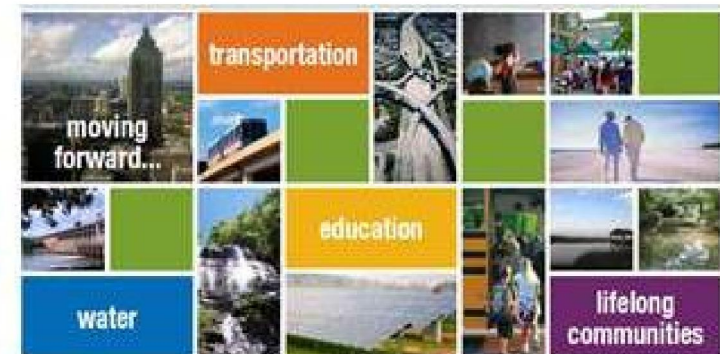
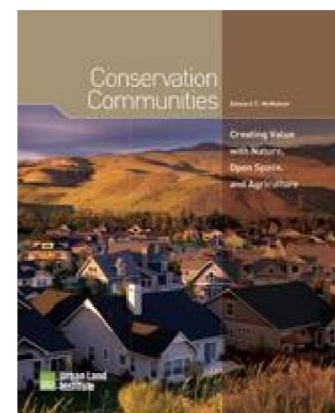
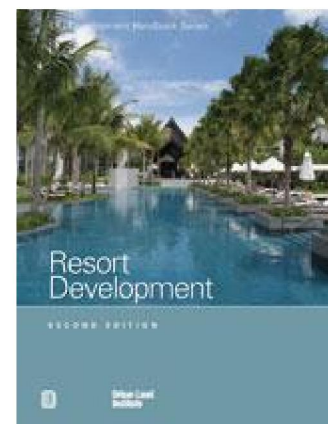




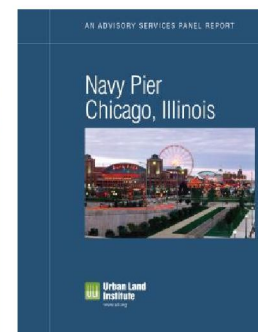
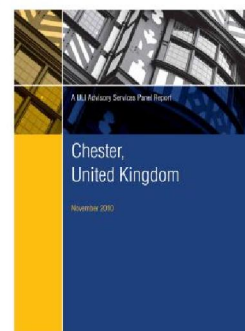
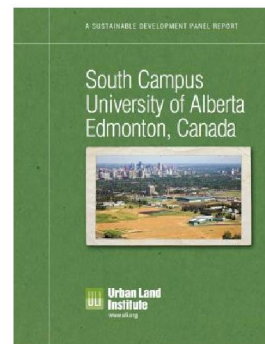
About the Urban Land Institute

- 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 a membership organization with nearly 30,000 members, worldwide representing the spectrum of real estate development, land use planning and financial disciplines, working in private enterprise and public service.
- What the Urban Land Institute does:
 - Conducts Research
 - Provides a forum for sharing of best practices
 - Writes, edits and publishes books and magazines
 - Organizes and conducts meetings
 - Directs outreach programs
 - Conduct Advisory Services Panels



The Advisory Services Program

- Since 1947
- 15 - 20 panels a year on a variety of land use subjects
- Provides independent, objective candid advice on important land use and real estate issues
- Process
 - Review background materials
 - Receive a sponsor presentation & tour
 - Conduct stakeholder interviews
 - Consider data, frame issues and write recommendations
 - Make presentation
 - Produce a final report



The Panel

Chair

Kamuron Gurol

Panelists

Angelo Carusi

Bill Clarke

Greg Cory

Zachary Greene

Jim Hill

Donna Lewis

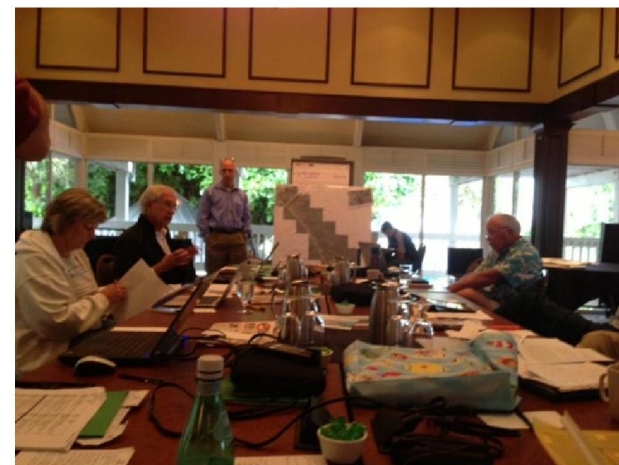
Kenneth Voigt

ULI Staff

Thomas Eitler

Caroline Dietrich

Basil Hallberg



Our Sponsor

Thank You

- Local residents and Businesses
- Mayor James Brown
- Town Commissioners
 - David Brenner, Vice Mayor
 - Lynn Larson
 - Phil Younger
 - Jim Brown
 - Jack Duncan
 - Patricia Zunz
 - Terry Gans
- Dave Bullock, Town Manager
- Alaina Ray and Steve Schield

Longboat Key

Our assignment and process

- Objective, big-picture perspective and implementation roadmap
- Ten Questions of specific interest focusing on evolving market demand, the proper balance of residential, commercial and tourism uses.
- Analyze data, interview local residents and businesses, research trends, and apply our expertise
- Report can serve as a guide as you chart your course for the future.

Findings

- People love Longboat Key
- Growth has slowed but divisions and disputes have increased
- Options and assets
- Diagnosis and prescriptions



Key recommendations

1. Build community together- “Loving Longboat”
2. Adapt to a changing market- New generations
3. Focus on the future, instead of the past
4. Relax rental restrictions to help local business
5. Implement early actions at opportunity sites
6. Complete the Town Center and require high quality design
7. Locate the Community/Cultural Center at the Town Center
8. Improve mobility along Gulf of Mexico drive

Our Understanding of Longboat Key

Assets

- Beach and bay access
- Year round pleasant climate
- Safety
- Neighborhood variety
- Access to larger towns for services, cultural activities and other amenities



Our Understanding of Longboat Key

Challenges

- High property values with shrinking pipeline of new purchasers
- Businesses struggle to survive in the off season
- Identity defined by neighborhood and geography has led to divisiveness



Our Understanding of Longboat Key

What is this place?

Is it a retirement community?

- Yes and No
- Median age is 70.

Is it a resort community?

- Yes and No
- 2013 Top Florida Resort Award

Is it a “community” at all or a group of individual developments with separated social networks?



Our Understanding of Longboat Key

Imagine a Future

- LBK remains unique, extraordinary and welcoming to guests of all ages.
- Embraces nature and the environment
- Has a variety of cultural, recreational and leisure activities
- Has a high quality built environment that respects the natural environment
- Builds community through shared experiences and communication
- Has a vibrant “center of community”



Our Understanding of Longboat Key

Loving Longboat

- No reason to compete with surrounding commercial areas
- Should serve residents, year round and seasonal
- Strategic changes to plans and policies will allow more flexibility and investment.
- Changes should come out of the shared vision and the common sentiment of “Loving Longboat.”



Our Understanding of Longboat Key

Prescription

- Reduce Stress through “soft” community building
 - Create new traditions
 - Emphasize common interest
- Social Connections through improved communication
 - Between and among residents and appointed/elected officials
- Nourishment
 - Remove barriers and work together



Market Analysis

Change in Factors Guiding Household Behavior

1960's to 1970's

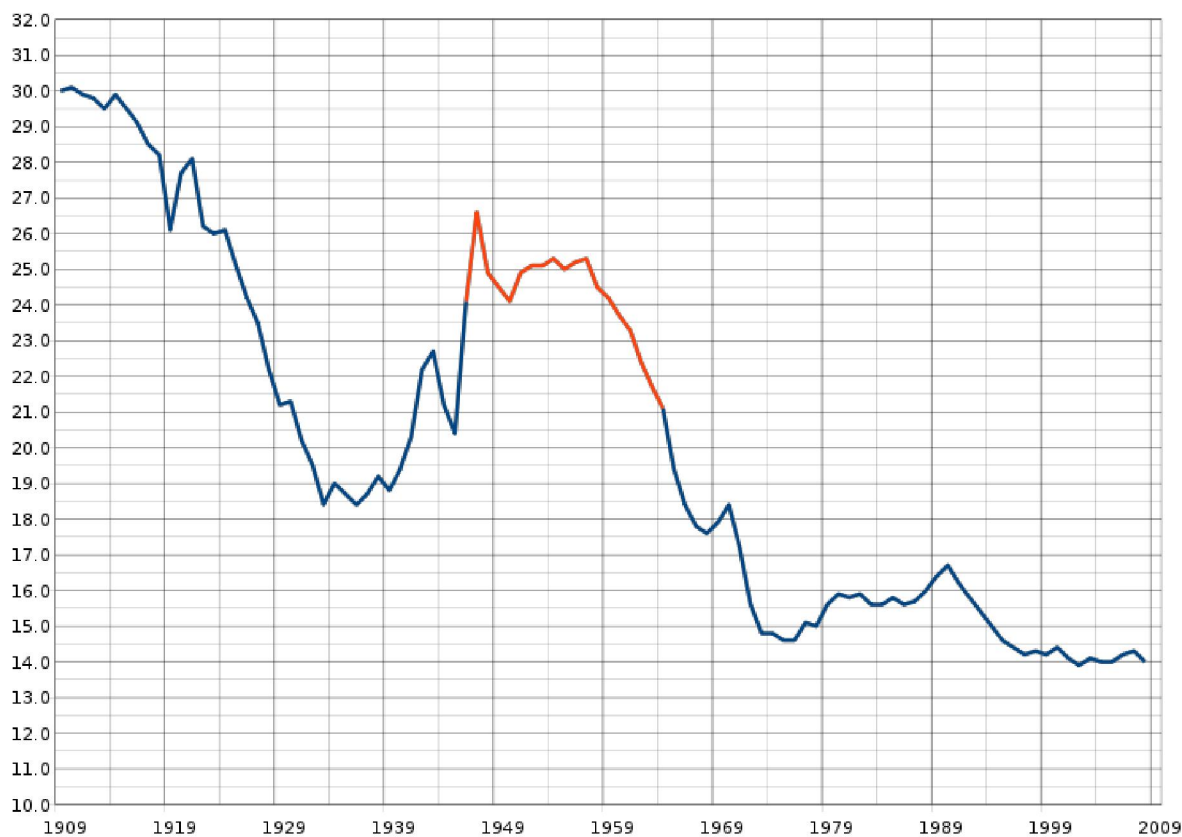
- Marginal tax rate, 71%
- Low historical immigration
- Baby Boomer entering the workforce
- Affluent middle class
- Growing HH real income
- Women labor participation = 12%
- Single income HH
- Aggregate debt to qualify for a mortgage approximately +/- 20% of income
- Good public schools
- 20 % of net income available for disposable spending

2000's to 2010

- Marginal tax rate, 35%
- High immigration rate
- Baby Boomer leaving the workforce
- Shrinking middle class
- Declining HH real income
- Women labor participation = 65%
- Dual income HH
- Aggregate debt to qualify for a mortgage approximately @ 35-40% of income
- Private Schools
- Lower % of net income available for disposable spending

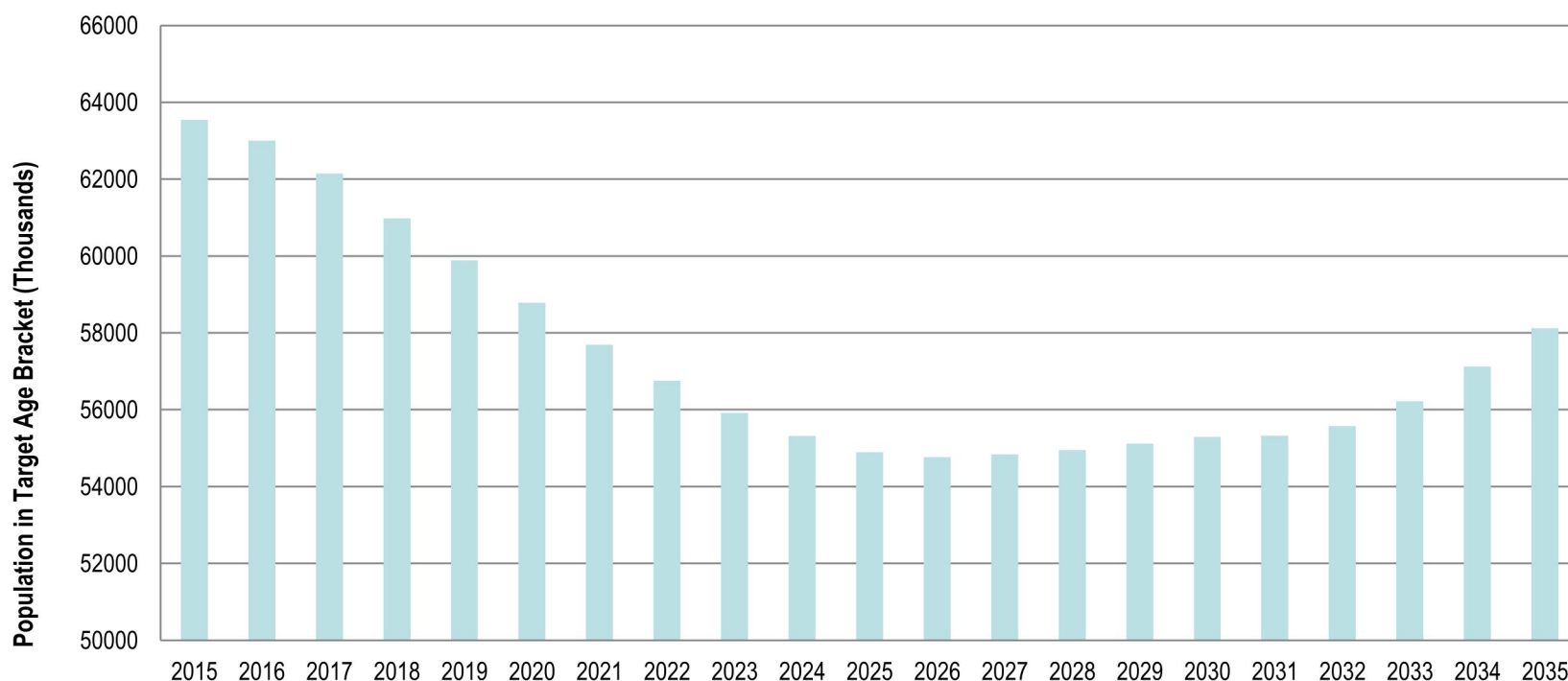
Market Analysis

Birth Rate in the U.S. Live Births per 100,000 population



Market Analysis

Projected Population of Potential Second Home Buyers: Age 45-60 (Thousands)



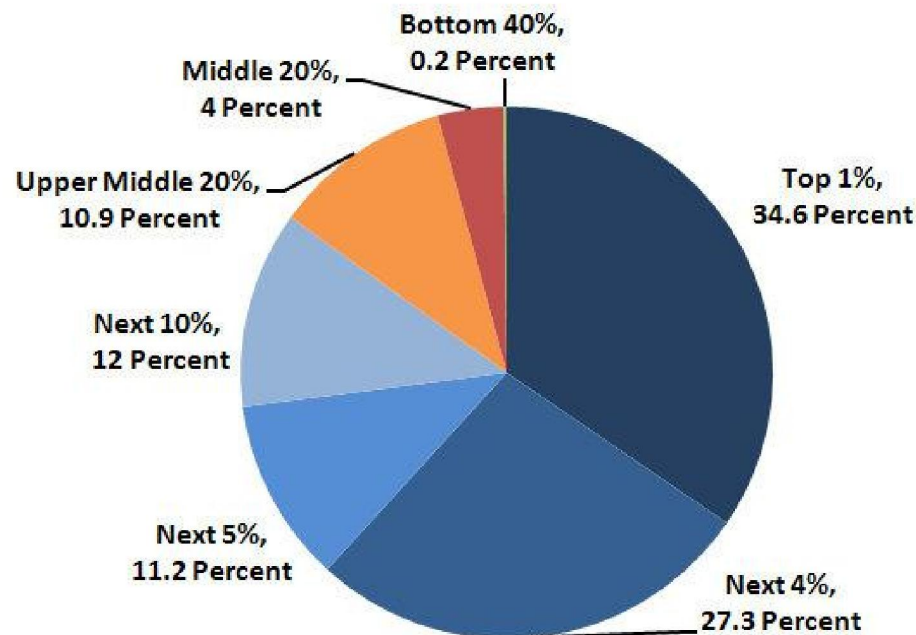
Market Analysis

Income Inequality in the US

- From 1979 to 2007 incomes of the top 1% grew 275%
- From 1992 to 2007 the top 400 earners' incomes rose by 392%
- In 2009 the average income of the top 1% was \$960,000
- Between 2002 and 2007 the income of top 1% grew 10 times faster than the bottom 90%
- The top 1% owns approximately 40% of total wealth
- 2001-2003 tax cuts saved the top 1% more than the total earnings of the bottom 150M wage earners

Source: Congressional Budget Office and the Federal Reserve Board

U.S. Distribution of Wealth, 2007



Edward N. Wolff, 2010

Market Analysis

Estimated Distribution of U.S. Households by High Net Worth

> \$100 million = 29,500 Households

\$50-\$100 million = 34,500 Households

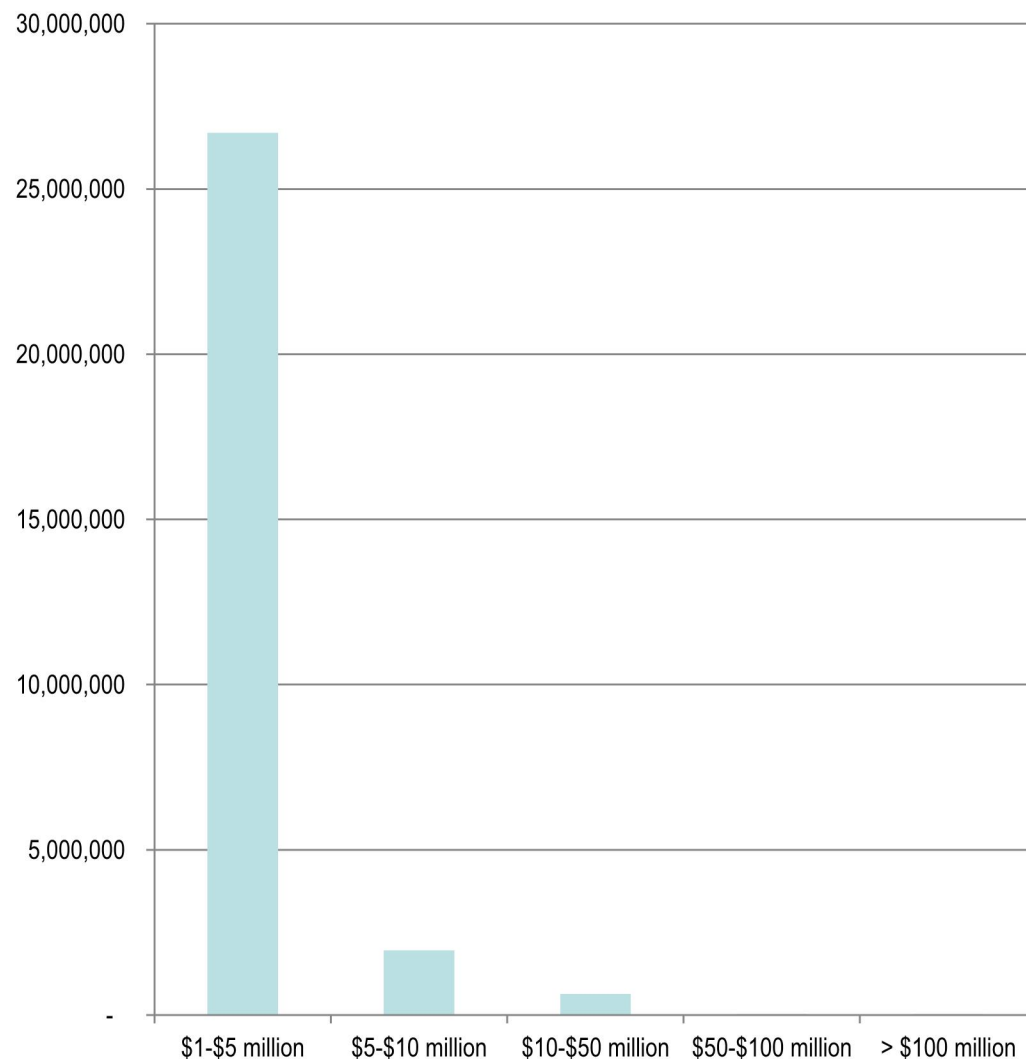
\$10 to \$50 million = 642,000 Households

\$5-\$10 million = 1.96 million Households

\$1-\$5 million = 26.7 million Households

Source: Credit Suisse and Global Research.org, 2012.

Distribution of High Net Worth Households in the U.S.



Market Analysis

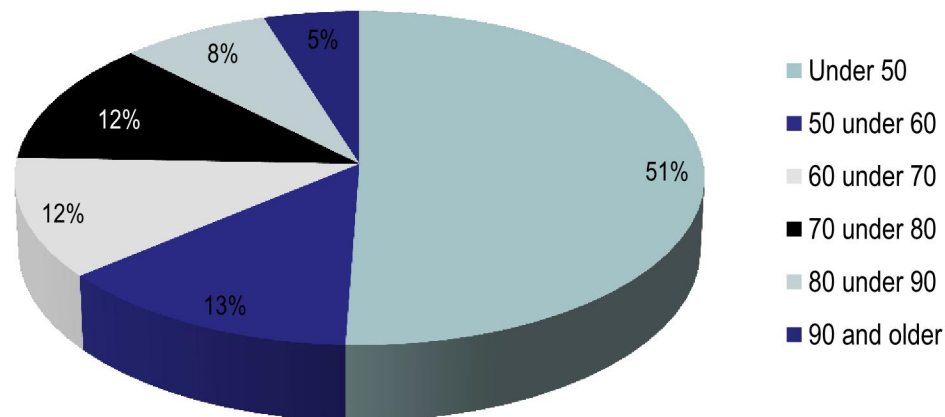
Age of High Net Worth Individuals in the U.S. 2007

(High net worth defined as those individuals with a net worth exceeding \$2 million.)

- Total equals 4.5 million individuals
- Majority, 51%, are under 50.
- 58% are male.
- But female net worth is greater than male in the 50-60 age bracket.
- Average net worth is \$5.4 million.

Source: IRS

Percentage Distribution of High Net Worth Individuals in the U.S. by Age



Source: IRS

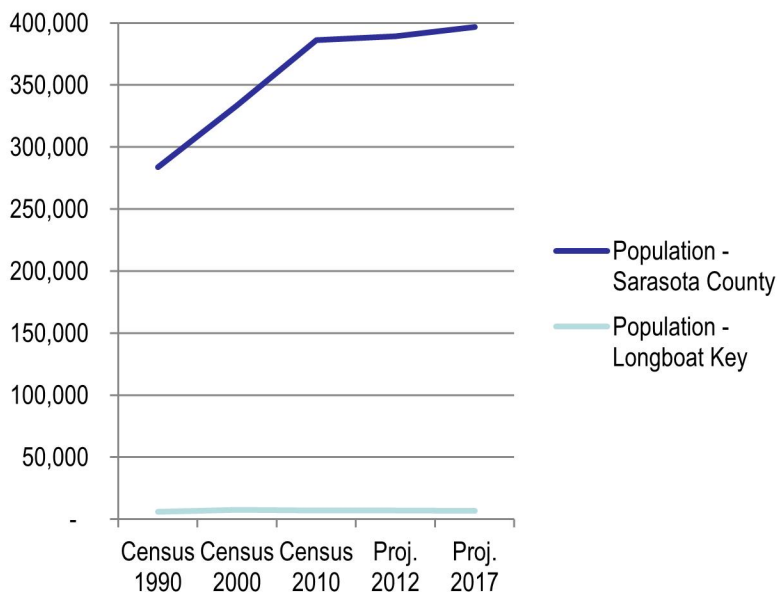
Note: High net worth defined as those individuals with a net worth exceeding \$2 million

Market Analysis

Population 1990 – 2017, Longboat Key and Sarasota County

	Census 1990	Census 2000	Census 2010	Proj. 2012	Proj. 2017
Population - Longboat Key	5,937	7,603	6,888	6,872	6,852
Annual Growth Rate		2.81%	-0.94%	-0.12%	-0.06%
Population - Sarasota County	277,776	325,957	379,448	382,557	389,840
Annual Growth Rate		1.73%	1.64%	0.41%	0.38%

Source: ESRI Community Analyst

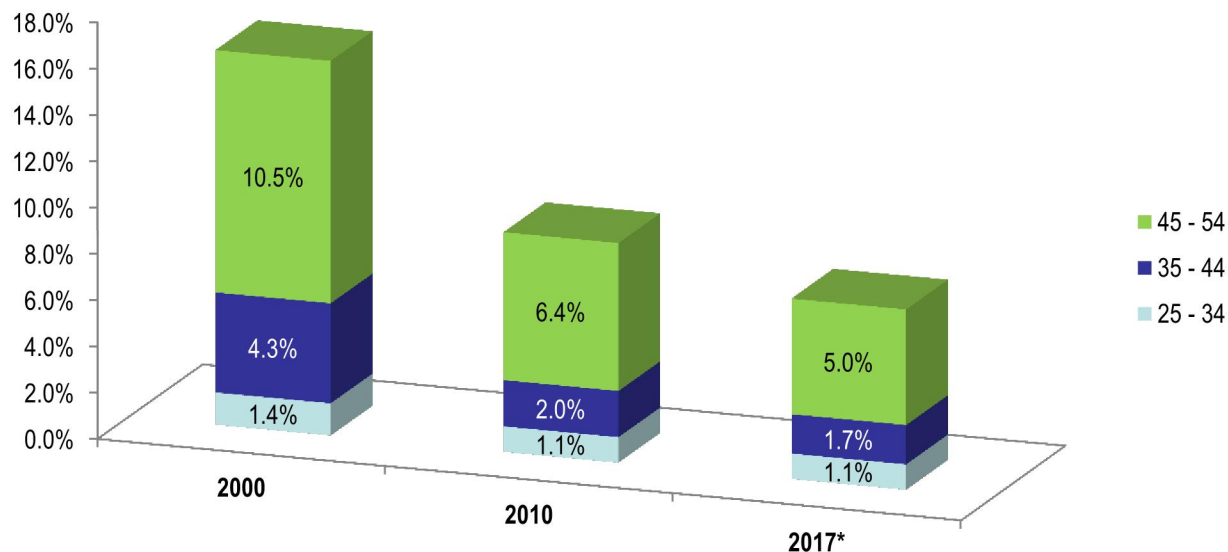


- LBK Population largely unchanged with slight decreases projected.
- Sarasota County shows annual increases.
- Median age of LBK resident is 70 years.
- Median age of Sarasota County is 52.5.

Market Analysis

Hollowing out of the Population

Longboat Key Population Percentage Aged 25-54



People aged 25-54 - Expected to drop from over 16% in 2000 to less than 8% in 2017; a drop from 1,231 people to 532 people.

Market Analysis – Residential Real Estate

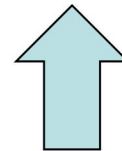
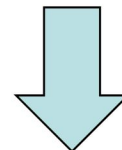
Brokers indicate:

- Best-selling single-family homes on LBK
 - Gulf views - Pricing in excess of \$3,000,000
 - North End – Pricing at \$500,000 or below
- Best-selling Condominiums
 - Well maintained – sell quickly
 - Gulf-front condominiums starting approximately \$500,000
 - Bay-side units' entry pricing is approximately \$200,000
- Zillow.com analysis of sales indicates pricing is approximately 60-70% of pre-2006 high

Market Analysis – Residential Real Estate

Buyer's Profile In Transition

- To date: Folks who were purchasing retirement or vacation properties, mainly from the northeast and Midwest United States. Nearly all of them had spent vacation time on Longboat Key.
- Today and Tomorrow:
 - People who can work from anywhere
 - North end - Families with school age children



Market Analysis – How are people (buyers) finding their way to LBK?

- Fewer buyers funneling from former visits:
 - Closure and subsequent redevelopment of the former Holiday Inn property in 2003 - GONE
 - Decline and subsequent loss of the popular Colony Beach Resort in 2010 - OPPORTUNITY
 - Hilton Redevelopment
 - THE PANEL RECOMMENDS
 - Resort/hotel component should be part of the redevelopment
 - “Pre-engagement Strategy” Prepare Town staff and residents

Market Analysis – Rental Restrictions

- Some interviewees perceived that the existing restrictions on short-term rentals have historically served the island well.
 - Cost: Businesses suffered
 - Not uniformly followed
 - Grey Market: 550+ Listings on VRBO and AirBnB
 - THE PANEL RECOMMENDS
 - Investigate the relaxation of the rental duration restrictions
 - Off season experiment?
 - The resulting increase in offseason \$ spent by these new visitors
 - More business to the restaurants and retailers
 - Provide rental income to those unit owners who may then renovate and add value to their property

Market Analysis - Change is coming/has arrived

- Future buyers of residential property on Longboat Key will be (and to some extent already are) looking for a product which is different from much of today's housing stock.
- Buyers will be looking for newer product which is in short supply.
- Specifically the following attributes in residential property construction will be desired by tomorrow's buyers:
 - Ceiling heights of 9', 10' or more
 - Open floor plans
 - Larger units/more bedrooms
 - Double master bedrooms
 - New kitchens with modern appliances
 - More closets and additional storage space
- The Town reported increasing numbers of building permits for combining multiple condominium units.

Market Analysis - Technology/Communication

- Tomorrow's buyers are going to expect to be able to continue the mobile lifestyle to which they've become accustomed.
- The Town needs to continue its technological improvements. We understand that in the past few years the Town government has made great strides in improving its use of technology.
- We recommend that the Town take advantage of all advancements in mobile technology in an effort to ensure that its residents and visitors the enjoy consistent and reliable mobile communication.

Market Analysis - Market Conclusions

- In order to maintain the health of the market, Longboat Key will need to embrace change.

Year Householder Moved Into Unit	
	% of Housing Stock
Moved in 2000 or Later	47.1
Moved in 1990 to 1999	35.5
Moved in 1980 to 1989	12.7
Moved in 1970 to 1979	4.2
Moved in 1969 or Earlier	0.3
Source: U.S. Census Bureau, 2007-2011 American Community Survey	

- This is clearly a market in transition with nearly half of the housing stock changing hands in the past 13 years.
- The diversity of product property types is part of the fabric of this community, it's important to make efforts to retain all sectors. Only continued evolution will allow Longboat Key to stay Longboat Key.

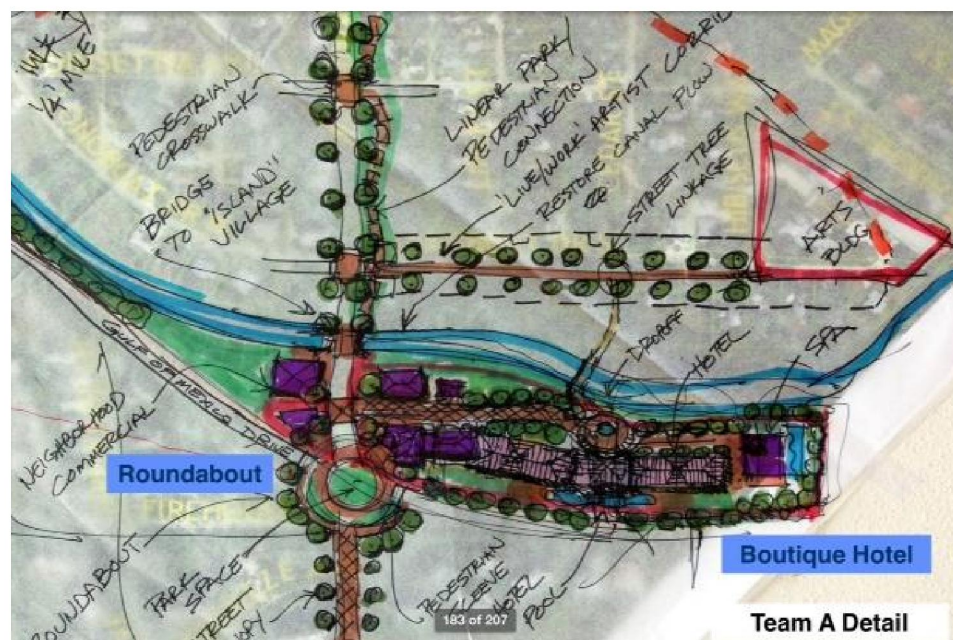
Site Specific Recommendations

- **Addressing Important Areas**

- North End / Whitney
- Bayfront Park
- Town Center

North End / Whitney

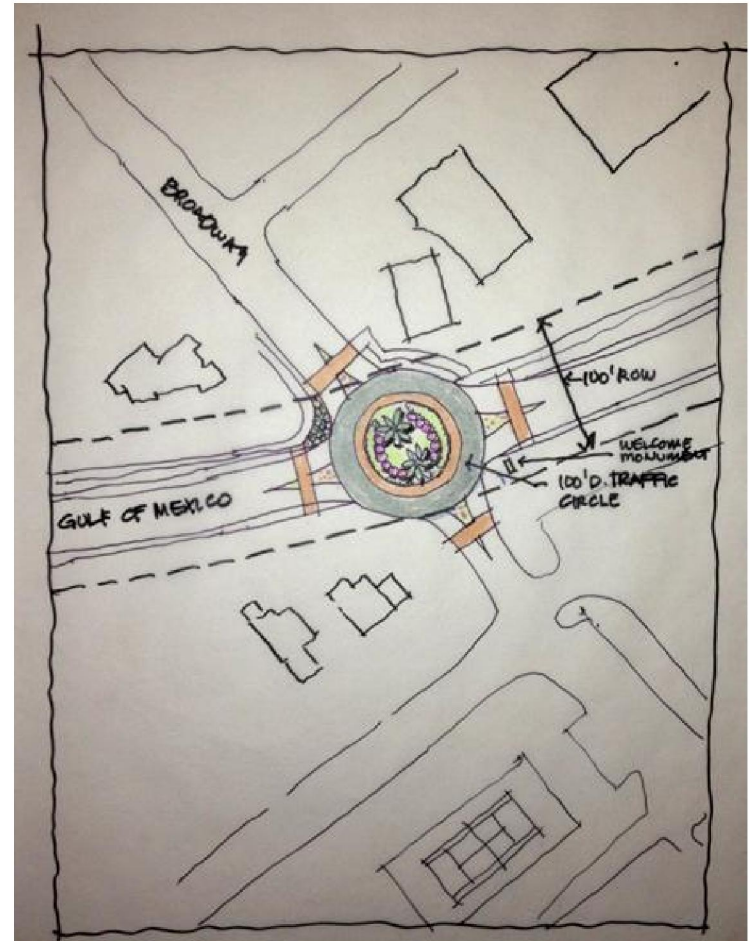
- Gulf of Mexico Drive / Broadway
 - Endorse mixed use commercial/hotel at Whitney Plaza
 - Whitney Plaza interim uses could include art and commercial kitchen



North End / Whitney

Gulf of Mexico Drive / Broadway

- Entry to key and North End needs improvement
- Mixed use may be a long time coming
- Construct roundabout and pedestrian beach access improvements
- Install landscape improvements at intersection



North End / Whitney

- The Art Center
 - Location within residential neighborhood
 - Difficult to modify/expand in current location
 - Center for Creativity programs operates here
 - Possibility of Art Center relocation to site with more visibility



Bayfront Park

- Currently has courts and a ball field
- Recently added to land area
- Current plan proposes active recreation and a community center
- Install landscape improvements
- Instead Locate community/cultural center in the Town Center



Comprehensive Plan and Zoning

- Recommend a completely new Comp Plan and Zoning Code
- Some Specifics
 - Institutionalize constructed density of tourist residential at The Colony (237 rooms)
 - Modify code condominium policies to allow redevelopment consistent with 21st century needs
 - Cubic content, height bulk, FAR should be analyzed



Town Center

- Panel has been asked: is a Town Center important?
Where is the best location for a Town Center?
- Bay Isle area contains shopping, banking, library, civic, USPS – it is the town center.
- How can the town center be more of a town center?

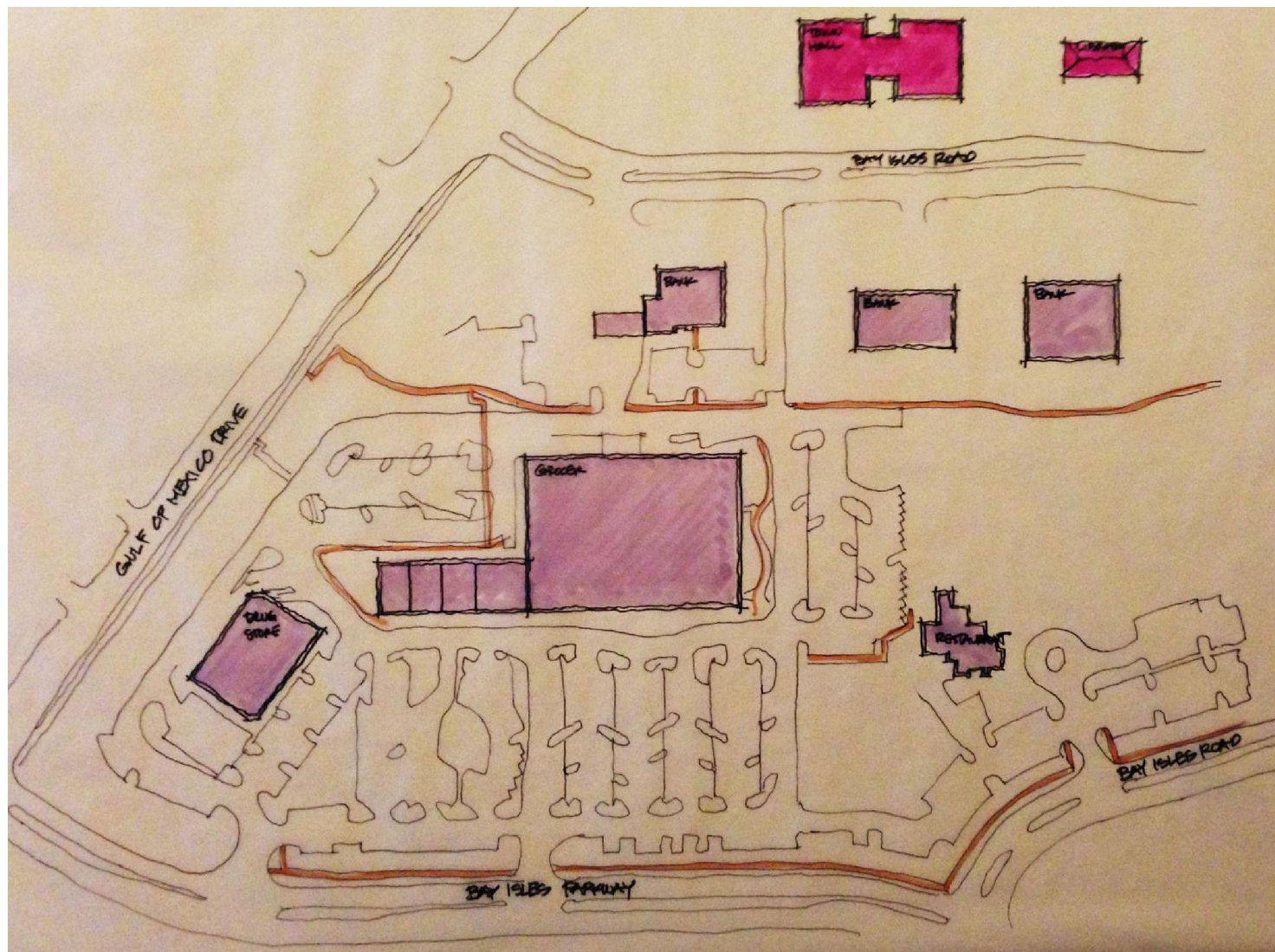


Town Center

Town Center Program Elements

- Commercial/Retail
 - There is demand
 - Plans you will see include about 30,000 sf of new commercial
- Community / Cultural Center
 - Should be constructed in the town center
 - Include space for classes, fitness, events & kitchen
 - Consider an 8,000 sf building on a site large enough for expansion
- Medical
 - Laboratory, doctor, physical therapy
 - Work with Sarasota County
- Library
 - A larger facility is warranted – maybe 6,000 / 8,000 sf
 - Work with Sarasota County

Existing Town Center/Avenue of the Flowers



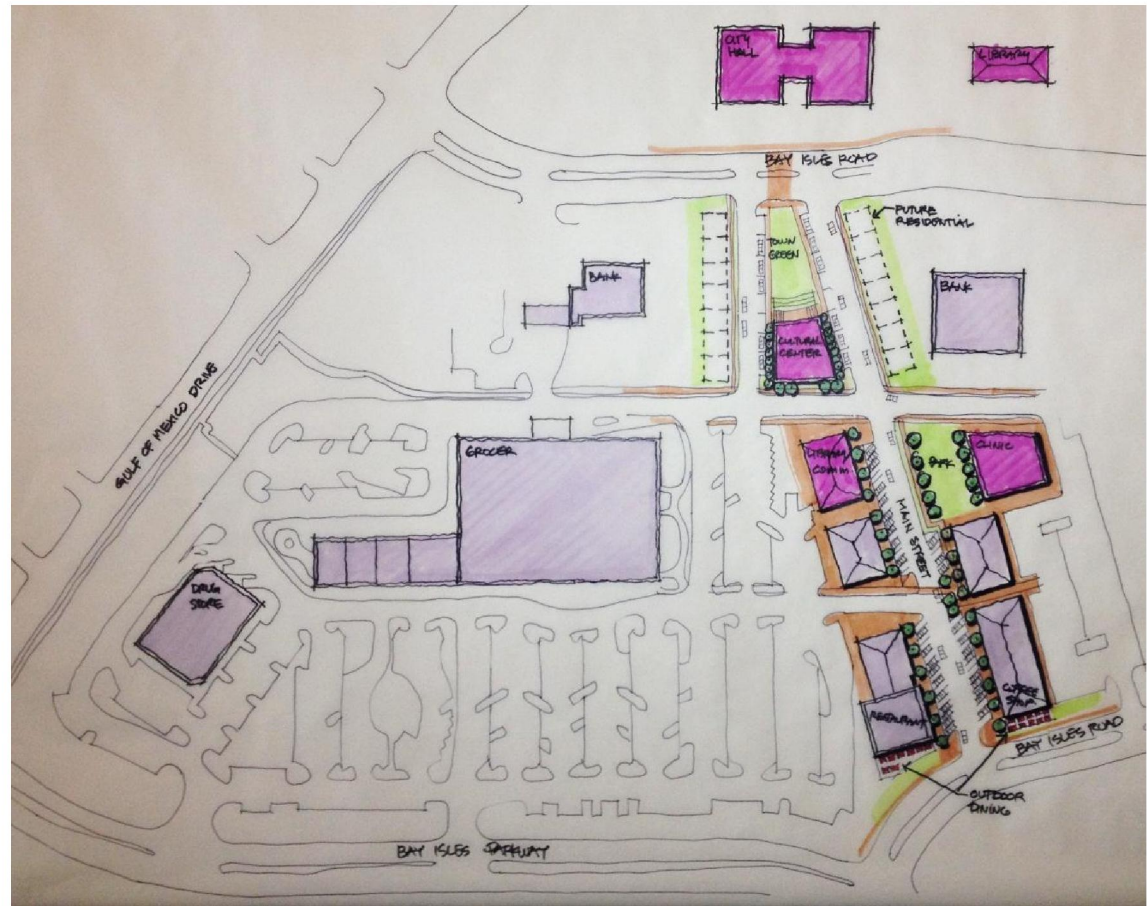
Town Center

Common Elements of Plans

- Central spine / open space corridor
- Spine flanked by approx. 35,000 sf of new uses
- Forecourt opened up in front of existing town hall
- Outdoor seating at entry to street as well as at uses along the street
- Sites for medical, expanded library and community/cultural center
- Some impact on existing buildings and parking

Town Center- Main Street

- Narrower spine without central open space
- Community / cultural center in forecourt in front of town hall. Interim here is open space
- Phase one without impact on Sun Trust
- Less impact on parking than Village Green concept



Town Center- Main Street

- Little impact on grocer's parking
- Public park centrally located
- Distributed Parking



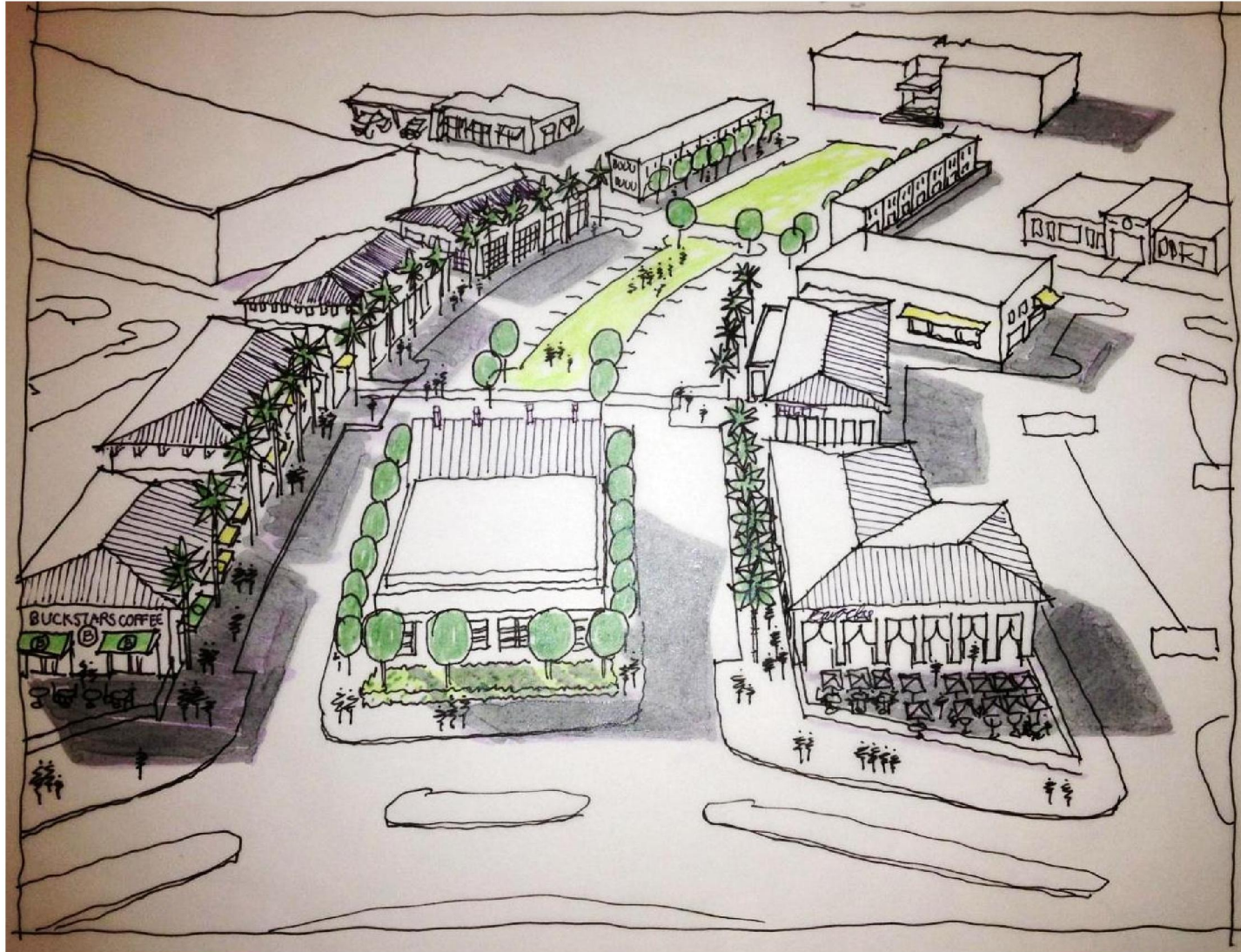
Town Center- Main Street



- Central open space area or island between the flanking shops and parking
- Community / cultural center in central area. Interim here is open space
- Phase one without impact on Sun Trust
- Site of community/cultural center can be open space



Town Center- Village Green

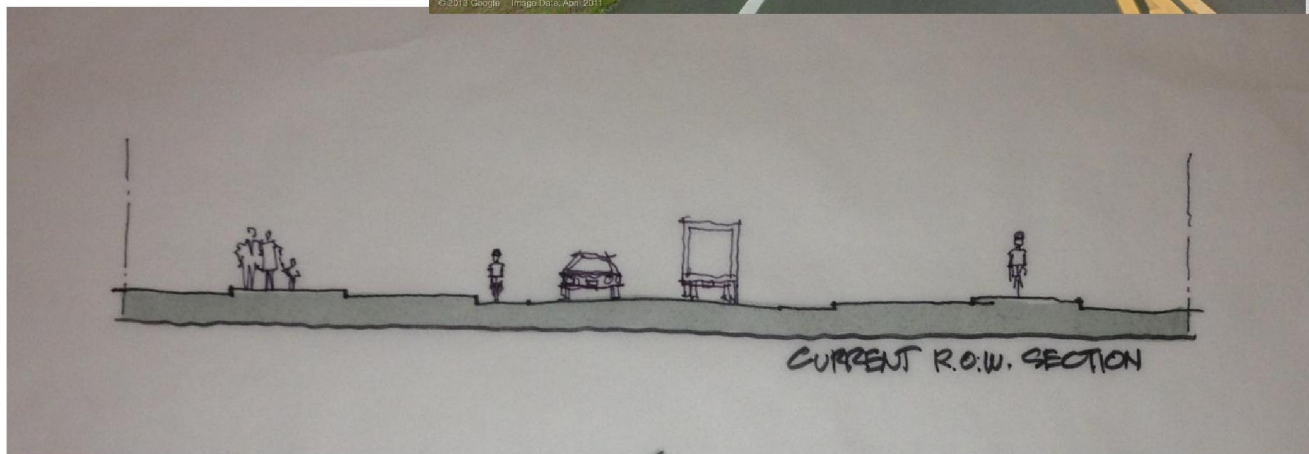


Longboat Key Mobility

- Affects Community Image and Quality of Life
- Serves all users
- Reduces reliance on car
- Creates healthy living
- Increases business accessibility

Existing Gulf of Mexico Drive

- Looks like a highway
- Should be a street



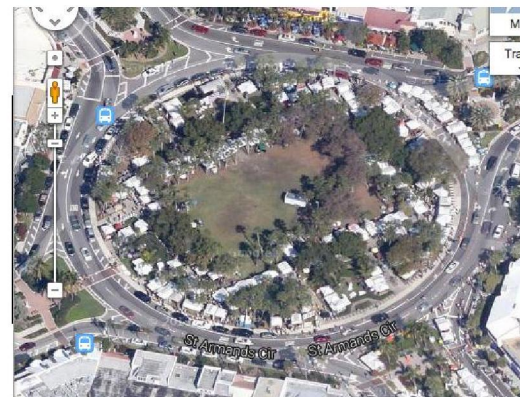
Mobility Elements

- Street System
- Bicycle System
- Pedestrian System
- Transit System
- Gateway/Streetscape Image



Street System

- Seasonal Congestion
 - Roadway is at Capacity
 - 18,000 vehicles
 - St Armand's Circle
 - On-street parking friction
 - Pedestrian conflicts
 - Anna Maria Bridge Street Mini Roundabout
 - Congestion pinch point
 - Bridge openings
 - 4 times an hour for an average of 3.5 min.
 - Creates up to 20-minute backups



Street System

- Options
 - USF Traffic Congestion Study, 2007
 - Widen Roadway
 - Modern Roundabouts
 - Reduce crashes
 - Reduce delays
 - Pedestrian & bike friendly
 - Calm traffic
 - Aesthetics
 - Enhance Other Mobility Elements



Bicycle System

- 5-foot on-road bike lanes
 - Intended for experienced riders
 - Widen existing 3 to 4-foot areas
- 8-foot multi-use path
 - Intended for recreational riders
 - Widen 10-foot with continuous smooth asphalt path



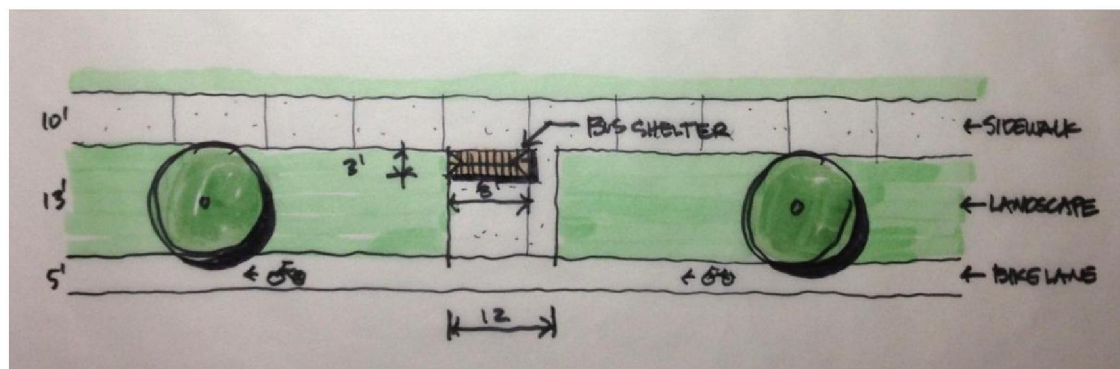
Pedestrian System

- Provided by Multi-use path
- Limited crosswalks
 - Enhanced Pedestrian Crossings
 - Monroe Street
 - Bayport Way
 - Club Long Boat/sea Grape Inn
 - Banyan Bay to Centre Shops
 - Spanish Dr. to Bennacle Pt. Dr.
- Enhance with shielded Continuous Pathway Lighting System



Transit System

- Currently hourly service
- Enhancements
 - Increase to 15-minute service
 - Bus stops within primary developments
 - Enhanced bus stops
- Town 'Jitney' system
- Water Taxi between destinations on Longboat Key



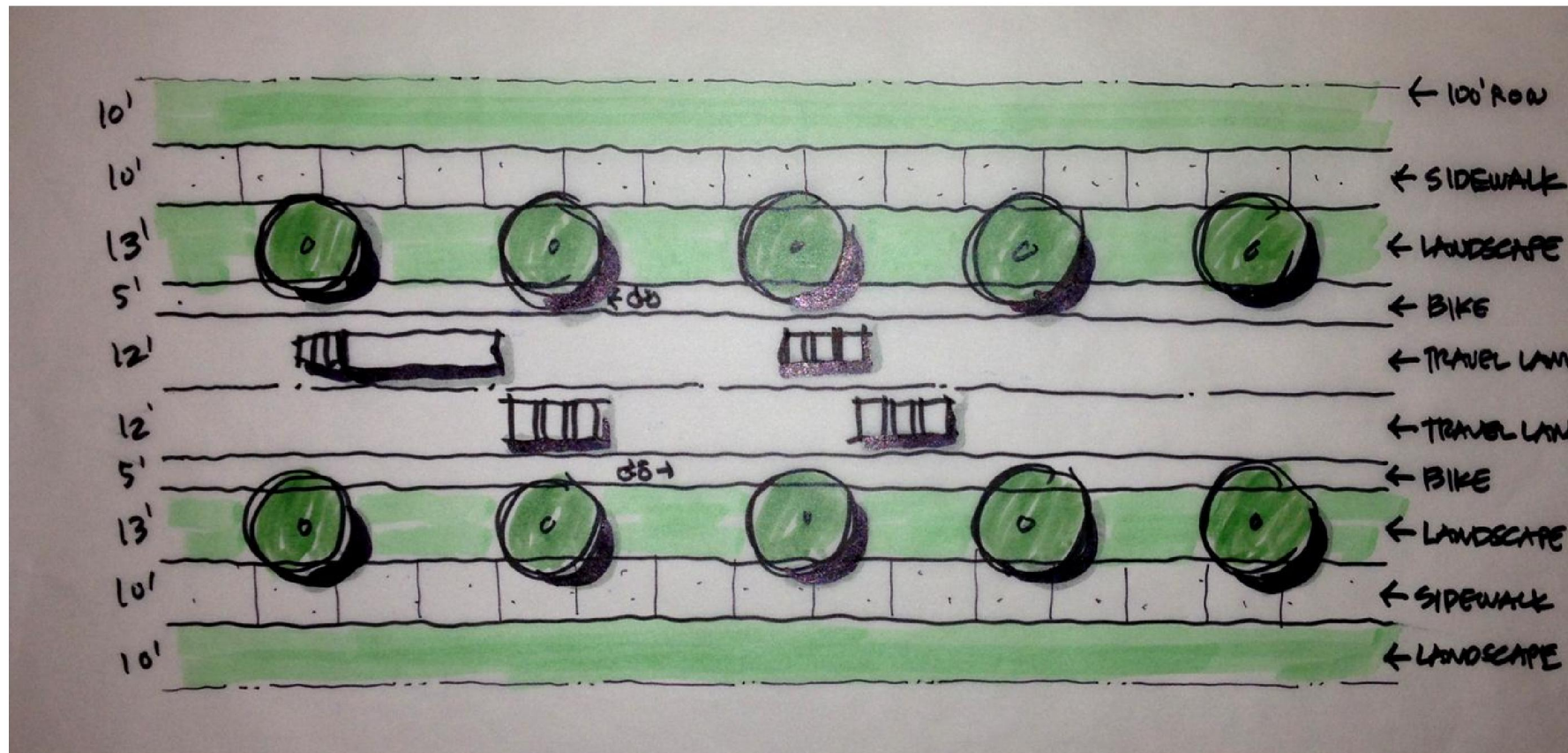
Gateways

- Enhance Image and Identity of Longboat Key



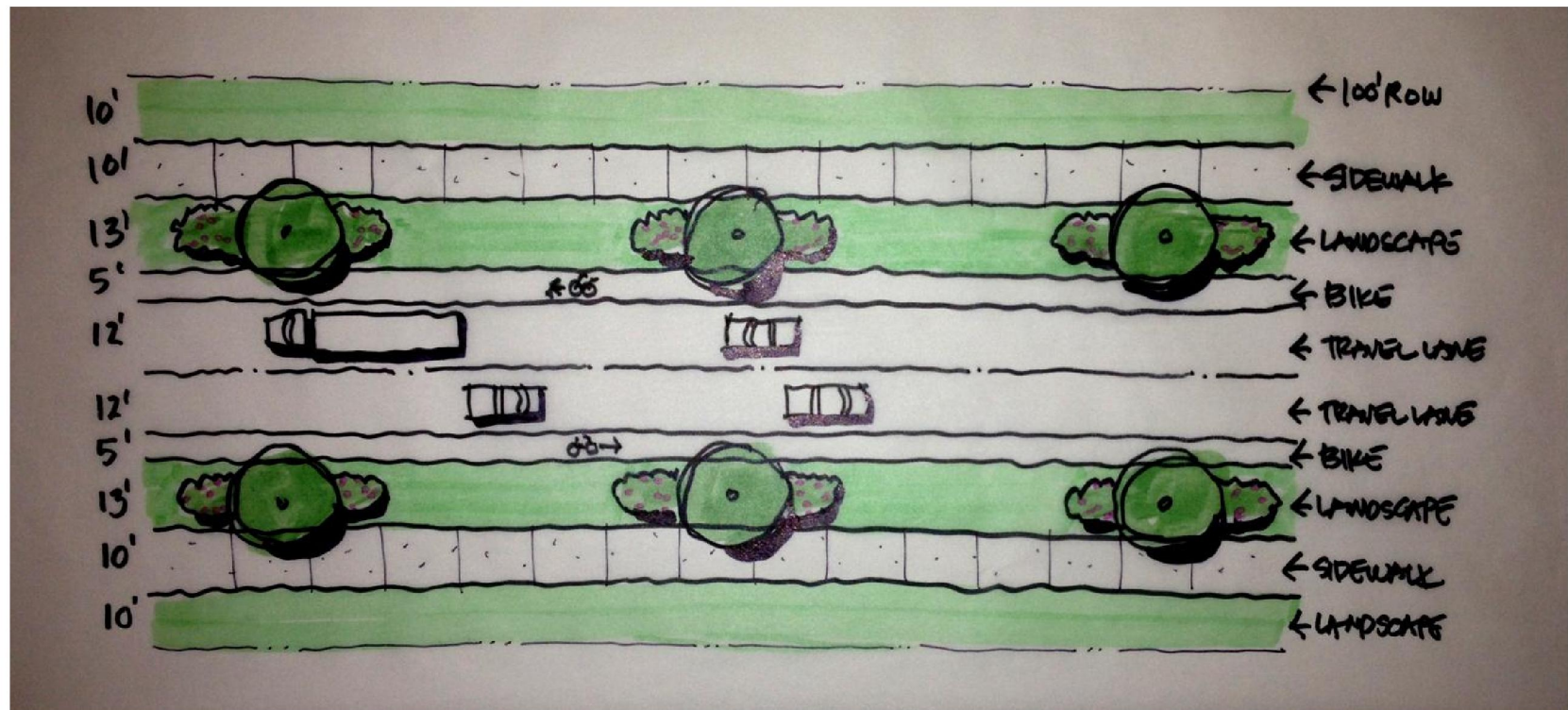
Streetscape

- Enhanced Continuous Landscaping Option



Streetscape

- Enhanced Cadence Landscaping Option



Implementation

What now?

- Community cooperation for common goals.
 - North/south
 - Wealthy and not so wealthy
 - Young and old
- Change the rules to maintain and increase value of assets
 - Shrinking pool of potential buyers
 - Increasing competition from other premier destinations
- Heal the wounds
 - Focus on the commonalities
 - Find opportunities for quick successes



Implementation

Don't Wait

- Start the conversations immediately
- Identify some quick successes
- Use your interpersonal infrastructure
- Don't say "we can't do it ," say, "what if we tried it this way."
- Things worth doing are rarely easy

Implementation

Teamwork Community

- Passionate and professional staff
- Capable of building bridges and problem solving
- Strong leadership
- Hire the best and trust the professionals



Implementation

Healthy Community

Good Health is a goal for individuals and communities

- Characteristics of health
 - Food and nutrition
 - Exercise and rest
 - Reduce stress
 - Social interaction
- Building a healthy community
 - Improvements to recreation infrastructure.
 - Improvements to “interpersonal infrastructure.”
 - Bring community together.



Implementation

“Center of Community”

- Library, Tennis Center, Town Hall and Publix site form a natural “Center of Community”
- Enhance the natural center by adding additional complementary uses.
- If a community/cultural center is to be built, it should be in this location
- Start now!
 - Find locations to program for outdoor events like a seasonal weekly farmers market; art shows, naturalist activities



Implementation

Environmental Community

- Continue strong environmental control
- Expand opportunities to appreciate the natural environment
- Expand existing outdoor education opportunities
- Expand and diversify outdoor volunteer opportunities



Implementation

Recreation Community

- Expand diversity of recreation opportunities
 - Kayaking; paddleboard
 - Pickleball
 - Playground
 - Picnics
- Enhance trail networks
 - Maps
 - Mile markers
- Add Programming
 - Hire professional to manage cultural and recreation programming



Implementation

Digital Community

- Future demand for first class digital communication
- Technological advancements
- Implement town wide enhancements without aesthetic impacts
- Enhance home networks
- Educate people about home enhancement opportunities



Implementation

Welcoming Community

- Improve visual aesthetic at gateways
- Update Comprehensive Plan and Zoning ordinances
 - Allow for rehabilitation of existing uses
- Trial program of seasonally adjusting rental rules
 - Would allow continued visitor opportunities while the Hilton is being remodeled and before the Colony is operational again.



Implementation

Communicating Community

- Expand opportunities for interaction to increase communication
- Develop opportunities for residents to communicate with elected and appointed officials in casual, non-confrontational setting
- Panel's experience this week



Key recommendations

1. Build community together
2. Adapt to a changing market
3. Focus on the future
4. Relax rental restrictions
5. Implement early actions
6. Complete the Town Center
7. Locate the Community/Cultural Center at the Town Center
8. Improve mobility



Thank you!





**Urban Land
Institute**

Advisory Services Program

Longboat Key, FL

Advisory Services Panel

October 20-25, 2013

Biographies

All biographies as of 10/3/13

Chair

Kamuron Gurol
Director of Community Development
City of Sammamish
Sammamish, WA

Kamuron has served as Assistant City Manager and Community Development Director for the City of Sammamish since 2005. Sammamish is a new city (incorporated 1999) that formed to gain greater control over local issues, especially growth and development challenges. His team has successfully navigated an innovative Town Center plan (using a hybrid of performance and traditional zoning tools) and new Shoreline Master Program (using an incentive-based strategy to improve habitat while recognizing property rights) through the rough waters of public comment, planning commission review, state agency approval and city council adoption. Sammamish also received a 2009 Governor's Smart Community award for our over-the-counter permit approval process.

Prior to that, Kamuron worked as a corridor planning manager for the Washington state DOT Urban Planning Office, where he oversaw corridor improvement plans for several large state highways in the greater Seattle area. As director of the Kitsap County Department of Community Development, Kamuron was responsible for all aspects of community development department (building plan review and inspections, land use permits, long range planning and a CDBG grant program) serving about 250,000 residents. As manager of the Snohomish County Planning Division, he was responsible for successful policy development for the county comprehensive plan and various subarea plans, for planning policy issues with 20 cities, and for county GIS and demographic work products. He began his work in public administration, planning, environmental and natural resources with King County where he created a nationally-recognized transfer of development rights program.

Kamuron holds a Bachelor of Science degree in Geology from the University of Washington and a Master of Public Administration degree from the Kennedy School of Government at Harvard University.

Panel

Angelo Carusi
Principal
Cooper Carry, Inc.
Atlanta, GA

Angelo has been designing with Cooper Carry's Atlanta office for 28 years. For the last 20 years of his career, Angelo has focused on mixed-use master planning and retail design. Named a Principal in the firm's retail studio in 2000, he most recently directed the design of The Shops at Wiregrass, a one million square foot lifestyle center in Tampa and The Mercato, a half million square foot mixed-use community located in Naples, Florida. Over the years, his projects have received several of the retail industry's highest design honors, including an International Council of Shopping Centers (ICSC) Award of Merit for the renovation of Charlottesville Fashion Square in Virginia. Angelo holds a Bachelor of Architecture degree from the University of Tennessee. He is a LEED Accredited Professional with the United States Green Building Council, a member of the American Institute of Architects, the Urban Land Institute (ULI), the International Council of Shopping Centers and the Buckhead Business Association.

For over 11 years, Angelo has taught courses on making critical decisions for retail renovations and mixed-use design at ICSC University. He has also participated on many ICSC and ULI panels and has published articles in Retail Traffic, Retail Construction and ULI's Development Magazine.

Bill Clarke
Planning Consultant
Ross, CA

Mr. Clarke is licensed as both a civil engineer and as a landscape architect and has over 30 years experience in planning, design and construction projects. He currently consults to developers and other planning and design firms and public agencies, on issues ranging from new community plans to site planning and engineering.

For over twenty years Mr. Clarke was with two of the largest landscape architecture firms in the country. As a Principal at The SWA Group in Sausalito, CA, he worked on projects including the Weyerhaeuser Corporate campus outside Tacoma, Washington, the engineering planning for the Woodbridge new community in Irvine, CA and for ARAMCO compounds in Saudi Arabia. As a Principal at EDAW, Inc. Mr. Clarke led a team which won a design competition for a government complex in Doha, Qatar, prepared two specific plans for over 6,000 homes and 800 sqf of office industrial land in Tracy, CA, and prepared construction documents for Washington Harbour in Washington, D.C.

In recent years, Mr. Clarke's work has centered on the planning and implementation of a variety of projects. Among these projects he has been an 11,000 acre residential development near Livermore, CA, for an 800-acre commercial / industrial plan in Tracy, CA, and a 300-acre business park in Livermore, CA. He was also part of a team preparing a resource management plan for the country of Palau. Currently he is working on the implementation of a town center for the new community of Mountain House, CA.

Greg Cory
Principal
Land Use Economics
San Francisco, CA

Until 2009 Mr. Cory was Senior Vice President with Economics Research Associates (ERA). The ERA brand was absorbed by a publically traded engineering company in 2007, the name extinguished, and the historic consulting lines largely abandoned. In order to rekindle the unique culture that was embodied in ERA, he founded his own company, Land Use Economics, LLC (www.LUEllc.com) headquartered in San Francisco.

Greg is also founder of the Land Use Guild International (Landuseguild.org), a member based consortium of seasoned, respected practitioners with similar backgrounds dedicated to sharing knowledge and resources, helping to maintain standards, and providing peer review of each other's work as an additional service to clients. The Guild represents the resources of four separate companies, a combined expertise of more than 130 years, and experience in over 50 international markets.

Greg has specialized in developmental economics throughout his career. While he has dealt with a broad cross section of land uses he has specialized in tourism and resort development due to the potential impact on lesser developed economies. He has accumulated over 30 years' experience in analyzing the demand for hotels, resorts, and recreation oriented facilities, has studied more than 450 resorts in over 45 international markets in depth, and is a frequent lecturer on resort economics and tourism. While at ERA he served as head of the Resort Practice Group, and was the corporate representative to the Caribbean Tourism Organization (CTO), the National Golf Foundation (NGF), and the National Ski Area Association (NSAA). He also served as Chairman of the Recreation Development Council of the Urban Land Institute, and is a contributing author for two books on resort development published by that organization, specifically the Resort Development Handbook and Developing Golf in Residential Communities.

Zachary Greene
Director of Commercial Properties
MassDevelopment
Boston, MA

Zach Greene is the Director of Commercial Properties in the Real Estate Department at MassDevelopment. He has been actively involved in all of the Agency's real estate dealings, and has been a leader in the largest and most complex deals evaluated and undertaken during his tenure. MassDevelopment is the Massachusetts' public economic development and real estate development agency. The Agency's real estate activities include consulting to cities and towns regarding underutilized or distressed publicly- or privately-owned properties; planning for downtown and district real estate and economic development and revitalization; development of surplus Federal, state, county, and municipal properties; due diligence on dozens of properties each year in support of MassDevelopment real estate deals or those by other parties; and tenancing and otherwise managing the real estate assets in its portfolio.

Zach is an expert commercial real estate analyst and appraiser who has evaluated dozens prospective real estate deals with MassDevelopment, and has followed at least one (1550 Main in Springfield, MA) through the entire development process. All of these deals involved distressed properties in economically challenged cities. His current responsibilities include oversight of the agency's varied commercial property portfolio which includes Class A, downtown office buildings, lab/flex space, and a state owned fish pier.

Prior to his public sector real estate career, Mr. Greene was a commercial real estate appraiser with Byrne McKinney and Associates in Boston. Projects included the appraisal and analysis of more than \$1.5 billion of real estate located throughout New England, including over 10,000 existing and proposed apartment and condominium units and 5 million square feet of Class A & B office space. In addition to valuation assignments Mr. Greene worked with the firm's

principles on consulting assignments covering existing and proposed large-scale developments throughout New England.

Mr. Greene holds a BA degree in Economics from Brandeis University.

Jim Hill
Acting Director
Ivory Boyer Real Estate Center, University of Utah
Park City, Utah

Jim Hill is Acting Director of the Ivory Boyer Real Estate Center at the University of Utah David Eccles School of Business. He is a Partner with East West Partners active in real estate development acquisitions, based in Park City, Utah.

Jim has enjoyed a 30-year career in real estate development. He was Managing Partner-Utah for East West Partners from 2003 to 2011 developing and selling 150 ski homes at Deer Valley Resort in Park City. He led East West's team in Denver on the early development of Riverfront Park, a downtown neighborhood of 10 city blocks. Jim was with the Walt Disney Company for 9 years focusing on real estate and resort projects in Europe, Latin America and North America. Based in Paris, France, he opened the first hotel at Euro Disney as project manager of the 1,000 room Hotel Cheyenne. He started his career in 1984 in Washington DC in development and leasing of office and commercial properties. He is a member of the Urban Land Institute.

He is active as an angel investor as a member of the Park City Angel Network, and has served as a mentor for BoomStartup business accelerator in Salt Lake City. He served as a Board member of the Park City Community Foundation, and is on the Advisory Board of the Peace House, a women's shelter in Park City.

Jim holds an MBA from the University of Chicago and a BS in Economics from Brigham Young University. He lives in Park City with his wife Cathy. They have 3 adult children who live in Istanbul, Siberia and Paris. Jim enjoys travel having visited over 60 countries, and is fluent in French.

Donna Lewis
Planning Director
Mercer County New Jersey
Trenton, NJ

Donna Lewis is the Planning Director for Mercer County, New Jersey's Capital County. She has served Mercer County for 25 years. Mercer County is geographically and economically diverse. The county is comprised of large contiguous agricultural areas, suburbs, classic small towns and Trenton, the State capital city. Her office is responsible for transportation and infrastructure planning; open space, historic and farmland preservation; Land development review and redevelopment planning. The office also administers the Open Space Preservation Trust Fund which generated \$15 million annually.

Ms. Lewis managed the award winning restoration of the Louis Kahn Bath House in Ewing NJ, the former site of the Jewish Community Center. This modern structure is individually listed on the National Register of Historic Places and was featured in the movie "My Architect," made by Nathaniel Kahn, the son of Louis Kahn. She is a past member of the National Urban and Community Forestry Advisory Council, an advisory board to the US Secretary of Agriculture.

Ms. Lewis also served on the Transportation Research Board (TRB) Transportation Needs of National Parks and Public Lands Committee and is a "friend" to the TRB Access Management Committee. She is also a member of The Central Jersey Transportation Forum Steering Committee and the Delaware Valley Regional Planning Commission. She has participated in two National Cooperative Highway Research Panels and in the national scan of best practices in highway access management. Ms. Lewis has sponsored two Urban Land Institute Advisory Panels and served on numerous Advisory Services Panels.

Ms. Lewis holds Bachelor Degrees in Political Science and English from The College of New Jersey and a Master of City and Regional Planning from Rutgers University. She is a NJ licensed Professional Planner and a member of the American Institute of Certified Planners. She has also been an adjunct professor at the College of New Jersey. She is a Court Appointed Special Advocate for children in the foster care system.

David Panagore
Executive Director
New Haven Parking Authority
Hartford, CT

David Panagore is currently the New Haven Parking Authority executive director. He has 20 years of experience managing major municipalities and city development organizations.

Mr. Panagore was previously Chief Administrative Officer for the City of Hartford where he managed more than 2200 staff and the city's \$554 million budget. He led the city through a significant mayoral transition period. Upon his leaving the city, the Hartford Courant called him "an urbanist with vision." He also served as Chief Development Officer where he led the city through a community-driven comprehensive planning process called "One City, One Plan". Mr. Panagore was also instrumental in launching the iQuilt arts-based place-making strategy. His efforts at art-based economic development in Hartford were recognized by the National Community Development Association with the Audrey Nelson Community Development Award. During his tenure, he structured 3 major public private partnership transactions involving several major Hartford landmark properties.

Prior to Hartford, Mr. Panagore was Chief Development Officer for the city of Springfield, MA where he spearheaded a number of development projects and corridor initiatives for the city. He arrived in Springfield as the Deputy Executive Director serving as the state's overseer as part of Springfield's state receivership.

Mr. Panagore has also led major development projects in San Jose, CA and Boston, MA. In San Jose he worked for the San Jose Redevelopment Agency where he managed the Story & King Retail Revitalization Project: a \$150 million, 275,000 SF on 24 acres. He managed North San Pedro Project: on 9.3 acres 14 development sites slated for 750 +/- market rate and affordable homes; retail and grocery; \$14M in public improvements. Other duties included the San Jose Performance and Event Center Study, project management of first luxury housing downtown development.

While working for the Boston Redevelopment Authority, he served as the project director for the new Boston Convention and Exposition Center - a \$700 million, 1.9 million square foot with 1,200 room hotel implementation. Actions include: 68 acre site acquisition, 92 business relocations and demolition of 30+ structures. Duties included: asset management (1M SF); state and local development permitting; community relations; urban design; transportation and infrastructure oversight; financial management.

Kenneth Voigt, P.E.
Ayres Associates
Waukesha, WI

Mr. Voigt has more than 40 years of experience in traffic engineering and transportation planning. He has worked on traffic study projects that include National Airport in Washington, D.C., Miller Park, University of Wisconsin – Milwaukee, the City of Charlotte, NC, the City of Madison, WI and numerous private developments. He teaches traffic engineering and environmental impact courses at the University of Wisconsin-Milwaukee and intersection design, traffic impacts of land development, traffic safety and parking courses for the University of Wisconsin Engineering Extension. Mr. Voigt is certified as an ADA instructor by the Association of Pedestrian and Bicycle Professionals. Mr. Voigt's experience on large, complex corridor management projects ranging from capacity improvements to neighborhood and downtown parking studies, along with his common-sense approach to traffic management, provides insight into solving clients' traffic problems.

Mr. Voigt is the immediate past president of the Institute of Transportation Engineers. He has received numerous awards and has presented papers at the TRB Urban Street Symposium, American Planning Association, Institute of Transportation Engineers, American Public Works Association, Transportation Research Board Annual Meeting, and ITS World Congress meetings. Mr. Voigt has recently been involved in numerous corridor context sensitive design studies and assisted the State of Indiana with the development of their statewide CSS guidelines.

ULI Project Staff

Thomas Eitler, AICP
Vice President, Advisory Services
ULI-the Urban Land Institute
Washington, DC

Tom Eitler is the Vice President of Advisory Services for the Urban Land Institute, a nonprofit education and research institute that focuses on issues of land use, real estate and urban development. The mission on the Institute is to providing leadership in the responsible use of land and in creating and sustaining thriving communities worldwide. Since 1947, ULI has been conducting Advisory Service panels that provide strategic advice to communities and organizations on a wide variety of real estate development, urban planning, and urban design and public policy subjects.

Mr. Eitler is an urban planner and land use professional with more than 20 years of experience in comprehensive planning, revitalization, historical preservation, transportation systems, infrastructure planning, and sustainable design. He is an expert on US zoning law, municipal codes, and urban design and government operations. He has prepared and conducted dozens of community engagement plans, charettes, advisory groups, workshops and panels. Mr. Eitler has authored numerous plans, studies, strategies, articles and reports on urban planning, design, land economics, public administration and real estate development. He has participated more than 40 ULI Advisory Service Panels and has managed more than 100 panel assignments since 2006. He has directed urban planning projects in both the public and private sector in a variety of locations throughout the United States, Europe and Asia.

Prior to joining the Urban Land Institute Mr. Eitler was a principal with Community Planning Associates LLC, a land planning consulting firm based in Washington, D.C. Before that he was Director of Operations for the Onyx Group, a planning and architectural firm with offices in Virginia, California, and Hawaii. Prior to that, he was a principal planner with a number of local governments, including Chief of the Long Range Planning for Prince William County Virginia where he helped established the County's first urban growth boundary initiative, Traditional Neighborhood Design ordinance and financial guidance for its impact fee system.

He has a Masters in Urban & Environmental Planning from the University of Virginia's School of Architecture and three undergraduate degrees in political science, public administration and urban studies. Mr. Eitler is a member of the American Institute of Certified Planners and the land economics society Lambda Alpha International.

Caroline Dietrich
Logistics Manager, Education and Advisory Group
ULI-the Urban Land Institute
Washington, DC

Caroline Dietrich is the Logistics Manager for the Education and Advisory Group at the Urban Land Institute. In this capacity, she coordinates the logistics for all of ULI's advisory panels and advisory service functions, all Professional Development workshops and a variety of other events within the group. In addition, she works closely with the Daniel Rose Center, assisting them with logistics for retreats, forums and fellowship events. Before joining ULI, Dietrich worked for the Juvenile Diabetes Research Foundation, as a gala assistant where she oversaw the planning and production of the annual "Night of Hope" Gala and silent auction. She worked closely with the Gala committee and JDRF staff to help raise over 1.7 million for research. Prior to her work with JDRF, Dietrich spent 6 years as an elementary school teacher in Fairfax, Virginia, teaching social studies and language arts to 5th and 6th graders.

All biographies as of 10/3/13

Dietrich has a B.A. of Science from West Chester University in Pennsylvania, and has completed the Event Management certificate program from The George Washington University. She is currently working to become a CMP – Certified Meeting Professional. She grew up in Reading, Pennsylvania and occasionally travels home to visit her family. When not working, Carrie enjoys seeing the sights in D.C., training for half marathons, and traveling all over the globe. She is an active member of ISES DC, planning special events for groups in the DC area.

Basil Hallberg

Senior Associate, ULI Center for Capital Markets and Real Estate

ULI-the Urban Land Institute

Washington, DC

Basil Hallberg is the Senior Associate of the Center for Capital Markets and Real Estate at the Urban Land Institute, a nonprofit education and research institute that focuses on issues of land use, real estate and urban development. The mission of the Center is to promote understanding of the real estate capital markets and provide leadership in fostering a healthy and productive real estate industry and capital markets sector that in turn promote thriving and sustainable communities worldwide, through research, trend analysis, education, events, publications, websites and web-based resources, advocacy, and thought leadership.

Basil works on a number of existing and new projects, notably the ULI Real Estate Business Barometer, the new ULI Metro Area Business Barometer, a new quarterly survey of real estate economists, Emerging Trends, and other projects. He previously worked as a brokerage services associate at Cushman & Wakefield/Thalhimer Commercial Real Estate in Virginia Beach, VA. He holds a B.S. in Finance and a Masters in Urban and Regional Planning, both from Virginia Tech.