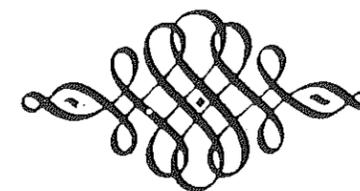


ACTION PLAN for THE STRAND



GO-STRAND 04

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November 5, 1975

Peter Brink, Esquire
Executive Director
Galveston Historical Foundation
P.O. Box 302
Galveston, Texas 77550

Dear Mr. Brink:

We are pleased to submit to you our Action Plan for The Strand consisting of policy and design recommendations for revitalization of Galveston's historic Strand area. This report is accompanied by separate submissions of maps, drawings and slides, and an appendix containing a developers' supplement, illustrative designs for a Strand Park and economic and market studies by Christopher J. Brown and Associates.

This material was presented to The Strand Planning Committee on July 16 and to the Galveston public on July 17. Their constructive comments have been incorporated to refine and correct the preliminary draft. The report in its revised format is suitable for presentation to different interest groups and individuals who wish to assist in its reformulation as city policy and to support its implementation.

Let me take this opportunity to tell you that working with Galveston's Strand supporters has been personally satisfying, that we have found the problem challenging and that we share your hopes for the rebirth of The Strand.

Yours sincerely,

Denise Scott Brown

Denise Scott Brown
Partner-in-charge

DSB/m

THE ACTION PLAN FOR THE STRAND

Prepared for the Galveston Historical Foundation

Venturi and Rauch, Architects and Planners, 333 South 16th Street, Philadelphia, Pa. 19102

with the assistance of
Christopher J. Brown and Associates, 5100 Westheimer, Suite 200, Houston, Texas 77027

with financial support from
the City Options Program of the National Endowment for the Arts
and the Moody Foundation

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--The Strand Planning Committee, whose members are: Ellen Beasley (Preservation Consultant); Drew Boggs (GHF); H. J. Bott, Victor Fuhrhop, and Bill Fullen (Representatives of Strand owners and tenants); Sue Brink (GHF Editor); Bob Heineman (Planner with Mitchell Development Corporation); Bill Parkey/ Jack Nichols (City Representatives); Bob Timme (School of Architecture, University of Houston); Nick Tramonte/Doug Drown (Chamber of Commerce Representative); Emily Whiteside (Galveston County Cultural Arts Council); Evangeline Whorton (GHF); Mrs. Gene Wyatt (Junior League of Galveston); and our two special out-of-town advisors, Wayne Bell (School of Architecture, University of Texas) and David Woodcock (School of Architecture, Texas A & M).

--Mrs. Mary Moody Northen.

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--Bob Timme's students at the University of Houston--Larry Reed, Lesli Lu, Eve Weaver and Scott Waugh--who conducted background surveys.

--Emily Whiteside of the Galveston County Cultural Arts Council.

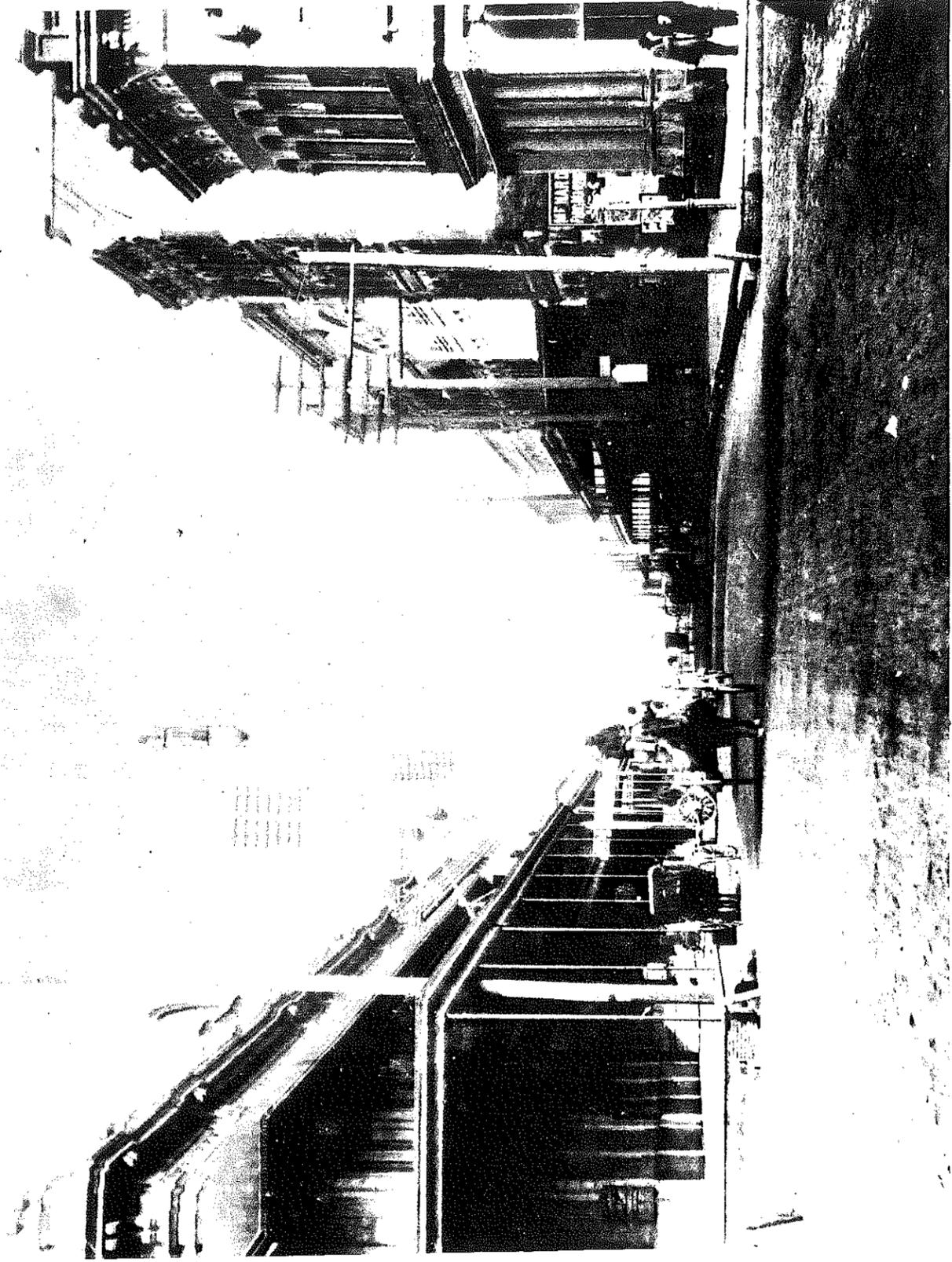
--Strand owners and tenants.

--Jack Nichols, Dean Maberry, Joe Nadon and Kevin Stowers of the staff of the City of Galveston.

--Junior League members.

--Hans Olavson of the Houston-Galveston Regional Transportation Study.

--Members of the Wharves Board.



The Strand looking east from 22nd Street, Circa 1890. (Photo courtesy Rosenberg Library.)

INTRODUCTION

The Strand of Galveston was famous in the 19th Century for its prosperity and splendor. Today it is known as an incomparable complex of commercial architecture of the Victorian period. There is a ground swell of sentiment in the city for restoration of The Strand area as a commercial, entertainment and residential resource for Galveston and its visitors, where tourist attractions, in-city living, artists' studios, unusual stores and wholesaling coexist.

The generous and generalized spaces of The Strand area buildings as well as their imposing street architecture, permit many options for wide and varied uses. The innovative merchants of establishments such as the Old Strand Emporium, The Strand Surplus Senter, The Strand Greenery, Georgette's Cafe Torrefié, Vernon Pat's Antiques, Loft-on-Strand, and the 1882 Soup and Sandwich Shoppe are showing that retail enterprises of an unusual bent can thrive on The Strand. Individuals such as Emily Whiteside, Bill Fullen, and Harvey and Margaret Bott are demonstrating the beauty of Strand buildings for residential use. The Galveston County Cultural Arts Council, Galveston Junior League, Galveston Arts Center on The Strand, and Galveston Historical Foundation have all helped focus interest on and bring activity back to the area and have sponsored Strand events and programs that have drawn a wide public.

The critical backing of The Moody Foundation and strong support from the Harris and Eliza Kempner Fund, the National Endowment for the Arts, the Texas Historical Commission, Galveston financial institutions, and the City of Galveston are all making possible the vigorous upswing of activity on The Strand.

Each of these new activities, each new measure of support, and each facade handsomely painted adds its weight toward the growing cumulative momentum. Increasing this momentum is the forthcoming Bicentennial, with Galveston's commitment to, leadership in, and enthusiasm for the Bicentennial giving further impetus and immediacy to The Strand's revitalization.

Of the new activities the major role being played by the arts is a special asset. The creative contributions by the arts give The Strand an excitement absent in many other preservation efforts.

The Strand's relation to other key areas of Galveston is also of critical importance. The adjacent downtown, the beaches on the Gulf to the south, and the magnificent Victorian residential areas to the east enrich the setting of The Strand. Yet its proximity to the port is its particular glory. This is another special asset that distinguishes The Strand from other oldtown centers now being developed. The bustle of the port, the juxtaposition of huge moving freighters against ornamental Victorian buildings just a block away, create a romantic aura unique in American cities.

We feel these qualities of The Strand can be exploited through sympathetic restoration to vitalize its economic and civic life and enhance its attractiveness. But a Williamsburg-like historical accuracy throughout is unappropriate to an active, multi-purpose street, and indeed would be unattainable in terms of cost and restrictions upon private development. Strand developers should strive to restore street facades authentically, but otherwise they should use historical imagery artistically and symbolically. Restoration of interiors should be artful but impressionistic, the total effect eclectic rather than pure, as in the Roman palazzo with a stunning modern bar under the awning on the ground floor. Juxtaposing the new and vital with the old and symbolic will help The Strand to become, not a museum but a real place that enhances the life of Galveston's citizens and dramatizes the experience of its visitors.

The Strand's rebirth will depend on the careful nurturing of present interests and markets as well as on support of the new and nascent activities now opening there. In addition it will require many distinct acts to be undertaken in the public and private sectors, ranging from the provision of parking to improving the area's image. This study outlines the issues confronting The Strand's sponsors and recommends policies for resolving problems and using the many opportunities the street offers.

I WHAT THE STRAND CAN BE

A. DESCRIPTION OF GOALS

We identified seven general goals that should guide planning for The Strand's revitalization:

1. To preserve the architecturally and historically important structures on and near The Strand, to restore the facades of these structures, and to enable The Strand to take its place within Galveston's rich fabric of historical structures, major and minor.
2. To attract residential, retail, office and other activities that will complement and enhance the vital architectural character of The Strand while helping it to become a self-sustaining and viable part of the city on a 24 hour basis. This includes encouraging the continuing roles of the Arts Center, Junior League, Arts Council, Historical Foundation, Project ART and other community organizations in The Strand's revitalization, as well as the roles of individual artists.
3. To develop functional linkages to activities throughout Galveston, especially to the new office complexes, the Grand Opera House, the downtown shopping mall, Ashton Villa, the beach front and the University of Texas Medical Branch (UTMB).
4. To maintain and improve the vistas and the pedestrian connection to the wharf area in a way that is safe for both tourist/pedestrians and port operations.
5. To maintain The Strand's present scale and character while encouraging renovation and new construction, including infill development that will recreate the original spatial enclosure of the street while preserving some sites for open space needed to serve new activities.
6. To minimize any possible negative impact of The Strand's redevelopment on existing Strand businesses and on neighboring areas. For example, potential traffic conflict with the surrounding areas can be minimized by constructing carefully located parking garages and emphasizing public transit.

7. To reduce automobile, pedestrian and truck conflicts on The Strand.

These goals in themselves begin to evoke a distinct character and image for The Strand and suggest types of action needed for their achievement. They should not be considered as restrictions to inhibit would-be developers but rather as guidelines and sign posts for the high quality of development that The Strand needs to make its rehabilitation economically feasible.



2. THE STRAND PLAN

B. IMAGE OF THE STRAND

The Strand's supporters are transforming it from a deteriorating warehousing district to an interesting, colorful and historic shopping and living street of Victorian buildings harmoniously restored and re-painted, with their canopies reconstructed, their signs restored to their original importance, and their interiors tastefully rebuilt to accommodate the stores, restaurants, movie theaters, offices, apartments, artists' studios and galleries which, along with existing commercial uses, will bring activity back to The Strand.

New park and recreation facilities will enhance The Strand's attractiveness to shoppers, visitors and residents, and planting will provide respite for shoppers and strollers, maintain the continuity of the street's facades and shield parking.

Signage, posters, and other information on The Strand and throughout the community will tell people what is happening on The Strand and draw them to it, help to create a distinct image of the area, tell the street's history and show its original image. These, together with a wall mural, free-standing building pictorial exhibits, Texas Historical Commission markers, and "street exhibits" in the windows of some Strand businesses, will further enhance the pedestrian environment and make a walk along The Strand a journey through time, where history is juxtaposed with what is and what will be. Bold but well designed commercial signs will replicate the elaborate and ubiquitous signs characteristic in Victorian times and add color and glitter to the scene.

Pedestrian walkways will link The Strand with the CBD -- including the Grand Opera House and the ANICO Tower -- and with the wharf access area at Pier 22. Shuttle buses will connect The Strand to the beachfront, UTMB, and the rest of Galveston. The Industrial Boulevard will give easy access to The Strand and help remove heavy through traffic from it, and parking facilities and structures located near The Strand but off it will help maintain the pedestrian nature of the street

as its popularity grows.

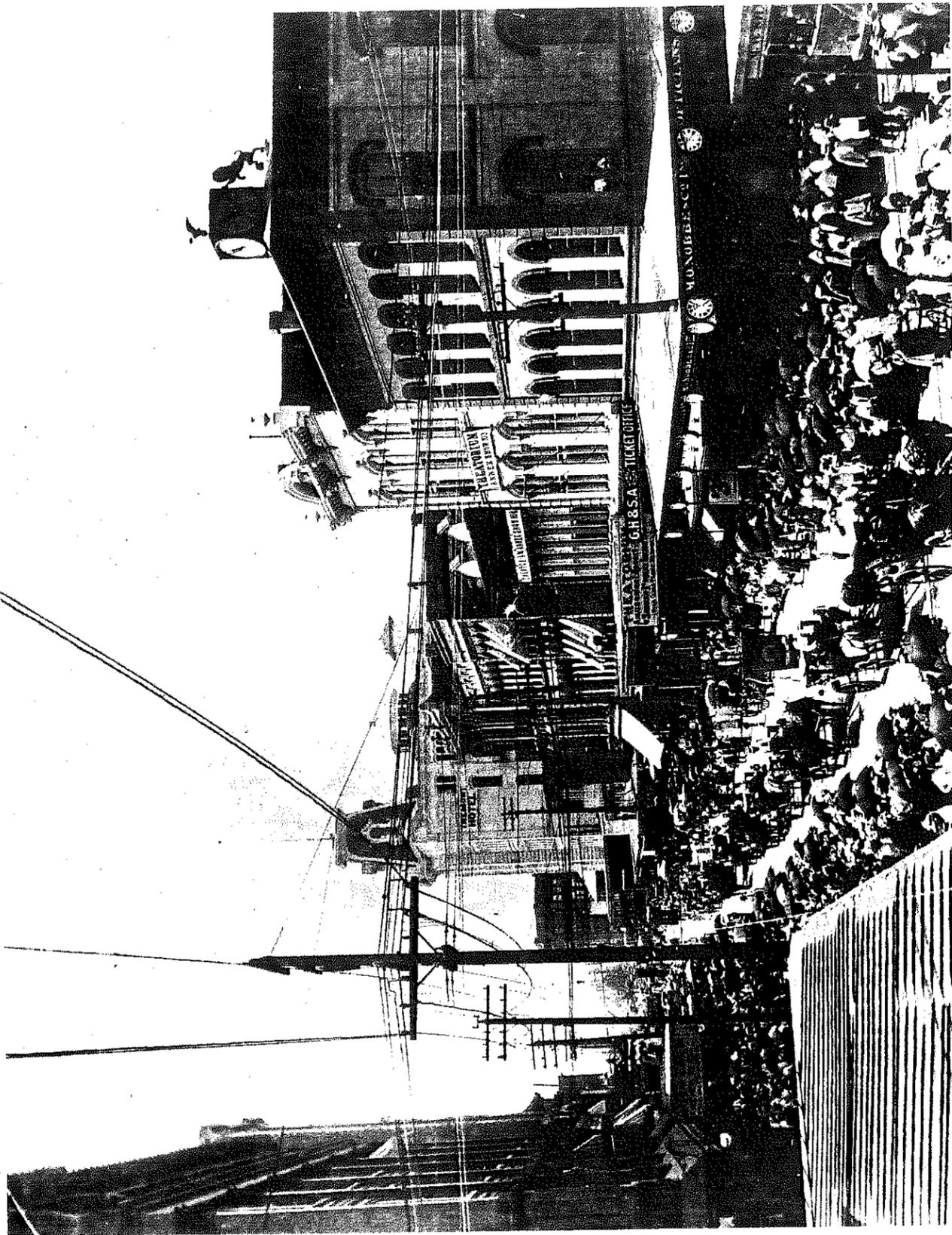
From each crossroad on The Strand a glimpse of ships and dock activities will remind the visitor of the street's original function, and at the end of The Strand, closing the vista, the Santa Fe Building, of a later era but equally worthy architecturally, will continue to shelter and ennoble the complex.

Students and faculty of the Arts Center and resident artists will continue to provide a special creativity and excitement to The Strand. The unique environment and ambiance of the street will be extended and heightened by performances and exhibitions in the arts, culminating from time to time in large-scale festivals and pageants such as the annual Festival on The Strand. The Strand may one day also provide a suitable and gracious home for major art collections.

The Strand's cross streets and the historic sections of Mechanic Street will receive support for preservation and restoration, so that "The Strand" will signify a distinctive area, as well as a street.



3. TYPICAL STRAND ELEVATION



Tremont Street, pre 1900. A parade fills old Galveston with the type of street life we hope to bring back to The Strand, at least on special occasions. (Photo courtesy Rosenberg Library.)

C. NEW ACTIVITIES

The success of The Strand's restoration and revitalization depends upon its ability to attract new activities. The mix of activities must be carefully encouraged to insure that:

--the rent they can pay is sufficient to allow the structure owner to bear the rehabilitation costs.

--their character is compatible with The Strand's projected ambiance.

--they can be accommodated with the existing structural systems and would not necessitate costly and disruptive reconstruction.

Many retail commercial activities comply well with these requirements. The Emporium, the Surplus Senter, Georgette's, the Strand Greenery, Loft-on-Strand Gallery, Vernon Pat's Antiques and the 1882 Soup and Sandwich Shoppe are examples of innovative commercial enterprises that have succeeded; their experience should be considered in deciding which new retail activities to encourage. These retail establishments minimized initial interior remodeling costs, directed their sales effort toward specialized unmet retail demands in the Galveston area, and capitalized upon The Strand's distinctive architectural and historic character. These stores have created a good beginning to which new activities should be carefully added. A fine coffee and pastry shop, an attractive pub/tavern, a craft/gift shop, a book store, clothing boutiques, an ice cream parlor, specialty restaurants, and additional antique shops are examples of complementary activities that can quickly and economically adapt Strand first floor spaces, complement existing uses and generate a much needed street life. These retail activities should be strategically located along The Strand to supplement existing activities and provide a framework into which other types of activities may be incorporated.

There are several viable office and wholesaling activities now on The Strand that should be strongly encouraged to remain at their present locations. With their permission, "street exhibits" that use their otherwise blank storefront windows should be promoted, as they will link clusters of shops along The Strand into a continuous, attractive and interesting pedestrian walkway.

As new retail activities locate on The Strand, potential users will see it as a bustling, convenient, attractive, and safe place to shop and visit. This will allow intensive marketing of the upper floors for office and residential units.

An analysis of Galveston's present strong, medium priced housing market suggests that basic rental units, where the owner provides plumbing, air conditioning and heating and minimum interior finishes, can be developed at a moderate rate (20 dwelling units per year) in the upper floors of Strand structures. A dozen residential units, including artists' studios, already exist on The Strand. This number should increase continually as The Strand community gains strength.

Owing to the saturation of Galveston's office market, office space on The Strand, even if it is low cost, will, as a rule, probably not compete effectively with the other established office locations during the early years of redevelopment. But as the ground floors fill up with shops and restaurants, The Strand's image as a vital and exciting place to work will be reestablished and the upper floors may then be rehabilitated as prestigious and convenient professional offices.

Public and cultural facilities that would be particularly suited to The Strand are art-related. The large spaces in Strand buildings lend themselves to the showing of large paintings and the high quality of detail in Strand architecture would provide the needed ambiance. A community affairs center providing one location for several community services could be well housed in a portion of the Santa Fe Building.

For all activities, an upward movement in The Strand's economy will allow initial moderate improvements and rentals to evolve into more complete restoration with higher rentals. This trend will create a Strand on which warehousing and wholesaling activities operate side by side with new shops, restaurants, museums,

theaters and recreation facilities, with offices and apartments in the upper floors. This blend of activities will generate an active and exciting street life that will fill The Strand both day and night.

For economic and market analyses of Strand activities proposed here, see Chapter III and Appendix.

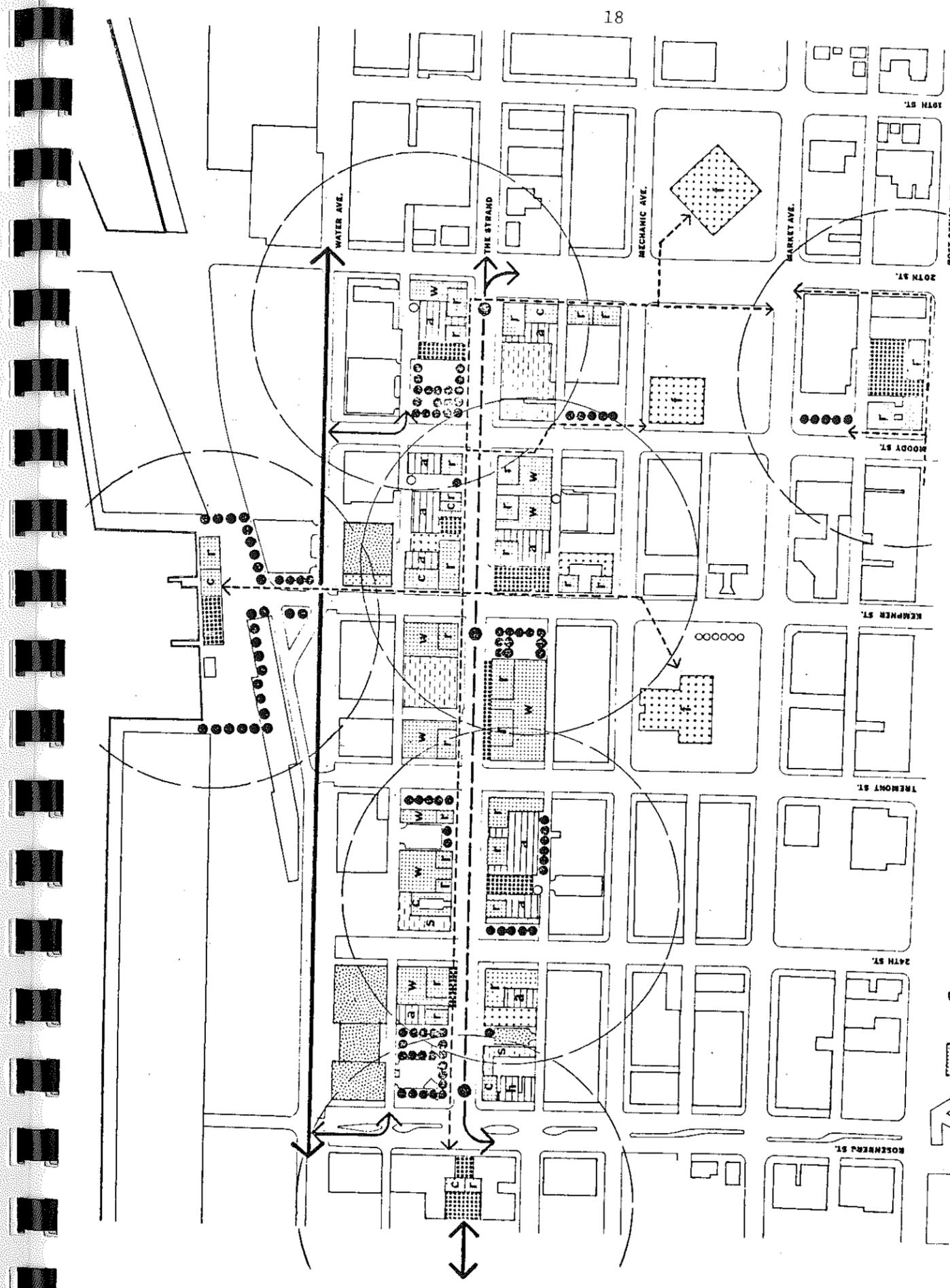
The following table summarizes the amount and types of new activity that can be expected to locate on The Strand by 1980.

TABLE 1 ACTIVITY SUMMARY

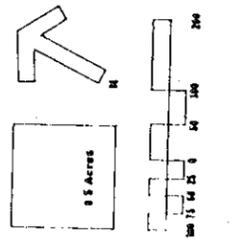
Activity Type	Existing		1980 Total		
	Units	s.f.	Units	s.f.	cars*
Retail	5	31,100	20-25	81,000	130
Restaurant	2	11,600	8,9	35,000	350
Residential	12	18,000	100-120	112,000	110
Office	4	15,000	20-30	74,000	140
Lodging	1	27,900	2	36,000	40
Commercial/ Industrial	10	318,431	12-15	360,000	300
Recreational/ Leisure	0	---	5-10	62,000	100
Cultural/ Public	6	15,900	10-15	40,000	200

*number of parking spaces not cumulative owing to shared use of some spaces by complementary activities.

Source: recommendations in Chapter III and economic and marketing study by Christopher J. Brown & Associates (see Appendix).



-  cafe/rest.
-  gen'l retail
-  wholesale
-  hotel
-  apartment
-  parking
-  office
-  finance
-  public
-  industry
-  storage
- RECOMMENDED**
- ACTIVITY MIX**



II RECOMMENDATIONS FOR PHYSICAL IMPROVEMENTS

II RECOMMENDATIONS FOR PHYSICAL IMPROVEMENTS

Each member of the community must be involved in and responsible for certain tasks, if The Strand is to achieve its potential. The actions of private owners, business firms, public agencies, local government and civic groups must be properly coordinated if The Strand's development is not to be retarded; for example, as new activities locate on The Strand, safe parking should be provided to serve them, if not the area will be choked by its own growth and further development hindered. From the range of improvements that could be made to restore The Strand we have recommended those that can serve as catalysts to stimulate further improvements and that lie within the economic means of those who can best carry them out. Historical accuracy is neither desirable nor attainable on the interiors if new uses are to thrive in old buildings. The recommendations that follow suggest a serious and artful use of history on the facades, but, where necessary in other areas, an impressionistic, largely symbolic, use of history; they allow a lively coexistence between The Strand's historical architecture and the new commercial uses.

The recommended strategy of tasks, responsibilities, staging, and costs is outlined in the following table and described in more detail in the following sections.

TABLE 2 SUMMARY OF IMPROVEMENTS

<u>Task</u>	<u>Responsibility</u>	<u>Cost</u>	<u>Stage</u>
Repaint trim and woodwork	Owner	\$20/lineal ft. facade (varies with facade)	Immediately
Repair facade and exterior to partially restored condition	Owner	\$160/lineal ft. facade (varies with facade)	As market con- ditions allow
Replace Canopies	Owners with possible GHF assistance	\$60/lineal ft.	Existing ac- tivities first, then new activities
Illuminate facades	Owners	Varies with installation	Restored facades first
Rehabilitate interiors	Owners	\$5-20/sf de- pending on use and stand- ard	As market con- ditions allow
Install private signs	Owner with possible GHF design assistance	\$6-7/sf	Immediately for existing activities; others as new activities arrive.
Install Texas Histor- ical Commission markers	Owners with GHF research assistance	\$450 per large plaque	8 immediately in front of key buildings
Install Strand bill- boards	GHF with owner assistance	Varies with size & loca- tion	One immediately at causeway, others later as Industrial Blvd. is constructed
Install precinct signs	GHF	\$3,000/sign	3 immediately for festivals at 22nd, 20th & 25th Streets
Install building pic- torial signs	GHF with owner assistance	\$1,500/sign	8 immediately in front of key buildings
Prepare and install Strand exhibits	GHF	\$100/lineal ft.	First at Flood & Calvert where basic permission has been granted

<u>Task</u>	<u>Responsibility</u>	<u>Cost</u>	<u>Stage</u>
Do Strand Rendering	GHF with possible collaboration of Junior League & Arts Council	\$8,500 minimum	Immediately
Do Haas tromp l'oeil	GHF	\$6,000	Immediately
Landscape	Owners/GHF depending on location	\$150/tree	First develop walkways, park, then screen parking
Construct pedestrian walkways	City of Galveston/GHF	N/A	Complete esplanade to ANICO, then begin walkway to wharf
Improve traffic flow	State Highway Dept./ City of Galveston/ GHF	varies with project	Stage to serve new activities
Infill vacant lots	owners	\$30-50/sf	As market conditions allow
Provide parking	Owners with possible EDA assistance	N/A	As growth requires

A. REPAINT FACADES

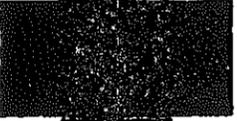
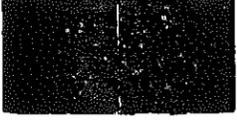
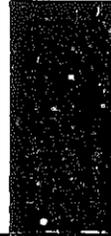
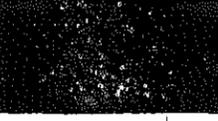
Repainting the structures' exterior cast iron and woodwork is one of the least expensive ways of making a major impact on The Strand's visual image and on visitors' perceptions, and in fact this work has already started. To be praised for taking strong voluntary initiatives in repainting are Estrada's, Flood and Calvert, Jules Lauve, Jr., Strand Surplus Senter, C & C Wholesale, and Tackle-Pak. For future painting we have recommended a range of colors -- dark in value, but rich in the for iron-work and major trim -- to be in keeping with The Strand's Victorian period architecture, and appropriate for disguising the imperfect surfaces of old buildings. The following chart of color combinations is based on the Kem Lustral Custom Color Guide. It is intended to be used as a general guide by building owners who plan to restore facades.

Each combination includes colors of a dark value for major trim (window frames, doors, canopies, columns, lintels and pilasters); a light value for minor woodwork (window sash); and a medium-to-light value for wall surfaces (brick and stucco, if painted). All these elements need not be used in every instance; in fact, for most structures, use of just the intense rich dark hue on all cast iron and woodwork would suffice.

In actual application, these colors should be matched as closely as possible to insure that the total street facade will blend into a varied but complementary overall image. These color combinations were chosen to provide a suitable background surface on which contrasting signs may be placed like jewelry to give glitter and sparkle to the whole. The backgrounds of these signs should be generally of dark colors similar in intensity to the major trim colors, while the lettering and figures should be in sparkling, contrasting colors such as yellow and gold. A more detailed discussion of sign design and placement is contained in section F.

As finances allow repainting with these colors should also be extended to sides and rears of buildings... thus enhancing the particular appeal of the Strand alleys.

TABLE 3 RECOMMENDED COLOR COMBINATIONS (All numbers refer to Kem Lustral Custom Color Guide)

Wall surfaces			F65M1			F65A Q1015
Major trim	F65L Q1073		F65N Q1050	F65G Q1075		F65L Q1070
Minor woodwork			F65N Q1000			F65A Q1011
Wall surfaces			F65N Q1042			F65A Q1003
Major trim	F65N Q1050		F65L Q1073	F65L Q1070		F65G Q1075
Minor woodwork			F65N Q1028			F65A Q1007
Wall surfaces			F65N Q1000			F65A Q1078
Major trim	F65N Q1050		F65M Q1001	F65 M1		F65L Q1069
Minor woodwork			F65A Q1084			F65N Q1005

COLORS NOT ACCURATE IN THIS COPY
 SEE ACTUAL COLOR SAMPLES AT GHF OFFICE, AND SEE PARTICULAR COLORS USED FOR MAJOR TRIM AND IRONWORK ON MAGALE BUILDING, 2315 STRAND, AND TACKLE PAK, 2314 STRAND.

B. RESTORE FACADES

Building owners should be encouraged not only to remodel interiors to accommodate new activities, but also to undertake exterior improvements that will help preserve the structures, allow them to function in a manner best suited to their architectural character and achieve restoration of the facades.

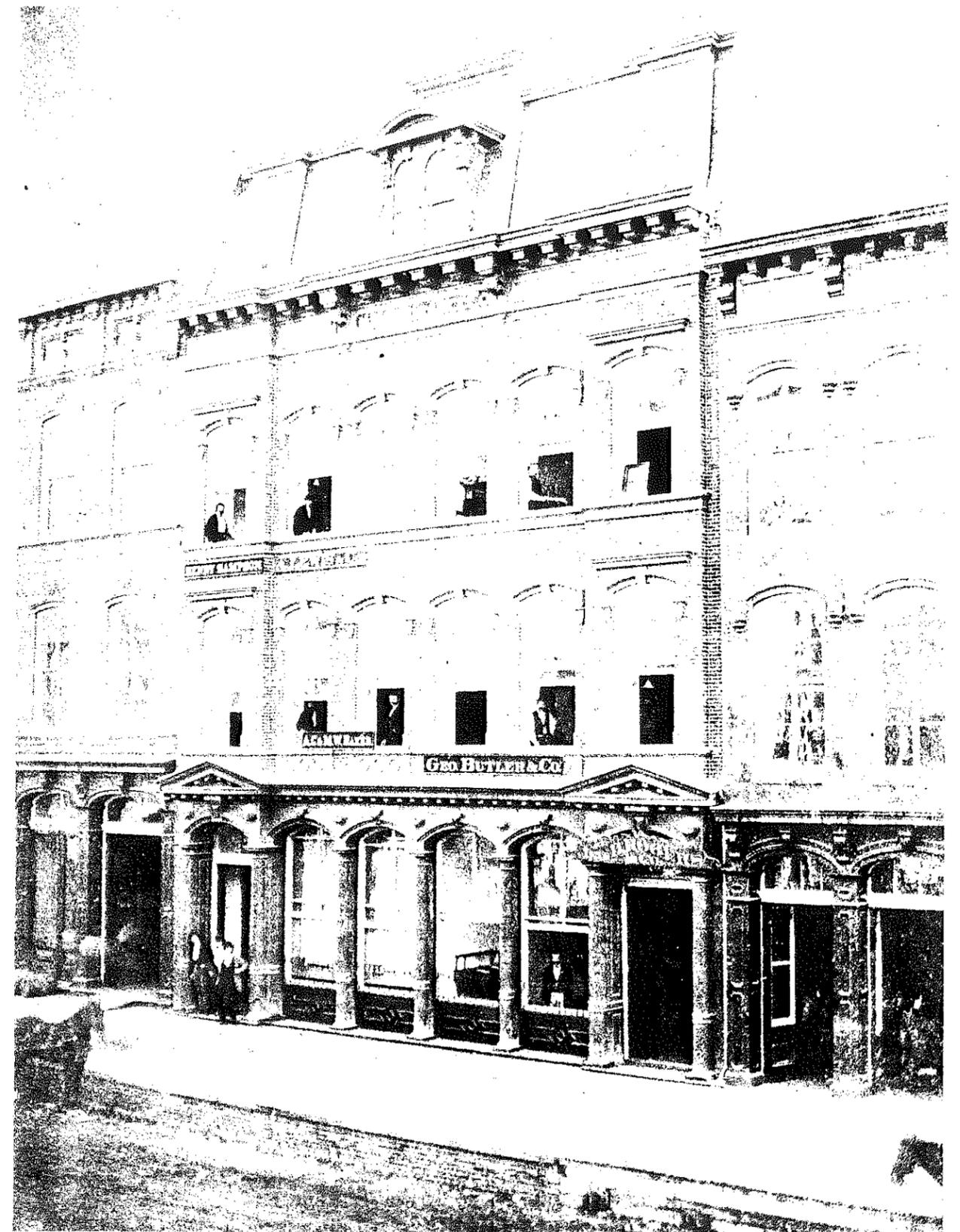
The first consideration will be to make the buildings weather tight. This may require roof and flashing repairs, brick pointing and stucco repairs, and the restoration of cast iron and woodwork. Once these basic repairs are completed and as new activities locate in the structures, the emphasis should focus on the complete restoration of first floor facades. The large scale doors should be restored -- carefully maintaining their original design and if possible, duplicating their original hardware, as these details at eye level have immense impact on the whole effect. The large areas of glass in the original doors will help to reestablish the openness and intimacy that the original uses had with the street and allow interior activity to spill out to enliven the sidewalk.

If the original budget allows, or on a staged schedule as the economic strength of the area builds, other more ambitious restoration and reconstruction should be attempted. These would include but not be limited to the replacement of columns, lintels and ornaments that have rotted away; the restoration of upper windows and sash, and of upper cornices and parapets that were lost during hurricanes. These improvements should be designed to match existing remnants or be derived from photographs of the original structures. The first-class restoration of the Whiteside Townflats (217 Tremont) should be the goal in such restoration and the solid work done on the Magale Building (2315 Strand) and the Produce Building (2114 Strand) should be consulted.

GHF will provide design guidance to owners upon request. Owners should also check with GHF about financial help on exterior restoration in return for facade easements on the buildings.



HENDLEY ROW, 2002-2016 The Strand, Circa 1870. (Photo courtesy Rosenberg Library.)



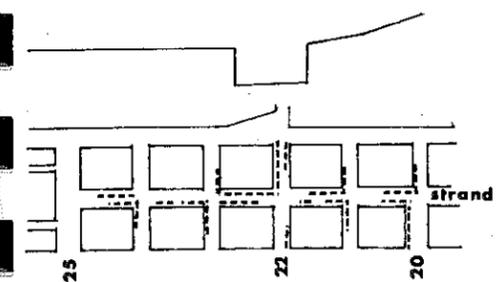
MERCHANTS MUTUAL INSURANCE CO. BLDG., 2317-19 The Strand, Circa 1872. Facades of The Strand buildings should be restored to their original wherever feasible. (Photo courtesy Rosenberg Library.)

C. REPLACE CANOPIES

Canopies were once a major element in The Strand's architecture. They provided a continuous shaded, rainproof walkway, an extension of the interior space that modulated light and scale between interior and exterior and helped to cool the interior spaces; they were also a convenient location for signs and advertising.

To recreate these amenities, building owners should be encouraged to replace canopies on their structures. See drawing opposite which indicates where canopies may be replaced without impairing the visual image of buildings or the street. A preliminary cost estimate for a typical canopy installation is about \$60/linear foot.

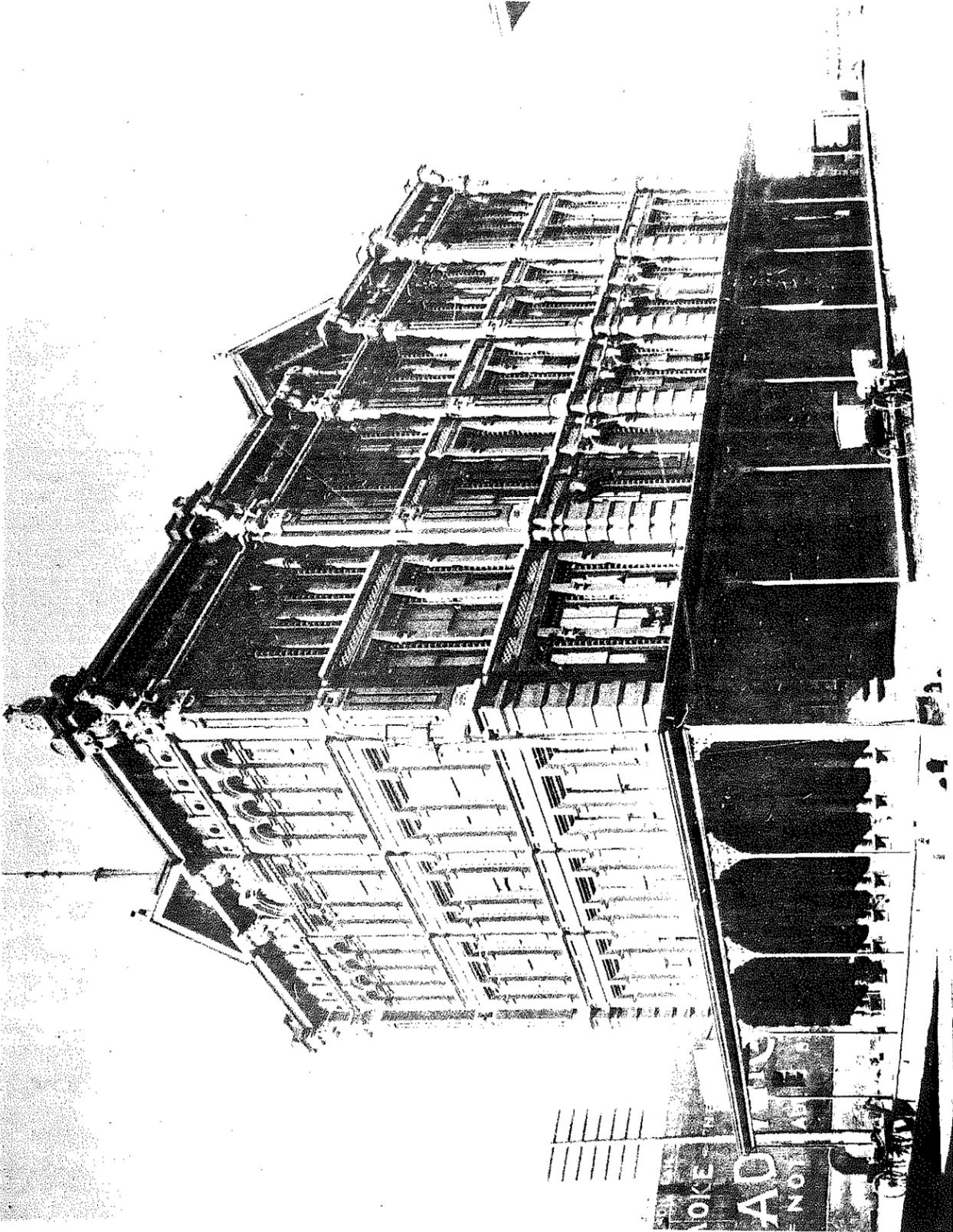
Canopy colors are discussed in Section A.



5.



6.



THE MOODY BUILDING, 22nd and Strand, Circa 1885. Building owners should be encouraged to replace canopies which are functional and were a major element in The Strand's architecture in the 19th Century. (Photo courtesy Rosenbery Library.)

D. ILLUMINATE FACADES

The recently installed period gaslights have done much to regain The Strand's special character and charm, but as activity increases, more and varied types of lighting must be employed to enhance the street's image at night.

As facades are reconstructed they should be appropriately lit by combinations of the following:

--down lighting from goose neck lights extending from building parapets.

--up lighting from fixtures located on reconstructed canopies.

--bounce lighting from the underside of canopy roofs onto the pedestrian walkway.

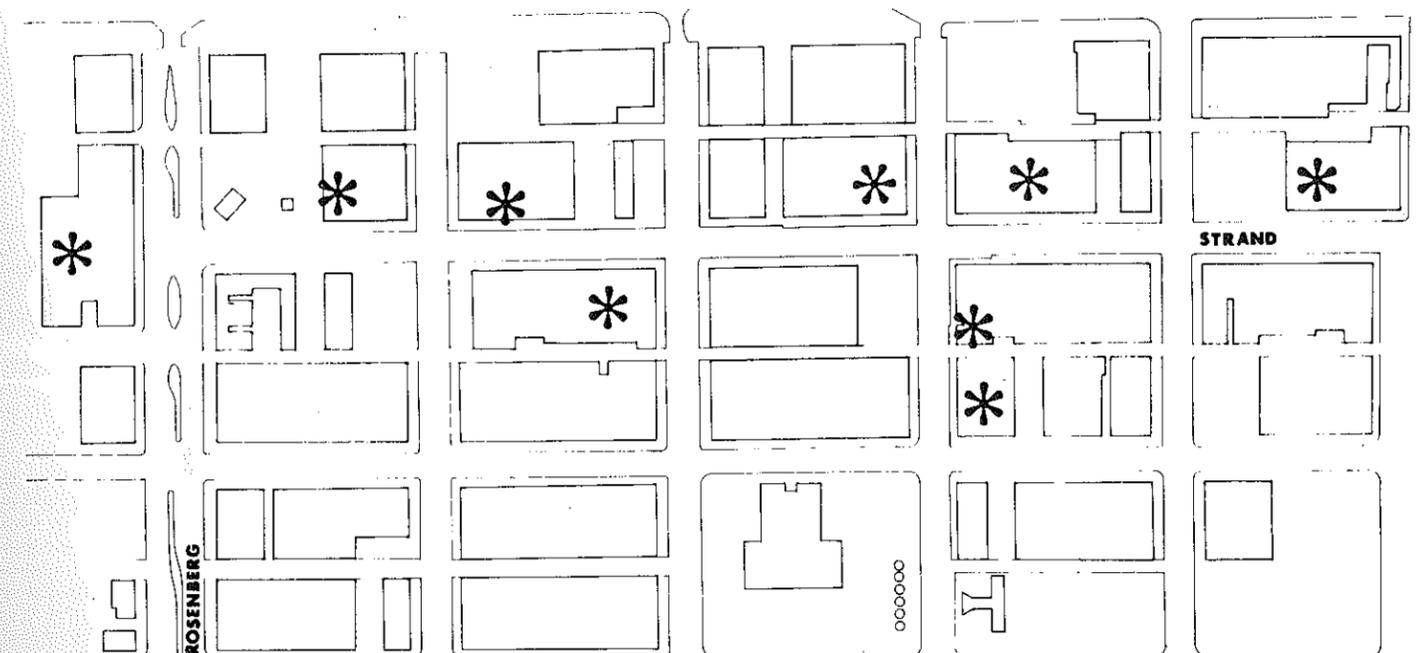
--lighting from store window displays and interior uses.

The location and type of fixtures should be chosen to be compatible with individual facade designs. These lighting sources, along with the normal light generated from apartments and other uses, will provide the sparkle and night time glow needed to make The Strand a vibrant night time place.

E. REHABILITATE INTERIORS

Map 7 shows that some Strand commercial buildings have spectacular interiors. Because they are generous loft spaces with wide fronts and large windows they invite expansive activities that can make artistic uses of these qualities. Strand interiors are flexible enough to permit such diverse uses as wholesaling, artists' studios and galleries, urbanite apartments, professional offices and retail enterprises. Their basic structure and the details of doors, windows and woodwork are of good and pleasing quality and allow for rehabilitation at price levels from basic to luxury and to suit contemporary as well as traditional tastes.

Building owners should be encouraged to find reuses suitable to the structure and interior spaces of their particular buildings to save on alteration costs and to avoid cutting-away or infilling that compromises the architectural quality of the interiors. For basic or luxury rehabilitations the less done to the original spaces and details, the better.



7. MAJOR INTERIOR SPACE LOCATION MAP



The Old Strand Emporium, owned by Bill Fullen, sells imported items from all over the world. It is located in the Produce Building and illustrates adaptation of Strand buildings for retail space.



F. REPLACE PRIVATE SIGNS

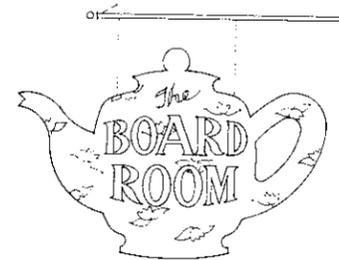
When The Strand was constructed building signs were the major form of advertising and communication with the community. Bold signs overlaid architecture and vied with each other for the passerby's attention. This created not chaos but a rich dynamic street scene formed by hundreds of messages. Victorian signs were designed with exquisite care and sensibility. The Strand's present store owners should be encouraged to install signs and to use equivalent care and sensitivity in the design of signs to recreate The Strand's original exciting facade.



The type and size of sign should be differentiated according to the distance from which it is to be seen. At the first floor, within the pedestrian's immediate view, many small signs can be located within windows, under window sills, on placards and fixtures on the sidewalk, beneath awnings and especially on columns next to entrance doors. On the upper floors, fewer larger signs should be installed on reconstructed canopies, on posts extending perpendicular to the facade, on large wall surfaces and above or below window areas. These signs should be large and clear enough to be viewed from afar.



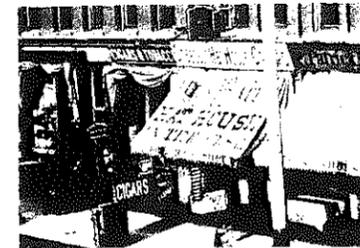
We have designed several signs to illustrate recommended styles of composition, letter face types and colors (see opposite sketches.) These signs are primarily representational: The Emporium sign depicts the deli's wares, the Junior League's gives a hint of the food served and GHF's placard implies the organization's purpose; but other signs can rely entirely upon letters and scroll designs. Like the effective sign for Georgette's Cafe Torrefié private signs on The Strand should be generally Victorian in character but their content can be modern.



G. INSTALL PUBLIC SIGNS

A recent survey conducted by University of Houston architecture students found that a majority of visitors to Galveston did not know of The Strand's existence or of the events that are happening there. As The Strand is no longer in the main stream of Galveston's activity it must reach out to attract potential visitors and to do so it must promote an aggressive program to make its new role known. This program should include the use of outdoor signs both civic and commercial.

Outdoor signs can attract visitors and shoppers to The Strand and its individual attractions. These signs are a direct and powerful way of communicating information to the public at large and can add vitality and beauty to the environment, but care must be taken in deciding what the message is, how it is portrayed, and where it is located. We have developed a hierarchy of signs to respond to individual messages that should be conveyed to the public about The Strand at different locations.



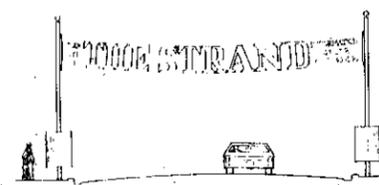
1. Strand Billboard

These large signs should be located and scaled to be visible to the motorist-tourist arriving in Galveston. They should display a handsome and inviting image of The Strand (see sketch page 74) and information on how to reach it, and should be located at decision points on major Galveston highways. A prime location would be along the causeway before the turnoff to the proposed Industrial Boulevard that would lead directly to The Strand. Another location would be on Route 75 before the intersection with 61st Street Beach access; here a sign could persuade a visitor to continue along Broadway to 25th St. and then onto The Strand. (Signs should not be placed on Seawall Boulevard or Broadway, where they would conflict with the ambiance of those streets.) These signs should use the materials and techniques of commercial sign painters, but their content should be civic and their color schemes muted and attractive.



2. Precinct Signs

These should be two-level signs consisting of banners hung across streets leading to The Strand with information kiosks at their bases. These signs are designed to resolve the problem that The Strand's location is now not always vividly evident and it is difficult to know when you've arrived.



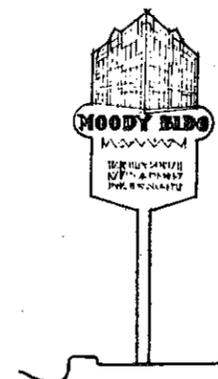
The banners should hang across major streets leading to The Strand (Rosenberg, Kempner (22nd Street), 20th Street and Industrial Boulevard, when constructed) to make The Strand's location visible from a distance. They should be colorful and festive, changing with seasons and special events. They should contain information for motorists on major events and the location of parking and sources of information. (See drawing). As they would be located at the edges of The Strand, they would serve as gateways to the street and enhance the sense of arrival.

The kiosk at the lower level should provide more detailed information for the pedestrian arriving on The Strand. They are a place to give information about Strand activities, special sales, movies, public meetings and events, by means of posters that can be changed as required.

A preliminary, or more moderate, approach to banners would be to utilize two or three for Festivals and major events on The Strand. Then, if they are accepted as an exciting and attractive designation of The Strand, their use can be extended to non-Festival times.

3. Texas Historical Commission Markers and Building Pictorial Signs

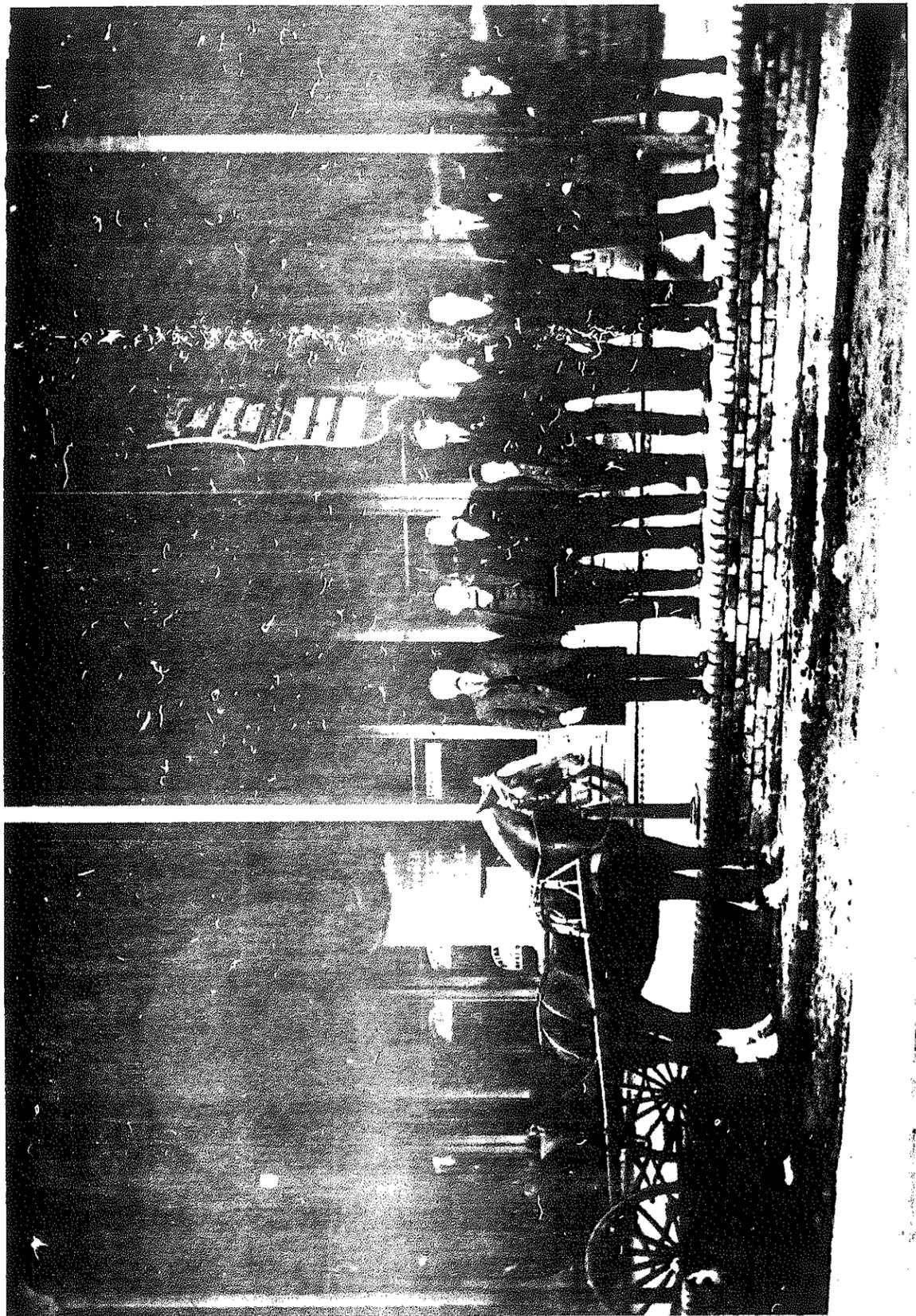
An immediate effort should be launched to install Texas Historical Commission markers in front of historic structures to form a tour guide and to instruct visitors in The Strand's history. The markers should be the larger type of plaques where possible and should contain a short synopsis of the building's history and the role in The Strand's development. These markers should be located at appropriate places on the building facades in accordance with the Commission's guidelines.



To complement these markers an immediate effort should also be launched to install building pictorial signs near to the Commission markers. These signs would contain an enlarged photograph or artistic rendering of the structure's original appearance. Thus visitors will be shown an authentic depiction of the building in the 1800's at the same time that they are looking at the building as it stands today. For example visitors will see the Moody Building as it was before the 1900 Storm destroyed its fourth floor with ornate cornice, at the same time that they stand in front of the present-day building.

The pictorial signs should be located at the curb perpendicular to the building facade so that they will be visible to visitors walking in front of the structure but not block the view from across the street. The signs should be mounted on canopy supports wherever feasible, and should be located near the Texas Historical Commission markers so that they will draw visitors to read the historical text of the markers in addition to viewing the pictorial representations.

The first markers and pictorial signs should be placed in front of structures that played an important role in The Strand's history, for example Hendley Row and the Moody Building. All pictorial signs, like the Commission's markers, will be of similar overall design, so that visitors may easily recognize them. The sequence of signs and markers will further enliven the pedestrian environment.



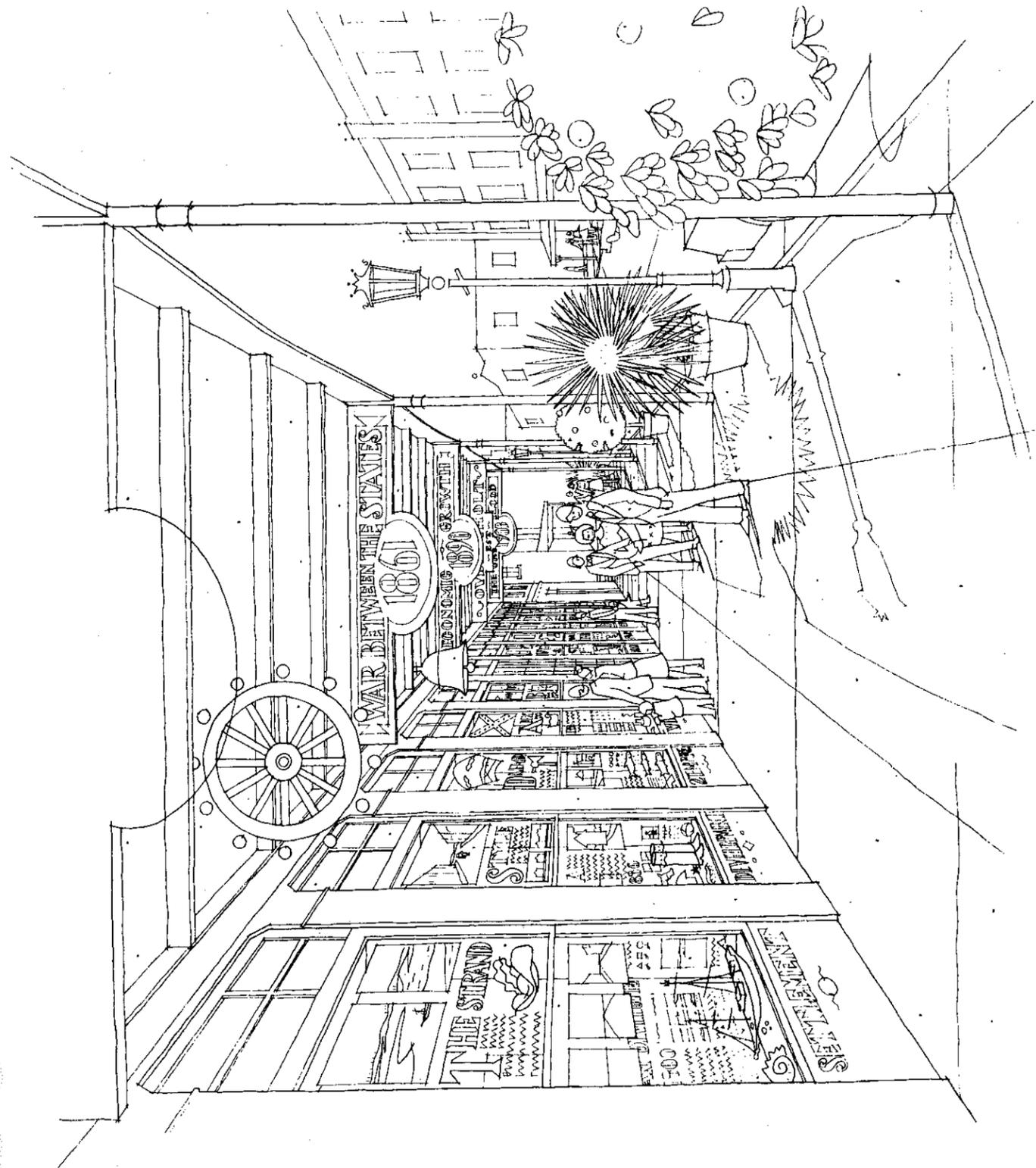
Group standing in front of the Adoue & Lobit Building, 2102-2104 The Strand, Circa 1905. Note extensive use of signs, and varied design and placement. (Photo courtesy Rosenberg Library.)

H. CONSTRUCT STRAND EXHIBITS

Several important and viable businesses that should be strongly encouraged to remain permanently on The Strand do not present an interesting display to the pedestrian. Flood and Calvert, a prime example, is a strong economic institution that does not depend upon pedestrian walk-in trade for its sales, and therefore does not use its sales windows for displays. Its block long facade forms a hiatus in the continuity of pedestrian street movement. The Strand exhibits are proposed to remedy this situation. A store owner such as Flood and Calvert would be asked to allow GHF to rebuild and use its first floor windows for exhibits that would interest Strand visitors. GHF would also, in conjunction with the owner, rebuild the facade canopy. These Strand exhibits would show Galveston's and The Strand's history while some of the exhibits would change to highlight special events. Bicentennial events and projects of all types would be highlighted and displays would point to other important historic areas on the island. In this way, a visual and perceptual link will lead the pedestrian from one cluster of street activities (such as 22nd and Strand) to other activities and shops along The Strand (such as the proposed Blum Building restoration.)

We estimate the cost to construct the Strand exhibits and to prepare and display the history material at \$100.00/linear foot.

As an extension of The Strand exhibits, we recommend that the artist Richard Haas be invited to paint a trompe l'oeil mural of an iron front facade on the County Building's street facade.



STRAND EXHIBITS

I. CONSTRUCT THE STRAND RENDERING

The intersection of 22nd Street and The Strand is the mid-point of the historic Strand; the locus of the Galveston Arts Center, the new Junior League Soup and Sandwich Shoppe, and the GHF office; the hub of existing major activities at The Strand Surplus Senter, The Emporium, Loft-on-Strand, and Georgettes; and a crossing on the major pedestrian access from downtown to The Strand and Pier 22.

The east wall of Flood and Calvert, overlooking the parking lot of First Hutchings-Sealy National Bank, provides a fine opportunity to paint a large rendering depicting The Strand as it will look when fully restored and revitalized*, alive with people and activity. This rendering would show a perspective of The Strand, looking toward the Santa Fe Building, from nearly the same perspective from which the viewer will be seeing the actual Strand. Thus the rendering will create a juxtaposition between The Strand as its supporters hope it will be in 3 to 5 years and the ever changing present-day reality of the street.

This juxtaposition of future and present reality is the other side of the extensive juxtaposition of the historical Strand with the present restoration-in-process, by means of the building pictorial signs, the Texas Historical Commission markers, and The Strand historical exhibits.

A further functional use of the rendering could be gained by the painting of a large movie screen in its center, which would be visible to an evening or night-time audience utilizing the parking lot as an occasional gathering area.

(At least two members of the Strand Planning Committee felt that the rendering should depict The Strand as it was in the 1800's rather than as it will be restored and revitalized. They felt that it would be difficult to project the future Strand and the attempt to do so might have a stultifying effect on Strand development.)

*The owners of the wall, First Hutchings-Sealy National Bank and Flood and Calvert have generously granted permission for the mural to be painted as proposed.

J. LANDSCAPE

1. Tree Planting

The Strand was once lined with a forest of telephone and electric wires and shaded by canopies not street trees. It was a functional, utilitarian, commercial street in contrast to the lush oak lined streets in Galveston's residential sectors. (See the photo of The Strand, circa 1890, at the commencement of this report.)

This distinction should be maintained in the plans for The Strand's restoration. The Strand should maintain its Victorian-commercial character not only for reasons of historical accuracy but because this quality will distinguish it from its competitors as well as from the abutting industrial and residential areas, and because the cluttered charm of historical Main Street is attractive to tourists and pleasure seekers. There should be no street trees, other than the small, formal, potted palms and ornamental orange trees shown on drawing 14 but trees should be planted in the vacant lots between buildings to recreate the wall plane of the missing buildings and to suggest a continuous facade.

Two distinct types of trees should be planted depending upon the location and functions they serve:

--to screen parking areas and storage yards, flat, planar trees should be planted closely to form a visual wall at the building line. Trees suitable to the Galveston area and possessing these characteristics should be chosen. A typical species with required physical characteristics is:

Lombardy Poplar 20 feet on center

--to provide shade and visual enclosure in rest and recreation areas and along pedestrian walkways, robust trees with a full canopy should be planted to form a comfortable, defined space for sitting and play. Typical species with these characteristics are:

Live Oak 30-40 feet on center
Honey Locust 20-30 feet on center

As The Strand will not be reconstructed all at once, its planting should be staged to adapt to evolving conditions. In the first stage trees would be planted along pedestrian walkways (20th Street to ANICO and 22nd Street to the wharf). This could be a joint effort between the City of Galveston and GHF. In the second stage, trees would be planted to screen parking and storage lots along The Strand. Both lot owners and GHF would assist in this planting. In the third stage, as parking is displaced to new parking structures, the lots along the north side of The Strand would be planted with trees and converted into green areas to serve new apartment residents. These recreation areas would be developed through open space contributions from the developers of The Strand's new residential units.

These actions would provide The Strand with an open space-recreation system that is compatible with its Victorian commercial street image and will also provide an attractive amenity to draw new residents and visitors to The Strand.

2. Curbs and Gutters

The Ford, Powell and Carson study determined in detail the improvements that should be made to curbs and gutters on The Strand. The existing road edge is dotted with deep ruts and curb cuts that are dangerous to pedestrians and must be corrected if a safe, attractive browsing and shopping environment is to be created. The study pinpointed the original brick curbs beneath later concrete curbs and recommended that the bricks be uncovered and restored. The costs of the curb and gutter improvements should be shared by the owners of restored structures and by GHF. A goal for the near future should be the restoring of curbs and sidewalks in at least one block as a model for the entire Strand.

3. Sidewalk Paving

Ford, Powell and Carson's study surveyed existing sidewalk conditions, noting where the original paving material exists and how it can most feasibly be restored. The sidewalk's surface texture is important to pedestrians' perceptions of the immediate environment; it adds a tactile and visual dimension to the visitor's perception of The Strand.

Sidewalks should be repaired with paving materials similar in scale and texture to those originally installed on The Strand, for example:

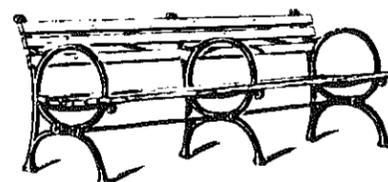
brick paving on sand laid flat	+ \$2.75/sq.ft.
slate rectangular 1/2" gauge	+ \$3.20/sq.ft.
unglazed tile	+ \$3.75/sq.ft.

The cost of repaving should be viewed as a development cost and should be borne by the City and property owners, especially those whose businesses are enhanced by extension to the sidewalk space (e.g. cafes/restaurants.) GHF would assist in repaving for improvements it sponsors such as the Street Exhibits.

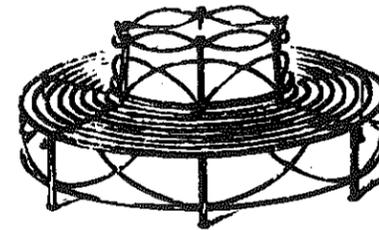
4. Street Furniture

In its hey day, The Strand's sidewalks were a maze of products in barrels and crates that added to the interest of the pedestrian journey. Today's building owners and storekeepers should be encouraged to use their adjacent sidewalks as outgrowths of their shops and, sometimes, places to gather or sit. Benches, barrels and displays of goods should be put out on the sidewalk to enliven it.

The street furniture we propose is varied and traditional in character -- more conventional than specifically historical -- as shown in the illustrations opposite: the benches illustrated are available today and show the easy and eclectic quality we recommend.



19.



20.

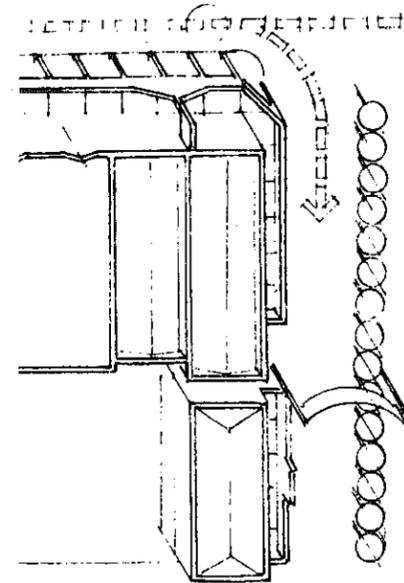
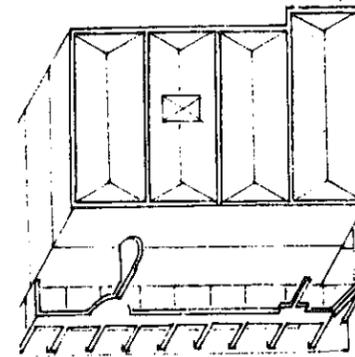
Circular benches (see sketch opposite) would be installed around trees planted in the proposed community park on The Strand at 22nd Street. As bus service is rerouted through The Strand, waiting benches of similar design and information placards like those at the GHF office should be placed at designated bus stops. These stops should be located at places where the building canopy has been reconstructed and at the hub of street activities so that the bus rider will have an interesting and pleasant wait.

K. CONSTRUCT PEDESTRIAN LINKAGES

For The Strand to reestablish itself as a major force in Galveston, it must develop linkages that will attract pedestrians onto the street and allow connections to other points of interest.

1. Linkage to the ANICO Tower

The first to be completed, this modified esplanade and walkway will link The Strand to the ANICO Tower, CBD shopping area, the Grand Opera House and the Old Federal Building. This connection (particularly if it is improved, as the Opera House proposes, by an extension of the CBD mall along Post Office Street and around to the 20th Street bus terminal) will facilitate movement of office workers and shoppers into The Strand, especially at lunch hour to shop and eat.



21.

Twentieth Street between The Strand and Mechanic was, until recently in very bad physical condition, filled with parked cars and quite uninviting. Now the City is resurfacing the street and extending the esplanade in front of the ANICO Tower down to The Strand in a modified way. GHF should next install a colorful precinct banner and kiosk sign across 20th Street to identify the location of The Strand from ANICO and the mall, and to provide a hint of the activities available on The Strand. Building owners along the west side of 20th Street should be encouraged to:

- improve their canopies where they exist and replace portions that are missing.
- improve the facades of the bars that fill the first floor of the Rosenberg Building and, if possible, supplement them with first floor activities that attract lunch hour shoppers (book store, tobacco, gift shop, etc.)

Other improvements that should be made along the west side of 20th Street if the budget allows are:

- provision of lighting under canopies for safety at

night.

-- restoration of sidewalk paving to establish a scale and character appropriate to a commercial shopping street.

-- reconstruction of the curb and gutter in front of Rosenberg Building, where the original brick curb and gutter exist under a concrete cap.

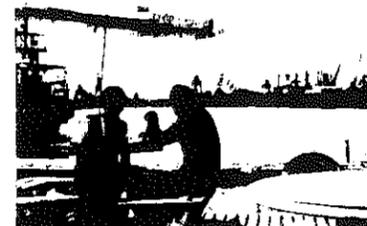
A highly desirable improvement that is already underway along this linkage is the purchase and renovation of the handsome, 19th century Screwman's Hall as a Seaman's Center.

2. Linkage to the CBD 22nd Street

At present the major linkage to The Strand is 22nd Street running from the center of the downtown mall to the heart of The Strand. Fred Hunters, Stewart Title, the GHF office and information center, the Junior League's Soup and Sandwich Shoppe, and the Arts Center are on 22nd Street. It is important that strong retail attractions be retained in the Hunter Building. Even more important is the restoration of the Stewart Title Building and increase of active users in this building. A further improvement would be the returning to its former width of the sidewalk bordering the Arts Center at 22nd and The Strand so that special exhibits could be combined with fully adequate pedestrian clearance.

3. Linkage to the Wharves

A visit to the wharf area to observe port operations, take a sight-seeing boat out into the harbor and eat a fresh seafood meal at dockside, is one of the most interesting experiences that Galveston offers. The Strand was intimately connected to the port activities before land fill operations moved the docks further north. While the original physical connection with the dock cannot be reestablished owing to the scale and complexity of present port operations, the visual links at cross streets should be maintained and enhanced, especially at 20th, 22nd and 25th Streets, and the existing pedestrian access to the wharf at Pier 22 should be



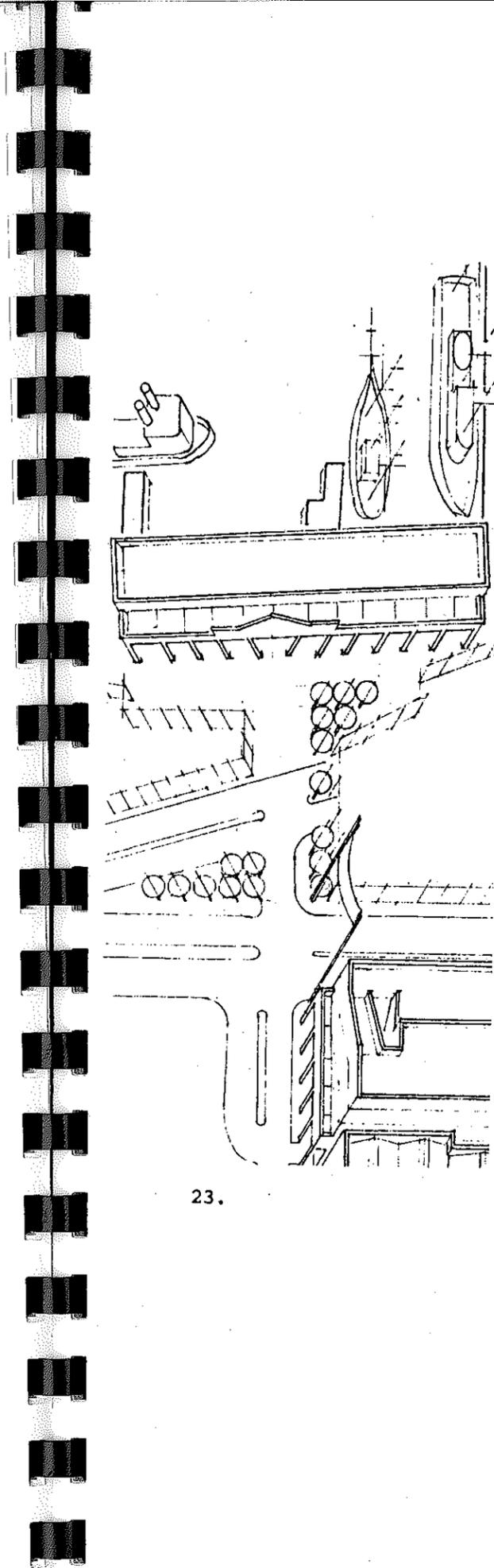
22.

maintained and improved. Access at Pier 22 is natural as Schaff's Fisherman's Wharf already exists there and as linkage at that point is a direct extension of the 22nd Street linkage to the Downtown Mall and CBD.

GHF should take the opportunity of the Wharves Board's scheduled improvements to repair sidewalks along the 22nd Street access and plant trees to provide shade and screen the wharf staging areas. When the Industrial Boulevard is improved along Water Street, a safe pedestrian crossing should be included at its intersection with 22nd Street. The actual design of the crossing will depend upon the final analysis of traffic flow in this corridor, but present information on probable traffic flow indicates that a grade crossing with a pedestrian controlled crossing light should be recommended as a financially feasible solution and one that will least hinder pedestrian movement to the wharf. The parking structure proposed for 22nd Street should have a sheltered pedestrian walkway with possible shop space along its side. This garage would obviate the need to park at the dock and free space for an attractive pedestrian environment with shops and restaurants at Pier 22.

In the final stage the 22nd and Water Street intersection should be completely reworked to provide direct automobile access and egress from the parking structure, to allow controlled access of the port traffic to the Industrial Boulevard, and to permit safe and convenient pedestrian access to the Pier 22 wharf activity center.

(The exact location of the parking structure is not fixed and would have to be worked out carefully, with full attention to existing owners and tenants.)



23.

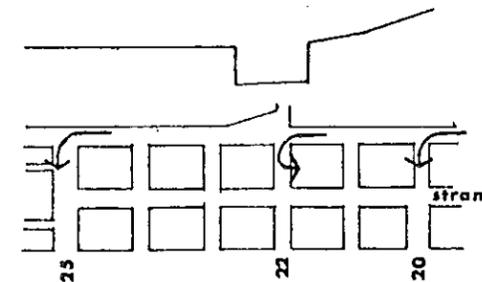
L. IMPROVE TRAFFIC CONDITIONS

Access to and movement on The Strand should be facilitated by four major improvements.

1. Improve Auto Access to The Strand

At present, automobile access to The Strand from the region is impeded by congestion on Broadway and in the CBD. The proposed Industrial Boulevard will do much to alleviate this situation by providing direct and easy access from The Strand to the causeway, I 45, and the mainland. Truck traffic from the wharf that now filters through The Strand to arrive at Broadway will take the Industrial Boulevard to the interstate road system.

The relation between The Strand and the proposed boulevard should be carefully designed to provide access to Strand parking and to avoid noise, air pollution and excessive use of The Strand by through traffic. The elevation and structure of the boulevard as it parallels The Strand should not block the view of the port from The Strand.



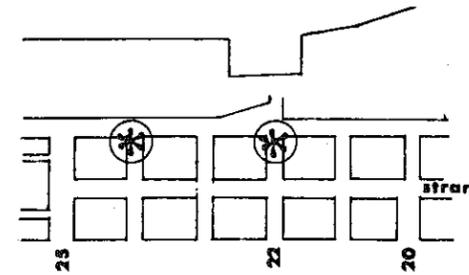
24.

Through traffic on The Strand should be discouraged. The street should not be made half of a one-way couplet because the volume of movement, the stopping and turning that this would generate would cause noise and pollution, endanger the safety of pedestrians and limit their access to Strand facilities. By the same token The Strand should not be closed to traffic, except on special occasions, because Strand activities don't form a cluster dense enough or inviting enough to sustain the removal of passing car shoppers and because this would drastically interfere with existing wholesale businesses. Rather, there should be slow moving, two-way, Strand-oriented traffic on the street: traffic that has ample opportunity to park and that is domesticated by the character of the environment, including perhaps, special street paving, possibly at pedestrian crossings only. Trucks should continue to serve Strand businesses, from The Strand and wherever possible, from the back streets.

As a stop-gap measure to limit the adverse impact of present through traffic, pedestrian cross-walks and additional stop signs should be installed, especially at the intersection of 22nd Street and The Strand.

2. Provide Parking

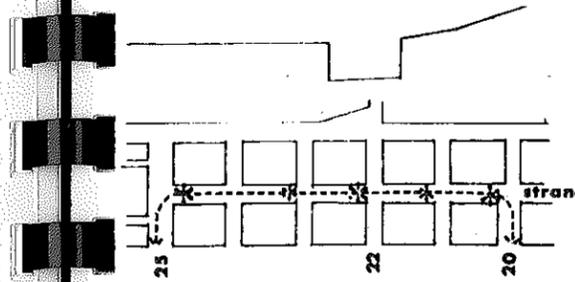
Portions of The Strand lack sufficient parking spaces to provide for the activities now located there and, as new activities are added, shortage of parking will restrict the street's economy. As the parking deficiency is most acute in the area from 20th to 22nd Streets where the major generators are now located, the first parking structure should be constructed in this general area adjacent to the proposed Industrial Boulevard, so traffic need not transverse The Strand and CBD to arrive at it. It should be accessible to the wharves, The Strand and the CBD, to provide parking to visitors at all three locations.



The garage should be a four story structure containing 210 parking spaces. It should be less than 30 feet high in order not to overwhelm the existing Strand structures. It can be designed to incorporate a walkway to the wharf area and to serve as a shield to noise and pollution generated by the Industrial Boulevard. Its exterior design should be fully in harmony with existing Strand buildings. As demand for more parking spaces increases, another parking structure should be built in the area from 23rd to 25th Streets as it will experience a major infill of new activities. There are two possible sites for this parking facility. The largest would be developed on Water Street between 25th and 24th Streets by connecting existing warehouse structures by a ramp access structure. This option would provide for almost 200 additional parking spaces and has the advantage that the existing visual image can be maintained and productive reuse made of the structures. Another possible site would be on the lot at the intersection of 24th Street and Water Avenue. This site is not as large as the other and would allow for the construction of only 160 parking spaces in a new four story structure.

3. Initiate Bus Service

The Strand can benefit by the introduction of two distinct bus transit systems to help reduce visitor's and residents' dependence on auto transportation. The first would be a new, direct shuttle service between



26.

The Strand, the CBD, the Grand Opera House, Ashton Villa and the beach, looping on 20th and 25th Streets. Frequency of trips should be high and advertising on and about the shuttle should be used to augment its ridership.

Second, as new activities locate on The Strand, the demand for public transit will increase and a line should be rerouted along 25th Street and The Strand to connect it to the interchange station at 20th and Post Office, and thence to the city wide transit system.

4. Train Service

Reinstatement of regular train service from Houston into the Santa Fe Terminal seems unlikely for the near future. But energy restrictions and changing life styles may work a turn around in this situation in the long term. Galveston planning should leave this option open and Strand supporters should keep it in mind. At the same time, a strong effort should be made to initiate special rail service for major Galveston events such as the Festival on The Strand.

M. INFILL VACANT LOTS

When activities on The Strand start to thrive and space in existing buildings is fully occupied, there will be pressure to fill in the vacant or underbuilt lots. The physical constrictions on such development are the party walls, the line of facades and canopies on either side and the depth penetration of light from front and rear. These exigent restrictions should not be intensified by too strict aesthetic controls on new development, or this will sap its vitality.

New development should maintain The Strand height and frontage lines. First floors should be planned for activities that enhance the street's vitality and should be designed as extensions of the public sidewalk with large openings like those of the original structures. Thereafter harmony with the existing structures can be achieved through maintaining either a distinct contrast or a close similarity in scale, texture, proportions or materials. It is not so much whether a building is different from or analogous to other Strand structures as whether its design and details make its neighbors look mean and dingy or grand and mellow. Depending on the context an old wall can be seen as dirty or beautifully patinaed. Achieving the second and missing the first is a matter of careful and able attention to detail and of correct choice of materials.

Strand supporters and the city should work with infill developers to ensure they understand the above and to ensure that they obtain more-than-adequate design services.

III ECONOMIC OPPORTUNITIES

III ECONOMIC OPPORTUNITIES

This section analyzes the ability of the local Galveston market to sustain The Strand's reconstruction. The analysis is based on market and economic studies of The Strand made by Christopher J. Brown Associates. (see Appendix)

Local market conditions were studied to determine which activities could be economically viable on The Strand. The types and cost of rehabilitation needed to accommodate these activities were described and these costs were combined with probable rents to determine probable rates of return. The following sections summarize Brown Associates' findings and recommend, in essence, that:

-- although the Galveston market for many activity types other than apartments is saturated or slow, The Strand can attract specialized new activities that benefit from its location, ambiance and activities as well as from the characteristics of the 19th century structures.

-- early development should focus on low-cost but careful rehabilitation for retail commercial and apartment uses with recreational, community and parking support facilities.

-- financing should be achieved through a consortium of lending institutions, S.B.A., and a municipal parking authority.

-- GHF, the Arts Council and other organizations should continue to seek and use grant funds to assist with overall planning and physical improvements, programs, publicity and special events.

A. MARKET OPPORTUNITIES

An overview of the present situation and ongoing trends in the local Galveston economy provided the perspective for a detailed analysis of The Strand's market potentials. This analysis sets forth the potential for each market, with the potential naturally varying with the actual product and price range offered.

1. Apartment Market

The market for residential units in Galveston is strong and will continue to be so for units that meet the popular price range (\$150-250/month) and unit type (one bedroom and small two bedroom apartments, 600-900 sq. ft.). This suggests that the primary residential market, serving young married couples or singles sharing units, can absorb 20 units/year on The Strand. Within this market artists' studio-lofts will be a small but important subsector -- important because of its impact on the arts which are in integral part of The Strand's attraction and ambiance. The secondary, higher priced market (\$275-375/month), can be expected to absorb perhaps five units per year; geared to executives, professionals and faculty members these luxury units would rely upon The Strand's ability to project itself as a safe, convenient and prestigious environment.

2. Retail Commercial Market

The addition of new shopping centers on the periphery of Galveston has glutted the island market for retail space. New retail space on The Strand must be specialized to capitalize on its unique location and architectural character and to satisfy the demand that remains unmet in the relevant market for selected special retail activities. These include an exclusive bar/tavern, specialty clothing boutiques, pastry and coffee shops, book store, ice cream parlor, a flower shop and distinctive restau-

rants, e.g. Italian, French, Mexican, Chinese. Monthly rents for these activities would range from 20¢/sq.ft. to 25¢/sq.ft. for basic, moderately rehabilitated space and from 30¢/sq.ft. to 35¢/sq.ft. for completely remodeled space, and would include a percentage of gross sales for activities such as restaurants. The local market for retail space may be expected to absorb about 7,800 sq. ft./year of which 3,600 sq.ft. could be restaurant space. This translates into one new restaurant and from two to five new shops per year depending upon their size.

3. Office Market

The office rental market is saturated in Galveston and will probably remain so for the next few years. However some renters desire to upgrade their office space and move from run down premises. The Strand's architecture, prestige and location should make it attractive to several specific office needs: professional, shipping, service, medical, and labor union. Rents may range from 25¢/sq.ft. to 35¢/sq.ft. per month for basic accommodations and from 35¢/sq.ft. to 45¢/sq.ft. for completely refurbished office space. The Strand may be expected to capture 5,400 sq.ft. of new office rentals per year for the next six years.

4. Lodging/Convention Market

As The Strand is far from the beach and ocean it is not now attractive to the island lodging and convention market. It will be at least five years before the characteristics of The Strand and of the local lodging market change sufficiently to permit new hotel facilities on The Strand. In the interim, housekeeping units (\$50-100/week) and transient units (\$6-12/unit/night) might be marketed at an average rate of 8/year.

5. Industrial/Commercial Market

The Strand has the opportunity to tap port related commercial and distribution facilities such as

stevedoring operations, metal fabricating and distribution, and particularly storage. These activities could fill much of the underused space on The Strand but should be encouraged only where they do not prevent the attracting of other, more desirable, activities to The Strand. If these constraints can be met, The Strand could market an average of 16,000 sq. ft./year of industrial/commercial space at 10-35¢/sq. ft. per month for the next ten years.

6. Recreation/Leisure Market

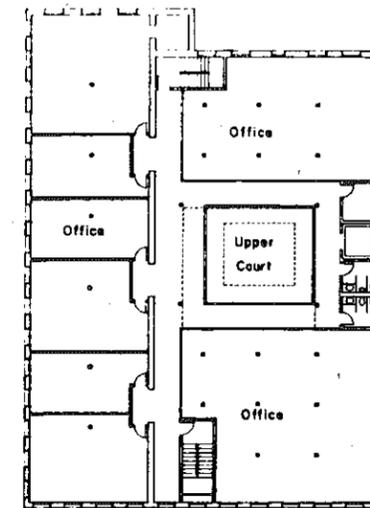
Although The Strand cannot compete with ocean locations for large scale recreational activities such as Sea-Arama, it can realistically expect to attract smaller scale establishments such as cinemas, billiard centers, cultural facilities, spa/gymnasias and maritime and art museums. These facilities can be marketed to tie into the island's overall convention program and take advantage of The Strand's unique ambiance. About 10,000 sq.ft./year of recreation/leisure space may be rented on The Strand for the next five years at 10-35¢/sq.ft.

TABLE 4 SUMMARY OF MARKET POTENTIAL BY RENT AND ABSORPTION RATE

MARKET	MONTHLY RENT		ANNUAL ABSORPTION RATE	
	BASIC	FINISHED	1976-80	1981-90
<u>Residential</u>				
high apartment		\$225-400/unit	5 units	5 units
medium apartment	\$140-220/unit	\$175-250/unit	20 units	20 units
<u>Retail Commercial</u>				
restaurant/bar	25-30¢/s.f.	30-35¢/s.f.	3,600 s.f.	2,600 s.f.
other retail	20-25¢/s.f.	25-30¢/s.f.	4,200 s.f.	6,000 s.f.
<u>Office</u>				
professional	30-35¢/s.f.	40-45¢/s.f.	3,000 s.f.	2,000 s.f.
standard	25-35¢/s.f.	35-40¢/s.f.	2,400 s.f.	4,500 s.f.
<u>Lodging</u>				
transient hotel	\$6-10/night	\$8-12/night	refurbish Panama Hotel	
standard hotel	\$10-15/night	\$13-18/night		2,000 s.f.
housekeeping	\$50-80/week	\$80-100/week	2,000 s.f.	2,000 s.f.
<u>Industrial/ Commercial</u>				
general	15-25¢/s.f.	25-30¢/s.f.	10,000 s.f.	15,000 s.f.
warehousing	10-15¢/s.f.		8,000 s.f.	10,000 s.f.
<u>Recreational/ Leisure</u>				
	10-30¢/s.f.	30-35¢/s.f.	10,000 s.f.	3,000 s.f.
<u>Cultural/Public</u>				
	10-30¢/s.f.	30-35¢/s.f.	3,000 s.f.	2,000 s.f.

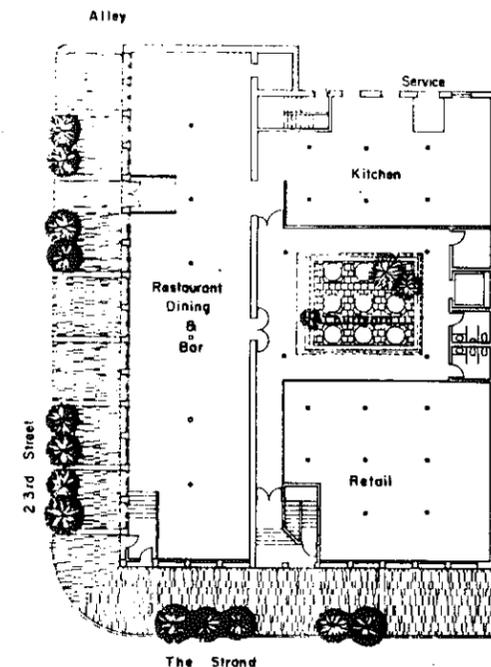
B. REHABILITATION COSTS

Several Strand structures have already been remodeled for new activities and the actual costs of these projects are known. Bill Fullen's Emporium is a fine example of a basic rehabilitation involving minimal reconstruction, upgrading of plumbing, electrical and HVAC systems and minimal interior finish improvements. Emily Whiteside's and Paul Swain's recent restoration projects are good examples of luxury remodeling for apartments. Cost information from these projects was expanded in Brown Associates' hypothetical analysis of the Blum Building reconstruction for combinations of restaurant, bar, retail, office and apartment activities. From these and other available sources composite average renovation costs were derived:



SECOND, THIRD FLOOR

0 10 20



FIRST FLOOR PLAN

0 10 20

TABLE 5 ESTIMATED REHABILITATION COSTS

Basic exterior wall renovation	\$1-3.00/s.f. of exterior wall surface
Complete exterior wall renovation	\$5-7.00/s.f. of exterior wall surface
Basic restaurant/retail space renovation	\$5-7.00/s.f. *
Complete restaurant/retail space renovation	\$15-20.00/s.f. *
Basic office space renovation	\$6-10.00/s.f. *
Complete office space renovation	\$10-15.00/s.f. *
Basic apartment renovation	\$8-12.00/s.f. *

Complete apartment
renovation

\$16-20.00/s.f. *

* interior only based on gross space, does not include
exterior rehabilitation.

These costs should not be indiscriminately applied. They are meant to provide only preliminary, summary cost estimates; for each structure has a unique structural, plumbing and electrical system, each is in a different state of repair and, even though The Strand's structures are similar, each has its own interior spatial configuration and ceiling height. These distinctions are especially significant for activities that require special spatial arrangements; for example, studio-apartment conversions are easier in high ceilinged structures as these allow the construction of second level sleeping areas and full use of the limited window area. Specialized conversions for movie theaters, museums, etc. should rely upon focused cost estimates based upon the specific condition of selected structures.

C. ECONOMIC FEASIBILITY

1. Comparative Rates of Return

The Strand's successful development depends not only on attracting activities that local Galveston markets will support but also on determining which activities will provide investors with a satisfactory rate of return.

An economic pro-forma analysis was performed for three possible combinations of activities to determine probable rates of return. This analysis assumed a 75% mortgage at 8% interest for 25 years, the rental ranges determined in Brown Associates' market study, and prevailing local operating costs, contingency allowances, architectural fees, etc. The results of this analysis are summarized in the following table:

TABLE 6 PROBABLE ANNUAL RATE OF RETURN ON INVESTMENT (1-3 years)

<u>Activity mix</u>	<u>Improvements</u>	
	<u>Basic</u>	<u>Complete</u>
1st floor retail only	10-15%	8-12% *
1st floor retail, office on 2nd and 3rd floors	25-30%	22-26% *
1st floor retail, apartments on 2nd and 3rd floors	12-15%	10-15% *

This analysis indicates that office conversion would be the most lucrative if the local Galveston office rental market could sustain the increase of office space. But the office space market is saturated at present and The Strand can expect to capture only a few thousand square feet of office space per year until it becomes established as a prestigious location. Office space produces the highest return because it commands the highest rents and entails

*This does not include return on investment from tax shelter.

lower conversion costs than do apartment units; on the other hand, the vacant Santa Fe Building, most of it office space already, would appear to be the most suitable Strand location for office space for large users, in the long run.

2. Economically Feasible Activity Mix

Local Galveston market conditions and expected rates of return suggest a general development strategy that focuses during the early years on basic retail and apartment space at the level of rehabilitation of Bill Fullen's Emporium. There is also, however, good potential for a limited number of more expensive renovations, i.e., for Class A restaurants, expensive shops, and luxury apartments to be mixed in with the more moderate renovations. Overall approximately 25,000 sq. ft. of apartment space and 7,800 sq. ft. of retail space could be developed on The Strand each year during the first 2-5 years. These activities, in conjunction with a movie theater, maritime museum and expanded Arts Center facilities, will create a new image for The Strand. This image should be reinforced by the GHF's signs and banners and the construction of the 20th Street esplanade.

This will establish a competitive advantage for The Strand which will allow it to increase its rental rates and attract an expanded range of activities. Then, The Strand should concentrate more heavily on "luxury" restorations for professional offices and high priced apartments and condominiums. Vacant and underused spaces would be filled, vacant lots rebuilt, the Santa Fe Building re-used, and The Strand would re-emerge as an economic community of mutually supporting activities.

D. FINANCING AND INVESTMENT REQUIREMENTS AND SOURCES

Galveston based financial institutions have already pledged nearly \$1,000,000 in permanent financing on favorable terms for purchase and renovation of Strand buildings. Participating lenders are: American National Insurance Company, Guaranty Federal Savings and Loan, United States National Bank, Moody National Bank, and Bankers Savings and Loan. Under the present terms of the lending pool, a private investor in a typical Strand building would need approximately \$75,000-\$300,000 to develop fully a mixed activity structure on The Strand.

As this pool is utilized by investors and the development of The Strand progresses, additional amounts of permanent financing and short-term construction financing must be made available. Indeed to complete first-class renovation of most of the buildings on The Strand, including the Santa Fe building, will eventually require 8 to 9 million dollars. Total mortgage funds needed to finance the private development of the entire Strand would range from 6 to 7 million dollars with 6 to 7 million dollars in short-term construction financing.

The Small Business Administration has already guaranteed loans to Strand businesses, but commercial loans should be made available to individual entrepreneurs who need financing to establish businesses on The Strand and who do not qualify under SBA regulations. These loans would be in the \$10,000-300,000 range at not more than 10% interest for periods of from 2-10 years.

The Texas Historical Commission may provide 50-50 matching grants for facade restoration.

The new parking structures on Water Street will require municipal financing. Parking fees and new developers' contributions to the parking fund will pay for retirement of the public bond.

Elsewhere in the public sector, planning studies are being funded by the National Endowment for the Arts and the Department of Housing and Urban Development, and physical improvements through the City budget, Community Development funds, and the Moody Foundation. The Economic Development Administration is being approached for large scale public works projects, possibly a parking structure. Support from private foundations for

planning, construction and operating monies has been provided and will continually be sought.

TABLE 7 PRIVATE AND PUBLIC FINANCING SOURCES FOR COMPLETE RENOVATION OF THE STRAND INCLUDING THE SANTA FE BUILDING

<u>Loan or Grant Type</u>	<u>Loan Source</u>	<u>Total Dollars</u>
Construction loan	Banks	6-7,000,000
Permanent mortgages	Consortium of banks long-term revolving funds	6-7,000,000
Business establishment	Small Business Administration and commercial loans	1-3,000,000
Facade restoration	Texas Historical Commission	50-50 matching grants
Parking structures	Proposed Parking Authority and E.D.A.	2,000,000
Planning	N.E.A., H.U.D., private foundations	variable
Overall physical improvements	City budget, C.D. funds, private foundations and individuals	variable
Major public works	E.D.A., City, H.U.D.	variable
Operating expenses of GHF and Arts Council	Private foundations and individuals	variable

IV ISSUES TO BE RESOLVED

Pier 19: Special Note

Please note that the Action Plan for The Strand was written during the period when the Strand Planning Committee and the Historical Foundation believed that a compromise site for the mosquito (shrimp) fleet, party boats, and fish houses had been agreed upon and could be carried out. This site was to be on the east side of the Pier 9 slip, about ten blocks from The Strand restoration area.

Because it was believed this compromise could be carried out, Venturi and Rauch were instructed not to consider the linkage of The Strand to the Pier 19 area. For this reason the Action Plan does not discuss the potential for a Fisherman's Wharf at Pier 19 which could be come an integral part of the Strand development.

Since that time, however, the effort to obtain the land for the compromise site has failed. Consequently the basic disagreement over whether or not the mosquito fleet, party boats, and fish houses should be moved from their traditional home at Pier 19 has arisen again. In this controversy the Historical Foundation has consistently and vigorously supported retention of the fishing and boating uses at Pier 19 with the improving of facilities for a Fisherman's Wharf that would complement revitalization of The Strand.

A. LINKAGE TO THE WHARVES

The large, industrialized port operation looming behind The Strand gives a poignance to the old, commercial buildings and reinforces their historic quality both through contrast with present port structures and through reference to the role The Strand once played vis-a-vis the great Port of Galveston. The Strand's relation to the port is a major factor that distinguishes it from other historic enclaves in the nation. Therefore the reestablishment of a viable connection with the wharves is vital to the development of The Strand. The Strand was originally established as the business street of the wharves, but as business methods changed, spatial proximity to the port ceased to be a pre-requisite for commercial location and today's Strand does not need a functional interaction with the docks. However, the two areas remain visually linked through their proximity, and developments at the wharf have the potential to harm or help The Strand to a large degree. A new type of interchange that is mutually beneficial to both the wharves and The Strand must be established for the benefit of the city as a whole. The following sections outline the issues involved and suggest ways of responding to them.

1. Connection

Issue: At the wharves, loading and transfer of heavy industrial goods takes place; large equipment, trains and trucks pose a hazard to casual visitors; wares in transit are seriously subject to tampering and theft. The Wharf Board is correct in articulating these problems of pilferage and visitor safety, and their solution is a sine qua non of Strand development, but the port's important role in the city demands that other issues be recognized as well. The public has had access to the wharves since they were constructed in the 1840's

and has found there charter boats, sight-seeing boats, seafood, restaurants and places to observe wharf activities. The Wharves staff has talked of removing these activities from the entire downtown wharf area and thereby consolidating operations in one continuous, fenced-off area.

Response: The wharf operations areas should be off limits to the public. Fencing that meets the Wharve's security requirements, but which can be seen through and is not an eye-sore to the surrounding community, should be installed.

At least one point of public access, however, should be maintained on the waterfront. The 22nd Street Pier has traditionally been a hub of public activity and should continue as such. Its location on the water front is strategic in many respects:

--as it is at the center of the channel's curve, it has an unparalleled view up and down the port.

--it lies within easy walking distance of the principal CBD shopping areas and is adjacent to the historic stretch of The Strand and its present hub of activities (GHF, Arts Center on The Strand, Junior League, Georgette's, Strand Surplus Senter, development of Mensing Brothers Building, etc.)

--it lies at the point where the Industrial Boulevard will connect to the wharf access road.

Locating public access at one point, the 22nd Street Pier, would benefit both the wharf and The Strand. For the wharf it would:

--contain the public in one spot, one already in public use and therefore not disruptive to present port activities.

--permit the exclusion of the public from all port facilities and allow freedom of port operations within large fenced (but visible) areas.

--prevent unauthorized automobile access to the wharf at any point along the Industrial Boulevard and limit pedestrian access to one supervised crossing.

--give a good image of port operations and satisfy the public's desire to watch harbor activities, but from a safe area.

-- improve the port's image as a good neighbor.

-- providing eating and shopping facilities and parking for port operatives and executives.

For the Strand and Galveston the 22nd Street Pier would provide a close-by, dynamic point of interest that would attract visitors to the area for water front enjoyment, shopping and eating.

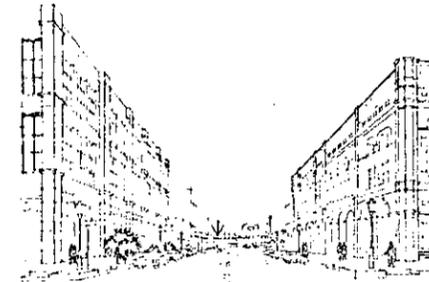
To ensure that the wharf connection functions well, a tree-lined walkway should be constructed between The Strand and Pier 22 with a controlled crossing at the Industrial Boulevard and a shopping arcade alongside the new parking structure proposed for 22nd Street. Parking should be removed from the Pier 22 wharf area and pedestrian access only be allowed. The restaurant should be revamped and upgraded and complementary shops should be located at the pier. The renewed restaurant and new shops should, preferably, be located just off the axis of 22nd Street to open up the vista along the street from The Strand. The access area would be separated from all areas of port operation by security fencing. These actions will reinforce Pier 22's present strength and consolidate the area into a varied and attractive nucleus.

2. Lighting of the Wharves

Issue: The Wharves Board has talked of illuminating the wharf area near The Strand with high intensity lighting. This would improve night time safety and decrease pilferage and vandalism. However, indiscriminate lighting would destroy the atmospheric night lighting planned for The Strand and would shine into the windows of the remodeled apartments on the north side.

Response: Modern lighting fixtures can focus and control the direction and intensity of light. Wharf lighting fixtures near The Strand should be carefully chosen, installed and maintained to insure they are not disruptive to The Strand. In this way the wharf's security and safety aims may be achieved and the spotlighted boats may serve as an interesting and dramatic backdrop for The Strand.

3. Visual Linkages



28.

Issue: At present the streets perpendicular to the wharf (20th-25th Streets) have a view of ships' superstructures towering over the low, one story wharf buildings. If the Wharves Board constructs higher structures at the street ends, it will block the visual relationship that Galveston and The Strand has with the port activities.

Response: The visual tie between shipping operations and downtown areas provides a constant reminder of Galveston's history and gives the city a unique image that would be difficult to achieve by other means. These important vistas should be preserved by not permitting new construction over one floor in height at the ends of these streets.

4. Negotiation and Mediation

Issue: Members of the Wharves Board see the wharves as the primary economic support of Galveston and feel that what is good for the wharves is good for Galveston. They zealously protect wharves interests and are only moderately inclined to negotiation.

Response: Times change and the fortunes of economic giants with them. Galveston's economy is already diversifying, as, for economic safety, it should. UTMB is a rival benefactor to the city, as is tourism, which is increasing and to which The Strand's development is turned. However, the Wharves Board's opinion does, at this time, have much truth in it. Therefore, the recommendations made in this study for Strand-wharves relations stress negotiation with wharves interests and are carefully tuned, to a realistic understanding of the needs of a large port operation. Strand development groups should attempt to discover further the needs and constraints of and on the wharves, and should maintain a spirit of negotiation -- there must be many ways in which wharves personnel can benefit from The Strand, and perhaps Strand facilities, notably the Santa Fe office accommodations, could satisfy some wharves needs. This approach by Strand groups should convince Wharves Board members that Strand development presents no threat and some benefit to wharves operations, as well as an important benefit to Galveston's overall progress.

B. INDUSTRIAL BOULEVARD

The development of Industrial Boulevard is a two-edged sword for The Strand. It is needed to improve the street's accessibility from the region and to channel truck traffic away, but it may generate unwanted traffic flows through The Strand and it is unclear whether it will increase or reduce noise and pollution. In the overall The Strand's immediate environment will probably be improved by the development of Industrial Boulevard, if such development is designed with reasonable attention to the well-being of The Strand.

The following issues must be addressed in the design of the boulevard.

1. Access to The Strand

Issue: As the proposed Industrial Boulevard is a four lane, on grade, limited access highway its points of entry and exit should be carefully analyzed and planned to insure that they will allow access to the wharves, the CBD and The Strand but not permit unwanted traffic to flow into The Strand.

Response: Only three streets, 20th, 22nd and 25th, should connect with the Industrial Boulevard. The probable number of turning movements at these points should be determined and the length of turning holding lanes calculated. 20th and 25th Streets should provide access to the CBD while 22nd Street should connect directly to the parking structure. In this way, traffic can be diverted around The Strand. 21st, 23rd and 24th Streets should be closed; this will reduce turning movements on The Strand.

2. Parking

Issue: Industrial Boulevard will increase The Strand's accessibility and alter the CBD traffic patterns, by improving access to the north. The many motorists

arriving at the northern side of The Strand will swamp the area's limited parking capacity if new facilities are not added.

Response: Parking structures should be constructed as part of the planned improvement of Industrial Boulevard. Construction of the boulevard alone without the necessary parking, will displace parking problems elsewhere in the city to The Strand area. The boulevard should be designed to direct Strand and CBD traffic to the parking structures, rather than allow it to circulate through the area creating traffic congestion. The 22nd Street exit should lead directly into the proposed 200 car parking structure and not allow traffic to reach The Strand.

3. Alignment of Industrial Boulevard

Issue: Many activities now occupy the corridor through which the boulevard will pass. As the boulevard will be at least 70 feet wide, the rail tracks on Water Street must be relocated on land to be acquired either directly to the north or to the south.

Response: The Strand area south of Water Street is a national historic district. Federal legislation restricts highway construction in historic areas and would hinder relocation of the railroad to the south. From the Strand's point of view, relocation to the south would be harmful, and to the north would be preferable.

C. THE SANTA FE BUILDING

The architecture of the Santa Fe Building is extremely important historically and aesthetically. It is a superb, finely crafted example of the recently reassessed Art Deco Style in architecture, equal in quality to those illustrated in a recent publication Art Deco New York (by Robinson and Bletter, Oxford University Press, 1975). Historically, it recalls the days when Galveston was connected by first-rate passenger trains to Chicago and when the towns along the Texas portion of the route were named after the Galveston directors of the Gulf, Colorado, and Santa Fe, i.e., Moody, Sealy, and Rosenberg.

Urbanistically, the position of the building, closing the vista at The Strand's head, is unrivalled; it lends an intimacy to the historic area and gives a distinguished setting for Strand activities, public and private, that could not be reproduced if the building were demolished, partly because the Victorian style of the low structures and the Deco style of the high building complement each other so well.

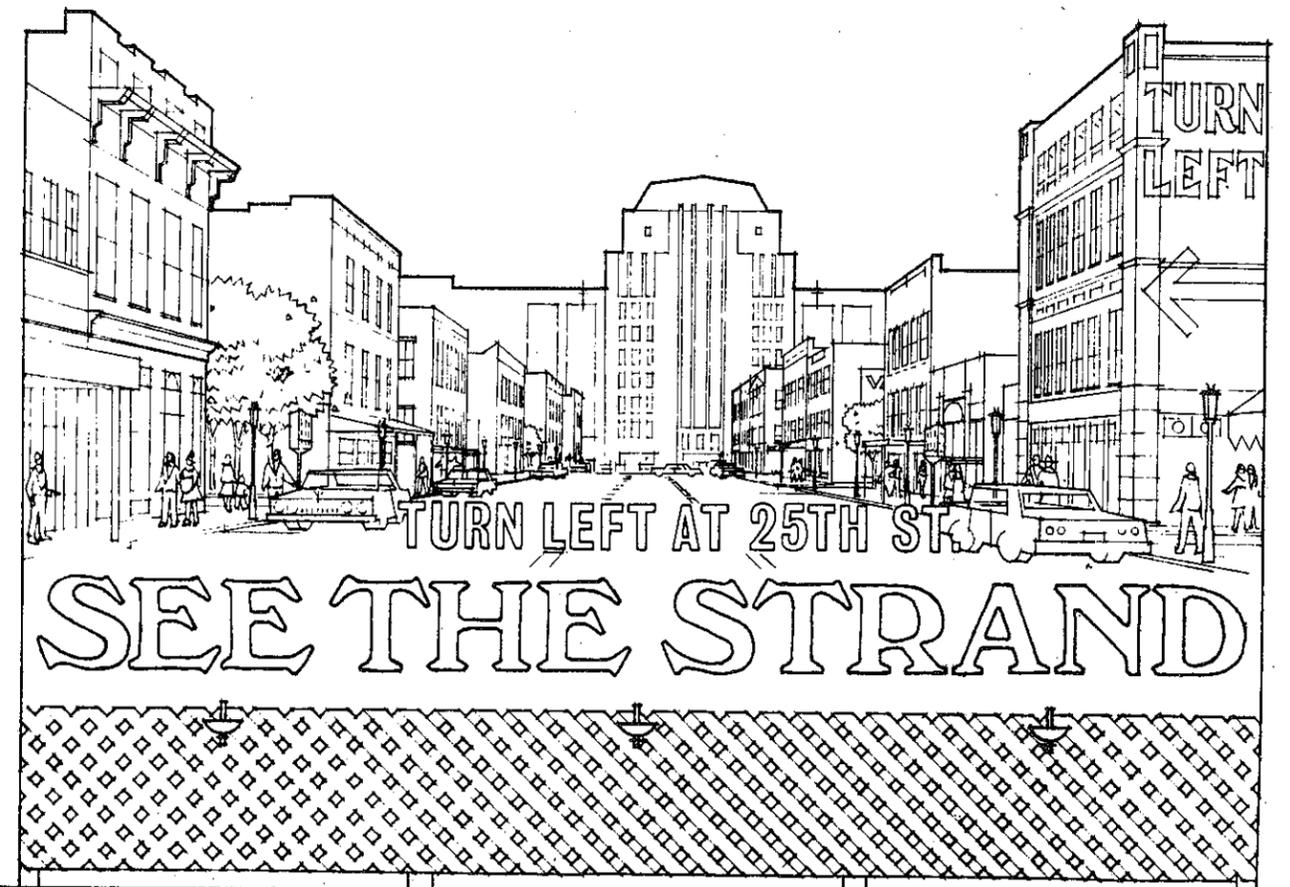
Issue: The building is vacant, its continued existence is in jeopardy and its reuse problematical.

Response: Strand supporters should continue their fight to save the building from demolition and should maintain a watchful vigil against the sale of the property to unsympathetic purchasers.

A holding use should be found for portions of the building, for example, for its rear parking area. Ideal reuses for the upper portion of the building would be office accommodations, preferably for a large organization such as UTMB or the wharves, or an equivalent from out of town. The lower floors could be used by a creative, department store-like, operation -- Biba's (London), Ghirardelli Square and Cost Plus (both in San Francisco), and the Village Fair (Sausalito) come to mind, but there are increasing numbers of innovative semi-shopping-centers, in unusual architecture that is used commercially for image. Portions of the lower floors could be placed in public use as a community affairs center.

Plans for reuse of the building will probably have to await the success of the short-term proposals for new Strand activities made in Chapter III. When enough rehabilitation of the right type has been achieved in the Victorian structures to change the image of The Strand, high prestige, large users can be more easily drawn to the Santa Fe Building. The problem will be to hang on.

V PROMOTING THE STRAND



29. STRAND BILLBOARD

V PROMOTING THE STRAND

A number of Galveston groups are involved in promoting Strand development and in reaching tourists, residents and special interests such as their own members or potential developers. Suitable types of promotion are:

Physical: These are the public billboards, precinct signs and kiosks and historical identifications and murals, described in Chapter II, to be sponsored by GHF and targetted at the Galveston visitor who must first be drawn from the beaches and then out of his or her car. But another level of public advertisement, the small poster, brochure and hand out deserves more use than it now receives. Strand publicity on events and availabilities should be on hand at the entry desks of Ashton Villa and all other historic sites and cultural locations, at all motels and hotels, at Sea Arama, and on the notice boards of all Strand stores. GHF should make itself responsible for disseminating these ephemera. It should also encourage Strand establishments, private and public, to produce their own and disseminate those too by the dissemination system.

Mailing Lists and News Letters: GHF has its mailing list and its newsletter the Saccarappa and the Arts Council has its mailing list. These sources are well targetted toward interested and influential members of the community. Perhaps Strand supporters could derive promotional benefits from forming a master mailing list for the publicizing of events.

Events: The Arts Council in particular has led the way in reaching the broad community through the sponsoring of events such as the Festival on The Strand. The Arts Center on The Strand sponsors more local activities. GHF sponsors the Dickens Evening on The Strand, a Bicentennial Heritage Tour Service for

out-of-town visitors and special public membership events. The Strand provides an ideal context for street activities, which are becoming increasingly popular, and the Bicentennial will provide the focus and the creative imaginations of the sponsors the limits for such events. Events ranging from the spectacular Festival on The Strand to the marvellous Dickens Celebration and to individual exhibitions and performances should increase in frequency. The planning and implementation of permanent Strand improvements should be closely coordinated with the back-up needs of special events and festivals. All of these together would greatly heighten Galveston and Houston consciousness of what and where The Strand is and increase the festiveness of a visit to it. Festival spectacles are valuable in that they engage the broad public and also the mass media. But other events to attract more narrowly defined Strand interests, from potential developers to resident artists, should be planned as well.

Media: Strand supporters seem adept at engaging the attention of the media. Mass events bring valuable TV coverage on and off the island, but write ups in Fortune, the Wall Street Journal and The Galveston News are valuable for different reasons. The GHF should try to get a This Week in Galveston going and available at tourist places.

Economic Promotion: Helping local owners to develop, contacting potential investors, meeting with government and foundation funding sources are follow-up activities to the more general promotions. Without such economic entrepreneurship in support of The Strand the other promotional efforts will result in only general interest, unchannelled pressures and dissipated energies, or in a rechannelling of activity and interest away from The Strand to areas more able to do the economic promotion. It is essential that The Strand afford a permanent, active community entrepreneur for the length at least of its take off stages, and that Galveston, public and private, lend support to the entrepreneurial effort.

VI PHASING OF DEVELOPMENT

VI PHASING OF DEVELOPMENT

Because The Strand's development requires the independent actions of many individuals, groups and organizations, it can't be phased as clearly or surely as would be a project under the control of a single entity with adequate staff and financial resources of its own to carry out the planned development. On the other hand, the very process of persuading independent groups and individuals to carry out their own efforts within a framework of general cooperation can bring a vitality, diversity and excitement to The Strand unlikely within the vision of a single person or entity.

Phasing here is a suggestion of when those events that are controllable should occur to insure that The Strand's development is quick and unfaltering. This suggested phasing is based upon the situation as it appears today and should be altered as unexpected events occur. The phases do not signify exact time periods, but that, in general, events in Phase 1 may be expected to occur before those in Phase 2.

A. PHASE 1. IMMEDIATE

Phase 1 includes those actions that should be undertaken in time for the 1976 Bicentennial celebration. They are economically feasible on a limited budget and can be accomplished quickly.

-- Individual Strand owners are urged to continue the dramatic progress already made in repairing their structures and painting their exterior woodwork and trim. If these improvements continue at the present rate, The Strand will soon be on the way toward changing its image. The suggested color combinations will enrich the street and restore the structures to their original vitality. (see Chapter II)

-- The GHF, Arts Council, Junior League and other Strand interests should intensify their campaign to excite the community about changes on The Strand. It should include signs, billboards and murals (see Chapter II) and more brochures, mailings, promotion of events, media coverage and direct economic promotion. (see Chapter V) This would create a community consciousness of what and where The Strand is and increase the festiveness of a visit to it.

-- The City should complete the improvements of the 20th Street esplanade and encourage neighboring building owners to improve and upgrade their structures. This would create an attractive walkway linking The Strand to the ANICO Tower, the CBD and the Grand Opera House. (see Chapter II)

-- Strand owners and developers should be encouraged to use the committed mortgage fund. This can be facilitated by a solution to the party wall agreement problem for loan approval. (see Chapter III)

-- GHF, with basic permission granted, should establish Strand exhibits in the Flood and Calvert facade. This would help increase the market potential of areas west of 23rd Street and integrate them within The Strand pedestrian movement pattern. (see Chapter II)

-- Building owners should replace canopies on Strand structures to improve the pedestrian environment, and should illuminate the rebuilt facades to make The Strand attractive at night. These improvements will become economically feasible as retail activities increase on The Strand. (see Chapter II)

--Texas Historical Commission markers and building pictorial signs should be installed. (see Chapter II)

--The City should increase the frequency and directness of the shuttle bus service connecting The Strand to the CBD and beach front, to help The Strand effectively play its role as a back-up, year round attraction for the beach front.

--The Arts Center and Loft-on-Strand should continue to expand their programs and to attract resident artists to The Strand. GHF needs to work closely with them to encourage additional studio-residence facilities for artists.

These actions, taken together, will create a critical mass for The Strand that will enhance its attractiveness to visitors, widen its appeal to developers and give greater impetus to its complete reconstruction.

B. PHASE 2. SUSTAINING AND ENLARGING Immediate to 3 years

As the actions above build The Strand, new actions should be directed to sustaining and enlarging upon the immediate improvements.

--Building owners should capitalize on The Strand's increasing market potential by rebuilding their interiors to accommodate new upgraded activities. (see Chapters II and III)

--The city should establish a parking authority and construct a parking structure near 22nd and Water Streets to accommodate parking generated by The Strand's new activities. It would be paid for by contributions from Strand developers and parking fees. (See Chapters II and IV)

--The city should build a walkway to Pier 22. It would be tree-lined with a controlled pedestrian crossing at Industrial Boulevard and a store-lined arcade along the side of the new parking structure. This would increase the area's attractiveness by tying together the opportunity of visiting the historic Strand with a visit to a safe portion of a bustling port. (see Chapter II)

--A city bus should be rerouted to connect The Strand to UTMB and the 20th Street interchange terminal. This would serve the demand created by The Strand's new residents, shoppers and visitors. (see Chapter II)

Inclusion of these actions in Phase 2 does not mean that they may not occur before. These actions should occur as soon as possible, but they must be accomplished by Phase 2 if The Strand is not to lose its development momentum.

C. PHASE 3. MAJOR DEVELOPMENT 3-10 YEARS

This phase includes those events that cannot reasonably be expected to occur quickly but are necessary for the ultimate development of The Strand.

-- Industrial Boulevard should be constructed as described in Chapter IV. This would increase The Strand's accessibility, decrease traffic flow through The Strand, and establish it in the mainstream of Galveston and visitor activity.

-- Vacant lots on The Strand should be rebuilt with new structures as existing structures are filled and market conditions demand new rental space on The Strand. (see Chapter II)

-- Individual owners should repair their sidewalks and reconstruct the gutters and curbs. If the repairs maintain the historical image this will give The Strand a high quality pedestrian environment that would set it apart from competing areas. (see Chapter II)

-- A community arts park should be constructed to provide a green, shaded area for visitors, and an area for art exhibits and for performances. (see tentative design plans in Appendix)

-- Another parking garage should be constructed in the vicinity of 25th and Water Streets, or the large area behind the Santa Fe building should be obtained for parking, to insure that The Strand has sufficient parking to continue attracting new activities and not be strangled by its own growth. (see Chapter II)

-- The Pier 22 area should be reconstructed to become an attractive activity-filled area that would complement The Strand. It should contain an upgraded restaurant, new shops and improved docking facilities for sight seeing and fishing excursion boats. (see Chapters II and IV)

-- One or two corporate sponsors should acquire the Santa Fe Building for reuse as a community affairs center, prestige office accommodation, and a high class retail center. (see Chapter IV)

