Webinar

Building the 15-Minute Community: Leadership Strategies in Real Estate and Infrastructure
Date: September 13, 2023

00:00:00 --> 00:00:04: So I think I've got one minute after Eastern Time.
00:00:05 --> 00:00:07: So I think we'll go ahead and get started.
00:00:08 --> 00:00:11: As we get started, please feel free to introduce yourself in the chat.
00:00:11 --> 00:00:12: We're really happy that you're here.
00:00:15 --> 00:00:16: I'm Rachel McCleary.
00:00:16 --> 00:00:21: I'm co-executive director for the ULI Lewis Center for Sustainability and Real Estate.
00:00:21 --> 00:00:22: We lead the real estate industry and creating places and buildings where people and the environment thrive.
00:00:32 --> 00:00:35: It's great to have you here and thanks for being here.
00:00:37 --> 00:00:38: Next slide.
00:00:39 --> 00:00:44: During today's webinar, we'll be exploring 15 minute communities and leadership strategies for building more compact, sustainable and equitable places.
00:00:44 --> 00:00:49: As I mentioned, I am Co-executive Director of the ULI Lewis Center for Sustainability in Real Estate and I'll be moderating this discussion.
00:00:53 --> 00:00:56: Our agenda will be as follows.
00:00:56 --> 00:00:58: First, we'll hear from Yvonne Young, who will give us an overview of 15 Minute communities, theories and strategy and an overview of a new ULI report.
00:01:05 --> 00:01:10: Bill Anderson will then share considerations for making 15 Minute communities happen in practice, and Jim Fisher will talk about how leadership theories apply to 15 Minute community
Following that, we'll have an opportunity for questions and discussion.

As we start, I'd like to acknowledge that I'm currently participating in this webinar from the ancestral lands of the Nicotch Tank and Piscataway people, the first residents of the land that would become the District of Columbia where I live and work.

I pay my respects to their elders past and present.

Next slide.

A little bit of housekeeping before we jump in.

Participants will remain muted throughout the duration of the webinar, but I encourage you to engage in conversation via the chat function.

Please start off by introducing yourself and sharing where you're joining us from, as many of you are already doing.

And then during the course of the webinar, we invite you to share your own insights, experiences and perspectives.

Please use the Zoom Q&A function that's in the middle of your Zoom bar for any questions that you would like to have answered by the speakers.

Please do not use the chat for questions as they'll easily get lost in the dialogue.

We're recording this webinar.

The recording will be sent to rest registrants and uploaded to utilize Knowledge Finder platform about a week after this webinar.

Next slide.

And now I'm pleased to introduce our speakers.

First up will be Yvonne Young.

Yvonne is the principal practice lead for planning sustainable cities and communities at Hatch Urban Solutions and the author of the ULI report 15 Minute Communities, A Leadership Guide.

Yvonne is a professional planner, urban designer, landscape architect, lead accredited professional and project management concepts.
She'll walk us through highlights and key insights from the new You Will I 15 Minute Communities report, which she authored.

Bill Anderson will be next. He is Lecturer in Urban Economics at the University of San Diego or University of California, San Diego. His focus is comprehensive city and regional planning, development, economics and implementation, and he works on projects in cities and regions throughout the United States and internationally. He’s worked in a variety of roles for the public and private sector at Arab, AECOM and the City of San Diego's Redevelopment Agency.

He was national president of the 38,000 member American Planning Association from 2013 to 2015. Jim Fischer will speak after Bill.

Jim is Professor Emeritus at the Rotman School of Management at the University of Toronto. He developed the first leadership course at the school and has taught it for over 25 years. He is an MBA from the Harvard Business School and teaches courses in leadership, strategy and Organization Design and MB A programs, and in an executive development for managers in the private and public sectors.

He’s the author of the book, the thoughtful leader and integrative model of leadership, which he will share insights from today.

Now I'm going to hand it up over to Yvonne.

Welcome everybody.

Thank you, Rachel.

Hi, everyone.

My name is Yvonne Young.

I have the pleasure for serving as the Infrastructure fellow for Uri Curtis.

Infrastructure Initiative is an initiative that was set up by Jim Curtis, a developer from San Francisco who believes that infrastructure and real estate is about people.
And making critical decisions at the right time can have the opportunity to reshape people's lives. So this is primarily a publication or research publication driven by Your Eye members and we have done research, we have gone through our Your Eye and New World Infrastructure forum using those to get some input from our members and trying to understand what are some of the key pieces that can better integrate.

This is what we are looking at today. We have a unique opportunity that over the next seven years we will be building over 10 billion square feet of development. So as leaders, we have an opportunity to make a decision whether we're going to do the status quo or we are going to be more intentional about putting these development to create 15 minute communities.

The reason why this timing is critical is that there are trillions of infrastructure dollars coming to both US and Canada. Majority of those are going to US and they're all time bound. And through that, it provides a tremendous opportunity for us to reshape.

How do we want our community to grow? So what show on screen in here is while research we look at the overall VMT vehicle miles travel. So in the area that is showing more black or darker area, those are the area with a lot of daily driving.

But what's interesting is that a lot of the larger cities that already have rapid transit in place, those areas still get a lot of dark. So it means that just rely on rapid transit alone would not be able to help us to make the shift. Another layer that why reason we care is that what is shown on screens are the dots.

Our District Council and what we are tasked to do is trying to understand what are some of the local
decisions that we can help to improve when we're working on our project.

So you are our members, some of those are from public sector, some of those are from private sector and also community leaders.

So therefore we structure this manual primarily providing opportunities for people to play a role when they are from different seats at the table as well.

So one of the key things that aligned with a UI mission party is about decarbonization.

So we have talked about the opportunity for Uri real estate leadership to decarbonize leading by decarbonizing building.

This is about taking that to a different level, to another level which is decarbonized by community.

So the report is very simple structure primarily we are looking at a three tiers framework.

Our goal is to use it to help leaders making better decision starting with understanding where the funding is coming from, how we can use it more effectively.

And it's primarily going back to how we can apply our decision both from the public and private sector to walkable catchment.

Like in other words, when we are thinking about the market, when we're thinking about the needs instead of thinking about in kilometers and.

And kilometers distance is thinking about 1/2 mile distance, 1/4 mile distance.

Another layer is that applying that into different geographic type.

So our report, we're going to go through some of the key highlight and consideration that many of this geographic type they are already changing people working from home downtown.

is becoming living downtown.

So we're going to go through those details.

Another layer is that it's really about applying the human lens.

So we realized that in the past when it comes
to infrastructure project is challenging because we have a combination between different decision covering different geographic type, different timelines.

So it's very hard to come into consensus. But if we step back a little bit, just thinking about from a human lens perspective, how we can make it more integrated, it really helped to bring people on the same page.

So thinking about mobility for example, it would not make sense if the same passenger have to navigate through 20 different system in order to go from trip A to trip B.

So in other words, he's taking the human lens when we're looking at infrastructure.

So want to highlight some of the key policy, many of those are new that was approved in November 2022. So what we encourage everybody to do is that have a look at the manual because it provides some of the links and you can look at it and see how it can help you to build a business case in terms of your own project.

So some of the key initiative we want to highlight in here is 3030 conservation. So both US and Canada has signs the commitment in Montreal about protecting and also increasing the conservation preservation of our natural environment.

Another one is important is just as 40. Why this important is that in the past when we are trying to locate resource to improve community, we may have missed certain spot.

So this is the opportunity we very intentionally looking at the funding our location, 40% of that is about equity, 40% of that is looking at underserved neighborhood.

So some of the project is already happening and some of those are leading by our UI members, for example, the highway camping in Austin area.

So those are some of the tangible equity lands that we encourage all the members to apply to your project.

Another one which is exciting is Healthy People 20-30.

So I'm a professional planner. So what I'm interested is that how we can measure
and also communicate the success.

So for the very first time now we have very tangible set of measurement helping us to define what is considered as a healthy built environment and though has direct translation in terms of the performance of the neighborhood whether from social, educational and other perspective.

And then lastly is that as the overall benchmark, we are trying to find a way that to reduce the carbon decarbonization at least by 50% in seven years.

So in other words, there’s a lot of decision that need to shift.

One of the key things that the manual has highlighted, it will provide you a link to some of the funding source.

Many of those are lives at the moment and it has a lot of news going on like say this grant is available for people to apply and what we see the opportunity for members is to focusing on what is already happening in the ground.

So for example, some of the progressive cities like Los Angeles and Miami and other places, they already have a transit oriented communities program.

And what is interesting is that for the very first time provide for a very comprehensive set of tools and guidance.

Is that how you can starting to shift your decision to the quarter mile that we’re talking about And I think fundamentally the funding source is covering from end to end.

But in other words in the past when we are trying to shift infrastructure decision, we may be able to shift capital, but operational is a challenge.

So this funding profile opportunity for the end to end, you can also use it to fund different way of doing engagement.

A key thing we want to encourage everybody to shape is how you can combine infrastructure.

So in the report we talk about there is 3 key combination that we encourage people to apply to your project.
1st is about creating mix your school so making the multiple servers under the one roof and think about how to put it within walkable distance within the community.

Another one is about multimodal transit. So when we’re thinking about transportation, the new trend is focusing on walking and cycling and shading and all the other layers, but all the decision at the same time, including broadband as well.

Our goal is to use the construction project to create multiple outcome.

The third element that our members was flagging is the importance of solving flooding.

So we know that 20% of the flood is actually beyond the overall flood line. Like in other words, we may not know just by looking at the map whether the property would have risk or not.

So one of the key thing that we want to do is that when we’re designing parks, the trend is going back think about the system, how we can create those as an urban sponge.

So applying that to a geographic type and we’re gonna walk through some of the key observation is that the scale, the opportunity to scale up this shift of a city building is enormous.

And it's really ultimately going back to how you can apply the human lens.

So starting with the metro region.

A lot of the metro region, so there are 425 metro region in North America.

We have do a detailed study of the top 50. We see the majority of them is having BLT and other kind of rapid transit coming along.

So which is trigger a new way to think about land users, and that's the recent piece.

So what we see the opportunity is that we know that at a metro region scale, cities are aligning because they’re competing from the economic development perspective.

Like in other words, your your housing, your population and jobs, the kinds of jobs.

What's What is unique about your metro region, the
and all that is at the metro region scale?

So another layer is that when it comes to infrastructure, there’s two piece we feel is very important to elevate to the metro region.

One is getting agreement on the mode, those bit.

So how many percent is by walking, cycling, a transit, whether it’s 10%, twenty percent, 30% is very important to get at a high level and then is the energy.

So we see that 50% on transmission lines, they are actually outdated, they need to be upgraded.

So it’s very hard to do it if it doesn’t have the concessors at the high level.

So with that thinking, we apply that to A5 geographic types.

So starting with downtown.

So what is interesting about downtown is that many of the downtown North America, it already have rapid transit in place, but it also have a lot of parking infrastructure because they’re not designed for living downtown.

There isn’t a lot of housing.

So now those are shifting at the same time.

So what we see the opportunity when it comes to decision is that starting with leading by landscape, leading by public spaces and for free reason first is using that to improve the overall environment.

It create the point of destination.

It helps you with the road diet, reducing flooding or drought and also once those this, once those new places are in.

The decision about putting cycling infrastructure, it become a lot more straightforward.

Ben is about putting in your daily needs.

So what is missing are the daycare senior cares and makes you school.

So the new trend in here is doing more but smaller.

So having a micro scale and having the opportunity that 2200 seconds that you can walk to a hub and within each of the hub you have daily access.

To some of the essentials.
So in our research, we also see that some of the progress of cities such as Singapore, when they're looking this hub, they also combine that with a local bank and also a grocery store as well. In other words, making it very practical from a walkability perspective.

And then it's about decarbonization.

So part of the funding is provide opportunity for people to transform your development within one year.

Another key piece that we see is interesting is that we call that Edge city and they are primarily Uptown.

So those are the cluster of high density neighborhood and they're in car oriented area.

We see that a lot of millennials, they're actually having multiple children like in other words, millennial families, they're looking for these places for apartment, condo living and also seniors looking for these places to retire.

So there is one issue in this area is that it's because of the energy load at the time of blackout when there's urban heat, you have to try a way to get outdoors because the the units can get hot very, very quickly.

So one of the key thing that we see is leading by by from green, from Gray to green.

So in other words, thinking about how we can use the infrastructure funding, focusing on environmental infrastructure, green infrastructure, biophilia.

Using that to cool down the area.

So our research has look at these kind of transformation with green roof, green wall, some of those are indoors, some of those outdoor can be done within a year also fundamentally is that doing a shift in terms of energy, so district energy.

So in our research we also show that district energy doesn't only apply to new development, we can have using this to transform and making the shifts for the existing development as well.

So this is a unique prototype in North America. It doesn't happen in Europe, only in North America.

And we have over 100,000 of these.

These are suburban corridors and many of those are going
through blanket zoning that for example giving that as a right for the mixed uses.
But what is missing is how you can incrementally starting to have changes happen.
So one of the key thing that we know in this area is that in conversation with the local neighborhood, we know that they are looking for amenities that can benefit education, social and health because people are walking from working from home.
So we see the opportunity in here is that from real assist standpoint when we’re in introducing new housing also provide a workable amenities for the local neighborhood is very important.
Another area that is important is that a lot of these land users, a lot of these puzzle is not necessary owned by large developer.
So there is opportunity for us to exercise real estate as a service.
How we can use that to help the local land owners to create opportunity for doing these kind of mixed uses because they may not have the skill set?
Another area are mocks.
So there’s over 1000 more in North America, 70% of them is going through transformation and many of those are located in very well located location with rapid transit opportunities.
So what we see the opportunity in here is a shift about creating trail oriented.
Development.
So what's showing on screen in here is a quick shift, thinking about shifting the driveway in the street, looking that retail is already changing.
So 1/3 is shopping online, 1/3 is shopping in person, and also 1/3 shopping hybrid.
So that means there's opportunity for the yellow patches on the screen in here to become development puzzle.
And the nature of the mall can be not just for retail, but also for community uses as well.
And then the last prototype is about this one is quite alarming.
So which is about the way we're doing agriculture, The way we're doing industrial agriculture is turning soil into dirt is generate a lot of carbon. So what we see a key sense is about 3030 conservation is that creating a Land Trust intentionally transfer transfer, transferring the density from this area back to the urban area and also intentionally breaching the ecosystem. The key is about the green shift. So in the report we talk about the future of jobs, majority of green jobs will be in North America. So that means we also need the skill sets for the research campus on from governance to accounting, finance to scientific research anything about nature based solution. It's very effective but because it's new so we need the skill set. So we see this opportunity for this area between the argue hood and the research campus and also potentially profile for Co housing that's kind of opportunity.

So I think back to the basic is that the key is looking at the shift from Tod to TOC. So this is making a shift from building buildings to building communities.

So what show on screen is a live example of a community in Canada that has the opportunity to work with multiple developer and really have the opportunity to transform collectively at the community scale from just in time to just in case. So some of the decision that in the past we're deferring that's our due to upfront it which create a lot more value. So if the report is going to talk about how we can create complete community with complete infrastructure and I think what's interesting going back to history is that Carlos Moreno doing COVID time really able to make 15 minute community public as an idea and really show the result. But we're going back in time, this idea was actually coming from New York, so it was Clarence Perry at that time when automobiles start coming to New York and
they are seeing an issue because they are losing one child per day.

So initially he was tasked by deciding where they are going to put new parks and he know that that's just decision is not enough.

He then he need to make a decision to create a complete walkable neighborhood which is very simple starting with having the school in the park in the middle of the neighborhood.

The school is going to open for community uses in the evening and during the weekend and surrounding that would make use neighborhood.

It's a very simple idea.

So now that idea get transformed in Los Angeles is going that going through a blanket approach and also opportunity to really making the shifts having a council endorse vision.

So this is our report.

So we shave it in a very short report with a lot of graphics because we hope that executives can get together and within 15 minutes going for a phototype and thinking about your local projects think about is there any opportunity to make the shift.

So we make it very practical in a way that it talk about the several steps and stages who is going to do what and how it can aligns other decisions.

And this report we have the generous support of many of our infrastructure leadership and some of us are with here today.

So I like to take the opportunity to introduce William Anderson.

So I'm going to read his quotation which is a 15 minute community is where I can assess both of my daily needs when I'm young and old.

Now I'm going to turn it over to Bill.

Thank you, Yvonne and I get after.

Good morning everyone.

Let's go to the next slide.

Want to talk about?

Considerations for implementing 15 minute communities And
before we get
down to the community, yeah, it's important to think about
how the communities and their scales fit within a region
and how those regions help support a market for 15
minute communities.

Some regions are faced in areas of of growth since
so the 1940s that spread out and so it's reintroducing.
And the idea of a compact community closer to jobs
and transit, but is in the process of competing with
many of these other communities around the region.
Other communities and regions in the country, by policy, has
directed growth into a portion of their region.
They've taken a lot of the land out of the
competitive environment for various reasons, habitat,
agricultural, open space preservation.
Or Native Native American lands, etcetera.
And in San Diego where I'm from, it's the county's
about the size of Connecticut and most of the growth
and development is in the Western 3rd and we don't
have urban limit lines.
The reason is we have a water service line and
it's that urban water service line that directs growth towards
the Western 3rd.

With that in San Diego as an example, the region
is preparing a regional plan for implementation and has been
for the last 20 years with a focus on mobility
hubs that become a framework for creating 15 minute
communities
by the local land use jurisdictions.
And these mobility hubs anchor A-frame, a community where
15 minute mobility can occur within the community but also
are linked to the other mobility hubs in the region,
some of which are major job centers or activity centers
such as hospitals and universities.
So the idea is creating that access between hubs and
also within next slide.

Next slide please.
There we go.
So a starting point is to define what is the
15 minute community formally I with our general plans and
planning policies that have standing in our different states in
different ways, they create the regulatory framework.

For land use density and design and recognizing that 15 minute communities can occur at different scales depending on the market and the location, identifying what we want to conserve within those districts and then create the zoning, the regulatory, but also the legal framework for entitling land and development and building development within mixed-use zones.

That might be different than how we regulate land elsewhere in our jurisdictions and think about the design and the linkages of specific streets on the serve multiple mobility functions and rethinking how we apply parks to comply with our linkages and and creating that 15 minute community using green space combined with mobility.

All of that feeds into a public facility strategy for our 15 minute districts and the capital improvement plan or program for not just on the capital improvements but also the longterm maintenance and operations and programming of the public facilities, social infrastructure as well as physical infrastructure that leads to how are we going to finance and so that's why defining a 15 minute district.

As a component for financing districts to implement the different components of a 15 minute community.

Next slide.

Ultimately, our objective is to create neighborhoods at different scales. And so we think about not just the amount of development, but also the amenities and services that really create a neighborhood.

And I'll explain that with one of the examples later on next slide.

We all have common sources of financing public facilities, from special tax districts to mitigation fees, user charges, state subventions, tax increment financing, value capture techniques.
And then public-private partnerships and general bonds with the taxpayers. Many of these require voter approval either within a district or jurisdiction wide. And it's important to convey the through leadership, the vision on to the public so that they have the buy in to support the different forms of financing. Also, we recognize that in the United States. The tools that are available for financing will vary by state. So for example, some states don't allow tax increment or don't allow impact fees, while other states rely heavily on impact fees. Some states use tax abatements more aggressively than other states, so recognizing those differences and creating a strategy that's suitable for that particular jurisdiction. The other thing is to recognize that. The majority of the investment is going to be private dollars from private investment. And so it's very common to see a ratio of 8 to 11 to one of public, private dollars relative to public dollars. And of the public dollars, half or more coming from local sources. Next slide. These local sources then leverage state and federal dollars. That are available to help complete the financing of the infrastructure and public facilities. And currently, right now, with the 2021 passage of the Infrastructure Investment JOBS Act, there's anticipated to be about $1.2 trillion of funds nationally over the next five years through 350 distinct programs in the various departments. And so we had a presentation by Marteza Farajian, the Executive Director of the Build America Bureau and in our Toronto meeting and he'll be in Los Angeles as well. And they are looking for projects to implement transit oriented communities, public and private throughout the United States.
Next slide and these are just some examples.

This is one that Morteza presented in Toronto in Bellevue, WA and you can see the different layers of partners involved in creating a transit oriented community in a low density neighborhood that is converting to into a 15 minute community with major investments in transit but also complete streets.

affordable housing and public private development.

Next slide.

And then in Rochester, MN, this is a project that was involved with in the early phases is the destination Medical Center and this is the biggest economic development program in the state of Minnesota and the intent is to leverage.

All the great knowledge and services with Mayo Clinic in Rochester and Rochester's town of about 120,000 people I in order to diversify the economic base not just for Rochester but also for the state of Minnesota into BioMed.

So there were three components, Discovery Square being the anchor to that opportunity to create a BioMed and Biotech district.

And and industry cluster.

And then also because they have so many visitors who are there for extended periods for medical care that bring family and friends to have more offerings to to their visitors in retail, culture, entertainment and lodging for them on an extended basis.

And then lastly, to create urban neighborhoods, even though this is a city within a rural environment, S about 8090 miles South of Minneapolis.

In order to attract and retain the medical talent and technology talent that is envisioned to support Mayo today but also in the future and Discovery Square, the major investments planned over 20 years are in the billions of dollars.

And what was interesting is, and most of it's private, what was interesting is leverage.

Was the state of Minnesota budgeted almost $600 million to kickstart the redevelopment and creation of the destination Medical Center.
But the 600 million did not kick in until the 1st 200 million was committed and by the private sector. And so it provided a carrot for private investment. And that 200,000,000 occurred in the first two years.

Next slide.

Downtown San Diego, where I’m from and and probably most familiar with really redeveloped from a small smallest downtown into a vibrant, mixed-use neighborhood community. And it wasn't to create a 15 minute community, but that was the result and and now is embraced to take that even further.

And it came about because in the 1980s we, during the savings and loan crisis, we had three of the ten largest savings and loans in the country.

So we were a national financial center.

Well, we lost those.

And so the city leaders then and a committee had headed by Ernie Hahn, the shopping center developer.

Said Well, our downtown's near the waterfront.

So it's it was estimated through redevelopment that over the 1st 30 years, out of $900 million of public investment, almost $8 billion in private investment occurred.

It's much larger than that now and and it was stimulated by redevelopment and also the formation of the Center City Development Corporation to enable it next slide and then these ideas of converting is not new.

It does happen and and in another example here is Roslyn Ballston corridor.

In Northern Virginia, which in the 1970s look like the picture to the left and today is now the urban district that supports residents, job centers and transit and commercial.

And they applied a value capture technique where a limited amount of entitlement was permitted by right, but an extraordinary amount of entitlement was permitted if.
The properties agreed to participate in the financing of the public amenities and infrastructure that creates the urban district that is the result of that effort. We see today the next slide, last slide and this these all common thing that these all have is leadership. And even though their contexts are different, it's important to have champions with the different sectors. What?

So for example with government having champions that are focused on implementing the 15 minute community, whether it's a public Development Corporation, special districts or if you have multiple jurisdictions, joint powers authorities, but that their mission within the government bureaucracy overall with any city or a county. Is focused on the creation of of the district next slide, I mean not next tab there we go, but combined with that is having the nonprofit sector involved to provide that that spirit. And important public purposes that come from creating an equitable and sustainable 15 minute community, whether it's a community Development Corporation that is focused on affordable housing or arts councils that are focused on culture. Next slide, their next point and then lastly, yes, business and property owners, the business associations. But also perhaps business improvement districts to program, maintain and promote the 15 minute communities and the subdistricts within them. Leadership on all of these levels create that kind of power of focus champions that can lead a complex conversion of an area into the type of community we're envisioning. Thank you and Jim, all yours. Damn, I think you're muted still. There you go. Yeah. Okay.
Yeah.
Yeah.
And thanks, Bill.
And thanks for the perfect segue into what I was going to talk about, which is about leadership.
As it's clear to everybody, I'm kind of the odd person out here, not being from your community.
Although I would have to say that having been involved in these things I'm getting do over envy and say that I wish I'd done followed the your past rather than mine because it seems so much more interesting but let's get let's get to to what what I might be able to contribute to the to conversation.
So what we're talking about here in all of these changes which are all very exciting is, is how do you make them happen and.
Humans, humans need leaders and they need leadership in order to change from where they are to where they are going to go.
So the question you would ask is, is there out of the world of another kind of academic discipline from the world of administration, whether it's public administration or business administration or Health Administration, all those kinds of schools which exist?
Are there models, are there theories which would be helpful to people who are trying to execute the kind of changes that you're talking about?
So what I'm going to do is I'm going to take you through what kind of theories have developed for how you do this kind of thing and how possibly you might put them together, which is, which is captured in this book.
And as Rachel said when she introduced me, I started teaching a course in leadership at the university in 25 years ago, 25 years ago, there wasn't a course at the University of Toronto's Business School and there wasn't a course on leadership at any Business School in North America.
Never found one that that had, had that, that had one.
At the time, leadership was more about who you are than what you do. So if you had charisma or communication or courage or vision or something, and he had some magical properties that made you a leader and good for you. Now let's get down to work. And of course, if that's your model of leadership, you can't teach it. There's maybe other ways people can develop, but you can't sit in the classroom and lead it. But I just did not believe. I didn't believe that. I came to the academic world out of industry, so that's which is where I had been. I know that that's where the academic world was, but it wasn't my belief. I came to the academic world out of industry, so that's which is where I had been. My general thesis is that everyone can lead, and in everyone does lead in different situations and at different times. It's pretty hard to get through the world without having a time when you have to lead somewhere. And I what I see is that everyone actually has the capability of doing it. But if you hit the next button if on, you have to think about it. If you just try and do it intuitively or imitate what somebody else has done, you will not do it. As well as if you have an organized way to think about it and say what is it that I have to do to get a group, group of people to do the kind of work that I want to get done and to achieve the kind of results that I want to achieve. All right. So I'm going to do is take you through the theories of leadership as they have developed over over the
So the classic, the classic theory of leadership with some people call command and control is what's called the managing theory.

If you hit the button, this has been a magnificent way of dealing with complexity. This through the 20th century, we built large complicated organizations, public sector, private sector, government, hospitals, schools and university.

We built really big things and we did it because we had a model of how you get things done. If you want to get things done, you have to manage, and manage means you have to have a plan.

What are we trying to achieve with what resources you have to find a way to organize? Who are the people that are going to have to do it.

I've got to define their jobs and how they interact with each other and then you got to keep track. What gets measured, gets managed is is the old phrase and that's model which has its roots in in a number of number of places we could go through footnotes on where the managing model came from.

It's one that is pretty well known and and sort of to everybody and it was extraordinarily successful model for a long time. In fact, through most of the night, through most of the 20th century, people who were, if you wanted to say how somebody was great, they would be called manager of the Year or we used to have. America's best managed corporations would be celebrated in Fortune magazine.

And it was a great model until it wasn't. And it fell apart. And it fell apart basically in the 80s when America's best managed corporation started to topple over one after another, whether it was Westinghouse or US Steel or Union Carbide or you name them, a whole bunch of them.
Okay.

Let's go to the next one.

And out of that mess, Amanda, the name of John Cotter at the Business School, developed another model of leadership.

We hit that one.

And this is what this is, a very famous model of leadership developed by John Cotter.

And he said managing is good but it isn't enough anymore.

And if you hit the next button is in a world of change.

Managing isn't enough because you can't possibly imagine all the things that are coming going to come up.

And in order to get through a world of uncertainty and change, what you need is a model which is called leadership.

And the idea of leadership is in a well met led organization, there is a clear purpose that people understand and that the leader or leaders spend a lot of time getting people aligned, which is to say making sure that they understand that vision and that they understand why it's there and they agree with it.

They're aligned behind it, and not only are they aligned, but they're motivated.

So this is, this is an article, this kid, this is John Cotter.

He wrote an article in 1990 called What Do Leaders Really Do?

And it really changed the dialogue.

It it, it made it now possible for what is the fact that every school of administration in the world has a course on leadership?

25 years ago they didn't.

It took him a while to get from where they were to where they are.

But everybody has a course on leadership.

So mine is one of 10s of thousands, but there's the two theories.

So what we're looking at is 2 theories, managing theory
and A and what Cotter called a leading theory.

If you just hit one more slide of on, I just revised this just a little bit.

Can you hit the next? I'm just going to call Cotter's idea directing, which is this the part.

This is the part where leaders give direction. But in fact today, and for a while, when I started teaching a course, I could leave it there because that was enough.

But it isn't enough today. There is now a third model of leadership which has been developed.

So we'll just leave that one there, Okay. Because we had these really annoying people called millennials who came into the workforce and into your communities.

And the millennials are people who don't want to be told what their job is.

Well, they kind of do. You can tell me what my job is and even are interested in why, but what they want to do is get engaged.

So how do we engage millennials who will either move things along or stop them?

And if we hit the next slide, what we're getting, which has been the wonderful thing about this generation of people coming into the workforce and communities, it has added new energy to everything that we do, but it's damn hard to lead this group of people.

So there's a lot of theory around this. You've heard things called the servant leader is is kind of 1 catchall for some of these ideas.

But the idea hidden in this is that if you want to engage millennials, you have to talk about values. You don't can't just say why, You have to say why it's worth it.

And you have to sell the values. And what you have to do is having sold the values, they have to have clarity on what we can do and what we can't do.
And they have to find avenues for them to be involved.
They want to be part of the solution, not just a not just a person or cog in the wheel,
they want to be more than that.
So what we have then is, I would say out of however many 100 years of in living in this organized world of trying to get things to be done,
we have a managing model, we have a directing model and we have an engaging model.
So how the heck do you work with all of these?
My belief if we hit the next slide is that in fact what happens today is you have to do them all.
You can't actually succeed by just being a great manager or by doing the great visionary or by having wonderful values and and getting people excited about the values and involved.
If you you have to do it all, which is why kind of my thesis is that you have to, you have to think about it, how are you going to do them all?
Okay.
Let's hit the next one as I as I described them.
The way you can think about this framework together, Yvonne,
if you just hit the next is I've described these models vertically because that is the order in which they were developed.
We had the managing model, then we had Carter's leadership direction model and then this engaging model, which is a compendium of what a lot of people are thinking about today.
But what I want you to notice about it, when you put them all together, we hit the next slide.
Is that in fact those, those, those rows all work well together.
So plans are always there to achieve a vision, and visions are always based on values.
And whether you start with values, go to vision, go
to plan, those things all come together.

Organizations, when people say this is your job, this job is you have to understand your job and be aligned with where it's going and you have to give, which gives you clarity around what you can you can't do.

We control.

We keep track of things because and what and what that is.

We're keeping track of because people are motivated to achieve a result, so they want to know what it is and they want to be involved.

And one of the ways to get people involved in me is to ensure that they can see the scorecard and they know what they are contributing.

What is the end that they are contributing to.

So you can read this framework vertically and you can read it horizontally or if you come to the next one, the other way to think about it is you can actually think about it from the inside out and say what we're trying to do is get people aligned.

And when you're trying to get people aligned, you had the plan how that the jobs are given, what you're measuring, how you describe your vision values etcetera, all cost come together and when it comes together people are more likely to be aligned but behind what you're going to go.

And then so if you got nine boxes, what the heck, how do you deal with that.

So let me come to the next one.

If you're trying to work this through and anybody, I think if you're trying to be an effective leader, I think where you have to start with being able to articulate a clear vision, be able to say it.

This is what we are trying to do and you've got to think about that vision and to say is a vision helping me to get people to come together behind something that they all will work together to achieve what we want to achieve, whether they like each other or not, whether they see each other or not.

Because we can't control all of this.
But is there a vision which is so compelling that it keeps bringing people back to where they are, what we are trying to achieve. And it's a hard thing to do. It's a hard thing to write a vision that's neither so soft that it gives no direction or it's so specific that you have trouble getting people aligned. But that's where you have to come to. And if you can't come to that, I think it's always going to be a struggle, okay.

And that's all captured in the thoughtful leader. And I must say, I have done this thing with all kinds of people in all kinds of walks of life, in government and health and business and various places. Even I've been to Rwanda, done it there, I've gone in India, I've gone in over there. This is my first experience with urban planners, so we'll have to see if you think this would be useful for you.

Okay. Thanks, Jim, and thanks to everybody for the lively dialogue and the chat. Love to see all the connections being made and all of the great questions too. So we are planning to wrap up by 2:15 Eastern Time. We had some seed questions for the panelists, but I'm going to use the moderator prerogative and jump into questions from the audience does really appreciate all of the thoughtful questions and I've grouped them probably imperfectly, but just trying to get to as many groups of questions as we can. And I'm going to start with a couple of questions on equity and spatial equity issues. So Brenda Devine asks how can this guide be applied to black and brown neighborhoods that are typically outside of downtown or the CBD? And Anonymous asks, how can you or can you discuss any current thinking on the integration of industrial manufacturing, warehouse
and other blue collar job centers into the 15 minute concept?

There's a lot of support for professional work from home, small business, but not as much thinking about the low and middle.

Low and midlevel economic experience.

So I'm going to ask Bill and Yvonne to weigh in on those questions.

Can you talk about the intersection of issues of equity with the 15 minute community concept and how can we think about 15 minute communities and communities of color and lower resourced communities?

Well, in addition to.

Public policy to provide affordable housing in every community through different techniques to make it more feasible.

Inclusionary housing redevelopment that includes affordable housing.

The there are many examples of lower income communities that inherently are 15 minute communities within them because culturally those communities.

Are well not, frankly through discrimination.

Past discrimination often were got a wised into certain parts of the city and some of those however have now evolved into vibrant communities.

Many of them are near job centers, so an example I'll use here is Barrio Logan.

And also our national city, which are Latino Chicano communities next to the working waterfront and that's why traditionally they were there, they were divided by freeways, bridges, environmental health issues.

And so, but they organized to fight those those detriments to their community and are now through the planning process.

A more integrated with their adjacent employers locations.

The key is linkages and health and also providing secured land ownership for affordability.

I have on.
Yeah.

Thanks, Bill.

So what we see in the report that we talked about is when we look at affordability, we think about how we can use 15 Minute Community to create an affordable way of life.

So in our view, equity is about providing equal access to opportunities.

So what we see is in a lot of the metro region, around 1/3 of the after tax income, household income is actually towards automobile.

So that is just giving away a lot of resourcing that could be contributed to something else.

So therefore, creating the walkable decision is very important.

Another element is about housing.

So we look at that from workforce housing perspective.

So I love the questions about you know, the changing nature of jobs, how do we deal with a lot of the industrial users, single users area that is remote.

So we see that there's opportunity.

So there's a urban corridor that we look at that model.

There is transformation in two different levels.

Some of those are becoming innovation districts.

Some of those are in becoming more retail oriented, but it's kind of mixed uses.

So our goal is to really trying to look at any opportunities of these vast scale that single users.

To very quickly finding a way to reduce the daily miles travel.

So workforce housing is something that we advocate for.

So this is something that the development industry can pick up as well, so it doesn't need to wait for policy direction like.

In other words, the decisions of creating a job hub also come with a false housing.

And the last thing is about education.

So we see that is very important to invest in education through one generation it can transform.

So through our research we also collaborate with Helsinki as well.
So Helsinki in Finland, they put education at the core of the top party in terms of the quality of life. All the land use decision, planning decision, the experience decision, the competitive decision is surrounding education.

So I think this 50 minute community model when applied to across the 6th place type, that’s an opportunity to help us to bridge the gap.

Thanks, Yvonne and Phil.

So there was a cluster of questions around smaller and downtown communities and and leadership, so, so those two ideas together.

So I’m going to read a couple of those out.

Delia asked.

Do you have recommendations for smaller communities?

When I bring up this kind of thing in smaller communities that have downtowns where many walkable, mixed-use developments would be a great fit, it faces a lot of fear and opposition, Isaiah agreed, he said.

Is it simply continued outreach in the areas that have you have seen success?

Ryan said.

It might be a sensitive question, but are there real life examples of when 15 community plan, 15 minute community planning worked well and when it didn't work as well from a leadership and outcome perspective.

And Shabazz asked how can we convert existing community.

So I'm going to take this in two parts.

So Jim, can you talk about how leadership strategies apply to these contacts and in particular apply to existing downtowns that have a great opportunity to add housing and to add additional amenities?

What leadership strategies can be applied to help people see the potential for 15 minute communities and to win skeptics.
I'm going to ask about the specific opportunities for smaller and downtown communities next.

Actually, it's a perfect question for me because I live in a small downtown neighborhood, which is being affected by all of that, and it's being opposed by everybody on my street and they all say, what the hell are you doing?

You're trapping me in my place, I can't get out my car, blah, blah, blah.

We went to a complete St. on our main intersection.

And what really struck me in all less as someone who could think about leadership is how little leadership there was in implementing the idea and there was so little leadership in terms of anybody saying.

What's our vision and what are the values that we are actually trying to relate to?

So if I was to say to these people, what we need to do is this city is going to have to house another million or more people over the next number of years and there isn't enough room for.

Cars and the congestion.

And we have to start now to change the way things are done because our vision is a livable city that is has a lower carbon footprint and is still a good place for everybody to leave to live.

Here is one of the steps that we are taking to move us in that direction, rather than going the other way around and saying we're going to change our main artery into a complete St.

because that's modern.

And it that did not, that did not fly.

It was done.

I must say, it's done.

But it's not done with any any support from this kind of little community I live in and it's just nobody is.

I just.

I just.
I'm always struck by this. If you were to give, if you were to give your local leaders some leadership advice, what would you suggest to them?

I would start off with a vision of what the city and what an urban environment needs to look like that will meet, that will be one that you're proud to be part of and you'll be proud to be part of. And you'll want to live in and feel good to be and to do it. And it will be different. Just right now, let's make clear it's going to be different. What else?

And then I would try and get them involved. They say okay, So what else? What else should we be thinking about? What haven't we thought about? What is there in our plan that we didn't think about? Because it turns out there was a lot of stuff they didn't, hadn't thought about and a lot of stuff had to be fixed.

They didn't ask the community before they did it. They just did it and with all of this thing. So as a leader and let me just tell you that this is a common thing for people who are in leadership is they they have an idea and at some point they have been able to articulate the vision and values and then having done it once they think it's done. And it's not.

It's absolutely not. Every single time you go into the issue, you start with the vision of values. Start right there, say it over and over and over again until you are sick to death of hearing it.
and you think everyone is laughing at you because you say it over and over again. And I can tell you from many, many, many stories of people that I get from students who are working in organizations. They never get tired. Hearing the leader say this is what it's all about and This is why it's worth it. Never get tired of it. And you get tired of saying it long before the people get tired of hearing it.

Thanks, Jim. All right, so Yvonne and Bill, anything that you want to add when it comes to downtowns and smaller town contacts?

People might be. I have a great story on that one because. When I was first APA president, my very first month, I spoke at 2 conferences. The first conference was the Alabama Chapter Conference and in Alabama they could not talk about sustainability. The theme of their conference was Healthy Communities and their cosponsors was a ARP the American Public Health Association, and it was about Healthy neighborhoods. And the end of the month I spoke at the Oregon conference and in the Oregon conference it was all about sustainability. The 40 years of the urban limit lines. They were celebrating and talking about what are we going to do for the next 40 years to address climate change. What was interesting was going to the sessions on town planning. In both conferences they were talking about the same strategies for creating walkable. Likeable, compact neighbor, affordable neighborhoods. In one in Alabama, it was to create healthier outcomes for the people. In Oregon, it was to address climate change.
But they were still talking about the same approaches. And so it’s important to understand what is, as Jim mentioned, what are the values and priorities that resonate. With the community you’re working with. Yeah.

Thanks, Bill.

So I did a quick thought that we want to add is that as part of our research we take it globally and very quickly we see the gaps that is in North America. When it comes to your education, social, health, the kind of more soft infrastructure, it seems to be a little bit more lag like.

In other words, it's not as proactive in terms of putting that as important as hard infrastructure. So I think what is important in terms of leadership is that putting those as a fundamental those are your foundation.

So we look at the Scandinavia area and because the amount of population is less is not as dense, they have to make very smart decision.

So I think that tie with the small town when the resource is not as many as large city, we have to be very smart about making our decision. But the opportunity for change is that many of the companies allow working from home.

So not in other words the kinds of mixed uses. The expectation about walkable amenities is there and I think one of the key shift that we’re hoping to see is how we can fill in the gaps including in downtown.

So right now the focus is that how we can convert some of the non residential spaces to residential. But there isn’t a lot of conversation talk about how we can fill in the gaps because by introducing so many people here so quickly, they're going to be data, they're going to make schools and senior care like where are the gaps going to fill in.

I think there's opportunity to really put those at top party, not to wait for the market is there before you do it because that need to come first. Thanks.
I think we may just have time for one more cluster of questions and we've gotten many, many additional good questions and and unfortunately, I just don't think we're going to have time for them. But I appreciate everybody's insights and input and we'll see if we can figure out some other opportunities for continued dialogue on this.

So I want to return to the question of gentrification and equity and amenities.

We've gotten a couple of different questions about this. I didn't know down who this was. It might have been anonymous. It says, thanks Yvonne, this is excellent practical information. My question is that typically amenities associated with 15 minute communities, enhanced services, green space, decarbonization create greater demand, increased construction costs and I think implied in that is Dr. Gentrification. We know that this will drive the cost of housing up.

How do we ensure everyone has access to housing that is affordable to them? Martin asks.

How can the negative effects of gentrification and displacement be mitigated when densifying cities to support 15 minute communities?

And then a related question is how do you we recognize that there's increased inequality in wealth, in wealth gap in the United States.

So how do you combat the issue of rising homelessness that has been impacting urban green spaces and parks etcetera, creating housing options in conjunction?

So thinking about that tension between 15 minute communities and I think the equity goals that we all have, how do we think about those?

Yvonne, do you want to take that first?

Yeah.

So I think we can relate to one example.
So through our research, we also looking at what is actually happening in Los Angeles. So there are some progressive grants application which intentionally to bridge the gap from an equity standpoint. So the requirement is very specific within 1/4 mile. Pick a puzzle, and a puzzle need to be contiguous or have some adjacency with the existing parcel. In other words, can be sprawl. At the same time, there is expectation in terms of providing affordable housing in the form of either inclusionary zoning or other mechanism and there’s a timeline involved in terms of really want to see those in the ground. And what the grants would do is to fill in the gaps. So as a sense of incentive to bridge the gap of the common elements. And I think these kind of hyper practical result driven and town and time bound driven approach is important. And this is 1 good example and then there are other good example from other areas. But I think what is interesting is that when we are stepping back through this research, when we look at 1970s or even 19. The pre wall, this is how we’re building city. We put in the key essential things first and we create the condition that there’s different kind of housing and there’s different level of income that everybody can live together. So I think this is a moment of about going back. Bill or anybody else want to weigh in on that? I. Do have because we’re having these debates right now in our community and then throughout California because of state laws that are encouraging more diversity in housing, particularly in single family neighborhoods, which is a 70 percent, 80% of our land area, residential land area. So as you can imagine, it is grading issues and it's really important to isolate what is the specific issue.
Is it really against affordable housing or is it design? And design doesn't have to be complex and expensive. Design can be affordable. Does it have to be placement? Not just broadly put it wherever laissez faire, wherever the market decides, but be intentional where we want to have mixed income developments and higher density. Also, I think it's important to look at the different tranches. Of affordability and housing because too often we just look or the press just looks at the averages. Median household income versus median home price. It's more the you know median means half or below that So how do those relate at 80%. 60 percent, 30% of median The strategy may be different for the different levels, some market driven and some might be. We need to help as as citizens and taxpayers with our lowest income folks to have shelters so they're not living in our parks and streets. Thanks, Bill.

I feel like this dialogue and conversation could go on and on, and I'm sorry I have to be the one to bring us to a close, but I just, I really appreciate everybody's active engagement. All of the great questions in the Q&A and all of the chat here is everybody's e-mail addresses, so feel free to reach out and be in touch with folks individually. Rihanna, put a link to our webinar survey in the chat. Please, please, please fill that out and do it now. Click on that link and let us know what you thought and what you would like to hear from us next. I just reposted it here. Next slide, Yvonne.

So special thanks to the ULI Infrastructure Forum leadership team. We will be bringing the leadership or the infrastructure forum back together at Fall Meeting in Los Angeles at the
So for any folks that are going to be in LA, you are welcome to sign up for that. That can be registered for using the Fall ULI registration page and I can put that it's fall.uli.org. If you're joining us in LA, there will be lots of programming and activities for you to participate in and we would love to see you there.

Next slide you can download the report from the Knowledge Finder page. You can also Google it at Building 15 Minute Community as you will lie and you'll find it. We encourage you to download it and check it out and we will post the link to the webinar or the webinar materials to the Knowledge Finder page for this report.

That's the last slide.

Well, thank you, everybody. It was wonderful to see you. We look forward to seeing you with the next one.

Thank you.

Bye.