



Welcome

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

RACHEL MACCLEERY | YVONNE YEUNG | BILL ANDERSON | JIM FISHER

SEPTEMBER 13 2023

AGENDA

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



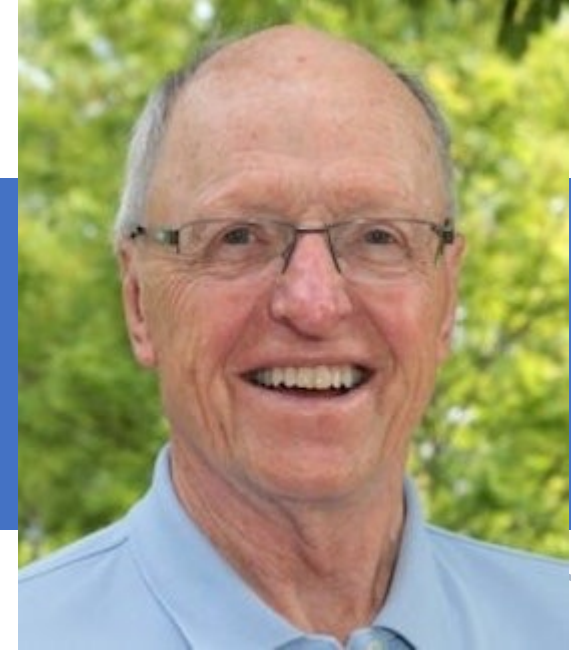
Yvonne Yeung

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



Urban Land
Institute

A Mission to Build 10+ billion SF of Development



in 15-Minute Communities by 2030

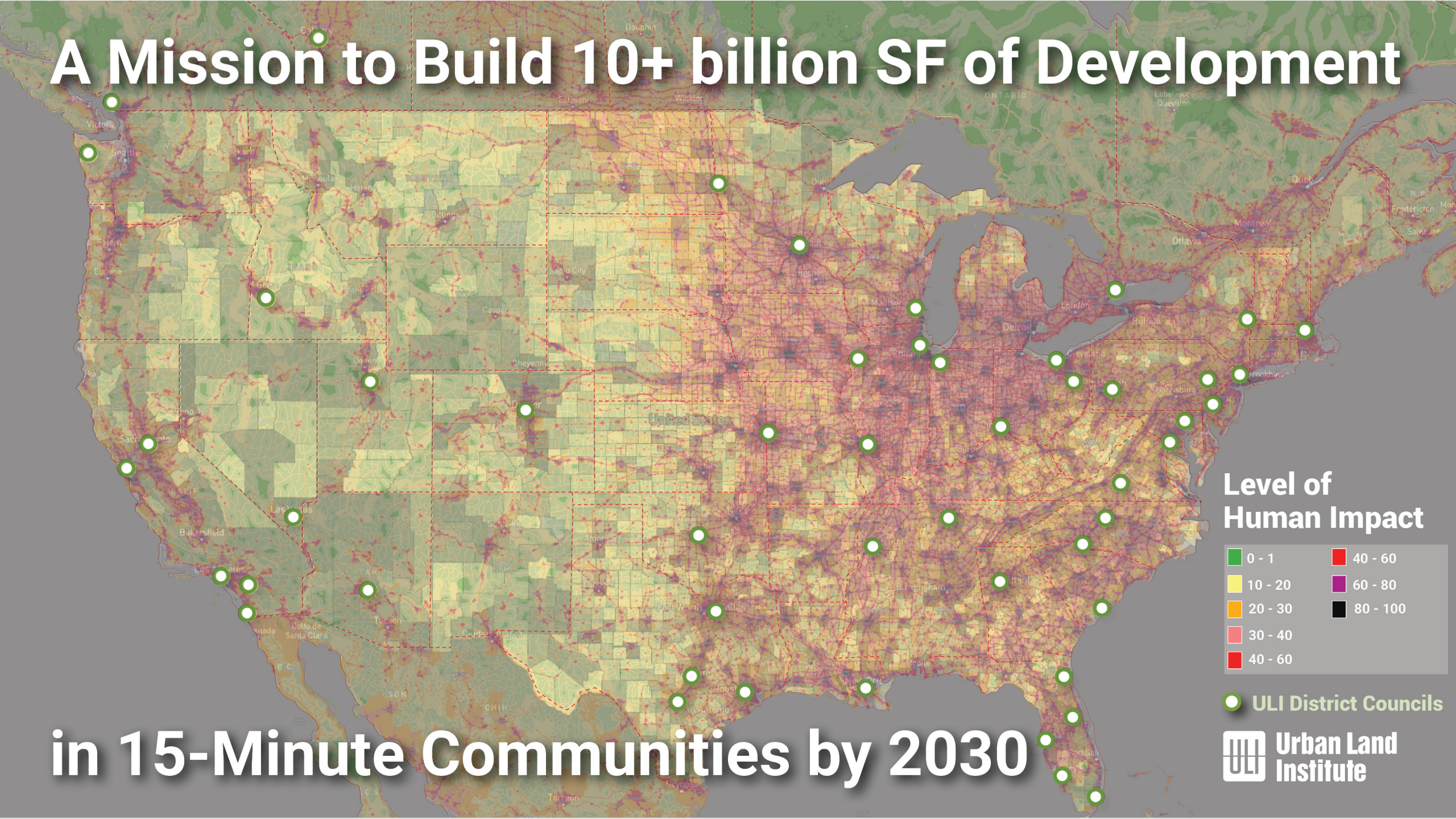
Daily Vehicle Miles Traveled

- 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

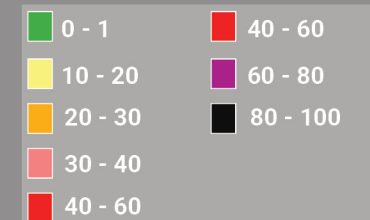
ULI District Councils



A Mission to Build 10+ billion SF of Development



Level of Human Impact



● ULI District Councils

in 15-Minute Communities by 2030

 Urban Land Institute

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"

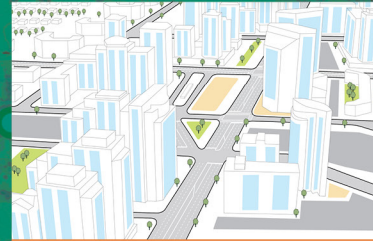
Transform by Six Leadership Strategies



Decarbonize
Metro regions
with TOCs



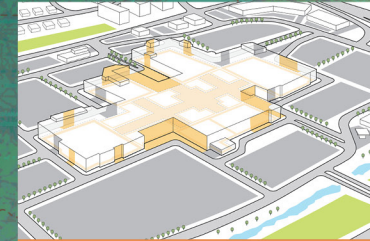
Diversify CBDs
into Live-in
Downtowns



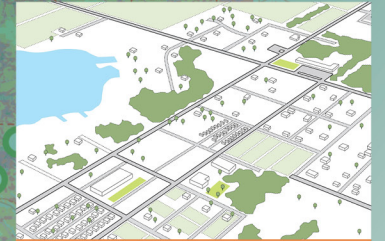
Humanize &
Heat-proof
Edge Cities



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

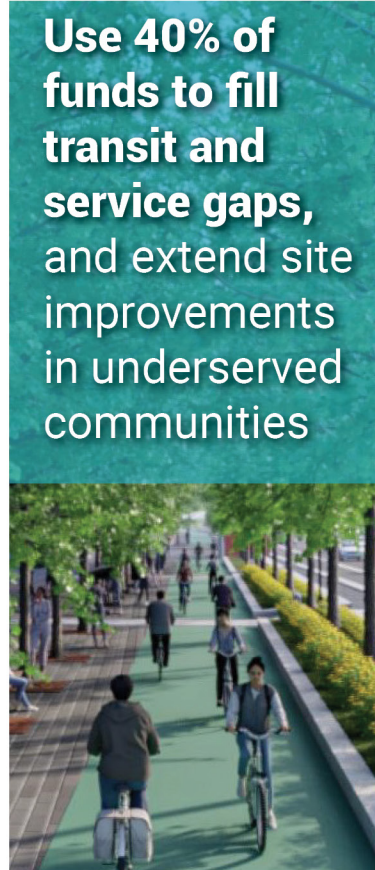
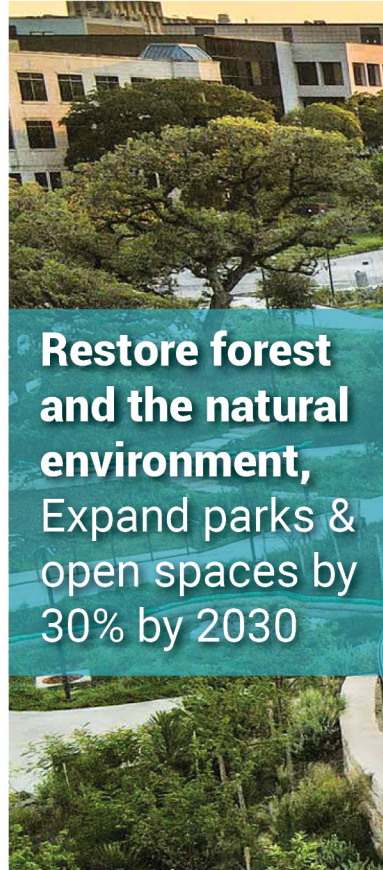
Infrastructure Initiatives (2021-2023)

30x30 Conservation

Justice40 Initiative

Healthy People 2030

50% decarbonization by 2030



Combine Actions to Streamline Delivery

Infrastructure Initiatives (2021-2023)

Funding Structure and Eligibility (IIJA)

30x30 Conservation

Justice40 Initiative

Healthy People 2030

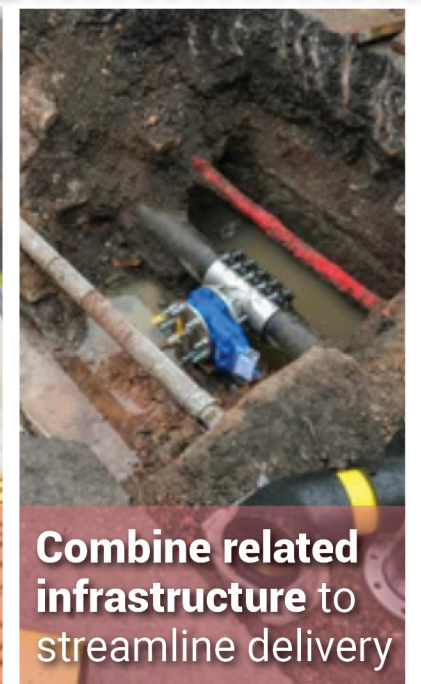
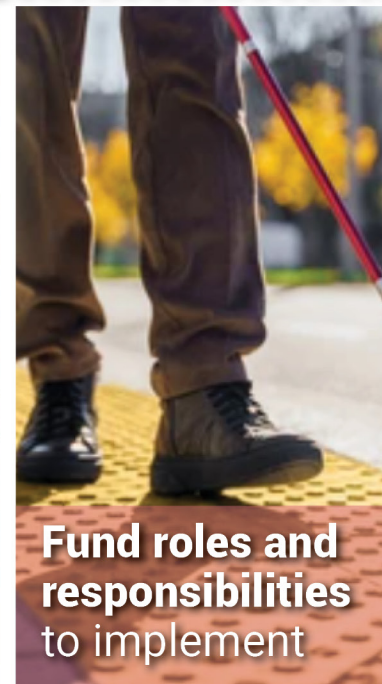
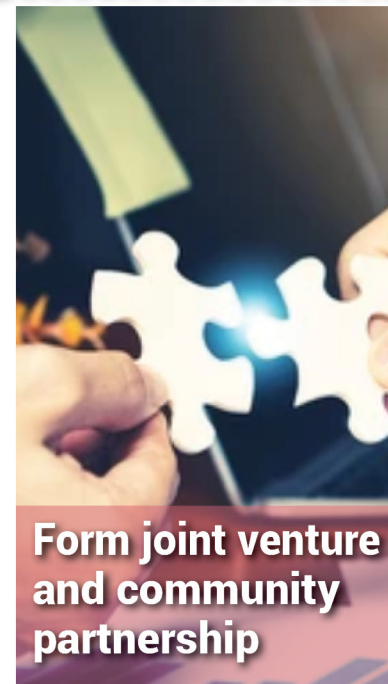
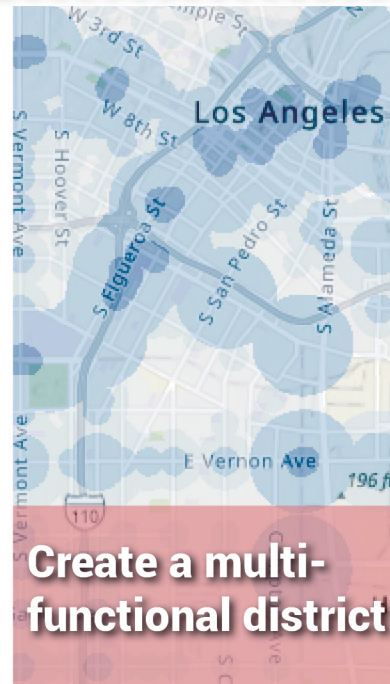
50% decarbonization by 2030

Metro region, special district, tribal, rural

Public, private, nonprofit

Plan, Engage, R&D, Capital, Operation

Infrastructure in categories



Make Infrastructure Multifunctional

Infrastructure Initiatives (2021-2023)

Funding Structure and Eligibility (IIJA)

Committee Oversight (IRA, ARPA)

30x30 Conservation

Justice40 Initiative

Healthy People 2030

50% decarbonization by 2030

Metro region, special district, tribal, rural

Public, private, nonprofit

Plan, Engage, R&D, Capital, Operation

Infrastructure in categories

Child and senior care, health and education

Transit, complete streets, regional greenway, active transportation, clean mobility

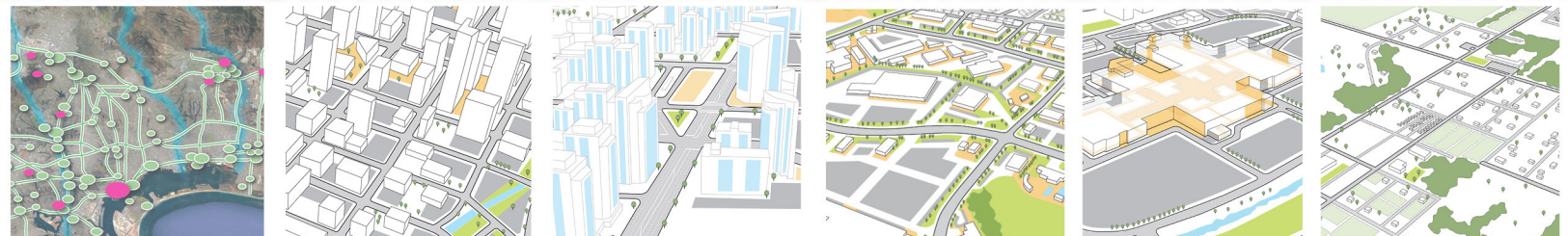
Energy, building efficiency, drought mitigation, and water supply



Build 15-Minute Communities

Infrastructure Initiatives (2021-2023)
Funding Structure and Eligibility (IIJA)
Committee Oversight (IRA, ARPA)
Geography Type (walkable catchment)

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



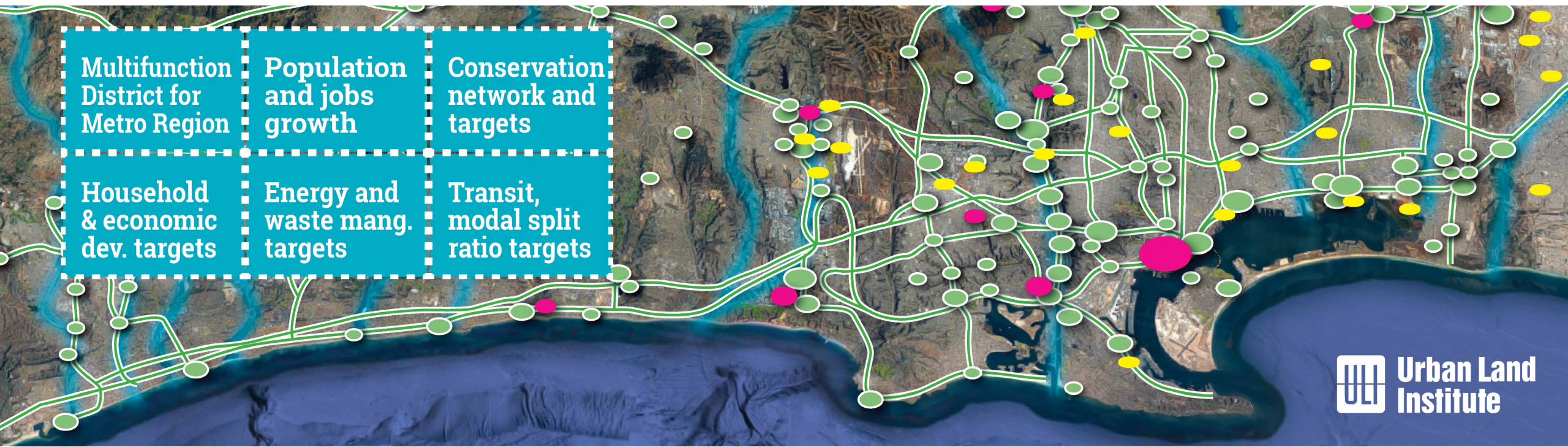
Bring Infrastructure to Life

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		Public, private, nonprofit		Plan, Engage, R&D, Capital, Operation		Infrastructure in categories	
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)	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	
Infrastructure Systems (human lens)	One Vision infrastructure		One environmental infrastructure		One community infrastructure		One energy infrastructure One mobility infrastructure	

Metro Regions Decarbonize with a network of 15-minute communities

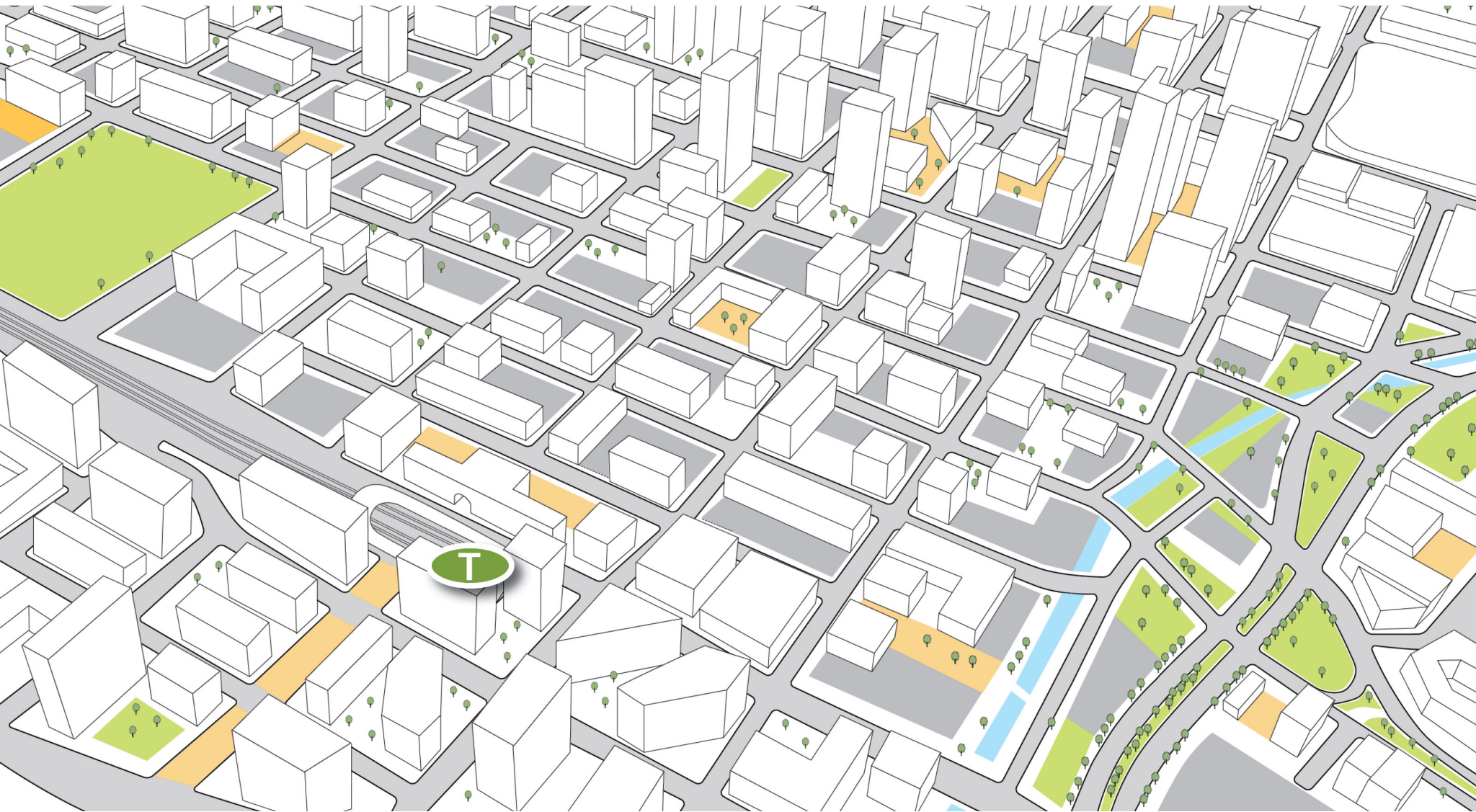
- Ensure reliable infrastructure
- Decarbonize the electricity system
- Repurpose transportation rights-of-way
- Use the circular economy to decarbonize supply chain
- Ensure Coordination of Integrated Planning

“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

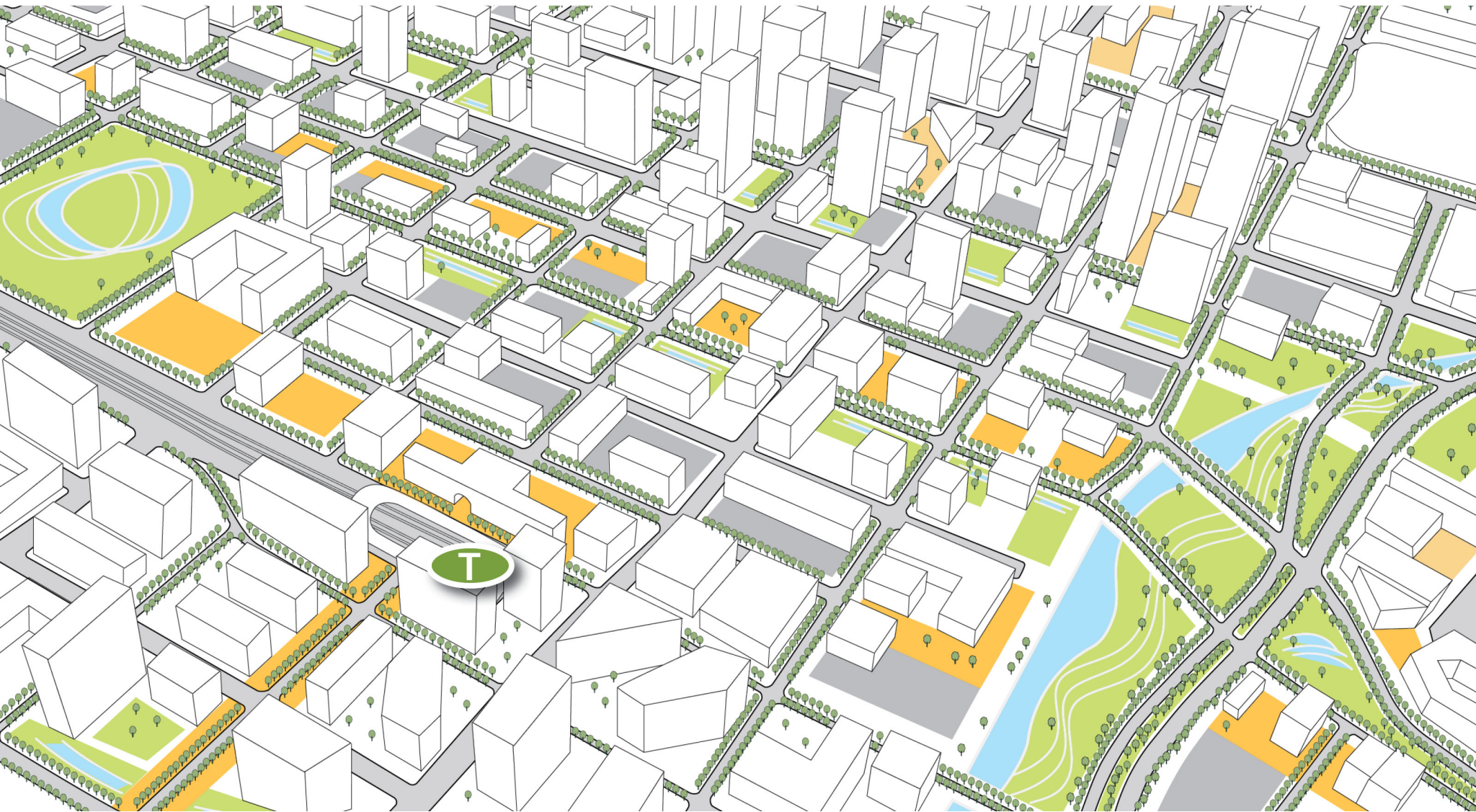
Create a community decarbonization vision

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

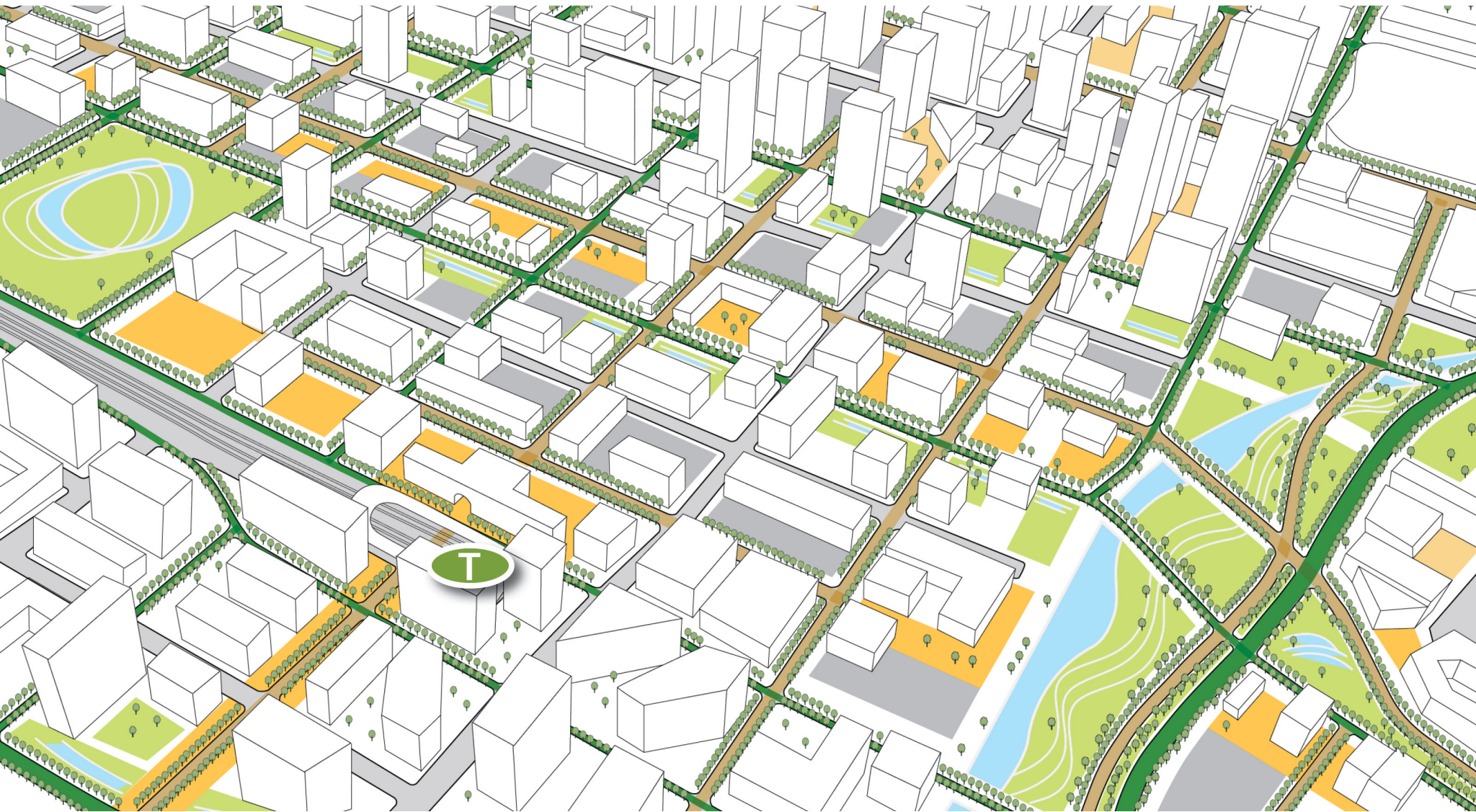
Government
Connect green spaces and implement road diets

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

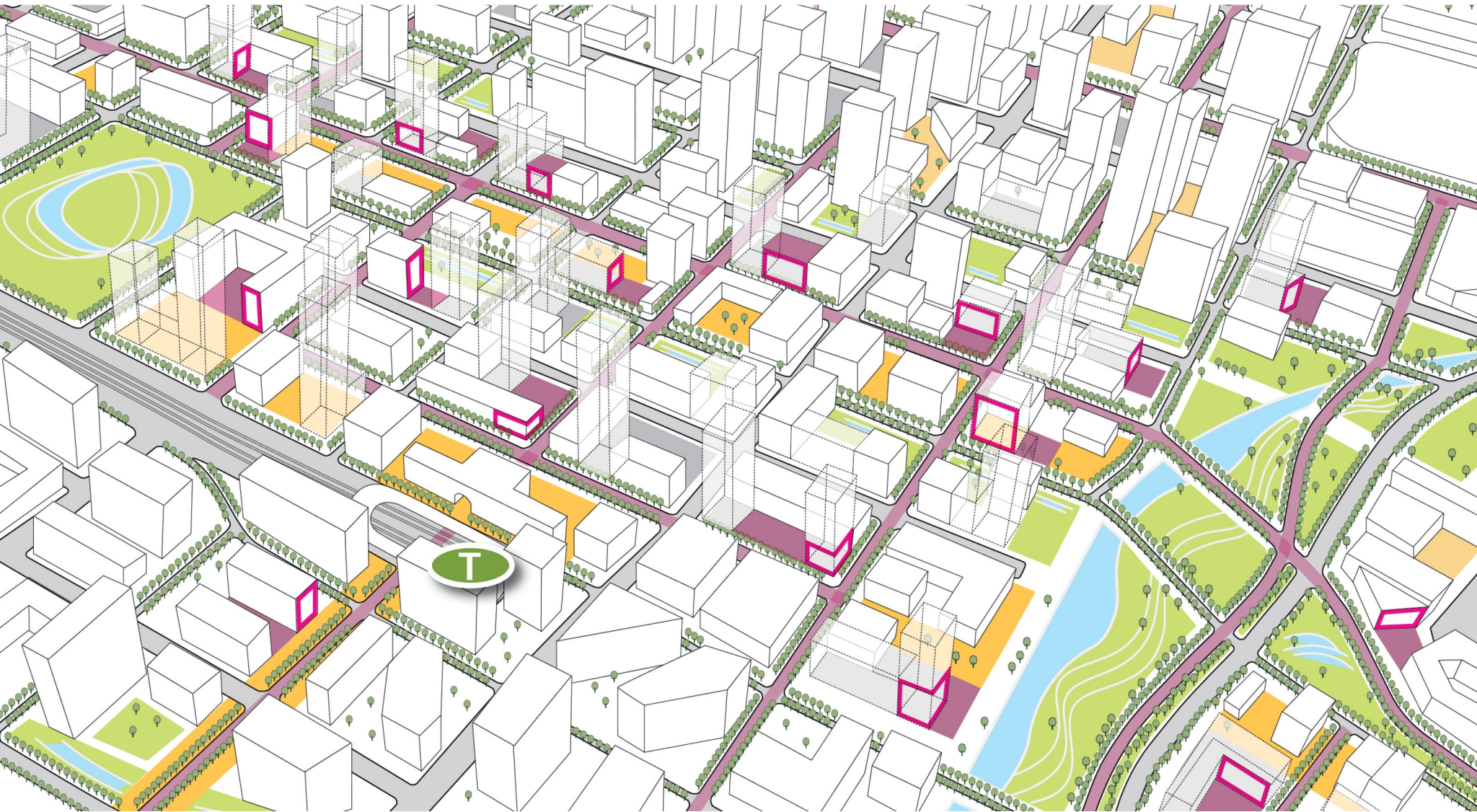
Government
Reduce parking; expand bikeways and increase transit

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

Nonprofit
Develop a districtwide "one-trip" 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

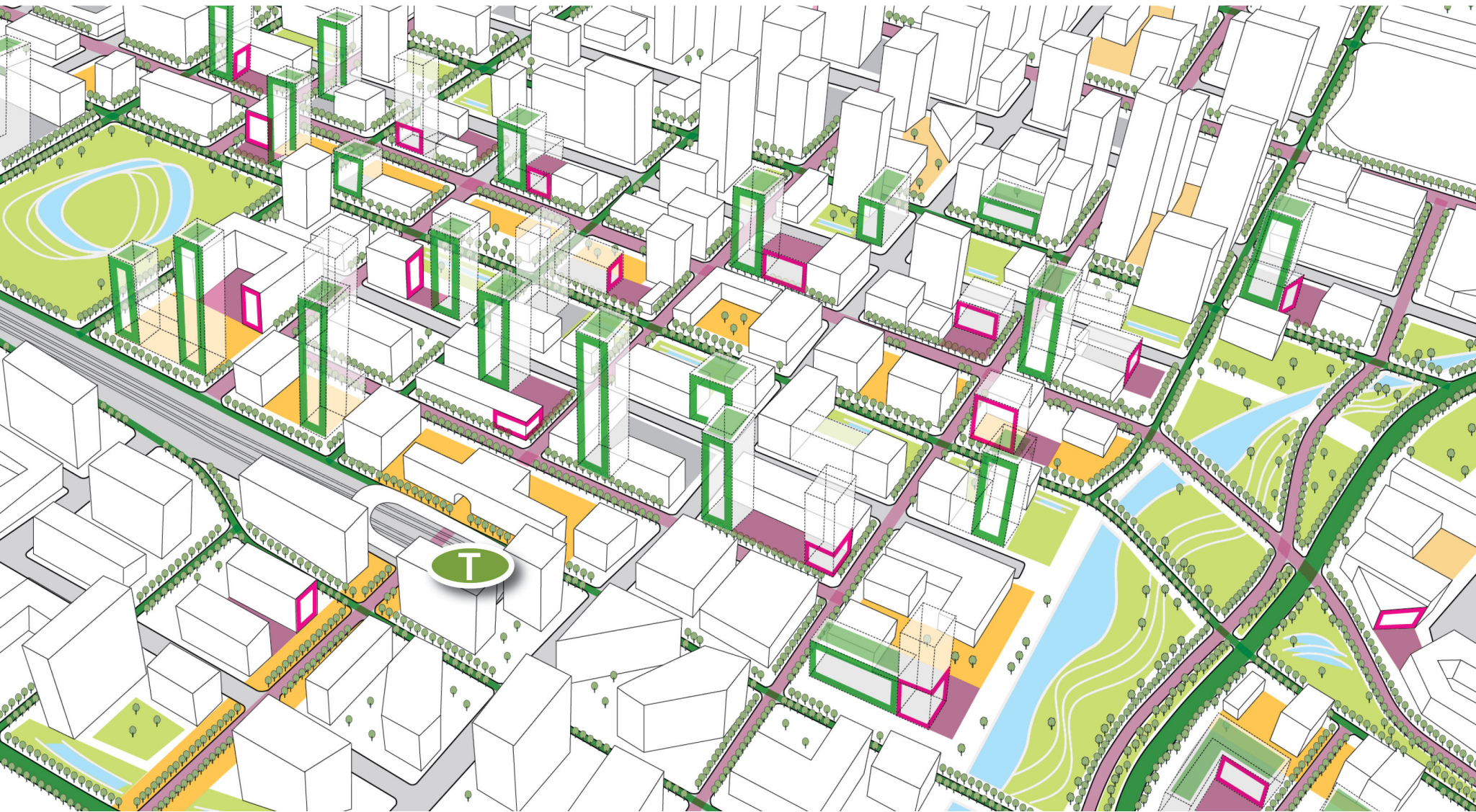
Real estate

Lease ground/lower floors and adjoining outdoor space for hubs

Nonprofit

Fund an executive director for hubs; coordinate a walking school bus

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



Stage 5 Decarbonize the district

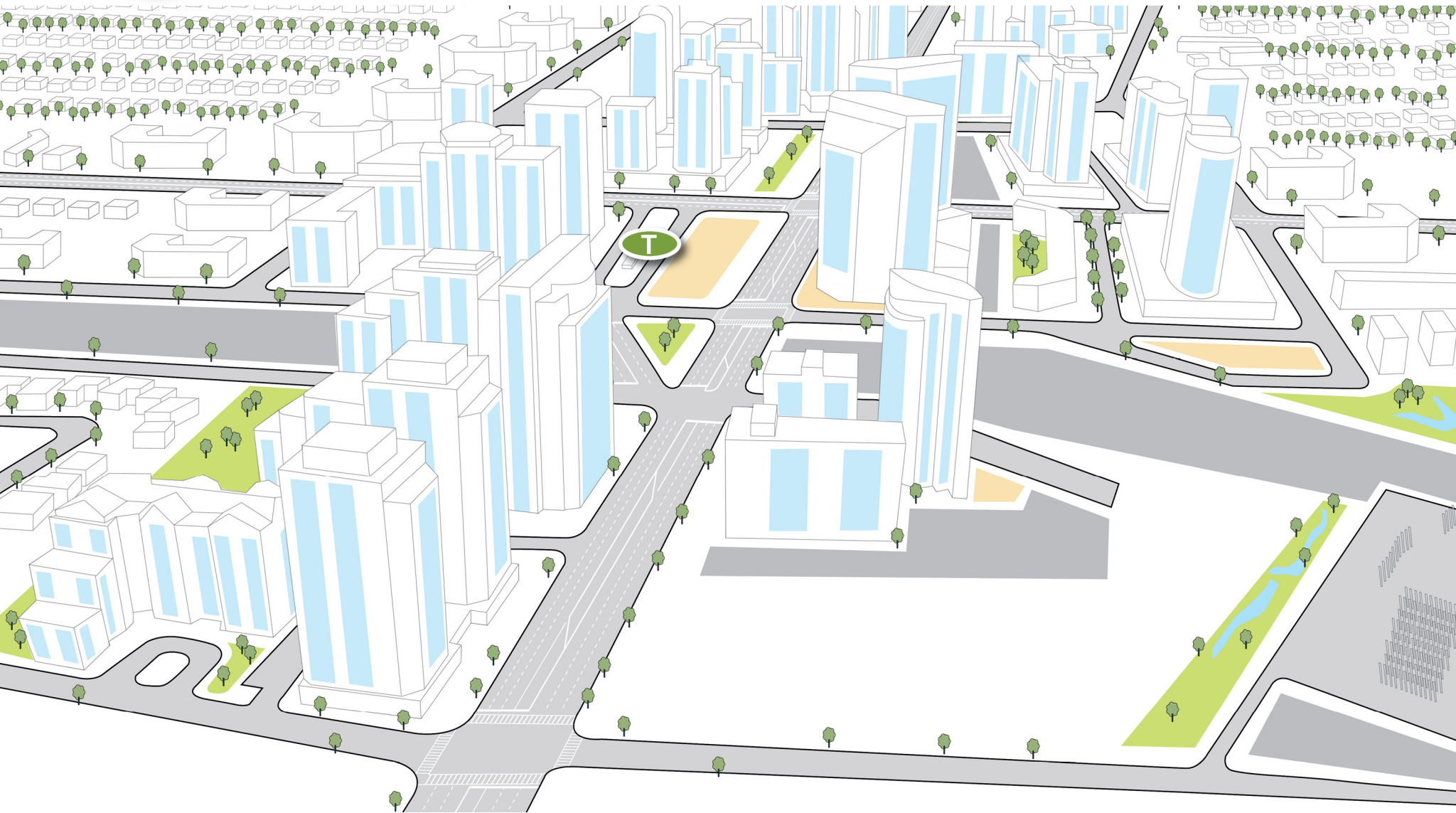
Government
Set carbon budget; add district energy and automated waste collection

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

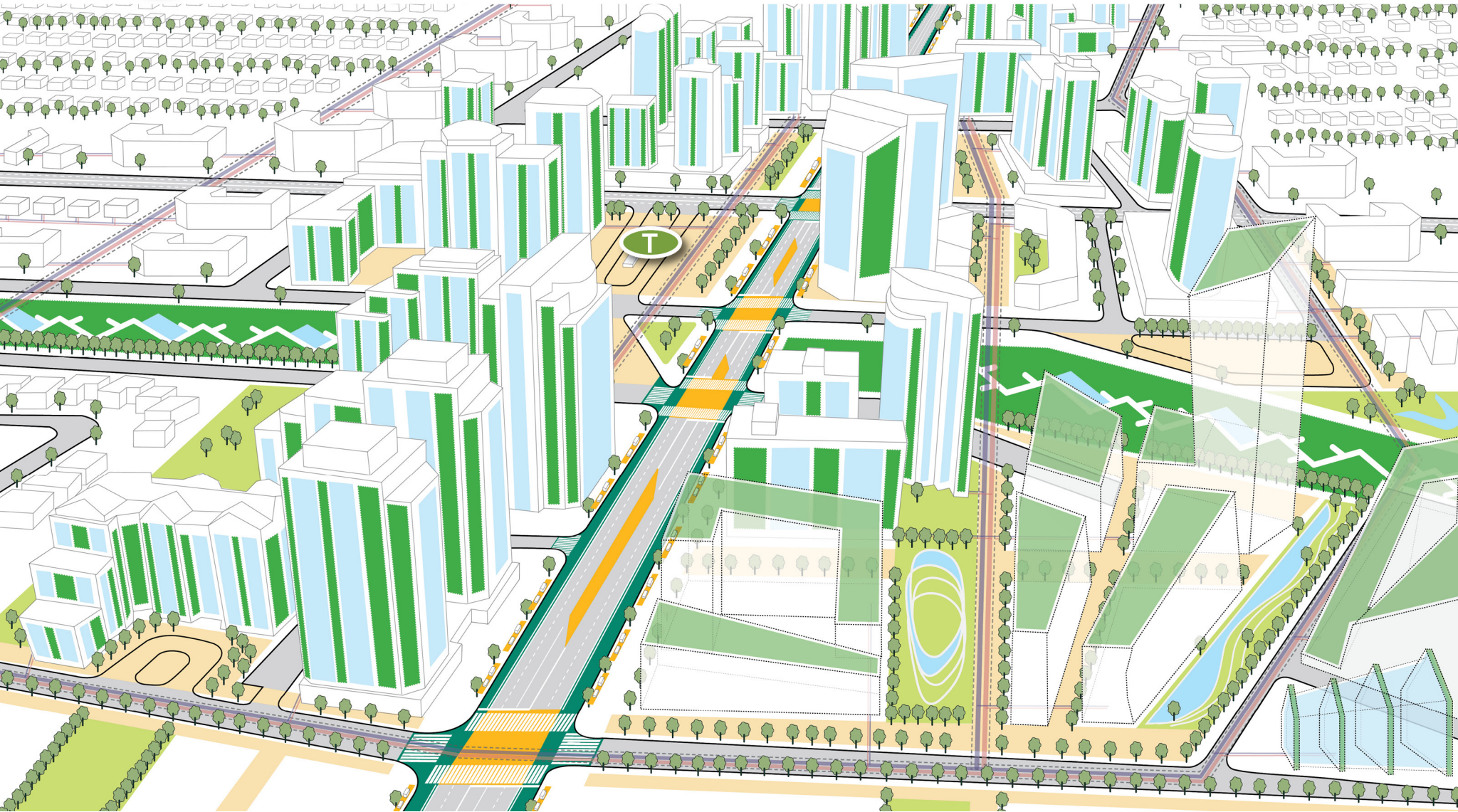
Install green walls and rooftop gardens; improve accessibility and digital connectivity

Nonprofit

Convert parking lots into green spaces; arrange extreme-heat and blackout support

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

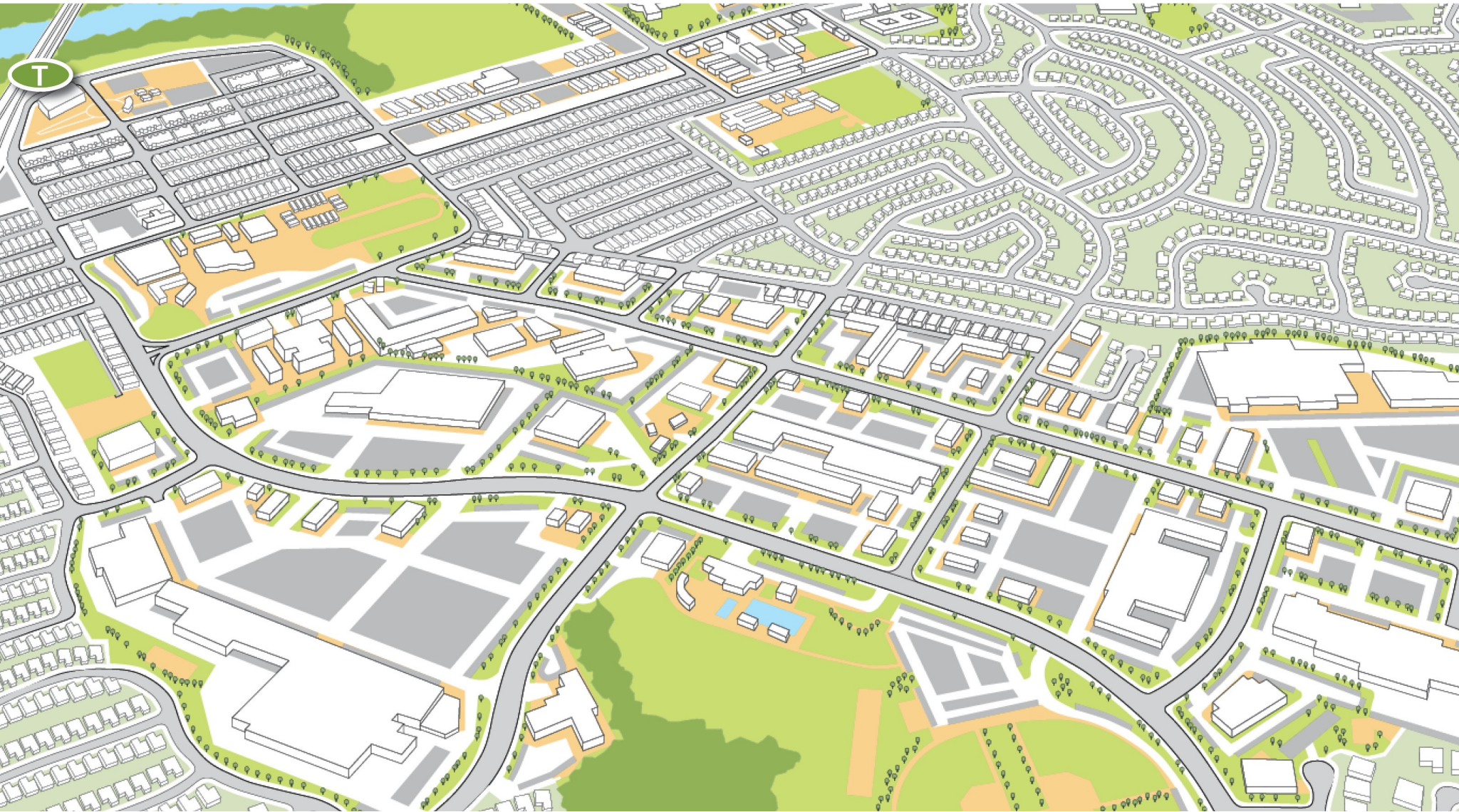
Real estate

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

Nonprofit

Host recycling, composting, and planting campaigns

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

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

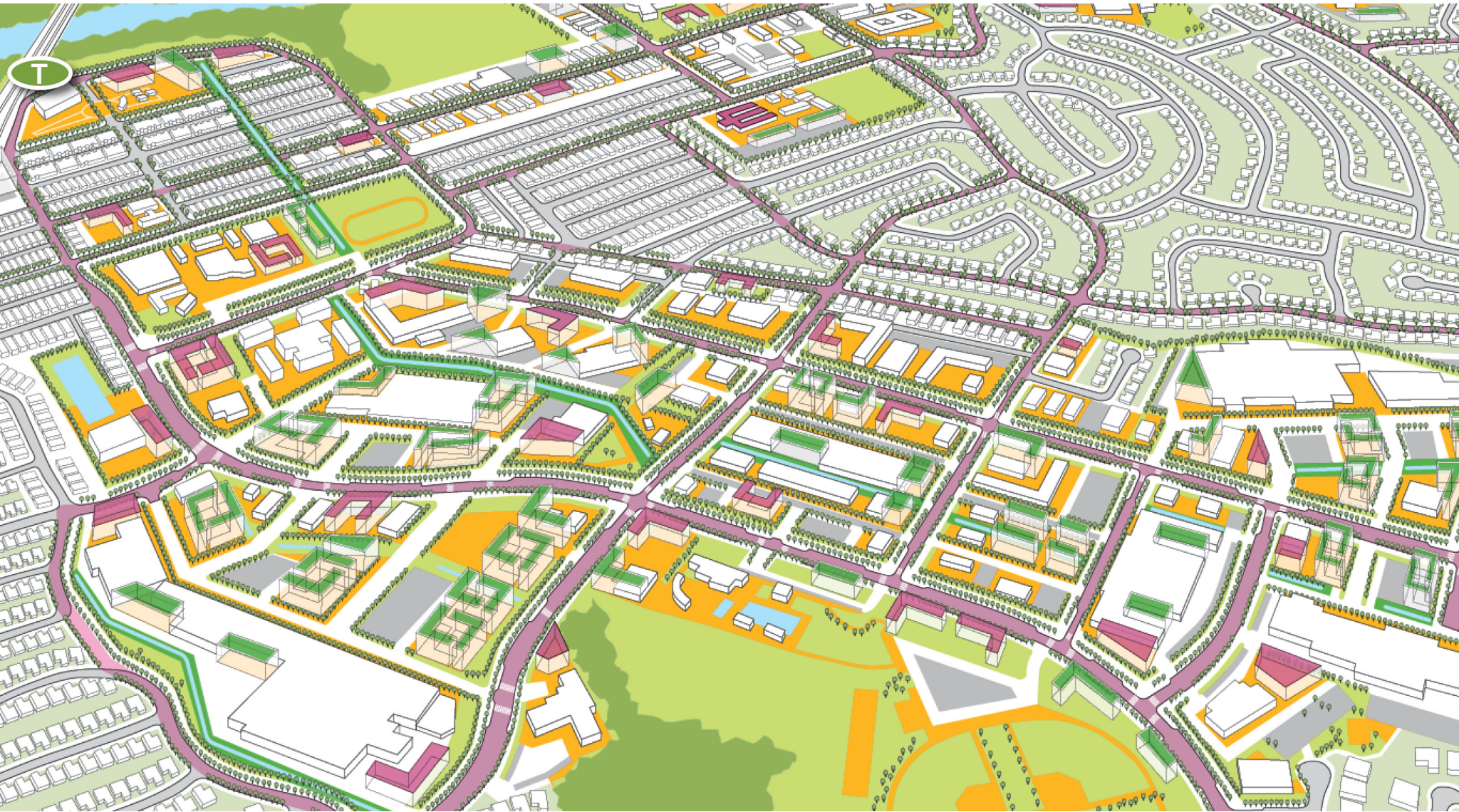
Real estate

Deliver hubs with new multifamily housing; add micro-mobility

Nonprofit

Coordinate walking school bus and school streets programs

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

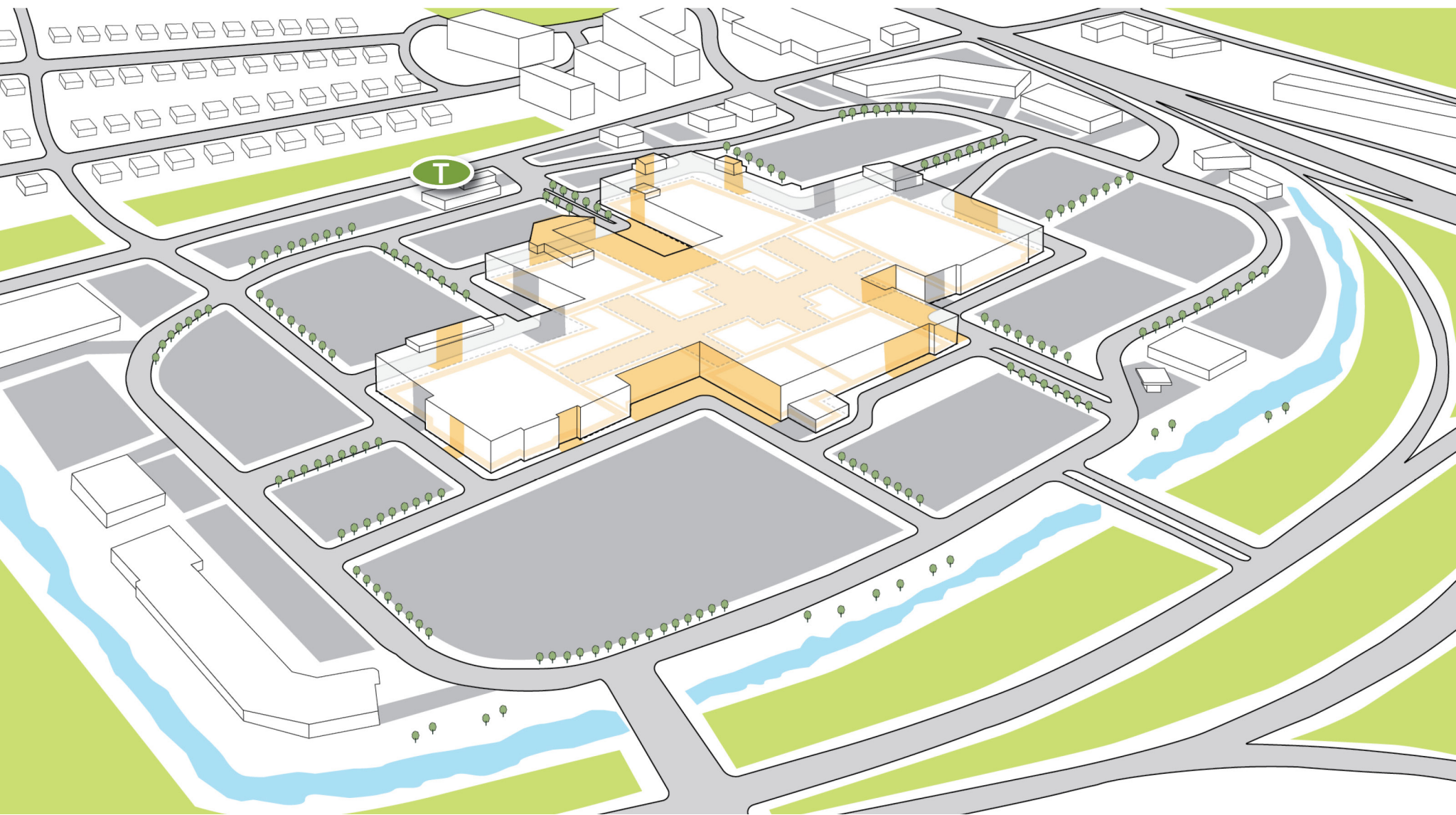
Real estate

Build mixed-use development with indoor and outdoor event spaces

Nonprofit

Create an innovation hub to boost innovation economy

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

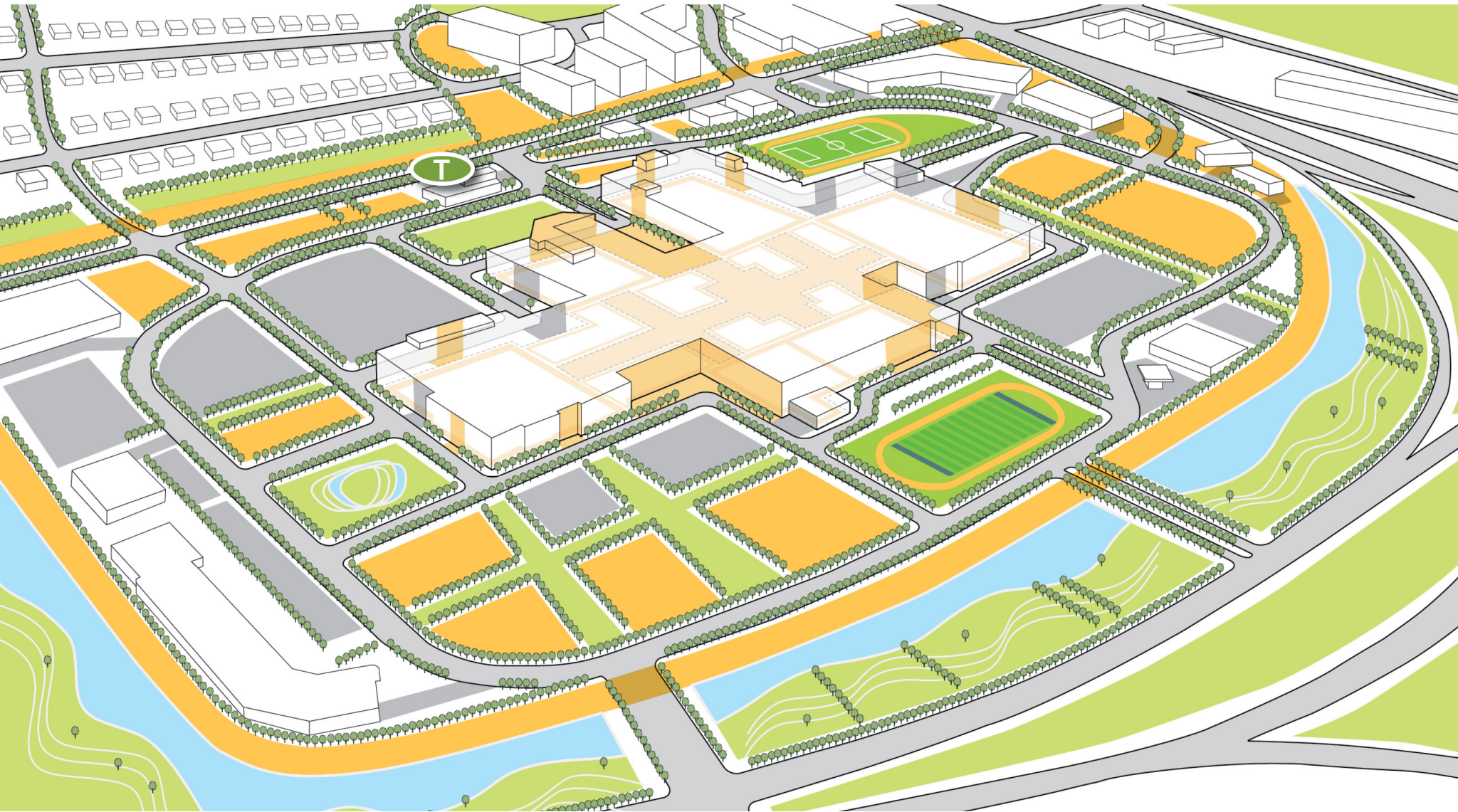
Real estate

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

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

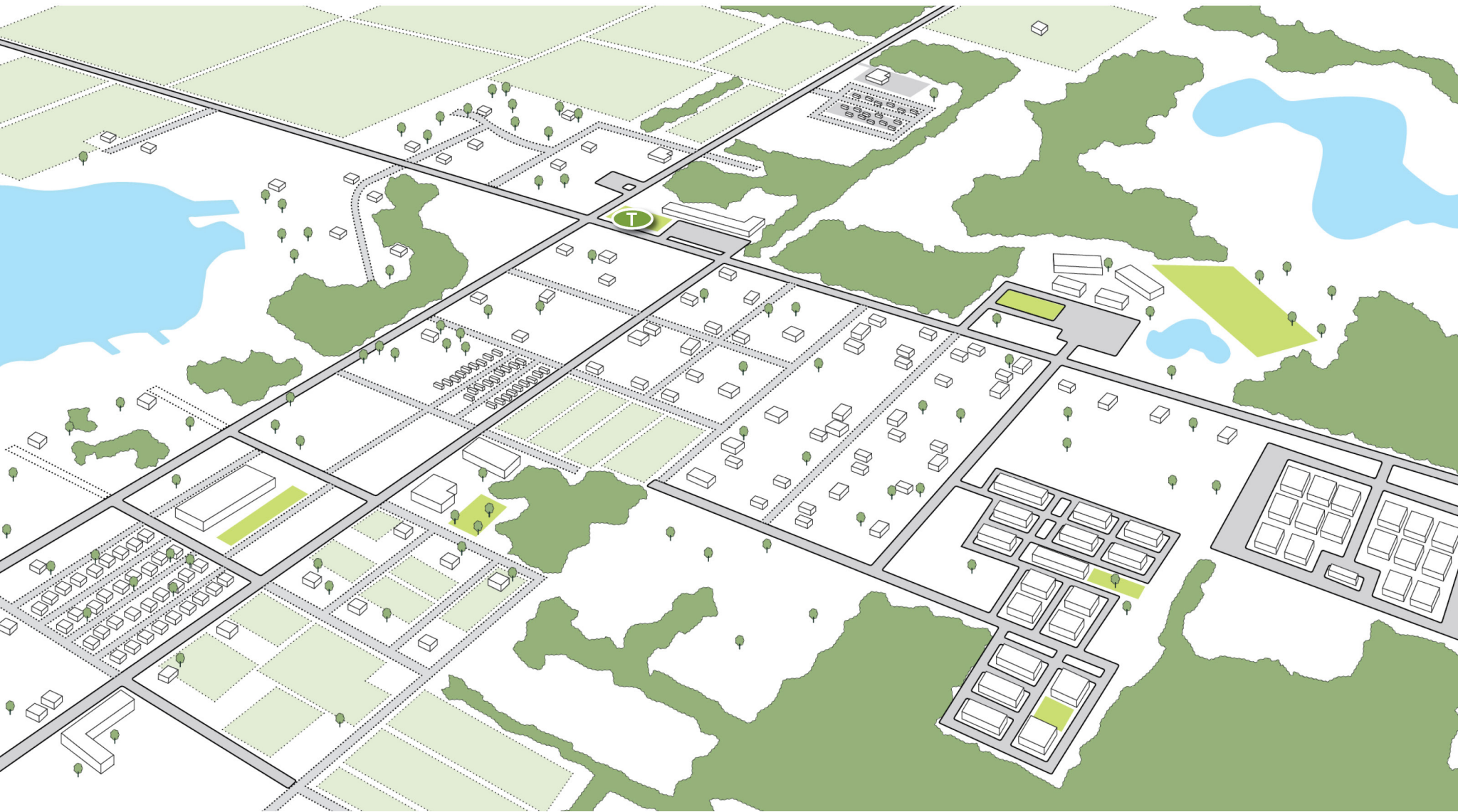
Convert driveways into urban mixed-use streets; shift to renewable energy; blend uses to provide a healthy, active, open-air environment

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

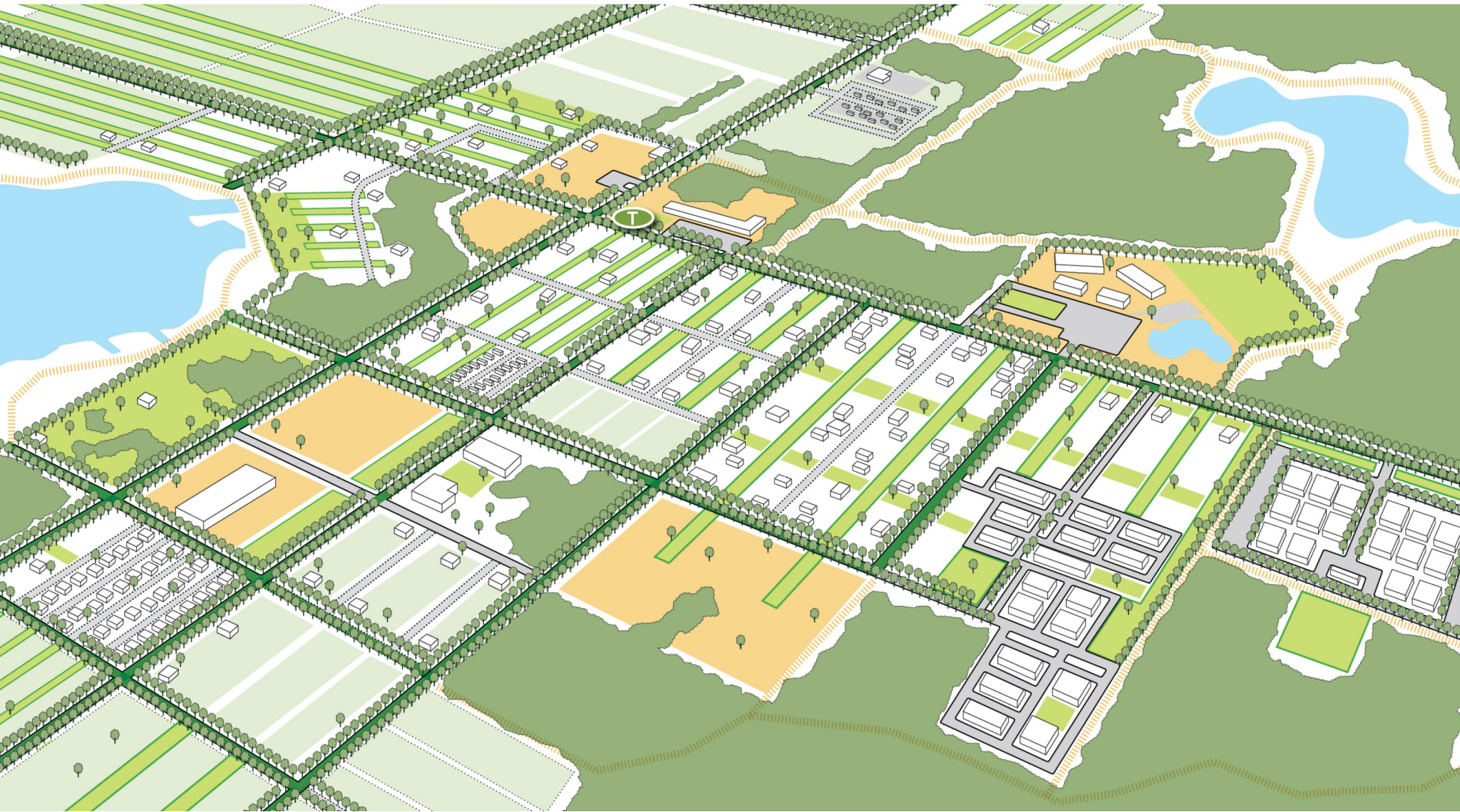
Create investment opportunities for carbon credits, vertical farming, and solar PV

Nonprofit

Establish a community land trust to conserve natural resources

15-Minute Communities Leadership Strategies

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

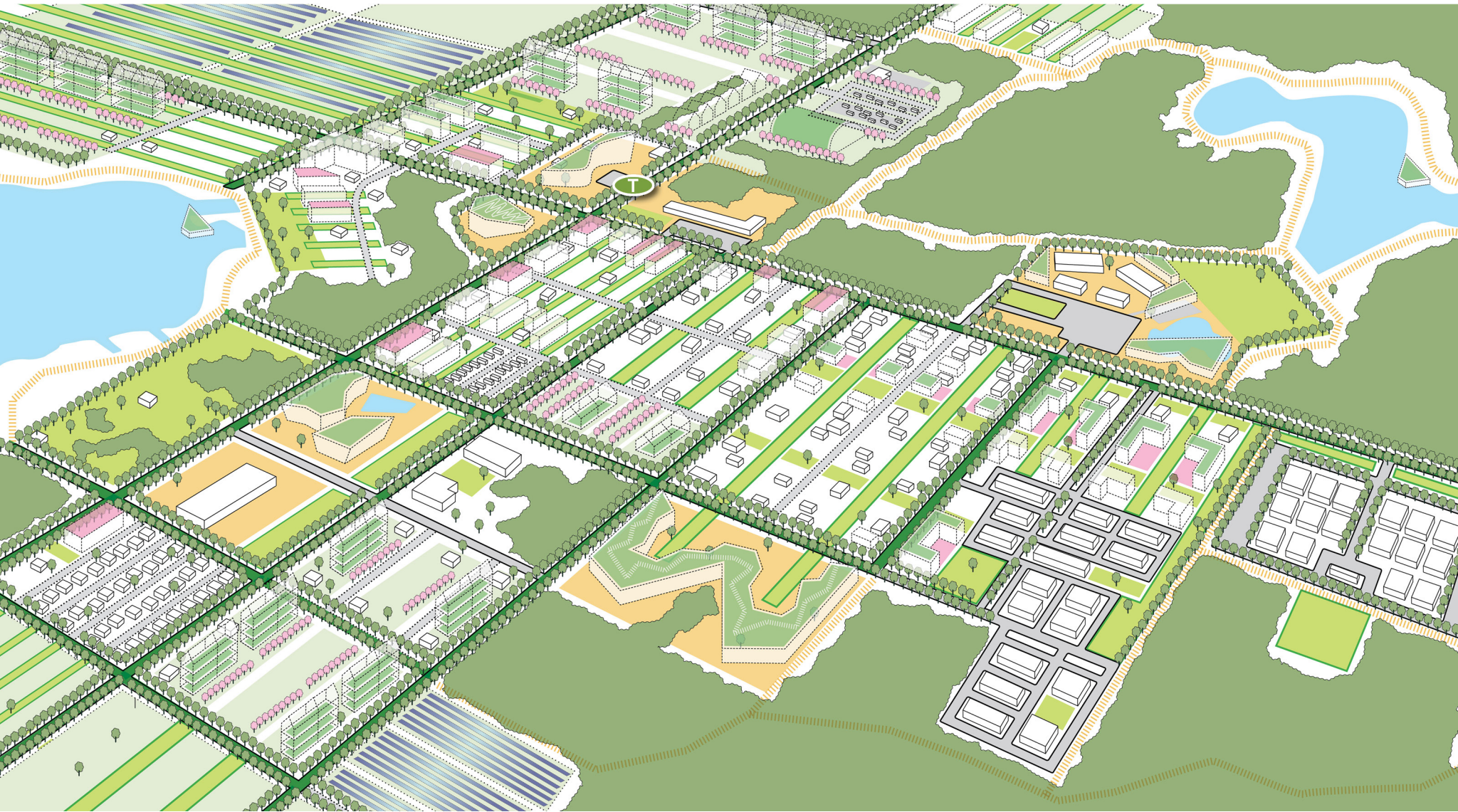
Implement regenerative
farming and food-based
planting in community

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

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

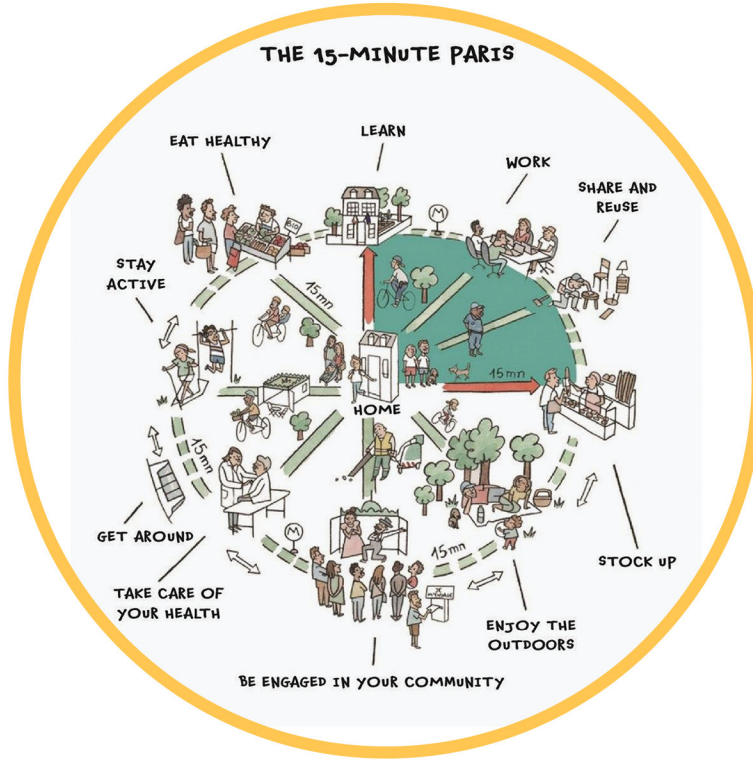


In a transit-oriented community, every block acts as a miniature neighborhood, and every building and outdoor space contributes to enhanced livability. (ULI Toronto)

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

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

"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, ULI Infrastructure Forum Leadership

North America has hundreds of downtowns that serve as economic drivers for cities. In the largest 30 downtowns, most buildings are used as office space, with the rest used for cultural institutions, tourism, and retail space, supported by rapid transit and some multifamily housing. This model, with much of the

workforce commuting into the downtown area, entails extensive parking facilities and automobile-centric roads that are costly to maintain. Often, insufficient funds remain for community infrastructure to serve local residents.

In recent years, with more people choosing to work from home, developers in cities such as Philadelphia, Chicago, New York City, and elsewhere have pushed to convert office space into housing. According to a December 2022 report, more than 11,000 multifamily units were created from office conversions in 2021–2022, and 77,000 additional units are in the pipeline.⁴³ This growth in residential populations requires immediate solutions to shift CBDs into “live-in” downtowns.

Potential stages of actions	Government	Real estate	Nonprofit
Stage 1: Create a special district	Establish a district commission	Create a community decarbonization vision	Establish a local advisory group
Stage 2: Convert gray infrastructure to green infrastructure	Connect green spaces; implement road diets	Convert spaces for pop-ups and socializing	Host cultural programs
Stage 3: Improve walking and cycling	Reduce parking; expand bikeways; increase transit	Convert vacant spaces into housing; add micro-mobility options	Develop a districtwide “one-trip” crowdsourcing app
Stage 4: Create a network of community hubs offering a variety of community services	Identify hub locations and co-locate public services in hubs	Lease ground/lower floors and adjoining outdoor space for hubs	Fund an executive director for hubs; coordinate a walking school bus
Stage 5: Decarbonize the district	Set carbon budget; add district energy and automated waste collection	Add solar photovoltaics and biophilia elements; build with mass timber; update operation practices	Run urban agriculture and waste-reduction programs

15-Minute Communities Leadership Strategies

Stage 1: Create a special district



3 to 5 Stages

- Typical conditions
- Government role
- Real estate role
- Nonprofit role

Downtowns

Edge Cities

Suburban Corridors

<p>Downtowns</p> <ul style="list-style-type: none"> • Create a special district • Connect green spaces; implement road diets • Reduce parking; expand bikeways; increase transit • Identify hub locations and co-locate public services in hubs • Set carbon budget; add district energy and automated waste collection 	<p>Edge Cities</p> <ul style="list-style-type: none"> • Plan, switch to renewable energy and reduce waste • Encourage public green spaces • Extend streets, trails, and green-space networks • Plan districts; promote research on nature-based solutions 	<p>Suburban Corridors</p> <ul style="list-style-type: none"> • Senior care, and health care facilities • Development with indoor and outdoor event spaces • Healthy, active, open-air environment • Energy infrastructure; create agrifoods 	<p>Malls</p> <ul style="list-style-type: none"> • Compromising, and planning campaigns • Host or create grassroots economy • Introduce programming • Campus with higher-education institutions
<p>Metro Regions</p> <ul style="list-style-type: none"> • Framework and a parking reduction plan 	<p>Metro Regions</p> <ul style="list-style-type: none"> • Trip, and parking reduction 	<p>Metro Regions</p> <ul style="list-style-type: none"> • Processes 	<p>Metro Regions</p> <ul style="list-style-type: none"> • An example of transit-oriented communities organized at the metro region scale. Transit lines connect a network of local walkable communities. (Yvesse Young)

Malls

Exurbs

Metro Regions

15-Minute Communities Leadership Strategies

from ULI Curtis Infrastructure Global Board



“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."

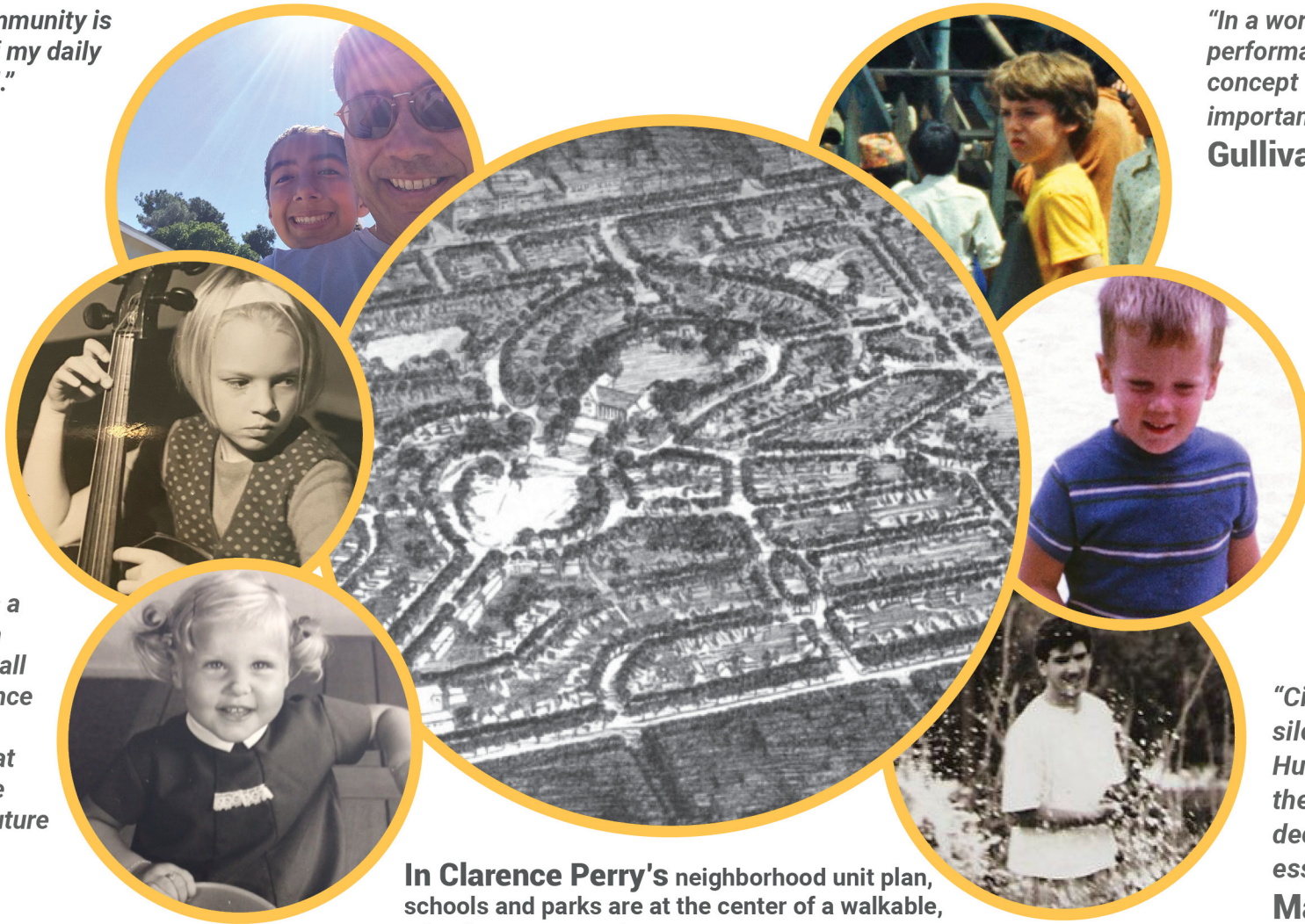
William Anderson

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

"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."

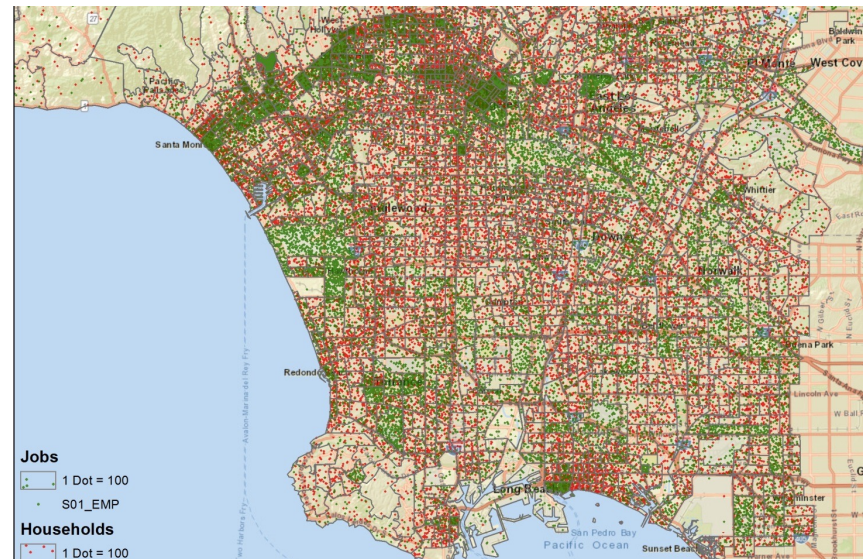
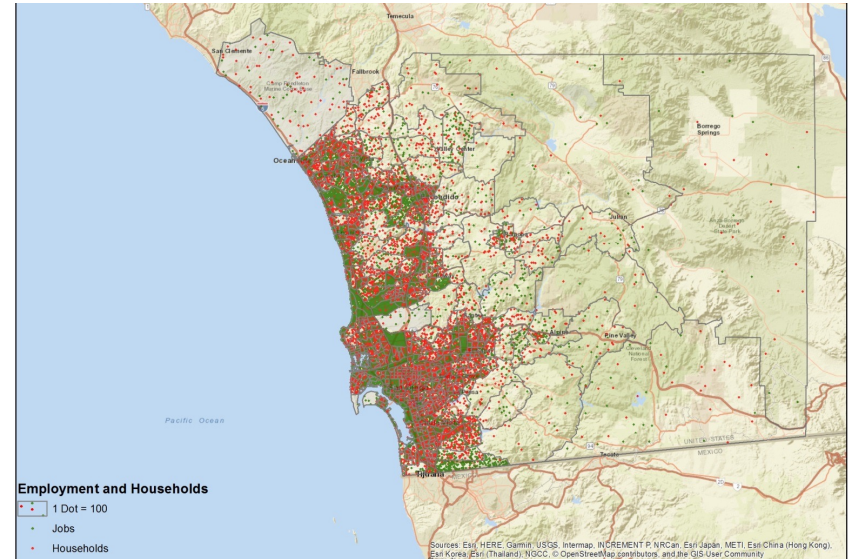
Matthew Kwatinetz



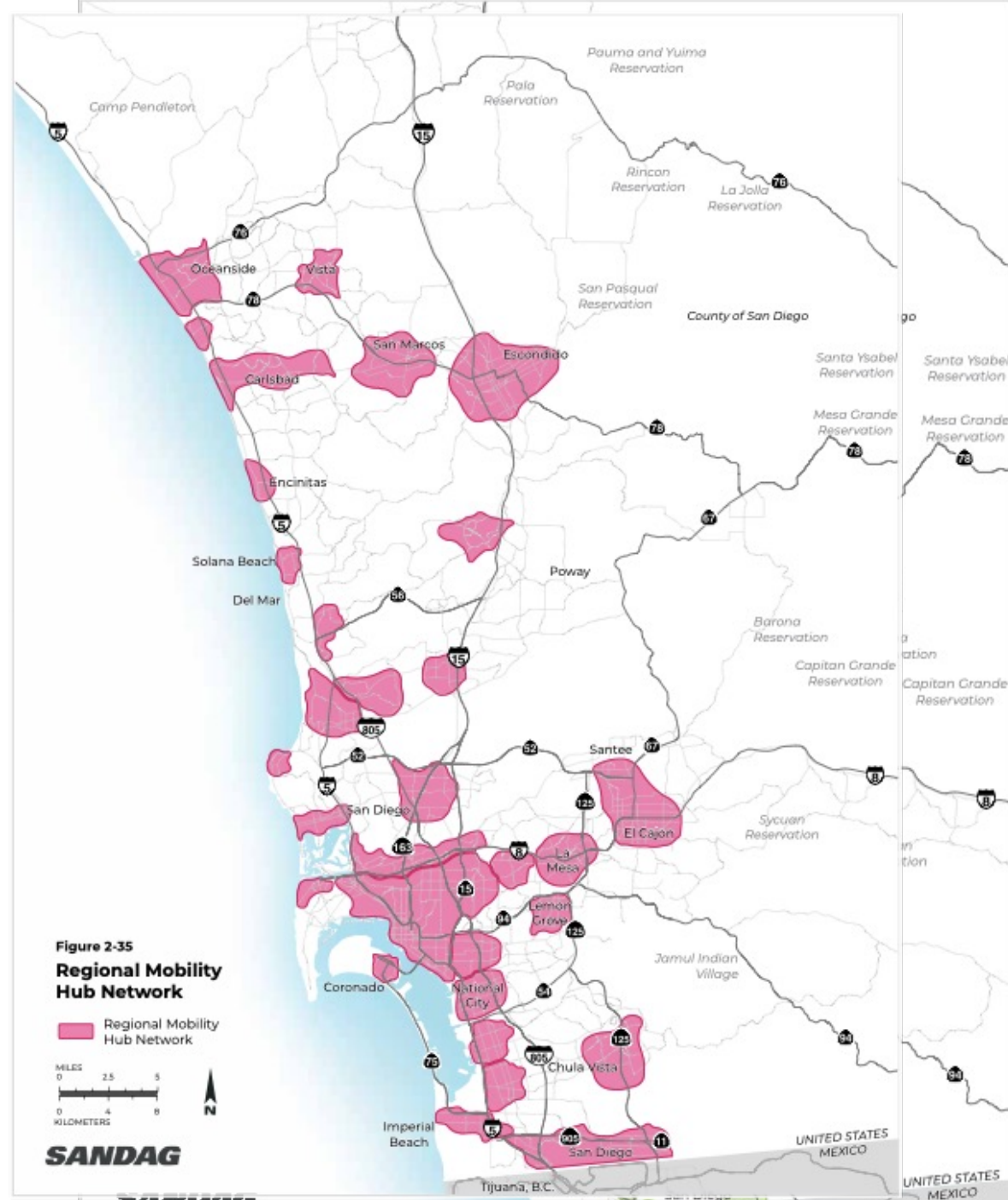
Implementing 15-Minute Communities

William Anderson, FAICP

Start with the region
to create markets for
15-minute
communities.



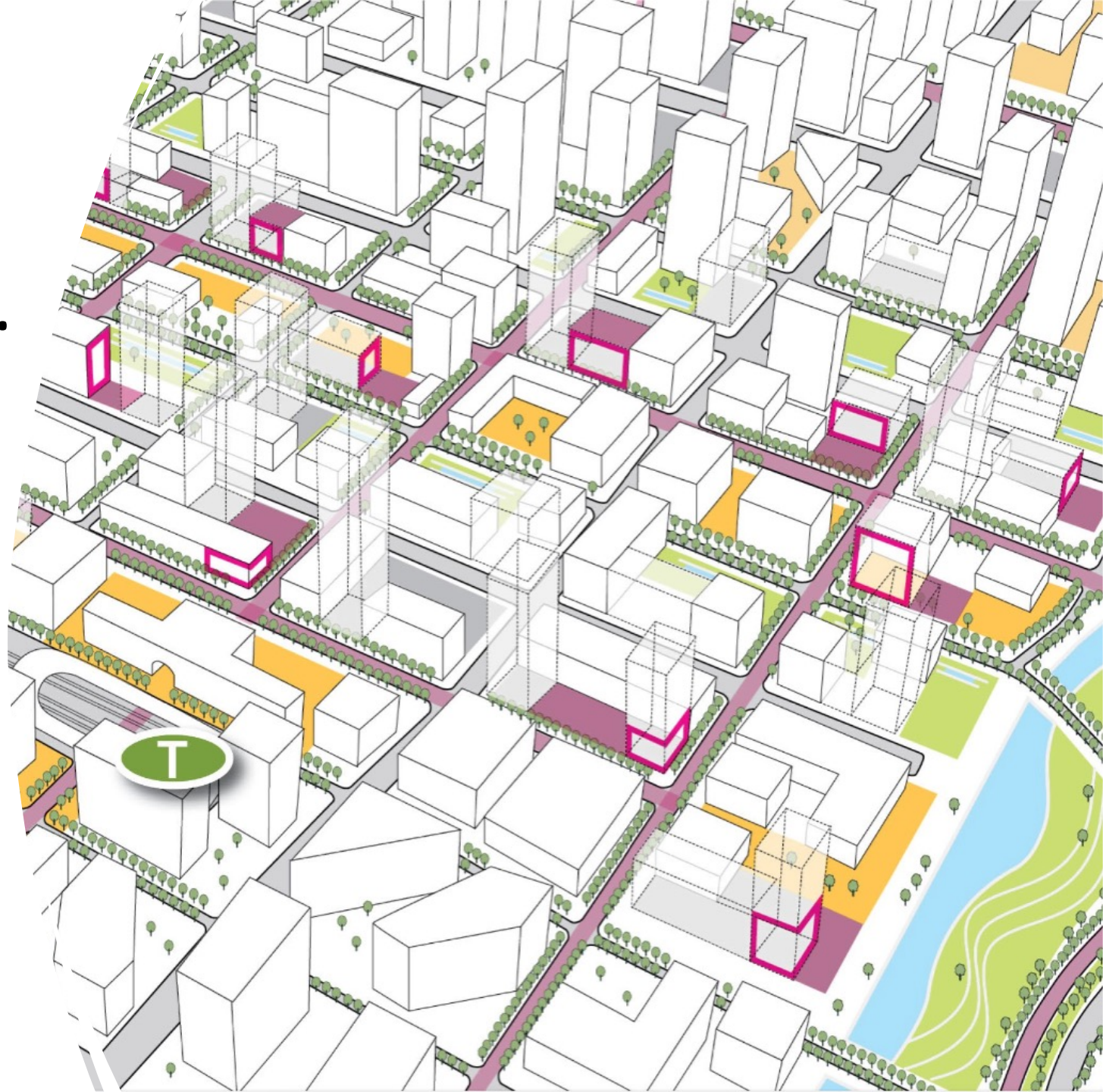
Mobility Hubs



These maps show generalized regional Mobility Hub boundaries for planning purposes and are not intended to be binding or precise. Mobility Hub boundaries are subject to refinement in close coordination with the affected jurisdiction(s).

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

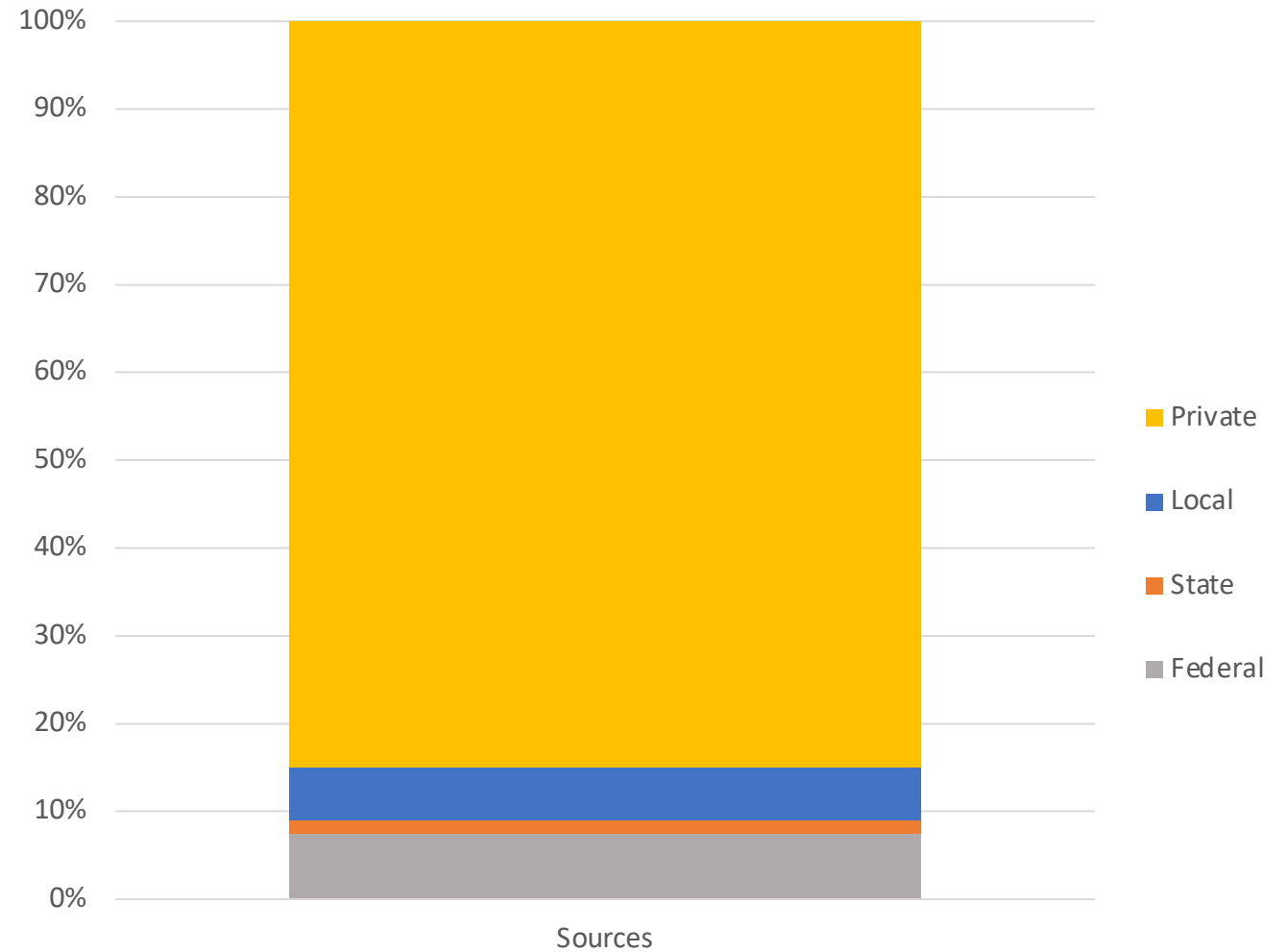
- Development Agreements
- Community Benefit Agreements
- Bonus Zoning
- Privately Owned/Publicly Accessible
- Land Leases

Public-Private-Partnerships

- Tax abatements, Land write-downs, Availability Payments

G.O. Bonds

Sources of Investment



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



Image Source: Sound Transit

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

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





THE
**THOUGHTFUL
LEADER**

**A MODEL OF
INTEGRATIVE LEADERSHIP**

JIM FISHER

Leadership is for Everyone

Think About It



UNIVERSITY OF
TORONTO

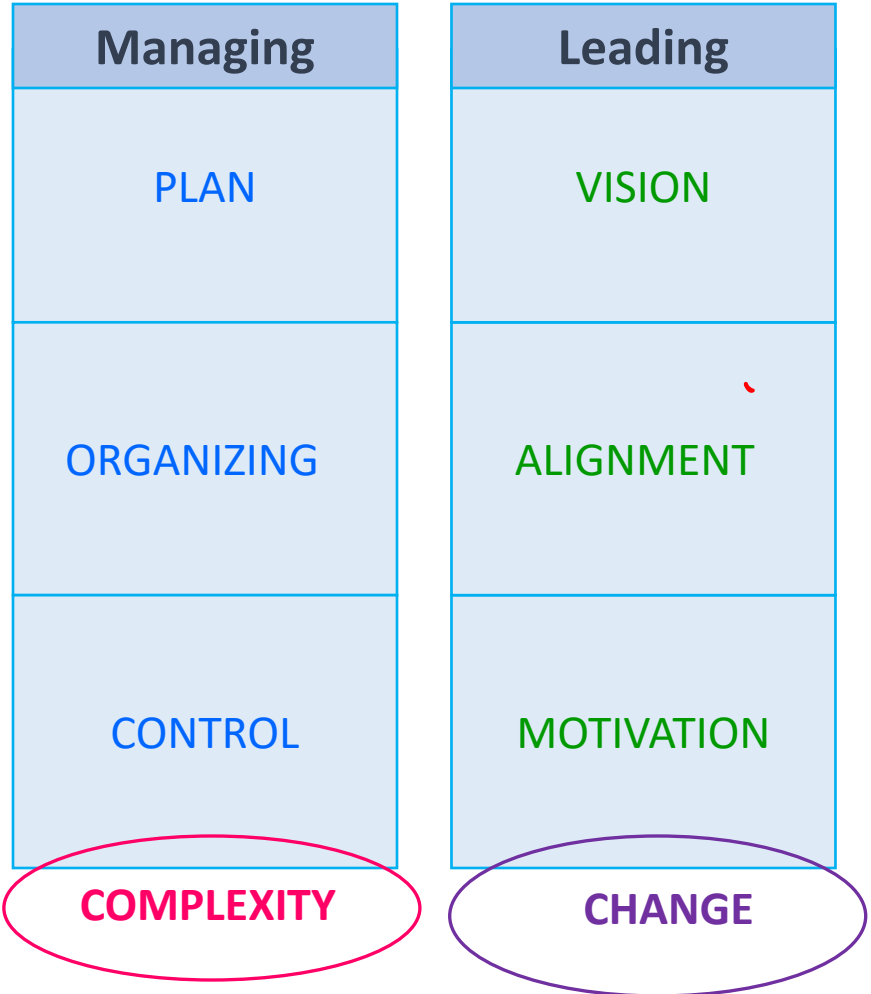
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Rotman
a new way to think

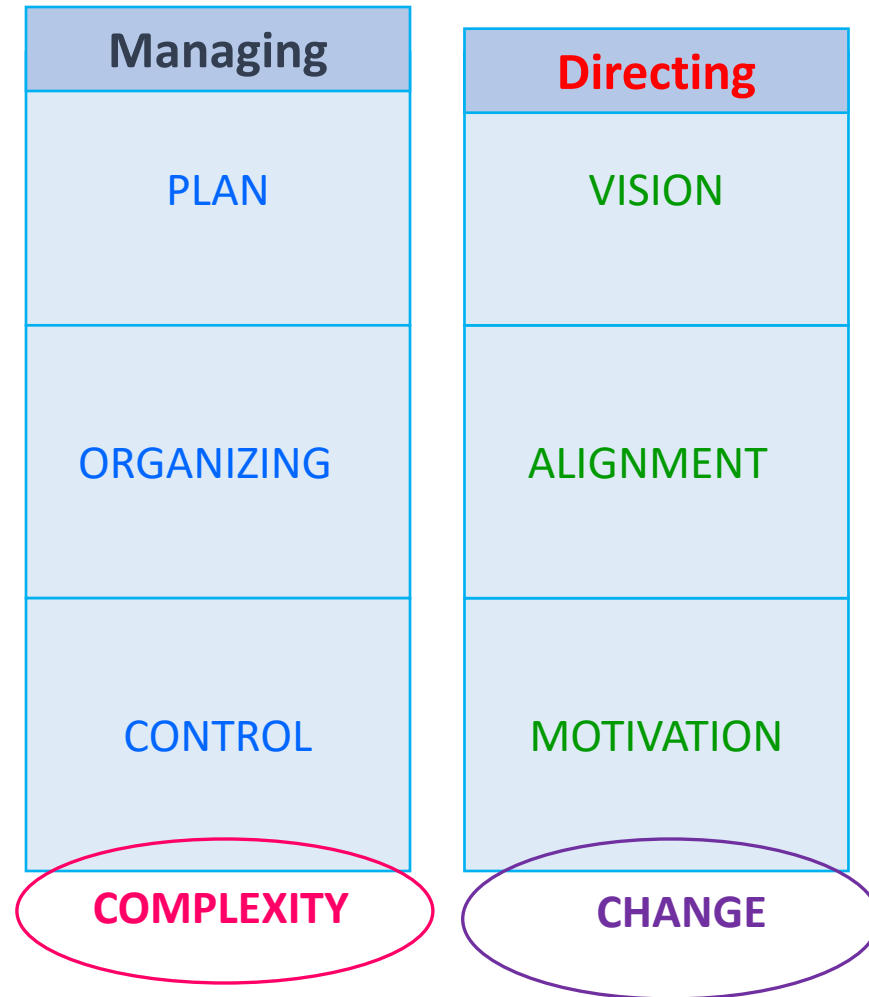
The 20th Century Classic



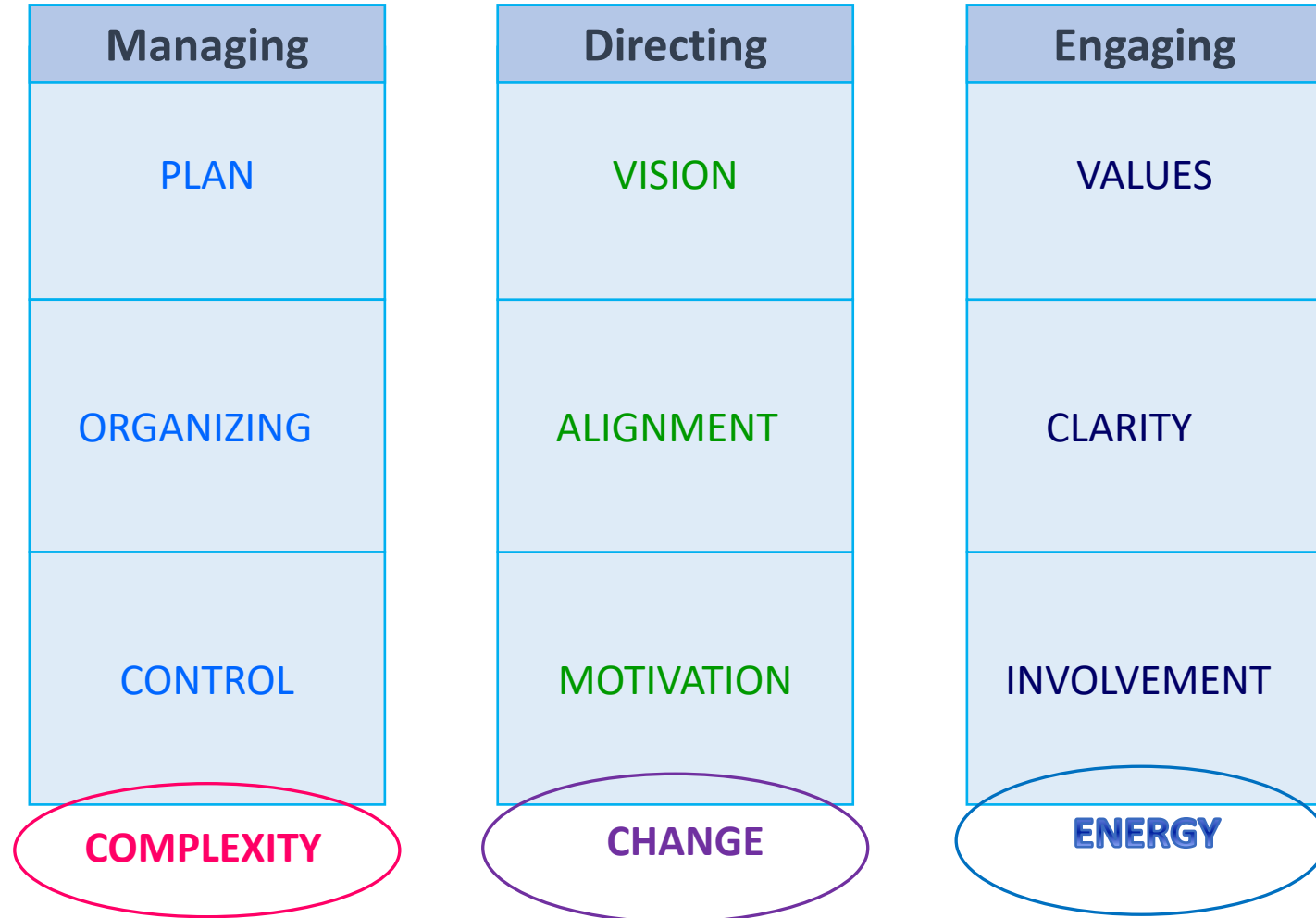
The Kotter Leading/Managing Model



Kotter revised

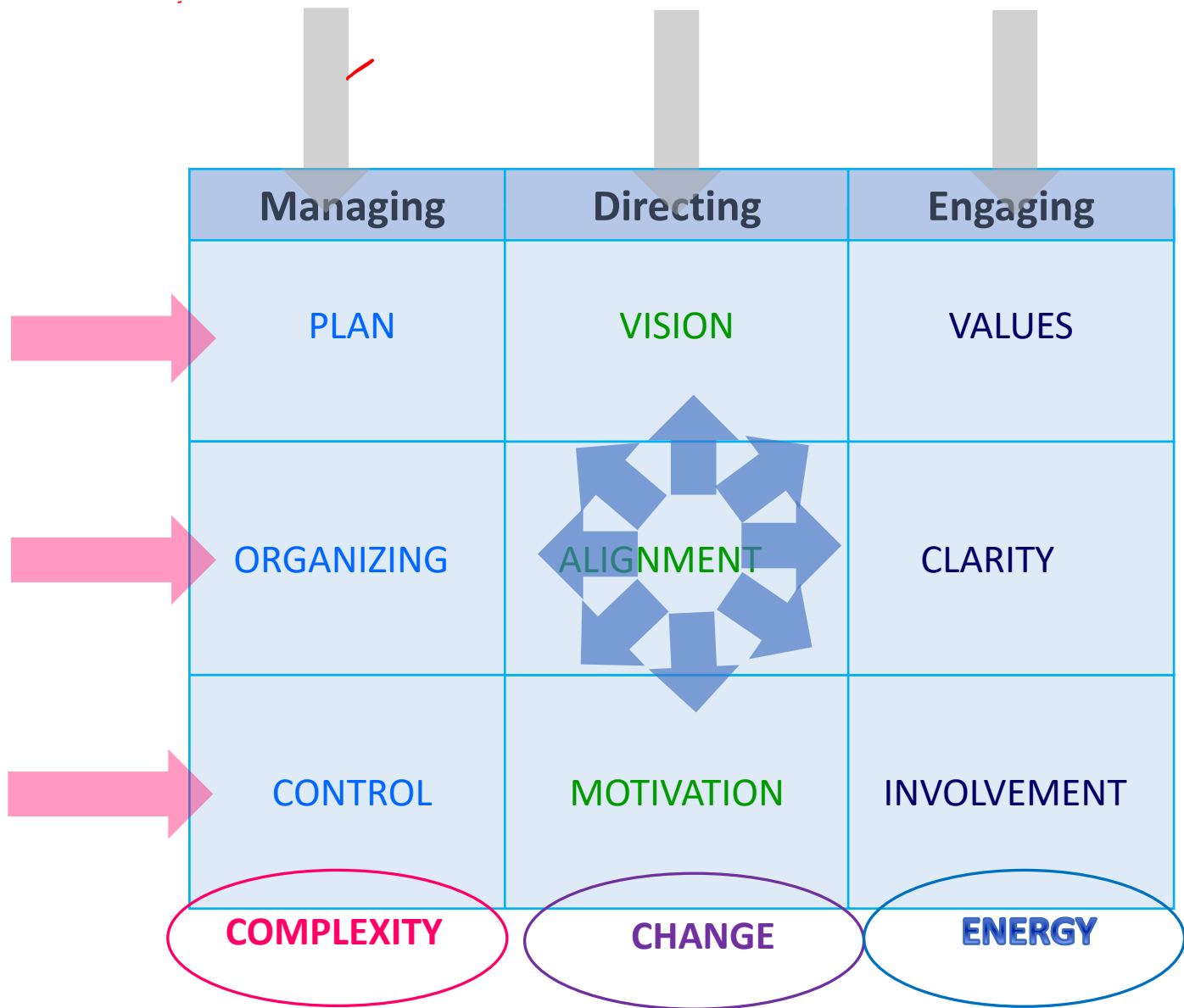


Get the Millennials Involved!



Leadership today means doing it all

Managing	Directing	Engaging
PLAN	VISION	VALUES
ORGANIZING	ALIGNMENT	CLARITY
CONTROL	MOTIVATION	INVOLVEMENT
COMPLEXITY	CHANGE	ENERGY



A Clear Vision is Critical

Managing	Directing	Engaging
PLAN	VISION	VALUES
ORGANIZING	ALIGNMENT	CLARITY
CONTROL	MOTIVATION	INVOLVEMENT
COMPLEXITY	CHANGE	ENERGY



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Panel Discussion



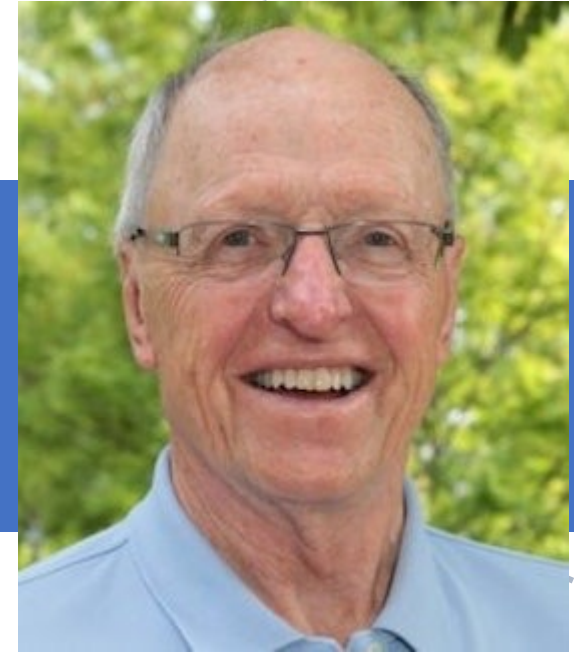
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