

Galveston Texas



Urban Land Institute
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Foundation

Galveston Texas

Building the Future

May 31–June 5, 2009
An Advisory Services Panel Report

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About the Urban Land Institute

The mission of the Urban Land Institute is to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide. ULI is committed to

- Bringing together leaders from across the fields of real estate and land use policy to exchange best practices and serve community needs;
- Fostering collaboration within and beyond ULI's membership through mentoring, dialogue, and problem solving;
- Exploring issues of urbanization, conservation, regeneration, land use, capital formation, and sustainable development;
- Advancing land use policies and design practices that respect the uniqueness of both built and natural environments;
- Sharing knowledge through education, applied research, publishing, and electronic media; and
- Sustaining a diverse global network of local practice and advisory efforts that address current and future challenges.

Established in 1936, the Institute today has more than 32,000 members worldwide, representing the entire spectrum of the land use and development disciplines. Professionals represented include developers, builders, property owners, investors, architects, public officials, planners, real estate brokers, appraisers, attorneys, engineers, financiers, academics, students, and librarians.

ULI relies heavily on the experience of its members. It is through member involvement and information resources that ULI has been able to set standards of excellence in development practice. The Institute has long been recognized as one of the world's most respected and widely quoted sources of objective information on urban planning, growth, and development.

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Cover photo by city of Galveston

About ULI Advisory Services

The goal of ULI's Advisory Services Program is to bring the finest expertise in the real estate field to bear on complex land use planning and development projects, programs, and policies. Since 1947, this program has assembled well over 400 ULI-member teams to help sponsors find creative, practical solutions for issues such as downtown redevelopment, land management strategies, evaluation of development potential, growth management, community revitalization, brownfields redevelopment, military base reuse, provision of low-cost and affordable housing, and asset management strategies, among other matters. A wide variety of public, private, and nonprofit organizations have contracted for ULI's Advisory Services.

Each panel team is composed of highly qualified professionals who volunteer their time to ULI. They are chosen for their knowledge of the panel topic and screened to ensure their objectivity. ULI's interdisciplinary panel teams provide a holistic look at development problems. A respected ULI member who has previous panel experience chairs each panel.

The agenda for a five-day panel assignment is intensive. It includes an in-depth briefing day composed of a tour of the site and meetings with sponsor representatives; a day of hour-long interviews of typically 50 to 75 key community representatives; and two days of formulating recommendations. Long nights of discussion precede the panel's conclusions. On the final day on site, the panel makes an oral presentation of its findings and conclusions to the sponsor. A written report is prepared and published.

Because the sponsoring entities are responsible for significant preparation before the panel's visit, including sending extensive briefing materials to each member and arranging for the panel to meet with key local community members and

stakeholders in the project under consideration, participants in ULI's five-day panel assignments are able to make accurate assessments of a sponsor's issues and to provide recommendations in a compressed amount of time.

A major strength of the program is ULI's unique ability to draw on the knowledge and expertise of its members, including land developers and owners, public officials, academics, representatives of financial institutions, and others. In fulfillment of the mission of the Urban Land Institute, this Advisory Services panel report is intended to provide objective advice that will promote the responsible use of land to enhance the environment.

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The panel extends special thanks to the ULI Foundation and its donors for providing the

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Foreword: The Panel's Assignment

On September 8, 1900, the city of Galveston was hit by the deadliest natural disaster in United States history. Known simply as the 1900 Storm, the hurricane brought winds of 140 mph and storm surges of 15 feet that killed 20 percent of Galveston's residents and destroyed 36,000 buildings. Galveston rebounded from this disaster by rebuilding its infrastructure, forming a home-rule municipality, and growing its population base to approximately 60,000 residents.

Galveston is located along the Gulf of Mexico, 50 miles south of Houston. The island is now home to employers such as the University of Texas Medical Branch (UTMB), American National Insurance Company, and Texas A&M University at Galveston. Hospitality, food service, and other tourism-related industries provide other major sources of employment and serve Galveston's 5 million annual visitors.

After more than a century of rebuilding and stabilization, Galveston was hit by another catastrophic natural disaster. On September 13, 2008, Hurricane Ike made landfall on Galveston's shores with sustained winds of 110 mph and storm surges of 17 feet. Ike ranks as the third most destructive hurricane to make landfall in the United States and is estimated to have caused over \$3.5 billion in damage on Galveston Island. After more than six months of cleanup, many Galveston businesses are reopening and Galvestonians are rebounding from catastrophe once again.

Galveston's Recovery Process

Galveston has taken a proactive approach to recovery. In November 2008 the city council created a committee of residents to define a long-term strategy to chart a course not only to recovery but to future vitality. The committee's more than 300 members spent over 6,000 hours



Location map.



Regional map.

considering projects and working with the Federal Emergency Management Agency (FEMA) to plan their implementation. On April 9, 2009, the city council voted unanimously to accept the committee's 42-project Long-Term Community Recovery Plan.



The seawall shortly after Hurricane Ike in September 2008. Ike ranks as the third most destructive hurricane to make landfall in the United States and is estimated to have caused over \$3.5 billion in damage on the island.

Betty Massey, chair of the committee, described its vision for the future as:

- Building a community that behaves in an environmentally responsible manner, values its natural resources, and protects people, infrastructure, natural resources, and buildings from perils inherent to location on a barrier island;
- Strengthening the economy and diversifying its engines;
- Reconstructing traditional neighborhoods and making the island’s housing stock stronger, safer, more affordable, and more attractive;
- Strengthening and enhancing the effectiveness of the education system;
- Making health care available to everyone;
- Rebuilding and improving infrastructure and transportation systems;
- Keeping Galveston clean and beautiful; and

- Treasuring historical and cultural resources and maintaining the city’s unique character.

The Panel’s Assignment

The city of Galveston invited the ULI panel to consider sustainable neighborhood development strategies—strategies and actions the city should undertake to create healthy, socially diverse, affordable, and resilient neighborhoods for Galveston. In pursuit of this assignment, the city asked the panel to consider two core questions:

- How can we attract residents to live on the island?
- What do we need to do to keep them here?

The panel considered diverse tactics to attract and retain residents to Galveston’s neighborhoods and to encourage investment in both the rehabilitation of historic housing stock as well as the construction of new housing.

Summary of Recommendations

The panel's recommendations build on the momentum of the recovery plan and lead to one goal: create "one Galveston." This goal envisions an ecologically sound island community that combines resort living with a revitalized urban core. Defined as the historic neighborhoods east of 61st Street, the urban core will offer diverse housing options for permanent residents. As Galveston moves forward, the panel encourages the community to:

- Focus development efforts in the historic urban core, not undeveloped areas;
- Develop better physical connections within the historic core neighborhoods—especially the Strand, UTMB, and the Seawall—for pedestrians, cyclists, transit passengers, and vehicles;
- Build on existing economic strengths, including UTMB, the Port of Galveston, and tourism;
- Support entrepreneurship at all levels and leverage the energy of UTMB and its national laboratory to create new businesses and employment on the island; and
- Respect the island's fragile ecosystem in partnership with federal agencies and other entities vested in the island's long-term environmental sustainability.

The city of Galveston has the choice to continue to manage decline or invest in its future. The strategic advice suggested in this report will allow the city to create one Galveston while providing that investment in its future that will be the ultimate and positive legacy of Hurricane Ike.



The ULI Advisory Services panel receives a briefing from city officials.

Market Potential

Growing economic competition from Houston and damage from repeated hurricanes have dealt Galveston economic blows in recent years. Hurricane Ike inflicted significant damage in historic neighborhoods already showing signs of wear. In addition, new vacation home developments are drawing residents to the island's east and west ends, leading to further abandonment and deterioration of homes in the historic urban core.

As part of hurricane recovery efforts, Galveston needs to determine how to maintain a varied and appealing housing stock that can serve existing and displaced residents as well as attract new permanent residents to the island. First, Galveston must determine which market segments offer the greatest potential for new residents.

Galveston already scores well on many of the measures used by potential homebuyers to evaluate housing options: proximity of housing to jobs, the availability of amenities and neighborhood services, and the relative cost of housing. Other measures that might require some effort and investment to bring them in line with the market's expectations are the quality of neighborhood schools and the perception of safety both at night and during the day.

Galveston has the urban fabric, climate, employment base, access to Houston, and energetic citizens necessary for it to become a very desirable place to live. It may feel bypassed at the moment because many working families have chosen to live in traditional suburban subdivisions on the mainland. This trend can be seen in most urbanized areas in the United States, but it is reversing. Families can be attracted to the island once the island offers a critical mass of new and rehabilitated housing of the right size, type, and price range to fulfill a variety of housing needs.

Demographic Profile

Galveston's permanent full-time population is below 60,000. The panel heard that each year 5 million to 7 million people visit the island for a day at the beach, a short stay in a hotel, or a visit to a vacation home that they have purchased.

Galveston residents tend to have lower incomes than the national average and fewer of them are in the labor force. The island's median household income was \$34,135 in 2007, substantially less than the national average of \$50,007. The employed population numbered only 24,642, or considerably less than 50 percent. Educational attainment is less than the national average.

These figures reflect the tendency in recent years for middle-income employees to choose to reside on the mainland. However, this trend can be improved once housing is available.

Employment

Galveston's 24,640 employed persons work primarily in the educational and medical sector at UTMB and other educational institutions. Other key sectors are arts and entertainment, finance, insurance, real estate, tourism, and retail.

There are about 35,000 jobs on the island, indicating that many jobs are filled by people who live on the mainland. Jobs held by people who commute onto the island are focused in the large educational and health care facilities on the island, particularly UTMB. Figures 1 and 2 list employment levels by sector.

Galveston's roster of employers is impressive. Major sectors include government, health care and education, port and industrial activities, tourism and hospitality, finance and insurance, foundations, and small businesses.

Figure 1
Employment Levels by Sector

Employer	Number of Jobs
Education and health care	22,200
Hospitality	2,800
Government	2,100
Retail	2,188
Finance, insurance, and real estate	1,517
Port and trade	1,000

Note: Table is based on data reported in interviews with local stakeholders. Data only include jobs with major employers and may not be comprehensive.

All of these sectors offer growth potential. The hospitality sector is certain to grow but will continue to offer wages that tend to be lower than in other sectors. Other potential expansions include the possible container terminal on Pelican Island, as well as facilities that would result from the proposed high-speed rail from Houston. The greatest growth opportunity for employment in Galveston lies in the potential to attract biotech companies to the area around UTMB.

Housing Affordability

Median household income in Galveston is approximately \$34,000. Based on FHA underwriting criteria, a prospective single-family home purchaser earning that median income could afford to pay \$839 per month. Currently, that monthly payment could support a purchase price of about \$100,000, assuming no third-party down-payment assistance or housing subsidy. Similarly, at a \$150,000 purchase price, minimum household income required by a borrower is about \$48,000. At a purchase price of \$200,000, a buyer would need to earn \$64,400, almost double the area median income.

Figure 2
Major Employers by Sector

Government

City of Galveston
Galveston County

Health Care and Education

Galveston Independent School District
K-12 private schools
Galveston College
Texas A&M Center for Marine Training and Safety
Texas A&M University at Galveston
University of Texas Medical Branch at Galveston (UTMB)
Galveston National Laboratory

Port and Industrial

Port of Galveston (cruises and cargo)
Support services for oil and gas companies
More than 80 companies in maritime support services

Tourism and Hospitality

Moody Gardens Hotel and Convention Center
Galveston Island Convention Center at San Luis
Recreational facilities (Schlitterbahn, Flight Museum)
Mid-price hotels
Diverse restaurants

Finance and Insurance

American National Insurance Company
Local banks

Foundations

Family foundations

Small business

2,500 to 3,000 businesses

Housing Opportunities

Galveston has many opportunities to encourage workers, retirees, students, and many others to make Galveston their home by creating new housing and rehabilitating existing housing.

The best market for new permanent residents is found in the UTMB employees who currently live on the mainland. Many of the jobs associated with UTMB are high-level research, medical,

and academic jobs. These employees have high disposable incomes that could be captured on the island and help the island's economy. These employees require quality housing, including single-family residences, condominiums, and townhomes.

There are also opportunities to provide housing for students, hospitality industry workers, and retirees. Retirees will increasingly seek out Galveston if it is perceived as a safe and warm city that provides restaurants, shopping, and recreational activities close to comfortable small residential units. Niche markets include empty nesters, the gay and lesbian community, outdoor enthusiasts, and vacation and second homeowners. If a rail link is completed, the island can also provide housing for employees working in Houston.

Understand the Problem

Right now, the historic neighborhoods offer limited housing options. There is a limited amount of new construction with modern amenities and building systems. While the historic homes have broad appeal to a cross section of potential residents, renovation and upkeep costs deter some buyers. Properties suffering from deferred maintenance and neglect are not easily matched with the interests and financial abilities of prospective new area employees.

Link Housing to Economic Development

The panel recommends using new housing to support economic development efforts, especially by creating a diverse range of high-quality housing options around the downtown and the UTMB campus. Housing located in these areas can offer an easy, walking commute to the

island's largest existing employers and those with the greatest potential for growth. Development in these areas should focus on rehabilitation, infill, and compact development to create a high-quality, urban lifestyle. The city should craft land use policy, financing incentives, and marketing efforts to implement these initiatives. The city and its major employers will be in a stronger competitive position to attract a quality workforce if it has diverse housing choices at a range of price points.

Development around downtown and UTMB will help revitalize neighborhoods. Additionally, compact development will lessen sprawl and minimize the cost of public investment in infrastructure. Compact development also produces new housing at locations best serviced by retail and other services and amenities. Fully realized, the plan to build out the available developable sites in the historic neighborhoods will produce a vibrant, walkable district that will be internationally renowned.

Pursue High-Speed Rail

The proposed rail link to Houston will open Galveston to the regional commuter population and enhance the quality of life for islanders. The panel recommends pursuing this project aggressively. The rail line will also support the panel's vision for a dense, walkable urban district stretching from the railroad station to UTMB.

Leverage Historic Preservation

Historic neighborhoods throughout the urban core should be enveloped into one overarching district so that all historic properties that merit consideration for historic preservation tax credit support are eligible pursuant to National Register criteria.

Planning and Design

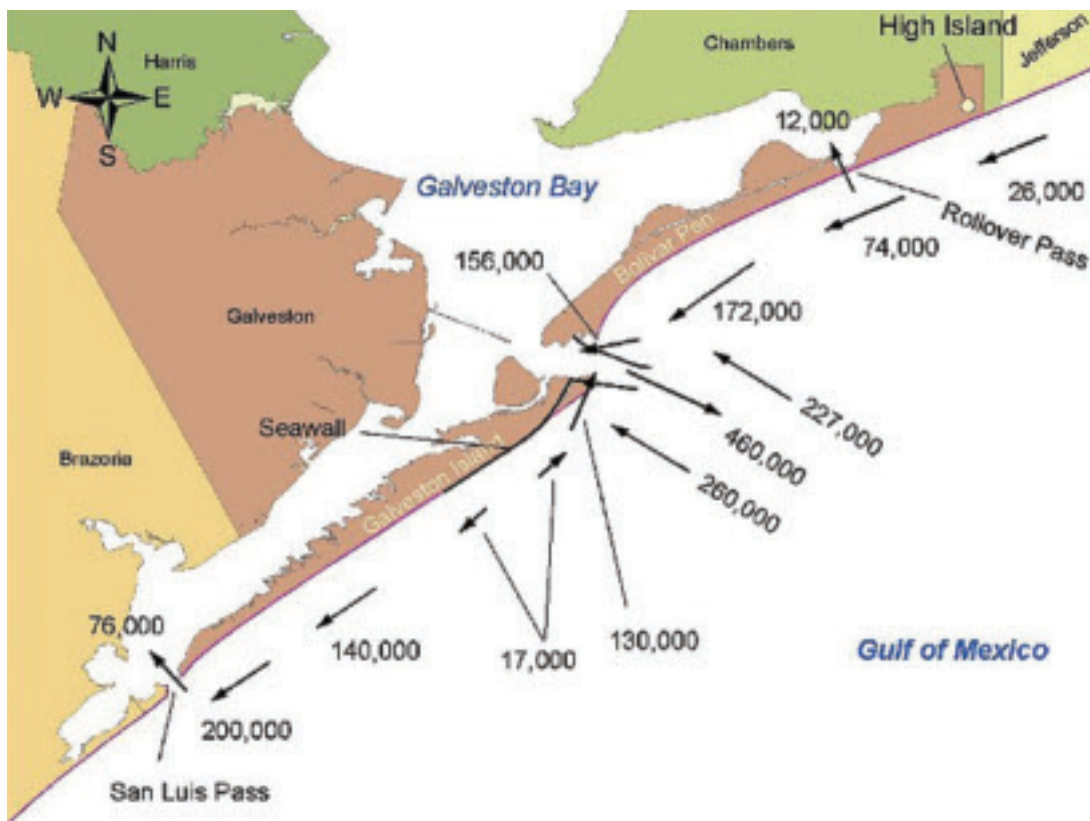
Enduring and sustainable communities respect the strong link between social, environmental, and economic conditions.

They use the constraints posed by these conditions to inform their land use decision-making process. Further, these communities understand that land use policy relies on factors much broader than where development should occur. Effective land use policy will consider economic durability, quality of public education, friendliness to entrepreneurship, and other types of infrastructure. The panel seeks to provide Galveston with direction on how to collaboratively address these issues to build a durable, thriving community in the future.

Unified Vision

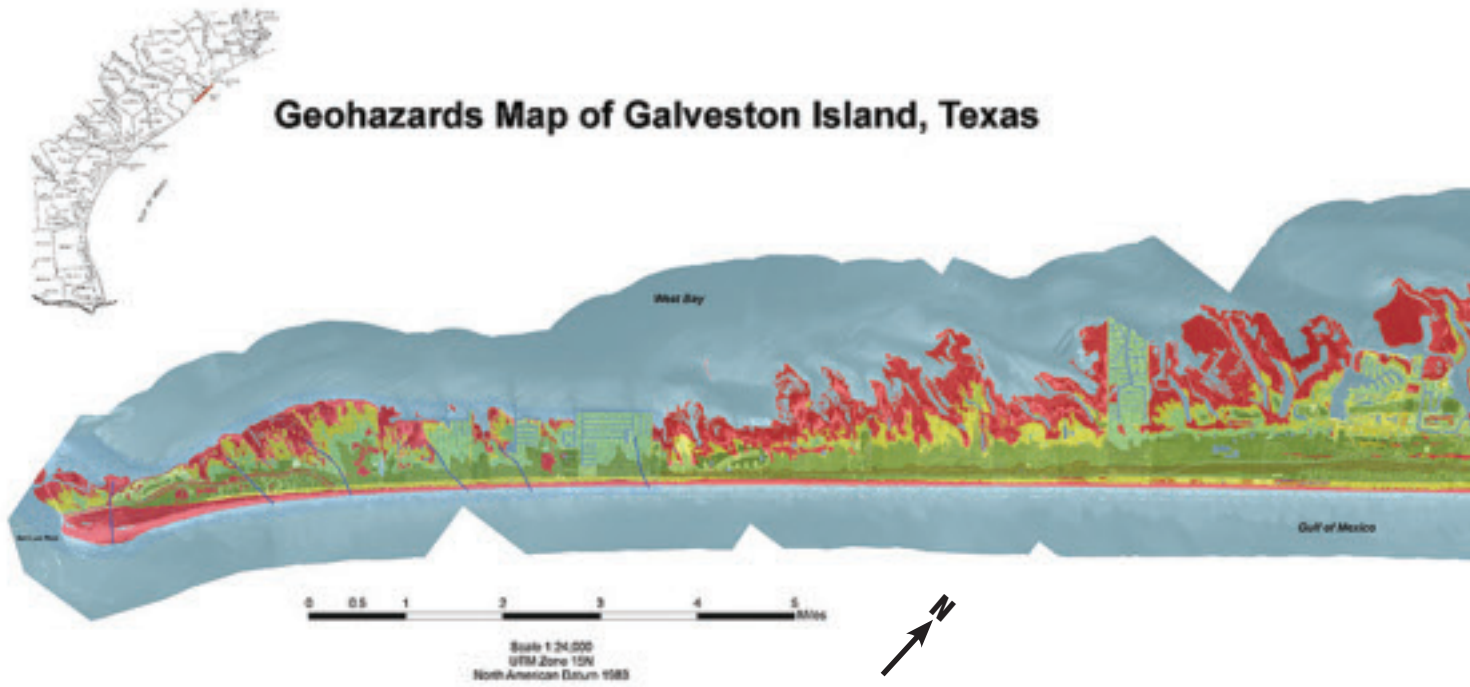
The Galveston community demonstrated great will and capacity in its efforts to create the Long-Term Community Recovery Plan. However, interviews and anecdotes suggest that multiple, divergent visions for Galveston's future remain. Without consensus on a clear direction, there is an almost certain chance of continued decline.

The panel heard many comments from interviewees that reflect frustration in this lack of direction. A few of these comments are paraphrased here:



This map shows the area between the San Luis Pass and High Island on the Bolivar Peninsula. The process of erosion and accretion underscores the need to rely on solid scientific analysis to shape public policies related to growth, building, and design. Figures represent sediment transport in square meters per year.

Source: University of Texas, Bureau of Economic Geology, 1998.



This map, prepared by the University of Texas's Bureau of Economic Geology, shows areas of imminent (red) and high (yellow) geohazard potential on Galveston Island, indicating that most of the west end and substantial portions of the east end of the island are susceptible to storm damage.

- The island community is at a crossroads. We have had a long history of just surviving. Galveston will only last as long as it is respected and loved by everyone.
- We have no long-term defensible and reliable land use plan. We need to realistically and truthfully instill confidence in the safety of living here.
- How do we convince the community that they have the ability to change this pattern and create a new and reliable future together?

Planning Framework

Successful urban design rests on a clear understanding of environmental systems. On a macro scale, Galveston is part of the Coastal Gulf of Mexico system. Ocean temperatures drive currents that have shaped the Gulf Coast for millennia, independent of human habitation or hurricane activity. These currents will continue to affect the coastline, especially the barrier islands and coastal plains.

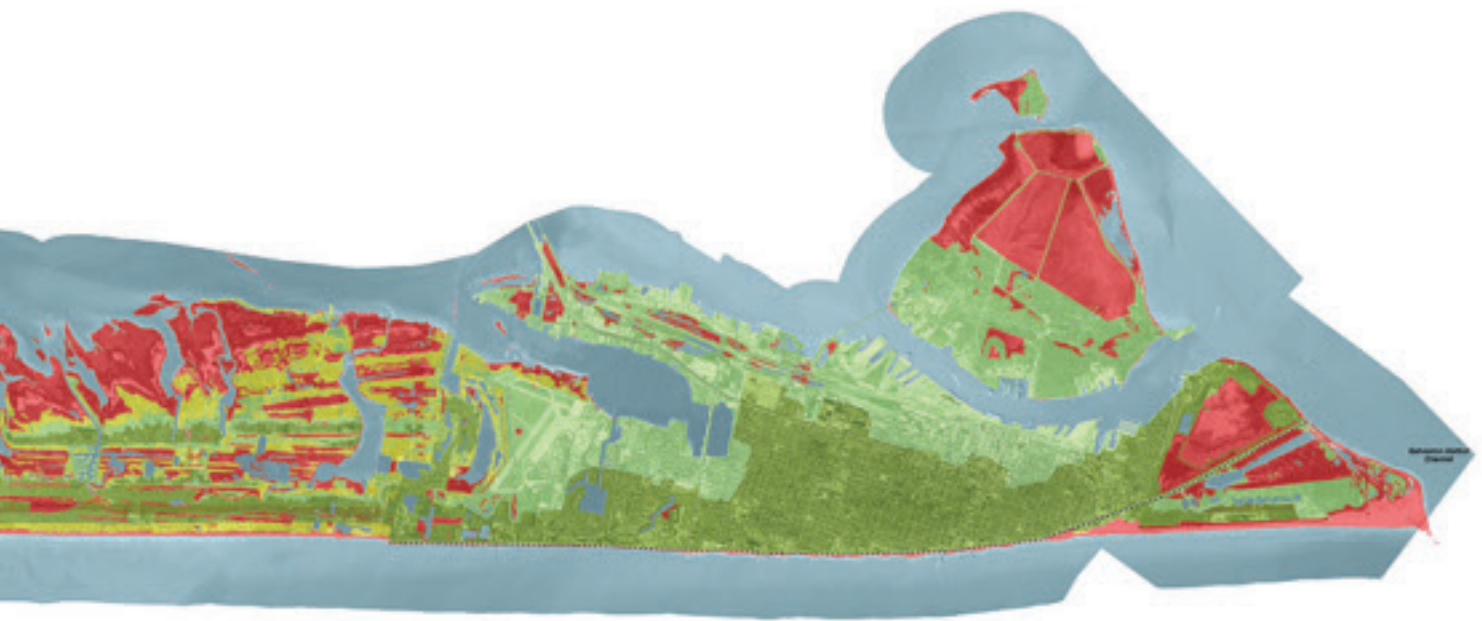
Regionally, these currents drive sediment transport, which adds to the island in certain sections by accretion and takes away from the island in other areas by erosion. This process reveals how fragile coastal barrier island ecosystems are. Further, this process of erosion and accretion

underscores the need to rely on solid scientific analysis to shape public policies related to growth, building, and design.

Existing studies document Galveston's fragile ecosystem, including base flood elevation, wildlife habitats, and geohazards. This information has been produced by the Trust for Public Land, the National Oceanic and Atmospheric Administration (NOAA), and other agencies. As an aggregate, the studies suggest that there are areas of the island that are relatively stable, or safe for development and those that are less stable. In order to pursue a safe and sustainable future for the entire island, this information must be used to make decisions about the future development of the island.

In addition to environmental influences, new development plans should consider existing physical elements. These elements include the residential core neighborhoods, the Strand and its commercial hub, UTMB and its national laboratory, the ports of Galveston and Houston, and the bay, beaches, marshes, and natural resources.

The panel feels that Galveston's land use decision-making process can benefit from increased use of the existing data that documents environmental systems, historic resources, and infrastructure. To do so, this information needs to be incorporated into a layered geographic information



system (GIS) that will inform public and private sector decision makers about the true risk and economics of infrastructure and development decisions. The panel strongly encourages the city to undertake an extensive study of the scientific data to ensure that future development patterns respect and enhance currently identified assets such as the historic neighborhoods between 61st and UTMB, the Strand, UTMB, and the Port of Galveston.

Galveston can thrive as a full-time community and tourist destination by protecting its environmental and historic resources. The panel envisions a community that attracts the highest-value tourists and residents by combining an abundant and thriving ecosystem with a well-preserved, thriving urban core. This combination must be supported by a vibrant and innovative 21st-century economy.

Making It Happen

Galveston has an incredible urban fabric—the type that new urbanists and ecologists strive to create and re-create. Galveston has a foundation of gridded streets, sidewalks, avenues, and boulevards with diverse and unique architectural assets. It also has the potential to have a world-class beach, waterfront, and natural habitat. The urban core has sufficient land and

existing building capacity to support a permanent population of 70,000. This target population should meet the market demands and needs of all employers.

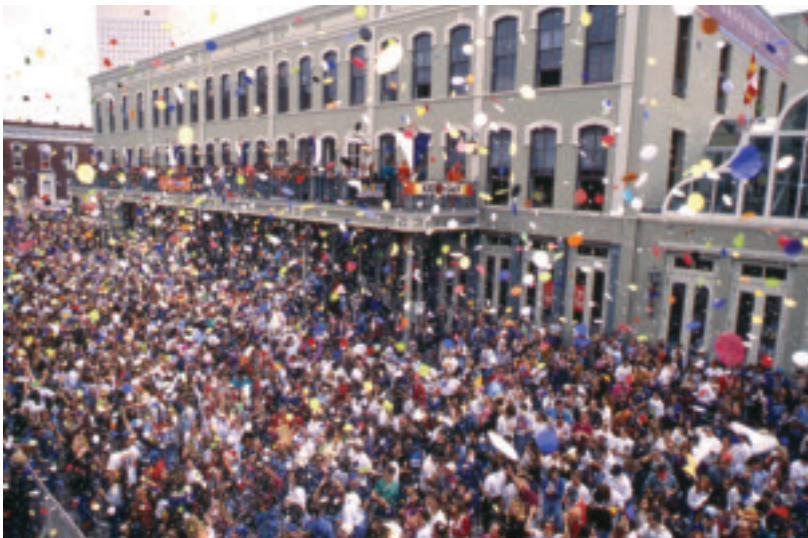
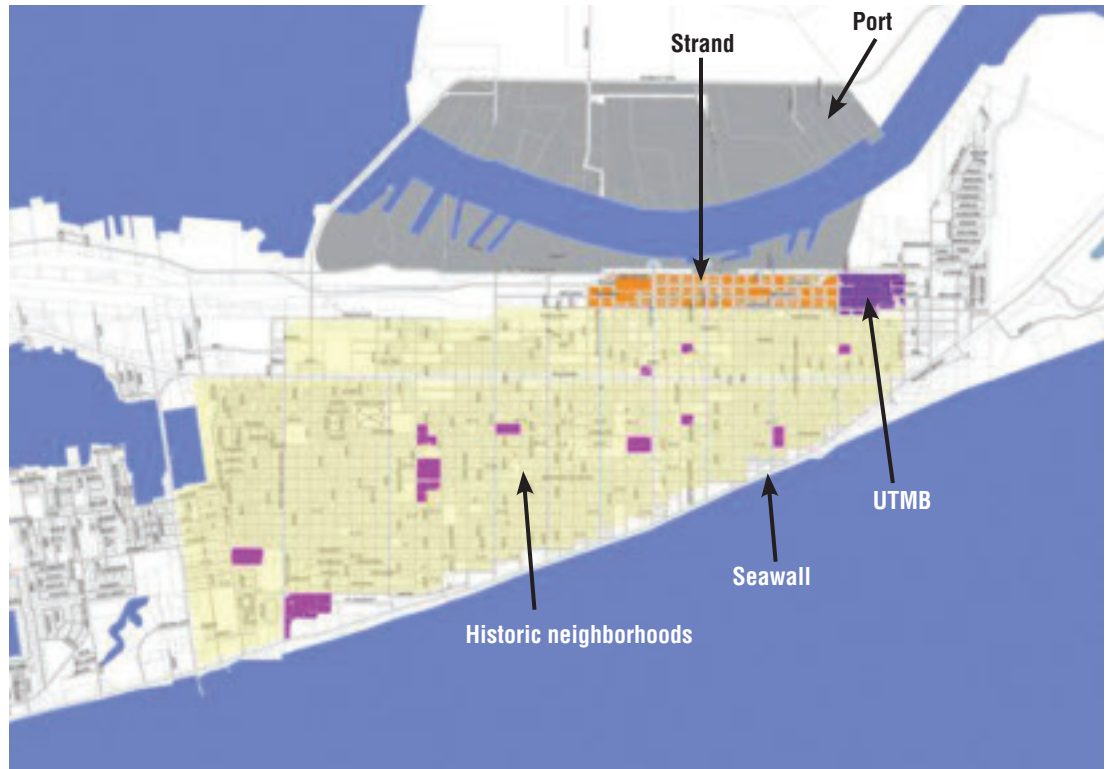
The panel proposes a planning framework that focuses Galveston's energy and investment on the natural and historic assets, targeting development in the safest and most economically viable locations on the island and investing in five priority areas:

- East/west and north/south connective corridors;
- The Strand-UTMB 21st-century urban core;
- Seawall Boulevard;
- Historic residential neighborhoods from 61st Street to UTMB; and
- A transit-oriented development on 25th Street.

The panel believes the city can develop these assets and connect them with corridors and nodes that focus energy, effort, and funding, while limiting development of those areas that are less stable.

The connecting corridors and nodes will build on Galveston's traditional urban form. Key corridors will feature high-quality urban envi-

The areas highlighted in this map identify locations that need to be part of a comprehensive strategy for the island.



Mardi Gras on the Strand.

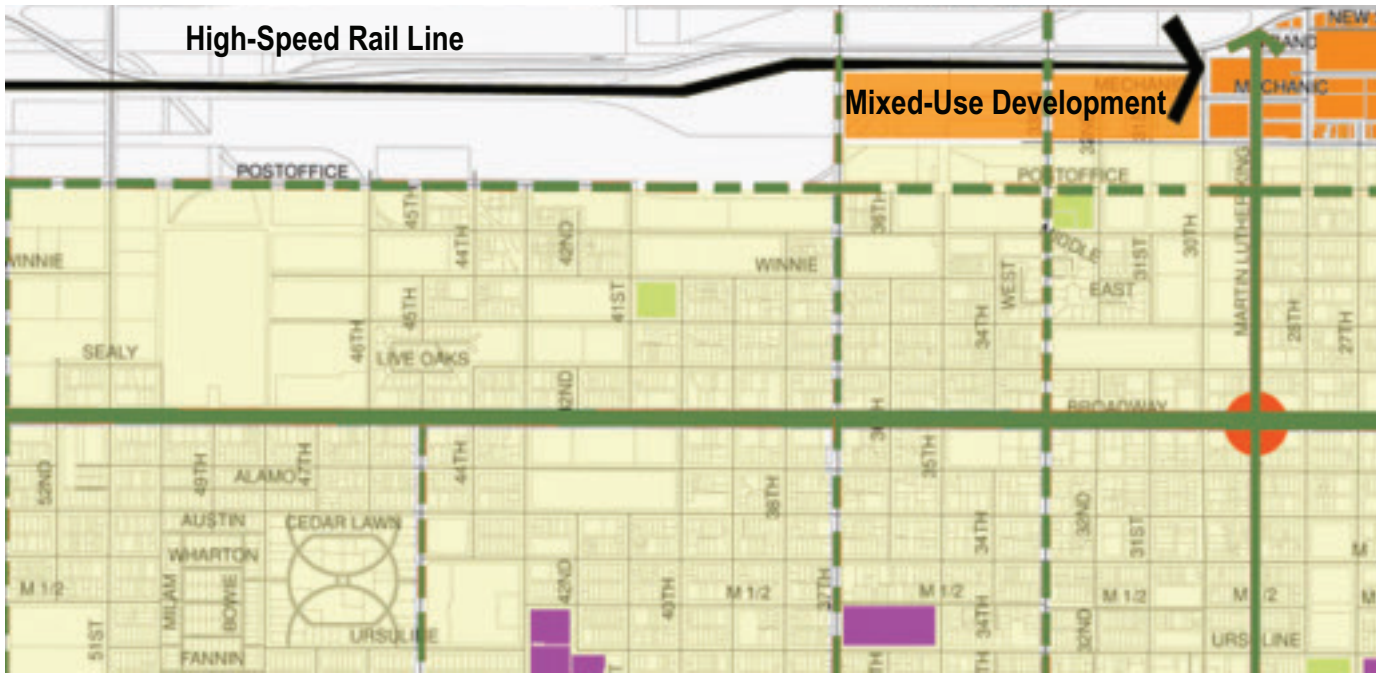
ronments, with amenities for all users. The panel recommends focusing new public investment along these corridors that will become the most dynamic streets in Galveston and will help knit the city together from Seawall Boulevard to the bay and from UTMB to 61st Street.

The panel envisions nodes that will develop at the intersection of these corridors. The nodes will build on Galveston’s vernacular of corner stores. Currently vacant corner properties will house uses ranging from groceries to cafes to galleries that will provide neighborhood

services and create moments of vitality throughout Galveston’s neighborhoods.

The panel recommends that the city build a framework for public sector investment and land use decision making that focuses development in the most secure and healthy locations. This strategy will yield a sustainable Galveston that will provide long-term social, economic, and environmental health for everyone. This framework must be consistent and predictable over time, transparent, fair, and anchored to produce true economic rigor that objectively evaluates the short- and long-term impact of every decision against the vision. The framework requires the following actions:

- Contract with Coastal Communities Planning Atlas Mapping Service to integrate all available data from the city, NOAA, the Trust for Public Land, and others into an integrated GIS;
- Include the recently completed photographic inventory of all buildings in Galveston as well as the master plans for the Port of Galveston and UTMB;
- Inventory all historic neighborhoods between 61st and UTMB to determine scale, type, and condition along with all vacant or vacated property;



Transit-oriented development
 Major connectors

- Establish a complete street ordinance for all roads and a hierarchy and design standard including build to lines, signage, and tree and sidewalk standards for all corridor and connector roads;
- Establish a housing design program for restored and new housing development that creates the design and quality control to support and revitalize sustainable neighborhoods in the urban core;
- Consider establishing design standards that re-create the historic tile sidewalks as a unique place-making statement;
- Work with ULI’s Houston District Council, the American Institute of Architects, and the U.S. Green Building Council to establish green infrastructure and building standards to guide the design and building professions in creating a new, green economy; and
- Establish special mixed-use overlay zones for each target development area including form-based codes.

Major Development Initiatives

Within the core historic neighborhoods, the panel encourages the city to focus development efforts on three areas: a 21st-century urban core, a biotech village, and a beautified Seawall

Boulevard. These areas are discussed further in the following sections.

21st-Century Urban Core

The Strand and its surrounding areas will grow into Galveston’s thriving core and a destination of choice for residents throughout the Houston region. The panel recommends capturing this market by building the Houston-Galveston rail line and developing a new, transit-oriented neighborhood around the rail station at 25th Street and the Strand. The neighborhood will outpace traditional suburban developments by offering diverse housing and amenities that serve regional commuters and those who live and work on the island. A great transit-oriented neighborhood is one component that will attract middle-income families from throughout the region.

To be truly sustainable, the neighborhood must provide housing options affordable to diverse income groups. The city should offer density bonuses to developers willing to incorporate low- and moderate-income housing. In building a high-quality, mixed-income neighborhood, Galveston can begin to break down boundaries of race and class.

The neighborhood needs diverse working environments for startup companies, artisans, and other entrepreneurs. Vacant buildings on the west side of 25th Street could be transformed

The panel recommends building the Houston-Galveston rail line and developing a new, transit-oriented neighborhood in and around the Strand.



These illustrations demonstrate the relative location of the Strand and UTMB. The panel recommends developing vacant parcels and brownfields east of the Strand into a thriving, mixed-use district linking the Strand to UTMB.



- UTMB
- Strand-UTMB corridor
- Connector street
- Neighborhood center



Examples of commercial development on Galveston Island.

into live/work spaces and creative office spaces for entrepreneurs. To create a front door for the entrepreneurial community, the panel recommends creating a public market to showcase local art, locally produced food, and other entrepreneurial efforts. Funding for these projects could include a combination of housing, historic preservation, brownfield, and other tax credits.

The downtown needs thriving, adjacent neighborhoods to support its businesses and civic life. The city should encourage homeowners to purchase and rehabilitate homes in the neighborhoods adjacent to downtown. To do this, the city should promote and make available first-time homebuyer training, financial education, and foreclosure prevention and mitigation programs.

Biotech Village

The vacant parcels and brownfields east of downtown should be developed into a thriving, mixed-use biotech village. The core of the biotech village will be the Customs House Business Incubator, currently underway with UTMB's leadership. Once it is transformed into a com-

plete street, the Strand will anchor the village and help connect downtown to UTMB.

The biotech village can provide supportive office and lab space for companies born from the national laboratory, grown in the Customs House, and ready for large-scale launch. In order to promote a sustainable economy and attract middle-income families, Galveston must keep these new businesses on the island. The city should collaborate with UTMB to provide all necessary services to support entrepreneurs, including access to capital, business planning assistance, facilitated access to markets, patent policy, and access to intellectual resources.

The village will offer a mix of housing for UTMB faculty, staff, and students as well as existing residents. All public housing units currently located in these areas must be equally replaced with mixed-income development. The city can help make housing opportunities in this neighborhood available to all homeowners by taking advantage of the state's mortgage bond program and the city's down payment assistance programs for families with eligible income. Layering sub-



The bulk of Galveston's residential neighborhoods (yellow) are located to the east of 61st Street. Within this area, the city should encourage repair of damaged properties, development on vacant lots, and enhancement of corridors that connect Galveston assets.

sidies (federal tax credits, low-income housing tax credits, HOME funds, and CDBG subsidies) will help ensure that units will be affordable to all income levels.

In the longer term, the panel sees an opportunity to create a research park on the east side of the UTMB campus. The park would be the location for firms needing immediate access to the university, the national lab, and a skilled workforce. Other cities offer models for incentive programs to attract these companies, but the key incentive may be available land that the city already controls.

Beautified Seawall Boulevard

The panel encourages the city to begin the beautification of Seawall Boulevard with a first section between 21st and 25th Streets. Understanding that previous beautification efforts have stumbled due to scale and jurisdictional challenges, the panel encourages the city to start with this four-block stretch to demonstrate what can be done and also to bring new attention to neighborhoods in need of catalyst.

The enhanced Seawall Boulevard will create a gateway to the historic neighborhoods and a beautiful sense of place along the waterfront. The panel envisions implementing the streetscape enhancement already called for in the

recovery plan—landscaping, street furniture, lighting, signage, and public art. The city could look to federal stimulus programs for funding to support some of these efforts, including surface transportation grants and the Economic Development Administration's economic development facilities program.

Revitalized Historic Neighborhoods

The panel encourages the city to aggressively encourage housing rehabilitation and infill development in historic neighborhoods throughout the urban core, with a special emphasis on the neighborhoods between Broadway Boulevard, Avenue O, 26th Street, and 45th Street. Based on anticipated mortgage delinquency rates, this area is eligible for Neighborhood Stabilization Program II (NSP) funding from the U.S. Department of Housing and Urban Development.

The city should work to acquire, rehabilitate, and resell historic homes to first-time homebuyers or provide assistance to those wishing to acquire and rehabilitate foreclosed or blighted houses. Within the constrictions of the Texas Land Bank legislation, properties could also be acquired, cleared, and held for future development. The National Vacant Properties Campaign can provide technical assistance in this endeavor. In addition, the city might consider the following strategies:

- Create a neighborhood business improvement district for historic districts with the funds to be invested in sidewalk and streetscape enhancements, lighting, and signage;
- Explore the possibility of using Economic Development Administration and other federal funds to support renovation in historic districts; and
- Conduct comprehensive code enforcement, create rental registration and inspection programs, and offer assistance and low-interest loan programs to owners and landlords to address code violations.

Development Strategies

The city of Galveston has a land area of 46 square miles and a population in 2007 of 53,826 or a population density of 1,165 persons per square mile. Similarly, the city of Boston has a land area of 48 square miles and a 2007 population of 600,980 or a population density of 12,520 persons per square mile. While in and of itself, this disparity in population density does not indicate an unsustainable situation, it points to a potentially difficult proposition of affordably maintaining expected urban levels of services and amenities. Galveston is likely in an unsustainable position over the long term if it chooses to continue expanding east and west rather than focusing its energy on its urbanized core.

Galveston has significant assets on which to build. The proposed development strategy should be

consistent with the vision in the recovery plan and be based on realistic, financially feasible, politically viable, and environmentally sustainable elements and steps. Further, the recovery committee has already built a base of community vision. Galveston must continue to build upon this community-wide consensus to create inclusive public/private partnerships and to ensure active participation of neighborhood associations.

Housing for Whom?

The city of Galveston can look to a number of market cohorts as potential buyers of new and revitalized units. The panel strongly encourages the city to ensure that the more than 500 residents of public housing who have been displaced are



The housing stock in Galveston is diverse in terms of quality, architecture, and condition.

resettled. Similarly, the city must ensure that all homeowners and renters who lived in Galveston before Hurricane Ike are able to return to their homes or to replacement housing. The panel concurs with the recovery goal to make sure there is sufficient supply of housing affordable to the workers who support the tourist industry and to the students and faculty at UTMB. In addition, the city should find methods to create housing to attract new middle-income residents.

Where to Create Housing

Building on the planning framework discussed above, the city should focus its energy on the primary development area of 61st Street to UTMB. Within this area, the city should encourage the repair of damaged properties, new development on vacant lots, and the enhancement of corridors that connect Galveston assets. Wherever possible, new development should build around and support public transit use. By stimulating development within these areas, it is likely that the city can harness and grow its economic drivers.

Housing Assumptions and Strategies

There are many projects that need to be completed to ensure that Galveston creates a new inaugural terrain to build upon and subsequently attract and retain permanent residents. Among the most pressing is the rebuilding of various infrastructure components such as wastewater treatment plants, sewer plants, waste disposal facilities, healthcare and education campuses, and alternatives to automobile-based transportation. Similarly, Galveston has a considerable base of human capital that can add significant value to the rebuilding process. Additionally, new housing needs to be produced for almost all markets and price points. The city should seek to find methods of fueling development across product and price categories to ensure that the human capital that helped create and sustain Galveston will return and flourish.

One striking element that could add to a strong housing market is the skill and dedication of Galveston’s preservation community. Based on evidence and interviews there are organizations

Figure 3:
Galveston Housing Production

	Number of Houses	Cost	Percent Labor	Labor Dollars	Hourly Labor Cost	Labor Hours	Labor Hours per Year	Labor Years	Years of Construction	Number of Jobs	Cost per Unit
Repairs											
Houses with minor damage	8,350	\$4,978,000									\$596
Houses with major damage	7,575	\$88,610,000									\$11,698
Houses with substantial damage	1,070	\$41,541,000									\$38,823
Total houses in need of repair	16,995	\$135,129,000	50%	\$67,564,500	\$20	3,378,225	2,000	1,689	5	338	\$7,951
New Construction											
Houses (total development cost)	2,129	\$266,135,163	50%	\$133,067,581	\$20	6,653,379	2,000	3,327	5	665	\$125,000

Source: City of Galveston, ULI Advisory Services panel briefing materials, May 2009.

Figure 4:
Projected Jobs Generated and Targeted

Category of Job	Number of Jobs
Total construction jobs	1,004
Construction jobs, Galveston residents	502
Construction jobs, Galveston Housing Authority residents	251
Job ready	50
Trained over two years	201

Source: City of Galveston, ULI Advisory Services panel briefing materials, May 2009.

at hand to assist in the rebuilding efforts. Specifically, the Artist Homestead Galveston Island Initiative, an organization committed to building walkable, sustainable communities within the historic districts, illustrates an untapped artisan economy built around historic preservation, sustainable infrastructure, and green building professionals.

After renovating the infrastructure, Galveston should then begin developing neighborhoods along transit lines. This development would include amenities and retail services in each area at key nodes as recommended in the following Planning and Design section.

Investing in Galveston: Projects

Data provided to the panel indicates almost 17,000 houses in need of some level of repair. The panel is concerned that the FEMA damage assessment estimate of \$135 million or \$7,900 per unit is too low. Imputing an average, and more conservative, construction cost of \$50,000 per unit, the more probable estimated cost of these repairs is closer to \$850 million. Based on this estimate, the FEMA assessment could represent only 16 percent of the estimated repair cost.

Partial data of vacant buildings and parcels indicates that Galveston has sufficient residential land in the core of the city to build approximately

2,000 new units of housing, including the required replacement of 569 affordable housing units. Based on a total development cost of \$125,000 per new home or apartment, this represents an additional expenditure of \$266 million in construction of new homes over the next three to five years.

This availability of space for new housing and rehabilitated units is an opportunity to incorporate public housing into the city’s fabric instead of concentrating it in a few locations. Additionally, this is the opportunity to plan and implement the development under the oversight of the multiple stakeholders that have worked so well together in developing the recovery plan. It should be noted that this opportunity also affords Galveston the ability to maximize the opportunities for employment for residents of Galveston and residents of public housing. The city and the Galveston Housing Authority should strongly consider local employment guidelines when approving public housing development.

As shown in figures 3 and 4, the renovation of the 17,000 housing units and construction of 2,000 new units over the next five years represents an aggregate economic activity of up to \$1.1 billion that will generate 1,000 to 2,800 jobs.

The panel suggests that the city consider the following recommended steps to accompany this strategy:

- Inventory all vacant lots and buildings;
- Identify all parcels that are appropriate for new construction;
- Identify all vacant buildings that can be saved and renovated;
- Establish a schedule to complete renovations and new construction over a five-year period;
- Agree on employment goals for Galveston and public housing residents; and
- Design and implement training programs as needed to meet employment goals.

The Strand Seaport is a regional and national tourist destination. The Strand and the rest of downtown must be the focus of the new “one Galveston” recommended in this report.



Create a Partnership

The recovery committee’s experience has demonstrated the capacity of the Galveston residents to face and overcome a major crisis, to overcome previous divisions, and to build consensus across several potentially contentious priorities. The city should build on that experience and create a partnership of neighborhood associations, the city, and major local educational and private institutions to plan and oversee the implementation of the housing production. By developing a scattered-site infill development strategy, Galveston can ensure that every neighborhood is revitalized and that residents and business owners are involved actively in the revitalization of their own neighborhoods.

The city can control development to accomplish other objectives including but not limited to the following:

- Strengthen the core of the city;

- Connect downtown to the beach by focusing development at the 21st Street and 25th Street corridors;
- Support the expansion of the UTMB campus; and
- Prioritize development along the transit system to reinforce use of public transit and to ensure access between home and jobs with minimum reliance on automobiles.

Success with Houston

Galveston should build on its previous successes in engaging the expertise and proximity of its regional neighbor Houston to expand Galveston’s port activities and enhance transportation modes such as a potential high-speed rail system between the two cities. Unquestionably, Houston is vital to the success of Galveston’s vision. Houston’s proximity and expertise can provide support for leadership, school system, transportation, commerce, and connectivity disciplines.

Employing consultants, ULI's Technical Assistance Programs, and the Houston ULI District Council (as examples) for expert advice whenever possible will expedite all goal achievement without diluting the island's unique sense of spirit and place.

Additional Development Strategies to Consider

Galveston's historic neighborhoods provide ample evidence in favor of a state historic tax credit. While Texas does not presently have state historic tax credit legislation, the city has an opportunity to lobby for an experimental zone to rebuild and develop within the target areas.

Galveston must streamline its process to acquire, clear title to, and redevelop abandoned and distressed properties. Further, the panel suggests that the city create land banks to acquire, hold,

and encourage multiparcel development. Other opportunities could include:

- Engaging the Galveston Historical Foundation to create housing that integrates the flavor of the historical neighborhoods with new housing stock;
- Creating or inviting nonprofits including Habitat for Humanity, NeighborWorks America, Local Initiative Support Corporation (LISC), faith-based organizations, and other service-oriented developers whose expertise provide middle-income housing.
- Gather the opinions of the neighborhood associations as often as possible by leveraging the success of the Galveston Alliance of Island Neighborhoods.

Implementation

The city of Galveston has an unprecedented opportunity to leverage a plethora of federal resources to move its recovery plans forward—specifically with respect to housing. The availability of disaster recovery funding, the Housing and Economic Recovery Act of 2008, and the American Recovery and Reinvestment Act of 2009 make some of the larger projects proposed in the recovery plan more feasible. The city should position itself to capture its fair share of financing incentives available through these successful and popular federal programs. (See Figure 5.)

In addition, lessons learned from the recovery experiences of New York City and New Orleans can be used to inform local leadership on how to maximize the opportunities provided. Galveston stands ready to actively address a warming planet and a truncated supply of fossil fuels. It has the opportunity to invest in social, environmental, and political infrastructure that will boost its quality of life, improve its competitiveness in local and global markets, and create the foundations for sustainable neighborhoods and development patterns.

The city of Galveston has the choice to continue to manage decline or invest in its future. In contrast to its population decline, 15 percent job loss rate, and a median income 37 percent lower than the remainder of Texas, Galveston has great assets in its history, the beach, tourism, UTMB, the Maritime Academy, a rapidly growing regional market, engaged citizens, and the port.

The missing ingredient in the eventual recovery of Galveston lies in its institutional capacity to create the change it seeks to make. Currently, the city government is not structured to both efficiently manage primary operations and implement the recovery plan to reinvent the city. In order to realize its recovery goals and to become competitive in the global marketplace

Figure 5
Potential Funding and
Technical Assistance Sources
for Neighborhood Redevelopment

FUNDING

Community development block grants

HOME

Disaster Recovery

Neighborhood Stabilization Program I and II

Low-income housing tax credits

Weatherization/energy efficiency grants

National Trust for Historic Preservation (Preservation Development Initiative)

Federal Emergency Management Agency (assistance to put displaced residents in foreclosed homes)

Historic preservation tax credits (local, state, federal)

Economic Development Administration

New Markets Tax Credits

Department of Labor workforce training funds

TECHNICAL ASSISTANCE

Local Initiative Support Corporation

NeighborWorks

State Housing Finance Authority

Federal Department of Housing and Urban Development

AmeriCorps

National Vacant Properties Campaign

National Development Council

Center for Competitive Workforce

International Economic Development Council

once again, Galveston must configure its leadership and policy structure to reflect a shift toward public entrepreneurship. It must embrace a new mindset of accountability and responsibility and also actively seek out public/private partnerships that advance public values such as creating housing that can sustain middle-income families.

Creating a Redevelopment Authority

The panel recognizes the hard work and dedication of city staff, and the significant contribution of the 300 individuals who gave their time and talent to create the recovery plan. It is now time to ask how to get the work done. The city is not in the position to take on the additional responsibility for implementation with its current human and financial resources.

The recovery committee recommended the appointment of a recovery czar, but the focus needs to be broader than the Hurricane Ike recovery projects. The panel suggests that Galveston create a redevelopment authority to implement the recovery plan, and to oversee long-term development in its neighborhoods, commercial corridors, downtown, and the port. Simply responding to recovery issues will not position Galveston to take advantage of the many opportunities currently before it.

Through a public/private redevelopment authority, Galveston can create the development infrastructure that will enable it to take advantage of its unique strategic opportunities, capitalizing on the federal disaster relief and stimulus funding available to jump start these projects. It will also build institutional capacity to support housing, commercial, and economic development opportunities through partnerships and leveraged resources. These opportunities will allow Galveston to create a welcoming and competitive environment to attract investment.

Strategic Opportunities

One suggested format for a redevelopment authority would include a collection of elected, business, and philanthropic leaders. It would have the authority to contract with the city to

provide housing, commercial, and economic development services and financing on behalf of the city. This agency would be staffed by professionals tasked with identifying opportunities, affecting markets, and managing capital flows to create results.

The redevelopment authority could receive operating funding from city and local foundations. However, this would require local foundations to consider philanthropy as an investment in the community with anticipated return on that investment—in social, environmental, political, and economic gains. Foundations could invest through grants and other program-related investments, as well as use Galveston's recovery to find market-level investments for the foundation's assets. It is also critical that local foundations begin to support recovery and redevelopment projects and initiatives in the form of local matches for competitive grants and grant writing support.

A spirit of public entrepreneurship can drive a redevelopment authority. One example of how this spirit could create change is by providing seed funding for high-value startup businesses similar to Southeast Michigan's New Economy Fund. Further, if Texas law permits, the redevelopment authority could create a land bank that could take ownership of vacant and blighted property, clear the title, and package it for future development.

Other Opportunities

The panel considered many other implementation activities that can help realize the vision for Galveston. These activities are united by a desire to take advantage of unprecedented federal funding and support for neighborhood revitalization activities as well as a desire to leverage resources already present in the region. Recommended activities include:

- Use AmeriCorps members to organize homeowners associations and support neighborhood beautification projects, neighborhood watches, and youth programming;

- Engage LISC or NeighborWorks to assist in housing redevelopment activities;
- Fund a marketing plan that will rebrand Galveston as a unique location based on well-defined and articulated programs (historic, green, edgy, charming, beautiful, safe, and diverse);
- Use worker training funding available, along with indigenous worker and business requirements to provide new employment opportunities for unemployed and underemployed residents with a particular focus on green construction and historic preservation opportunities;
- Identify and aggressively pursue state and federal resources to support recommendations—create a toolbox of local, state, and federal programs that can be leveraged;
- Use lessons learned from Hurricane Katrina to request waivers on HUD restrictions;
- Work with the local business community to minimize the business challenges resulting from conducting business on a barrier island—the International Economic Development Council (IEDC) report from Cedar Rapids, Iowa, could provide useful resources;
- Develop tools and identify and coordinate resources to deploy economic and business development programs, pre-disaster business continuity planning support and post-disaster redevelopment, including small business working capital and bridge loan programs;
- Create a rebuilding resource center that would provide local and state services from the public and private sectors to those who need advice and assistance in order to rebuild business operations.

Conclusion

The city of Galveston has a choice to continue to manage a declining community or to embrace the opportunity of recovery to move the community toward economic and ecological sustainability. In order to achieve the latter, the city will need to focus its energy on the area between 61st Street and UTMB. It will also need to create capacity in the municipal corporate structure to allow professional staff the opportunity to focus on development work rather than daily operations. Further, moving forward will require sound knowledge of the barrier island ecosystem (both locally and regionally) to ensure that land-use planning and

decision making is supported by scientific data. Once these steps are taken, the city can begin to leverage its urban fabric to link diverse community nodes such as the Strand, UTMB, the port, and the Seawall area along transit corridors. By focusing development along transit lines, greater opportunities for mixed-income neighborhoods will emerge as transit around and on and off the island will become less dependent on cars. Finally, the city can work to implement the several specific strategies recommended in each of the above sections to help continue Galveston's recovery and repositioning.

About the Panel

Smedes York

Panel Chair
Raleigh, North Carolina

A Raleigh native, York is chairman of York Properties Inc. and of two related companies: Prudential York Simpson Underwood and McDonald-York Construction. He is past chairman of ULI and a member of ULI's Board of Trustees. He was mayor of Raleigh from 1979 to 1983.

York has spent his professional career in real estate and construction. In addition to his business, he has served in a leadership capacity for many organizations including past chairman of the North Carolina Chamber, the Greater Raleigh Chamber of Commerce, the Raleigh-Durham Airport Authority, and the North Carolina State University Board of Trustees. Current positions include chairman of Triangle Tomorrow, board member of the Research Triangle Park Foundation, and board member of the YMCA of the Triangle.

From 1964 to 1966, York served as a lieutenant in the U.S. Army Corps of Engineers, receiving an Army Commendation Medal for his service in South Korea.

York earned his bachelor of science degree in civil engineering from North Carolina State University and a master of business administration degree from the University of North Carolina at Chapel Hill.

Marshall A. Anderson

Birmingham, Alabama

Anderson has 12 years of professional experience as an architect coordinating and contributing to multidisciplinary teams on a variety of project types. He has been responsible for the success

of a variety of award-winning buildings and designs. Since 1997, Anderson has been project architect and designer on many wide-ranging projects including planning, single and multi-family residential, retail, institutional, and commercial work.

In 2007, Anderson and business partner Kris Nikolich founded the Design Initiative, an architectural firm focused on regionally specific sustainable design and development. The firm is currently working with Camp Fire USA in Birmingham to provide design guidance in implementing a master plan for Camp Fletcher in McCallah, Alabama. Design Initiative is the town architect for Trussville Springs, a DPZ planned 170-acre traditional neighborhood development designed along the banks of the Cahaba River. The firm is helping the city of Birmingham redefine its sustainable goals through their work on the redesign of a city park, as well as working on a recent effort to create sustainable, affordable, and livable housing in a new community development project for several small towns in Alabama.

After serving four years in the U.S. Marine Corps, Anderson went to Auburn University and graduated in 1997, magna cum laude with a bachelor of architecture degree. He now serves on the Advisory Council for Auburn's School of Architecture.

Agnes Artemel

Alexandria, Virginia

Artemel has more than 25 years of experience in market and economic analysis and project feasibility studies. She has conducted studies in the housing, office, hotel, retail, and industrial sectors, as well as mixed-use and special-

focus projects at locations throughout the United States. She specializes in setting up public/private partnerships to bring the resources of both public and private sectors to bear on solving urban issues, particularly revitalizing older urban neighborhoods.

For the public sector, Artemel conducts economic base analyses, forecasts the economic impact of proposed small area and master plan changes, and prepares strategic plans for economic development and tourism development.

For the private sector, she has assisted developers and landowners in obtaining the highest value for raw land and buildable lots, analyzed land carrying capacity, considered zoning and regulatory obstacles, determined the market potential of proposed new projects, and assisted with processing real estate development projects through the municipal approval processes.

She has extensive experience in community relations and with building community support for a new project. She has formed a number of grass-roots advocacy groups in support of economic development objectives including ADAM (Alexandrians Delivering smart growth Around Metro), SWAAT (SouthWest Alexandria Access and Transportation), and COMBO (Coalition of Membership Business Organizations).

Recent projects have included determining highest and best use for a property in historic St. Mary's County, Maryland; analyzing the future prospects for tourism development in Alexandria, Virginia, in the face of emerging competition from a large mixed-use hospitality and tourism project in another jurisdiction; conducting visitor forecasts for a proposed 100,000-square-foot museum; planning a mixed-use project in a revitalizing neighborhood adjacent to a Metrorail transit station; recommending market-based business attraction strategies for economic development in an urban area; and specifying implementation steps to support an ambitious redevelopment vision for an older, low-density urban neighborhood.

Previously, Artemel was executive director of the Eisenhower Avenue Public Private Partnership, in charge of determining the appropriate

development of a 500-acre urban area, promoting this development, and facilitating the public and private actions needed for implementation. The area is now experiencing rapid growth.

Artemel is a director of the Alexandria Economic Development Partnership and of the Alexandria Industrial Development Authority. She is also on the Board of the West End Business Association and the Board of Advisors of Virginia Commerce Bank. She is an appointee to the Mayor's Task Force on BRAC, and previously served on the Carlyle PTO Task Force in Alexandria. She has led the Old Town North Community Partnership for the past three years, focusing on bringing businesses and residents to work together toward a mixed-use, pedestrian-friendly neighborhood. Artemel has a master's degree in urban and regional planning from George Washington University.

Jana Freedman

Portland, Oregon

A native Oregonian, Freedman is executive vice president-development with locally owned Oceancrest Properties LLC in Portland, Oregon. In that capacity, she is responsible for site selection and development planning of mixed-use and industrial properties, project feasibility and financial analysis, tenant negotiation, and asset management.

With a career spanning all aspects of commercial real estate, in 1981 Freedman began her professional career in commercial real estate finance with Bank of Montreal on Wall Street. After 13 months she was recruited to Dallas in an expanded lending and credit officer capacity with Canadian Imperial Bank of Commerce (CIBC). At the insistence of Olympia & York's subsidiary, Block Bros., Freedman transferred with their local commercial real estate loans from CIBC to Sunbelt Savings Association in Dallas. At Sunbelt she was fully integrated with the borrower's development team during all phases of the project, including parcel identification and acquisition, master-planned commu-

nities design, zoning requests, architectural review, CCR creation, parcel sales, neighborhood association development, and infrastructure build out. Further, she was the key liaison between the developer, Sunbelt as lead lender, and over 30 participating lenders. Loans by Block Bros. and other Block-related entities totaled in excess of \$500 million and included raw land and mixed use properties. Valley Ranch, a 2,600-acre master-planned community in Irving, Texas, was the premier project developed from assembled raw land during Freedman's tenure with the Dallas lenders.

In 1986 Freedman moved to Los Angeles, where she successfully devised commercial real estate financing packages for many prominent clients, including the Disney family. In 1989 she briefly relocated to Portland, before returning to Dallas to open, staff, and manage a regional commercial equipment leasing office. Subsequent to the sale of that firm, Freedman returned to Portland to resume her commercial real estate activities as owner, developer, and asset manager.

Freedman founded ULI's Oregon/Southwest Washington District Council, is on the founding leadership committee, and serves as vice chair on the UDMUC-Purple Flight product council.

Mossik Hacobian

Boston, Massachusetts

Hacobian is president of Urban Edge and its affiliated organizations. As of December 2007, he had served for 22 years as executive director of Urban Edge Housing Corporation (UEHC) and Urban Edge Property Management (UEPM). Urban Edge has concentrated on comprehensive community-based development in partnership or collaboration with local, citywide, regional, and statewide organizations. Hacobian's interest in community development was sparked during a nine-month design project in East Harlem while attending the Columbia Architecture School. During his tenure Urban Edge has developed and preserved more affordable housing than

any other New England community development corporation.

Urban Edge is a nonprofit community development corporation focused on housing development and preservation, homebuyer training, foreclosure prevention, lending for home improvements and de-leading, resident organizing, safety initiatives, and support for youth facilities and programming. Now in its 35th year of operation, Urban Edge has developed or preserved over 1,300 homes and apartments and 81,000 square feet of community facilities, commercial, and retail space. Current and recently completed real estate development projects include 13 homes for first-time homebuyers, conversion of a former transit power station into studio and program space for Boston Neighborhood Network, and a \$250 million mixed-use, mixed-income, transit-oriented development in partnership with four community-based and private partners.

John L. Knott, Jr.

North Charleston, South Carolina

As president, chief executive officer, chairman, and cofounder of the Noisette Company LLC, Knott leads the Noisette Project development team. This team is collaborating with the city of North Charleston, South Carolina, in the sustainable restoration of 3,000 acres of the city's historic urban core and areas of the former Charleston Naval Base. In addition, Knott serves as the chief executive officer/managing director of Island Preservation Partnership, which developed the 1,206-acre Dewees Island oceanfront retreat dedicated to environmental preservation. In 2001, Dewees Island was honored with ULI's Award for Excellence. In July 2005, the American Society of Landscape Architects selected the Noisette Community Master Plan for its 2005 Professional Award, the Award of Excellence, the organization's highest honor.

Knott served for four years as the founding chairman for ULI South Carolina. He also founded the ULI SC Center for Sustainable Leadership. His most recent appointment is to the Milton

S. Eisenhower Foundation as a trustee, as well as an advisory board member for the Remaking Cities Institute at Carnegie Mellon. In addition, Knott serves as chairman of the Transportation Advisory Board for Charleston County. The Heinz Center Coastal Vision Steering Committee is another of Knott's involvements.

James Lima

New York, New York

Lima has two decades of private and public sector experience in the planning, financing, and implementation of large-scale, mixed-use development.

He has expertise in market-rate and mixed-income housing, as well as economic development initiatives focused on revitalizing urban centers and waterfronts. Over the past decade, he has successfully aligned the interests of private and public entities to build close to \$1 billion worth of mixed-income housing, retail, and new public amenities throughout New York City. A strategic planner, consensus builder, and pragmatic problem solver, Lima is hailed as an effective and creative leader in public and private real estate development.

Prior to joining HR&A, he was senior director of development in the New York regional office of one of the country's top residential REITs, AvalonBay Communities Inc. At AvalonBay, Lima oversaw planning and construction of a development portfolio consisting of more than 1,800 residential units, retail, and public amenities valued at more than \$600 million.

Previously, Lima served as New York City Mayor Michael Bloomberg's appointee as the founding president of the Governors Island Preservation and Education Corporation, a public corporation overseeing the planning, redevelopment, and operations of the 172-acre former military facility in New York Harbor in conjunction with the National Park Service. Lima was responsible for securing the first \$30 million commitment of historic preservation funding for the Island's national landmark buildings.

Earlier in his career, Lima was senior vice president for special projects at the New York City Economic Development Corporation, where he managed initiatives focused on growing the city's central business districts and increasing public access to the city's waterfront. Having served as assistant commissioner for new construction programs at the New York City Department of Housing Preservation and Development, he understands the complexity and opportunities in structuring financing for community development.

Lima is assistant adjunct professor in the Columbia University master of science in real estate development program, where he teaches Public/Private Partnerships in Real Estate Development. He earned a bachelor's degree from Columbia College with a major in architecture and urban studies, and he stayed at Columbia to complete a master of science degree in real estate development.

He serves on a number of boards, including Syracuse University School of Architecture, Friends of the New York Harbor School, Design History Foundation, and Columbia College and Columbia GSAPP Alumni Associations.

Tom Murphy

Washington, D.C.

A former mayor of Pittsburgh, Murphy is a senior resident fellow, ULI/Klingbeil Family Chair for urban development, at the Urban Land Institute. His extensive experience in urban revitalization—what drives investment, what ensures long-lasting commitment—is a key addition to the senior resident fellows' areas of expertise.

Since January 2006, Murphy has served as ULI's Gulf Coast liaison, helping to coordinate with the leadership of New Orleans and the public to advance the implementation of rebuilding recommendations made by ULI's Advisory Services panel. In addition, he worked with the Louisiana state leadership, as well as with leadership in hurricane-affected areas in Missis-

issippi, Alabama, and Florida to identify areas appropriate for ULI involvement.

Prior to his service as the ULI Gulf Coast liaison, Murphy served three terms as the mayor of Pittsburgh, from January 1994 through December 2005. During that time, he initiated a public/private partnership strategy that leveraged more than \$4.5 billion in economic development in Pittsburgh. Murphy led efforts to secure and oversee \$1 billion in funding for the development of two professional sports facilities, and a new convention center that is the largest certified green building in the United States. He developed strategic partnerships to transform more than 1,000 acres of blighted, abandoned industrial properties into new commercial, residential, retail, and public uses; and he oversaw the development of more than 25 miles of new riverfront trails and urban green space.

From 1979 through 1993, Murphy served eight terms in the Pennsylvania State General Assembly House of Representatives. He focused legislative activities on changing western Pennsylvania's economy from industrial to entrepreneurial, and wrote legislation requiring the Commonwealth of Pennsylvania pension fund to invest in venture capital. In addition, he wrote legislation creating the Ben Franklin Technology Partnership, which is dedicated to advancing Pennsylvania's focus on technology in the economy; and he wrote legislation to encourage industrial land reuse and to transform abandoned rail rights-of-way into trails and green space.

Murphy served in the Peace Corps in Paraguay from 1970 through 1972. He is a 1993 graduate of the New Mayors Program offered by Harvard University's Kennedy School of Government. He holds a master of science degree in urban studies from Hunter College, and a bachelor of science degree in biology and chemistry from John Carroll University.

He is an honorary member of the American Society of Landscape Architects; a board member of the Pennsylvania League of Cities and Municipalities; and a board member of the National Rails to Trails Conservancy. He received the 2002 Outstanding Achievement of City Livabil-

ity Award from the U.S. Conference of Mayors and was honored with the 2001 Pittsburgh Man of the Year Award by Vectors Pittsburgh.

Sue Southon

Bloomfield Hills, Michigan

Southon is a development professional, trainer, and strategic planner. In 1992 she founded Strategic Planning Services to provide strategic planning, site consultation, organizational development, project management (including construction project management), and grant writing assistance to industry, government, non-profit, and educational organizations. Southon has extensive experience in community, economic development, and housing development. Strategic Planning Services has offices in southeastern Michigan and New Orleans, Louisiana.

Prior to 1992, Southon was with the Michigan Department of Commerce, responsible for comprehensive strategic planning in distressed communities, and assisting local government to develop and implement a range of business development and retention programs. From 1995 to 1996, she served as the senior director of business development for Michigan First, the state's public/private business attraction and marketing organization. From 1980 through 1990, she was the executive director of the Independent Business Research Office of Michigan. Housed within the school of business at the University of Michigan, the office was created as a public policy research resource for small business interests. Southon wrote federal, state, and foundation grants resulting in awards in excess of \$55 million.

Southon served on the professional development committee that created the International Economic Development Council (IEDC) professional certification program. She assisted in the development of the curriculum for the marketing business attraction and the strategic planning modules, and served as an instructor for both courses. She worked with the IEDC advisory services program on regional economic devel-

opment, state business attraction, and strategic planning presentations. Sue has also trained on behalf of IEDC for the Economic Development Institute and the National Association of Workforce Boards. Southon is a regular volunteer for IEDC's Gulf Coast Recovery Program.

Southon is also technical assistance provider for the Michigan State Housing Development Authority, Detroit and Michigan LISC, and is a HUD-certified HOME specialist. She holds bachelor's and master's degrees from the University of Michigan.