



2018–2019 Annual Report

Finding answers in land



LINCOLN INSTITUTE
OF LAND POLICY

MESSAGE FROM THE CHAIR OF THE BOARD & PRESIDENT



Bridging Ideas and Impact

They called it “the bridge that couldn’t be built.” Intent on facilitating new connections—not just between land masses, but between people and jobs, between lumber and homebuilders, between rustic country and bustling commerce—six counties committed funding to construct a one-mile span across the mouth of San Francisco Bay. It took four years, \$35 million, and a deep commitment to a seemingly impossible vision to build the Golden Gate Bridge. When it was complete, it permanently changed the way the Bay Area looked, felt, and functioned. San Francisco had managed to create not only a landmark, but also a bridge to its own future.

At the Lincoln Institute of Land Policy, we aren’t in the business of building bridges. But we do support communities as they envision and build their own bridges to a better future. All too often, the journey from a great idea to effective implementation isn’t smooth, or simple, or even particularly obvious, which is why we are grateful that we can provide land policy research, facilitate access to capital, offer training, or otherwise share our expertise to make it easier for communities to find their way forward.

As this annual report illustrates, we’re providing that support in cities and regions around the world: in Milwaukee, where municipal leaders are considering how a massive investment in flood management could address the city’s social and economic inequities; in San Salvador, where public officials are working through the challenges of designing and

implementing a land-based financing tool that would generate alternative sources of revenue for public projects to benefit the city; in Guangdong Province, China, where land policy experts are confronting the complexities of urban regeneration in cities with nowhere left to sprawl, addressing issues relating to land tenure security, land value increase, land use planning, and financing public services.

In each of these places and many others, the *communities* are figuring out where they want to go, but need support to bridge their ideas to effective implementation. We don’t claim to have all the answers. What we have is a willingness to try new things, learn from what we do, revise our approaches when needed, and keep at the business of trying to make the world more livable, sustainable, and equitable.

The Lincoln Institute of Land Policy grew out of the Lincoln Foundation, which was established in 1946 to support the good thinking and research done by others on land policy and land taxation. In 1974, we founded the Lincoln Institute so we could generate original research and training on these issues. As an Institute, we have decades of experience investigating and thinking critically about how land-based policies can address our most urgent global challenges. When cities or organizations come to us for help realizing their ideas, we can provide it.

So what’s happening these days in Milwaukee, San Salvador, and Guangdong? New flood management projects that will provide health benefits to residents, new park construction funded in part by an Urban Compensation System, and new approaches to urban planning, respectively. At the Lincoln Institute, we are lucky to work with so many partners who are willing to picture the future clearly—and luckier still to be in a position to help them realize their vision. We look forward to the year ahead, and to helping many more communities bridge the gap between current challenges and real change.

KATHRYN J. LINCOLN *Chair of the Board and CIO*

GEORGE W. McCARTHY *President and CEO*

Finding answers in land to improve the quality of life

OUR GOALS



Low-Carbon, Climate-Resilient
Communities and Regions



Reduced Poverty
and Spatial Inequality



Fiscally Healthy
Communities and Regions



Sustainable Land
and Water Management



Functional Land Markets
and Reduced Informality



Efficient and Equitable
Property Tax Systems

OUR ACTIVITIES



Research

Produce quality data and
findings to inform land policy
and grow the field of research



Capacity Building

Build the capacity of decision makers
and practitioners to make and
implement effective land policies
and practices



Communication

Foster recognition of land
policy as a tool to address
important social, economic,
and environmental challenges



We work to foster fiscally healthy communities.

Healthy municipal finances enable local governments to plan, manage, and pay for critical public services and infrastructure.

The capacity to provide for citizens is becoming more crucial as the world's cities confront rapid growth, and local governments shoulder increasingly complex responsibilities. As we address these challenges, we must ask the question: How will our local governments finance the kind of cities we need?

The newly adopted Urban Compensation System in San Salvador will provide some of the funds to build this ecological park for public benefit. Credit: Mayor's Office of the Municipality of Santa Tecla and the School of Architecture at Dr. José Matías Delgado University (UJMD). Designers: Fátima Hernández and Raúl Santillana.

Our Impact

Land Value Capture (LVC) Campaign

Land value capture is a policy approach that offers an array of public finance instruments and initiatives to enable communities to recover and reinvest land value increases that result from public investment and government actions, such as changes in zoning regulations. As new subway lines, roads, and other public works raise the value of nearby land and real estate, developers and property owners should share that publicly generated windfall to help local governments pay for infrastructure, affordable housing, and other key components of urban development. Land value capture, also known as land value return, is based on a simple core premise: public action should generate public benefit.

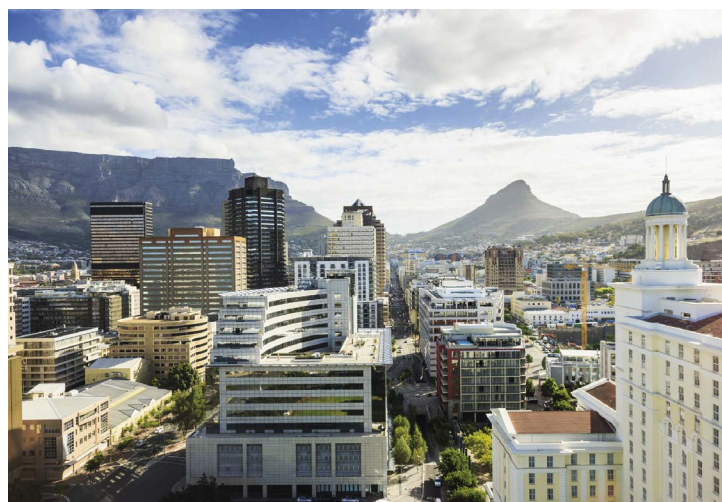
The Lincoln Institute works with cities and states globally to elevate the importance of land value capture. In Latin America, the private sector is gaining interest in its application, and more municipalities are implementing land value capture tools. Through surveys, research, and partnerships with agencies such as the Organisation for Economic Co-operation and Development (OECD), the Lincoln Institute is cataloging the ways land value capture is defined and applied. We are also developing case studies of several cities in the United States, Latin America, Eastern Europe, and Asia to explore how land value capture, through the sale of development rights, might provide revenue for investments that benefit the public. These efforts are aimed at making land value capture—a core component of fiscally healthy and sustainable communities—more accessible and acceptable around the world.

Research Reveals LVC as Global Opportunity

In 2018–2019, the Lincoln Institute commissioned 10 global research projects on land value capture and the range of ways this policy approach is implemented. We learned that development charges are used frequently in some African jurisdictions, but with few consistent rules and little transparency. While this poses challenges, it shows that local governments understand the opportunity to recover some of the windfall from urbanization that is linked to public action. Some countries, such as Israel and Colombia, are leveraging land value increments from development rights to promote disaster resilience. These findings reveal the political and economic conditions that can make some localities fertile ground for land value capture.

LVC Dialogues in South Africa

The Cape Town Land Value Capture Dialogues around municipal fiscal health and land-based financing in that city were inspired by closed-door discussion sessions in Argentina and Chile among key policy, advocacy, and academic stakeholders interested in advancing sound land and municipal fiscal policy. The dialogues are organized in localities where there is an expressed desire to advance innovative land policy and fiscal tools, but where no clear consensus has been reached on the fundamentals and techniques of land value capture.



The city of Cape Town levies development charges as a revenue source to pay for infrastructure and is working to refine its inclusionary housing policy. Both are prominent land value capture approaches in South Africa. *Credit: Mlenny/iStock/Getty Images Plus.*

Our Impact

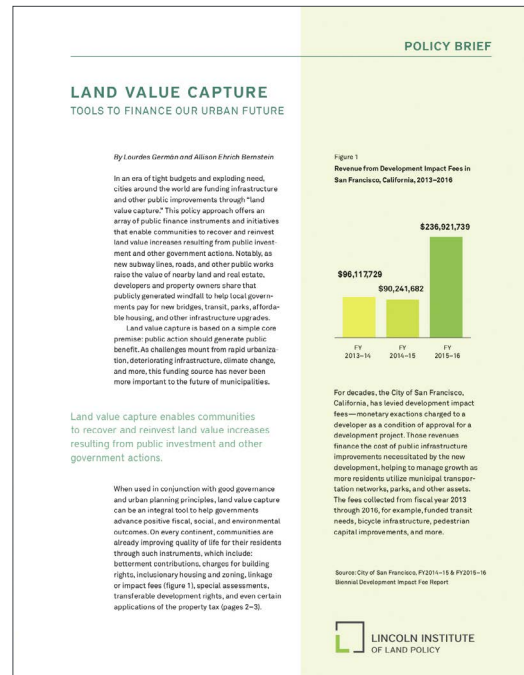
LVC in the United States

Throughout 2018 and 2019, the Lincoln Institute continued to elevate discussions about land value capture in the United States. Our Center for Community Investment (CCI) reviewed how land value capture tools can help program participants improve the flow of resources to address community priorities like affordable housing and economic development. Teams continue to explore community land trusts, land banks, and zoning regulations to help ensure that increased investment activity benefits local residents.

Focus on LVC at American Planning Association's Policy and Advocacy Conference

At the opening session of the 2018 American Planning Association's (APA) Policy and Advocacy Annual Conference in Washington, DC—the Daniel Burnham Forum on Big Ideas—the Lincoln Institute partnered with APA to introduce the idea of land value capture. Experts presented examples of its application, domestically and abroad, to U.S. planners and policy makers.

Land value capture was rich food for thought at the 2018 Daniel Burnham Forum on Big Ideas at the American Planning Association Policy and Advocacy Conference in Washington, DC. Panelists included (left to right) Anthony Flint, senior fellow at the Lincoln Institute of Land Policy; Julie Kim, director of P3 FLIPS Program at Stanford University's Global Projects Center; Gerald Korngold, professor at New York Law School and scholar at the Lincoln Institute; and Michael Alexander, director of the Atlanta Regional Commission's Center for Livable Communities. *Credit: PixelMe Studio.*



NEW POLICY BRIEF

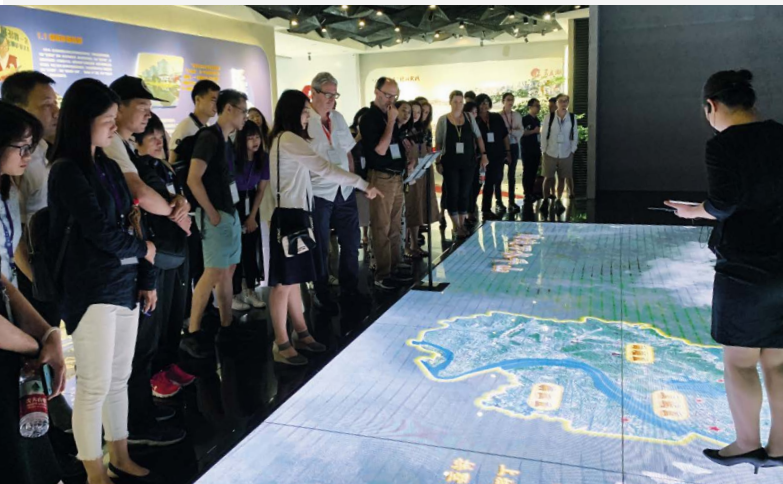
Land Value Capture: Tools to Finance Our Urban Future

Lourdes Germán and Allison Ehrich Bernstein

Communities around the world face a crisis of investment, yet they often give away their most valuable resource: land. This Policy Brief lays out how the public sector can recover and reinvest land value increases that result from public investment and other government actions.

Municipal Finance Certificate for Executives in the United States and China

The Lincoln Institute and The University of Chicago Harris School of Public Policy continue their partnership in the Professional Certificate in Municipal Finance program, which provides executive education for planners and development professionals. Topics covered during the three-day course in Chicago included urban economics, revenues and budgeting, land-based finance/land value capture, and fiscal impact analysis. Participants learned how to use these tools to make sustainable infrastructure and economic development happen. The Lincoln Institute also offered the Professional Certificate program in Dallas, Texas, and an adaptation of the program model in Hangzhou, China.



A group of participants tour the Hangzhou City Planning Exhibition Hall and City Balconies during the Fundamentals of Municipal Finance course in Hangzhou, China, July 2019. *Credit: Yihao Li.*



Participants in the Hangzhou program, which is modeled on the Lincoln Institute and The University of Chicago's Professional Certificate in Municipal Finance program, July 2019. *Credit: Yihao Li.*

International Training on Infrastructure Development

In partnership with the International Center for Land Policy Studies and Training (ICLPST) in Taiwan, the Lincoln Institute helped educate 22 international professionals from 20 countries at the ICLPST's 139th Regular Session on Infrastructure Development and Planning in fall 2018. Lincoln Institute faculty discussed financing capital projects and land readjustment, inviting students to participate in interactive group exercises, case discussions, and an educational game—GLUT (Gaining from Land Use Transactions)—that employs simulations to introduce the fundamentals of land markets (page 28).



Attendees at a session on land value capture tools at the Lincoln Institute and University of Chicago's program taught by Gerald Korngold, scholar at the Lincoln Institute. *Credit: The University of Chicago.*

Our Impact

Land-Based Financing Tools in Latin America

The Lincoln Institute's progress in Latin America incorporating land-based finance tools into the urban policy agenda is evident in the increasing number of opportunities to assist municipalities that are implementing value capture instruments. Lincoln Institute experts work with a broad spectrum of stakeholders, including private business interests, such as developers, to clarify the implications of implementing charges for additional building rights beyond a basic floor-area ratio (FAR) of 1, which creates a potential revenue stream for public investments. (FAR indicates the ratio of a building's total buildable floor area to the size of the piece of land upon which it is built). The city of Belo Horizonte designed a new master plan that includes these charges through a participatory process that convened representatives of the local business community, nonprofit organizations, the legislative council, and other stakeholders.

Charges for Development Rights in Curitiba

In partnership with the Federal University of Paraná and in response to a request from Curitiba's City Council, the Lincoln Institute designed a program to address issues arising from the new zoning law proposed by Curitiba's mayor's office. The program discussions prompted the City Council's Economic, Finance, and Fiscal Oversight Commission to propose an amendment to the law, introducing a city-wide floor-area ratio (FAR) of 1. This limited the uncharged buildable area allowed by zoning and updated real estate values for property tax purposes. The proposed amendment was submitted at a public hearing and officially registered in April 2019.



Land-based financing tools can provide revenue for public spaces like this park in San Salvador. *Credit: Mayor's Office of the Municipality of Santa Tecla and the School of Architecture at Dr. José Matías Delgado University (UJMD). Designers: Fátima Hernández and Raúl Santillana.*

El Salvador's First-Time Use of Land-Based Financing Tools

A team from the Lincoln Institute provided technical and academic support for the adoption of San Salvador's Urban Compensation System, which enables the public to charge for additional building or development rights above the existing zoning ordinances. This was El Salvador's first use of a land-based financing tool for alternative sources of revenue for public projects.

The design and implementation of this system posed many challenges, including the need to clarify numerous misconceptions shared by elected leaders, professionals, and business associations in the construction sector. The regulations governing the system were developed through a series of debates with diverse stakeholders. The system, which met with the unanimous approval of the 14 metropolitan authorities, was formally adopted in June 2018 and was expanded to support large-scale urban redevelopment projects.

"The strategic, technical, and academic guidance of Lincoln Institute experts was key at each step of this process. The application of this system has brought valuable lessons for our city, such as the correct method to calculate land values and how building rights can be used to provide incentives for depressed sectors of the economy."

—Yolanda Bichara, Executive Director, Planning Office of the Metropolitan Area of San Salvador (OPAMSS)

U.S. Teams Advance Equitable Investments Through Connect Capital Initiative

Connect Capital is an initiative designed by the Lincoln Institute's Center for Community Investment (CCI) to help cross-sector teams of foundations, nonprofits, financial institutions, and public sector organizations attract and deploy capital at scale. The goal is to improve access to green infrastructure, regional economic development, affordable housing, and other determinants of good health and well-being in communities. Connect Capital provides each team with a suite of supports including customized coaching, facilitated peer learning, workshops, and a two-year grant from the Robert Wood Johnson Foundation to fund a local staff position dedicated to advancing the teams' work. The six participating teams are from central Appalachia; Coachella Valley, California; Miami, Florida; Milwaukee, Wisconsin; Richmond, Virginia; and Seattle, Washington.

Accelerating Investments for Healthy Communities (AIHC) Program

The Center for Community Investment's AIHC program helps hospitals and health care systems deploy their assets to advance affordable housing to create more equitable, sustainable, and healthy communities and to inspire others to do the same. Teams from participating institutions engage in learning labs, share experiences with peers, explore the range of motivations for health system investment in affordable housing, and receive coaching as they formulate strategies for the future. The initiative is supported by the Robert Wood Johnson Foundation. In 2019, the *American Medical Association Journal of Ethics* published an article by CCI staff entitled, "How Can Clinicians Catalyze Investments to Improve Community Health?"

"Through the Connect Capital process, we are working with residents, businesses, and the community to create a larger vision and to make that vision real, project by project."

—Kate Morgan, Project Coordinator, Milwaukee Metropolitan Sewerage District



We work to promote efficient and equitable tax systems.

The property tax is a fair, democratic, transparent, and efficient source of local revenue for schools, police and fire protection, and other public services. Well-functioning property tax systems create fiscal stability for local governments. Property tax systems are well established in North America, Europe, Australia, and Latin America, and they are under development in Eastern Europe, Africa, and China. The Lincoln Institute of Land Policy is the global go-to source for expertise on the property tax.

This aerial view shows a neighborhood of detached houses in suburban New York City. The newly created NYC Advisory Commission on Property Tax Reform aims to make the city's property tax system fairer, simpler, and more transparent. *Credit: georgeclerk/iStock/Getty Images Plus.*

Our Impact

Property Tax Relief: Collaboration with AARP Foundation

In 2018, AARP Foundation invited the Lincoln Institute to collaborate on a new program, AARP Foundation Property Tax-Aide, to ensure that eligible taxpayers are aware of and apply for tax refund and credit programs. Recognizing the Lincoln Institute's expertise on property tax relief, AARP Foundation is using data from the Significant Features of the Property Tax database—the go-to source for information on state property tax systems—to provide information and support applicants.

With support from AARP Foundation, the Lincoln Institute accelerated the release of data on property tax relief programs in Significant Features so that the information could be used for Property Tax-Aide. The Lincoln Institute provided new information on states' relief programs and served as a key adviser on the project. At scale, AARP Foundation believes that Property Tax-Aide has the potential to reach low- and moderate-income senior households. The collaboration with the Lincoln Institute is an integral part of making property tax systems more equitable.

"The Lincoln Institute's Significant Features of the Property Tax database is by far the best source for information on states' property tax relief programs and is critical to making the AARP Foundation's Property Tax-Aide initiative a success."

—Dan Soliman, Director, AARP Foundation

8,000+

Average monthly pageviews
for the Significant Features of
the Property Tax database



A Tax-Aide volunteer in Chicago helps a taxpayer with his 2017 tax return. Credit: AARP Foundation.

Our Impact



Homeowners in Detroit now have the option to make monthly property tax payments. *Credit: peeterv/iStock/Getty Images Plus.*

Monthly Property Tax Payments

Currently, the majority of U.S. homeowners pay their property taxes in one or two large lump sum payments each year, causing financial challenges for many households. Allowing monthly payments could reduce the financial burden that property taxes place on these homeowners, diminish property tax delinquency, and respond to political demands for property tax relief without undercutting municipal fiscal health.

In 2018, the Lincoln Institute organized several seminars and a webinar, and published a working paper on the topic for policy makers. As a result, more governments are considering monthly payment plans. For example, under their Plan Ahead program, the city of Detroit began allowing monthly payments in February 2019. The Lincoln Institute's working paper helped to inform the development of this program.

Property Tax Reform in New York City

In May 2018, Mayor de Blasio created the NYC Advisory Commission on Property Tax Reform to make the city's property tax system fairer, simpler, and more transparent. The commission has repeatedly turned to Lincoln Institute experts for information and insights and is considering property tax circuit breakers and other policy changes to make the city's property tax system more efficient and equitable.

"Information and advice from the Lincoln Institute has been invaluable as we develop recommendations to make New York City's property tax system fairer, simpler, and more transparent."

—Marc V. Shaw, Chair, NYC Advisory Commission on Property Tax Reform

IAAO Partnership

The Lincoln Institute enjoys a long-standing partnership with the International Association of Assessing Officers (IAAO), the premier membership organization and standard-setting body for property tax valuation professionals in North America. In 2019, the Lincoln Institute was invited to serve on a task force to update the “Standard on Property Tax Policy,” which provides guidance on best practices in property tax policy to thousands of assessors across the United States.

Recognizing that large urban jurisdictions face special challenges in administering the property tax, the Lincoln Institute organized a networking event for big city assessors at the IAAO conference in September 2018. Assessors from 34 large metropolitan areas across the country shared experiences, discussed emerging trends, and learned about Lincoln Institute publications and databases.

7,000+

Members of the IAAO
around the world

15,680+

TIF districts nationwide



NEW POLICY BRIEF AND COMMUNICATIONS OUTREACH

Improving Tax Increment Financing (TIF) for Economic Development

David Merriman

Tax increment financing is considered the most popular tool for local economic development in the United States. After publishing a Policy Focus Report about TIF in 2018 and a Policy Brief in 2019, the Lincoln Institute has undertaken a strategic communications initiative to catalyze efforts to reform TIF practice in the United States. The outreach highlights two policy recommendations from the Policy Focus Report: increase transparency surrounding the use of TIF and revise state statutes to allow overlying jurisdictions, such as school districts, to opt out of contributing resources to TIF districts. David Merriman, author of the Policy Focus Report, was featured on radio shows in Cleveland, Pittsburgh, and Chicago; provided background for a *Reply All* podcast about the Foxconn tax incentive in Wisconsin; and was cited in numerous news stories.



We work to combat climate change and **improve sustainable land and water management.**

The Lincoln Institute works to promote land policy that preempts the most catastrophic effects of climate change and helps residents adapt to the impacts that remain unavoidable. We focus on how land policy intersects with water sustainability, urban planning and resilience, and land conservation.

The washed-out rock at Antelope Canyon on Lake Powell in Arizona shows how water levels have fallen over the years. *Credit: Erin Rugland.*

Our Impact

NEW BOOK

Design with Nature Now

Edited by Frederick Steiner, Richard Weller,
Karen M'Closkey, and Billy Fleming

In 1969, Ian McHarg's seminal book, *Design with Nature*, set forth a new vision for regional planning using natural systems. To celebrate its 50th anniversary, a team of landscape architects and planners from the University of Pennsylvania Stuart Weitzman School of Design showcase some of the most advanced ecological design projects in the world today. Featuring more than 160 color images, *Design with Nature Now* demonstrates McHarg's enduring influence on contemporary practitioners as they contend with climate change and other twenty-first-century challenges.



"This beautiful and fulsome reprise of [Ian McHarg's] earlier work inspires us with its sheer virtuosity. It looks back at his pioneering work and elucidates contemporary challenges with boldness and precision. Human destruction and climate change are front and center, but so is dynamic planning and a deep understanding of the places we inhabit and the ecological threats they face. A true manual for spaceship Earth!" —Jerry Brown, Former four-term Governor, California



Featured in *Design with Nature Now*: Dredge boats move sand from the floor of the North Sea in The Netherlands into a giant sandbar during a beach replenishment program—Zandmotor—that uses the natural power of waves, currents, and wind to redistribute sand of local beaches and dunes. Credit: Joop van Houdt, Ministry of Infrastructure and Water Management and Province of South Holland.

Our Impact



Babbitt Center for Land and Water Policy

Where Water Meets Land

The Babbitt Center was established in 2017 to advance the integration of land and water management to meet the current and future water needs of the people, economy, and environment. Through research, training, and partnerships, the Babbitt Center focuses on issues facing the Colorado River Basin; develops tools and best practices to guide decisions; and offers solutions for the sustainable management of land and water resources in the Basin and beyond.

Water Meets Land Journalists Forum

Overuse of the Colorado River threatens the environment and challenges the 40 million people who depend on the river for agriculture, drinking water, hydropower, and recreation. In 2019, the focus of the Lincoln Institute's annual Journalists Forum was the inexorable link between land use and water, explored through the lens of *The Future of Water: Lessons from the Colorado River Basin*. The event was organized by the Babbitt Center for Land and Water Policy in partnership with Walton Family Foundation, Gates Family Foundation, and the Arizona State University Walter Cronkite School of Journalism and Mass Communication.

One hundred journalists, reporters, editors, and topic experts attended from 12 U.S. states and Mexico, representing 27 media outlets including dailies, books, blogs, radio, films, magazines, and television. Together attendees explored the history, science, and politics of water management and delved into innovative policies and practices—by national and local governments, the private sector, nongovernmental organizations, and individuals—that can help forge a sustainable water future. To date, 32 articles have been written as a result of *The Future of Water Journalists Forum*, including pieces on local radio and local news.



The Colorado River as it winds past Horseshoe Bend in Northern Arizona.
Credit: Erin Rugland.

Fostering Land and Water Planning in Colorado

By 2025, 75 percent of Coloradans will live in communities that have incorporated water-saving actions into land use planning—so states one goal of Colorado’s 2015 Water Plan. The Babbitt Center has been integrally involved in efforts to meet this goal and has invested \$405,000 in Colorado over the past year—an investment that has more than doubled through collaboration with local foundations, state agencies, municipalities, and NGOs. These partnerships have expanded the breadth of the Babbitt Center’s ability to promote integrated land and water use for community planning and practice. This work has included capacity building and technical assistance, such as jointly funding a state staff member to lead land and water integration activities; leading sessions at events with the Colorado Municipal League and Rocky Mountain Land Use Institute; completing fine-scale mapping with the Conservation Innovation Center for the Denver Regional Council of Governments to prioritize land use and water supply needs; and partnering with the Gates Family Foundation and Colorado Water Conservation Board to fund Growing Water Smart workshops.

The Babbitt Center’s commitment to research and education has included working with the Sonoran Institute to train 16 Colorado communities on the integration of water and land use; supporting university research at University of Colorado Denver with the Water Research Foundation and through Babbitt Dissertation Fellowships; drafting statewide guidance on comprehensive plans with the Department of Local Affairs; and coauthoring Colorado-adopted guidance on land use techniques for water efficiency with the Getches-Wilkinson Center at the University of Colorado Law School in Boulder. The Babbitt Center continues to contribute toward the state Water Plan goals, while advancing research and practice in the water-land nexus.

A LORAX FOR THE COLORADO BASIN?

WE REALLY ^{REALLY} NEED TO KNOW,
WHERE DOES OUR WATER GO?

WE GET ANXIOUS WHEN
THE LAKE IS LOW.

WE GET ANXIOUS WHEN
IT DOES NOT SNOW.

WHILE WE ARE OKAY TODAY,
IT IS NOT SO CRAZY TO SAY,
WE ARE ONE DROUGHT AWAY FROM A
VERY BAD DAY.

HOW WILL YOU HELP
PROSPERITY GROW?

CAN YOU COMMIT TO BE
A WATER HERO?

Let's all come together
to help our Colorado
River flow

This Dr. Seuss-style poem was crowdsourced by five Colorado communities during the Spring 2019 Growing Water Smart program. One of the team members began this poem, which is a reminder of the purpose of the workshop. Growing Water Smart teams learn about communications, public engagement, planning, and policy implementation tools that can help them achieve their water management and resiliency goals. Teams leave with an action plan to implement with the support of their communities. Credit: Faith Sternlieb.



NEW PUBLICATION

Land Lines Special Issue

January 2019’s special issue of *Land Lines*—the first issue of the magazine’s 30th year—captures the Lincoln Institute’s work through the Babbitt Center for Land and Water Policy with a focus on water in the West that articulates the critical relationship between land and water.

Credit for photo on cover: Dylan Harris.

Our Impact

Land Conservation Movement in China

China's rapid economic growth and urbanization over the last few decades have had significant impacts on the natural environment. Yet in the last two years, multifaceted efforts have increased to protect the environment and restore the ecology. In 2018–2019, the Lincoln Institute supported the newly emerging land conservation movement in China in numerous ways.

Training the Trainers in China

In July 2018, 60 university faculty members, researchers, and practitioners participated in the Lincoln Institute's annual Training the Trainers Course on Land Conservation and Environmental Policy in China to explore environmental economics, valuation of nature capital, research methodologies for environmental and conservation policy issues, property rights for natural resources, and integrated assessments of climate and environmental policies. This flagship China program equips participants to apply the new knowledge in their teaching, research, and practices, thus influencing the future of land conservation in China.



Training the Trainers class on Land Conservation and Environmental Policy in China, 2018. *Credit: Kate Austermiller.*



Natural resources in Xianghai, China, have degraded during the past decades. For this reason, approximately 60 square miles of the more than 400-square-mile Xianghai National Nature Reserve in Jilin Province, China, have been land trusted by the Paradise Foundation (a Chinese local NGO). The reserve, with its rich biological resources, serves as a breeding ground and rest stop for more than 290 species of migratory birds, including these red-crowned cranes. *Credit: Mengran Wang.*



International Land Conservation Network (ILCN)

The Lincoln Institute's International Land Conservation Network (ILCN) builds capacity and accelerates private and civic land conservation around the world. ILCN works directly with international individuals and organizations to share successes and explore replicable models of stewardship, governance, finance, and policy.

ILCN Chinese Study Tour

In October 2018, the International Land Conservation Network (ILCN) of the Lincoln Institute and the World Wildlife Fund–China hosted eight representatives of the Chinese Alliance for Civil Protected Areas to participate in a study tour to learn about the policies and practices of land trusts in the United States with a particular focus on New England. The tour also included conservationists from the Paradise Foundation and The Nature Conservancy–China.

The group attended the 2018 Land Trust Alliance Rally in Pittsburgh for sessions on conservation finance, easements, and land stewardship. Later, they traveled to Boston to meet with some of the most established conservation groups in the United States, including The Trustees of Reservations, Mass Audubon, the Massachusetts Land Trust Coalition, and The Nature Conservancy. Participants returned to China with a full understanding of the land trust model in the United States and how it might be adapted to the Chinese context. In December 2018, the Chinese Alliance shared their findings with 568 alliance members and Chinese conservation practitioners in a webinar, resulting in an energetic electronic dialogue that went on until midnight. The international experiences of land conservation continue to spread across China.



Lincoln Institute staff and the Chinese Study Tour group at the Harvard Forest in Petersham, Massachusetts. Credit: ILCN.

EU Parliament and Private Land Conservation

In February 2019, International Land Conservation Network Director Jim Levitt spoke at the European Union Parliament in Brussels, Belgium, at an event that focused on the potential of privately owned land to contribute to the EU's nature conservation goals. The event was hosted by MEP Karl-Heinz Florenz, president of the Biodiversity, Hunting, and Countryside Intergroup of the European Parliament in collaboration with the European Land-owners Organization (ELO).

Levitt discussed private land conservation around the world, the social and economic impacts of land conservation, and the role that land may play in the fight against climate change. He also highlighted the history of the land trust movement in the United States and recent international conservation successes, such as the newly created Route of Parks in Chile.



ILCN staff and Chinese Study Tour participants meet with Alicia Leuba (head of table), vice president for the eastern region of The Trustees of Reservations (TTOR), at the organization's headquarters in Boston. TTOR is the oldest regional land trust in the world. Credit: Mengran Wang.



Members of the Peer Learning Exchange group examining local berries growing in Parque Pumalín nature reserve in Chile. Credit: ILCN.

Peer Exchange for Conservation Practitioners from Chile and California

Four teams of leaders from large landscape conservation initiatives gathered in October 2018 for the first Peer Learning Exchange for Large Landscape Conservation, convened by the Lincoln Institute and the Center for Natural Resources and Environmental Policy at the University of Montana. The 15 practitioners—from the Golden Gate National Recreation Area in California, the Route of Parks in Chilean Patagonia, the northeastern Appalachian Trail in New England, and Mediterranean forests in Chile—shared experiences, best practices, promising approaches, and challenges for large landscape conservation related to law and policy, governance, finance, and land management.

This first convening was hosted by the California team, which took the group from Pepperwood Preserve in the Santa Rosa mountains through the Golden Gate National Recreation Area down to Mount Umunhum in the Santa Cruz mountains. Over the course of an intensive series of presentations and site visits, the teams learned about the unique situations each group is navigating in its efforts to conserve large and complex landscapes. In March, the groups reconvened in Santiago, Chile, and traveled to private and civic conservation areas near Zapallar and Puerto Montt.

Consortium for Scenario Planning

An initiative of the Lincoln Institute of Land Policy



The Consortium for Scenario Planning

We can't predict the future, but we can better prepare for it.

The Consortium for Scenario Planning was developed to foster growth in the application of scenario planning in rural and urban areas. The initiative brings together U.S. urban planners, software developers, researchers, and others from the public, private, academic, and nonprofit sectors. Working groups facilitate peer exchange and education, improve the availability and quality of instructional resources, identify best practices for software interoperability, address gaps in theory and practice, and provide guidance through presentations, work sessions, critical feedback, guidebooks, and online resources. The Consortium celebrates its second birthday in 2019 with a steady increase in individual and organizational partners from all sectors across the United States.



Sarah Philbrick, socioeconomic analyst at the Metropolitan Area Planning Council and attendee of the 2018 Consortium for Scenario Planning Conference, shared her thoughts on what scenario planning means to her. Credit: Lauren Wolinsky.



NEW POLICY BRIEF

Scenario Planning: Embracing Uncertainty to Make Better Decisions

Robert Goodspeed

This Policy Brief explores different scenario types, processes, and tools that shape better and more inclusive planning practice. University of Michigan Professor Robert Goodspeed draws on his forthcoming book, *Scenario Planning for Cities and Regions: Managing and Envisioning Uncertain Futures* (spring 2020), which presents scenario planning as an emerging and critical tool for contemporary planners. These publications are part of a growing portfolio on the subject, including the forthcoming Policy Focus Report, *Choose Your Own Future*, on exploratory scenario planning.

Consortium for Scenario Planning Conference

The 2018 Consortium for Scenario Planning Conference was held in September in Columbus, Ohio, and was hosted by the Mid-Ohio Regional Planning Commission (MORPC). With nearly 60 attendees and more than 25 speakers, the event provided opportunities for networking and peer-to-peer learning.

Highlights of the conference included the tech-focused “Quantitative Approaches for Policy Development” panel and a talk on “Mixing and Matching Scenario Planning Types for Regional Needs,” which emphasized that good scenario planning does not require significant financial, technical, or human resources. Organizers also offered a new Scenario Planning Basics track, which helped first-time attendees address specific challenges they may encounter while establishing their own scenario planning processes.

The program also featured an “unconference” section, an informal structure for participant-driven programming. The unconference sessions provided peer exchange in small groups, which enabled candid discussions of the latest ideas and needs. The Consortium gained five new participants as a result of the conference.

Winning Projects for Scenario Planning

For the first time, the Consortium announced a request for proposals to identify and fund impactful scenario planning projects. These programs were funded entirely by participant contributions. Three projects were selected based on their potential impact, feasibility, and connection to the Consortium’s initiatives to expand professional capacity, increase process-based and data-based approaches, and strengthen the professional network for scenario planning. The winning teams were GreaterPlaces, the National Center for Smart Growth, and the University of Illinois at Urbana–Champaign’s Department of Urban and Regional Planning.

NEW RESOURCE

Scenario Planning Resource Knowledgebase

In collaboration with the American Planning Association, the Lincoln Institute created a Scenario Planning Research Knowledgebase available to the public (<https://www.planning.org/knowledgebase/scenarioplanning/>). This online center offers introductory, intermediate, and advanced resources for professionals to learn the what, how, and why of scenario planning. Topical areas of focus include transportation and land use, and sustainability and climate change. The Knowledgebase includes exercises on how to implement scenario planning in existing and new processes and in comprehensive planning.



We work to reduce spatial inequality & informality.

The Lincoln Institute works to improve the lives of those living in underserved communities and informal settlements by addressing land markets and policies that exclude people from the benefits of urban life.

During the nineteenth century, New Bedford, Massachusetts, was known as The Whaling City. Today the city is building on that historic asset by focusing its efforts on revitalizing its downtown and waterfront, and expanding its ocean research and development sector. *Credit: DenisTangneyJr./iStock/Getty Images Plus.*

Our Impact



The Center is supported by the Robert Wood Johnson Foundation, The Kresge Foundation, the John D. and Catherine T. MacArthur Foundation, the California Endowment, and The Annie E. Casey Foundation.

Equitable Housing in California

Many residents of San Bernardino, California, are seriously burdened by low incomes, high housing costs, and a lack of affordable housing. In response, the city of San Bernardino, the Housing Authority of the County of San Bernardino, Housing Partners I, Inc., The Clancy Company, National CORE, and community residents developed a plan to replace Waterman Gardens—an aging 252-unit public housing complex. Together, they launched the Arrowhead Grove Neighborhood Revitalization plan, a 38-acre, mixed-income housing development with more than 400 units.

A team from Dignity Health, one of the largest health systems in the United States, participated in CCI's Accelerating Investments for Healthy Communities (AIHC), a six-month series of learning labs and coaching to better understand local affordable housing priorities, identify prospective partners, and design interventions to improve the community investment system. Through participation in AIHC, Dignity Health committed a \$1.2 million loan and convened others to contribute resources. After meeting with Dignity Health, impressed by the collaboration among local partners and a strong application by National CORE, the California Strategic Growth Council awarded San Bernardino \$20 million through California's Affordable Housing and Sustainable Communities program. The funds will support the next two phases of Arrowhead Grove, illustrating how stakeholders can partner to unlock the capital they need to overcome disinvestment and expand opportunity.

Center for Community Investment (CCI)

Community investments that provide social and environmental benefits for underserved communities play a critical role in creating affordable housing, promoting wellness, contributing to economic vitality, and making cities more equitable and sustainable. Community leaders need to shift how they utilize resources such as land, capital, and expertise to provide transformational benefits for their residents. The programs of the Lincoln Institute's CCI help community leaders create rich investment opportunities, provide leadership development, and share learning with the network of communities and institutions.



Public housing units built in the 1940s in the Arrowhead Grove neighborhood (formerly known as Waterman Gardens) before demolition. *Credit: Housing Authority of the County of San Bernardino, photo by Pamela Daly, MSPH, Cogstone Resource Management, 2011.*



Valencia Vista, the first phase in the redevelopment of the master-planned community of Arrowhead Grove. *Credit: Courtesy of National CORE, photo by Ryan Beck Photography.*

Our Impact

Legacy Cities Initiative

Spurring Equitable Revitalization in Struggling Cities

The Legacy Cities Initiative helps practitioners in smaller U.S. legacy cities—former industrial centers with populations of less than 200,000—implement equitable revitalization. The initiative provides online resources for best practices and current research, supports state policy interventions, and brings together practitioners to learn from each other. At the national level, we partner with the Center for Community Progress, American Planning Association, the Urban Institute, and Enterprise Community Partners, among others.

Framework for Equitable Revitalization in the United States

The framework for equitable revitalization advanced in *Revitalizing America's Smaller Legacy Cities: Strategies for Postindustrial Success from Gary to Lowell*, the recently published Policy Focus Report, is gaining traction as its recommendations prove helpful in real-world situations. New Bedford, Massachusetts, is among the places that cited the framework as guiding its progress with revitalization. The city also structured the development of its 2018 Realizing the Potential strategic plan around the report's strategies, which are at the heart of the Lincoln Institute's Legacy Cities Initiative.



In 2017, the city of Rochester converted a sunken highway, known as the Inner Loop East, into a street-level, four-lane road with six acres for potential development. The Inner East Loop Transformation Project reconnected neighborhoods that had been cut off from Rochester's downtown since the highway's construction in the 1950s. *Credit: Emma Zehner.*

Pilot Community of Practice with Akron, Lansing, and Rochester

In 2019, the Lincoln Institute and the Rose Center for Public Leadership in Land Use convened leaders from local government and community development corporations from Rochester, New York; Lansing, Michigan; and Akron, Ohio, for a pilot community of practice focused on the challenges of equitable revitalization. Through site visits, coaching, webinars, and technical guidance, participants learned about innovative solutions and compared notes with peers and experts on strategies for advancing economic opportunity and mobility. Cohorts from each city gathered feedback on one current equitable revitalization issue within their city—projects ranged from the revitalization of an aging business district in Akron to the conversion of a former school building into affordable housing in Lansing.

The Peking University–Lincoln Institute Center for Urban Development and Land Policy (PLC)

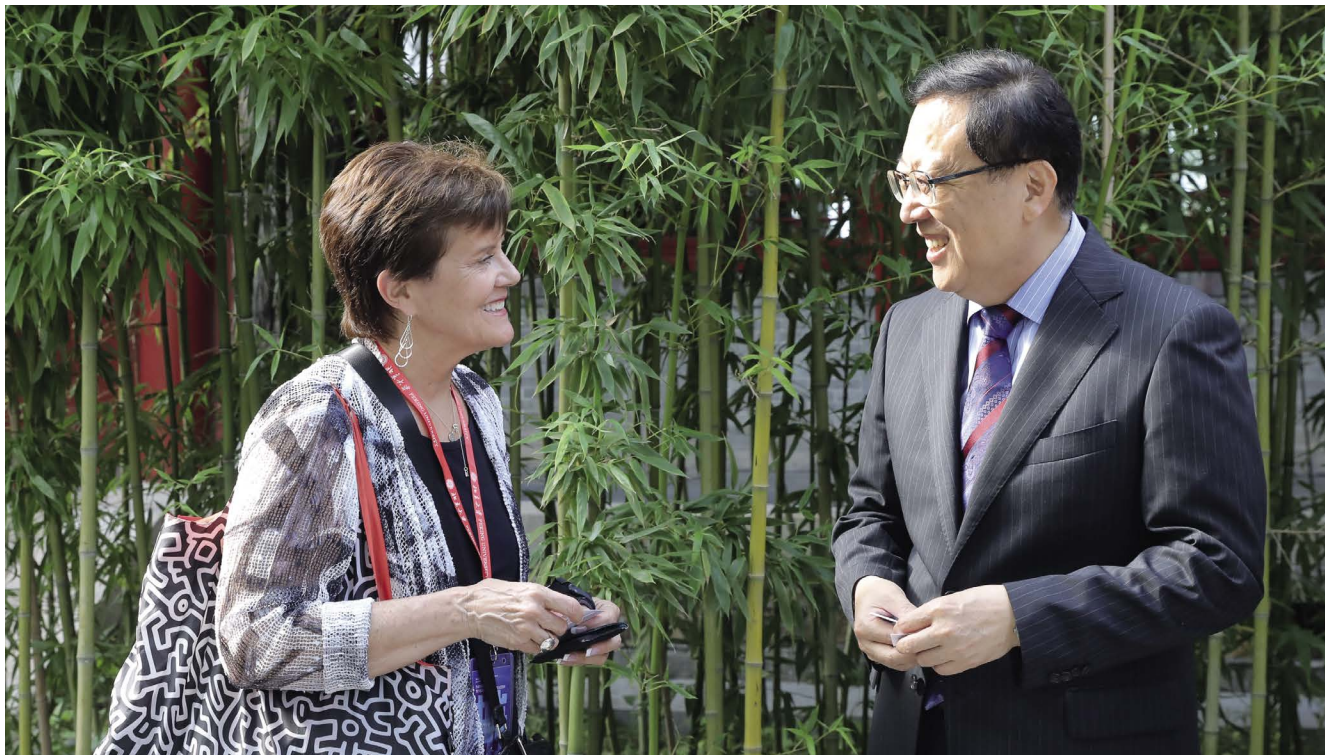
The Peking University–Lincoln Institute Center for Urban Development and Land Policy on the campus of Peking University in Beijing was established in 2007 to bring together research and expertise on a range of issues specific to China, including property tax and public finance; urban development and planning; and land, housing, and environmental policy.

Partnership with Peking University (PKU)

Since its founding, the PLC has formed close relationships with Chinese and international land policy experts as well as government agencies. In June 2019, PKU President Ping Hao met with Lincoln Institute Chair of the Board/CIO Kathryn Lincoln and President/CEO George W. McCarthy. President Hao recognized the achievements of the collaboration between PKU and the Lincoln Institute with the expectation that the PLC will have further influence in China, Asia, and the world.

“The strategic partnership between Peking University and the Lincoln Institute of Land Policy—the PLC—has made a positive contribution to Sino-U.S. academic research exchange.”

—Ping Hao, President, Peking University



In June 2019, Lincoln Institute's Chair of the Board and CIO Kathryn Lincoln and President and CEO George W. McCarthy (not shown) met with Peking University President Ping Hao. *Credit: Tao Jin.*

Our Impact

Dialogue on Urban Regeneration in China

Many Chinese cities have entered the era of urban regeneration. Large-scale urban regeneration projects are complex, touching upon many policy issues relating to land tenure structure, land value capture, land use planning, and municipal financing. The Lincoln Institute, through the Peking University–Lincoln Institute Center for Urban Development and Land Policy (PLC), formed a partnership with Guangdong Provincial Association of Land Redevelopment (GPALR) to work on policy issues emerging from urban regeneration. Guangdong Province is the most economically dynamic province in China and is at the forefront of urban regeneration practices.

In April 2019, the PLC and GPALR cosponsored the 43rd Peking University Hongmen Dialogue “Innovative Practices in China's Urban Regeneration.” Twenty experts from mainland China, Hong Kong, Taiwan, and Britain were invited for the dialogue, and more than 200 scholars, practitioners, and graduate students across the country attended the event. The Dialogue stimulated innovative teaching, inspired interdisciplinary integration, and encouraged academic exchange and shared global experiences about urban regeneration.



Attendees at the Hongmen Dialogue on urban regeneration listen attentively. *Credit: Zhuoran Ren.*

57,000

Readers in China accessed translated Lincoln Institute articles online within the first five days of posting



Shaojun Wang, president of Guangdong Provincial Association of Land Redevelopment, and Zhi Liu, director of the PLC, after signing a Memorandum of Understanding for a partnership on urban regeneration between the PLC and the provincial association. *Credit: Cuiping Tan.*



A panel at the Hongmen Dialogue discussing comparisons of international and Chinese practices. Pictured left to right: Xun Li, professor, Sun Yat-sen University; Yumin Ye, professor, Renmin University of China; Chengdong Yi, professor, Central University of Finance and Economics; Mingchao Li, research fellow, Hangzhou International Center for Urban Studies; Chi Shen, deputy director, China Center for Urban Development, National Development and Reform Commission; Zhi Liu, director of the PLC (moderator). *Credit: Zhuoran Ren.*



Planning directors explore the Paseo del Bajo project, a transformative road corridor being developed by the city of Buenos Aires to ease traffic, improve connectivity, and facilitate access to the city port, the bus terminal, and the train station. *Credit: Diego Lomelli Trejo.*

Work in Latin America

The Lincoln Institute's work throughout Latin America and the Caribbean focuses on land policies to address informality, increase affordable housing, and broaden the provision of urban infrastructure and services through land-based financing tools, including the property tax.

Latin American Journalists Forum

The Lincoln Institute hosts an annual forum for Latin American journalists to create a dialogue with media professionals and to promote informative coverage of issues affecting cities. More than 200 journalists from throughout Latin America have participated in these programs. At the 2019 forum held in Mexico City, journalists explored the connection between the challenges facing their cities—water supply, multimodal urban mobility, affordable housing, and density versus sprawl—and the answers that can be found in land. Numerous investigative journalism reports by forum participants have been published in outlets across the region.

Latin American Planning Directors Network

In 2019, top planning officials from Belo Horizonte, Curitiba, Lima, Bogotá, San Salvador, Panama City, Buenos Aires, and Los Angeles convened in Buenos Aires for peer-to-peer exchange on planning challenges and solutions, including a roundtable discussion on land-based financing with heads of departments within the city of Buenos Aires. Participants toured the site of the Paseo del Bajo road project, the city's largest construction work in over 35 years and part of the Public Works Plan for 2016–2019. The directors also visited one of Argentina's largest informal settlements to discuss ways to improve the living conditions of residents, which included strategies for providing affordable housing and improved access to city services.

Our Impact

Simulation Games Demystify Land Markets

Land market simulation games GLUT (Gaining from Land Use Transactions) and PLUS (Prices and Land Use Scoring) were developed by the Lincoln Institute to enhance our educational programs around the world. These role-playing games introduce participants to the fundamentals of urban land markets without reliance on complex analytical equations and formulas. Through transactions in the game, participants grasp the intricacies of land use and price determination. They also learn about the scope of land use regulation tools, fiscal charges to land values, property rights, and other policies.

GLUT has been played more than 160 times throughout Latin America, Africa, the Middle East, Eastern Europe, Taiwan, and The Netherlands. A version of PLUS was played with 120 participants for the first time in the United States at the 2019 National Planning Conference of the American Planning Association in San Francisco.

“The game was very useful in helping me to understand the dynamics of the land market and the interactions of the various stakeholders. Excellent!”

—Karlene Lavette McSweeney, Senior Economist, Ministry of Economic Development, Belize



Carlos Morales Schechinger, cocreator of PLUS, explains the rules and directs the game at the 2019 National Planning Conference of the American Planning Association. *Credit: Emily McKeigue.*



By taking on the role of developer or homeowner, players of the game PLUS gain a better understanding of how land and housing markets work. The game was played for the first time in the United States at the 2019 National Planning Conference of the American Planning Association. *Credit: Emily McKeigue.*

Slums: New Visions for an Enduring Global Phenomenon

In partnership with the Harvard Joint Center for Housing Studies and Harvard Graduate School of Design, the Lincoln Institute held a three-day symposium in September 2018, to discuss challenges and opportunities around the existence of slums. The symposium convened nearly 200 housing and social justice activists, historians, social anthropologists, urban planners, academics, and policy leaders to discuss, debate, and rethink how we perceive slums. Panelists discussed new ways to advance policy, design, financing, and educational tools to improve existing slums and generate alternatives for the future.



George W. McCarthy, president and CEO of the Lincoln Institute, moderated the interactive session “Fish Bowls: Outlining Blueprints,” in which speakers debated new innovations in informal housing settlements. *Credit: Rohan Kocharekar.*



The second UN World Data Forum was hosted by the Federal Competitiveness and Statistics Authority of the United Arab Emirates in Dubai in October 2018. *Credit: Rohan Kocharekar.*

UN World Data Forum

Lincoln Institute President George W. McCarthy participated in the second United Nations World Data Forum in Dubai, United Arab Emirates, in October 2018. The forum brought together nearly 2,000 data leaders from more than 100 countries to discuss ways to tackle data gaps, launch new initiatives, and identify mechanisms to increase the availability and use of improved data for sustainable development.

Other high-level representatives participated from the UN Statistics Division (UNSD), the Swedish International Development Cooperation Agency (SIDA), the Web Foundation, the Federal Competitiveness and Statistics Authority, and the Statistical Commission of Kenya. McCarthy highlighted the Lincoln Institute’s work mapping the Chesapeake Bay watershed, bringing high-resolution data mapping to the Colorado River Basin, and mapping land values in Latin America. Of particular interest was the Lincoln Institute’s web-based Fiscally Standardized Cities (FiSC) database, which provides financial data for many of the largest U.S. cities. Numerous sessions emphasized the need to provide open-source data to the public that is both free and accessible.

Financial Summary

Fiscal year July 1, 2017–June 30, 2018 and
fiscal year July 1, 2018–June 30, 2019*

(Numbers rounded to thousands)

Assets	FY2018	FY2019
Operating Cash	1,742	297
Investments	579,438	581,820
Buildings and Equipment	21,196	21,762
Flexible Spending Account Deposits	15	21
TOTAL ASSETS:	602,391	603,900

Revenues	FY2018	FY2019
Net Investment Revenue*	45,937	23,912
Grants Received	3,377	4,879
Publications and Other Revenue	81	80
TOTAL REVENUE:	49,395	28,871

*(net of direct investment expenses of 2,288 [FY18] and 3,723 [FY19])

Liabilities	FY2018	FY2019
Loan Account	25,310	25,310
Deferred Excise Tax	2,980	2,821
Deferred 403(b) Payment	28	36
TOTAL LIABILITIES:	28,318	28,167

Expenses	FY2018	FY2019
Program	19,576	21,741
Operations and Administration	4,614	5,293
Investment Management, Operations and Administration	983	177
TOTAL EXPENSES:	25,173	27,211

Net Assets	FY2018	FY2019
	574,073	575,733

Change in Net Assets for the Year	FY2018	FY2019
	24,222	1,660

Total Liabilities & Net Assets	FY2018	FY2019
	602,391	603,900

Net Assets, Beginning of Year	549,851	574,073
Net Assets, End of Year	574,073	575,733
Grants Committed and Pending to Lincoln Institute		12,510

* Information for FY2019 is based on preliminary numbers that are subject to audit. Information for FY2018 is based on final audited numbers.

The John W. Weeks Bridge is a foot-bridge that spans the Charles River in Cambridge, Massachusetts, home of the Lincoln Institute's New England offices.
Credit: drnadig/iStock/Getty Images Plus.





Room for the River project featured in *Design with Nature Now* (page 15): Following a 1953 coastal flood in which 1,800 people died, The Netherlands adopted a successful water management strategy that gives its major rivers room to flood safely. Made up of 34 projects, Room for the River excavated floodplains, relocated dikes, and created flood channels to build resilience against more frequent and extreme weather events in the future. This photo shows a new river branch in the IJssel Delta created for this purpose. Credit: IJssel Delta, Province of Overijssel/Rijkswaterstaat.

Our History

In 1946, Cleveland industrialist and inventor John C. Lincoln established the Lincoln Foundation to support other institutions in the teaching, research, and publication of ideas inspired by Henry George, the nineteenth-century political economist and author of *Progress and Poverty*, the seminal book on land ownership and taxation.

Created as a school in 1974, the Lincoln Institute of Land Policy became the Foundation's primary grant recipient, focusing on property valuation and taxation policy, urban planning and development, land economics, and property rights. In 2006, the Lincoln Foundation and the Lincoln Institute of Land Policy merged to become a private operating foundation.

Our Mission

The Lincoln Institute of Land Policy seeks to improve quality of life through the effective use, taxation, and stewardship of land. A nonprofit private operating foundation, the Lincoln Institute researches and recommends creative approaches to land as a solution to economic, social, and environmental challenges. Through education, training, publications, and events, we integrate theory and practice to inform public policy decisions worldwide.

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With locations in Cambridge, Massachusetts;
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we organize our work in seven major divisions:

Planning and Urban Form

Valuation and Taxation

International and Institute-Wide Initiatives

Latin America and the Caribbean

The Peking University–Lincoln Institute Center

for Urban Development and Land Policy

Babbitt Center for Land and Water Policy

Center for Community Investment

Our publications portfolio includes books
and free Policy Focus Reports, Policy Briefs,
working papers, and *Land Lines*.

www.lincolnst.edu/publications

Front cover: This rendering shows a park in San Salvador that will be funded in part by the city's new Urban Compensation System. *Credit: Mayor's Office of the Municipality of Santa Tecla and the School of Architecture at Dr. José Matías Delgado University (UJMD). Designers: Fátima Hernández and Raúl Santillana.*

Back cover: Once a city of industrial and entrepreneurial activity, Rochester, New York, is reinventing and reimagining its business areas and neighborhoods. Leaders from local government and community development corporations convened for a pilot community of practice to explore how to redevelop the disinvested neighborhoods while avoiding the pitfalls of gentrification. *Credit: Narawon/E+/Getty Images.*



Editor & Project Manager: Emily McKeigue Design & Production: Studio Rainwater