downtown urban core, the South Slope, the Clingman Corridor, and the RAD. Include these mandatory requirements in highly desirable areas so potential developers know exactly what is expected of them as they plan their project and submit their proposals. This will help weed out developers who will give nothing back to the community and create a stronger civic/private partnership with those who are willing to invest in the quality of life for our community.

I would like the City to enable legislation allowing the City to establish impact fees for new development to recoup some or all of the cost of the roads, recreation facilities, and open space required by new development especially in the suburbs and newly annexed areas.

Finally, and this is related to impact fees, I would like the City to create “Recreation Districts” so that parks, greenways, open space, and other recreation facilities can be equitably distributed throughout the City. If dedication of open space, parkland, etc. proves impractical for a particular property, then on a case-by-case basis, mandate a payment-in-lieu system with an amount equivalent to the tax value of the amount of usable property that would have been required for open space. Payments, when authorized, would only be expended within the respective recreation district within which collected.

4. How has existing zoning promoted/inhibited the construction of affordable housing in Asheville? What changes could be made to further the creation of affordable housing?

I have seen some progress recently in allowing smaller homes, the “tiny house” phenomenon, for instance. This is one way to maximize the use of smaller properties and enhance the sustainability of our city. I am very pleased that the City has allowed auxiliary structures that can serve as garage apartments, in-law suites, and rentals that are more affordable.

Developers are reluctant to include "affordable" units in apartments and condominium developments. The arguments are mostly economic but I also sense an aversion to mix people of diverse economic status together in one development. There is a perception that people of lesser means may bring crime and undesired cultural differences that would deter families with higher incomes. Creating more private/public would address the economics. However, the perception of bringing in undesirables requires education and highlighting successful projects that have a positive influence to the community overall. The Glen Rock Apartments come to mind as well as developments by Mountain Housing Opportunities. Continued public investments in organizations such as these will ease the need for more affordable housing.

5. Are there any changes to the City's processes, including but not limited to public input, for addressing zoning changes that you would like to see made?

Most residents are out-of-touch with the actions of the City regarding Planning and Zoning. Public awareness of proposed development occurs when project signs go up and then suddenly there is a backlash. By then it is too late and construction has begun. I don't know too many people who watch the City channel and I doubt increasing coverage of zoning changes would result in any increase in awareness. As much as I try to keep abreast of proposed new projects, I often don't hear about the public input opportunities until the last minute. Increasing exposure on social media and making that content look professional and engaging might help. The City's website is hardly intuitive or user friendly. Hire a professional website developer and manager from our creative community to design an interactive, interesting, and useful website. I know that the City's current staff in charge of the website is not up to the task. In regards to zoning and planning, people understand informational graphics much better than longwinded text. Make this City's website slick, professional, and intuitive.

Guillermo Rodriguez
Professional Landscape Architect

City of Asheville
BOARDS & COMMISSIONS
Application Form

Applicants are strongly urged to attend several meetings of a board prior to applying

Name of board or commission: Planning & Zoning Commission

Your name: Laura Berner Hudson Home Phone #: 626-676-0569

Street address: 12 Red Oak Rd. City: Asheville Zip Code: 28804

Mailing address (if different): _____

Employer: Padgett & Freeman Architects

Your position: Architect Office Phone #: 828-254-1963

Resident of City X County _____ Race Cauc * ☐ Male ☒ Female* Age 40 *

Residence location (check one): ☐ Central ☒ North ☐ South ☐ East ☐ West

Are you aware of any potential conflicts of interest that may arise during your service on this board (i.e., property interest, business interest, etc.)? If so, please explain: Not at this time.

_____. Potential conflicts of interest do not preclude appointments.

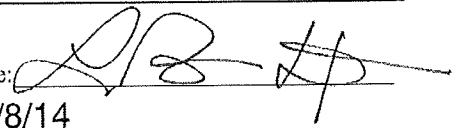
Please indicate the area(s) of expertise that you can bring to the above board(s), and then in detail list education, experience, reasons for your interest, and other factors that support your interest in serving **Applicants are encouraged to provide a cover letter and/or a brief resume. Please use additional sheets if necessary.**

Please see attached letter of interest and resume.

Return to:

Maggie Burleson, City Clerk
Post Office Box 7148
Asheville, N.C. 28802-7148

E-Mail: mburleson@ashevillenc.gov
Telephone: 259-5601
Fax #: 259-5499

Signature: 

Date: 9/8/14

E-Mail: laura.bernhud@gmail.com

Fax #: _____

* This information is requested for the sole purpose of assuring that a cross section of the community is appointed.

Laura Berner Hudson
Asheville Planning and Zoning Commission
Statement of Interest

I am seeking an opportunity to serve the community of Asheville as a member of the Planning and Zoning Commission.

An Asheville native, I recently moved back home with my family after 13 years of studying and practicing architecture in California. In addition to my strong family and social ties, my husband and I specifically chose Asheville as our permanent home as it offers the cultural richness of a world-class city yet has the approachability of a smaller community. Growing up in Asheville in the 1980s I distinctly remember an urban landscape in sharp contrast with the vibrant downtown that exists today. I have marveled at Asheville's recent renaissance, and I understand this revitalization did not happen by accident, but was the result of the tireless work and dedication of citizen groups, neighborhoods, business and political leaders to design and implement their shared vision of growth and development.

As an architect, I am very familiar with the municipal planning and zoning process and have extensive experience navigating development and zoning ordinances in both large and small cities in effort to balance the needs of clients, the community, and regulatory requirements. I have found that clear and specific zoning regulations with robust community input actually make the design and construction process easier for property owners and developers and reduce potential conflict with the community. Asheville's 2025 plan and Downtown Master Plan provide an excellent framework for development that elevates design quality, identifies underutilized areas for targeted growth, achieves community equity through support of affordable housing, and promotes sustainability. But rapid growth presents challenges and as Asheville continues to undergo significant urban transformation, it is imperative that the City continually updates these documents (along with the UDO) to reflect the changing needs of downtown and the surrounding neighborhoods.

In facilitating an open and collaborative culture of planning between City Council and residents, the Planning and Zoning Commission has the opportunity to positively influence the social, economic, and physical growth that the post-recession economy is poised to deliver. I believe that my professional experience as well as my deep commitment to my hometown would make me an excellent candidate to serve on this commission and I would appreciate the opportunity to serve Asheville in this capacity.

Further details regarding my experience and education are included in the attached resume. Please let me know if you need any additional information. Thank you.

Laura Berner Hudson, AIA

(t) 626.676.0569

laura.bernhud@gmail.com



Experience

2014- Present

- Licensed Architect with 13 years of experience in all phases of design and construction on a number of award-winning commercial, civic, and educational projects
- Ability to work on all facets of project scope including conceptual design, programming, technical detailing and documentation, construction administration, and project management
- Seven years experience with BIM and Integrated Project Delivery using Revit for the complete documentation of project construction drawings as well as clash detection between trades at the start of construction
- Ability to design creatively within budget restraints with a focus on environmental sensitivity and an interest in new technology and new applications of existing materials and building systems
- Interest in improving experience through interaction with Architecture and working with clients to create solutions that are contextual, functional, sustainable, and beautiful
- Skilled project manager with ability to build consensus among project stakeholders and balance these needs with function, aesthetics, durability, budget, and context

Padgett & Freeman Architects, Asheville, NC

MHU Ferguson Health Sciences Building, Mars Hill, NC

Project Architect and design lead for a new 26,000 SF school of nursing at Mars Hill University. The 3-story academic building will contain classrooms, a lecture hall, clinical skills lab, simulation lab, and administrative offices. Scheduled completion for August, 2016

EBCI Finance Building, Cherokee, NC

Project Architect and design lead for a new 23,000 SF office building to house the finance and legal departments of the Eastern Band of the Cherokee Indian. The 3-story building will contain 60 individual offices, conference rooms, and public lobbies. Scheduled completion for summer 2016.

2007- 2013

Ehrlich Architects, Culver City, CA

John M. Roll Federal Courthouse, Yuma, AZ

Project Architect through construction for a competition winning 60,000 SF design-build project for the GSA. The 2-story courthouse contains 2 courtrooms with administrative support, judicial chambers, maximum security USMS services slated for LEED Gold certification. Responsibilities included programming, technical detailing, consultant coordination, and construction administration requiring monthly site visits for OAC meetings and the processing of all submittals and RFIs. Completed in 2013.

Awards: GSA Design Award Citation, 2014

Publications: ARCHITECT, November 2013; Architectural Record, May 2014

140 Office Commons, Pasadena, CA

Project manager/ Lead designer for an 80,000 SF office building remodel including new lobby and entry canopy, new restrooms, conference room, and renovated public corridors. Responsibilities included design, materials selection, detailing, permitting, and construction administration. Also coordinated consultants, including soliciting proposals and contracts. Completed in 2013.

LAVCC Media and Performing Arts Center, Los Angeles, CA

Project Architect for theaters and performing arts spaces in a state of the art performing and media arts teaching facility including a 250 seat main stage theater, 100 seat horseshoe theater, 225 seat screening theater, and 100 seat black box theater as well as support services including scene shop, costume shop, rehearsal studios, and dressing rooms. Responsible for materials selection, design and detailing of 4 theaters and coordination with specialty consultants.

Awards: 2010 AIA San Fernando Valley Merit Award, 2010

Pomona College Residence Halls, Claremont, CA

Project Architect for 78,000 SF LEED Platinum residence hall containing 150 beds in 3-6 person suites divided between 2 buildings over a subterranean parking garage with natural turf field above. Worked closely with college administration and consultants through programming phase through construction documents. Completed in 2010.

Awards: LA Business Journal Commercial Real Estate Award, 2013; USGBC/LA Project of the Year-Honorable Mention, 2012; USGBC/LA Innovation in Design Award, 2012; LA Business Council Green Building Award, 2012; LA Business Council Education Award, 2012

New Parliament Building, Abu Dhabi, UAE

Competition team member on the winning design for the Federated National Council parliament building in the United Arab Emirates. Worked with team on programming and design in addition to producing graphics and renderings for use in the competition submission.

Publications: ARCHITECT, 2011; Architectural Record, 2011

Abuja City Gate, Abuja, Nigeria

Competition team member on the winning design for a 40-hectare civic development for the city of Abuja which includes a city gate/ monumental tower, commercial area, recreational park, reception block, public grand stand, and gymnasium. Worked with team on programming and design in addition to producing graphics and renderings for use in the competition submission.

Publications: Architectural Record, 2012

EATM, Moorepark, CA

Project team member for the detailing and construction of the Exotic Animal Training and Management Facility at Moorepark College. Created renderings and attended on-site meetings in addition to working on construction documentation. Completed in 2011.

Awards: AIA Ventura County Design Award, 2013; SFV Commercial Real Estate Award, 2013

331 Foothill, Beverly Hills, CA

Job Captain for a 4-story mixed- use commercial office building with retail on the ground level and offices above. In charge of Tenant Improvement package for City's cable TV station as well as completion of construction documents. Completed in 2009

Awards: City of Beverly Hills Architectural Design Award, 2011

2004- 2007

Altoon + Porter Architects, Los Angeles, CA**World Jewelry Center, Las Vegas, NV**

Job Captain for 1 million SF commercial project consisting of a 60-story office tower and a 3-level retail center with 20,000 SF museum. Worked with partner-in-charge on conceptual and schematic design coordinating with consultants and engineers and prepared presentations for design review as well as renderings for project marketing.

Bonifacio High Street, Manila, Philippines

Lead project designer for an open-air lifestyle center with one level of office over retail space surrounding a large landscaped park. Created detailed 3-d model with design bridging documents for use in generating construction documents. Completed in 2006.

Waikiki Beach Walk, Honolulu, HI

Project team member on all phases of design for a new 100,000 SF 3-level retail center and the renovation of 3 existing hotel towers and auxiliary facilities with a parking garage and pool deck. Assisted with researching materials , specifications and review of shop drawings. Completed in 2007.

2001- 2003

Marx/Okubo Architectural Consultants, Costa Mesa, CA

Project coordinator responsible for evaluating existing conditions of commercial properties and assisting with feasibility reviews including complete cost analysis for due diligence assessments.

Assisted architects in preliminary project reviews of new construction and assessed for compliance with government regulations including local building codes, ADA, and FFHA.

Designed and managed \$40,000 remodel of Marx/Okubo's Costa Mesa Office.

Education

M. ARCH.- Cal Poly Pomona, 2004

B.A. Religious Studies- University of Virginia, 1996

Professional Affiliations

State of California Architectural License # C31662

State of North Carolina Architectural License # 12811

American Institute of Architects, Member

USGBC- LEED Accredited Professional

National Council of Architecture Registration Boards, Member

JCC Asheville Preschool Advisory Committee, Member

1. Please take time to review the City's 2025 Plan. How strongly does your own vision align with that plan and is what ways might it differ?

The Asheville City Development Plan 2025 provides an excellent vision for future development based on proven smart growth principles. Good planning goals such as these build social capital and local resilience that reconnect people with each other and where they live. As an architect with experience in urban projects, I agree with the 2025 plan's assertion that livable, economically and environmentally sustainable cities must encourage mixed uses, increase density through infill, preserve and rehabilitate historic resources, integrate multi-modal transportation policies, and support affordable housing opportunities. But fiscal, environmental, and social outlooks have changed in the last decade. With legislative changes to annexation and a credit-starved post-recession economy, the City must revisit its strategies and incentives for economic development, especially with regard to infill areas where land prices tend to be higher. The 2025 plan should be seen as a flexible framework that can be updated, revised, and improved, and now would seem to be a good time for the city to reexamine its goals. More young people are leaving the urban metropolis for small cities that offer the convenience, recreation, and culture of the big city with the community and connectivity afforded by a small town. This transformation is evidenced by the growth of the South Slope district where an urban, walkable neighborhood can easily be imagined amongst the breweries, offices, and restaurants. In addition to the continued design and implementation of multi-modal transportation corridors and expanded public transportation, the City has an obligation to ensure that parking capacity in the downtown fringe area is adequate to support infill development through public parking garages or subsidies/partnerships with developers to build parking (as structured parking is usually is cost prohibitive to small developers). Sadly, there is noticeable fatigue among owners to with respect to achieving sustainability standards such as LEED certification. While owners and developers favor "green" practices, these strategies are often value engineered from projects in the absence of government sponsored economic incentives to offset their initial cost. If Asheville is truly committed to a sustainable future, the city should explore long-term, mandatory sustainable design standards as well as opportunities for subsidies to support them.

2. Name one Planning and Zoning Commission decision in the last 18 months you've agreed with and one you've disagreed with and explain your rationale for each.

I have agreed with most of the Planning and Zoning Commission decisions in the last 18 months, but one decision highlights the conflicts between the 2025 plan and the UDO and highlights the problems that come with reliance on conditional zoning. The proposed multi-family housing development at 287 & 291 E. Chestnut Street would provide needed affordable housing and conform to acceptable density requirements while meeting stringent sustainability standards and delivering a well-designed contemporary addition to an eclectic neighborhood close to public transit. The modification requests were reasonable, and the developers made good-faith efforts to meet with and accommodate the neighbors. While I agree with the Planning and Zoning Commission's decision to approve the project, some commissioners' comments – along with the protest of many neighbors – underline a disconnect between City Council's goals and community opinion. The reality is that Asheville will continue to grow despite protestations from vocal citizen groups. We should look to other larger cities where multi-family housing and historic neighborhoods have found a way to cooperate – and even complement each other – as a model for smart growth. With a serious deficit of affordable housing, every neighborhood in Asheville has a responsibility to support and accommodate the inclusion of new, denser residential projects. The Charlotte Street corridor would benefit from a form-based code and a process that would allow residents to participate in creating guidelines for the form and scale of the neighborhood so developers would have a clear understanding of the community's expectations.

3. What are some positive or negative effects of Asheville's zoning regulations?

I believe that thoughtful zoning is critical to implementing the community goals and objectives of any comprehensive plan. Asheville's development regulations include useful planning tools such as Flexible Development standards and Conditional Use permits, but this process often relies on hearings, procedures, and exceptions that result in a subjectively based endurance test, with the same sort of wrangling only to be repeated on the next applicant. Discretionary reviews and unpredictable outcomes fuel NIMBYISM and discourage economic development. Newer planning tools establish criteria that can be codified to respond to the particular physical, economic, and demographic structure of each neighborhood. The strength of this kind of code is that it can be adjusted to local conditions and community sentiments. Over time, the degree and type of development can adjust between poles of preservation and regeneration within each investment cycle. With clear place-based standards based on robust community input, residents are ensured that the public realm will be built out in a way that is mixed-use and walkable while developers get "by right" entitlements and a predictable review process. Design guidelines can be added to complement form-based standards to address discretionary items like architectural style and historic preservation. Many cities today combine Euclidian zoning with form-based zoning to ensure separated uses where necessary. Asheville would benefit from reevaluating the UDO so that it conforms to the goals of the 2025 plan and creating new form-based development rules for specific neighborhood corridors similar to the plan developed for Haywood Road. This proactive approach would give neighborhoods greater control over the outcome of new development while providing greater predictability for developers and eliminate the pitfalls of the current protracted and politicized design and planning process that costs time and money to all parties involved.

4. How has existing zoning promoted/inhibited the construction of affordable housing in Asheville? What changes could be made to further the creation of affordable housing?

The City's current approach of offering developers density bonus incentives in exchange for a limited number of low income or work force housing units within market rate development has produced mixed results. Rather than trying to bargain late in the process with every residential developer, the City could identify the most desirable locations for mixed market development close to transportation, shopping, and recreation and make affordable housing an integral part of that development. Other cities have demonstrated that inclusionary zoning which mandates creation of affordable units has proven successful and does not discourage development. In fact, the predictability of this type of regulation is easily accounted for as the cost of doing business in certain areas. A hybrid approach would combine a broad mandatory requirement for affordable units plus optional benefits for greater affordability in targeted areas, or at minimum these targeted "hot" areas could be proactively upzoned in exchange for greater affordability. In addition, linkage fees would allow all types of commercial development to contribute to affordable housing funds, but any of these regulatory regimes would necessitate clear requirements and consistent administration. While inclusionary zoning practices have been successful, they are tied to the vicissitudes of the market and some years will yield very little housing in general. A newer strategy is the Community Land Trust (CLT) model under which a non-profit organization acquires multiple parcels of land and leases that land to owners of the structures built on it and retains the option to repurchase those buildings at a restricted price should the homeowner ever wish to sell. By design, a CLT is committed to providing affordability in perpetuity as it sells the property to the next low-income buyer by capping the appreciation and profit of each homeowner. This same model can be used to develop and steward affordable commercial space, artists studios, civic buildings, and community gardens as well. To facilitate the creation of CLTs, the City could offer administrative or financial support during the planning phase, donate city owned land, and provide tax incentives and low interest loans until the CLT can take over administrative responsibility.

5. Are there any changes to the City's processes, including but not limited to public input for addressing zoning changes that you would like to see made.

Many people unfamiliar with the design and construction industries do not realize how much time, effort, and money is spent during the pre-planning and schematic phases of new developments. Often, the developer and the design team operate within vague and conflicting guidelines burdened with complex mathematical formulas, contradictory ordinances, and arcane language that require legal expertise to decipher. The current zoning procedures rely heavily on public hearings late in the planning process, which jeopardize the successful outcome of development and deters future growth and progress. I support processes under which community input is solicited *early* through meetings and design charrettes that formulate consensus among key stakeholders (residents, government officials, developers, and builders). If neighborhoods solidify their goals and enshrine declarations of their physical character *in advance*, they will have no cause to debate such topics during the development phase. While there will be occasion for community input on large developments, these newer zoning tools would give developers a sense of what a community needs and envisions so that stakeholder involvement is no longer a reactive response to failed expectations, but a predicate of any large scale project in development. I hope that the City will continue to support new planning methods such as form-based codes to strengthen Asheville's authenticity, historic resources, and cultural identity so that we can continue to grow and evolve while maintaining Asheville's status as a truly special place.

Laura Berner Hudson, AIA

2011 Application -
Incumbent

City of Asheville
BOARDS AND COMMISSIONS
Application Form

**APPLICANTS ARE STRONGLY URGED TO ATTEND SEVERAL MEETINGS OF A BOARD PRIOR
TO APPLYING AND/OR APPOINTMENT TO A BOARD**

Name of board or commission(s):

Your name: Home Phone #:

Street Address: City: Zip Code:

Mailing Address (if different):

Employer:

Your position: Office Phone #:

Resident of City County Race * Sex * Age *

Are you a United States Citizen (check one)? Yes ☒ No ☐

Residence location (check one): Central ☐ North ☐ South ☐ East ☐ West ☒

Are you aware of any potential conflicts of interest that may arise during your service on this board (i.e., property interest, business interest, etc.)? If so, please explain:

Potential conflicts of interest do not preclude appointments.

Please indicate the area(s) of expertise that you can bring to the above board(s), and then, in detail, list education, experience, reasons for your interest, and other factors that support your interest in serving (use additional sheets if necessary).

Expertise:

Legal ☐ Technical ☒ Fundraising ☐ Community Contacts ☒ Public Speaking ☐
Business Management (Financial) ☐ Business Management (Operational) ☐

Details:

Return to:

Maggie Burleson, City Clerk
Post Office Box 7148
Asheville, NC 28802-7148

Email: mburleson@ashevillenc.gov
Telephone: 828-259-5601
Fax #: 828-259-5499

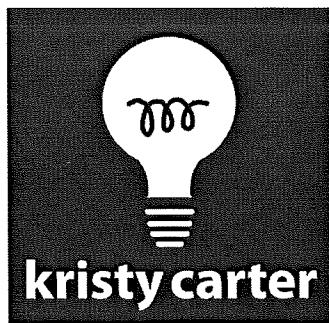
Signature:

Date:

E-Mail:

Fax #:

* This information is requested for the sole purpose of assuring that a cross section of the community is appointed.



86 1/2 Langwell Avenue
Asheville, NC 28806
828.776.7374
kristy@kristycarter.net
www.kristycarter.net

Technical Abilities

Microsoft Office
+++Excel
+++Word
+++PowerPoint
++Access

Mapping and Visualization

++ArcGIS
++Adobe Illustrator
++Adobe Photoshop
+++Adobe InDesign
+Google SketchUp
+Google Earth

Web and Internet

++Content Management
+Adobe Dreamweaver
++Wordpress.org/.com
+++Social Networking

Key

+++Proficient
++Good
+Learning

Current Community Involvement

2007-Current
City of Asheville
Board of Adjustment

2007-Current
Western Carolinians for
Criminal Justice
President (2011)
Vice President (2010)
Strategic Planning Chair (2010)

References Available
Upon Request

Professional Abilities

Affordable Housing

- Housing Education
- LIHTC Feasibility
- Rural Market Analysis

Community Development

- Data Analysis
- Land Use Planning
- Long Range Planning
- Project Management
- Project Budgeting
- Public Policy Interpretation
- Strategic Planning
- Technical Assistance

Economic Development

- Economic Analysis
 - Main Street Economic Development
 - Resource Identification
 - Rural Economic Planning
- ### Facilitation and Training
- Community Meeting Coordination
 - Meeting Design and Facilitation
 - Training Design and Delivery

Non-Profit Management

- Employee Supervision
 - Fundraising
 - Grant Writing, Reporting and Compliance
 - Lead a Board of Directors
 - Program Development
- ### Other
- Mapping and Visualization
 - Technical Writing

Professional Experience

01.2006-Current: NC Department of Commerce, Community Development Division, Local and Regional Affairs, Asheville, NC

Appalachian Regional Commission Regional Planner: Build capacity in NC's Appalachian region through technical assistance and community, economic and land use planning. Link communities to other state and federal resources.

10.1999-12.2005: Homeward Bound of Asheville [Formerly Hospitality House]

Executive Director (10.03-12.05): Develop the agency's capacity to move homeless individuals to permanent housing through fund development, board leadership, policy implementation, community collaboration and human resource development.

AHope Center Program Director (09.01-10.03): Coordinate quality services for individuals on the path from homelessness to housing through program development, direct client services, federal/state/local grant compliance, client record management and staff development.

Crisis Intervention Counselor (12.99-09.01): Provide quality services to homeless individuals in order to improve mental and physical health, meet basic needs and to obtain housing.

09.1997-10.1999: Eliada Homes for Children, Asheville, NC

Residential Youth Counselor: Deliver services to at-risk youth to facilitate family reunification.

Education and Professional Training

Formal Education:

- 08.1997: BS in Recreational Therapy, Western Carolina University, Cullowhee, NC
- 08.2003: Master in Public Affairs, Western Carolina University, Cullowhee, NC

Selected Professional Training:

- 06.2009: Graduate, NC Rural Economic Development Institute
- 03.2009: NDC Home Ownership Finance (HDF 410)
- 08.2006: 34th Annual Basic Economic Development Course
- 12.2006: National Charrette Institute Charrette Trainer Certification
- 12.2005: NDC Economic Development Finance Professional Certification

Sample of Recent Projects

- Clay County Comprehensive Plan
- Cramerton Land Use Plan
- Historic Hayesville Market Analysis
- WNC Housing Partnership Strategic Planning and Executive Director Search
- Highlands Affordable Housing Market Analysis
- Cashiers Housing Market Analysis
- Grahamtown Neighborhood Redevelopment Plan

1. Please take time to review the City's 2025 Plan land use plan. How strongly does your own vision align with that plan, and in what ways might it differ?

If we were to scrap the existing 2025 Plan vision and develop a brand new guiding vision, I don't think the fundamentals of our vision would change greatly. As a community, we still want a land use and development pattern that integrates multi-modal transportation, promotes a healthy environment, encourages mixed use and affordable housing, and fosters a thriving economy. Our language might be a bit different and we might suggest different tools, but I think we'd essentially have the same vision. I'm aligned with the vision. It still works. However, I find myself struggling with the Plan when it comes to implementation. When using the 2025 Plan as a guide for P&Z decisions, I can find language in the plan to support projects as easily as I can find a reason to say no. There are competing goals, and I sometimes find it hard to prioritize what is most important. I wonder if a slimmed down more concise plan with clearer priorities and newer tools would serve us better. To get us there, I'd like us to move forward with a comprehensive plan update where we tackle new changes, such as recent legislative actions that affect our ability to grow, and we reevaluate our future land use pattern by looking at areas where growth (or not as much growth) has occurred in ways we didn't anticipate, such as the amount of market rate multi-family housing along Hendersonville Rd., or why areas targeted for mixed use development didn't pan out. An update also provides the opportunity to explore the idea of small area, corridor and/or neighborhood plans. We can do this work while still remaining true to our vision.

2. Name one Planning and Zoning Commission decision in the last 18 months you've agreed with and one you've disagreed with or would have struggled with. Please explain your rationale for each.

It would be nice to say that after every P&Z meeting, I have come home with a clear sense of knowing that I asked all the right questions, I accurately weighed the pros and cons, and left the meeting knowing that I made the absolute right decision in all of the cases. I have struggled with some P&Z decisions--both in the moment of making them at the meeting as well as after, when I've had time for reflection.

The East Chestnut Street and the Sunset Parkway conditional rezonings are two of my recent struggles. The Chestnut Street project was in many ways an ideal project. It was on a transit line, LEED certified, infill development, dense, and had an affordable housing component--all good elements supported in the 2025 Plan or by council policy. It was also in a registered historic district and in an established neighborhood, for which recommendations can also be found in the comp plan. Down the road on Sunset Parkway, the request to convert a church (which generates no tax revenue for the city) to a residence and a business would have added to the City's tax base and it was an example of adaptive reuse. As we grow, we need to reuse properties that once served a purpose, but are now obsolete or not functional for modern needs. We need tools to deal with these odd-ball developments for which existing rules don't quite fit--this project could have been a good test case.

Despite the good things going for these projects, I voted no, primarily based on conditional zoning standard 4, "That the proposed use or development of the land will be in harmony with the scale, bulk, coverage, density, and character of the area or neighborhood in which it is located." On Chestnut, the first sticking point was the street level design of the larger building--it had a Great Wall of Staples feel that didn't work for that neighborhood. I was hopeful that after the P&Z meeting, the design team would come back with a modification that opened up the street level design. I played my cards wrong and if I had a do-over, I'd ask different questions and work hard to push for a better solution. The second sticking point, a piece that got a little lost in the details of the larger building, was the smaller

building at the back of the property. The modification requested for that building placed it a few feet from the existing property line of the parcel the developers didn't own. I didn't think that we adequately considered the effect on that person's property.

On Sunset Parkway, the neighborhood had gone through a planning process that clearly identified the dividing line between business and residential activity. It was hard to ignore the abundance of neighborhood opposition that was supported by a community plan. And in the end, the project's parking arrangement fell through. Even though I am supportive of my decision, there is still a small part of me that wonders if I should have said yes. Something needs to happen with that property and I don't think single family residential is the answer, and I suspect there would be neighborhood opposition to multi-family housing. If the underlying request hadn't been Highway Business-CZ, I believe yes could have been within reach—I couldn't get past the stated intent of the UDO's Highway Business District (even though it was CZ).

3. What are some of the positive or negative effects of Asheville's zoning regulations?

We're at an interesting point with our development regulations. We're now seeing downtown projects developed in accordance with the Downtown Master Plan. The hotel going in across from the Grove Arcade was approved with little controversy due in part because the developer followed the Master Plan's vision that is now codified in our UDO. It is a good example of clear standards making the development process easier. It will be interesting to see how smoothly development occurs along the Haywood Road corridor once the new form based code is adopted—will clear standards pave the way for a smoother development process there, too? With that said, one of the negative effects of Asheville's zoning regulations is the one size fits all approach. While our regulations work in many places most of the time, we have areas in our city that are unique enough to warrant some level of regulation that is specific to the area, similar to the approach for downtown and Haywood Road. Take, for example, Merrimon Avenue and Hendersonville Road. Assuming the underlying zoning is the same, something that can be built on Hendersonville Road could also be built on Merrimon Avenue even though there are differences in transportation patterns, area neighborhoods, and connections. The result is a haphazard development pattern along the corridors. We need to learn from the Downtown Master Plan and the Haywood Road Form Based Code and apply the lessons to the other areas. One other zoning effect to mention is the existing legacy zoning "hot-spots" that were created when the City first adopted the UDO. An example is the Stein Mart shopping center on Merrimon Ave. Like the Harris Teeter property, the business activity on this parcel was highway business in nature, therefore it was zoned Highway Business. I question if a highway business development pattern is the highest and best use for this property. I want us to think about what we might gain if we took the time to evaluate the value of the property (and others across the city with outdated zoning) remaining highway business versus rezoning to a zoning district that encourages mixed use, higher density, or transit oriented design.

4. How has existing zoning promoted/inhibited the construction of affordable housing in Asheville? What changes could be made to further the creation of affordable housing?

Asheville has done a lot of things right when it comes to affordable housing. I don't want to imagine where we'd be without our early efforts. Our challenge is that our efforts haven't closed the gap and they won't until we take the bold steps to incorporate mandatory affordable housing initiatives into our zoning ordinance and other policies. This can include rezoning property to support mixed use (rather than hoping that a developer will chose to develop in this way), requiring a variety of lot sizes in

subdivisions (to encourage smaller home development), and requiring density (particularly along transit lines). Updating our Comprehensive Plan is a perfect opportunity to investigate how these efforts may or may not work to increase our affordable housing supply. As wildly controversial and unpopular as it is, we, and other cities across the state, need legislative authority to adopt inclusionary zoning if it is the right choice for our community. The current tough legislative environment shouldn't stop us from collaborating with other cities to develop a statewide legislative strategy. In addition to these zoning efforts, we can't separate the upcoming vacation rental discussion from our affordable housing conversations. I don't yet have all of the information or answers, but I welcome the conversation to develop solutions that balance the needs of property owners, neighbors, and our affordable housing community. Finally, city leaders need to remain aggressively invested in economic development efforts that improve the overall economic well-being of city residents.

5. Are there any changes to the City's processes, including but not limited to public input, for addressing zoning changes that you would like to see made?

From my experience, it is important to allow the development process to evolve, improve, and adapt as new conditions arise. Overall, I think we do this pretty well (some might say we talk too much), so there is always space to evaluate areas of improvement so I have two suggestions. First, I think the Level II review process can be confusing. On many occasions, we've had Level II reviews where citizens come to the P&Z meeting with the expectation that their voice can in some way sway P&Z's view. It is hard for folks to grasp that Level IIs only review technical standards. It creates some unnecessary frustration--the sentiment is, "Why bother to ask for comment if it can't be considered?" I sometimes question whether P&Z really needs to hear Level II cases. I like that we provide an extra level of review, however, many of the standards are reviewed and "ok'd" by staff members with a particular license, credential, or an adequate amount of experience. We are given the message that these folks are professionals and their review should be trusted. If this is true, then why do we need the additional level of review? Second, conditions in Asheville have changed since our last big round of community dialogues (the 2025 Plan). For example, transportation funding and decision making has changed, policies regulating our ability to grow have been hampered, and our demographics have shifted. These changes should affect how we respond to land use decision making. The broader community needs an opportunity to learn about and understand the dynamics and how they intersect with land use planning.

1. What is your vision for growth and development in Asheville?

My vision for growth and development in Asheville is one that is focused on integration of all municipal services to create a quality, safe, attractive, and diverse place where people from all walks of life can live and prosper. I think a community's approach to its development process is just as important and inseparable from its approach to economic development, parks and recreation, transportation, or infrastructure planning and it is only through the integration of these services and programs that Asheville will continue to be the thriving place that it is.

2. Do you believe Asheville has taken an approach that is too "pro-growth" or "anti-growth" over the past 5-6 years? Please share your reasons.

When I walk around my neighborhood (West Asheville) or downtown, I am often astonished at the growth and development that has taken place since first moving here 14 years ago. On the other hand, professionally I provide planning services to towns and counties throughout WNC where there are places that are relatively the same as they were 20 or even 30 years ago. I live in a place with astounding growth and work in places with little to no growth, and given a choice between the two, I'll take the place with growth and development over the place with none. The longer I work with towns that struggle because they are stagnant, the more I've become a growth proponent. I don't want to live in Andrews, NC because it doesn't have great bike lanes and greenways, attractive areas to play and eat, decent housing choices, or a vibrant downtown because it doesn't have the growth to support such amenities. I like my amenities and I now know that it takes growth to have them.

While I am supportive of a pro-growth approach, I am not supportive of an all out growth at any cost approach. I am supportive of a moderated approach to growth that is well-planned, focused on safety and environmental quality, and is guided by a community's stated vision. In my view, Asheville has adopted a moderated approach to growth over the past 5-6 years. Like any other City, Asheville's approach to growth is complicated because planning policy in general is behind the times. When a new trend comes along, that trend is automatically ahead of the policy decision made in reaction to it. In spite of this dynamic, Asheville is able to respond to changes to maintain its moderated approach to growth because it has a strong framework for growth and development decision making through its comprehensive plan, neighborhood plans, the Downtown Master Plan, coordinated planning and development services, and other tools. Unfortunately, with the diversity of opinions found throughout Asheville, there are always those who will view Asheville's moderated approach as too pro-growth or too anti-growth; thereby complicating efforts on how to best respond to emerging trends.

3. How strictly should interpretation and application of the Unified Development Ordinance be applied?

In the initial phases of planning a development, the UDO should be strictly applied as it is through the application of the UDO's standards that one can identify the areas of the UDO that, when strictly applied, are problematic to project development. Asheville has avenues (TRC recommendations, the Board of Adjustment, a variety of zoning districts, incentives, etc.) to find the place that honors the intent of the UDO and vision for the community while still meeting needs of the project developer. From my experience with Asheville's Board of Adjustment compared to my planning work in other communities, Asheville's staff, P&Z Commission, and Council go to great lengths to work with developers on projects. While the ability to work toward a compromise through a variety of tools is one of the City's strengths, I do not think the public always understands how the planning process works. As citizens, the complicated and controversial projects – Staples, Greenlife, Larchmont, Caledonia -- shape our opinion as to how things work. We don't see the day to day smaller decisions and therefore, we assume that the UDO regulations are too restrictive or not restrictive enough (depending on which side you are on) and miss the fact that for the majority of cases, strict application of the UDO works.

4. Name one Planning & Zoning Commission decision in the last 18 months you've agreed with and one you've disagreed with or would have struggled with. Please explain your rationale for each.

In the last 18 months, I believe the most controversial project to come before P&Z and City Council is the Caledonia project, however, because this case has been continued with Asheville's Board of Adjustment, I have to refrain from stating whether I agree or disagree with the decisions made in that case.

A P&Z Commission decision with which I agree is the Larchmont project off Merrimon Avenue. The project met many of the city's overall strategic goals, such as an increase in affordable housing (particularly one-bedroom apartments), infill development, and transportation-oriented development. Additionally, the project is a good example of the progress that can be made when the developer, a neighborhood, and the City have open lines of communication in an effort to find mutually agreeable solutions. Planning board members are often called on to make recommendations that are tough and unpopular, yet the long term vision for the community has to guide the decision making process and this project is an example of that situation.

The Smoky Park Ingles is a recent decision that I don't agree with. While I don't disagree with P&Z's final decision, this project illustrates one of the challenging aspects of being a planning board member. I buy the majority of my clothes secondhand and bike to work on most days. It is a value of mine to reduce and reuse resources. When stores such as Ingles want to double their store size, I get twitchy when I think about the resources needed for the expansion. Why not just rehab what the existing building or be satisfied with what they have? In this case, it was the project, not the decision, with which I disagree. But here's the thing, as a member of Asheville's Board of Adjustment, and as a potential member of the Planning and Zoning Commission, I have to separate my personal hot-buttons from the project that is before me. I think that is the biggest challenge planning board members face. As a P&Z member, it is my role to listen to the information presented, hear the facts objectively, and connect those to the overall vision for that part of the community.

5. What are some of the positive or negative effects of Asheville's zoning regulations?

One of the most positive effects of Asheville's zoning regulation is that it allows for some discretion between planning decision makers (staff, P&Z, and Council) and developers to come to some mutual agreement on projects. Additionally, I think Asheville's UDO has done a good job integrating typical zoning regulations such as establishing districts, lot dimensions, and buffers, with elements that aren't as traditional, such as design standards, lighting requirements, landscaping, and sidewalk requirements. Many of the zoning decisions contribute the vibrancy of Asheville.

Of the challenges, Asheville's UDO is big and somewhat complicated. I think that the UDO is a little beyond the average person's understanding or familiarity. For example, when you have someone involved in a large scale project, the developer often has a team of people such as an architect, engineer, and an attorney at their disposal. Collectively, the team knows how to negotiate the development process. On the flip side, someone such as a small business owner often does not have a development team or previous experience to rely on. For example, the BOA recently heard a case where a new business owner opened a store in the shopping center near Sam's Club. The owner came before the BOA for a sign variance because, in strict application of the ordinance, the sign for the owner's shop would not be visible from the storefront. In the variance application and through the hearing, it was clear that the business owner did not have full understanding of what was happening or why things progressed as they did. While in the grand scheme of things this may seem like a small issue, I suspect that issues like this are more common than not. On a side note, in the example used, staff were very helpful in walking the business owner through the process.