



Anchorage, Alaska

Planning for Economic and Fiscal Health

Report and Suggested Next Steps

Building Blocks for Sustainable Communities Program

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Introduction

Pursuant to our technical assistance award with the Municipality of Anchorage (MOA), this Memorandum constitutes Smart Growth America's final report summarizing the workshop on Planning for Fiscal and Economic Health and suggesting possible next steps the city could take to craft a vision for future development of Downtown Anchorage.

Chris Zimmerman and Alex Hutchinson, representing Smart Growth America (SGA), met with municipal leaders and residents on May 9 and 10, 2016 to provide assistance under the Planning for Fiscal and Economic Health tool, supported by a grant from the U.S. EPAs *Building Blocks for Sustainable Communities* program.

The first day of the technical assistance entailed of a series of meetings and walking tour with stakeholders including the Department of Economic & Community Development, the Planning Department, and the Anchorage Economic Development Corporation. The morning provided a detailed tour of downtown Anchorage, which included potential projects and challenges facing the area. The morning meetings also delved into the state economic and political forecast and the implications for the city.

The second day of the workshop brought together an invited group of over 50 stakeholders. The diverse group included representatives from city, State, and federal agencies as well as the non-profit and private sector. Leadership from the following city departments and agencies attended:

- MOA – Mayor's Office
- MOA – Assessor
- MOA – Office of Community and Economic Development
- MOA – Department of Planning
- MOA – Department of Traffic
- MOA – Heritage Land Bank
- MOA – People Mover

- MOA – Department of Health and Human Services
- MOA – OEO
- Anchorage Community Development Authority

Other key stakeholders with leadership in attendance represented the following:

- US EPA
- State of Alaska - DOT
- State of Alaska - ARRC
- General Services Administration
- Anchorage Economic Development Corporation
- Anchorage Downtown Partnership, Ltd.
- Anchorage Museum
- Jade Lady
- NeighborWorks
- Anchorage School District
- Anchorage Artist
- South Addition Community Council
- Arete, LLC
- Dena'ina Convention Center
- Timothy Lethin, DDS, PC
- Kittleson & Associates
- Anchorage Planning & Zoning Commission
- DOWL
- Neeser Construction
- JDW, LLC
- Peach Investments

The invited group viewed additional presentations and also participated in brainstorming sessions to identify challenges and opportunities associated with encouraging the development and redevelopment of key sites in the Downtown area. Through these discussions, city leadership engaged community stakeholders around the ways in which development patterns, design, and strategic infrastructure investments can make Anchorage more competitive and reduce taxpayer burdens.

The intent of these workshops is neither for Smart Growth America to create a plan nor bind the community to any particular course of action, but to assist ongoing community efforts to create a more vibrant, successful region, consistent with the goals of their adopted plans.

Need for assistance

In applying for assistance from SGA, Anchorage noted the city is “a community that actively seeks to grow the economy and develop the city, but seeks to do it smartly. The need for assistance is to determine the right tools to encourage and facilitate this growth and development. Technical assistance is desired to facilitate community forums that identify key strategies and recommendations; to assist the creation of strategic plans, projects, and initiatives; and to help identify the metrics our community can use to demonstrate successes in the Mayor’s five initiatives.” The city emphasized that “strategies could include cost-savings measures; tax abatement and other incentives to encourage development/redevelopment; business retention and expansion; housing strategies; and workforce readiness strategies.”

The built environment and fiscal and economic health

Communities around the nation are always concerned about their fiscal and economic health. By *fiscal* health, we mean a local government's bottom line: Does the life-cycle cost of new development—upfront infrastructure, ongoing service provision and eventual repair and maintenance—cost more than it brings in tax revenue? By *economic* health, we mean the general economic well-being of the community: How does new growth and development add to or detract from the creation of delivery of services, economic competitiveness, fiscal efficiency and sustainability, jobs, job access, retail sales, and wealth?

In approaching these questions in Anchorage, as in any part of the country today, it is important to bear three trends in mind:

Our nation's demographics are changing in a way that is profoundly affecting the housing market.

Demographic trends are moving the housing market strongly away from conventional suburban housing. ⁱ The two biggest demographic groups in the nation – retiring Baby Boomers and Millennials (18-30-year-olds) are both expressing a strong preference for a more walkable, urban/village lifestyle, as we found in Anchorage. Indeed, a growing percentage of Millennials prefer to live without cars altogether or to live a “car-lite” lifestyle. The vast majority of net new households being formed have no children at home, and most of them are one and two-person households – which are much more likely to prefer a walking lifestyle. ⁱⁱ Furthermore, the number of vehicle miles traveled (VMT) has fallen below population growth, while the demand for public transportation has been rising steadily. These trends are a complete departure from those experienced for decades in the 20th century.

The formula for economic growth is changing.

Business growth used to be driven by large corporations that operated in a fashion that was both private and linear. In the past, new research breakthroughs occurred in sealed research laboratories controlled by the companies. Manufacturing and other business processes occurred in assembly-line situations. These conditions led to communities that featured large, sealed-off campuses and tended to be linear in their arrangements.

Today, business growth is driven by collaboration among many types of entities – private companies, research institutions, universities, and others – that must interact frequently and work together creatively. This trend requires cities and communities that encourage interaction and collaboration – the opposite of the older model just described. How communities are designed directly impacts their ability to create interactive and collaborative environments.

Most significantly, the “Knowledge Economy” depends heavily on skilled workers. The companies that are driving innovation are pursuing highly educated talent, especially among Millennials. Increasingly, companies find it necessary to locate in places that the workforce wants to live in; this means walkable communities.

Similarly, the market for retail is changing. The suburban shopping malls and “power centers” that thrived for decades are struggling as a result of oversupply, and a shift in preferences. With online buying playing a bigger role for consumers (especially for bargain hunters), many are looking for a more “authentic” experience when they shop in person. This is bringing new value to traditional walkable Main Streets. ⁱⁱⁱ

Suburban development patterns are making it more difficult for local governments to balance their budgets.

Suburban development patterns require extensive investments in capital infrastructure and ongoing service delivery. Low-density development requires more infrastructure to serve fewer people and requires service providers such as firefighters and school buses to travel farther.

More compact development patterns reduce both life-cycle infrastructure costs and operating costs.

A 2013 study by Smart Growth America, *Building Better Budgets: A National Examination of the Fiscal Benefits of Smart Growth Development*,^{iv} concluded that, compared to conventional suburban development, smart growth patterns can achieve savings of one-third or more in upfront infrastructure cost, and 10% annually in ongoing operating expenses. Smart growth development patterns can generate up to 10 times more revenue on a per-acre basis.

More recently, SGA's work on the Fiscal Implications of Development Patternsⁱⁱⁱ has employed a new model designed to help municipalities understand the financial performance of development patterns. The model focuses on those aspects of municipal budgets that are most affected by the geographic pattern of development. In work with a number of communities around the country, scenarios involving compact development were analyzed alongside sprawl alternatives, in terms of "net fiscal impact" (the difference between additional revenue generated by new development and added costs imposed by the development). In every case, the analysis suggested that more compact development scenarios would have a significant positive net fiscal impact. For example, under the compact scenario for the city of Madison, the annual net fiscal impact of new development would be 44 percent higher than under the base scenario, and nearly three times the net fiscal impact under the low-density scenario. For West Des Moines, the walkable urban scenario yielded a net fiscal impact 49 percent higher than the low-density case. In the case of both Macon-Bibb County and Indianapolis, conventional suburban development (sprawl) was forecast to have a negative impact on municipal finances — that is, the model projected a greater increase in future expenditures than in future revenues — while the higher-density scenarios generated positive outcomes, even under very conservative revenue assumptions.^{iv}

Not all of these trends will be completely relevant in every situation. But it is important to bear all three in mind in considering the fiscal and economic health of any community.

Participant viewpoints

The concepts described above were elaborated upon in the in the first portion of the second day workshop, followed by a discussion of specific issues facing downtown. After a question and answer period, SGA delivered a second presentation focused on key elements of successful downtown or corridor revitalization. Mayor Berkowitz spoke about the leadership potential that Anchorage holds for all of Alaska. Anchorage's success will bode well for much of the state, which hosts many businesses and the center of the population. This includes key economic drivers, like Ted Stevens Anchorage International Airport and the thriving Native Corporations.

Bill Popp, President and CEO of the Anchorage Economic Development Corporation, provided a 2016 economic outlook for Anchorage. This was followed by general discussion about how the various concepts presented relate to the achievement of the city's goals for downtown. Three major issue areas were identified as particular challenges: Encouraging growth downtown; infrastructure improvements; and place management. Participants then divided into seven smaller groups, each focused on several of these topics. The individual groups further identified specific issues, and proposed ideas to address them.

A wide-ranging conversation explored a variety of assets, and opportunities/concerns. Among the specific issues discussed were:

Assets:

- Scenic views to Cook Inlet and Mountain Ranges
- Extensive Trail network
- Growing Tourism Industry (2M + visitors expected 2016)

- Downtown Headquarters of Private Sector and Alaska Native Corporations
- Federal Offices and Military Base
- Airport and Cargo
- Traditional Street Grid
- Downtown Restaurants
- Active Arts and Culture Scene
 - Museum
 - Performing Arts Center
- Anchorage Downtown Partnership, Ltd.

Opportunities/Concerns:

- Growing homelessness problem
- 3:00 am bar release
- Empty buildings and blank facades
- Large amount of land devoted to surface parking lots
- Seismic zones hindrance to development
- Lack of interest from developers
- Lack of activity on the vacant Municipal-owned parcel located at 7th Avenue & I Street
- Availability of convenient, safe, parking garages particularly during harsh winter climates
- Economics of development unfeasible
- Lack of incentive tools such as PILOTs, TIFs
- Synchronize Land Use Plan, People Mover Study, and Economic Development Initiatives

As the plenary discussion proceeded, participants narrowed the focus to three main topics to discuss in small groups:

1. Place Management
2. Incentives/ Encouraging Development
3. Coordination of Parking and Public Infrastructure

Seven groups examined these topics with each group assigned one to two of these eight specific questions:

1. Why aren't developers coming to us with projects that the community would like to see, both in terms of project location and the character of the development?
2. What will it take for you to develop new high density mixed use projects that city and the community want to see in the Downtown area?
3. Please help us identify and then codify those incentive tools, that the community can be willing to support, that will bring new growth and development in Downtown.
4. Many social service providers are in the Downtown area. Do the services that they provide need to be disbursed around the Anchorage Bowl to provide better coverage and relieve the concentration that is here? Has this helped or hindered Downtown?
5. What other codes or regulations are needed to make Downtown better? Example: We do not have a loitering regulation in place to limit loitering on public property. Does that need to be addressed?
6. Are there current business practices, ordinances or lack of, that are impacting Downtown? Example: closure of all Downtown bars at 3:00 am.
7. How should infrastructure improvements support new Downtown development?

8. Will the things that we have talked about in previous questions support small businesses in Downtown? A summary of the report out from the tables is attached.

Recommendations

As officials noted in their application for assistance, the city – under new leadership from Mayor Berkowitz – is strategizing around five key initiatives: Housing, Homelessness, Safety, Sustainability, and Resiliency. Furthermore, the overarching goals as stated in the application are to achieve sustainable development and improved economic health. To accomplish Mayor Berkowitz’s goals these recommendations seek to identify and mitigate development barriers, find ways to form new public-private partnerships, and to improve community economic and environmental resiliency.

Downtown Anchorage begins with significant assets, including spectacular access to the scenic beauty of the region, a growing tourism industry, stable neighborhoods on the periphery, an extensive trail network, a vibrant arts and cultural district, and the headquarters of several major native and private corporations. All of these assets can be brought together by several strong opportunities to develop surface parking lots owned by the city and private owners. The following recommendations are based upon the goals articulated by discussion with leadership and participants during the workshop, and our review of the context in which the city must make its decisions:

1. **Focus the effort.** As described in the workshop presentations, economic development is increasingly about placemaking. A key to creating a successful downtown is engendering a sense of place associated with a specific area. The challenge is to have enough activity concentrated within a walkable area, to create a “critical mass.” If activity is too dispersed to generate synergy, it is possible to have a positive level of new investment overall for many years without generating real excitement or the perception of fundamental change. In the early stages, it is important to work to help a “hot spot” emerge.
2. **Focus within the focus area: Downtown Anchorage is big.** It is fine to have a large study area, and to plan for long-term change in a full neighborhood or section. To begin successful implementation, however, requires a smaller target area in which to concentrate efforts. The idea of releasing a request for expressions of interest (RFEI) or other document to gauge developer interest in key city owned parcels, notably the 7th and I site is encouraging. The current mapping and inventory that identifies map layers of surface parking lots and parcel ownership should be compiled to understand what strategic sites are available.
3. **Start by getting a few really good blocks.** One rule of thumb is to achieve a minimum 2- to 4-block sequence that is continuously engaging people walking along the sidewalk. There are good examples of vibrant streets within downtown Anchorage, particularly F Street, which plays off of the proximity to the Performing Arts Center, the 5th Street Mall, and other downtown amenities.

This street represents a continuous, albeit short, grouping of buildings with a variety of shops. It is notable that the owner has site control of buildings on both sides of the street. In addition, despite its proximity to Town Square Park – one of the problem points as noted in the workshop – visitors felt comfortable in the environment.

4. **Make sure to fill the space in the small area, leave no empty “missing teeth.”** This means both filling empty storefronts and filling in empty surface lots. Throughout downtown Anchorage surface parking lots, harsh building frontages, and loading docks disrupt the pedestrian environment. An effort to ensure designs accommodate pedestrians is crucial to enhancing the public realm.

5. **Go all out on the streetscape.** Sidewalks don't necessarily have to be very wide, but it is important to create a high quality space along the building frontage, with some buffer from moving traffic (which may be parked vehicles, planting strip with shade trees, and street furniture, etc.), and good, safe crossings with distance minimized.
6. **Incorporate public art.** Both permanent and temporary installations can beautify, add interest, signal that the place is alive, and create opportunities for engagement.
7. **Use complete streets to build value.** Throughout the focus area, but especially in Downtown and Fairview, deploy the "Complete Streets" concept. This not only provides transportation benefits, but generates economic value. (See "Safer Streets, Stronger Economies," SGA February 2015, at <http://www.smartgrowthamerica.org/research/safer-streets-stronger-economies/>.) It means quality sidewalks, safe crossings, minimal curb cuts for traffic, provisions for bicycles, etc., and allocating space for amenities like street furniture, trees, and lighting, and restaurant seating areas. Making most efficient use of the space from building face-to-building face may call for narrowing vehicular travel lanes. By moving to 10-foot travel lanes it is often possible to make room for bike lanes and/or wider sidewalks, with no loss in capacity. Sidewalks of 12 to 16 feet allow for greater uses and a better public space.
8. **Bicycle Infrastructure.** As previously noted, Anchorage has an extensive and robust hiker-biker trail network that forms a beltway around the city. However, downtown lacks street bicycle infrastructure of any form. By building upon the fantastic asset of the trail network cycling can become a viable transportation option in the city, which has already done great work in the recreational aspect of this mode of transportation.
9. **Work with Alaska DOT to regain control of major roadways.** Roads such as 5th and 6th Avenues are currently designed to serve as high capacity, high-speed infrastructure. The high traffic speeds and wide roads not only encourage speeding, but discourage convenient pedestrian crossings and deter other goals of vibrant street life and retail focused economic development. Workshop participants from Anchorage DOT and the Department of Economic & Community Development emphasized the need to regain control and modify the roadway design to better reflect the goal and necessary design of a pedestrian-oriented downtown.
10. **Find Solutions for Developing in Seismically Sensitive Zones.** There is a real and critical need to site new buildings away from the most seismically sensitive areas.

However, much of the development and planning community want to revisit the potential of building in areas with less risk. The very real consequences of past earthquake disasters and the subsequent risk aversion of city engineering staff has limited the development community's ability to use the latest structural engineering techniques. Identifying federal programs that can help finance the added necessary structural elements will help projects succeed.

11. **Create a Redevelopment Entity.** The Anchorage Community Development Authority is not functioning according to its original purpose as a redevelopment agency to lead new development initiatives. It largely functions as a parking lot developer. Returning to its focus as a redevelopment agency would allow the group to have a much broader impact. This would include the potential to lead projects, structure public private partnerships, evaluate economic development proposals, and to buy and hold property with the eventual goal of transferring to the private sector.

It could serve as a gateway for developers in navigating the city development system. The entity should also have trained staff adept in evaluating economic development incentive proposals to accelerate complex deals requesting public finance.

12. **Continue to pursue incentives.** Anchorage does not currently have state legislation that allows for Tax Increment Financing and the tax abatement laws have strict language restricting the practice to only blighted and abandoned properties. The city should continue to pursue these tools as well encouraging developers to use alternative financing mechanisms such as New Market Tax Credits, EB-5, and Historic Tax Credits when applicable.
13. **Conduct a parking audit.** There is a plethora of downtown (primarily surface) parking, with a variety of operators from private companies to the Anchorage Community Development Authority. The first step should be to work with major parking stakeholders to assess the supply and demand of the downtown parking market. There have been past attempts in Anchorage to share excess parking across projects to lower development costs for new projects to reduce the number of required spaces. Additionally, there is potential for new higher and best uses of current surface parking lots when these sites have additional value. While parking is not required in many downtown developments according to the current zoning, developers understand that parking is a necessity for many projects to succeed in securing financing and tenants. The Anchorage Community Development Authority could lead this effort.
14. **Leverage Tourism.** As a gateway city for tourism with an expected 2 million plus visitors in 2016, there is great potential to enhance amenities and options for not just making Anchorage a stop over, but a destination in itself. For example, the Anchorage Train depot is a great opportunity for infill development with views atop the adjacent hillside. Thousands of tourists use the train every year and could support mixed-use developments and hotel services at the terminus.
15. **Bring every tool to bear to achieve near term success.** Within the focus area, deploy every possible policy measure and tool toward the achievement of the goals. This means using both positive and negative measures, from code enforcement efforts to subsidies for façade improvement; from access to tax incentives to friendly persuasion. Work persistently with landowners to fill in vacant and underutilized lots and to transition properties to “highest and best” uses.
16. **Improve connections to the surrounding neighborhoods.** Make sure the Downtown does not turn its back on the residential communities that surround it. Many of these communities such as West Anchorage are wildly successful and are a short walk away from downtown. They achieve high rents for older buildings and have low vacancies according to the Anchorage Economic Development Corporation. This is partly a matter of urban design and partly community building. It is important that the design of the (new) built environment create good physical transitions down the hillside and towards Delaney Park. The city should find projects that can bridge the perceived mental gap between West Anchorage and Downtown.

Note: SGA staff was amazed at the proximity of upscale stable residential neighborhoods with a variety of housing types from single family detached to multi-family on the edge of Downtown. Building upon this existing strength to create the connection between the two is paramount. Residents of the adjoining neighborhood should be thought of as primary customers and proof of concept for activity and housing in Downtown. Retail business must, of course, draw from a much larger territory to be sustained; nonetheless, traffic from those nearest is a critical base.

Remembering that the goal is to make Downtown Anchorage a “place” – a location thought of as a destination for people throughout the metropolitan area – a key strategy is making it a walkable and animated street. Many in the region already view it this way, but there are obstacles. Part of the appeal is the presence of people on the sidewalk. They are moving advertisements for anyone coming through that this is “a place to be.” Those who already live close enough to walk are a great potential source of pedestrian traffic and an asset to the commercial corridor. It is therefore vitally important to welcome them as the first customers.

17. **Continue place management.** The ADP Space is a valuable asset in promoting the ongoing growth and economic health of Downtown. Their work already encompasses many integral components to ensure the Downtown is a clean, safe, and vibrant place. Placemaking is not only about physical changes to the built environment, it is about commonplace activities like sanitation, marketing, relationship building, etc. As distinct places, walkable centers have functional needs: they need to be clean and safe. They require branding. They want programming and on-street activity. The ADP already serves in many of these roles.

Major issues that emerged from the workshop were the growing concern about the homeless population in public areas, the nuisance that is created by the 3:00 am bar release, and how social services and the transit center contribute to and exacerbate these issues. While not a complete solution to these critical and serious problems that are effecting downtown, there was widespread support for hiring more security ambassadors. There was also the sense that school police guards be redirected towards the downtown during the summer help control the public space in a better manner.

Another key function of place management is making good use of events to create excitement and draw people – both nearby residents and visitors from farther afield – such as festivals, markets, outdoor movies, music and other live performances, sporting events and competitions. ADP and other organizations are already doing many events including the summer market and festivals throughout the year.

18. **Continue working to improve transit service.** The work currently underway to find ways to increase ridership by consolidating or expanding routes will have tremendous effects on the city’s mobility options. The downtown transit center can serve as a major amenity and centralized location to spur development. If regular bus service can be provided at under 12-minute intervals, riders will not need to consult a schedule. At that point, many people who have a choice will choose transit and the district can become known as a place that is accessible without a car. Along with more frequent service, improved shelters and signage can help encourage people to think of the area as one that is easily accessible.
19. **Align regulations on private development with public goals for the sector. Closely examine processes and requirements with a view to making it easy for businesses and developers to do what you want done.** Wherever possible, simplify processes for desired outcomes. This means looking at administrative processes, local development codes, and related ordinances. During the workshop people were concerned about the navigability of Title 21 and the impedance to the permitting process. Consider whether process reengineering for things like permit-approval might expedite actions, without jeopardizing the legitimate goals of regulation. It is beneficial to engage all those involved in development and investment in a dialogue about the obstacles that they perceive, as well as members of the broader public.

It is probably worth asking businesses what regulations are most inhibiting and considering how important those regulations really are to the well-being of the community. As marijuana becomes legal in the State consider hiring more staff to work across agencies to have a smooth roll out.

20. **Commercial signage.** Many communities have ordinances regulating commercial signage that are quite restrictive, and may be a problem for the small, entrepreneurial businesses that are important to generate active street life and create the sense of place that is being sought. This includes the amount of signage allowed per building, the placement of business names on awnings, and the use of A-frame signs placed outside of shops. Promote the new Façade improvement grants available in the city by going door to door with local business owners.
21. **Use of public space.** Some local codes may allow sidewalk restaurant seating, but may make it very difficult in practice. Some restrict the appearance of product names on the umbrellas used to provide shade for outdoor seating. Discussions in the workshop stated that businesses actually fought to remove sidewalk seating due safety issues for patrons. Finding a partnership with the ADP to ensure a safe and pleasant environment for outdoor seating would be a positive step.
22. **Encourage mixed-use developments.** While there are strong reasons to require retail uses on the ground floor of buildings fronting on the commercial street, allowing the use of upper stories as either commercial or residential, as the market may dictate, is likely to hasten progress. To work with the market, zoning and other regulations may need to be revised.
23. **Develop a comprehensive housing strategy for the area.** It is important to plan for a variety of housing options to meet the needs of the district as it is built out and ultimately achieves its goals. The process for developing a housing plan should help determine what the supply of housing should encompass, such as how much is needed of: rental versus owner-occupied; large unit versus small; single-family versus multi-family; market-rate versus committed affordable, etc. This data can be used to prove the viability of downtown housing.

A strategy needs to address both immediate issues, like the current high vacancy of residential property, and the long-term preservation of affordable housing (which can quickly become an issue once the area achieves significant success). Work with proven affordable housing providers such as the Cook Inlet Housing Authority to potentially build mixed-income housing downtown. Setting goals now, and identifying mechanisms for achieving them, is key to attaining long-term balance.



ⁱ See; "The Changing Shape of American Cities," Luke J. Juday, Weldon Cooper Center for Public Service, University of Virginia, March 2015.

"Demographic Reversal: Cities Thrive, Suburbs Sputter," William H. Frey, Brookings Institution, State of Metropolitan America Series, June 29, 2012.

ⁱⁱ "Suburbs Try to Prevent an Exodus as Young Adults Move to Cities and Stay," Joseph Berger, New York Times, April 16, 2014 (on-line at, http://www.nytimes.com/2014/04/17/nyregion/suburbs-try-to-hold-onto-young-adults-as-exodus-to-cities-appears-to-grow.html?_r=0.)

"See ya, suburbs: More want to live in the big city," Greg Toppo and Paul Overberg, USA TODAY, March 27, 2014.

"Why urban demographers are right about the trend toward downtowns and walkable suburbs," Kaid Benfield, bettercities.net, February 28, 2014.

"NAR 2013 Community Preference Survey: Americans Prefer to Live in Mixed-Use, Walkable Communities," National Association of Realtors, November 1, 2013.

ⁱⁱⁱ For more information, see: <http://www.smartgrowthamerica.org/research/the-fiscal-implications-of-development-patterns/>.

^{iv} A description of the methodology and summary of the results of each case studied can be found in Government Finance Review.

^v See: "Business Performance in Walkable Shopping Areas," Gary Hack, Robert Wood Johnson, Technical Report, November 2013 (available at

http://activelivingresearch.org/files/BusinessPerformanceWalkableShoppingAreas_Nov2013.pdf).

"DC: The WalkUP Wake-Up Call" (2012) and "The WalkUP Wake-Up Call: Atlanta" (2013), Christopher B. Leinberger, George Washington University School of Business. (Downloadable at <http://business.gwu.edu/walkup/>.)

"What to Do with Empty Big Box Stores," Sarah Schindler, sustainablecitynetwork.com, February 12, 2014.

"Walking the Walk: How Walkability Raises Home Values in U.S. Cities," Joe Cortright, CEOs for Cities, August 2009.

"THE WALKABILITY PREMIUM IN COMMERCIAL REAL ESTATE INVESTMENTS," Gary Pivo and Jeffrey D. Fisher, Working Paper, Responsible Property Investing Center, University of Arizona, and Benecki Center for Real Estate Studies, Indiana University, February 2010.

"The Built Environment and Travel: Evidence from the United States," Robert Cervero, European Journal of Transport and Infrastructure Research, 3, no. 2, (2003).

^{vi} The full report can be downloaded at, <http://www.smartgrowthamerica.org/building-better-budgets>.