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## Leading Change in the Built Environment

Harriet Tregoning  
Executive Director  
Smart Growth leadership Institute

Image from original by Erik Henné

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How can we build  
**great communities?**

Image from original by Erik Henné

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## Smart Growth Leadership Institute



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## Smart Growth Implementation Toolkit

A project of the Smart Growth Leadership Institute  
Developed in cooperation with the US EPA

- Components:
  - Strategic Assessment Tool
  - Policy Audit Tool
  - Code and Zoning Audit Tool
  - Project Scorecard
  - Design Guidelines
  - Smart Sites

Currently undergoing field trials, for release in 2007

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## Leading Change\* in the Built Environment: A Community Playbook

- Communicate urgency
- Establish a broad guiding coalition
- Develop a vision for an alternative
- Constantly communicate the new vision
- Engage leading local governments
- Leverage catalytic projects
- Allow broad-based action by changing systems/structures
- Generate short-term wins
- Consolidate the gains and build on them
- Embed changes in the culture

\*Adapted from "Leading Change: Why Corporate Transformations Fail," John Kotter, Harvard Business Review, 1995

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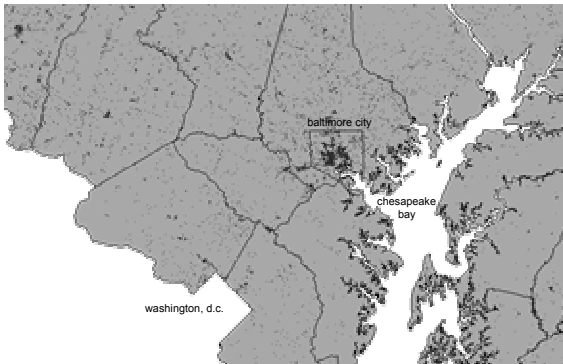
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Maryland Development Patterns Before 1900

☐ Developed areas

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Development Patterns up to 1920

☐ Developed areas

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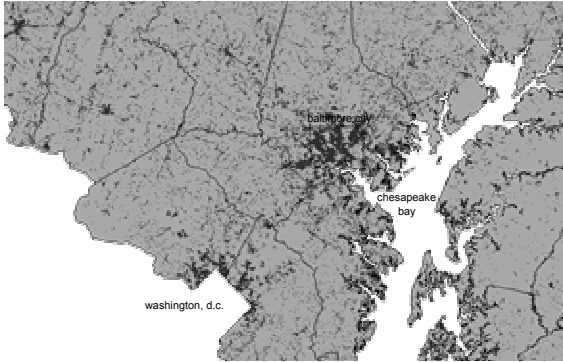
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Development Patterns up to 1940

☐ Developed areas

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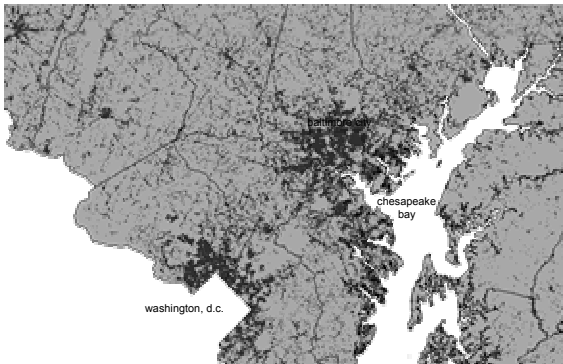
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Development Patterns up to 1960

☐ Developed areas

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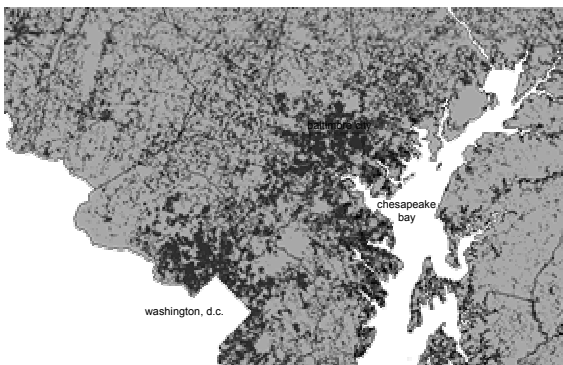
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Development Patterns up to 1980

☐ Developed areas

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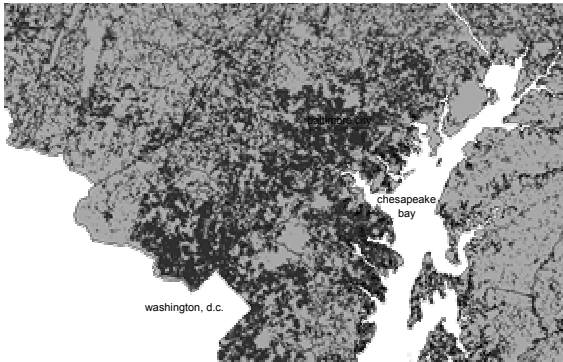
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Development Patterns up to 2000

☐ Developed areas

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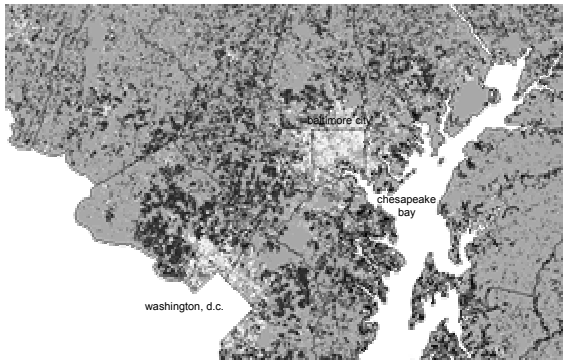
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Development Patterns from 1900 to 2000

☐ Developed areas  
☐ Urbanized areas

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### According to a ULI study

LOT SIZE	LOCATION	COST TO TAXPAYERS
1/3 acre lot	10 miles from downtown	\$ 69,000
Less than 1/3 acre	3 miles from downtown	\$ 34,500

2003 Urban Land Institute

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“  
 The world consumes  
**two barrels of oil**  
 for every  
**one barrel**  
 it discovers.  
 ”

2005, Chevron Advertisement

### Ex. Growth in Memphis MSA (TN-MS-AR) 1989-2003

	1989	2003	% change
Population persons	850,000	995,000	17%
Urban Area acres	256,000	352,000	38%
Pop. Density persons/acre	3.32	2.83	-15%

2004 Urban Areas Report

### Ex. Growth in Memphis MSA (TN-MS-AR) 1989-2003

	1989	2003	% change
Freeway lane miles	390 lane miles	555 lane miles	42%
Annual Delay person hours	5 hours	18 hours	260%
Congestion Cost (total in \$M)	\$ 44M	\$ 294M	568%

2004 Urban Areas Report



Image from original by Erik Hanna



Gov. Mike Leavitt

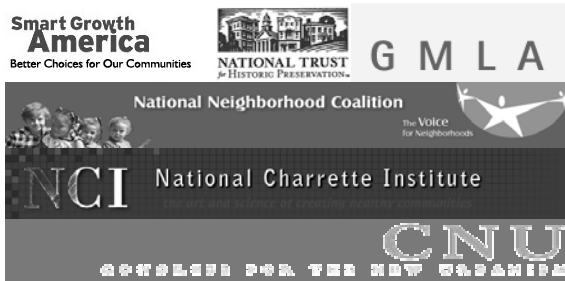
“

Without Envision Utah and  
a high level of community cooperation  
and involvement,  
Utah will continue to move forward on an uncharted course.  
Preparing to meet future challenges will help us  
preserve the quality about living in Utah  
and may even help us  
avoid serious and costly pitfalls.

”

Robert J. Grow  
Founding Chair of Envision Utah  
former COO of Geneva Steel Mill

## Engage Key Non-Profit Organizations



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## Goals of Smart Growth



- Support and enhance existing communities
- Preserve natural resources and farmland
- Save on the cost of new infrastructure

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## Vision of change



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“traveling and speaking with people”

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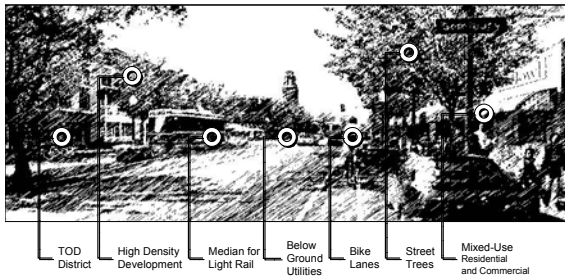
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Each of these is a zoning change



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American Can Company, Baltimore, MD

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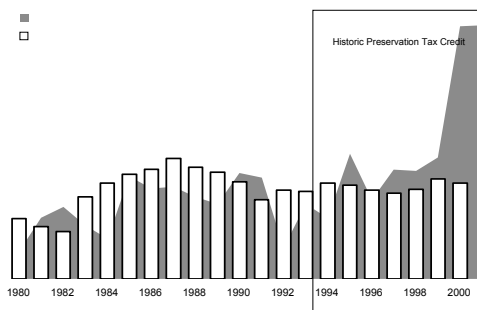
Allow  
 broad based action  
 by changing  
 systems and  
 structures

Image from original by Erik Herna

## Historic Preservation in Maryland



## Acreage of Preservation & Development in Maryland



## Smart Growth in Maryland





Image from original by Erik Hanna

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Image from original by Erik Hanna

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Is this our future?



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Or is there a better way

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QuickTime™ and a  
TIFF (LZW) decompressor  
are needed to see this picture.

TIFF (LZW) decompressor  
are needed to see this picture.

TIFF (LZW) decompressor  
are needed to see this picture.