Welcome

Building the 15-Minute Community: Leadership Strategies in Real Estate and Infrastructure

RACHEL MACCLEERY | YVONNE YEUNG | BILL ANDERSON | JIM FISHER

SEPTEMBER 13 2023
Rachel MacCleery – Welcome and Introductions

Yvonne Yeung – Overview of Building 15-Minute Communities: A Leadership Guide report

Bill Anderson – Implementing 15-Minute Communities

Jim Fisher – Leadership Strategies for 15-Minute Communities

All – Panel Discussion & Q&A
Webinar Matters

• Participants will remain muted through the duration of the webinar
• Please submit your questions through the Zoom Q&A function
• We invite you to engage in conversation via the Chat function. Please start off by introducing yourselves and sharing where you’re joining us from.
• This webinar is being recorded. The recording will be sent to registrants and uploaded to ULI's Knowledge Finder platform
Speakers

Yvonne Yeung
Principal, Practice Lead for Planning Sustainable Cities and Communities, Hatch

Bill Anderson
Lecturer, Urban Economics, University of California, San Diego

James Fisher
Professor Emeritus, Rotman School of Management, University of Toronto
ULI 15-Minute Leadership Strategy to Build More 15-Minute Communities

ULI Mission Priorities

Yvonne Yeung
ULI Curtis Infrastructure Fellow
MBA BLArch | MCIP RPP CSLA OALA | LEED ND AP PMP
A Mission to Build 10+ billion SF of Development in 15-Minute Communities by 2030
A Mission to Build 10+ billion SF of Development in 15-Minute Communities by 2030
### Shape by Five Forces for Change

- Align Actions with Innovative Initiatives
- Streamline Infrastructure Delivery
- Make Infrastructure Multifunctional
- Apply Walkable Catchment Decisions
- Bringing Infrastructure to Life with “One”

### Transform by Six Leadership Strategies

- Decarbonize Metro regions with TOCs
- Diversify CBDs into Live-in Downtowns
- Humanize & Heat-proof Edge Cities
- Innovate Suburban Densification
- Transform Malls into Communities
- Activate Exurbs as Working NBS

### Integrate by Five Infrastructure Systems

- One Vision
- One Environmental
- One Community
- One Energy
- One Mobility
Align Leadership Actions with Initiatives

**Infrastructure Initiatives (2021-2023)**

- **30x30 Conservation**
  - Use 40% of funds to fill transit and service gaps, and extend site improvements in underserved communities

- **Justice40 Initiative**
  - Build healthy communities, with walkable access to care, education, and health service

- **Healthy People 2030**
  - Build with low-carbon materials, install clean energy, remove parking & reduce waste

- **50% decarbonization by 2030**
  - Restore forest and the natural environment, expand parks & open spaces by 30% by 2030
# Combine Actions to Streamline Delivery

## Infrastructure Initiatives (2021-2023)

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## Funding Structure and Eligibility (IIJA)

- 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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- Child and senior care, health and education
- Transit, complete streets, regional greenway, active transportation, clean mobility
- Energy, building efficiency, drought mitigation, and water supply
- Collocate multiple services in hubs
- Integrate multimodal network in green streets
- Create urban sponge and decarbonize a district

### Committee Oversight (IRA, ARPA)

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# Build 15-Minute Communities

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## Committee Oversight (IRA, ARPA)
- 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

## Geography Type (walkable catchment)
Bring Infrastructure to Life

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Geography Type (walkable catchment)

- One Vision infrastructure
- One environmental infrastructure
- One community infrastructure
- One energy infrastructure
- One mobility infrastructure

Infrastructure Systems (human lens)
15-Minute Communities Leadership Strategies

Metro Regions Decarbonize with a network of 15-minute communities

- 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

“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
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” crowdsourcing 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 financiers 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
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
Suburban Corridors: Densify into Walkable, Mixed-use Innovation Districts

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
15-Minute Communities Leadership Strategies

Suburban Corridors Densify into Walkable, Mixed-use Innovation Districts

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
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

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

**Stage 2**
Decarbonize and restore nature

**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

“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

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.

In a transit-oriented community, every block acts as a miniature neighborhood, and every building and outdoor space contributes to enhanced livability. (ULI Toronto)
Success comes from walk-centric leadership

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 Diverse, Deeply Rooted, Affordable Live-in Communities

Malls
Exurbs
Metro Regions

Stage 1: Create a special district
- Government:
  - Establish a district commission
  - Develop a community development vision
- Real estate:
  - Create a community developer
  - Leverage government incentives
- Nonprofit:
  - Establish a local advisory group

Stage 2: Create a special district
- Government:
  - Create a community development vision
  - Leverage government incentives
- Real estate:
  - Leverage government incentives
  - Develop a community developer
- Nonprofit:
  - Establish a local advisory group

Stage 3: Create a special district
- Government:
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Potential stages of action:

- Stage 1: Create a special district
- Stage 2: Create a special district
- Stage 3: Create a special district

Downtowns
- Edge Cities
- Suburban Corridors

Text continues on the page...
“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

“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 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

“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.”
Kevin Augustyn

“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

“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.”
Matthew Kwatinetz

In Clarence Perry’s neighborhood unit plan, schools and parks are at the center of a walkable, mixed-use community. (Clarence Perry, 1929)
Implementing 15-Minute Communities

William Anderson, FAICP
Start with the region to create markets for 15-minute communities.
Mobility Hubs

Figure 2.35
Regional Mobility Hub Network

Regional Mobility Hub Network

These maps are generalized depictions and are not intended to be a comprehensive representation of the actual locations of mobility hubs. For more detailed information, please refer to the SANDAG Mobility Hub Network report.
Define the 15-minute district.

- General Plan – Vision, Linkages, & Policies
- Regulatory Area - Land Use, Density & Design
- Conservation & Historic Districts
- Special Mixed-Use Zoning District
- Mobility & Street Design Zones
- Parks Master Plan
- Public Facilities & Capital Improvement Plan
- Program & Management District(s)
- Financing District(s)
Create Neighborhoods

- Strategically placed anchors
- Grocers, schools, park, library
- Internal & external linkages
- Safety
- Arts, events, branding
Common Local Sources

**Special Taxes & Assessments**
- Special Tax Districts
- Benefit Assessment Districts
- Business Improvement Districts

**Mitigation**
- Impact fees
- Mitigation banks
- School fees

**User Charges**
- Parking Fees
- Congestion Charges
- Utility & Franchise Fees
- Land Leases

**State Subventions**
- Gas Tax
- Carbon Tax

**Tax Increment**

**Value Capture Techniques**
- Development Agreements
- Community Benefit Agreements
- Bonus Zoning
- Privately Owned/Publicly Accessible
- Land Leases

**Public-Private-Partnerships**
- Tax abatements, Land write-downs, Availability Payments

**G.O. Bonds**

Sources of Investment

- Private
- Local
- State
- Federal
To Leverage -

**State Funds**
- Grants
- Subventions
- Gas taxes
- Appropriations
- Enterprise Zones/Tax credits
- Infrastructure banks

**Federal Funds ($1.2T next five years or approx. $8,600/HH)**
- 2021 Infrastructure Investment & Jobs Act/Bipartisan Infrastructure Bill
  - $973b, $550b new dollars 2022-26
  - 350 distinct programs
  - TIFIA, RRIF, Build America Bureau Private Activity Bonds
- Grants (EDA, EPA, HUD, others)
  - EPA - $14b Clean Energy Investment Fund & $6b Clean Communities Investment Accelerator competition
- Inflation Reduction Act
- Opportunity Zones/Tax credits
Multimodal Infrastructure Investments
Case Study: Bel-Red Neighborhood - Bellevue, WA

**Major Investments**
- New light rail corridor
- Light rail O&M facility
- Multimodal upgrades to construct and improve street grid: “Complete Streets”
- Joint development - affordable housing
- Other private commercial development

**Key Partners**
- Sound Transit
- City of Bellevue, WA
- Federal Transit Administration
- Federal Highway Administration
- Build America Bureau
- Private developers: affordable housing, office

*Image Source: Sound Transit*
Destination Medical Center, Rochester, MN

Discovery Square Bio-med
Peace Plaza Retail & Entertainment
Lodging
Urban Neighborhoods

Major Investments planned over 20 years:

Mayo Clinic: $3.5 billion

Additional Private Investments: $2.1 billion

State of Minnesota: $585 million

Source: DMC Destination Medical Center
Downtown Redevelopment with Tax Increment

- $900m public investment = $7.5b over 30 years

Downtown San Diego:

$900m public investment
$7.5b private investment over first 30 years
Rosslyn-Ballston Corridor Transition

From this:

To this:
Leading Complexity: Focused Champions

Government
- Public Development Corporations
- Special Districts

NGOs
- Community Development Corporations
- Arts Councils

Business & Property Owners
- Business Associations
- Business Improvement Districts
Leadership is for Everyone

Think About It
The 20th Century Classic

Managing

PLAN

ORGANIZING

CONTROL

COMPLEXITY
The Kotter Leading/Managing Model

Managing
- PLAN
- ORGANIZING
- CONTROL

Leading
- VISION
- ALIGNMENT
- MOTIVATION

COMPLEXITY
CHANGE

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Kotter revised

Managing

PLAN

ORGANIZING

CONTROL

Directing

VISION

ALIGNMENT

MOTIVATION

COMPLEXITY

CHANGE

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Get the Millennials Involved!

Managing
- PLAN
- ORGANIZING
- CONTROL

Directing
- VISION
- ALIGNMENT
- MOTIVATION

Engaging
- VALUES
- CLARITY
- INVOLVEMENT

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Leadership today means doing it all

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**Complexity**  **Change**  **Energy**

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- COMPLEXITY
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- ENERGY

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A Clear Vision is Critical

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complexity change energy

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Panel Discussion

Yvonne Yeung
Principal, Practice Lead for Planning Sustainable Cities and Communities, Hatch

Bill Anderson
Lecturer, Urban Economics, University of California, San Diego

James Fisher
Professor Emeritus, Rotman School of Management, University of Toronto
Special Thanks to . . .

ULI Infrastructure Forum Leadership Team

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

Bill Anderson, Principal, CITECON, Lecturer on Urban Economics, University of California, San Diego

Kevin Augustyn, Senior Vice President and ESG Lead, Credit Ratings, North American CMBS, Morningstar DBRS

Stephen Engblom, Faculty of Real Estate Development and Design, Resilience and Equity, University of California, Berkeley

Lucia Garsys, Senior Adviser for Community Partnerships, Hillsborough County Government

Matthew Kwatinetz, Director, Urban Lab, New York University, Senior Real Estate Executive, Q Partners

Renee Schoonbeek, Senior Consultant Stations and Urban Development, Arcadis Netherlands

Gullivar Shepard, Partner, Michael Van Valkenburgh Associates Inc
Download Report from ULI Knowledge Finder

To learn more, scan this QR code

Building 15-Minute Communities: A Leadership Guide

Join the movement at uli.org/infrastructure
Thank you

Tell us what you thought of this webinar by filling out the survey.

Be in touch!

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Thank you