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Five Years of Community Action Grants

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Your contribution to the ULI Foundation Annual Fund advances ULI’s mission to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide. Over 2,400 members contributed nearly $1 million to the 2008 ULI Foundation Annual Fund. Visit foundation.uli.org to read the Return on Investment Report and learn more about ULI education programs and research initiatives supported by member gifts to the ULI Foundation Annual Fund.
About the Urban Land Institute

The mission of the Urban Land Institute is to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide. ULI is committed to:

▶ Bringing together leaders from across the fields of real estate and land use policy to exchange best practices and serve community needs;

▶ Fostering collaboration within and beyond ULI’s membership through mentoring, dialogue, and problem solving;

▶ Exploring issues of urbanization, conservation, regeneration, land use, capital formation, and sustainable development;

▶ Advancing land use policies and design practices that respect the uniqueness of both built and natural environments;

▶ Sharing knowledge through education, applied research, publishing, and electronic media; and

▶ Sustaining a diverse global network of local practice and advisory efforts that address current and future challenges.

Established in 1936, the Institute today has more than 32,000 members worldwide, representing the entire spectrum of the land use and development disciplines. ULI relies heavily on the experience of its members. It is through member involvement and information resources that ULI has been able to set standards of excellence in development practice. The Institute has long been recognized as one of the world’s most respected and widely quoted sources of objective information on urban planning, growth, and development.

ULI Foundation

The ULI Foundation supports the mission of the Urban Land Institute by providing an assured source of funding for ULI’s core research, education, and public service activities and for a variety of special incentives. Through its various giving programs, the Foundation helps to strengthen ULI’s ability to provide responsible leadership in the use of land to enhance the total environment.

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Foreword

In 2004, ULI chairman Harry Frampton had the idea to tap the talent, creativity, and passion of ULI members to make their communities better. He proposed that ULI provide venture capital to ULI district councils and members, on behalf of nonprofit or government organizations, to fund innovative ideas for raising ULI’s visibility and promoting its mission.

Out of this idea was born ULI Community Action Grants, a program that simply would not have been possible without the ULI Foundation Annual Fund. Five years and almost $1.2 million in member contributions later, Frampton’s vision has borne fruit. More than 50 grants have been awarded with money raised through the ULI Foundation Annual Fund. In those five years, Community Action Grants have funded a host of projects that have fulfilled the program goals to:

► build consensus for action to change public policy and land use practice for the better;
► engage ULI members as leaders in their own communities;
► address topics of interest to ULI and its members;
► foster collaboration with universities, public officials, and local community groups;
► raise ULI’s visibility in the community; and
► create replicable models that could be adapted by and adopted in other communities across the country.

For the past five years, ULI has received applications and awarded grants twice a year to recipients across the United States and beyond. Grant winners have been announced at each ULI Fall Meeting and Spring Council Forum, and ULI district councils across the country have had a significant impact on their communities by leading these projects to effective outcomes.

This report features five examples of these exciting, meaningful, and exemplary projects. At the end of this report is the complete list of funded projects, which demonstrate the diversity and impact of the Community Action Grant program.

Thanks to the generous support of ULI members, the Community Action Grant program continues to strengthen and promote the ULI brand. With your contributions to the Annual Fund, the vision has been realized—five years of accomplishment truly worthy of celebration.

Jim Klingbeil
Chairman, ULI Foundation
Models of Leadership and Innovation

Five Successful Community Action Grant Projects
IN 2008, WHEN ULI COLORADO applied for a Community Action Grant, “The question was how does Denver find new ways to increase the availability of housing opportunities for working families,” says ULI member Susan Powers of Urban Ventures LLC. The ULI Colorado answer was to design the Workforce Housing Initiative Site Modeling Program that provides support to developers interested in creating workforce housing.

The ULI–Enterprise Workforce Housing Committee, a diverse group of Denver metropolitan-area developers, housing authority representatives, city staff, bankers, architects, and planners, became the working group for the ULI–Enterprise Workforce Housing Initiative—an effort to promote the development of housing for households earning 30 to 120 percent of area median income in metro Denver, with a particular focus on bus and rail transit corridors. Cochaired and championed by developers Susan Powers of Urban Ventures and James Fitzpatrick of Corum Real Estate Group Inc., the committee created an innovative site modeling program designed to walk developers through a feasibility process that would culminate in a daylong charrette with stakeholders.

When it applied for a ULI Community Action Grant in March 2008, the Workforce Housing Initiative already had begun a pilot project, but needed additional funding to extend the effort to two additional sites. The $20,000 Community Action Grant, made the same year, funded the entire cost of the site modeling program, supplementing the commitment of a longtime Enterprise supporter who had invested about $500,000 to provide staff
for workforce housing advocacy and policy work in Denver over the past five years.

Landowners were encouraged to offer sites for the program, through which professional volunteers modeled development options for the site. The initiative identified a vision of the highest and best use, and identified the barriers that exist to implementing this vision. Participating landowners were asked to demonstrate a strong interest in using the site for workforce housing, and a willingness to share information and stay with the program for the four months needed to see the modeling process through to completion. They were not required to commit to using the site in the fashion determined by the process. Each modeling program resulted in a document that provides a feasibility analysis, outlines challenges, and presents a plan of action for the development of workforce housing at the site.

**From Analyses to Action Plans**

The initiative completed three site modeling programs in 2008 and 2009. The first—for a site adjacent to Denver’s existing Yale light-rail station—enabled an experienced team to explore the relationship between the site and the station, planning and zoning issues, the perspectives of local officials, market dynamics, and financial feasibility. The process ultimately yielded a plan for the developer to seek low-income housing tax credits (LIHTCs) and related secondary financing sources to develop 50 units of workforce housing. Although the developer’s application for LIHTCs was denied three times, the project has evolved, and today the developer is attempting to obtain LIHTCs to develop the site as housing for low- and moderate-income seniors.

The second program investigated the potential placement of about 60 affordable rental apartments near Denver Union Station, the hub of the city’s expanding transit system. Volunteer architects from two firms completed a thorough analysis of the potential for two locations on the property, the general contractor for the developers completed cost estimates, and the initiative guided the process and assessed the financial feasibility of the two options. The process yielded the finding that there was a significant funding gap for the development of workforce housing at either location, but also identified a potential means to close this gap under one of the proposed scenarios. This gave the developers the confidence to continue to consider incorporating workforce housing in the project as it progresses.

The third program explored the potential for redevelopment of an underused, outdated retail building along the East Colfax bus corridor in central Denver. The owner sought to determine whether it might be financially feasible to redevelop the retail space and build workforce housing above it. The initiative considered the retail component, a market-rate residential component, and both for-sale and rental workforce housing components, but because of the currently depressed housing market, the program’s recommendation was that the owner hold the site until the market improves.

“My firm’s participation in the site modeling program began as an opportunity to network and meet other people in the development community,” says ULI member Jeffrey Frahm, a principal with Denver-based Craine Frahm Architects. “This program has given us the opportunity to work with a great group of people who not only are advocates for affordable housing, but are eager to do real work to identify and remove the constraints to its development—to collaborate with other professionals to influence real development opportunities.”

**Work Continues**

The Workforce Housing Initiative’s Site Modeling Program has helped demonstrate to landowners and developers that—in the right market—these types of projects can be financially feasible. It has helped increase ULI Colorado’s visibility—not only in Denver, but also in other parts of Colorado where those involved in the program have met with housing authorities and foundations interested in collaborating on workforce housing issues. After program cochairs Powers and Fitzpatrick and others began presenting the program at the ULI Fall Meeting and other venues, other district council groups have expressed interest in implementing similar programs.

Today, the ULI–Enterprise Workforce Housing Committee continues to draw attention to the issue of workforce housing in metropolitan Denver. It remains involved with policy issues related to the production of workforce housing and held a September 2009 policy forum, “Overcoming the Obstacles to Mixed-Income TOD: Planning, Entitling, Financing, and Building,” sponsored by ULI and the Annie E. Casey Foundation. Many view the group as the community’s expert on workforce housing. As Fitzpatrick notes, “We are currently providing significant input by identifying ways the city of Denver can increase the inventory of affordable housing by making the existing Inclusionary Housing Ordinance more effective. At the same time, our committee is providing valuable input into the city’s newly proposed Form-Based Zoning Ordinance, as it also relates to affordable housing.”

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A LACK OF COLLABORATION and consensus among regional leaders is one reason many U.S. metropolitan areas have been unable to successfully address the many issues they face today. One of the first efforts to be funded by a ULI Community Action Grant proves that municipal leaders can work together to identify and implement solutions to problems affecting their region’s growth and sustainability.

“I am convinced that the dynamic collaboration among our Regional Council of Mayors is having a meaningful impact on creating a better future together,” says Burnsville, Minnesota, Mayor Elizabeth Kautz, who cochairs the council. A nationally recognized group founded and supported by ULI Minnesota, the council represents Minneapolis, St. Paul, and 34 other municipalities in the region’s developed and developing suburbs. The collaborative partnership provides a nonpartisan platform that engages mayors in candid dialogue and peer-to-peer support with a commitment to build awareness of and action focused on housing, sustainability, transportation, and job growth.

ULI Minnesota established the Minnesota Regional Council of Mayors (RCM) in late 2004 with a $40,000 ULI Community Action Grant and $35,000 in matching funds from Target Corporation. The council’s purpose, as stated in its strategic plan, is “to provide a forum to strategically engage regional mayors and land use professionals in a nonpartisan process to seek equitable and sustainable regional solutions that will provide learning, tools, networking, and action to align development, design, and policy for maximum human and economic return.” The RCM began with a kickoff event in December 2004 at which more than 60 mayors met to learn about and
discuss upcoming legislative issues in the fields of transportation and housing.

Modeled after ULI’s Mayors’ Forums and the Metropolitan Council’s Mayors’ Affordable Housing Task Force, the RCM’s goals include helping mayors carry out their leadership roles; exposing mayors to high-level intellectual challenges; building the standing of the council as the go-to forum for education, advocacy, and action regarding regional solutions that integrate development practices and implementation by local communities; building consensus for action to change local, regional, and/or state policies and practices; and supporting nonpartisan solutions.

When ULI Minnesota asked the region’s mayors what would bring them to and keep them engaged in an effort such as this, the responses included: purposeful work; clear outcomes; benefits for their communities; the opportunity to broaden their minds and horizons; the opportunity to learn something new; and the ability to gain access to resources, tools, and networking. Formation of the RCM generated enthusiasm, mayors were eager to participate, and the RCM’s executive council grew from 16 to 25 mayors in its first year. One significant benefit of the RCM has been its commitment to bring together leaders from different sectors—people who typically do not spend time with each other. This has led to provocative discussions and a deepening understanding of the complex issues that affect regional growth.

By engaging urban, suburban, and exurban mayors alike, the council played a key role in raising awareness regarding the importance of increasing transportation resources. In addition to its kickoff meeting, the RCM during its first year convened a regional competitiveness forum (in partnership with ULI Minnesota and the Great North Alliance) and sponsored a Creating Great Cities program, as well as a roundtable discussion of density, tall buildings, and the public realm. It also partnered with BlueCross BlueShield Minnesota on a program covering lessons learned in urban development from Vancouver, British Columbia, and established a conservation design task force. The council closed out its first year with a program of roundtable discussions—attended by mayors, legislators, ULI members, and business leaders—on eminent domain, transportation funding, conservation design, and tax policy.

Catalyst for Change

By the end of its first year, the RCM already had become a catalyst for change, particularly in the areas of transportation resources and conservation design. Since then, it has continued to broaden its reach, credibility, and influence. It has strengthened the collective voice of the region’s mayors in Minnesota public affairs; actively supported the successful passage of a constitutional amendment to redirect all state motor vehicle sales tax revenues to transportation; fostered discussion between county and municipal leaders concerning next steps in transportation; and sponsored workshops on a wide range of topics, as well as monthly RCM meetings. It also has provided a forum through which the region’s mayors can speak with one voice on important issues, including transportation and housing.

Most recently, ULI Minnesota and the RCM jointly launched the Housing Initiative Opportunity City Program, a comprehensive, centralized, sustainable learning community that provides support and resources—through peer-to-peer learning, technical assistance, and dissemination of best practices—to local municipal officials who seek to provide a full range of housing choices in their communities.

A Model for Leadership

The council, which has become a model for similar groups in other regions, is now recognized as an important leadership group that brings together the region’s most influential mayors. It has received financial support from a variety of sources, including Target, the Family Housing Fund, BlueCross and BlueShield Minnesota, and the McKnight Foundation, and has worked with many groups, including the Center for Housing Policy, the University of Minnesota, the Local Initiatives Support Corporation (LISC), the Itasca Project (a business leadership group), and others.

The RCM continues to be supported by ULI Minnesota to carry out its four key strategies: to convene, by bringing mayors and other leaders together around issues of regional significance; to educate, thus equipping mayors to lead and support learning across sectors; to engage, by supporting civic outreach strategies; and to effect change, by seeking solutions that support a better way of engaging in collective regional action.

“The challenges facing our communities simply cannot be adequately addressed by any one sector,” comments Nate Garvis, vice president, government affairs, for Target Corporation. “Only through strong public/private partnerships like the Regional Council of Mayors can we see the kind of outcomes that truly make cities successful.”

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L E A D E R S H I P  A N D  I N N O V A T I O N  F O R  C H A N G E
As cities throughout the United States struggle to reverse decades of out-migration and attract new residents and businesses, they are beginning to recognize that transit-oriented development (TOD) holds much promise and that community engagement is a vital aspect of smart growth redevelopment.

In August 2006, M. James Maley, mayor of Collingswood, New Jersey—as well as a ULI member and redevelopment attorney—applied for a ULI Community Action Grant on behalf of the borough.

A first-ring suburb of Philadelphia, Collingswood already had undertaken an aggressive economic development campaign that transformed a declining ten-block downtown into a lively business district, and had been designated as a transit village by the state. Maley, wanting to build on this success, proposed a two-part transit village education and engagement process for the Collingswood Port Authority Transit Company (PATCO) station, part of the Hi-Speedline rail system that takes commuters from southern New Jersey to Center City Philadelphia.

A Model for TOD

“This project has the potential to become a model for transit-oriented development and can increase the value of the borough’s transportation infrastructure,” noted Ken Balin, chair of ULI Philadelphia at the time, in a letter of support for the proposal. “We strongly believe the results of this Community Action Grant will become a model for our district council to use in helping to formulate forward-thinking land use policy.”
The evolutionary project, which was awarded a $20,000 Community Action Grant in 2007, is a continuation of the borough’s efforts to implement its existing plan for a transit village. (Collingswood supplemented the CAG with an additional $10,500 in matching funds.) The grant enabled the borough and ULI Philadelphia—in conjunction with Camden County and the Delaware River Port Authority (DRPA), which operates the PATCO high-speed rail—to hold an educational symposium and a subsequent public engagement forum to build consensus on the redevelopment of a nine-acre parcel surrounding the Collingswood PATCO station, which has one of the highest walkability ratios of all the system’s stations.

On May 2, 2007, residents joined Robert Dunphy (then a ULI senior resident fellow) and ULI member Ferdinando Micale, a senior associate at Wallace Roberts & Todd (WRT), which had completed a master plan for seven New Jersey PATCO stations, at a forum to learn about the principles and benefits of TOD. On May 23, WRT transit village expert and ULI member John Beckman led a group discussion covering key topics, such as traffic flow, building height, and density. Both sessions were open to the public and were attended by several dozen residents.

Through these programs, the project educated residents about TOD, provided them with models of TOD from around the country, demonstrated the benefits of a transit village, familiarized people with the results of the TOD analysis and plan commissioned by DRPA for the Collingswood station, and gave them a forum at which to voice their opinions on the application of TOD in Collingswood. The project also resulted in development of a community-based guide for developers that builds off the existing DRPA master plan.

**Engaging the Community**

Perhaps most important, the project reinforced the borough’s efforts to make the planning and economic development process as transparent as possible. The project’s ultimate goal was to give developers as much information as possible about the preferences and priorities of the community so they can be integrated into redevelopment proposals. The programs conveyed a sense of public inclusiveness that is helping facilitate public support and engagement throughout the transit village development process.

In September 2008, the borough issued a request for qualifications that resulted in proposals from 15 interested developers—many more than it had expected. The borough asked six of these developers to respond to a request for proposals. After holding several meetings with all six developers, the borough and the developers mutually decided to delay the deadline for proposals until economic realities become clearer.

Since this program was completed, ULI Philadelphia has conducted several large forums on TOD. ULI members and colleagues are planning to develop land parcels near the Ferry Avenue and Westmont PATCO stations—located on either side of the Collingswood station—as mixed-use TODs. One of those projects, Towne Center at Haddon, has been recognized as a good example of smart growth development in the region by the Delaware Valley Smart Growth Alliance, an offshoot of ULI Philadelphia.

Communities throughout the United States are recognizing the impact of sprawling development and are taking action to curb its damaging effects through redevelopment efforts. “TOD is an acronym for no-brainer,” says Maley. “We’ve always believed that developing the sea of parking next to the train station was a project that would benefit the entire community. The ULI Community Action Grant allowed us to engage our citizens—to help them understand what TOD means and how this type of development project fits into other communities. As we completed the process, our citizens realized that our town already is a TOD—that this new project will really just involve building more of the same kind of development we’ve had since the train line was built 40 years ago.” The Collingswood Transit Village Community Engagement Process offers a replicable model for community involvement in and input into the design and ultimate redevelopment of properties across the nation.

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“CIVIC INFRASTRUCTURE is known to create vibrant downtowns, enhance the quality of life for residents, and provide new economic opportunities while building the international reputation of a region,” Tim Youmans, then chairman of ULI Sacramento, said in August 2006 as the district council applied for a 2007 ULI Community Action Grant. The Sacramento region had been involved in a conversation on planning and sustained economic growth for several decades. ULI Sacramento proposed to engage leading regional organizations, local residents, and community leaders to create a unified funding strategy for civic amenities—spanning entertainment, arts, sports, science, recreation, and cultural attractions—in the six-county region.

ULI Sacramento, in conjunction with Valley Vision, a nonprofit “action tank” organization committed to building civic engagement while addressing regional issues, proposed an evolutionary effort—one that would build on the recommendations of the Sacramento Blueprint regional visioning effort—that would result in the identification of key funding mechanisms and strategies for civic infrastructure. The groups planned to act as neutral conveners to generate support for a unified funding strategy and ultimately bring civic infrastructure worthy of a state capital to Sacramento.

A Shift in Focus

Three weeks after the grant was made, however, Sacramento County voters decisively rejected two measures that would have created a sales tax to support a new sports and entertainment complex. Because the public already had rejected the concept of public funding for this facility, and because economic conditions were beginning to soften, it was clear that proposing funding mechanisms for other civic amenities was an idea whose time had not yet come.

At that point, the focus of the effort shifted to generating enthusiasm for existing and proposed civic infrastructure projects,
with the goal of creating a civic amenities master plan that could be implemented when economic conditions improved. Using the $20,000 Community Action Grant—plus an additional $20,000 in matching funds from Valley Vision, the Sacramento Area Council of Governments, and the Sacramento Metro Chamber of Commerce—the Civic Amenities Infrastructure Project began by gathering baseline information, compiling an inventory of all existing and planned civic amenities in the region. (The project later received a $10,000 Blueprint for America grant from the American Institute of Architects, as well as support from area businesses.) It then conducted a ground-up survey of residents and stakeholder groups to develop a proactive, realistic wish list for future amenities.

Following that effort, the project introduced a new model for civic engagement—Vote with Your Dollars—as an interactive way for people to weigh in on the civic amenities that were important to them. More than 1,600 visitors to the Vote with Your Dollars exhibit, displayed at ten locations in April and May 2008, used ticket stubs to vote for where they would like to see future investments made. Residents who were unable to visit the exhibits could vote on a website, www.pfpexperiences.com, which continues to accept votes and display the ongoing results.

ULI Sacramento and Valley Vision also conducted two regional conferences intended to further the dialogue on civic amenities. The first—Civic Amenities and Economic Prosperity: The Role of Arts, Culture, and Recreation in Regional Economies and Place Making—brought together 150 people in September 2007. In addition to presentations by Sacramento-area organizations and individuals, representatives from Denver and Phoenix discussed the creation of civic amenities districts, as well as the sources and structures that other jurisdictions have used to support civic amenities.

The second conference—Civic Amenities and Regional Prosperity: Developing a Strategy to Expand Arts, Culture, and Recreation in the Sacramento Region—attracted 100 people in November 2008. By this time, the national economy had worsened, further decreasing the prospects of funding. The conference therefore focused on civic amenities master plans developed by Indianapolis and Dallas. It closed with a discussion of whether the Sacramento region would benefit from developing such a plan.

**Lessons Learned**

One of the greatest benefits of this civic conversation was the enhanced awareness of the role civic amenities play in the health of the region. The effort brought together many groups from the worlds of arts, sports, entertainment, and museums with the land use and business communities. Another important benefit was the collaboration forged among ULI Sacramento, Valley Vision, and other groups to move forward with next-step projects, which already have begun. By the end of 2008, regional leaders had begun to express renewed enthusiasm for civic amenities.

In early 2009, ULI Sacramento and the American Institute of Architects (AIA) Central Valley chapter, along with other champions of the Civic Amenities Infrastructure Project team, participated in a brainstorming session. Their goal was to work on a visionary concept for civic amenities infrastructure throughout the region, as well as to identify a process to staff, fund, and ultimately implement the vision through a civic amenities master plan emphasizing alignments and efficiencies to maximize the use of scarce resources and support critical initial investments. A group of ULI, AIA, American Society of Landscape Architects, and Valley Vision members continues to work together in an attempt to put together programs that will rejuvenate the effort.

Finally, the project increased awareness of what ULI Sacramento can accomplish in the region. ULI members have found new ways to volunteer their expertise to improve the region’s quality of life, and the Sacramento Area Council of Governments named ULI Sacramento its 2008 Organization of the Year.

Despite a gloomy economic outlook for the next several years, the regionwide conversation on planning and sustained economic growth continues to focus on civic amenities and the value they offer a growing region. When the economy improves, the region will be poised to implement a coherent civic amenities infrastructure plan that will enhance the quality of life in the Sacramento area. And progress may proceed even in these dark economic times. In June 2009, Sacramento Mayor Kevin Johnson—elected in November 2008—announced a yearlong “For Art’s Sake” initiative as part of his pledge to make helping the arts community a staple of his administration, and began holding monthly public meetings on the topic. “I want Sacramento to be a world-class city known for great arts,” he announced June 18.

Today, the initiative, which aims to craft a city and regional vision for the arts, appears to be gaining steam: on August 26, at the initiative’s third monthly meeting, Johnson announced that it had raised $100,000 in funding from four major donors. While it is unclear how this initiative will incorporate and build on earlier work like the Civic Amenities Infrastructure Project, it does demonstrate strong and ongoing regional support for civic amenities.

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“LAND USE ISSUES are controversial in South Carolina. We need our leadership to take the long-term perspective of sustainability and lead constructive public dialogues about the challenges and opportunities of future growth in the state. Otherwise, we risk losing a healthy and prosperous future for our children and grandchildren,” says John Knott, former chair of ULI South Carolina and president and cofounder of the Noisette Company, explaining why ULI South Carolina created the ULI South Carolina Center for Sustainable Leadership program. The program’s curriculum is designed to teach senior-level leaders from the public, private, and nonprofit sectors best practices in the responsible use of land from around the world—based on ULI’s global knowledge and research—and leadership and communication skills to generate respectful dialogue about how the state should grow.

“Our hope is that this program can provide a place for the state’s stakeholders to develop a common framework for talking about regional growth and to develop a network for helping each other adopt policies that will protect our future,” Knott adds. “We must be able to sit at the table together and talk through controversial issues in a civil and productive manner.”

**Leveraged Resources**

The education program—which was developed in alliance with the College of Charleston, Clemson University, the University of South Carolina Institute for Public Service and Policy Research, the South Carolina Mayors Institute for Community Design, the Lowcountry Graduate Center, and the Citadel—was designed as a new model for a sustainable
leadership program that can be implemented by states and regions worldwide.

ULI South Carolina received a $25,000 ULI Community Action Grant in 2007, enabling the district council to launch the center in fall 2007. Contributions from local community foundations and other sponsors (including $10,000 from ULI South Carolina) made up the remainder of the center’s roughly $114,000 annual budget, which covered staff and faculty salaries/stipends, meeting costs, conference registration fees, and ULI publications and other education supplies.

That year, the center sponsored its first class of 54 founding members representing the state’s three regions—Upstate, Midlands, and Coastal. During the nine-month educational program, these senior and emerging leaders received a multidisciplinary perspective on land use and leadership issues, as well as exposure to some of the best practices and best minds in the field, including nationally recognized visionaries William H. Hudnut III (then ULI/Joseph C. Canizaro Chair for Public Policy and a ULI senior resident fellow) and Paul Hawken (an environmentalist, entrepreneur, journalist, and author). Innovative, interactive classes held at both the statewide and regional levels included site tours, Reality Check (a ULI regional land use visioning exercise), and collaborative problem-solving workshops. As their “final exam,” students served as panelists on a ULI Technical Assistance Panel (TAP) in their region.

Making an Impact

In June 2008, the ULI South Carolina Center for Sustainable Leadership program graduated its first class of South Carolina leaders. The program informed leaders from all three target sectors and regions about the impact of land use decisions on regional sustainability and provided them with leadership skills and a statewide network that will enable them to lead their communities and regions in the responsible use of land for future growth and development. The class also fostered a statewide dialogue about land use issues among a multidisciplinary set of stakeholders—a dialogue based on respect for different perspectives and a shared understanding of the implications of land use and infrastructure on each region’s quality of life. In addition, it increased the district council’s membership base, enabled it to implement a statewide TAP program, and strengthened the ULI brand in South Carolina.

“Participating in the founding class of the ULI South Carolina Center for Sustainable Leadership has been a great experience,” commented Norman Whitaker, executive director of the Central Midlands Council of Governments. “The program has created a statewide network of professionals, from a variety of fields, who are now prepared to collaborate on the environmental, quality-of-life, and economic development initiatives that our state needs.”

The program is already making an impact. One member of the first class chaired an effort that in April 2009 implemented Reality Check in the ten-county Upstate region as a means to build consensus for how the region should grow and compete in the global marketplace. Two jurisdictions neighboring Charleston sponsored a TAP to recommend a solution to a longstanding dispute over the expansion of a road between the two cities. In both cases, ULI was invited to participate because of its nonpartisan ability to convene all stakeholders to discuss tradeoffs between different land use strategies in the context of market realities.

“We fully expect this collaborative model to become the norm as more leaders graduate from the Center for Sustainable Leadership,” says Knott. ULI Atlanta started a similar program this fall titled the Center for Regional Leadership Development, and Paige King, ULI South Carolina’s executive director, has shared best practices with and provided opportunities for ULI Atlanta committee members to observe leadership classes in South Carolina.

The center, which operates on a two-years-on, one-year-off schedule (it holds classes for two consecutive years, followed by a year of alumni initiatives) graduated its second class, consisting of 42 leaders, in May 2009. Graduates of both classes have shown great enthusiasm for becoming more involved with ULI South Carolina programs and initiatives. They are becoming regional leaders, as anticipated by the center’s founders. ULI South Carolina currently is working on a statewide alumni initiative that will focus on the livability principles recently announced in a federal interagency agreement.

For more information, contact:
Paige King
Executive Director, ULI South Carolina
843-303-4095
Paige.King@uli.org
Community Action Grant Review Committee Members, FY 2004–2009

Committee Chairs
Peter Rummell 2004–2005
Edward R. James 2006–2007
Jeffrey L. Swope 2008–2009

Committee Members
Alice M. Connell
Charlie Kendrick
Robert C. Lieber
Todd Mansfield
Hipolito Paul Roldan
Bob Ruth
Marilyn Taylor
Dan Van Epp

ULI Community Action Grant Recipients, FY 2005–2009

FY 2005

Winners | Project Title | Award Amount
--- | --- | ---
CITY OF COLORADO SPRINGS | North Nevada Avenue Corridor Visioning | $10,483
ULI IDAHO | Consequences of Residential Infill on Existing Neighborhoods in Treasure Valley | $20,000
ULI MINNESOTA | Regional Council of Mayors | $40,000
ULI NEW YORK | Documentary Video: Going! | $18,540
ULI SAN FRANCISCO | Bay Area Public Officials Leadership Forum | $19,500
ULI WASHINGTON | Public and Private Partnerships | $15,000
ULI CHARLOTTE | An Educational Initiative for Elected Leaders on Large-Scale, Mixed-Use Developments | $35,000
ULI NORTHERN NEW JERSEY | Structured Parking and Public Transit | $20,000
ULI SEATTLE | Developing a Public Open-Space Network for the City of Seattle | $20,000
ULI SOUTH CAROLINA | Implementation of the Quality Growth Recommendations | $21,362

FY 2006

Winners | Project Title | Award Amount
--- | --- | ---
THE DRACHMAN INSTITUTE | Red Wing Ranch Project | $31,084
ULI NORTH TEXAS | Expanding Vision North Texas | $25,000
ULI OREGON/SW WASHINGTON | Two-Day Oregon Land Use Forum | $35,000
REGIONAL PLAN ASSOCIATION | Community Visioning and Its Applicability to “New Immigrant” Neighborhoods | $40,000
ULI ATLANTA | TRACK Project to Build Support for the Atlanta Beltline Project | $28,000
NEW CENTURY TRANSPORTATION FOUNDATION | TOD in Colorado’s Roaring Fork Valley: Barriers and Best Practices | $20,000
ULI PITTSBURGH | Strategies for the Reuse of Vacant Land in Underutilized Commercial Corridors | $24,500
ULI RICHMOND | Collaborative Thinking among For-Profit and Nonprofit Developers | $10,000
### FY 2007

<table>
<thead>
<tr>
<th>Winners</th>
<th>Project Title</th>
<th>Award Amount</th>
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<tbody>
<tr>
<td>ULI CHARLOTTE</td>
<td>The Preservation and Provision of Affordable/Workforce Housing in the Charlotte Area</td>
<td>$25,000</td>
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<tr>
<td>ULI CHICAGO</td>
<td>Plan Commissioner On-Line</td>
<td>$25,000</td>
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<tr>
<td>ULI LONDON AND ULI BIRMINGHAM</td>
<td>Tax Increment Financing, Urban Regeneration, and the U.K.</td>
<td>$14,000</td>
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<tr>
<td>ULI ORANGE COUNTY</td>
<td>Land Use Patterns and Public Health</td>
<td>$21,000</td>
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<tr>
<td>ULI PHILADELPHIA</td>
<td>Collingswood PATCO Station Project</td>
<td>$20,000</td>
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<tr>
<td>ULI SACRAMENTO</td>
<td>Developing a Unified Funding Strategy for Civic Infrastructure</td>
<td>$20,000</td>
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<tr>
<td>ULI COLORADO</td>
<td>Real Estate Developer Program for Women and Minorities</td>
<td>$20,000</td>
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<tr>
<td>ULI MEMPHIS</td>
<td>Urban Design and Place Making</td>
<td>$25,000</td>
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<tr>
<td>ULI SAN FRANCISCO</td>
<td>UrbanMap</td>
<td>$25,000</td>
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<tr>
<td>ULI SEATTLE</td>
<td>Housing Our Future: A Model for Change</td>
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<td>ULI SOUTH CAROLINA</td>
<td>ULI South Carolina Center for Sustainable Leadership</td>
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### FY 2008

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<tr>
<th>Winners</th>
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<tr>
<td>ULI ARIZONA/ASU/LISC PHOENIX</td>
<td>Strategies for Building Livable Communities</td>
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<td>ULI COLORADO</td>
<td>ULI Colorado Grassroots Outreach Program</td>
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<td>ULI OREGON/SW WASHINGTON</td>
<td>Transportation Infrastructure Funding Project</td>
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<td>ULI PHILADELPHIA</td>
<td>Philadelphia Mayors’ Forum on Real Estate Development and Infrastructure</td>
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<td>ULI SAN DIEGO/TIJUANA</td>
<td>Sustainability of the San Diego Region: A Binational Mayors’ Forum</td>
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<td>ULI SOUTHWEST FLORIDA</td>
<td>Workforce Housing Stimulus Program</td>
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<td>ULI ATLANTA/TRANSPORTATION PLANNING BOARD</td>
<td>Atlanta Regional Transit Mobility: Cooperating, Communicating,...</td>
<td>$25,000</td>
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<td>ULI AUSTIN</td>
<td>Building and Retaining an Affordable Austin</td>
<td>$25,000</td>
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<tr>
<td>ULI BALTIMORE</td>
<td>Baltimore Metropolitan Council Growing Cooler Workshops</td>
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<td>ULI COLORADO</td>
<td>Workforce Housing Initiative Site Modeling Program</td>
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<td>ULI HAWAI</td>
<td>Affordable and Workforce Housing in Hawaii</td>
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<td>ULI HOUSTON/UNIVERSITY OF HOUSTON</td>
<td>University of Houston Sustainable Community Design Institute</td>
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<td>ULI SEATTLE</td>
<td>Sound Action: Growing Cooler in the Emerald City</td>
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### FY 2009

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<th>Winners</th>
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<tr>
<td>ULI ARIZONA/MOVING AZ ONE</td>
<td>Implementing the Moving AZ One Regional Visioning Process in Central Arizona</td>
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<tr>
<td>ULI ATLANTA</td>
<td>Center for Regional Leadership Development</td>
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<td>ULI KANSAS CITY</td>
<td>Documentary: The Big White Elephant in the Room: The Infrastructure Crisis in America</td>
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<tr>
<td>ULI LOS ANGELES/UCLA/WESTSIDE URBAN FORUM</td>
<td>One Thousands Homes</td>
<td>$25,000</td>
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<tr>
<td>ULI NORTH FLORIDA</td>
<td>Going Regional Series</td>
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<tr>
<td>ULI SAN DIEGO/TIJUANA</td>
<td>San Diego Community Dialogue: Financing Public Facilities as a Smart Growth Infrastructure Strategy</td>
<td>$23,000</td>
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<td>ULI HOUSTON–SATELLITE/ULI SAN ANTONIO</td>
<td>From House to Market</td>
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<td>REGIONAL PLAN ASSOCIATION/ULI NEW YORK</td>
<td>Sheridan Expressway’s Demolition: Community Impacts on Southeastern Bronx’s Low-Income Neighborhoods</td>
<td>$20,000</td>
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<tr>
<td>ULI ORANGE COUNTY</td>
<td>TOD Marketplace</td>
<td>$10,000</td>
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Your contribution to the ULI Foundation Annual Fund advances ULI’s mission to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide. Over 2,400 members contributed nearly $1 million to the 2008 ULI Foundation Annual Fund. To read the “Return on Investment Report” and learn more about ULI education programs and research initiatives supported by member gifts to the ULI Foundation Annual Fund, visit http://foundation.uli.org.

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