

# Land Lines

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## Features

- 1 *Latin American Cadastres: Successes and Remaining Problems*
- 3 *The Bogotá Cadastre*
- 5 *Mass Valuation for Land Taxation in Transitional Economies*
- 6 *Mass Valuation in the Russian Federation*
- 8 *Implementing Waterfront Development in Amsterdam and Havana*
- 12 *Confronting Housing, Transportation and Regional Growth*

## Departments

- 15 *Faculty Profile: Matthew McKinney*
- 17 *New Publication*
- 18 *Making Sense of Place*
- 19 *Program Calendar*

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The Lincoln Institute of Land Policy is a nonprofit educational institution established in 1974 to study and teach land policy and taxation. By supporting multidisciplinary educational, research and publications programs, the Institute brings together diverse viewpoints to expand the body of useful knowledge in three departments—valuation and taxation, planning and development, and international studies. Our goal is to make that knowledge comprehensible and accessible to citizens, policy makers and scholars in the United States and throughout the world. The Lincoln Institute is an equal opportunity institution in employment and admissions.

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## From the PRESIDENT

One of the major objectives of the Lincoln Institute is to enhance discussion and debate on issues of land and tax policy. We accomplish this objective in part by sponsoring courses that bring stakeholders together at Lincoln House or other classroom locations. We believe these programs that permit face-to-face interaction can play a major role in advancing the debate and encouraging participants to share their ideas directly. But, our outreach through classroom courses can reach only a limited number of participants each year.



Jim Brown

To supplement these programs, the Institute has developed other mechanisms for expanding our outreach and disseminating knowledge of critical land and tax policy issues. I would like to highlight some of these efforts, starting with recognizing the enthusiastic response of the readers of this publication, *Land Lines*. The articles published in each quarterly issue reflect the Institute's involvement in education and research activities around the world and offer insights into our work on a wide range of matters. From the introduction of new tools and partnerships to improve planning in the U.S., to the development of value capture mechanisms in Latin America or the design of land tax programs in China and other transitional economies, *Land Lines* is the Institute's primary publication for telling our story.

Other products of our publications program contribute to informing the debate as well. We publish books and reports based on research supported by the Institute, often in the form of edited volumes of papers presented at seminars or conferences. Working papers completed by Institute faculty and researchers are posted on our Web site so the results can be circulated in the public domain as quickly as possible. Currently more than 700 working papers, research reports and newsletter articles are posted, and many of them are available in Spanish or Chinese as well as in English. Each month thousands of visitors from around the world download material from our site.

The Web site also features two forms of online education. Many of our past course materials are available as complete documents that can be downloaded, and the Institute offers dynamic Internet-based courses on Lincoln Education Online (LEO), including Planning Fundamentals and Introduction to New England Forests. They provide lessons, self-assessment quizzes and additional resources for planning commissioners, citizens and other users who need information on tools and techniques.

Another effort to broaden the discussion of land and tax policy issues is the documentary film and outreach project known as *Making Sense of Place*. The first film, *Phoenix: The Urban Desert*, has been broadcast on television and shown in many community meetings throughout Arizona, and we are developing a second film about land use, growth and property tax issues confronting Cleveland, Ohio.

All of these non-classroom activities illustrate our commitment to reach out to many different audiences, to provide information and expertise that can make discussions about land and tax policy more valuable, and to help effect better decision making.



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# Latin American Cadastres

## Successes and Remaining Problems

DIEGO ALFONSO ERBA

Latin America is a region of sharp contrasts in land use: the expansive Amazon forest and growing areas of deforestation; large uninhabited regions and enormous urban concentrations; the coexistence of wealth and poverty in the same neighborhoods. Many of these contrasts derive from land policies established by powerful land interests that are perpetuated because of outdated or distorted data. This heritage is a part of the region's colonization process that has been characterized by the exploitation and occupation of land at any price.

The first land information system for registering parcels in Latin America was established in 1824 by the Topographic Commission in the Province of Buenos Aires in the Republic of Argentina. Territorial cadastre offices throughout the region now manage public land information systems that register maps and data about the parcels on which taxes are levied and rights are granted to the owners or occupants of the land.

### Multipurpose Cadastres

In recent years, the vision of the cadastre as a multipurpose information system has begun to evolve, bringing with it great advances in the quality of land information systems, as well as some problems. The origin of these concerns can be found in the very concept of multipurpose cadastre systems and in the administrative decisions needed for their implementation. A common assumption holds that to implement a multipurpose cadastre it is necessary to expand the alphanumeric databases—including social and environmental data as well as the usual physical (location and shape), economic and legal aspects of the parcel—and to connect this information with a parcel map in a geographical

information system (GIS). While this is very important, it is not enough.

Implementation of a multipurpose cadastre implies a change of paradigm for its administration and demands a new land use framework law and new relationships between the public and private sectors. In 1996 Brazil established a biannual National Multipurpose Cadastral Congress that examines its own state-level cadastre programs and those in neighboring countries. Despite the attention devoted to cadastres and the many papers published on the topic since then, there is no evidence of any municipality in which the multipurpose cadastral system is actually working as well as hoped.

According to the literature, the way to make a cadastre truly multipurpose is to

integrate all the public and private institutions that are working at the parcel level using a unique identifier, and to define standards for the alphanumeric and cartographic databases. Chile is one of the countries where all the parcels have a common identifier designated by the implementation of the National Territorial Information System, although the system does not yet integrate the alphanumeric cadastral data with maps at the parcel level (Hyman et al. 2003).

### Centralization versus Decentralization

The hegemony of the unitary system of government that characterizes most Latin American countries has caused a predominance of centralized cadastres, although this phenomenon also occurs in countries with a federal government. Brazil, for

## What Is a Cadastre?

A modern cadastre is an integrated database system that holds information on land registration and ownership, physical characteristics, econometric modeling for property valuation, zoning, geographic information systems, transportation, and environmental, socioeconomic and demographic data. Such cadastres represent a holistic planning tool that can be used at the local, regional and national levels to address issues such as economic development, sprawl, poverty eradication, land policy and sustainable community development.

The earliest recorded accounts of property surveys in ancient Egypt used the science of geometry to measure distances. European cadastres later followed this ancient model until advancements led to more fully integrated systems that could be used for fiscal purposes, such as valuation, taxation and legal conveyance, as well as land management and planning. The United States does not have a national cadastral system, but similar municipal processes reflect both the policy and protocol of international cadastre programs.

The International Federation of Surveyors was founded in Paris in 1878 as the *Fédération Internationale des Géomètres* and is known by its acronym, FIG. This nongovernmental organization represents more than 100 countries and supports international collaboration on surveying through the collection of data on surface and near-surface features of the earth and their representation as a map, plan or digital model. FIG's work is conducted by 10 commissions that specialize in different aspects of surveying. Commission 7, Cadastre and Land Management, focuses on issues in cadastral reform and multipurpose cadastres; parcel-based land information systems; cadastral surveying and mapping; and land titling, land tenure, land law and registration. For more information, see [www.fig.net/figtree/commission7/](http://www.fig.net/figtree/commission7/).

example, recently restructured its National System of Rural Cadastre, which, in spite of the technical advances proposed by Law 10.267/2001, will continue to be administered by an institution of the national government.

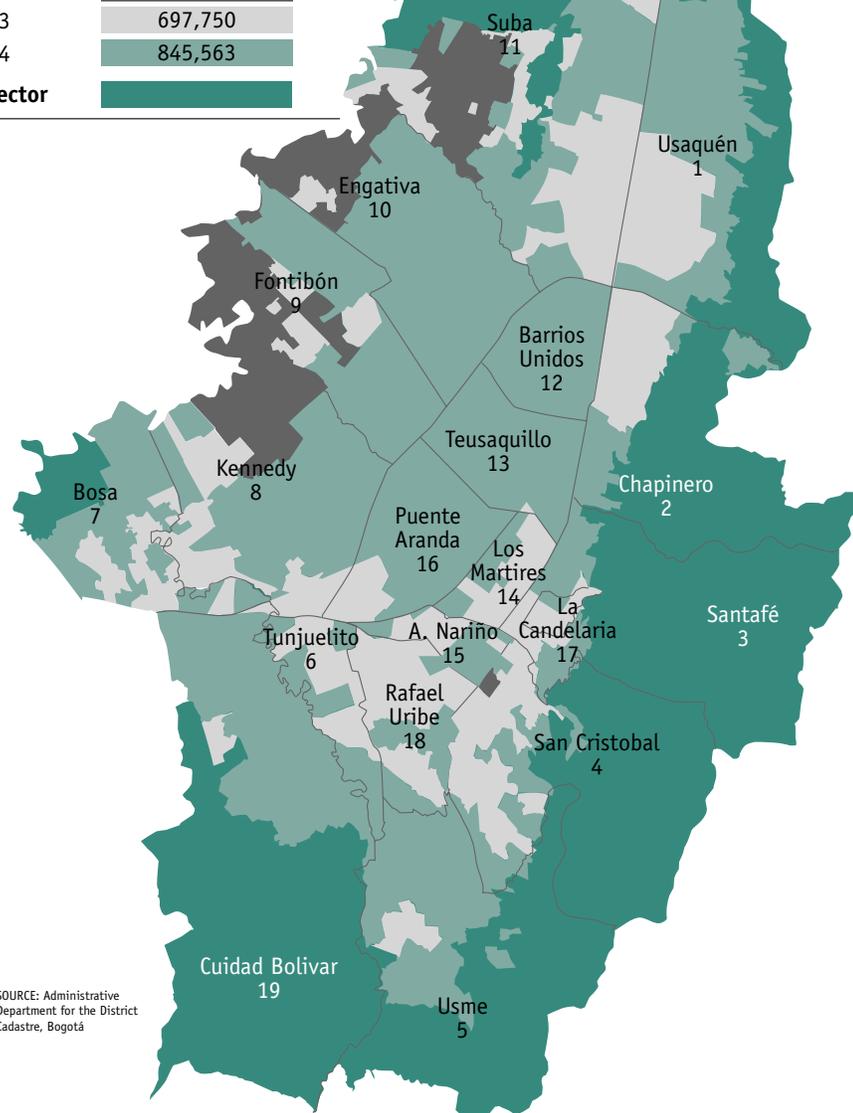
In contrast, the decentralization movement in the region aspires to modernize state governments by transferring powers to municipal jurisdictions, including the institutions responsible for land administration. For example, more than half of the states in Mexico still have centralized cadastral data, although some have begun to decentralize by creating municipal systems that are compatible with the state cadastre. A similar situation is occurring in Argentina, where some provincial institutions are beginning to transfer systems and data to the municipalities. Local administrators have an added incentive for assuming responsibility for organizing and maintaining cadastral systems because of the opportunities to collect property taxes and sell maps or databases registered in the local cadastral system to utility companies and other entities in the private sector.

All these good intentions, however, frequently run up against the chronic problem of the scarcity of capable personnel and infrastructure. In some cases decentralization may constitute a problem rather than a solution and it could jeopardize the maintenance and validation of data. For example, the adoption of the decentralized model may lead to the coexistence of extremely detailed and precise cadastres in some locations with practically nonexistent cadastres in other locations. Such discrepancies between adjacent municipalities may create inconsistent land information when it is aggregated at the regional and national levels.

A centralized model, on the other hand, can facilitate the unified design and structuring of the cadastre and guarantee the integration of geodetic and cartographic systems with the identification of parcels. The difficulties in accessing and distributing information for local needs might be solved by using the Internet to organize land data and maps through the central

FIGURE 1 Bogotá's Administrative Districts

Updating Period	No. of Properties Updated (projected)
2002	117,772
2003	697,750
2004	845,563
Rural Sector	



SOURCE: Administrative Department for the District Cadastre, Bogotá

cadastre. Some countries, such as Jamaica, Chile and Uruguay, are beginning to structure their eCadastres in this way. (This term is derived from the eGovernment concept introduced by the World Bank.)

When considering the varying development stages of Latin American cadastres, we can conclude that each jurisdiction must analyze which type of system is most appropriate for its own circumstances. It is worth considering the *Common Principles on the Cadastre in the European Union*, a document that affirms that “there are no intentions to unify the cadastral systems of the member states; however, there is interest in standardizing products” (Permanent

Committee 2003). If it is possible to work with different cadastral systems across Europe, it must be possible to do so within a single country.

**Public versus Private Cadastres**

After the publication of *Cadastre 2014* by the International Federation of Surveyors (FIG), one of the new visions that provoked much discussion was the proposal that the cadastre should be “highly privatized; public and private sectors are working closely together, reducing the control and supervision by the public sector” (Kaufmann and Steudler 1998). For example, in Japan private companies have almost total

control of the cadastral base of some cities, whereas in the member states of the European Union the cadastre resides within the government sphere.

In Latin America, cadastres remain primarily in the hands of public institutions; the private sector normally participates in the processes of implementing cartographic updates and information systems, but not in the administration itself. The Mexican municipality of Guadalajara, for example, did a comparative study of costs, concluding that managing the cadastre with its own public employees and equipment would yield a savings of 50 percent in investments, which was confirmed after one year of implementation.

In spite of the positive results obtained from such projects developed entirely within public administrations, the private sector cannot be ignored, particularly in the context of the privatization wave that has hit Latin America in recent years. For example, telephone, water and electric companies need up-to-date land information in the same way as the public institutions. Their common interest in maintaining databases is leading the cadastre offices and the utility companies to work together and share investments, as well as to look for ways to standardize data and define common identifiers for the parcels.

## Conclusions

The majority of Latin American cadastral systems are still registering three kinds of data following the traditional economic-physical-legal model: the economic value, the location and shape of the parcel, and the legal relationship between the property and the owner or occupant. However, there is increased interest in utilizing multipurpose information systems. In this transition process, some administrators have decided to implement new cadastral applications based only on technology; evidently, this has not been as successful as they imagined. This incorporation of new technologies must be accompanied by necessary changes in procedures and legislation and by professional training of public employees.

In recent years international institutions such as the World Bank, the Lincoln Institute and many European and American universities have been collaborating to help improve Latin American cadastres. They support educational programs, academic events and concrete projects for implementing reliable and updated land information systems. As the transition to multipurpose cadastres continues, changes will be implemented through a careful revision of relevant legislation, more accessible forms of customer service, stronger

collaboration between private and public institutions that generate and use cadastral data, and the application of contemporary international standards. Territorial cadastres in Latin America will become even more efficient and valuable if they generate information that allows the development of projects oriented to fundamental social concerns such as land regularization and identification of vacant land. **L**

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# The Bogotá Cadastre: An Example of a Multipurpose Cadastre

LILIANA BUSTAMANTE and  
NESTOR GAVIRIA

Colombia's cadastral administration is a meeting point for authorities from the various levels of the country's political-administrative system. At the national level, cadastral activities are determined by the technical norms established by Law 14 of 1983 and modeled on guidelines of the International Federation of Surveyors (FIG). The national government agency Agustín Codazzi Geographic In-

stitute (IGAC) is responsible for all cadastral administration and oversight of more than 7 million parcels. In addition, there are municipal-level cadastres in the cities of Cali and Medellín, a department-level system in the Department of Antioquia, and a district-level cadastre for Bogotá's Capital District.

Each of these entities represents the cadastral authority in its assigned territory. As such, each is in charge of the processes of establishing protocols and updating and maintaining the cadastres, which record the proper physical, legal, fiscal and econ-

omic identification of all real estate properties. These authorities update the cadastres every five years in order to check their physical and legal elements and to eliminate eventual disparities in cadastral valuation due to physical mutations, use or productivity changes, public works or local real estate market conditions. The authorities also reset the cadastral valuations every year, which enables them to determine the base payment level of the property tax.

Bogotá's Administrative Department for the District Cadastre (DACD) was

established in 1981 but was not fully operational until 1991. The process for updating the cadastre database was provided in Article 5 of Law 14 of 1983, but was started in 1997. The Bogotá cadastre relied on the national cadastre program guidelines before formulating a program that reflected local interests and concerns. Mayor Antanas Mockus set a goal for his administration in 2000–2003 to undertake a complete updating of Bogotá’s real properties. In spite of the unpopularity of this task, the mayor’s political will, his commitment of the necessary budget and resources, and the persistence of the District Cadastre’s staff ensured that the goal was met.

This endeavor updated 1,734,622 properties, 102,531 of which belong to the incorporated-as-new category. At the same time, the cadastral base value was increased from \$66.61 billion to \$88.25 billion Colombian pesos, thus increasing \$21.64 billion pesos (approximately US\$8 million; US\$1=2,700 Colombian pesos). A quick calculation of the revenue impact suggested the District would receive an additional income of \$65 billion pesos (US\$24 million) in property taxes per year. The city spent only about \$11 billion pesos (US\$4 million) on the updating process, so it obtained a very positive cost-benefit result, especially because this investment is done only once and the resulting additional resources are permanent.

Having an updated cadastre is important not only from a public finance perspective but also for other benefits, such as addressing taxation inequity, purging cadastral archives, improving the urban nomenclature and incorporating cartography. All of these effects may be used as valuable tools for administering the city’s future development. Thus, keeping the cadastre updated becomes imperative to preserve the District’s solid fiscal status, ensure the just distribution of the tax burden among the different social groups, and provide financial resources for planning and development processes.

The positive outcome of this experience led DACD to examine other countries’ experiences with cadastres, in search of new strategies and ideas that could help improve

future performance. This led to the First Cadastral Updating Methodologies Forum, which took place in November 2003 with experts from Spain, France and the U.S. sharing information on different issues. Spain’s cadastre most resembles Colombia’s and offered valuable information on the legitimacy and simplification of the process. The National Geographic Institute of France shared experiences in linking registered cadastre data and technological developments in updating graphic databases. The Lincoln Institute, which has long worked in Bogotá on various aspects

of land management and taxation, contributed information regarding mass valuation processes. Finally, the IGAC manifested its desire to integrate its cadastre data with the international cadastre through an agreement with similar systems worldwide. **L**

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## The Bogotá Cadastre: An Assessment

MICHELLE M. THOMPSON

**T**he implementation of any national planning program on a regional or local scale can be a challenge, even under the best circumstances. Colombia faces many social, political and economic issues that could easily have derailed the expansion of its major planning initiative—the national cadastral program. Some of these issues relate to its decentralized government, changing local public administrations, unstable economy and pervasive issues relating to poverty, the drug trade and international intervention. In spite of this situation, Bogotá’s Administrative Department for the District Cadastre (DACD) is gradually being recognized as a success story for developing countries in Latin America and beyond.

While legal conveyance, land policy and planning have been significant aspects of cadastres historically, fiscal management has been the primary focus in Bogotá for both its citizens and the business sector. The assessment administration process includes the maintenance of a database that receives information from the divisions that develop the econometric model, geographic information systems (GIS), building codes and enforcement, cartography,

socioeconomic analysis of homogeneous sectors, land registration and zoning. As noted in the previous article, the numbers of incorporated (*formación catastral*) and updated (*actualización catastral*) properties have increased significantly (see Figure 1).

The large volume of parcels and improvements has been managed in such a short time by a deliberate and comprehensive administrative plan. The mandated public participation process did not compromise the efficiency with which the updates and property validation were completed. Within the last fiscal year, the econometric model took into consideration typical assessment variables but also considered a key element in the Bogotá cadastre, the “public value estimate.” According to Law 44 of 1990, a public comment and review process is used to update and maintain each property record card. The property owner or occupant provides an estimate of property value and its depreciation or appreciation as required by the Unified Property Tax Reform Act. This legislation seeks to simplify the administration of taxes on land and avoid the possibility of taxing the same factors twice. Reliance on the public to provide the most current information on property conditions is important, but verification is also required. Thus, a fleet of professionally

trained assessors has conducted inspections of all properties now recorded within the cadastral system. The public has been particularly forthcoming with information on improvements to vacant land, since the tax rate on land is higher than the rate on land with improvements. This integrated planning approach has encouraged community investment by limiting speculation.

The use of GIS has been key to department-wide integration and evaluation of property reviews, system updates and overall program administration. IGAC is in the process of developing an ArcCadastral program in coordination with the University of Bogotá. The goal is to link all of the regional cadastres to the national database. Within Bogotá a central GIS provides the cadastral managers with a powerful database that includes an interactive and multilevel inventory used during the property tax abatement process. The GIS has recently been expanded to allow for

public searches of historic property record information along with parcel-level real estate listing data for all neighborhoods. The intended use of GIS, and the increase in the number of public terminals, will provide further access to the cadastral system. In the interim, the DACD Web site is a creative educational tool that keeps the public informed while managing this monumental process.

The Bogotá cadastre has made innovative and tangible progress in the creation, development and maintenance of a cadastral system considered by many to be a theoretical impossibility. The vision and tenacity of the public administrators, private industry and citizens have helped to build a cadastre that should meet or exceed the goals set by FIG's Cadastre 2014 (Van der Molen 2003). This plan calls for a cadastre to have "inclusive rights and restrictions to land within map registers, comprehensive cadastre map models, seam-

less collaboration between public and private sectors and a cadastre that is cost recovering." Given its political, administrative, financial, technical and practical challenges, the Bogotá cadastre has been able to turn a dream into an innovative reality. **L**

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# Mass Valuation for Land Taxation in Transitional Economies

JANE H. MALME

**O**ver the past decade, the Lincoln Institute has developed and presented many courses on the interaction of land and tax policies and on the development of value-based land and real property taxation for policy makers and senior government officials from countries transitioning to market economies in Central and Eastern Europe and the Baltics. These courses address the economic and legal basis for value-based taxes as well as practical problems in their implementation.

As private property markets evolve, property changes hands and new wealth is invested in real estate. The introduction of *ad valorem* taxation is a natural step in the development of market-based economies. With economic growth and development, the revenue capacity of a value-based tax

increases, and the tax can contribute to other important transition objectives such as privatization, government decentralization, infrastructure improvement and efficient land use. Nevertheless, the introduction of value-based taxation confronts both political and practical difficulties in developing an appropriate legal and administrative framework, as well as effective valuation, appeals and information systems.

The Baltic countries of Estonia, Latvia and Lithuania have been in the forefront of implementing value-based taxes on land (Malme and Youngman 2001). Estonia was the first of these new independent states to recognize the benefits of land taxation and to introduce a value-based land tax in 1993, followed by Latvia in 1998. Lithuania has been a leader in integrating and unifying real property cadastral, registration and valuation systems to strengthen nascent real estate markets and support real prop-

erty taxation. Progress toward value-based taxation in Lithuania began with the integration of real property administrative units and the development of an automated central database of real property information in a self-funded state enterprise known as the State Land Cadastre and Register (SLCR). In 2001 the Ministry of Finance funded the SLCR to plan and develop a mass valuation system in preparation for the anticipated passage of laws that will introduce value-based taxation of real property throughout Lithuania. The first phase of this program was the development of land value maps that were completed and made public in 2003.

The Lincoln Institute and SLCR (renamed the Lithuanian State Enterprise Centre of Registers [SECR] in 2002) have worked collaboratively since 1997 to offer educational programs and document Lithuania's progress (Malme 2001; Sabaliauskas

and Aleksienė 2002). In 2003 the Institute and SECR developed a new executive course, Introducing a Market Value-Based Mass Appraisal System for Taxation of Real Property, for lawmakers and senior government representatives preparing to implement value-based taxes in other countries experiencing rapid political and economic change.

The course uses Lithuania's experiences in market valuation as a case study, and SECR executives and specialists join core international faculty in the Institute's Department of Valuation and Taxation to address the principles, strategies and practical problems raised by mass valuation of real property. The Lithuanian case study demonstrates how those responsible for developing that mass valuation system dealt with the problems they faced.

The first offering of the week-long course was presented in Vilnius, Lithuania, in October 2003 to a delegation from the Russian Federation, led by Alexey Overchuk, deputy chief of the Federal Land Cadastre Service of Russia (see related article). Participants included senior administrators of land valuation boards from various regions of Russia, officials from the federal ministries of Economic Development, Finance and Property Relations, and representatives from private companies involved in valuation system development. Two delegates from the National Cadastral Agency of the Republic of Belarus also participated. This course will be offered again in Vilnius in fall 2004 for a delegation from another country that is undertaking mass valuation for land or real property taxation. To receive information about the course and application requirements, contact [jmalme@lincolnst.edu](mailto:jmalme@lincolnst.edu). 

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Participants from Lithuania, Russia and the United States met in Vilnius, Lithuania, in October 2003 for an Institute-sponsored course on market value-based mass appraisal systems.

## Mass Valuation of Land in the Russian Federation

ALEXEY L. OVERCHUK

**T**he collapse of communism in the early 1990s launched an era of political and economic reforms in Russia and throughout the former Soviet Union that introduced democracy and the free market economy to countries that previously had no experience with either of these concepts. In Russia privatization of land was one of the first items on the reform agenda, and by the end of 1992 the Russian Parliament

had adopted the federal law *On the Payment for Land*. This law set normative land values differentiated by regions to be used for taxation, as well as a basis for land rent and purchase. At the time the country had no land market, so this was considered a very progressive measure. Lands that were previously held in public ownership were rapidly distributed to individuals, and by 1998 some 129 million hectares of land were privately held by some 43 million landowners. Introduction of private ownership rights in land also meant the introduction of the land tax, since owners or users of land plots became eligible to pay for their real property assets.

Economic reforms in Russia were accompanied by inflation that ran thousands of percent annually. To maintain revenue yields, local and regional authorities adjusted normative land values accordingly. As land market activity started to develop in the mid-1990s, some of these authorities used market price information to make land

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value adjustments. As a result land taxes became absolutely inconsistent with the economic situation, and tax amounts were not comparable for similar properties located in different jurisdictions.

By the late 1990s the land tax system had developed faults that required tax reform on a nationwide scale. The basic outline of the tax reform included the following features:

- The land tax will become a local tax.
- While floating tax rates will be established by local governments, the maximum possible tax rates will be fixed by federal legislation.
- The federal government will develop rules and procedures for mass valuation of land plots.
- The tax base will be the cadastral value of land plots.
- Land cadastre authorities will provide information on taxable objects and their taxable land values to tax and revenue authorities.

Reform of the land tax is seen as part of a wider property tax reform. The current property tax system in Russia includes a number of taxes: individual property tax; enterprise property tax; land tax; and real property tax. While the first three are operational, the fourth tax has been tested as an experiment since 1997 in two cities, Novgorod Veliky and Tver (Malme and Youngman 2001, Chapter 6). It is expected that when Russia is in a position to introduce the real property tax nationally, the first three taxes will be canceled.

In 1999 the Land Cadastre Service of Russia, a land administration authority of the federal government, was delegated the responsibility to develop mass valuation methods and to implement the country's first mass valuation of all land. The government chose mass valuation, identifying the sales comparison, income and cost approaches as the basic valuation models that needed to be developed. Land is valued at its site value as if it were vacant.

Implementation of a mass valuation system has been constrained by the lack of reliable land market data, however. The housing market is the only developed market in Russia that can be characterized by a large number of sales transactions. These transactions are spread unevenly throughout the country, with large cities characterized by many transactions and high prices for apartments, whereas small towns and settlements have few examples of real estate sales. The national land market recorded some 5.5 million transactions annually, with only about 6 percent of them being actual buying and selling transactions. Official data from land registration authorities could not be used as a data source because transacting parties often conceal the true market price to avoid paying transfer taxes.

This lack of reliable market data has forced the developers of mass valuation models to identify other factors that may influence the land market. The model developed for valuation of urban land included some 90 layers of information that were geo-referenced to digital land cadastre maps of cities and towns. Apart from available market information, these data layers included features of physical infrastructure such as transport, public utilities, schools, stores and other structures. Environmental factors also are taken into consideration.

Mass valuation methods in Russia have identified 14 types of urban land use that can be assigned to each cadastral block. Thus, the model can set the tax base according to the current or highest and best land use. The actual tax base established for each land plot is calculated as the price of a square meter of land in a cadastral block multiplied by the area of the plot.

It took one year of development and model testing and two years of further work to complete the cadastral valuation of urban land throughout Russia. Actual valuation results suggest that the model works accurately with lands occupied by the housing sector. The correlation between actual market data and mass valuation

results is between 0.6 and 0.7 on a scale of 0 to 1.0, with greater accuracy in areas where the land market is better developed.

Cadastral valuation of agricultural land is based on the income approach, since availability of agricultural land market information is extremely limited. Legislation allowing the sale of agricultural land became effective in early 2002. The data used to value agricultural land included information on soils and actual farm production figures over the last 30 years. Mass valuation of forested lands was also based on the income approach. Russian land law also identifies a special group of industrial lands located outside the city limits that includes industrial sites, roads, railroads, and energy and transport facilities. These lands proved to be a difficult subject for mass valuation because there are so many unique types of structures and objects on them; individual valuation is often applied to them instead.

Over the past four years, some 95 percent of Russia's territory has been valued using mass valuation methodology. The Federal Land Cadastre Service continues to refine and improve its methods in preparation for the enactment of relevant legislation authorizing the introduction of a new value-based land tax. During this period, the Cadastre Service organized a Workshop on Mass Valuation Systems of Land (Real Estate) for Taxation Purposes, in Moscow in 2002, under the auspices of the United Nations Economic Commission for Europe. It also assembled a delegation for the Lincoln Institute's course *Introducing a Market Value-Based Mass Appraisal System for Taxation of Real Property*, in Vilnius in 2003 (see previous article). 

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# Implementing Waterfront Redevelopment in Amsterdam and Havana

FRANK UFFEN

Over the last 50 years cities have been the scene of major transformations that have allowed them to evolve from being centers primarily for economic activities to a combination of more specialized productive, commercial and service functions. The results are mixed, but in those cities considered most successful, beauty and humanism have managed to coexist with economic efficiency and effectiveness, significantly increasing the creation of wealth and the well-being of the community at large. In this context, developments known as “large urban projects” seek to rescue dilapidated areas such as historic centers, former industrial and military zones, vacant railroads and airports, and decaying housing settlements and transform them into vibrant residential areas able to generate tax revenues, employment, and public and social benefits to enhance quality of life.

The redevelopment of waterfronts creates tremendous opportunities to reintegrate historic city centers with their adjacent waterways and to facilitate growth that would otherwise move to the outskirts of the city. Many concerns have to be addressed, however. What type and scale of development are desirable and possible? How can meaningful relationships be established between the old and the new? What are the impacts on the environment and the existing infrastructure? What public policies and investments are needed? What are the roles of the public and private sectors? How do we organize the planning process, including building political and community support?

Amsterdam and Havana are cases where waterfronts provide challenges and opportunities to address this complex balancing act. Both are UNESCO World Heritage Cities dealing with the pressures of profit-driven real estate development and the



New mixed-used development on KNSM Island in Amsterdam's Eastern Docklands.

Courtesy of Jo Coenen

desire to protect both their historic centers and the interests of their contemporary populations.

In December 2003 the Lincoln Institute with Havana's Group for the Development of the Capital (GDIC), the Office of the Historian and the Port Authority of the Ministry of Transportation cosponsored a seminar in Havana at which waterfront experts from Amsterdam, Rotterdam, New York and Panama shared their experiences with Cuban planners and public officials. This article elaborates on the Amsterdam presentation, in particular how management, experiments, planning and land policies enabled an impressive transformation of that city's former industrial waterfronts, and offers lessons that may be applicable for Havana.

## Planning and Development Policies in the Netherlands

The Netherlands has a well-known tradition of strong national planning and development, precipitated by the housing short-

tage since World War II. The notion of limited space drives the country's development policies and its commitment to preserving green and agricultural areas between cities. Housing, infrastructure, retail and office development, environmental protection, agriculture, water management and open space are major concerns at both the national and local levels. With two-thirds of their country below sea level, the Dutch have always pursued new ways of relating to water. National planning policies thus concentrate on facilitating growth in designated areas, controlling urban sprawl and reorganizing inner cities without neglecting major infrastructure and the management and control of green spaces and water bodies.

The Dutch rediscovered the importance of their cities in the 1980s after the rapid growth of suburbs and new towns caused increasing congestion and a lack of livable spaces. The idea of a “compact city” was adopted in the nation's Fourth Memorandum of Urban Planning (1988), advocating

concentration on the urban nexus in order to “redevelop currently abandoned areas.” Typical sites include Rotterdam’s Kop van Zuid and Amsterdam’s Eastern Docklands. The compact city concept was broadened in the 1990s with the notion of the “complete city,” marrying concepts of multiple and intensive land use with the concentration of functions and activities in a melting pot of lifestyles.

The reorganization of transit areas and transport routes is another planning priority that aims to combine different transport functions and discourage the use of cars. Examples include the Airport City plan for the Amsterdam Schiphol Airport and the area around the future high-speed train station Zuidas-WTC. The Zuidas master plan creates enough space over the railway and highway for the construction of 7 million square feet of offices, 1,500 dwellings, retail space, hotels, museums and a new park.

Despite the national government’s plans and ambitions, financial resources determine its role in development projects. The significant decrease in national housing and development subsidies since 1990 has highlighted the strategic importance of the local government in the (re)development process. However, the Amsterdam case also shows that management capacity, reliable development partners and creative financial and development tools are instrumental for redevelopment.

### Amsterdam’s Land and Housing Policies

Amsterdam is the cultural and financial capital of the Netherlands and the largest city in the Randstad-Holland or Delta-metropolis region of 6 million people. The city has close to 750,000 inhabitants,

375,000 housing units and 417,000 jobs, and has one of the world’s largest conserved historic city centers.

Amsterdam’s land policies are strategic tools in the city’s redevelopment strategies. In 1896 the city democratically decided on a land-lease system to acquire land and lease it to future users. Important arguments for leasing were that increases in land value should benefit the entire community and the city should determine the use of scarce land to prevent speculation and undesirable development.

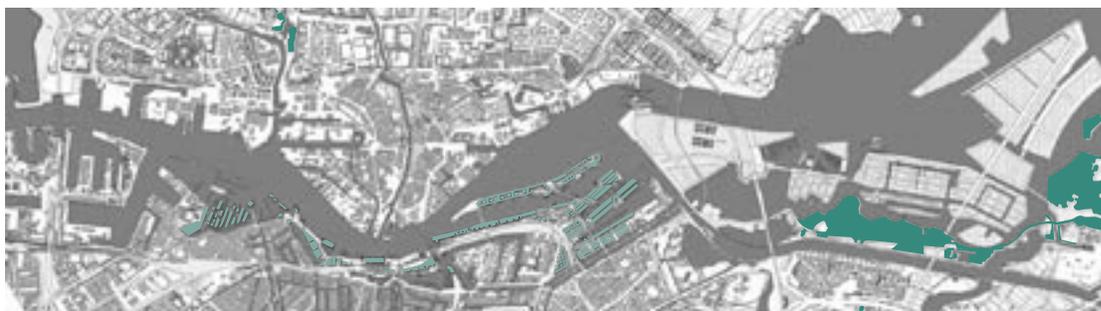
The land-lease system works as follows. The city’s land corporation acquires land and leases it to private developers for periods of 49 or 99 years. Leaseholders pay an annually adjusted amount for use of the land, determined by location, square feet of development, type of use (office, retail, affordable or market rate housing, open space, etc.), new or existing buildings, and parking (on the street or inside). The city determines the price of land through a residual land value method that links the market value of the property, the land and the construction costs. The value of land equals the sales value of the property minus the construction costs determined by the location (costs are considerably higher in the historic neighborhoods). In 2002 leases totaled 59 million euros.

Acquisition of privately owned land—as in the Eastern Docklands area—is financed through loans to the city’s land corporation, whose interest payments account for 80 percent of its expenses. Excess revenues are used to support the city’s development and rehabilitation efforts, particularly for commercially unprofitable projects such as parks and open space. This system also serves political objectives

such as the provision and geographic distribution of affordable housing. In a high-density city like Amsterdam, land is scarce and its use is subject to much real estate pressure. As the landowner the city maintains a strategic role in determining the use, quality and amount of land available for development.

Amsterdam relies on its relationships with the city’s civic and nonprofit development groups for support and implementation of its plans, and the role of housing associations is critical. These associations were created as a result of the housing law of 1901, which allowed for union-related associations and religious organizations to establish nonprofit housing associations. With national subsidies and strong support from local governments, they have built thousands of units, especially in the neighborhoods damaged during the war. In some of these areas over 75 percent of the units is owned by housing associations.

The deregulation of the Dutch housing market in the early 1990s strongly affected the housing associations’ position as both owners and developers. They lost most of the national housing subsidies, but in exchange the government granted them more financial and institutional freedom to manage their assets. As a result, the nonprofit sector had to become more professionalized, and many of the housing associations merged to create economies of scale. Today, Amsterdam counts 13 housing associations that manage over 200,000 units, ranging from 1,400 to 37,500 units each. Many associations successfully positioned themselves as trustworthy and financially stable developers. Moreover, they became strategic partners for commercial developers looking for experts on



**Map of Amsterdam Waterfront**  
(Redevelopment areas shown in light green; open space shown in dark green)

affordable housing and partners for creating goodwill for their projects with the city and community groups. More and more, they develop mixed-income projects in collaboration with private developers using creative financial packages. In 2000, for example, half of the units built by housing associations were market rate. The resulting profits financed the other half as affordable and moderate-income units.

In an unexpected side effect of the housing reform, these associations have become leaders in setting high standards for urban design and planning. With their commitment to the city and to community development they have been willing to take risks with low-cost but provocative designs, and many of their projects have become international examples for innovative affordable housing concepts.

### Waterfront Redevelopment in Amsterdam

Amsterdam is a city founded on water and around a dam that separated the Amstel River from the IJ River. In the seventeenth century, Amsterdam was the world's most prominent commercial and maritime center. The canals and waterways built in that era still marvel the millions of tourists who visit the city every year. The relationship between the city and its waterfront has not always been organic; mistakes have been made, such as the 1898 decision to build Amsterdam's central railway station in the middle of the port area. The station effectively ruined the visual relationship and physical connections between the IJ, the port and the dam, destroying the ancient heart of the capital.

In the past 40 years, most port functions have moved closer to the sea to handle container ships, while the large financial institutions moved to the south axis of the city due to a lack of space and poor accessibility. The inner city of Amsterdam, which is adjacent to the old port areas, remains the region's largest center for retail, culture and entertainment and is well suited for pedestrians, bicyclists and public transportation. Although the port continues to play an important economic role for Amsterdam, the city essentially turned



Courtesy of Ton Schaap, dRO Amsterdam

Aerial view of new development in Amsterdam's Eastern Docklands.

its back to the harbor for many years.

Major areas of Amsterdam are now being converted and rehabilitated, while entirely new areas are being built on artificial islands. The city's southern and northern waterfront system of old piers and wet docks is becoming an attractive residential and mixed-use district with retail and cultural centers, new transit, parks and waterfront promenades, most of which mix contemporary design with the historic maritime character. The construction of IJburg, an overspill area in the IJsselmeer Lake, is designed to accommodate 45,000 new inhabitants.

Discussion about the redevelopment of the Eastern Docklands and the rest of the southern IJ waterfront began in the early 1980s. Following years of negotiations between the municipality, developers and well-organized community groups, the plan, currently in the final phases of construction, proposed a series of high-density, moderate-rise communities on the water, thus remaking a historic and cultural bond with the water. Housing is the major component of all development on the IJ bank, and 40 percent of it is affordable. In many cases the city's professional nonprofit housing associations have led the development and encouraged private investment.

The formal planning process for the IJ-waterfront started with a design com-

petition in 1984. Initially the city government endorsed the IJ Boulevard master plan by Rem Koolhaas for the entire 10 km southern waterfront. The redevelopment program incorporated a range of uses, but focused on office development and supporting amenities to stop the exodus of corporations and to finance the proposed infrastructure program. The plan was to be implemented by the Amsterdam Waterfront Finance Company (AWF), a public-private partnership of the city and one master developer/investor with unprecedented authority. Subsequent controversy over the size and cost of the plan, the collapse of the office market in the late 1980s, and growing discontent with the plan among the city's prominent civic and community groups led to the dismantling of the partnership in 1994.

The city then changed its approach and passed a strategic memorandum titled "Anchors of the IJ" in 1995. This plan proposed to build on the existing island structure with a phased development starting at the outer edges and working toward the Central Station area. This pragmatic and organic approach concentrated the city's efforts and resources on master plans for smaller and more manageable areas. The development program shifted toward housing with public buildings and squares (the anchors) at strategic locations within

a framework of larger infrastructure investments. The national government committed to building a new tunnel in the early phases of the planning process and a light-rail system at a later phase. Urban design and development programs were determined by site potential and strong community input and were modified over time based on experience, new ideas and changing market conditions. Since the city owns the land and thus controls how much land is available for development, it encouraged private developers to team up with non-profit housing groups to bid for portions of the waterfront. The Amsterdam case underscores the fact that strategy, planning tools, leadership and partners are interdependent and instrumental for redevelopment that benefits the community at large.

### Implications for Havana

The uniqueness of Havana's waterfront makes it a formidable site for innovative and comprehensive redevelopment and for avoiding the mistakes that have spoiled the charm of many other cities around the world. Havana is Cuba's capital city, home to more than 2 million of the country's 11 million citizens. Prior to the 1959 revolution Cuba was the leading business and tourist destination in the Caribbean, but its subsequent political isolation and lack of economic development have resulted in a mostly unspoiled historic city now in desperate need of repair. Since the collapse of the former Soviet Union and the subsequent loss of a market for 65 percent of Cuban exports, Havana has focused on attracting investment through real estate ventures. Most joint ventures (350 were active in 2001, worth \$2.6 billion) are

with Canadian and European companies in the booming hospitality industry. Tourism and related activities again generate much-needed foreign currency, especially in Havana where historic downtown hotels have been upgraded and new office buildings are being built in nearby elegant neighborhoods to the west.

The government recognizes the historic and economic value of Old Havana's architectural heritage and strongly supports renovation and rehabilitation of its historic buildings and squares. The progress and benefits are impressive, considering the limited public resources and the state of the city's infrastructure and buildings. The Office of the Historian, the development authority for Old Havana, has stimulated revenues that generated \$50 million for social and historic preservation programs in 1999 alone (Nunez, Brown and Smolka 2000).

Havana's waterfront is considered a key asset for future growth and therefore a key area of concern. The waterfront includes the famous Malecon Boulevard as well as the lesser-known inner-harbor districts on the east side of Old Havana. Along the shores of this bay, historic warehouses and small communities are mixed with decaying infrastructure, port facilities, heavy industry and shipyards. Many different city and state agencies are involved in planning for this vast area, yet no clear development directive has been defined and most players lack the authority to take that role. In response, some agencies have developed plans for individual properties, but implementation is unlikely because there is no funding in place and the oil refineries across the bay produce heavy fumes,

which discourage some tourist-oriented activities.

Since land in Havana is publicly owned, capturing the increase of land values could create a strategic and sustainable source for financing much-needed public investments in affordable housing, public space and infrastructure. The local government can lead the redevelopment process; however, support and collaboration with regional and national public partners will be important for larger investments. Flexibility in program and a focus on process instead of blueprint planning is essential to accommodate changing market conditions and emerging opportunities. The latter is especially evident as development depends significantly on private investments.

With its historic beauty, proximity to the United States and lack of development for more than 40 years, Havana draws the attention of developers from throughout the world. It has the potential to become a model livable city that has preserved most of its heritage and is not spoiled by the automobile. It is in the interest of all of us, but especially the Cuban people, to ensure that attention to both high-quality redevelopment and the public interest determines the transformation of Havana's waterfront. ■

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### ■ REFERENCE

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Frank Uffen

**Terminal  
Sierra Maestra  
San Francisco  
on the Havana  
waterfront.**

# Confronting Housing, Transportation and Regional Growth

DAVID SOULE

Seeking to address housing affordability and transportation congestion issues, the executive directors of the 25 largest public-sector metropolitan regional councils gathered in Los Angeles in September 2003 for their second regional forum. The three-day conference was sponsored by the Lincoln Institute, the Fannie Mae Foundation and the National Association of Regional Councils (NARC).

## Case Studies

The opening session featured presentations on three case studies that illustrate different approaches to growth and development: Atlanta, Chicago and Los Angeles.

The Atlanta region is home to 3.6 million people in 10 counties. Charles Krautler, of the Atlanta Regional Commission (ARC), noted that the commission was created in 1947 and in 1952 presented its first regional plan. "It proposed a tight development pattern with an urban growth boundary close to where I-285 circles our region," he explained. "It was rejected outright. Instead, we adopted a plan with growth in concentric circles. We did not have unplanned sprawl, we planned for it and we got it." However, he continued, "now we have two societies. Many people moved to the northern part of the region and took their wealth with them. We encouraged them to trade long drives for big houses. But poverty remains concentrated in Atlanta and Fulton County."

No slowdown is forecasted for 2030, as the population is expected to grow to 5.4 million people and employment to 3.1 million jobs. That means more congestion, and Atlanta faces other constraints as well. The region is the largest metropolitan area with the smallest water supply, and there is no opportunity for significant expansion

of the supply. "If we keep doing what we're doing, then what we have today is the best its going to be," Krautler stated. "We're trying to encourage a movement back to the city. After losing population for the last 30 years, the city has grown by 16,000 since the 2000 census. In a further effort to rewind the sprawl clock, ARC has designated 44 activity/town centers as part of its regional development plan linking transportation and land use. Each center receives planning and, more important, infrastructure resources to concentrate development."

The Chicago metropolitan area is the "hub of the Midwest," according to Ron Thomas of the Northeast Illinois Planning Commission (NIPC). With more than 8 million residents in 6 counties with 272 incorporated municipalities, Chicago has built its strength around the waters of Lake Michigan. The NIPC region hosts almost 4.5 million jobs and 62 companies that are listed in the Fortune 1000. The 4,000-square-mile region stretches north to Wisconsin and east to Indiana. And yet, Thomas laments, "our urban growth 'edge' is beyond our region. That means that the people who are attempting to control this growth are not at our table."

Building on the Burnham plan, the first regional plan in the country created in 1909, Chicago's urban fabric is held together by a series of 200 town centers, an extensive rail network and an expansive highway system. The good news, Thomas said, is that "90 percent of the region's population is within one mile of a transit line." Three satellite cities, Elgin, Joliet and Aurora, create a polycentric region around Chicago's western fringe. The net result is that the region still has the capacity to absorb the projected growth of more than 2 million new people in the next 30 years.

Like every metropolitan region, Chicago

is experiencing immigration from all over the world, but especially an influx of Hispanic families. New immigrants enter a region with longstanding socioeconomic patterns of segregation, especially in the southern counties. Thomas explained there are pockets of diversity in some suburban communities, but exclusionary zoning keeps the barriers high. While NIPC has successfully brought together the mayors in the metropolitan area to discuss critical issues, "we suffer from a lack of major universities, most of which are either downtown or 100 miles out," Thomas noted. "Our political leaders are organized, and so is our business community. However, we run on parallel tracks and talk in stereo." To address this disconnect, NIPC has created a broad-scale civic leadership process to undertake community-based planning. "We have created a tool called 'paint the town,' which allows interactive meetings in local city and town halls," he continued. "We have a future to plan and it needs to be grounded where the people live, work and raise their families."

Los Angeles has more than twice as many people as Chicago and more than 4.5 times the population of the Atlanta region, and yet "the urban portion of our region is the densest in the country," according to Mark Pisano of the Southern California Association of Governments (SCAG). "We have 187 municipalities in 6 counties. With 76 local officials in our structure, our congressional delegation comes to us for solutions to the tough issues we face. We do have a region that is large enough to cover the true regional economy, but the economic and social forces are relentless. Our economic bases are shifting faster than we can plan infrastructure to keep up with the changes."

Like Chicago and Atlanta, Los Angeles is a polycentric region; it spreads across all of Southern California except San Diego

County. “We were one of the first regions in the country to become a majority of minorities. Immigration drives development in our region,” said Pisano. Some of the trends are good. “Forty percent of our region is doing extremely well, but that means that 60 percent is not. We have been called the ‘new Appalachia’ by some, and we are banding together with other states along the border with Mexico to create the Southwest Authority. This, like other similar efforts around the country including the Appalachian Regional Commission, would create a federally supported multistate compact to address critical infrastructure needs required to support the economy of this large area.”

SCAG forecasts another 6 million people will arrive in the region by 2030, more than twice the population of the City of Chicago. As the new immigrants arrive, cities and towns already cramped by the constraints of Proposition 13 are beginning to close the door on new housing production. “Housing is the most undesirable land use in Southern California,” said Pisano. “We are seeing the fiscalization of land use. Our leaders tell me that they don’t want any more housing. They say this is sound fiscal policy. However, this approach just puts more pressure on places that already have housing. The net effect is that Los Angeles is three times more

overcrowded than the rest of the region and eight times more crowded than New York City.”

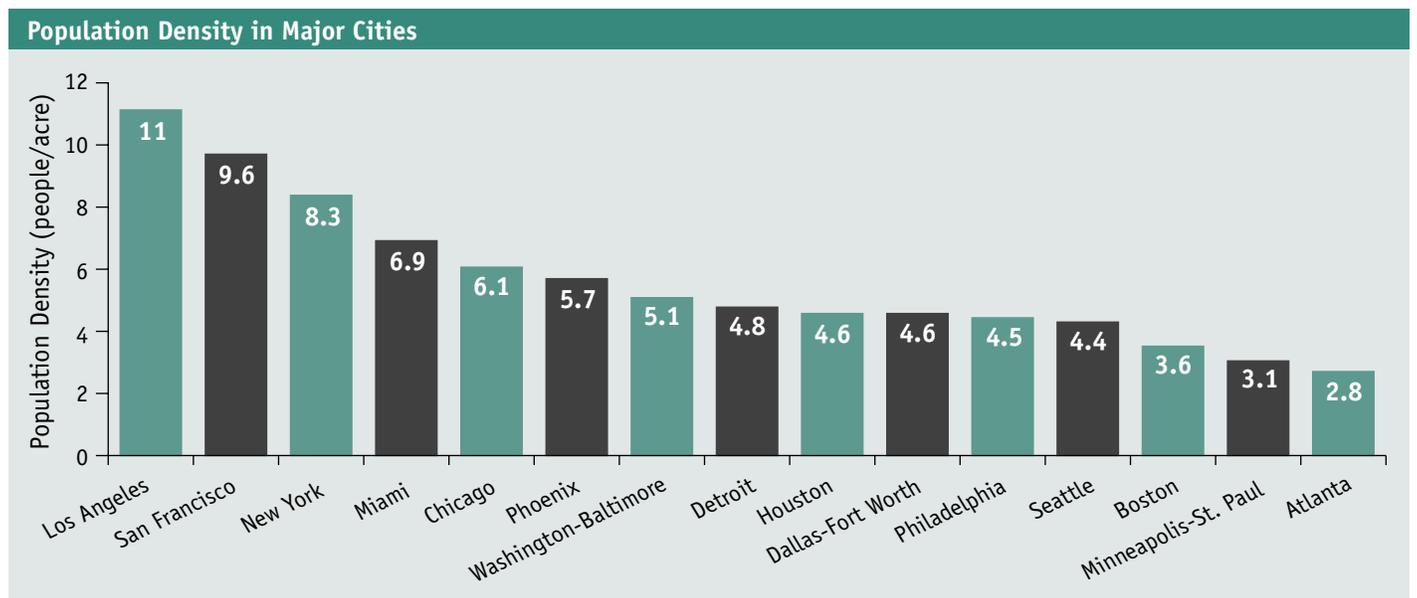
To address these big-picture problems, SCAG is focusing on macro-level regional development patterns. “We can’t build our way out of the traffic congestion, but we have two scenarios under discussion,” Pisano continued. “The first focuses on infill development; the second proposes creation of the fifth ring of development in the high desert. Effective land use will generate three times more benefit than highway expansion.” Using a creative strategy of building truck lanes, paid for by the truckers, “we can create some relief and target key transportation logistics, i.e., moving freight out of the port of Los Angeles into the rest of the country. This strategy also addresses a key workforce issue, since you don’t need a college education to drive a truck. To fund such major infrastructure expansion, we are exploring how to create a tax credit that would allow significant private-sector investment in regional transportation projects.”

### Discussion Sessions

Ruben Barrales, deputy assistant to President Bush and director of intergovernmental affairs for the White House, presented an overview of the executive branch’s current national priorities. During the dis-

ussion Krautler asked if a White House conference would be a possible response to the critical issues facing the largest metropolitan regions in the country. Barrales said the concept was worth discussing but would require considerable advance preparation to be effective. Pisano offered the resources of the group, working through NARC, to help with conference planning. Robert Yaro of the Regional Plan Association (RPA) suggested an interesting theme. “We’ve had several major eras of planning in this country,” he explained. “When Jefferson made the Louisiana Purchase in 1803, he spurred a major expansion in the nation’s land mass and then had to figure out what to do with it. One hundred years later Teddy Roosevelt appointed Gifford Pinchot to create the National Park Service. We’re due for another national planning initiative, but we now have many challenges that require a sophisticated response. We can’t build an economy based on people driving several hours to and from work each day. We need to focus on how we can create a place that is both pleasant and affordable.”

Armando Carbonell of the Lincoln Institute asked the group to expand on what national policies are needed to support the large metropolitan regions in the country. Comments included:



SOURCE: Charles Krautler, Atlanta Regional Commission

Atlanta’s urbanized area is the least dense of peer cities.

- We need to re-magnitize our regions, and modest incentives from Washington, DC, could help start that process.
- We need to partner with groups like the Urban Land Institute.
- We are flying blind and that's dangerous. Even though we're in the planning business, we need better data, better policies and different paradigms for managing our regional governance that include partners from our business and civic sectors as well as our political leaders.
- We can use a structure like the Metropolitan Planning Organizations (MPOs), created for transportation, to address other critical issues like water and housing.
- The bad news is that we are growing, but the good news is that we are growing. We attract smart, entrepreneurial people from around the world.

Dowell Myers, director of the Planning School in the University of Southern California School of Planning, Policy and Development, moderated a session focused on transforming regional actions into local implementation. As part of the program, representatives of three regions commented on their strategies.

"Seattle grew a lot over the last 20 years and we grew in different ways," said Mary McCumber of the Puget Sound Regional Council (PSRC). "Our new growth was outside of our historic cities. We knew we needed to do something and we got lucky. We got ISTEA [Intermodal Surface Transportation Efficiency Act], a state growth management law and a new regional council at the same time." Using these tools, PSRC created Destination 2030, which was honored as the best regional plan in the country by the American Planning Association (APA). "But we have planned enough. We are a land of process. Now we need to have the courage to act."

Martin Tuttle of the Sacramento Area Council of Governments (SACOG) reported, "We used our federal transportation dollars to create land use incentives for community design and backed it up with \$500 million. We asked people, 'Is Atlanta what we want?'" Using the best data available and a sophisticated feedback planning

process, SACOG brought the planning to the people and took the people's plan back to the council.

Bob Yaro of RPA reminded the group that it takes "patience, persistence and perseverance." He presented New York City as an urban success story, where 8 million people ride the transit system per day. "The Regional Plan Association, created in 1929, oversees a three-state region, and those states don't like each other much. They have different DNA," Yaro noted. Despite that history, RPA created the first strategy for a multi-centered region. Unlike the other regional councils, RPA is a private-sector organization. "The real power is in the civic community, if you can get people organized and move them in the right direction," Yaro added.

Tom Bell, president and CEO of Cousins Properties in Atlanta, introduced a private-sector perspective on engaging in regional policy development: "I was surprised to read in *Time* magazine that the Atlanta region is the fastest growing settlement in human history. We are gobbling up 100 acres a day. There is no common ground. Democracy and land planning go together like oil and water. But you [planners] are the people who can make a change. Developers will do a lot of work if we can see a payoff. Visions are in short supply and the status quo is not an option."

Addressing income distribution in the regions, Paul Ong, director of the Lewis Study Center at UCLA, reported that poverty rates among the elderly have declined at the same time that rates among children have increased. More distressing, poverty is higher and more concentrated in urban areas. "We are seeing a working underclass—not people on welfare but people who have jobs." Rick Porth from Hartford and Howard Maier from Cleveland responded with case studies from their regions on income and social equity. In Hartford, Porth said, "the disparity is getting worse. More important, 20 percent of our future workforce is being educated in our worst schools." Maier noted, "our economy is in transformation. The Cleveland area was a manufacturing center for steel and car production, but now we have more healthcare

workers than steel or auto workers. As a region of 175 communities, we have 175 land use policies based on 175 zoning codes and maps. Each community's plans may be rational, but together they project a future of sprawl without the ability for coordinated public services or facilities."

In other sessions several regions that had developed assessment and benchmarking studies presented their current work, and the conference concluded with presentations by each of the councils on a best practice study, strategy or methodology that they have implemented.

The conference theme—confronting housing, transportation and regional growth—underscores the complexity of the metropolitan environment and the necessity for an integrated response to regional dynamics. Traditional regional councils are unique in their ability to link multiple regional systems to focus on specific regional questions. Housing affordability, a seemingly intractable problem overwhelming metropolitan regions, can only be understood against the backdrop of the local government fiscal policy. Transportation systems, often understood as infrastructure designed to service an existing regional settlement pattern, must be seen as a key determinant of economic development policy as well as a primary driver of land use change in regions. The metropolitan regions of this country are the economic engines of our states and the country as a whole. A new, enriched dialogue with the White House could stimulate a series of policy initiatives. As that conversation proceeds, regional councils are the key organizations to engage business and civic leaders with local elected officials around the regional table. **L**

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## Matthew McKinney

**Matthew McKinney** was named director of the Public Policy Research Institute at the University of Montana in 2003, after serving for 10 years as the founding director of the Montana Consensus Council. He is also a senior lecturer at the University of Montana's School of Law, a partner with the Consensus Building Institute in Cambridge, and a faculty associate of the Lincoln Institute. Matt was a research fellow at the John F. Kennedy School of Government, Harvard University, in 2000 and 2002, and a visiting fellow of the Lincoln Institute in 2000. During the past 18 years, he has designed and facilitated more than 50 multi-party public processes, helping leaders and citizens address issues related to federal land management, land use planning, growth management, water policy, fish and wildlife, and public health and human services. He has published numerous journal articles and is coauthor of *The Western Confluence: Governing Natural Resources* (Island Press, June 2004). Contact: [matt@umtpri.org](mailto:matt@umtpri.org)

*Land Lines: You have a strong background in facilitation and consensus building. How do you apply that to land use planning?*

**Matt McKinney:** I come to planning largely from a process perspective. Land use issues typically involve multiple parties, and the challenge of planning is to integrate diverse, often conflicting, interests. In my current work with the Public Policy Research Institute I operate on the assumption that one of the most effective ways to develop and implement strategies to sustain livable communities and healthy landscapes is to create opportunities for stakeholders to come together with the best available information to address issues of common concern. In short, the planning process is most effective when it is inclusive, informed and deliberative:

- Inclusive participation means that a concerted effort is made to engage all viewpoints and interests, and participants' input and advice will be considered by the decision makers and will influence the outcome.
- An informed process offers an equal opportunity to share views and information, fostering mutual learning, common understanding and consideration of a variety of options.
- A deliberative dialogue occurs when people listen to each other, consider the rationale or reason for competing viewpoints (the interests that underlie the positions), and seek solutions that integrate as many interests as possible.

This principled approach has been shown through experience to produce decisions that are broadly supported by the public, and it eases implementation because the key stakeholders have already played their part in shaping the proposed action or plan. Compared to lobbying, litigation and other ways of shaping public policy, it can save time and money. Last—and important for planners—this approach offers an effective way to integrate social and political values within the scientific, technical and legal framework of land use planning. It's a more cooperative and constructive way for planners and public interests to work together.

**LL:** *Can you give some examples of how these principles work in the real world?*

**MM:** In the northern Rocky Mountains, many communities with limited staff, money and other resources are struggling with double-digit growth, strains on local infrastructure and cultural clashes between newcomers and those with traditional western values. But westerners are infamous for resisting government intrusion—a predictable backlash in a region where the federal government holds sway over more than half of the land base. As a result planners often face a steep climb just to gain the public's ear on land use issues.

These situations are ripe for inclusive, informed and deliberative approaches, and there are many examples across the West. In Helena, Montana, we helped a broad-based citizens group—including open

space advocates, neighborhood leaders, realtors and developers—negotiate new procedures for subdivision reviews. Developers wanted to streamline the subdivision application process, and residents of established neighborhoods wanted to ensure that safeguards remained in place to preserve the small-town feel and curb sprawl. In another case, residents of Jefferson County, Montana, started talking about zoning after a cement plant near an elementary school proposed burning hazardous waste as fuel. The “z” word caused some resistance from local business and industry, notably the cement plant and a nearby mining operation, but we brought in a facilitator who helped a working group of local residents, industry representatives, private property rights advocates and county officials develop a zoning plan.

In both cases, negotiations took the form of deliberative dialogue that lasted about a year. Both groups used joint fact-finding to gather information that was credible to all parties at the table. Then they crafted proposals and submitted them to formal decision-making arenas—city council and county commission, respectively. After careful review, both the new subdivision protocols and the zoning plan were adopted essentially unopposed.

**LL:** *What role do planners play in such processes?*

**MM:** We frequently recommend using an impartial, third-party facilitator to help build trust and more effective working

## FACULTY PROFILE

relationships among the stakeholders. A facilitator can also keep the group on task and focused on a common goal. In some cases planners can play this role themselves if that is acceptable to all the participants. More often planners act as conveners or sponsors of a multiparty process, or as vested stakeholders and hands-on participants. Either way, planners can participate more effectively if they have a working knowledge of the principles and strategies of collaborative problem solving.

**LL:** *How can planners obtain this kind of training?*

**MM:** Since 1999 the Lincoln Institute and the Consensus Building Institute have cosponsored a two-day introductory course, Mediating Land Use Disputes, for planning practitioners and others interested in land use decisions. It presents practical insights into negotiating and mediating conflicts over land use and community development. Using interactive exercises, games and simulations, participants receive hands-on experience with collaborative problem solving and public participation. They learn how to dovetail these concepts with existing processes for designing and adopting land use plans and evaluating development proposals. In addition, we are reaching out to 100 planners across 10 western states to enroll in the Planning Fundamentals course offered online through LEO, the Lincoln Education Online program.

**LL:** *What other planning-related programs do you teach?*

**MM:** Again with the Lincoln Institute, I have been involved in a relatively new and much-needed program for state planning directors in 13 western states, modeled on a similar program in the Northeast. These seminars provide a forum for leaders within state government to compare their experiences, learn from each others' successes and failures, and build a common base of

practical knowledge that will serve them in their individual efforts and in the region generally. The intent is not to promote any particular approach to planning and growth, but to explore a range of strategies to respond to growth and land use challenges in the West. The level of interest goes well beyond the planning officials themselves, as evidenced by the list of cosponsors: the Council of State Governments-WEST (an association of state legislators), the Western Governors Association, the Western Municipal Conference and Western Planners Resources.

**LL:** *Is regionalism in the West a new emphasis in your work?*

**MM:** Land use issues often transcend political and jurisdictional boundaries. Coping with sprawl, water and air quality, economic development and the effects of globalization demands practical, local solutions that also work within the bigger picture. Research indicates that many land use issues are most efficiently addressed at a regional scale. Instead of stopping at the county line or the border between federal and private land, planners are now thinking in terms of the "problemshed" or the "natural territory" of the problem.

More and more regional initiatives are being designed to address transboundary matters. Some augment existing government institutions, but most are more ad hoc and rely on the principles of collaboration to engage people with diverse interests and viewpoints. When we inventoried such initiatives throughout the West, we were as surprised as anyone by the sheer number and variety of ongoing regional efforts. They range from ad hoc, community-based groups like the Applegate Partnership in the Siskiyou Mountains of southwestern Oregon, which seeks to promote and sustain the ecological health of land within its watershed, to substantial government entities with regulatory authority like the Tahoe Regional Planning Agency (McKinney, Fitch and Harmon 2002).

**LL:** *How do you transfer this work to other regions?*

**MM:** Recently I have worked with the Lincoln Institute to conduct clinics on regional collaboration for several interstate efforts in the New Jersey-New York area, including a watershed management plan for the Delaware River Basin Commission.

Another project is a collaborative effort among local, state and federal agencies in the New York-New Jersey Highlands, the 1.5-million-acre region between the Delaware and lower Connecticut rivers. State and federal land managers are assessing changes in land cover and use, identifying significant natural areas for protection, and developing strategies to protect the 12-county region's open space and natural resources.

In addition, we have designed a two-day course titled Regional Collaboration: Learning to Think and Act Like a Region. It provides a conceptual framework and practical skills to train planners, local elected officials, small business owners, advocates and educators to initiate, design, coordinate and sustain regional initiatives. With the involvement of several national and regional organizations, the Institute cosponsored the first course in spring 2003 in Salt Lake City and offered it again in March 2004 at Lincoln House in Cambridge. 

### ■ REFERENCES

McKinney, Matthew, Craig Fitch, and Will Harmon. 2002. Regionalism in the West: An inventory and assessment. *Public Land and Resources Law Review* 23:101-191.

The inventory is also available online at [www.crmw.org/Assets/misc/regionalinventory.asp](http://www.crmw.org/Assets/misc/regionalinventory.asp) and [www.crmw.org/Assets/misc/regarticle.htm](http://www.crmw.org/Assets/misc/regarticle.htm)

### Related Articles

Carbonell, Armando, and Lisa Cloutier. 2003. Planning for growth in western cities. *Land Lines* 15(3):8-11.

McKinney, Matthew. 2003. Linking growth and land use to water supply. *Land Lines* 15(2):4-6.

McKinney, Matthew, and Will Harmon. 2002. Land use planning and growth management in the American West. *Land Lines* 14(1):1-4.

## Land Value Taxation in Britain: Experience and Opportunities

Attempts at introducing land value taxation (LVT) in the United Kingdom demonstrate a long and varied history. *Land Value Taxation in Britain* considers this history and how LVT may be particularly relevant at the present time. Owen Connellan, with contributing authors Nathaniel Lichfield, Frances Plimmer and Tony Vickers, explores past debate over different forms of LVT, the tax's role in generating government revenue, and its practical operation, moral background and ethical rationale. The book concludes with a discussion of future prospects for LVT in Britain and elsewhere.

But why study land value taxation in Britain, especially when that country has yet to evolve a system of LVT that is generally accepted or workable? Britain's experience with property taxation and expertise on property valuation make it an ideal case study. Only by examining the success and failure of past legislative and administrative attempts to employ LVT for the benefit of the community can policy makers draft more effective LVT proposals, not just in the U.K. and but also in other countries.

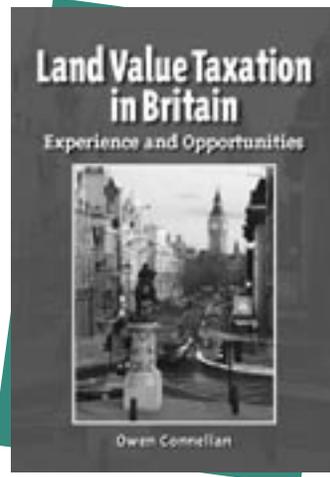
*Land Value Taxation in Britain* seeks to open up a challenge for future discussion on this form of taxation. Students and professionals focused on taxation matters will find it of interest, as will the general reader who may not have a technical background in economics and taxation.

### Contents

*Foreword by C. Lowell Harriss*

#### Part I: Introduction

- Chapter 1: What This Book Is All About
- Chapter 2: Theory and Principles of Land Value Taxation



#### Part II: The British Experience

- Chapter 3: General Taxation and Taxes on Land
- Chapter 4: Property Taxes for Local Government Revenues
- Chapter 5: History of Attempts at LVT in Britain
- Chapter 6: Recoupment via Ownership
- Chapter 7: Recouping Betterment via the Town and Country Planning System
- Chapter 8: Contributions to Infrastructure Costs

#### Part III: Opportunities for Future Land Value Taxation

- Chapter 9: LVT in Principle: Criteria for Choosing Options
- Chapter 10: Towards Acceptable LVT Systems for Britain
- Chapter 11: Future Recoupment via Ownership
- Chapter 12: Recoupment of Betterment by Capital Levy
- Chapter 13: Future Contributions to Infrastructure Costs
- Chapter 14: Making LVT Compatible with Planning
- Chapter 15: Political Prospects and Feasibility
- Chapter 16: Final Review: What Does All This Mean and How Important Is It?

### Additional Information

To provide the most complete survey of British land taxation, and given the constraints of a single publication, the Lincoln Institute has utilized both the book format and its Web site to make this information available to the broadest audience possible. All appendices as well as additional material not included in the print edition may be found at [www.lincolninst.edu](http://www.lincolninst.edu). The book's text, with appropriate links, is posted in its entirety on the Web site as well. **L**

**OWEN CONNELLAN** is a chartered surveyor and valuer who specializes in rating and property taxation, and is a member of the International Association of Assessing Officers. He is currently a visiting professor at Kingston University, England. Connellan has written and lectured widely on real property matters, and his present research interests include valuation methodology and the application of information technology to asset appraisal and property taxation. He is a faculty associate at the Lincoln Institute. Contact: [Oconnellan@aol.com](mailto:Oconnellan@aol.com)

### Land Value Taxation in Britain: Experience and Opportunities

By Owen Connellan, with contributing authors Nathaniel Lichfield, Frances Plimmer and Tony Vickers

Published by Lincoln Institute of Land Policy. 2004. 216 pages. \$20.00 (paper)  
ISBN 1-55844-157-3

### Ordering Information

Contact Lincoln Institute of Land Policy at 800-LAND USE (800-526-3873) or on the Web at [www.lincolninst.edu](http://www.lincolninst.edu)

## MAKING SENSE OF PLACE

The Lincoln Institute in collaboration with Northern Light Productions premiered the documentary film *Making Sense of Place—Phoenix: The Urban Desert* in 2003. The *Making Sense of Place* project uses its films and related educational outreach activities to foster a more informed public debate on urban growth and change in major metropolitan areas. It looks at the dynamic forces shaping American cities and offers compelling insights on how these transformations impact land use and quality of life.

The city of today is an expression of the choices made by its inhabitants—choices about where to live and work, how to move around, and how to coexist with the surrounding environment. The first film, *Phoenix: The Urban Desert*, explores these choices and the tensions caused by rapid growth and economic development in downtown areas, local neighborhoods and new suburbs. The second film, *Cleveland: A City at the Crossroads*, is now in production. It focuses on this older city in a region whose geographic boundaries are expanding even though the population is largely static. By portraying the challenges and opportunities in Cleveland, this film examines the fate of many cities facing metropolitan decentralization.

### Educational Outreach in Arizona

An extensive educational outreach program serves as a catalyst for discussions among viewers of the Phoenix film in local community organizations, civic groups, corporations, educational institutions, public agencies and municipalities. This outreach effort fulfills the project's objectives of engaging people more effectively in the policy debate about urban growth and change issues and encouraging better understanding of the complex market forces, government interventions and individual choices that contribute to contemporary development patterns.

During the past year *Phoenix: The Urban Desert* has been presented in Arizona at more than 125 community screenings of 15 to 50



attendees each and at 10 regional screenings of 100 to 300 attendees each. The film has been shown on Arizona Public Television and local community cable stations and is available in many public and university libraries throughout the state. In addition, the film is an integral part of the "Desert Cities" exhibit at the Arizona Historical Society Museum in Phoenix.

The Lincoln Institute, in partnership with Valley Forward Association, the Urban Land Institute Arizona chapter, and Arizona State University's College of Architecture and Environmental Design, is presenting a two-part symposium titled *Building a Desert City—Where Do We Grow?* for professionals who plan, design and build in the Phoenix metropolitan area. The first session in early March focused on urban redevelopment in Phoenix and other cities in the metropolitan area, and the second event on April 29 will focus on edge development in the region.

### National Outreach

The outreach program also includes dissemination of the film and related materials across the United States. For example, approximately 75 university professors and secondary school educators have used the film as a vehicle for classroom discussions about planning, geography and social, political and economic issues related to urban growth.

The Making Sense of Place Web site ([www.makingsenseofplace.org](http://www.makingsenseofplace.org)) provides numerous resources to viewers seeking supplemental information about the film's themes. Among the features on the site are the film script, regional maps, a community

outreach guide, an educator's guide with many facts and statistics for instructional use, and a moderator's guide with helpful tips and discussion points. Another important aspect of the Web site is a list of links to publications and curriculum materials, categorized by the major themes addressed in the film, on the Lincoln Institute's Web site ([www.lincolnst.edu](http://www.lincolnst.edu)).

To reach PBS stations around the country, Northern Light Productions is working with the National Educational Telecommunications Association (NETA), a professional association that serves public television licensees and educational organizations. The Making Sense of Place Web site will list the locations and dates of these airings as they become available.

### For More Information

Readers are encouraged to schedule a screening of the Phoenix film for community groups or civic organizations, to attend the symposium, or to use the film as part of a classroom discussion on issues of land policy, conservation and growth. For information about local and national outreach opportunities, contact Laurel Arndt, the outreach manager based in Phoenix, at 480-759-7250 or 602-393-4300 or [larndt@lincolnst.edu](mailto:larndt@lincolnst.edu). 

### Making Sense of Place—Phoenix: The Urban Desert

2003. 58 minutes. \$20.00  
(DVD or VHS format)

Product codes: DVD001 (English only) or VHS001 (English) or VHS002 (Spanish)

Discounts are offered for teachers and for multiple-copy orders of 10 or more.

### Ordering Information

To order a DVD or VHS version of the film, visit the Lincoln Institute Web site ([www.lincolnst.edu](http://www.lincolnst.edu)) or the film Web site ([www.makingsenseofplace.org](http://www.makingsenseofplace.org)), call 800-LAND-USE (800-526-3873) or e-mail to [makingsenseofplace@lincolnst.edu](mailto:makingsenseofplace@lincolnst.edu).

The DVD and VHS versions of the film are also available through Amazon ([www.amazon.com](http://www.amazon.com)).

## PROGRAM CALENDAR

### Courses and Conferences

The courses and conferences listed here are offered on an open admission basis and are presented at Lincoln House in Cambridge, Massachusetts, unless otherwise noted. For more information about the agenda, faculty, accommodations, tuition fee and registration procedures, visit the Lincoln Institute Web site at [www.lincolninst.edu/education/courses.asp](http://www.lincolninst.edu/education/courses.asp) or e-mail [rboff@lincolninst.edu](mailto:rboff@lincolninst.edu). For more information about the Institute's Program on Latin America and the Caribbean, visit [www.lincolninst.edu/aboutlincoln/lac.asp](http://www.lincolninst.edu/aboutlincoln/lac.asp).

#### WEDNESDAY, APRIL 7–FRIDAY, APRIL 9 Advanced Course on Mediating Land Use Disputes

Lawrence Susskind, Consensus Building Institute, Cambridge, Massachusetts

This interactive three-day course is designed for those who have attended Mediating Land Use Disputes-I or trained mediators with public policy dispute resolution experience. Participants explore different approaches to consensual land use decision making and deepen their understanding of assisted negotiation techniques to settle land use disputes. This course offers experienced mediators an opportunity to learn about the special problems associated with land use disputes, including infrastructure and facility siting disputes, disagreements over how to manage new development, environmental justice battles, zoning and permitting rights, and discord over the preparation of long-range resource management and land use plans.

#### MONDAY, APRIL 19–FRIDAY, APRIL 23 Land and Building Taxation in Latin America

Martim Smolka, Lincoln Institute; and Claudia De Cesare, Municipality of Porto Alegre, Brazil

This course is designed for leading practitioners who advise and make decisions on the policies and administration of property taxes in Latin America. Participants can share lessons and experiences, improve their access to useful information, and exchange views on complex and controversial tax issues.

The curriculum includes: determination of property values; property tax in the context of urban finance; principles of taxation; components and definition of the property tax base (assessment levels, valuation methods, complex properties); assessment performance; property tax rates and exemptions; information systems (cadastre, maps and GIS); collection and appeal; analysis of current systems; and responsibilities of policy makers and administrators.

#### TUESDAY, APRIL 27 Valuation I: The Theory and Practice of Land Valuation: A Case Study Approach

Joan Youngman, Lincoln Institute; and Charles Fausold, Cornell Cooperative Extension of Schuylar County, New York

Using a specific parcel as a case study, this course offers a detailed examination of the valuation of undeveloped land. Actual documents concerning this parcel, including appraisal reports, site plans, deed restrictions and comparable sales data, will be provided to assist participants in analyzing market value before and after development.

#### FRIDAY, APRIL 30–SATURDAY, MAY 1 Neighborhoods in the University's Shadow

David Perry, Great Cities Institute, and Wim Wiewel, College of Business Administration, University of Illinois at Chicago

This is a new course for the neighborhood groups and community-based organizations (CBOs) that are located near or alongside universities. These groups face impressive challenges and opportunities because of the particular role universities play in their neighborhood and their city. In addition, universities often have unique powers. The course offers such groups the opportunity to learn how to best use their resources, relative to their university neighbors, to improve both their neighborhood and their city.

#### TUESDAY, MAY 4 Valuation II: The New Model for Tax Administration: CAMA, GIS and Spatial Analysis

Joan Youngman, Lincoln Institute; and Michelle Thompson, Ithaca, New York

Large-scale valuation of land throughout a taxing jurisdiction requires techniques different from the intensive single-parcel approach considered in the course on The Theory and Practice of Land Valuation. This advanced course, subtitled Integrating Spatial Information in Computer Assisted Mass Appraisal, reviews innovative methods for integrating computerized appraisal and spatial analysis techniques and considers their place in modern assessment practice.

#### WEDNESDAY, MAY 5 Comprehensive Planning

John R. Mullin, Department of Landscape Architecture and Regional Planning, Center for Economic Development, University of Massachusetts, Amherst

This in-depth review of fundamental planning principles and the planning process explores both the theoretical and practical aspects of comprehensive planning. It is designed to equip participants with state-of-the-art tools and techniques for realizing specific planning objectives, and for framing, implementing, assessing and managing comprehensive plans. Topics include strategic and long-range planning, the land use plan, the capital improvements plan, zoning and growth management.

#### SUNDAY, MAY 9–WEDNESDAY, MAY 19 Guatemala City, Guatemala Fourth Urban and City Management Core Course for Central America

Sponsored by the World Bank Institute (WBI), this program addresses such issues as land management, environmental management, transportation, public-private partnerships for service provision, financial resources and budgeting. The Lincoln Institute presents a module incorporating land policy, land markets, land and building taxation, value capture, land regulation and land regularization. This version of the course reflects the particular needs of people working in Central America's larger cities, including municipal and national governments, NGOs, academics and practitioners.

## PROGRAM CALENDAR

**TUESDAY, MAY 11–WEDNESDAY, MAY 12**

### **Economic Perspectives on State and Local Taxes**

Joan Youngman, Lincoln Institute; and Daphne Kenyon, D.A. Kenyon and Associates, Windham, New Hampshire

This program encourages policy makers to consider the economic impact of alternate state and local taxes, and the implications of these effects for tax policy choices. Leading tax experts discuss their analysis of current issues, including the results of shifting tax and expenditure responsibilities between the state and local levels, the use of tax incentives to encourage economic development, and the role of property taxation in public school finance. Cosponsored with the Federal Reserve Bank of Boston.

**THURSDAY, MAY 13**

### **Visualizing Density**

Julie Campoli, Terra Firma Urban Design, Burlington, Vermont; and Alex MacLean, Landslides Aerial Photography, Cambridge, Massachusetts

As smart growth initiatives gain momentum across the country, one of the persistent obstacles to compact development is the public's aversion to density. Part of this aversion is based on an inability to imagine high-quality, high-density living environments. This workshop offers planners, designers and community development officials specific tools for understanding residential density, as well as graphic techniques for illustrating it. Using aerial photography and computer graphics, it focuses on the link between urban design and density and explores how various design approaches accommodate different levels of density.

**FRIDAY, MAY 21**

### **Visualization and Visioning**

Michael Kwartler, Environmental Simulation Center, New York City; and Gianni Longo, ACP-Visioning & Planning, New York City

Visioning has become an accepted technique to build broad-based agreement on goals and strategies for the future of a neighborhood, city or region. When used in conjunc-

tion with visualization techniques, visioning is a powerful tool that allows stakeholders and citizens to make informed decisions on the physical quality of future development. This course defines principles for effective visioning, reviews three case studies, and includes a hands-on workshop so participants can experience visioning and visualization techniques in a realistic situation.

**FRIDAY, MAY 28**

Columbus, Ohio

### **Measuring and Monitoring Urban Development Capacity**

Gerrit Knaap, Department of Urban Studies and Planning, University of Maryland, College Park

This course identifies the elements of a locally based land monitoring system and illustrates its applications. Topics to be covered include components of a land monitoring system, data requirements, and its uses and limitations. The concept of land supply as an inventory problem will be introduced, as well as the relationships between land supply monitoring, urban growth processes and growth management policy.

**FRIDAY, JUNE 4**

### **Valuation III: Selected Topics in Computer-Assisted Mass Appraisal and Spatial Analysis**

Joan Youngman, Lincoln Institute; and Michelle Thompson, Ithaca, New York

This course examines land valuation models used for taxation and new trends in assessment modeling. Practitioners and academic experts examine selected econometric models and computer-assisted mass appraisal (CAMA) systems, and discuss the policy implications of modern assessment technology. A critique of case studies will identify strengths and weaknesses in model structure, efficiency and accuracy.

**MONDAY, JUNE 21–FRIDAY, JUNE 25**

Antigua, Guatemala

### **Large-Scale Urban Redevelopment Projects: Regulations, Processes and Impact Analysis**

Martim Smolka, Lincoln Institute; and Mario Lungo Ucles, Central American University (UCA José Simeón Cañas)

Intended for experts involved in large-scale urban redevelopment, as well as for politicians and academics, this course is set in the context of the land regulation crisis in various Latin American countries and the new paradigms of urban management. Using case studies of deteriorated neighborhoods, historical centers and vacant land, participants discuss the rationale for large-scale urban interventions, the implementation process and criteria to evaluate their impact on cities.

**WEDNESDAY, JUNE 23**

Washington, DC

### **Two-Rate Taxation of Land and Buildings**

David Brunori, Institute of Public Policy and Law School, George Washington University, and Tax Analysts, Washington, DC

This one-day program presents a variety of political and economic views on property taxation, and the rationale for applying different tax rates to land and buildings. Speakers address the economic impact of two-rate taxation, its history in Pennsylvania, and current issues in the assessment of land value. Cosponsored with George Washington University and Tax Analysts.

### **Lincoln Lecture Series**

The Institute's annual lecture series is presented at Lincoln House in Cambridge, Massachusetts, beginning at 12:00 noon (lunch is provided). The programs are free, but pre-registration is required. Call 1-800-526-3873 or email to [help@lincolninst.edu](mailto:help@lincolninst.edu).

**WEDNESDAY, APRIL 14**

### **Access to Land and the Landless Movement in Brazil**

Panel discussion with Carlos Guanziroli, Universidade Federal Fluminense, Rio de Janeiro; Antônio Márcio Buainain, Universidade Estadual de Campinas; Bernardo Mançano Fernandes, Universidade Estadual Paulista; Anthony Hall, The World Bank

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**THURSDAY, APRIL 29**

## Designing Property Tax Reform: On the Need to Take Distributive Effects into Account

Richard England, Visiting Fellow, Lincoln Institute, and Professor of Economics and Natural Resources, University of New Hampshire

**TUESDAY, MAY 25**

## Dispute Resolution and the Environmental Justice Movement

Larry Susskind, President, Consensus Building Institute, and Ford Professor of Urban and Environmental Planning, Massachusetts Institute of Technology

**THURSDAY, MAY 27**

## Facing Subdivision Regulations: Practices and Outlooks

Eran Ben-Joseph, Hayes Career Development Chair and Professor of Urban Studies and Planning, Massachusetts Institute of Technology

## Audio Conference Training Program for Planning Officials

This series is cosponsored with the American Planning Association (APA). Most programs begin at 4 p.m., E.T., for one hour. For registration information, call the APA at 312-431-9100 or visit the website: [www.planning.org](http://www.planning.org).

**WEDNESDAY, MAY 26**

## Suburban Place Making

Many suburbs have been criticized as non-places. Some older suburbs have turned to town centers and redeveloped corridors as catalysts to place making through urban design, and to marketing strategies that help attract and retain residents and businesses. The program reveals exciting possibilities for suburban turnaround.

**WEDNESDAY, JUNE 23 (4:00-5:30 P.M., E.T.)**

## Land Use, Planning and Environmental Law for Planners and Planning Officials

Learn from seasoned land use attorneys about new laws that will affect local planning and what kind of land use and environmental litigation is occurring in federal and state courts. This program offers an important overview of recent developments in planning and environmental law. It is a joint offering with APA's Program for Practitioners.

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# What's New on the Web?

The Lincoln Institute's Web site provides a simplified interface and new features that make it easy for users to quickly obtain information on land and tax policy.



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This updated feature of the Web site organizes working papers, *Land Lines* articles, research reports and other documents according to the following major topical areas:

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- Economic Analysis
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### MAKING SENSE OF PLACE—PHOENIX: THE URBAN DESERT

A documentary film and educational outreach project produced by Northern Light Productions in collaboration with the Lincoln Institute ([www.makingsenseofplace.org/](http://www.makingsenseofplace.org/)).

[www.lincolninst.edu](http://www.lincolninst.edu)

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