Webinar

Infrastructure Exchange: Nature in the City - How to Deliver One Environment Infrastructure Combining Public Space, Flood-proofing, and Utility Upgrades in One Project

Date: March 30, 2023

00:00:00 --> 00:00:04: Good morning, good evening and good afternoon, ULI. My name is Yvonne Young. I am the infrastructure fellow for Urban Land Institute, the world oldest and largest research organization serving 45,000 members worldwide. Our mission is promoting the responsible use of land with strategic priority on decarbonization, attainable housing and also advancing the next generation of diverse leaders.

00:00:37 --> 00:00:41: I'm also the CEO of SDG strategies consultancy based in Toronto, which stand for sustainable development goals. So we're gonna have some interesting conversation today and we encourage you to take it online on Twitter and Lincoln. If you are doing this, please add the hashtag where the future is built and auto Curtis infrastructure.

00:00:53 --> 00:00:57: Throughout the conversation, we also encourage you to submit your questions under the Q&A function and our team in here will be answering the question on the fly and some of the questions that you can also upvote and we'll bring it to the moderated session. So we have many professional join us today, which is really great.

00:01:55 --> 00:01:59: This session is eligible for a IA and a ICP continuing education credits and you can also sell, submit to other professional organization as well. In order to get a credit, we ask that you do two things. First is to complete a survey and Rihanna, our colleague is
going to put the link in the chat and if you can complete the survey at the end of the session.

Secondly is also use your full name in zoom. So sometimes people have their screen name but for attendance purposes we need your full professional name. So if you can mouse over the three dots on your name, make sure that you put your first name and last name and we can go from there. So now I'm going to turn the floor to Billy Grayson.

The Executive vice president for Urban Land Institute Centers and initiative to kick off the program. Over to you, Billy.

Thank you, Yvonne, and welcome, everyone. So glad that you can join us today for the kickoff of a infrastructure spring series with our first edition nature in the city. Very excited for the program today and I would encourage everybody to check out the ULI events page so you can see all of the programs in this upcoming series.

So This Is Us really excited to have a great group of panelists today. I'm joined by Craig Lewis, principal and global practice lead planning and landscape at Urban Design from Calliston, RTKL and also the ULI Curtis Infrastructure Initiatives.

Global Advisory Board chair. And very excited that Yvonne is helping us curate this series. She had a chance to introduce herself, but it's great to have her on board as our ULI Curtis Infrastructure Fellow.

And next slide and this, this series and all the work that ULI is doing around the country wouldn't be possible without the generous request of Jim Curtis, ULI life trustee. Jim was a visionary real estate developer who recognized that infrastructure will shape our cities for generations to come.

And so a effective partnership between real estate infrastructure is critical to the success both.

So we're we're very thankful for Jim's support of this initiative and being able to bring you this programming today.
With that I would like to turn it back over to Ivan or am I turning it over?

To correct.

Yes. All right, Craig, I’d love to turn it over to you to.

Thank you. It's my pleasure. And you know on behalf of the Curtis Infrastructure initiative, we're excited to have everyone participating in this. The infrastructure initiative is.

Initiative of the Urban Land Institute that promotes forwardlooking infrastructure investments that are equitable and resilient and enhanced longterm community value. We know infrastructure, we think infrastructure typically encompasses transportation, utilities and communication. But we recognize that the initiative that it's really so much more these days and it really is inclusive of key public spaces that build our community including anchor institutions, public spaces and parks and housing. And infrastructure provides a means for connection, creative placemaking and opportunity. Smart infrastructure investment is an imperative for our cities now and in the future. And so we're excited about all the events and and programming and publications that are coming out as part of the infrastructure initiative. A couple of them you see on the screen. We are looking forward to forthcoming publication Building 15 Minute Communities Leadership Guide.

We’re excited that will be coming out here in the next couple of weeks.

I hope if you are attending the ULI Spring Conference in Toronto, you might be able to join us at the Infrastructure Forum that will be on the Monday, I believe Monday, May 16th. In addition, the infrastructure initiative funds several technical assistance panels all throughout and we assist local coalitions and district councils with infrastructure initiative. And then of course, this infra exchange global spotlights that we're here today. So we're excited to have everyone join
us and look forward to your active participation today as well as with future sessions. Thank you. Thank. You Craig?

So today is the kickoff of the global infrastructure exchange. We intentionally designed the program to showcase leading edge infrastructure solutions with a focus on how to create Co benefits at a community scale. So this theory is going to take place from March all the way to July 5 different sessions.

I'm looking at strategic way to group infrastructure covering one environment, one community, one energy, 1 mobility and one vision.

And for one environment primarily what we want to look at is how do you combine parks, development, truck protection and utilities in one deck in one project for one community infrastructure is that how can we bring all the different sets of human needs together under one roof. So imagine having a mixed-use school. But in addition, within the same building you can also get access to recreation, social, health and other purposes as well. This is fundamentally very important, particularly if we want to shift to a walkable neighborhood model for one energy infrastructure. How can we accelerate the transition to clean energy?

So our strategic priority is decarbonization. So how can we deliver district energy and also thinking about using the same arrangement to put in automatic waste collection system, so we can reduce ways and doing that within a same District 1 mobility, how we can deliver transit, micro mobility and smart city solution. There's a lot of data involved, but also how we can.

Provide a seamless one trip experience, making that predictable and easy to use. And lastly is 1 vision. So traditionally when we're doing high density development, we do it in infill. This is a breakthrough. So how can we create a digital community scale that is 3D and you can use it very quickly to collaborate with your colleague so everybody can see how they can combine site improvement.
So that include combining resources for public resources and maybe also private sector resources, how you can use it to lead teams. So very quickly you can bring people at the table on the same page and also how you can use that to engage community as well. Because visual represents 70% of the communication and it's a very effective tool if you have the right visual in place.

We also want to share with you some of the updated policy. So these are very new from 2022 to 2023 and it's really representing today's challenge, which is how can you recreate nature in the city. So some of the updated policy including justice 40 is about reducing pollution, particularly in disadvantaged communities. It also include how do you mediate urban heats.

Which is centralized on the public health informations and now there's a national platform and you can follow the link in here. Go to heat.gov, it will give you the national data, what is happening and also some of the strategic way through your project. You can reduce urban heat as well. There's also equivalent information for the Canadian side, public health. So now we have clear measurement. Particularly focusing on built environment and it's combining the decision making between transportation, land use and environmental design. And then lastly is this is a very exciting is a global agreement also has adopted by US and Canada is a commitment of a 30% increase 30% of the blue and green infrastructure by year 2030. And with that, we also want to share with you some very time bound and current funding opportunities in millions and also billions of federal grants coming from US and Canada. So in the chat you're going to see the link to these grants and some of those are pretty current with the deadline coming up in April and some of those extending in June or ongoing. And we really
encourage you to take advantage of these funding opportunities to form teams. So these funding is not just available for public sector but it's also available for nonprofit and private sector as well. On the Canadian side, we have two mainstream of funding, one is from Infrastructure Canada, another one is from Canada Infrastructure Bank. So Canadian has also take an innovative model particularly have funding focusing on acceleration. So today's session, the two designers is going to go through their project, talk about some strategic sequencing, how you can get to the yes, get to the construction quicker and you can accelerate the early works of planning. Now I'm going to turn the floor to Matthew Quinnenix, the director of Urban Lab from New York University. He's also part of our Infrastructure Forum leadership. So in the background here is the urban footprint. So you're going to see across the ocean within Singapore and taxes the color is pretty bright and shiny. So is it represents there is pretty high urban footprint. So how can we bring nature back in the city now turn the over floor to you and Matthew. Thanks, Ivan. Good morning, good afternoon, good evening, everybody. We're so excited to kick off this spring global impra exchange from the Urban Land Institute. Thank you to Billy and to Craig and to Yvonne for kicking us off here. And also thanks to Jim Curtis who funded all of this. We're really appreciative of that. We have a very exciting panel today. I'm pleased to be moderating. As Yvonne said, I'm the director of the urban Lab at New York University, which is in Shaq's Institute of Real Estate. We focus on regenerative infrastructure, inclusive growth, affordability and impact development. So this is the really a great panel to be a part of. I'm joined by two extremely talented and experienced panelists
We have Gulliver Shepherd, who's a partner from Michael Van Falkenburg Associates, and we'll be talking about a project in the city of Austin and then by Yella Terry, who's the design director for Henning Larson. And we'll be talking about a project in Singapore. So the way we're going to post this particular panel is I'm going to first turn it over to Gulliver, who will spend about 15 minutes talking about the Waterloo Greenway in the city of Austin. And then we'll turn right to Yella, who will talk about the Singapore project during that time. If you have questions throughout, you can click on the Q&A button on the bottom of your zoom controls there. Some of those questions will answer in the chat as we go and some of them will save for the end. After Yella speaks, we'll have about 15 to 20 minutes. To pick some of the questions that you put there, if you're not very vocal, we have a bunch of prepared questions. We've had some great sessions leading up to this talking about some of the key elements. After that, I'll wrap it up with some key takeaways for everyone. We also will publish those later on as a part of UL I's publications and then we're going to turn it over to Kevin from ULI Philadelphia. So it's an action-packed agenda here. I want to make sure to keep us on time. So with that, I would love to turn it over to Gulliver and you could note his bio is in the chat here as well. Gulliver, up to you. Great. Thank you, Matthew. Super excited to do this. My name is Gulliver Shepherd. I'm a partner in Michael Van Valkenburg Associates in Brooklyn, NY and we're landscape architects, Ren. And increasingly landscape is becoming involved in this conversation about infrastructure city building and public space politics. And I think the story of Waterloo Greenway is kind of a great narrative to watch and and and study for this how
that's happening increasingly in cities. If you go to the next slide I want to provide a piece of context about the project the 1st is. It's by name part of an alliance of infrastructure reuse and development, the whole collection of projects, famously the highline, but many, many other products that are highly visible that are taking blighted infrastructure and leveraging just the space and the uniqueness of the kind of conditions that people look at in a very negative way and flipping that and turning that into a real opportunity for the Jason real estate for the public space. And many, many other issues that thread through cities especially with such high densities as the ones we're looking at. They are all Conservancy led and all have public private partnerships, the municipalities that they live in. So the next slide, Pete, please would talk about another important piece of context for this product which is Texas. It is its own kind of reputation of course in the United States. Politically and kind of an amazing landscape, but it is when you look at it, the base region is a semi-arid and arid landscape. Yet today eight of the 15 fastest growing cities in the US are in Texas. And it's it's kind of important to understand that this landscape had no natural lakes that instead the dozen or so rivers that. Convey any sort of wet weather water from the center of this very large state, bigger than California, flushes through all the way to the Gulf. And that the impounding of that water holding it in place is actually the root of a lot of the kind of success of these cities. There are over 200 manmade lakes, so when you go to the next slide, you can understand that label. It says Lady Bird Lake, which is. Incredibly important to the identity of Austin created between these two dams and pounding that water and creating this kind
of recreational fantasy over that references kind of the Texas, the beauty of the Texas landscape. And that is really a huge part of Austin's green identity. The project we're talking about today directly taps into that, but instead it's called the Waterloo Greenway and you can see that at the edge of downtown and it's kind of at this.

A zone between downtown and E Austin and what is at its core is a very impacted blighted Urban Creek called Waller Creek. And so this is almost invisible in the city today. But it is transforming to becomes a big solution to how to grow downtown and E Austin together and make a really important studies of changes to the real estate of downtown.

And kind of a lot of the social issues that along this corridor, you can also see that that kind of blighted condition was also convenient for adding in a highway right next to it. That's often where highways end up. And so that has augmented this barrier between downtown E Austin, all of that's kind of being addressed with this project. So the next slide, so starting with Waller Creek, of course it's what's interesting is this is not a bridge or a rail track. It was a landscape and a Creek emerges, of course, from nature, but it is the story of something becoming increasingly infrastructural. You can see the first grid laid out was basically set centered on 2 creeks on either side, and Waller Creek is the one we're speaking to on the right now. Very buried in urbanism next.

And as of now, a piece of infrastructure as the city has grown has become increasingly overburdened by its infrastructural role and that has resulted in a great deal of loss to what was a functioning landscape as you can see. So now there's a lot of maintenance and work that has to be done to kind of stabilize the situation and a lot of flooding. Next slide, please. So the flooding got to so, so bad with, you know, all the impervious service of a growing city and all the direct inputs of piped infrastructure into this Creek that there's sort of this arms race that's being solved
here by building a new pipe. The A very the
city of Austin built this kind of extreme solution to
remove 28 acres of floodplain out of downtown.
And it passes a mile and a half under this
very dense piece of the city, and it's kind of
like a concrete catcher's Mitt for floods. And it drops
it down below the surface and it welds back up
into the lake next, so.
The funding for this was for this tunnel was established
with a A A tax increment refinancing zone noted here
in the plan. And the idea of that is that
in the in the zone you capture the tax increment
from Travis County taxes 50% and 100% of the city
Taxes.
To help pay off the debt incurred by the tunnel,
this mechanism is in place and I'll talk more about
it in a bit. But I just want to note
that the success of Austin is is suggesting that the
projections that this debt will be paid off faster. And
you can see in that image in the upper right,
there's big development that's right at the mouth of the
Creek and that's not the biggest one behind that building
will be the tallest.
Tower in Texas being built associated with this district next.
So the Conservancy our our first client if you will,
but with a joint development agreement with the City of
Austin saw the opportunity early on with this project to
tap into kind of a real important sensitive thing within
the Community which was.
This space needs to be public that there was a
worry that when you remove all that floodplains in what
some might consider an under regulated space in Texas that
development would sweep in and take over. And so the
Conservancy tapped into this narrative about ensuring
that it's
publicly accessible. The other thing they ran the competition, we
won that competition and a big central idea of that
was.
Also, not to treat it as infrastructure in the way
that people think of infrastructure is homogeneous and an
extrusion
like a pipe, but rather to look at the incredible
finesses and complexity of something like a Creek, but also

the urban circumstances around it and create subdistricts that create

a stronger sense of place and draw people in next.

So the first Phase I want to show is is

built realized in 2021, building through the through COVID. This

was of course, built atop the Watershed Protection Department's major

project for this tunnel and that inlet facility. And then

there were city funds, but then about 50% was donor participation and it's also going to be the showcase of

modeling.

The whole new maintenance and operations protocol shared between watershed,

the Parks Department and the Conservancy. Next so phrase one

sort of had a phase zero. We decided in the competition we would not take a timid relationship to the tunnel infrastructure, which you can see on the left that was already being built when we entered the scene. And we found a way to create this kind of.

To solve a problem which was that this infrastructure took away a lot of the area of the park that was used for music festivals and and informal cultural festivals. And so we had this kind of outrageous idea to use that what's called a flood vein that directs the water down into the drop of the to the tunnel.

To use that as an Outrigger and buy back more space. So strangely this began with a very intimate relationship of the infrastructure and building a 400 foot beam that would span over a portion of the pond. Next it was called our infrastructure by the way, because it was neither part of the park nor part of the stormwater infrastructure. So from a permitting perspective, we had to invent a new infrastructure.

But the idea of this this kind of hyperbolic move was really to create new relationships to the Creek. As I said, the Creek was kind of invisible in the city. Using these kind of unconventional structures and the sort
of grasping onto the quirks that are all around this Creek to leverage a new experience is what it's all about. So this park also has A5 house and person capacity amphitheater.

And it uses the Creek as kind of a a Moat for crossing. And there'll be a future Promenade noted in Orange where a lot of the food trucks and it's kind of the buzz before coming into event and you'll cross through the gates on that old municipal bridge. There's also entry points for the trail system that will take you to the lake and then of course that overlook that from that beam I just mentioned, has you put someone to look at the infrastructure, not hide it? But actually have views up and down the Creek and understand what's going on next. So this park floats over the Creek and you can kind of invite people to casually occupy the space that is both park and both infrastructure next. But we also wanted to, and this reader that announces this, this new kind of park, new kind of infrastructure.

And and so this is at the street, a new gateway into the park system. And it's interesting to note that this will be where a light rail, one of the important new right light rail lines will be passing for Austin connecting downtown. Next, this trellis that's over an acre in size is not just a shade provision, but then when you enter the park, the ground drops and you realize you're on top of a building that supports. The amphitheater performances and it is creates both a revenue stream for the Conservancy. It creates a but it also about 50% of the time but it also hosts a whole number of community events that are had no space. So we this has been a really interesting way and a platform for the Conservancy to run programming out of this next so throughout the park. There are live oaks that were at the edges, not impacted by the construction of the rich, the stormwater infrastructure which we absolutely fought to preserve. But we also brought in transplanted 8 very large Live Oak trees which have
a unusual ability to survive transplants late in age, including
one that was ??330,000 and starts to. We use this
as kind of leveraging the importance of these heritage trees.
In in the culture of the city, because you do
get with such rapid Urban Development, the loss of tree
and so there's been a whole leveraging of that
from the idea of education and nature stewardship. Next. Also,
Austin, as many know, is a hipster town. For a
couple decades, it's been increasingly cooler.
But what has the consequence of that is there's been
a kind of an erosion of space for families. So
it's an explicit program of this park Greenway system to
start to engage and implement more space for families next.
And then there's a whole idea of of not just
having amenities, amenitized parks.
But having something where you can kind of lose yourself,
it's one of the great powers of landscape and parks
is to kind of get lost. And if you go
to the next slide, it's also in this case, in
the context of many parks in Austin being more like
what you imagined urban parks to be, lawns and specimen
trees and some amenities we bring in a landscape that
you would have to travel hours outside of the city.
So we kind of think of this as the in
town vacation that allows people that may not have the
means to always go out and see these things and
bring it to them next. So that's phase one on
the right. Phase two, this is sort of a dumbbell
strategy. Now engage Lady Bird Lake with the kind of
prize of Austin and it is a moment on the
Creek which it's most in size but also most protected
from.
Kind of people's interference a little bit. So it's already
very ecologically rich. There's a lot of work to do
to kind of amplify that. But the idea is to
build one of the most robust rich pieces of like
verdant nature with animals and which are already there, lots
of fish and birding, sorry, fishing birds to augment that
substantially in the context of about 12 million square feet
of.
Development unit at its edges next. So this experience of
move going from your apartment to the light rail, going
to go for a jog, passing through a space that
is just incredibly robust with nature on the way and
having that part of your daily routine with a series
of bridges that cross over this space and allow the
nature to be kind of showcased as a kind of
large scale terrain if you will next.
So we worked very hard to try to find opportunities
to lay back these kind of urban walls that have
formed around this Creek. But when we can't, we didn't
want to just rebuild urban walls, we wanted to find
an idea to construct geology. The creeks, when we looked
them, looked at them regionally, were quite exciting, how the
water through time cut through layers of limestone.
And we found this incredible opportunity of exploring the
quarries
for an opportunity to build walls in a way that
actually can start rebuilding a natural process of growth and
renaturalization. So the next slide you see, we're exploring a
waste product found in the quarries called Kliche. Basically
it's
weak limestone that interface with the soil.
This is not valuable for the limestone industry. So they
cut it in as large a blocks possible and toss
it into the field. We're buying that up and using
it to create these gravity walls where we need to
and start to inventing this idea of, well, if this
was once engaged in the soil and things were growing
out of it, it's very friable, very flaky. There's an
opportunity. So as you can see in the middle photo,
we've kicked them back.
Into the slope, but also slope them relative to the
flow. And on the image on the right, one season
in as you get floodwaters starting to course over that,
it deposits sediment on the seams and we kickstart the
process of renaturalizing the stone. Next slide. So phase
three
starting this year, oh, I should have mentioned the last
phase is also just starting construction.
This is all simultaneously we're moving to the next phase
which is really interesting. It's filling in from that dumbbell
strategy doing the middle. But at this time it also
engages in all these other infrastructure products that are
nascently

and and and being developed in this context and these is where the connection to East Austin will really pay off and it's really where the Creek and what we're doing becomes an armature for these other infrastructures. Next slide please.

So this idea whether I would like to say was like this was the plan, but all of these infrastructures kind of for in process in play, but in in concept we we accelerated with this product and we're leading with landscape and I think what's that does it, it kind of helps build confidence because. Not everyone gets super excited about a Convention Center expansion, right? Or some people may not even be very excited by something like a new light rail, but having an immediate thing that creates delight and pleasure for people as kind of given agency. And now we're at the middle of all these other projects and and were sewn into the narrative about how these get developed. So the next slide.

It's kind of also this idea of building confidence in green infrastructure. This is kind of like those old postcards of the metropolis with trains passing through the top of towers and stuff and biplanes you have these moments with that are both hyper urban and hyper natural. And that's starting to happen with phase two getting $12 million of funding from the United States Army Corps. And they intend to continue their relationship with this project and it's it, it's quite distinct because this is the first environmental infrastructure project in the state of Texas being supported. I mean it's kind of shocking to believe, but there's a whole story behind the word environmental in Texas.

So we can't touch that yet. But then this is also gotten attention of the urban Forest Tree Fund which is funded over $5 million for the project because it doesn't normally. Provide funding for parks because it has such a high
bar for environmental design standards. Next. So the project that
started as a pipe, a big pipe for diverting flood is starting to increasingly grow to a chain of parks, a revitalized P thread of nature in the middle of a high density city. And then it's going further. This is the real opportunity of where we're starting to really talk about how to. Have a one environment, infrastructure, something that has agency in all of these new initiatives and culturally sensitive socioeconomic divisions and starting the give agency to these conversations along these corridors as you see an idea of finally threading E Austin together with downtown Austin and and it's overcoming major barriers such as the highway.

Next, very quickly, this is the kind of model diagrammatic model of the TIF funding. The project has been assessed as being able to catalyze over $2 billion in real estate value over 20 years, 500 from just enhancing the value of nearby real estate assets and then at 1.5 of incremental real estate and that bears out about 400 million. Next slide please. Of just new tax revenues for the city and this mechanism is now being of the of the TIF funding started for the tunnel is now being amended to help support this one environment infrastructure next slide. So I know this is a lot. I look forward to talking about it further and at this point I guess I'll hand it over to you to Yellen.

Good afternoon, good morning and good evening. My name is Yella. I'm design director at Henning Larson Singapore. As part of the presentation that I'll be giving, if everything goes well, I need to do this again. Sorry. See. How it sounds. It all goes well, you see my screen. And and the difficulty of this conversation that we're having for me is that I somehow need to transport you or teleport you to Singapore. So the first thing that
I would like to do as part of the conversation of my presentation actually is to actually give you an idea of what Singapore is about, what kind of context we're designing in and what kind of results that may have. So I'll be running a short movie first. In a way, I'm taking you from wherever you are in the Americas to Singapore. You may. Have the searching Thor with ya. Do you need power by just shit Thor's way? Down, yeah. Yeah, just watch ya need a iron WAP I's. What time was yeah, just was young now. Just was. Young just was young.

In the meantime, you've also seen in the last few minutes of the of the movie, the project that we're talking about today, which is Jerome Lakeside Garden. Jerome Lakeside Garden lays in the West part of the city and is the Third National Park for Singapore, next to the Botanical Garden which is a historical garden. The gardens by the Bay which many of you may know as the tourist destination with super trees and the domes and the festivities that take place on it, and Jerome Lake Garden as a people's garden in the heartland of Singapore in the West whereby. That isn't to be honest. The West is a bit of a different area than if if you've been visiting Singapore in the past or you've been there. You always go to the CBD, the heart of the development of the city. The West is a completely different environment, yet there's a lot of development happening within that environment. Drone Lake District is now on the map as one of the investment locations within the city.

Up to a point that developers saw free land and really thought about how they could dream about creating new spaces for housing estates, for condominium developments and Parkland was given away in a way almost to to this private development along the edge of a water of a of.
a lake.

This is where the authority of Singapore stepped in and said no hold on. We can use this available land to make a park space which is dedicated to the community and to the people and use that as a leverage, as a means and methods to transform the whole neighborhood, basically green using to develop and transform what we could call rats. And what they've done is they redeveloped a master plan. Created an urban master plan in which the heart of the park or the heart of this development actually is a landscape and we were successfully in bidding for this project which was a transformation of an old historical swamp plant, mangrove freshwater swamp. Eventually that has transformed himself into more of an industrial estate and now is given back to the community as part of this park development again.

The reiteration that this park development is a transformation of an empty plot of lands which would normally begin given away to Urban Development, but now given a way to landscape landscape as the engine of transforming and transforming places.

Well, that's what we do as landscape architects. We transform spaces into new habitats, into new creations and new experiences for you and I to enjoy now when you're designing for a place at the at the edges of a lake. With a cultural history of a swamp and a freshwater swamp, it is as easy as can we take that narrative and can really transform it into these habitats and can we create new experiences for you and I to enjoy? And I will be walking you through all of these transformations step by step. But it is the promise of making a water X water edge accessible, creating different habitats in it for foreign and Florida to to call themselves home in. It's the transformation of a landscape that. Was very well manicured in a way by just long into more of a wilderness of a grassland. A reference
of a landscape topology that was existing and has been
has disappeared from the context of Singapore into this this
amazing grassland with rolling hills for found in Florida to
live in, but again for the community to get close
to and to really enjoy the life that sits within
these spaces.
And you saw the movie already, so I will be
just skipping through of this. In a way, Jerome, lakes
of Garden is the promise of a transformation of an
existing greenery using some of that quality that sits in
it and transform it into new landscape typologies.
That basically create new narratives and habitats for found in
Florida to live in, but also for you and I.
And actually it's not also, but actually it's about making
sure that you can get close to these habitats, that
you can interact with it and understand why this is
important to have within our cities and why it is
important to have nature within our cities at the footstep
for you and I to visit.
The first step is a narrative regarding Lucia Cove. Lucia
Cove is a typology of a landscape whereby we actually
said, Okay, we're going to use that lake water and
we're going to allow people to play with it because
there's something strange happening within the Singapore
context. Water.
A we didn't had any water, we made our own
water. And I'm now rich of water because we're harvesting
all our rainwater. We're reusing our industrial water, we're
reusing
our our wastewater to make it drinkable, to make it
playable, to make it that we can take showers. But
yet as you see all of these water elements within
the city, there is this notion of I can't touch
it, I cannot be close to it.
And So what we're doing with Closia closed is in.
We're actually re embracing and reconnecting the people
with water,
allowing them to play with water. That water is cleansed
through a cleansing biotop. We use natural materials again to
clean that water for kids to play in and for
kids to get reacquainted with playing in a sandbox, playing
at the beach with natural water.
Purely cleaned for you and I to enjoy, as in my kid is 2 1/2. She loves going to this playground because she can play safe in an environment that is with water, with sand. She can make friends because the communities come together and many of the people who come and allow the kids to play here come from the close by neighborhoods. We're living about 10 kilometers away and we also go there in the weekends to play. So the park is also a environment where communities come together. And this community communities coming together especially seen in the forest ramble. And this is in a way a 2 1/2 exact playground with different narratives in it. And the different narratives are based on what we found on sites with the animals we found on site. Gave us inspiration for this playground and actually thinking about how these animals are flying. Hopping from one location to the other gave us the inspiration to design. For playgrounds, like for example the Gray Heron as an inspiration, we found him on site and we thought about what can we do? What kind of inspiration comes out of it to allow kids to play with it, for them, to create this imagination? I'm a hero and I can fly from nest to nesto, from board from 3:00 to 3:00, and I created a narrative of a playground for you to play in. Or another one is where a squirrel is hopping from one branch to the other branch. Allowing him and or her to basically pick up his food and bring it to his nest. So we created recreated that for kids to play in and to really go from a wobbly deck into this nest for them to play in. Or how a snake was wrapped around the tree creating a narrative of a slide, the slide for you to climb up and a slide for you to climb slide down into this tower fully submerged within nature. Thinking smartly about safety and greenery going on all in, or how a frock is hopping from one location to
another location, none of this would actually work if we wouldn't be able to invite the community from nearby into this park space. When you live in condominiums, when you live in social housing blocks or the HTB estates here in Singapore, you kind of don't know your neighbor anymore. And so what we thought about as part of this transformation of a neighborhood should we invite the community and shouldn't we allow the community to come together? And this is where these big tables, these big benches are really critical because this is where communities meet again. They get to know each other, they invite each other. And in that way, you reconnect communities with each other and people make friends with each other while overlook looking and taking care of their little ones. Food security is not only important is something critical. Many of us don't even know anymore where our food is coming from here in Singapore because most of our food actually comes from abroad. So bringing in the idea of urban gardening and community gardening is again a means and methods to allow. Infrastructure to connect with people, in this case a community garden. But all in all, this landscape is not only only about program, but it is also about thinking how nature can be integrated, again within the city. We've lost within the City of Singapore a lot of our natural landscapes. And as as part of this transformation of the water edge we really thought about, can we recreate some of these lost landscapes? One of those is the Ostonia Islands, basically a flooded landscape with fresh water. That was lost, and we recreated it on site to allow people to understand what the habitats are and for them to learn about the habitats that we've learned of we've lost along the way, or how hardcore infrastructure can be used to recreate new narratives. New naturalistic landscape with a rich diversity of habitats. Because if you take a concrete drain and you transform it
Into a naturalistic stream like a neuron stream, not only are you creating more space for nature and more space for water to come together for you and I as community to go deeply in, it also helps with flock proving the adjacent neighborhood where this catchment is coming from.

And what it results into is this very naturalistic landscapes with his own typology accessible for you and I to get close to purifying of that water through nature based solutions. And this helping with the runoff, helping with storm improvements or flood prevention, but also creating habitats for foreign and Florida to live in and again for you to get close to and indeed as I said. These catchments or this water comes from somewhere. By creating more space for water, we save and we safeguard in a way the adjacent neighborhood from flooding when the heavy down floats or downpours happen here in in the city. Or how the water edge transforms from this nonaccessible water edge into this meandering boardwalk that allows phone and Florida to. To be for you and I to see and to really recreate that water edge from dry to wet as an important habitat for found in Florida, as an important momentum for us as human beings to reconnect again with that water edge. And using hardcore infrastructure does to make a transformation, the transformation that allows you to get close to that habitat.

On the backside, we've got the grasslands and you already saw the grasslands a couple of times, whereby we take 3 1/2 of a hectare of land and we transform it into this new habitat for birds, for for, for farmland, Florida to live in, for grasslands to be in and for you and I to walk in and hide through. And the inspiration is based on spontaneous vegetation that was found on site and transformed into something new.
Into this landscape a vast the environment of landscape for farm and Florida to live in for you and I to walk in and to enjoying. Being close to the nature or just for you and I to hang out and do nothing and see what is happening within that landscape. A giving back of a cultivated environment into something more natural for farm and Florida for you and I to enjoy and sometimes these landscapes. Create new IDs, new memories, new dreams, and people start taking advantages of that in the back. You see what we call the lonely tree. The lonely Tree is a tree that was built out of rebar that we found on site. Rebar that was found on site because we demolished an old infrastructural element and transformed it into this new feature, this tree. In this tree over the years now has transformed himself from this very iconic elements, very popular on Instagram into a place where nature is actually taking over again. And that's what we're trying to do with this tree is not only to create new memories and art element, but also a talk towards where are we as human beings, what are we doing from a sustainability point of view? Where's our planet going through or why is this tree? This tree that is also fine enough as as within our profession to just ask the question what could this be? And so we're of the opinion that is lonely tree is not only a lonely tree that stands there but allows visitors to come close, allow them to create new memories is a gesture towards sustainability and environment within the heartlands of Singapore. And dares to ask the questions about our natural heritage and what we've lost and how we can actually transform some of the places into something new, new, create new experiences, new memories, new landscapes for you and I to enjoy. If you want to know more about Jerome Lakeside Garden, please feel free to go to read or one of these websites and enjoy looking at the space. With that, I'm at the end of my presentation. My name
is Yella. I thank you for your attention and I'm

Thank you, yella. There was a really incredible 2

presentations

could talk for hours about this. So thank you, Gulliver

as well. What I'd like to do is zoom us

out a little bit and talk about the topic here

leading with landscape and using nature. Gulliver, in your

presentation and you talked about how the use of nature.

Really can instigate a sense of delight and pleasure that

changes our interaction with the urban environments. And I

know

Yella you actually said landscape is the engine of

transforming place. So with that I have a twopart question.

The first part is what would have happened here without

these interventions, without these this use of of nature and

infrastructure and second by using and leading with

landscape.

How does that change the development patterns that

happen? So

Yeah, absolutely. I mean as I don't know if people

cought this, but the whole prompt for the project as

an idea was coming out of a deep concern out

of the community that in the slightly under regulated world

of Texas, this would all just been privatized essentially.

And so and I don't see why that wouldn't

have happened based on what I've seen in the city.

So that was so essentially the answer is simple. It

would have been a very privatized space. It would be

a nice Creek restored, but it would be lined with

balconies and private spaces in the development. And I think

this insistence to be public brought with it the need

to how do you build access to that? And then

the other infrastructure, just it it started the whole engine

of.

The long list of infrastructures that once the public comes

in, what do you need to support? And then the

second part was, I apologize, oh, leading with landscape,

it.
Is the development patterns and maybe tying to what you said in the first instance, maybe you could talk about your interaction with the private land owners. Well, as I answered one of the questions in the chat and it was, you know, there is no, there wasn't. There's been many attempts to try to formalize with through rezoning efforts and they have not landed yet about to sort of give rules to this interaction. So that hasn't happened successfully yet. And then there's many, many overlays and also many, many real estate challenges. The Creek passes through a medley of public lands park space. And private lands with easements for access and stormwater drainage. So it makes a very broad as you go down the Creek you have mosaic of the conversations about interactions. But common amongst that is you have slope stability issues, you have stormwater issues because there are requirements for this and public space easement pieces. That all become part of a problem solving. So we've by being useful to the private sector saying like we know this Creek better than anyone else and what you're showing there has problems and they were they come and say we have problems and by building a kind of convivial relationship where we can get some mutually resolved situations of course the city in terms of all the real estate and legalities. But also just pragmatic solutions that landscape is everyone's on board for. Like, this could be amazing, this could be beautiful. We want a piece of it. We want to have be connected to it. But then there's also the kind of grungy, dirty part of all that infrastructure of pipes and cables and electrical that they have. Each property has a plethora of problems that we help solve and that has created a good relationship and and helps it be cohesive. Excellent. Thank you. So Yella unto you, what what would have happened here in the absence of this project? You
mentioned it a little in your presentation, but just bring it home. And then how is this leaving with landscape leading to a different development outcome?

Yeah. So within the context of Singapore, we're only 700 and 2032 square kilometer. We need to talk about scale here. So Singapore, 732 square meter and growing as we speak, there is a real need for development. We are growing as a city. We're going from 5.6 million people to about 7 in 2025. That's the, the prediction. So we need space for us, for us to live in.

So if we wouldn't have, if nothing would have happened. That public space that we now have would be used for private development. It would be housing, estate and condominium landscape. And as we would create, as in that lake would never transform himself into something new. But we would have a very privatized edge. And now what we have, because the government stepped in and because they've came up with this master plan to say, okay, let's use green as a transformer, we not only have a publicly accessible water edge, but there's many more things that happen because suddenly.

Surrounding developments, their value, their property value goes up because there is this amazing green space. Next to that is of course a real capital investment. The next thing is of course that by reconnecting people with nature, as in I don't have to tell you what biophilia tell means, I don't have to explain you that by being closer to nature we are becoming, or at least the studies tell us, that we'll be happier, more healthier people. That by bringing nature back into the city the biodiversity increases on a 300 and or on the 732 square kilometer land, we've got a vast and growing biodiversity from a fauna and Florida perspective. And of course by introducing more space for water I prevent flooding of adjacent catchment areas or adjacent properties.

And by introducing more green within a city is Needless
to say that the heat island effect is slowing down.
So all of this by these very gentle or these very broad ID's you have a massive impact as as that this parks only has a massive impact on our life as human beings, as the wildlife around us from a water management point of view, from a development point of view as well. So these are like the summaries of.
What the result is of doing this kind of type of projects?
Thank you. So I have two questions from the audience. One of the questions is about from chalonay, how difficult it was to convince the relevant stakeholders for this project and were they engaged during the planting and creating of the projects.
And tying that together with Matthew's question, what were the issues regarding the development of a shared vision plan for each project, balancing flexibility and ensuring the focus? So we'll combine that into a question about community engagement. How was the community engaged? How did they participates in creating a shared vision? And how did you balance that with the needs you had before speaking with the community?
It started with the competition and the conservancies really from that moment led a lot of the public engagement. Of course the city is also there as part of the Joint Development Agreement and has the supports it significantly. But with the competition it really made elevated the issue and the visibility of a Creek that people almost didn't know about but they have continued to really structure their engagement, the Conservancy has structured their engagement process around, yes, we're giving you access to nature, this is all the all the good, good parts of it, but they're really trying to engage people and then draw from them what kind of programming of the space do they want to see. And that has been something for instance in the
amphitheater space created there that that's been a really interesting dialogue with ongoing dialogue. So it's not just help us shape what it is.

Help us continue to grow and evolve this space and I think that's really healthy and been an important part of that and they're incredibly committed to that in all their social media and all their, their staff that are dedicated to just that. You also the second side of that was about developing.

I'm sorry, not going to double questions obviously. The shared vision and the shared vision needs that you had before speaking with the community, how did that integrate it in?

Well, that that's like a kind of an amazing thing with this too, because it's it's constantly involving. Our project doesn't have like the Singapore project, this big kind of patch of landscape. It's all edge and all the edges are kind of.

Encumbered by easements and infrastructures and special interests and and so this, this, this vision is a constant dialogue and the joint development agreement, it's a little window into the joint development agreement. The Conservancy is it's not just with the city, that's particularly 2 departments, the Watershed Protection Department, which is a a very important department in Austin that does a lot in terms of water preservation, water quality. And safety obviously for flooding and the and then the Parks Department and I I think so there's a constant ringing together of these three parties with each like you know property edge. There's a constant kind of dialogue of like how could we further this vision and how can we take what we're hearing from the Community and our negotiation with the private developer and.

Match, make essentially all these interests and it's if you think of that the the all that edge it's like a more than a fulltime job to constantly be working.

But that is what's making honestly the recipe for what's making this successful. So much so that the way the joint development structured our contract is not just
here's your job design this big thing lump sum whatever.

It's actually every phase of our.

Work, schematic design, design, development, this traditional phases have a

separate proposal and it's a conservative thing because it's a lot it, it becomes a lot of work for us
to constantly writing proposals. You know in a manner. But
it's smart because the circumstance keeps changing along the all
of these edges and so it allows for an adaptable contracting which makes everyone happier that this the scope of
what we're going to do the vision.
The kind of micro visions, the subdistricting of this can be attended to properly without the stresses of of of having negotiated something before you knew any of this.
That's really great yellow. So turning the same question to you and maybe in talking about you can talk about the unique land ownership structure here with the ground leases
and then.
Craig, warning, I'm going to turn it back to you
after this to just give us some reflections on what's going on. I'm naturally an international and how these fit into these community approval processes. So I'm yellow first. You.

So, so our client is the government of Singapore, which is who then says basically to in parts who is the organization of the government, who takes care of our green spaces, you development, you develop this.
And so we through a competition, we want that, that that we did. We came out with this idea of, okay, let's transform this into something new really. Let's bring nature within the city. And this is where the first time our friends out there in part were a little bit nervous about the scale of the inventions that we were doing, really recreating some of these natures, bringing in some of this, this, these lost landscapes, because what is lost?
You have no experience in how to maintain this. You
have no idea of how this will grow and develop himself. So was a bit of a nervousness there, especially because these landscapes are also sitting at the edge between water and land. And when we're talking about water, we need to talk to PUB is the authority who takes care of all of our waterways. So again, we had to talk about similar like what Gulliver is telling. We need to talk about what is that itch and who do you need to talk to to get what you want to get out of it. So in this case, it was really about negotiation. How do I make it safe? How do I ensure that your stormwater management plan doesn't interfere with the landscape topology that you want to do? So that's one one thing, and on the other hand, it was really about how do we allow the community to come in? How do we ensure that they've got this program for them to come to? Why are we doing a three hectare playground? That's because it is a real need from the community to say we need to get together, we need to have place for our kids to play in. So this gives you a bit of an idea of how the stakeholders within this landscape were constantly battling with each other about space. Because you need more space for water, you need more space for nature, you need more space for communities. And just trying to balance that out was a was a continuous exercise of designing that took place through engagement and just drawing options and and and figuring out what this means from a costing perspective. Now as you were saying Matthew the the land ownership within Singapore is quite an interesting one because when you buy property if you're able able to buy your property because of the prices you only lease it for 99 year. After 99 year as private developer, you need to give it back in the way you received it. EA empty. If it is an industrial land, there's only a 30 year lease on it. So after 30 years you have
to give it back the way you received it. And there is no way you can extend it because this is the way that the government basically organizes the land ownership. There are only a few properties. Within the city that have no long that that have no 99 years that you can have forever and these are the special locations within the city's park spaces are always government. So that that is a simple one. So that gives you a bit of an idea of the land ownership. But then then not only that is in it's also the way we live within Singapore. So there's three living forms more or less is then you've got your land at the states which is basically a house on a plot of land. Then you've got your private development, which is what we call condominium. So you live in your tower, you've got your swimming pool, you've got your fitness gym, you've got your little store all privatized within your fence. And then you've got your you've got the building blocks that are built by the government, which 80% of the people live in. These are biggest states, big towers, public space at ground, community spaces at great. And then private and then basically your own room above the ground looking out over this amazing green that is created everywhere, but you only have 99 year lease from the moment that the building started coming out of the ground till it needs to be given back. So that gives you an idea of the stakeholders you have to work with, the land ownership you have to work with and how community has to deal with this on a daily basis. Great. So I would love now to turn it over to Craig as we wrap up this Q&A. And maybe Yvonne, you can just put up slide 42 as a backdrop of how we think. In ULI, about the leadership framework for infrastructure and you can refer to this or not, Craig, I'll tie it up after you, but what lessons do you take from this? You, you have a huge focus on New urbanism and landscape across the Americas and beyond. We have these two very different projects. What, what can we pull out
of this as we think about leading with landscape?
Yeah. I mean, first of all, Can you imagine those
of us in the United States having to give our
property back after 30 years?
It's just very much a form or an idea for
us. But the idea of nature in the city, as
it really the lungs of the city, is not. It's
not a new idea, something we've been talking about for
a really long time, but I think if was one
of the good things that has come from COVID was
that public space had its moment.
And and sort of having its moment as a result,
we recognized that it was one of the few sort
of beneficiaries of how we were, you know had to
change your way of life and being able to do
that. And we recognize that the value that's created with
public space to our urban places is, is really truly
enormous. We use constantly the example of Central Park in
New York City that.
The values created along the edges of Central Park is
far greater than the value that would be created if
Central Park were to be developed because the landscape has
created essentially a supply and demand issue with amenity built
into it, which is truly enormous. But we are definitely
seeing more and more the opportunities as both of these
projects represent how we pair and leverage.
The sort of essential elements of a city of the
city building with our construction, utility constructions, water line constructions,
flood proofing and and and resiliency elements are creating these
opportunities for parks all throughout. And so it is it's
you know sometimes we can't build parks just for parks
sake. We build parks as part of a larger piece
of infrastructure and again.

Very great examples of projects that we saw today as
a result of that. So design is phenomenal. The finance
is important as well and it's all about creating great
places for people. So with that Matthew, I will turn
it back over to you.
Thank you. I'm just going to breeze through these items
and I want to remind you all, Yvonne is leading the efforts in ULI to create a publication around this. So this won't be the only time you see these, but just pulling away some of our takeaways from having some incredible conversations with these panelists and with our infrastructure exchange participants. We think about these items that we talked about what it does to lead with landscape and in doing that thinking across these traditional boundaries. Of how these projects get approved and what sequencing actually works in order to make this happen. You heard some interesting examples, especially from Gulliver and that with the sequential approvals. These other items of reengineering infrastructure to create not just infrastructure projects but also public spaces and reconstructing nature to allow that to happen and surface natural resources, you saw that in both of these examples and then we touched on this a little bit, but people like to talk about value capture. In order to capture value, you have to first create it. And nature of course in public space is one of the greatest ways that we can do that in the urban environment. So with that I... We'll turn this over to Yvonne, who will lead us into the Philadelphia discussion.

Great. Thank you, Matthew. So a couple of remarks in here. The reason why we design the session focusing on leadership is that we know the science is there. It's just that in the past decision.

The decision what's the trigger that is the most trachea element to figure out. So with that I think I want to highlight three elements, sequences of seed green approach leading by culture. So Jan Elva, they are the group that is under 13 years old and they concerned about the future. They're tied with digital, but how can we bring them through the physical interaction with nature? And with that, I'd like to introduce you to Kevin Moran, the Executive director of your Eye Philadelphia. We're now
going to zoom in, turn our conversation looking at a local District Council level. This is a project that is supported by Curtis Infrastructure grants and we're going to turn the floor to Kevin.

Really kind of eye opening and enlightening to kind of hear about these these large scale both you know public space and infrastructure projects and and how they kind of some of the sort of key takeaways and applicability is to sort of a smaller scale type of question that we focus on in Philadelphia that was really around maintenance programming and and sort of adequately resourcing the organizations that are providing that maintenance and programming. One of the things that I kept thinking about.

And and sort of and seeing all these these beautiful landscapes that are coming to life is how valuable sort of infrastructure and public spaces can be when they are well maintained, well programmed and well resourced, but how much of A negative experience they can create when they lack those resources as well. And so that was sort of the context for how we approached our technical Assistance Panel project here in Philadelphia, which if we go to the next slide. They can provide a little bit of additional background on.

So we worked with a group called the N Broad Renaissance, which is a community Development Corporation in Philadelphia. I'm sure it's not unique to Philly, but probably a trend I would sort of say you could find in many at least North American cities and probably a lot of European cities as well. That as sort of local governments implemented increasing austerity measures,

really kind of post 2008, there was a greater burden put onto local community organizations to kind of pick up
some of the slack that was created in the in
the sort of public space and infrastructure maintenance,
programming and
cleaning realm.
And so the issue for us was to really help
identify vehicles for providing ongoing and sustainable
support for infrastructure
maintenance specifically in communities like the N broad
corridor with
limited or or developing resources. And you know
acknowledging that
ideally communities have the adequate financial and
institutional support to
to provide these services as at a reasonable level and
yet the reality is when communities lack financial and
institutional
support.
That they're often faced with challenging challenges of
improving and
maintaining the infrastructure. I think one of the unique things
about the N broad corridor in particular is that there's
this really important balance between maintaining legacy
infrastructure in a
in a city as old as as Philadelphia, there's there's
aging infrastructure that needs a significant amount of
investment while
at the same time prioritizing building infrastructure and public
spaces
for the future and.
Along the way you you can't sort of take that
outside of the historical context where a lot of that
legacy infrastructure has not been well maintained. And so
there's
a healthy amount of skepticism when we're proposing to
invest
new capital dollars into new infrastructure without the sort of
dedicated revenue and institutional support to maintain those
those investments.
So if we go to the next slide.
You'll see here a little bit more of the kind
of context of of the N broad corridor that the
area that we kind of studied for this technical assistance
panel was really a four mile stretch of Broad Street
which that little tiny square at the bottom of the
map that's City Hall. So it's really on the kind of North apron of City Hall up to Germantown Ave. towards the north. Important to note you know, N broad St. in particular is also home to the second most popular.

Transit line in the Philadelphia region that the Broad Street line carries about 115,000 trips a day. It's sort of peppered with a number of of uses, residential, industrial, institutional, including being home to Temple University, Temple University Health system as well as Shriners Hospital and especially towards the kind of southern half of this district. You're seeing it a significant amount of of reinvestment largely driven. By multifamily, but also a significant amount of new kind of entertainment and hospitality uses as well. And so that just provides a little bit of sort of context for the area. It's also important to note that it still serves as a pretty significant vehicular artery between Philadelphia County and Bucks County, sort of one of the sort of fast growing suburbs outside of the city of Philadelphia as well. So if we go to the next slide.

The the report was really kind of broad ranging in terms of its overall recommendations about how to kind of develop the the resources necessary, both the kind of social and relationship resources as well as the kind of financial resources in order to support organizations like the N broad renaissance in their mission to adequately maintain clean and and program public infrastructure. You know these some of the.

This year you can kind of get more background on by reading the full report and I have a link to that at the end of the presentation around engaging local businesses, enhancing marketing opportunities, monetizing various assets throughout the district and evaluating and you know refining, realigning with broad renaissance mission and strategy. But what I wanted to take a few minutes today to specifically touch on was was recommendation #4, which was really developing a policy framework for resource and financial independence.
And so and the key here too is and the way that we've kind of approached this panel was to say you know N broad is not in a unique position and that a lot of the recommendations that we were developing here were developed in a way that they that we hoped they could be sort of replicated in cities and you know other neighborhoods in Philadelphia and other cities across North America. So if we go to the next slide.

As we zoom in on developing a policy framework for resource and financial independence, I'm actually happy to share a number of kind of key accomplishments even since only June of of 2022 when we first conducted this technical Assistance Panel. The first and foremost was looking at the creation of a Business Improvement District. And so as I mentioned that that sort of southern half of of the N broad corridor has recently seen a significant amount of new private investment and as we were just talking about the importance of.

Kind of value capture. The N Broad renaissance was successful in sort of the legislative process of forming a Business Improvement District. And then after a significant amount of feasibility work determined that both the kind of you know commercial density and accessible properties and and property values were there to kind of create a bid that's expected to raise you know $750,000 in its first year and upwards of $1,000,000 by year five in sort of sustainable revenue to kind of put back into the the project. And and the infrastructure improvements that it was advocating for. There's a few other ideas here, but I want to spend the most time on these last three because I thought they were maybe most unique or or rather not unique but instead potentially replicable. One of the one of the ideas was to really look at earned revenue stream. This came from an idea out of another Business Improvement District here in Philadelphia, the University City District.
Where they have actually created their own a separate nonprofit called Green City Works, where they train a workforce for landscaping and maintenance services. They the bid then contracts to themselves effectively to provide those services in the district. But at the same time they now have a trained workforce that they also engage in fee for service contracts with nearby institutions, universities, hospital systems, REITs and other private stakeholders and are generating beyond the accessible revenue by basically. Contracting out there, they're greening and and and maintenance teams.

And so this presented a really great opportunity now that N broad Renaissance has created their Business Improvement District. They'll have the financial resources, resources to invest in a kind of Labor force for their greening and maintenance and and a sort of suggestion or recommendation here was to figure out how to monetize that even further by contracting out to the sort of institutionally rich corridor. Another sort of model here for sustained revenue generation was really looking at real estate and land leases. There are still a number of publicly owned properties that sort of corridor and there's one sort of specific example that's worked really well and and probably opportunities to replicate that. And so Live Nation opened a new concert venue along the corridor and adjacent to the property was a publicly owned Parcel that that was really just a vacant lot at the time the city you know sublease that to the N broad renaissance for $1.00 a year and then N broad then subleases that to Live Nation to use for their their loadins and and sort of the the operations of their building as well and that's that's generated roughly 40 to $50,000 a year so not a huge amount of of of. Of capital. But you know should you be able to kind of replicate that a few times over across the
corridor could really generate the resources required on top of
the resources generated from these other initiatives to start to
kind of create this kind of sustainable maintenance model. And
then the last area which I think really kind of
uniquely touches on today's conversation too is, is around the
opportunity of stormwater management and greening. It's it's probably important
to note in Philadelphia we've taken the approach to increasing
our our stormwater management capacity not by.
By increasing increasing the size of our sewers but looking
at natural ways to capture rainwater and so rather than
giant infrastructure projects of of tearing up our roads and
and increasing our our sewer sizes. We've we've gone
the route of of creating you know rain gardens that
almost every corner and and sort of these looking at
large industrial sites in order to kind of look at
where we can create some impervious services and and and
capture more or more rainwater.
In particular though part of that strategy has been re
sort of realigning our tax policy to increase the burden
of of large institutional sites with large impervious services to
pay more for their stormwater management in a neighborhood like
N broad especially along the northern kind of section of
N broad and and in sort of poor communities across
the country, you can imagine that there's a higher concentration
of impervious surfaces. And so the the kind of policy
question for us is.
There a way to kind of advocate for more of
those, more of those, those tax dollars to be sort
of put to use specifically in the neighborhoods in which
they're being assessed?
And so that you can start to make these stormwater
management improvements along the N broad corridor, specifically along the
northern end, but at the same time tie those improvements
because they're going to be landscape oriented to the sort
of improvement of of public spaces and and infrastructure as
well. So we've been really excited that even since June there's been a number of recommendations of the panel put forward that the N broad renaissance has been really successful in implementing already. This is just one, you know, fifth of the recommendations and just the. View of of the sort of sub recommendations within that category. So they've been making a lot of progress and we're we're really excited about that. But obviously there's still a long way to go. So I'll invite everyone as I kind of wrap up here just to kind of take a look at the full report which you can find on our website at philadelphia.uli.org. But really, you know, great to hear everyone's presentations earlier today and and I'm, you know, my head is spinning right now about how to connect a lot of those best practices to the kind of ongoing maintenance. Programming and and cleanliness of of a kind of legacy infrastructure ecosystem that we have along N broad in Philadelphia. So thank you all. Great. Thank you, Kevin. So thank you everybody for joining today and especially to our UI team, Billy and Rihanna and our Speaker Matthew Craig, Golliver Yellow from different parts of the world joining us today. So we want to invite you back. In three weeks for next conversation. This is about aging up in the city. We are seeing one in three working from home millennial families moving to urban areas. CBD is converting into mixed-use density with living downtown. So how do we include Community infrastructure, particularly bring all of them under the same roof? That will be our focus of the conversation. So the last reminder is that please complete the survey and also rename your name to the full name so that we can provide you with credits for your education and if you have any further questions, feel free
to send us an e-mail, go to the website and we welcome to see you all in three weeks. Thanks everyone. Thank you.

Thank you. Bye, bye.

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