ULI 15-Minute Leadership Strategy to Build More 15-Minute Communities

Prepared by Yvonne Yeung, ULI Curtis Infrastructure Fellow
A Mission to Build 10+ billion SF of Development
in 15-Minute Communities by 2030

ULI District Councils

Daily Vehicle Miles Traveled

- 15,000 to 306,000 MILES
- 306,000 to 673,000 MILES
- 673,000 to 1,300,000 MILES
- 1,300,000 to 3,170,000 MILES
- 3,170,000 to 211,000,000 MILES

Urban Land Institute
A Leadership Tool to Decarbonize Communities
by Real Estate and Infrastructure

ULI District Councils

Level of Human Impact
0 - 1
10 - 20
20 - 30
30 - 40
40 - 60
60 - 80
80 - 100

ULI District Councils

Urban Land Institute
Align Leadership Actions with Initiatives

**Infrastructure Initiatives (2021-2023)**

<table>
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<td>30x30 Conservation</td>
<td>Restore forest and the natural environment, Expand parks &amp; open spaces by 30% by 2030</td>
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<tr>
<td>Justice40 Initiative</td>
<td>Use 40% of funds to fill transit and service gaps, and extend site improvements in underserved communities</td>
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<tr>
<td>Healthy People 2030</td>
<td>Build healthy communities, with walkable access to care, education, and health service</td>
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<tr>
<td>50% decarbonization by 2030</td>
<td>Build with low-carbon materials, install clean energy, remove parking &amp; reduce waste</td>
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## Combine Actions to Streamline Delivery

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### Funding Structure and Eligibility (IIJA)

- **Metro region, special district, tribal, rural**
- **Public, private, nonprofit**
- **Plan, Engage, R&D, Capital, Operation**
- **Infrastructure in categories**

**Create a multifunctional district**

**Form joint venture and community partnership**

**Fund roles and responsibilities to implement**

**Combine related infrastructure to streamline delivery**
Make Infrastructure Multifunctional

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### Committee Oversight (IRA, ARPA)

- Plan, Engage, R&D, Capital, Operation
- Infrastructure in categories
- Energy, building efficiency, drought mitigation, and water supply
- Transit, complete streets, regional greenway, active transportation, clean mobility
- Child and senior care, health and education
- Metro region, special district, tribal, rural
- Public, private, nonprofit
- 30x30 Conservation
- Justice40 Initiative
- Healthy People 2030
- 50% decarbonization by 2030
- Infrastructure in categories

Collocate multiple services in hubs
Integrate multimodal network in green streets
Create urban sponge and decarbonize a district
### Build 15-Minute Communities

**Infrastructure Initiatives** *(2021-2023)*

- 30x30 Conservation
- Justice40 Initiative
- Healthy People 2030
- 50% decarbonization by 2030

**Funding Structure and Eligibility (IIJA)**

- Metro region, special district, tribal, rural
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**Committee Oversight (IRA, ARPA)**

- Child and senior care, health and education
- Transit, complete streets, regional greenway, active transportation, clean mobility
- Energy, building efficiency, drought mitigation, and water supply

**Geography Type** *(walkable catchment)*

- Over 185 Downtowns
- Over 200 Edge cities
- Over 110,000 Suburban Corridors
- Over 1,000 Malls
- Exurbs 1/3 of the global agricultural land
### Infrastructure Initiatives (2021-2023)

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### One Vision infrastructure
- Metro regions
- Downtowns
- Edge cities
- Suburban corridors
- Malls
- Exurbs

### Other Infrastructure Systems
- Child and senior care, health and education
- Transit, complete streets, regional greenway, active transportation, clean mobility
- Energy, building efficiency, drought mitigation, and water supply

### Summary
- 425 Metro Regions
- Over 185 Downtowns
- Over 200 Edge cities
- Over 110,000 Suburban Corridors
- Over 1,000 Malls
- Exurbs: 1/3 of the global agricultural land
"Many components of municipal infrastructure, from roads to sewer to transit, have been built for tolerances and weather conditions that do not align with the new climate reality. In the short term, some of the work to mitigate climate risk could re-create more economic activities." —Larry Fink, chairman and CEO of BlackRock, letter to CEOs

- Ensure reliable infrastructure
- Decarbonize the electricity system
- Repurpose transportation rights-of-way
- Use the circular economy to decarbonize supply chain
- Ensure Coordination of Integrated Planning
15-Minute Communities Leadership Strategies

Downtowns Create Diversified, Decarbonized, Affordable, Live-in CBDs

Stage 1
Create a special district

Government
Establish a district commission

Real estate
Create a community decarbonization vision

Nonprofit
Establish a local advisory group
15-Minute Communities Leadership Strategies

Downtowns Create Diversified, Decarbonized, Affordable, Live-in CBDs

Stage 2
Convert gray infrastructure to green infrastructure

Government
Connect green spaces and implement road diets

Real estate
Convert spaces to accommodate pop-ups and socializing

Nonprofit
Host cultural programs
15-Minute Communities Leadership Strategies

Downtowns Create Diversified, Decarbonized, Affordable, Live-in CBDs

Stage 3
Improve walking and cycling

Government
Reduce parking; expand bikeways and increase transit

Real estate
Convert vacant spaces into housing; add micro-mobility options

Nonprofit
Develop a districtwide “one-trip” crowdsource app
15-Minute Communities Leadership Strategies

Downtowns Create Diversified, Decarbonized, Affordable, Live-in CBDs

Stage 4
Create a network of community hubs with a variety of services

- **Government**
  - Identify hub locations, and co-locate public services in hubs

- **Real estate**
  - Lease ground/lower floors and adjoining outdoor space for hubs

- **Nonprofit**
  - Fund an executive director for hubs; coordinate a walking school bus
15-Minute Communities Leadership Strategies

**Downtowns** Create Diversified, Decarbonized, Affordable, Live-in CBDs

**Stage 5**
Decarbonize the district

**Government**
Set carbon budget; add district energy and automated waste collection

**Real estate**
Add solar photovoltaics and biophilia elements; build with mass timber; update operation practices

**Nonprofit**
Run urban agriculture and waste-reduction programs
15-Minute Communities Leadership Strategies

**Edge Cities** Create Heat-proof, All-ages-Friendly communities

**Stage 1**
Reduce heat risks; develop a plan for extreme-heat response

**Government**
Develop a local extreme-heat response plan; conduct financial planning for reducing heat risk

**Real estate**
Work with financers and insurers to create sustainable capital for heat reduction

**Nonprofit**
Create a three-dimensional GIS-based community-scale performance model to plan for heat response
15-Minute Communities Leadership Strategies

Edge Cities: Create Heat-proof, All-ages-Friendly communities

Stage 2
Heat-proof the community and add green infrastructure

Government
Implement road diet; install street trees and broadband; designate cooling centers

Real estate
Install green walls and rooftop gardens; improve accessibility and digital connectivity

Nonprofit
Convert parking lots into green spaces; arrange extreme-heat and blackout support
15-Minute Communities Leadership Strategies

Edge Cities Create Heat-proof, All-ages-Friendly communities

Stage 3
Decarbonize the area; improve livability for all age groups

Government
Create a decarbonization plan; switch to renewable energy and reduce waste

Real estate
Decarbonize buildings; provide on-site child care, senior care, and health care facilities

Nonprofit
Host recycling, composting, and planting campaigns
Stage 1
Align decisions to build dense, walkable, mixed-use development

Government
Prioritize vehicle-miles traveled (VMT) reduction to drive mixed-use densification

Real estate
Create a district-scale vision; assist government and landowners in delivering mixed-use development

Nonprofit
Establish a local advisory group; develop ways to improve last-mile delivery
15-Minute Communities Leadership Strategies

Suburban Corridors Densify into Walkable, Mixed-use Innovation Districts

Stage 2
Reduce daily trips by residents

Government
Deliver a network of walkable hubs; add broadband service

Real estate
Deliver hubs with new multifamily housing; add micro-mobility

Nonprofit
Coordinate walking school bus and school streets programs
Stage 3

Reduce daily trips by workers; add innovation jobs

Government
Install urban greenways; increase public green spaces

Real estate
Build mixed-use development with indoor and outdoor event spaces

Nonprofit
Create an innovation hub to boost innovation economy
15-Minute Communities Leadership Strategies

Malls Transform into Transit- and Trail-Oriented Mixed-use Communities

Stage 1
Create a transit- or trail-oriented walkable, mixed-use district

**Government**
- Create a vision; improve transit, active mobility, and infrastructure; provide regulatory oversight

**Real estate**
- Densify development with on-site services; add multisensory experiences; knit together new and existing places

**Nonprofit**
- Host cultural programs; boost healthy food and wellness culture
15-Minute Communities Leadership Strategies

Malls Transform into Transit- and Trail-Oriented Mixed-use Communities

Stage 2
Combine ownerships and easements for redevelopment

Government
Connect communities; prioritize infill development on parking lots or full reuse of malls; extend streets, trails, and green-space networks

Real estate
Convert driveways into urban mixed-use streets; shift to renewable energy; blend uses to provide a healthy, active, open-air environment

Nonprofit
Provide community car-sharing and active mobility; set up a community hub and introduce programming
15-Minute Communities Leadership Strategies

Exurbs: Activate as Working Landscape of Agrihoods and Nature-Based Solutions

Stage 1
Create an agricultural heritage district

Government
Establish a district commission; update policies; facilitate partnerships

Real estate
Create investment opportunities for carbon credits, vertical farming, and solar PV

Nonprofit
Establish a community land trust to conserve natural resources
15-Minute Communities Leadership Strategies

**Stage 2**
Decarbonize and restore nature

**Exurbs** Activate as Working Landscape of Agrihoods and Nature-Based Solutions

**Government**
Connect ecosystems; restore forests; expand trail and cycling networks

**Real estate**
Implement regenerative farming and food-based planting in community

**Nonprofit**
Host agribusiness and youth enterprise programs
15-Minute Communities Leadership Strategies

**Exurbs** Activate as Working Landscape of Agrihoods and Nature-Based Solutions

**Stage 3**

Add amenities; promote research on nature-based solutions

**Government**

Arrange on-demand transit service; streamline permitting

**Real estate**

Build agriculture-focused main streets; add renewable energy infrastructure; create agrihoods

**Nonprofit**

Set up a large-scale nature-based solutions research campus with higher-education institutions
15-Minute Communities Leadership Strategies
Success comes from six key decision shifts

TOD to TOC
Shift from building buildings to building communities.

Mega facility to local facility
Plan facilities with walkable catchments.

Automobile-centric to people centric
Making walking and cycling the top choices.

2D decisions to 3D decisions
Create joint use by sharing space and sharing time.

Gray to green
Replace gray infrastructure like parking lots with parks and regional greenways.

“Just in time” to “just in case”
Make proactive decisions. Start building 15-minute communities today.

“Thoughtful leaders get results through people by making clear what needs to be done, why it should be done, and how each person can contribute.”
—Jim Fisher, University of Toronto Rotman School of Management

In a transit-oriented community, every block acts as a miniature neighborhood, and every building and outdoor space contributes to enhanced livability. (ULI Toronto)
In Clarence Perry's neighborhood unit plan, schools and parks are at the center of a walkable, mixed-use community with walkable streets and local shops. (Clarence Perry, New York City Planning Department, 1929)

In Carlos Moreno's 15-minute Paris plan, one place has several uses, each use bring new creativity. It provides a journey to find humanity at the end of every street, to give a heart to the heart of the city. (N. Bascop for Paris En Commun, 2019)

Los Angeles's Livable Communities Initiative aims at solving our housing crisis while delivering the beauty and convenience of a 15-minute city. (Livable Communities Initiative, 2022)
# 15-Minute Communities Leadership Strategies

Success comes from effective partnerships.

## 6 Geographies
- **Vision**
- **The 15-Minute community experience**
- **Infrastructure needs**
- **Real estate opportunities**

## 3 to 5 Stages
- **Typical conditions**
- **Government role**
- **Real estate role**
- **Nonprofit role**

### Downtowns
Create Diversified, Decarbonized, Affordable, Live-in CBDs

#### Potential stages of actions

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<th>Stage</th>
<th>Action</th>
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<td>Create a special district</td>
</tr>
<tr>
<td>2</td>
<td>Develop gray infrastructure to green infrastructure</td>
</tr>
<tr>
<td>3</td>
<td>Improve walking and cycling</td>
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<tr>
<td>4</td>
<td>Create a network of community hubs offering a variety of community services</td>
</tr>
<tr>
<td>5</td>
<td>Decentralize the district</td>
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#### Potentials
- Establish a business community
- Create a community and neighborhood focus
- Establish a local advisory board
- Host cultural programs
- Develop a distributor, local, and small business commons
- Grow an essential district
- Non-urban agriculture and smallholder programs
- Grow 15-Minute Communities Leadership Strategies

### Edge Cities

### Suburban Corridors

### Malls

### Exurbs

### Metro Regions
“Walkable urbanism can be accomplished at many scales – from small towns to large metropolitan cities. Compact critical mass is the key – having many places to walk or bike to in 15 minutes.”

“We have the opportunity to repair environmental damage with new green infrastructure that delivers a more human and ecologically supportive place.”

Craig Lewis
ULI Curtis Infrastructure Initiative Global Board Chair
15-Minute Communities Leadership Strategies
from ULI Infrastructure Forum Leadership

“Effective urban planning leadership for 15-minute communities requires combined budgets and strategic thinking, collaborative skills, and a commitment to sustainability, equity, and resilience.”

Stephen Engblom

“In a world that can be dominated by pro forma, performance goals, and delivery methods, the concept of 15-minute communities brings the important dimension of scale back into city building.”

Gullivar Shepard

“A 15-minute complete community is where I can access most of my daily life when I’m young and old.”

William Anderson

“As a kid, I carried my cello to school, rode my bike to after-school programs at the fieldhouse in the park, ran errands to the corner grocery store, and safely played on the sidewalk until the streetlights came on. It was a 15-minute complete community.”

Lucia Garsys

“A 15-minute community is a place where I do not need a car to get around and have all I need within walking distance of my home. Such places exist, and we can apply what we have learned from these places as we conceive of future communities.”

Renee Schoonbeek

In Clarence Perry’s neighborhood unit plan, schools and parks are at the center of a walkable, mixed-use community. (Clarence Perry, 1929)

Matthew Kwatinetz

“Cities are integrated and living organisms; siloed planning is no longer effective. Human-centric cities take into account the relationship between new location decisions for infrastructure that are essential for integrated local area planning.”

Kevin Augustyn

“15-minute communities can free their users from the isolation of automobile travel. Neighbors, retail clerks, business owners, and educators become friends, and their community becomes a place of gathering.”

Lucia Garsys

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Matthew Kwatinetz
Special Thanks to . . .

ULI Infrastructure Forum Leadership Team

Craig Lewis, ULI Infrastructure Global Board Chair, Principal and Placemaking Practice Group Manager, Arcadis

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Yvonne Yeung, Curtis Infrastructure Fellow, Urban Land Institute