



Galveston, Texas

Advisory Services Panel

May 31-June 5, 2009

Biographies

Chair

Smedes York
Chairman
York Properties/McDonald-York
Raleigh, NC

A Raleigh native, Smedes 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 served as **Mayor of Raleigh, North Carolina from 1979-1983**.

Smedes 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 N.C. State University Board of Trustees. Current positions include Chairman of Triangle Tomorrow, Board of Directors of the Research Triangle Park Foundation and the YMCA of the Triangle.

From 1964-1966, Smedes 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. He and his wife Rosemary have two sons, George and William.

Panel

Marshall A. Anderson
Partner
Anderson Nikolich Design Initiative, LLP
Birmingham, AL

Marshall Anderson has twelve 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, Marshall 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, Marshall and business partner Kris Nikolich founded the Design Initiative, an architectural firm focused on regionally specific sustainable design and development. Projects in which the firm is currently involved include work with Camp Fire USA in Birmingham to provide design guidance in implementing a master plan for Camp Fletcher in McCallah, Alabama; working as the Town Architect for Trussville Springs, a DPZ planned 170-acre traditional neighborhood development designed along the banks of the Cahaba River; helping the City of Birmingham re-define its sustainable goals through their work on the redesign of a City Park; as well as 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, Mr. Anderson went to Auburn University and graduated in 1997, Magna Cum Laude with a Bachelor of Architecture. He now serves on the Advisory Council for the University's School of Architecture.

Agnes Artemel
President
Artemel & Associates, Inc.
Alexandria, VA

Ms. 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, and particularly on revitalizing older urban neighborhoods.

For the public sector, Ms. 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, 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 MD; analyzing the future prospects for tourism development in Alexandria VA 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, Ms. 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.

Ms. 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 business and residents to work together toward a mixed-use pedestrian-friendly neighborhood. Ms. Artemel has a Master's Degree in Urban and Regional Planning from George Washington University.

Jana Freedman
Executive Vice President
Oceancrest Properties, LLC
Portland, OR

A native Oregonian, Jana 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, interfacing and negotiating with tenants, 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 thirteen months' she was recruited to Dallas, Texas in an expanded lending and credit officer capacity, with Canadian Imperial Bank of Commerce. 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 identification and acquisition of parcels, master planned communities design, zoning requests, architectural review, creation of CCRs, parcel sales, development of neighborhood association, and infrastructure build out. Further, she was the key liaison between the developer, Sunbelt as lead lender, and over 30 participating lenders. Block Bros.' (and other Block related entities) loans totaled in excess of \$500 Million and included raw land and mixed use properties. Valley Ranch, a 2600 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 several commercial real estate financing packages for many prominent clients, including The Disney Family.** In 1989 she briefly re-located to Portland, before returning to Dallas to open, staff, and manage a regional commercial equipment leasing office. Subsequent to the sale of that firm, Jana returned to Portland to resume her commercial real estate activities as owner/developer/asset manager.

Freedman founded the Oregon/Southwest Washington District Council, and is also on the founding Leadership Committee, and serves as Vice Chair on the UDMUC – Purple Flight product council.

Mossik Hacobian
President
Urban Edge
Boston, MA

Mossik Hacobian is President of Urban Edge and its affiliated organizations. As of December 2007, Mossik 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. Mossik's interest in community development was sparked during a 9-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

All biographies as of 6/3/09

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.

Affiliations:

Boston City to City Leadership Exchange Advisory Board
Boston Committee of Mass. Association of CDCs
Boston Regional Network Housing Production and Stabilization Working Group Co-Chair
Carnegie Mellon University Architecture School, Remaking Cities Institute, Board of Advisors
Commonwealth Housing Task Force
Foley Hoag Foundation, Trustee
National NeighborWorks® Association (NNA) Board of Directors
Urban Land Institute (ULI), Trustee
ULI Boston District Council, Executive Committee
United Way of Massachusetts Bay, Affiliated Agencies Advisory Committee

John L. Knott, Jr.
Chief Executive Officer
The Noisette Company, LLC
North Charleston, SC

As President, CEO, Chairman and co-founder of the Noisette Company, LLC, John Knott leads the Noisette Project development team, which 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 CEO/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 the Award for Excellence by the non-profit Urban Land Institute (ULI) of Washington, DC. 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.

John 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
Partner
HR & A Advisors
New York, NY

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

James 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 the City of New York.** A strategic planner, consensus builder, and pragmatic problem-solver, James is hailed as an effective and creative leader in public-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, James 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, James served as NYC Mayor 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. James was responsible for securing the first \$30 million commitment of historic preservation funding for the Island's national landmark buildings.

Earlier in his career, James was Senior Vice President for Special Projects at the NYC 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 NYC Department of Housing Preservation and Development, James understands the complexity and opportunities in structuring financing for community development.

James 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 B.A. from Columbia College with a major in architecture and urban studies, and he stayed at Columbia to complete a Master's of Science in Real Estate Development.

James 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

Senior Resident Fellow, ULI/Klingbeil Family Chair for Urban Development

ULI – the Urban Land Institute

Washington, DC

Tom Murphy is a senior resident fellow, ULI/Klingbeil Family Chair for urban development. Murphy, former mayor of Pittsburgh, joins six other ULI senior resident fellows who specialize in public policy, retail/urban entertainment, transportation/infrastructure, housing, real estate finance and environmental issues. 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 had 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 last fall. In addition, he worked with the Louisiana state leadership, as well as with leadership in hurricane-impacted areas in Mississippi, 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 authored legislation requiring the Commonwealth of Pennsylvania pension fund to invest in venture capital. In addition, he authored legislation created the Ben Franklin Technology Partnership, which is dedicated to advancing Pennsylvania's focus on technology in the economy; and he authored legislation to encourage industrial land reuse and to transform abandoned rail right-of-ways 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 masters 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 Livability Award from the U.S. Conference of Mayors and was selected as the 2001 Pittsburgh Man of the Year Award by Vectors Pittsburgh.

Sue Southon
Principal
Strategic Planning Services
Bloomfield Hills, MI

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 organizations, and educational institutions. **Southon has extensive experience in community, economic development and housing development. Her firm 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, Ms. Southon 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 authored federal, state and foundation grants resulting in awards in excess of \$55 million.

Sue served on the Professional Development Committee that created the 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. Sue worked with the IDEC advisory services program on regional economic development, 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. Sue holds Bachelors and Masters Degrees from the University of Michigan.

ULI Project Staff

Matthew P. Rader
Manager, Advisory Services
ULI – the Urban Land Institute
Washington DC

Matthew Rader thrives on opportunities to reinvent cities and towns as great places to live, work, and build culture. At the Institute, he works with developers and public agencies who sponsor advisory services panels to help understand and resolve their land use challenges. He enjoys working with land use experts from across the country on panels and learning from their experience.

Before joining ULI and moving to Washington, DC, he lived, worked, and volunteered in Philadelphia for six years. His professional efforts there included leading the revitalization of East Passyunk Avenue, Italian-American South Philadelphia's anchor commercial district, as Executive Director of the East Passyunk Avenue Business Improvement District. He started East Passyunk Avenue's Main Street Program, assisted entrepreneurs to open businesses, and enlivened the Avenue with special events. He also led efforts to preserve and re-energize Philadelphia's 9,800 acre Fairmount Park system as Executive Director of the Fairmount Park Historic Preservation Trust. As a volunteer, he served as a board member of the Franklin Inn Club, the American-Swedish Historical Museum, and Young Involved Philadelphia.

When not working, he enjoys biking around towns and cities, baking, reading, and exploring the histories of Philadelphia and Washington. He holds a B.A. in Architectural History from the University of Virginia and a Certificate in Non-Profit Executive Leadership from Bryn Mawr College.

Caroline Dietrich
Panel Associate, Advisory Services
ULI-the Urban Land Institute
Washington, DC

Caroline Dietrich is the Panel Coordinator for the Urban Land Institute. In this capacity, she coordinates the logistics for all of ULI's advisory panels and advisory service functions. 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.

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., keeping active in sports, and traveling all over the globe. She is an active member of ISES DC, planning special events for groups in the DC area.

Drew Sanderford
Partner
Evergreen Advisors, LLC
Charlottesville, VA

A member of Evergreen Advisors, LLC, Drew Sanderford is currently a graduate student in Urban and Environmental Planning at the University of Virginia where he is concentrating on the intersection between planning policy and real estate finance.

Evergreen is a full service development advisory services firm and that helps clients navigate the development process from idea generation through implementation. Prior to working with Evergreen, Drew served on the staff of the Blaine Ketchum Housing Authority on developing affordable housing tools, policy, and units.

Raised in the Blue Ridge Mountains of Virginia, Drew loves to fish and ride mountain bikes.