

# Webinar

## ULI InfraXchange Spring Series Session 4: Smart Mobility in Transit-Oriented Complete Communities

Date: June 23, 2023

**00:00:00 --> 00:00:03:** Good evening, good afternoon and also good morning as well.

**00:00:04 --> 00:00:07:** So this is a global webinar. We're covering a different

**00:00:07 --> 00:00:11:** area among our UI network, which is excellent. So today

**00:00:11 --> 00:00:15:** is our last session of the Spring series on infrastructure

**00:00:15 --> 00:00:19:** exchange and primarily this is a series put together. We

**00:00:19 --> 00:00:22:** want to use it to showcase some of the leading

**00:00:22 --> 00:00:26:** edge infrastructure solutions to build complete community.

**00:00:26 --> 00:00:29:** So we're going to look at two set of cities

**00:00:29 --> 00:00:33:** today, one in Uri America regions, another one in Uri

**00:00:33 --> 00:00:38:** Asia Pacific and particularly highlighting how the decision that was

**00:00:38 --> 00:00:41:** made, some of them are 20 years ago and some

**00:00:41 --> 00:00:44:** of them even 40 years ago has a profound impact

**00:00:44 --> 00:00:48:** to the quality of life and our experience to the

**00:00:48 --> 00:00:48:** city today.

**00:00:49 --> 00:00:52:** So the first one we're going to look at is

**00:00:52 --> 00:00:55:** within a Toronto area. So that is the image at

**00:00:55 --> 00:00:59:** the bottom. So it's catered to a decision that was

**00:00:59 --> 00:01:02:** made in 2008 on Big Move and how it lead

**00:01:02 --> 00:01:06:** to set up an agency called Infrastructure Ontario. And further

**00:01:06 --> 00:01:11:** with the transit Oriented Communities policy in 2020 just before

**00:01:11 --> 00:01:16:** COVID, there's really driving the complete model of integrating mobility

**00:01:16 --> 00:01:17:** and community.

**00:01:18 --> 00:01:21:** And in Hong Kong, so that's the image to the

**00:01:21 --> 00:01:24:** top. It talks about how the decision made in 1960s

**00:01:24 --> 00:01:28:** looking at the overall growth and what is the most

00:01:28 --> 00:01:31: effective way to help the city to grow it lead  
00:01:31 --> 00:01:34: to set up off the MTR agency. So our speaker  
00:01:34 --> 00:01:38: from MTR today is going to talk about their success  
00:01:38 --> 00:01:42: of a very integrated model thinking about the end goal  
00:01:42 --> 00:01:46: of building complete community in mind when they're making  
transit  
00:01:46 --> 00:01:47: decisions.  
00:01:48 --> 00:01:52: So I'm Yvonne Young. I'm the principal of planning and  
00:01:52 --> 00:01:57: Sustainable Cities and Communities for Hedge Urban  
solutions Canadian based  
00:01:57 --> 00:02:01: company is actually is very interesting is that it's primarily  
00:02:01 --> 00:02:05: started with building rapid transit and also have a key  
00:02:05 --> 00:02:09: role to play when Toronto was building the subway back  
00:02:09 --> 00:02:09: in the days.  
00:02:10 --> 00:02:13: So I'm part of Urban Solution. This is the group  
00:02:13 --> 00:02:16: that providing the guidance and the vision how we can  
00:02:16 --> 00:02:21: combine different sets of holistic infrastructure to build  
complete community.  
00:02:21 --> 00:02:24: So I'm also serving as a Your Eyes Curtis infrastructure  
00:02:24 --> 00:02:27: fellow and we're going to talk about a recent report  
00:02:27 --> 00:02:30: that we use a year to work with members across  
00:02:30 --> 00:02:33: our different District Council to pull that together.  
00:02:34 --> 00:02:39: I'm also representing the Product Council on the Suburban  
Development  
00:02:39 --> 00:02:43: and Redevelopment Transformation and I also sit on the  
Toronto  
00:02:44 --> 00:02:45: Advisory Board.  
00:02:46 --> 00:02:52: So this initiative is made possible through the generous  
support  
00:02:52 --> 00:02:57: of Jim Curtis, which is a really visionary developer based  
00:02:57 --> 00:03:02: in San Francisco. And he believes that every single person  
00:03:02 --> 00:03:06: in the land use process has the real ability to  
00:03:06 --> 00:03:11: make a visible difference because you are within the  
process.  
00:03:12 --> 00:03:15: And if we would make both decisions to push for  
00:03:15 --> 00:03:18: the right choices, each one of them has the ability  
00:03:19 --> 00:03:22: to change the world. So therefore this series was put  
00:03:22 --> 00:03:27: together particularly helping to drive the upstream decisions.  
So great  
00:03:27 --> 00:03:32: introduction about the cornerstone of this initiative. So this  
initiative  
00:03:32 --> 00:03:35: was set up in 2021 during COVID.  
00:03:35 --> 00:03:38: From our colleague Paul and Angelo at that time and  
00:03:38 --> 00:03:42: very quickly is using that to build a movement because

00:03:42 --> 00:03:44: that's the time when in the US and Canada has  
00:03:44 --> 00:03:49: announced trillions of dollars of infrastructure dollars and they are  
00:03:49 --> 00:03:52: time bound seven years. So the problem set is that  
00:03:52 --> 00:03:54: how we can make the best use out of it.  
00:03:55 --> 00:03:59: So through this our initiative has four very structured focus,  
00:03:59 --> 00:04:02: first is providing the toolkit so that is the building  
00:04:03 --> 00:04:07: for two-minute community leadership guide that we're going to talk  
00:04:07 --> 00:04:10: about that a little bit at the end. We also  
00:04:10 --> 00:04:13: host our infrastructure forum, so we do it twice per  
00:04:13 --> 00:04:17: year and we recently finished the forum in spring meeting  
00:04:17 --> 00:04:20: and the recording the slide that is available on the  
00:04:20 --> 00:04:22: website and we really.  
00:04:22 --> 00:04:26: Encourage everybody to have a look because they provide you  
00:04:26 --> 00:04:30: with some very tangible case study from for example, shifting  
00:04:30 --> 00:04:33: from officers to residential users for live in downtown to  
00:04:33 --> 00:04:37: some of the very tangible examples where the funding resources  
00:04:37 --> 00:04:40: are coming from Build America. So those are all the  
00:04:40 --> 00:04:43: pieces in the slide deck that people can take advantage of.  
00:04:43 --> 00:04:43: of.  
00:04:45 --> 00:04:48: We also support local District Council work. So this is  
00:04:48 --> 00:04:51: an example working with the Toronto District Council leveraging on  
00:04:51 --> 00:04:55: the new policy changes on transit oriented communities. So we  
00:04:55 --> 00:04:57: do a deep dive on one community and using that  
00:04:57 --> 00:05:01: really trying to understand all the decision making, how we  
00:05:01 --> 00:05:05: can make those more effective, particularly about making infrastructure multifunctional.  
00:05:07 --> 00:05:10: So this is part of the series of the exchange  
00:05:10 --> 00:05:14: and food exchange. We have highlighted leading example in different  
00:05:14 --> 00:05:18: set of infrastructure from environmental, energy, mobility and also community  
00:05:18 --> 00:05:21: which is education, health and social.  
00:05:22 --> 00:05:25: So this is a quick wrap up of our Spring  
00:05:25 --> 00:05:29: series. We would have an article in urban land to  
00:05:29 --> 00:05:32: wrap up some of the key learning so that we  
00:05:32 --> 00:05:36: encourage everybody to take these as an inspiration and continue  
00:05:36 --> 00:05:39: to apply to your local projects.

00:05:40 --> 00:05:43: So one of the key theme that we learn, particularly  
00:05:43 --> 00:05:47: working with our UI audience and colleagues, is that when  
00:05:47 --> 00:05:50: it comes to infrastructure decision, we want to find a  
00:05:50 --> 00:05:53: way to make it work harder. Like in other words,  
00:05:53 --> 00:05:56: how can we make infrastructure multifunctional?  
00:05:56 --> 00:06:00: So therefore we adopted a new vocabulary. It's called one  
00:06:00 --> 00:06:04: so one environmental infrastructure, meaning how we can  
double up  
00:06:04 --> 00:06:08: class creation with protection. So that one we look at  
00:06:08 --> 00:06:11: 2 examples, one from Mvva, another one from Hanning  
Larsen,  
00:06:11 --> 00:06:14: look at how to bring nature to the city.  
00:06:15 --> 00:06:19: For one, community infrastructure, we want to put the  
expectation  
00:06:19 --> 00:06:23: back at the table, which was the expectation back in  
00:06:23 --> 00:06:26: the 19, nineteen 10s or 1970s in in the Toronto  
00:06:26 --> 00:06:29: area, which is mixed-use school at the heart of the  
00:06:29 --> 00:06:34: community, starting with the school first, but in addition  
implementing  
00:06:34 --> 00:06:38: the surrounding walking and cycling active mobility with  
transit.  
00:06:38 --> 00:06:41: So that a whole entire city can serve as a  
00:06:41 --> 00:06:44: learning ground. So we encourage everybody to go back to  
00:06:44 --> 00:06:48: knowledge Finder and that presentation we feature two  
example including  
00:06:48 --> 00:06:50: example from Helsinki as well.  
00:06:52 --> 00:06:56: For one energy infrastructure, we focus on leveraging nature  
based  
00:06:56 --> 00:07:00: solution, how we can use for example from lake water  
00:07:00 --> 00:07:04: cooling to using nature based for retrofitting, a decision for  
00:07:04 --> 00:07:08: retrofitting in downtown from energy standpoint, how we can  
integrate  
00:07:08 --> 00:07:12: biomass and solar and all the other different components in  
00:07:12 --> 00:07:16: the most effective way. And there is a sequential logic  
00:07:16 --> 00:07:19: why we need to start with late nature because it  
00:07:19 --> 00:07:22: helped to reduce the energy load.  
00:07:22 --> 00:07:26: So we encourage everybody to have a look. And so  
00:07:26 --> 00:07:30: there are two presentations, one from Arcadas and another  
one  
00:07:30 --> 00:07:34: from Enwave in the Toronto region. So today is about  
00:07:35 --> 00:07:39: the mobility infrastructure and let's do a quick dive in.  
00:07:40 --> 00:07:43: So this is from the set of presentation we presented  
00:07:43 --> 00:07:47: the spring meeting. It really is time to set the  
00:07:47 --> 00:07:50: stage. So since last fall in Dallas, we have fled

00:07:50 --> 00:07:54: the need of being very tangible and intentional as part  
00:07:54 --> 00:07:57: of the key driver of the real estate industry. So  
00:07:57 --> 00:08:00: that's your mandate. We want to find a way to  
00:08:00 --> 00:08:05: create sustainable communities and particularly drawing a  
focus. So on  
00:08:05 --> 00:08:08: the map in here are all the dots covering our  
00:08:08 --> 00:08:09: District Council.  
00:08:09 --> 00:08:13: Across the America and we have a mission which is  
00:08:13 --> 00:08:18: exercising how we can make real estate infrastructure  
decision to  
00:08:18 --> 00:08:21: reduce VMT. So what is exciting is that over the  
00:08:21 --> 00:08:25: next seven years we know we'll be building at a  
00:08:25 --> 00:08:29: minimum 10 billion square feet of development. But if we  
00:08:29 --> 00:08:34: are not intentional those development can happening in auto  
dependent  
00:08:34 --> 00:08:35: neighborhood.  
00:08:35 --> 00:08:38: So what is on the map is show that even  
00:08:38 --> 00:08:42: for some of the area, for example New York, San  
00:08:42 --> 00:08:46: Francisco and it has the rapid transit in place, but  
00:08:46 --> 00:08:49: the VMT is still very high like in other words  
00:08:49 --> 00:08:52: the black is all over the map. So we also  
00:08:52 --> 00:08:57: see there is a close relation between VMT and  
decarbonization.  
00:08:58 --> 00:09:00: So at the time of COP 27 Urban Institute, we  
00:09:00 --> 00:09:04: represents the real estate voice globally to talk about the  
00:09:04 --> 00:09:09: importance of showing real estate leadership on  
decarbonization by buildings.  
00:09:09 --> 00:09:12: So now we're taking this to the next level. So  
00:09:12 --> 00:09:16: with the release of the Curtis infrastructure report on 15  
00:09:16 --> 00:09:20: Minute Community, this is a strategy to decarbonize  
community by  
00:09:20 --> 00:09:22: transit oriented community, a model.  
00:09:24 --> 00:09:27: So at this session we always like to highlight some  
00:09:27 --> 00:09:31: of the key tangible policy that people can take advantage  
00:09:31 --> 00:09:34: of. So this is a snapshot from the provincial policy  
00:09:34 --> 00:09:38: statement and also from the planning Act in Ontario which  
00:09:38 --> 00:09:42: governed the the top decision making with respect to real  
00:09:42 --> 00:09:46: estate decision, land use decision and also infrastructure  
decision. So  
00:09:46 --> 00:09:50: this is a new policy adopted in 2020 particularly focusing  
00:09:50 --> 00:09:53: on complete community and what it talks about is a  
00:09:53 --> 00:09:54: complete set.  
00:09:54 --> 00:09:58: So that means education, health, social, cultural and  
recreational. It

00:09:58 --> 00:10:03: really intentional about integrating planning and infrastructure decision making and

00:10:03 --> 00:10:06: making sure it has an orderly set of development as

00:10:06 --> 00:10:09: well and the outcome we want to achieve is high

00:10:09 --> 00:10:10: quality built environment.

00:10:11 --> 00:10:15: And opportunity for Co locating public services is so important

00:10:15 --> 00:10:18: because we are shifting on a walkable decision sets of

00:10:19 --> 00:10:22: models. So when we are thinking about what you need

00:10:22 --> 00:10:26: is think about the walkable catchment as opposed to kilometers

00:10:26 --> 00:10:29: and kilometers apart. And lastly is in order to make

00:10:29 --> 00:10:32: this work, it need to function in a sustainable way

00:10:32 --> 00:10:35: but also need to have the attractive.

00:10:36 --> 00:10:40: With the right micro climatic condition, with the right set

00:10:40 --> 00:10:43: of amenities and activities so we can make it truly

00:10:43 --> 00:10:48: pedestrian oriented. So our session always like to share some

00:10:48 --> 00:10:51: of the ongoing examples, some of those are grants dollars

00:10:52 --> 00:10:55: that is is active is time bound and we encourage

00:10:55 --> 00:10:57: everybody to take advantage of it.

00:10:58 --> 00:11:01: So today we want to highlight four different opportunities to

00:11:01 --> 00:11:04: in the US and two in Canada and from the

00:11:04 --> 00:11:07: US perspective Build America which was a Bureau set up

00:11:07 --> 00:11:10: by the Department of Transportation. The mandate is to provide

00:11:10 --> 00:11:13: the right resourcing and also the right set of support

00:11:13 --> 00:11:17: so that we can create transit oriented community. So that

00:11:17 --> 00:11:20: included some of the existing transit line as well, not

00:11:20 --> 00:11:23: necessarily have to wait for the new transit line, but

00:11:23 --> 00:11:26: looking at the existing transit line, any of the parking

00:11:26 --> 00:11:28: lot any of the underutilized.

00:11:28 --> 00:11:31: Area so we want to shine the light on a

00:11:31 --> 00:11:34: new grant that would release in the summer this year

00:11:35 --> 00:11:38: so coming pretty soon. So that \$21 million are located

00:11:38 --> 00:11:43: is called a thriving community program particularly helping to provide

00:11:44 --> 00:11:48: gap funding so that organization working with some of the

00:11:48 --> 00:11:49: consultant can together.

00:11:50 --> 00:11:54: Come up with planning and development support for transportation and

00:11:54 --> 00:11:59: community revitalization activity. So that could be the early planning

00:11:59 --> 00:12:04: work, pre development work, visibility studies or early design

work

00:12:04 --> 00:12:08: or running workshop. Another opportunity that is active and the

00:12:08 --> 00:12:12: deadline is August. The 14 is on rural, rural infrastructure.

00:12:13 --> 00:12:15: So we know that in the rural area, it has

00:12:15 --> 00:12:20: a little challenge because of the density, but there's opportunity

00:12:20 --> 00:12:23: of creating the on demand solution. So there's a strong

00:12:23 --> 00:12:26: focus how we can use it to bridge some of

00:12:26 --> 00:12:29: the gap in terms of equity as well looking at

00:12:29 --> 00:12:33: the tribal area, so there are \$3,000,000 allocated to assist

00:12:33 --> 00:12:34: for pre development.

00:12:35 --> 00:12:38: Face kind of activity. Some of those can be project

00:12:38 --> 00:12:41: planning. So the website will encourage everybody to go to

00:12:42 --> 00:12:45: good American website. It can tells you the whole sets

00:12:45 --> 00:12:48: of activities that these grants can support. On the Canadian

00:12:48 --> 00:12:52: side, there's an innovative model. So other than the infrastructure

00:12:52 --> 00:12:56: dollars that is coming from federal, this is the investment

00:12:56 --> 00:12:58: dollar coming from Canada Infrastructure Bank.

00:12:59 --> 00:13:02: And what unique about that is a one to three

00:13:02 --> 00:13:05: model, in other words is intentionally provide 1/3 of the

00:13:05 --> 00:13:09: seating funding to encourage 2 third of the investment that

00:13:09 --> 00:13:13: could be coming from private sector or public sector. So

00:13:13 --> 00:13:16: there's two node in here we want to highlight as

00:13:16 --> 00:13:20: a priority. One is \$5 billion allocated for transit and

00:13:20 --> 00:13:23: it's not just for transit but also for transit oriented

00:13:23 --> 00:13:27: development and it's ongoing. And another one is on acceleration.

00:13:28 --> 00:13:33: So particularly within Canada because growth is happening very quickly,

00:13:33 --> 00:13:37: so construction cost escalation is huge and what we see

00:13:37 --> 00:13:39: in the past is that it takes a long time

00:13:39 --> 00:13:42: to get the resources in order to have the proper

00:13:42 --> 00:13:47: planning. So there are \$500 million particularly allocated for acceleration.

00:13:47 --> 00:13:51: So we encourage everybody to take advantage of this and

00:13:51 --> 00:13:55: particularly using that to shorten your your pre development work

00:13:55 --> 00:13:58: so that you can get to construction faster.

00:13:59 --> 00:14:02: Now I'm going to turn the floor to Steven to

00:14:02 --> 00:14:04: introduce our two speakers. Steven.

00:14:05 --> 00:14:09: Morning. Hi, everyone. Steven Englim, I'm a urban design architect

00:14:09 --> 00:14:12: based in San Francisco and I'm a very proud member  
00:14:12 --> 00:14:17: of the Curtis founding board member of the Curtis  
infrastructure  
00:14:17 --> 00:14:21: and they're really excited this, this topic is very important  
00:14:21 --> 00:14:22: to all of our cities.  
00:14:23 --> 00:14:27: And I think in the spirit of what Jim Curtis  
00:14:27 --> 00:14:31: wanted our group to do is really bring together the  
00:14:31 --> 00:14:35: sort of real estate find common ground between the real  
00:14:36 --> 00:14:41: estate discussion and these transportation budgets. And you  
know it's  
00:14:41 --> 00:14:45: my pleasure to introduce Michael with Hatch in based in  
00:14:46 --> 00:14:49: Toronto and Hatch is a leading voice in the push  
00:14:49 --> 00:14:52: to integrate engineering and planning.  
00:14:53 --> 00:14:56: As we rethink and right, you know, I always like  
00:14:56 --> 00:14:59: to say that that integrated approach is really key because  
00:14:59 --> 00:15:02: it's it's really key to ask the right questions rather  
00:15:02 --> 00:15:06: than only answer the right questions. And then also it's  
00:15:06 --> 00:15:09: my pleasure to to have worked with David from Hong  
00:15:09 --> 00:15:12: Kong. MTRCI had the great pleasure to live in Hong  
00:15:12 --> 00:15:15: Kong for nearly six years. And it was transportation bliss  
00:15:15 --> 00:15:18: for me because I didn't have a car is one  
00:15:18 --> 00:15:20: time in my adult life that I didn't have a  
00:15:20 --> 00:15:21: car for six years.  
00:15:22 --> 00:15:24: And the one thing I always think about in Hong  
00:15:24 --> 00:15:27: Kong is how convenient it is to move around a  
00:15:27 --> 00:15:30: city that's as dense it is. And it's a real  
00:15:30 --> 00:15:33: testament to integrated thinking about, you know how not  
only  
00:15:33 --> 00:15:36: how we get from point A to point B, but  
00:15:36 --> 00:15:38: also what happens in point A and point B. And  
00:15:38 --> 00:15:41: I I'm really excited to hear both of the speakers  
00:15:41 --> 00:15:44: today. So without further ado, I'll, I'll pass it on  
00:15:44 --> 00:15:45: to Michael.  
00:15:49 --> 00:15:52: Thanks, Steven and thank you you a lot and you  
00:15:52 --> 00:15:55: like Curtis program. This is really great. I'm really enjoying  
00:15:55 --> 00:15:59: already my conversations with David and Steven and Yvonne  
and  
00:15:59 --> 00:16:02: I know there's looking forward to more. I'll try and  
00:16:02 --> 00:16:04: be efficient with my slide, so we can leave more  
00:16:04 --> 00:16:07: room for discussion. But it's a bit of a story  
00:16:07 --> 00:16:09: of Toronto here and I'm going to try and cover  
00:16:09 --> 00:16:12: a lot of content in a very short amount of  
00:16:12 --> 00:16:14: ground. So there's a lot of details not to being



00:16:14 --> 00:16:17: that won't be included and so my apologies, but I'll  
00:16:17 --> 00:16:19: do my best here. Next slide please.  
00:16:20 --> 00:16:23: So Toronto we kind of have to go back to  
00:16:23 --> 00:16:26: the immediate post war period in the history of Toronto  
00:16:27 --> 00:16:30: planning and we were there was a lot of hands  
00:16:30 --> 00:16:34: on planning work done by the Metropolitan planning agency  
for  
00:16:34 --> 00:16:38: for Toronto called Metropolitan Toronto and they looked at  
both  
00:16:38 --> 00:16:42: highway development and and rapid transit growth and and I  
00:16:42 --> 00:16:46: think it's important to note that you know Metro Toronto  
00:16:46 --> 00:16:48: almost made some really big mistakes.  
00:16:49 --> 00:16:52: Inspired by some of the Rust Belt cities in the  
00:16:52 --> 00:16:56: United States, you know, tightly ringing the downtown with  
highways  
00:16:56 --> 00:16:59: to provide rapid access by automobile. I mean, these were  
00:16:59 --> 00:17:02: 1950s planning ideas and so probably as a in a  
00:17:02 --> 00:17:05: reaction to both politics, but I think also just the  
00:17:05 --> 00:17:09: realities of funding these projects in the disruption to  
neighborhoods.  
00:17:09 --> 00:17:12: Thankfully, many of those projects did not go ahead and  
00:17:12 --> 00:17:14: so Toronto doesn't have the same.  
00:17:15 --> 00:17:20: Highway network in its older neighborhoods that some other  
American  
00:17:20 --> 00:17:23: cities have at the same time there was a rapid  
00:17:23 --> 00:17:28: growing tax base and this finance, debt finance construction  
of  
00:17:28 --> 00:17:33: the the subway network that actually was the original  
backbone  
00:17:33 --> 00:17:36: of and service the downtown core and we'll call them  
00:17:37 --> 00:17:38: the first ring suburbs.  
00:17:39 --> 00:17:42: And so Toronto was blessed with, you know, some really  
00:17:43 --> 00:17:46: progressive, really great metro level planning in the 50s and  
00:17:46 --> 00:17:50: 60s. Now the bottom right hand corner. Instead of expanding  
00:17:50 --> 00:17:53: the metro model to be bigger and cover the space  
00:17:53 --> 00:17:56: that Toronto was rapidly expanding into, the province made a  
00:17:56 --> 00:17:59: decision in the 70s to replicate the metro model and  
00:17:59 --> 00:18:03: create additional regions. And at the same time they had  
00:18:03 --> 00:18:06: built the province of Ontario did build a regional Expressway  
00:18:06 --> 00:18:07: network.  
00:18:07 --> 00:18:11: And that propagated as the province got out of the  
00:18:11 --> 00:18:16: planning game and Metro Toronto became relatively less  
effective within  
00:18:16 --> 00:18:19: the broader region. We we effectively lost the, we lost

00:18:19 --> 00:18:23: the the plot and and did succumb to significant sprawl  
00:18:23 --> 00:18:27: particularly through the 70s and 80s and 90s which led  
00:18:27 --> 00:18:30: to some policy reaction in the late 90s and the  
00:18:30 --> 00:18:32: early 2000s. Next slide please.  
00:18:34 --> 00:18:37: So here again, here's some maps. I mean there's you  
00:18:37 --> 00:18:39: can go into into sort of the archives and find  
00:18:39 --> 00:18:42: lots of different maps. But this is the original city  
00:18:42 --> 00:18:45: of Toronto with its boroughs worked really, really well and  
00:18:45 --> 00:18:47: then this was so successful that it kind of outgrew  
00:18:47 --> 00:18:50: itself and you have some of this regional transit thinking.  
00:18:50 --> 00:18:53: And then there's similarly there's there's highway maps as  
well  
00:18:53 --> 00:18:55: and some of the many lines were not built.  
00:18:56 --> 00:18:59: Some of them were though and actually became the radio  
00:18:59 --> 00:19:01: ones into and out of the downtown form the the  
00:19:01 --> 00:19:04: beginning of of GO Transit, which is our original rail  
00:19:05 --> 00:19:07: network and was actually because it was not pre, it  
00:19:07 --> 00:19:10: was GO Transit came out of the the ashes of  
00:19:10 --> 00:19:14: Canadian National and Canyon Pacific's failing passenger  
rail services. And  
00:19:14 --> 00:19:17: so Toronto was blessed with one of the one of  
00:19:17 --> 00:19:20: the earliest if not the earliest version of post war  
00:19:20 --> 00:19:23: commuter rail, which has since been replicated in many cities  
00:19:23 --> 00:19:24: across North America.  
00:19:25 --> 00:19:28: And is quite successful. And so there's a huge investment  
00:19:28 --> 00:19:30: program in it right now to take it to the  
00:19:30 --> 00:19:33: next level of what some people call regional Express rail,  
00:19:33 --> 00:19:36: which is electrified frequent rail transit and forms the  
backbone  
00:19:36 --> 00:19:39: of a lot of transit oriented community work, which we'll  
00:19:39 --> 00:19:41: talk about next slide, please.  
00:19:43 --> 00:19:45: So here just to I I was, I was diverging  
00:19:45 --> 00:19:48: and talking about regional Rail. But I think it's important  
00:19:48 --> 00:19:50: to say to identify the success of the young subway  
00:19:50 --> 00:19:53: line, Canada's first subway line. And it runs up and  
00:19:53 --> 00:19:56: down the young corridor connecting the CBD in the distance.  
00:19:56 --> 00:19:58: And if we were to zoom in a little bit  
00:19:58 --> 00:20:01: more, what you would see is there's actually pockets of  
00:20:01 --> 00:20:04: high density development all all up and down. The major  
00:20:04 --> 00:20:07: station notes this is North York Center in the foreground.  
00:20:07 --> 00:20:11: Which was developed in the large 80s, nineties and is  
00:20:11 --> 00:20:14: is a good example of a dense Main Ave. center.  
00:20:15 --> 00:20:18: But there are three subway stations in that within that

00:20:18 --> 00:20:22: cluster. And so this really is Tod kind of circa  
00:20:22 --> 00:20:25: 1980s, nineteen 90s. And so this is kind of the  
00:20:25 --> 00:20:29: model that Toronto knows we we've done it before. We  
00:20:29 --> 00:20:34: also have suburban sprawl and we have highway oriented  
development  
00:20:34 --> 00:20:34: as well.  
00:20:35 --> 00:20:38: But you know, we have known how to do this  
00:20:38 --> 00:20:41: and then we took a bit of a break because  
00:20:41 --> 00:20:46: of some some governance and and growth policy decisions  
and  
00:20:46 --> 00:20:50: and just end market reality as well. Next slide please.  
00:20:50 --> 00:20:54: So enter the the first decade of the 2000s. And  
00:20:54 --> 00:20:58: so there was a consensus among policymakers and experts  
that  
00:20:58 --> 00:21:01: sprawl had gotten out of hand.  
00:21:01 --> 00:21:04: And the province in the absence of a strong regional  
00:21:04 --> 00:21:07: government, instead of you had you had kind of many  
00:21:07 --> 00:21:11: regions all with interest in creating their own centers, The  
00:21:11 --> 00:21:15: province stepped in and created a Ontario Growth  
Secretariat which  
00:21:15 --> 00:21:19: would create a growth plan for the Greater Golden  
Horseshoe  
00:21:19 --> 00:21:22: because that was the scale at which the Toronto.  
00:21:23 --> 00:21:26: Region was operating at and so they expanded basically the  
00:21:26 --> 00:21:28: whole western end of of Lake Ontario all the way  
00:21:29 --> 00:21:32: to Kitchener, Waterloo, Niagara and off the map to the  
00:21:32 --> 00:21:34: right and to the north to places like Berry and  
00:21:34 --> 00:21:37: Oshawa and beyond. And so you have sort of a  
00:21:37 --> 00:21:40: three pillar approach. You've got the creation of a Greenbelt  
00:21:40 --> 00:21:44: which protected the source, major source of drinking water  
which  
00:21:44 --> 00:21:46: is then the left side of the screen. You have  
00:21:46 --> 00:21:50: identification and a policy framework of urban growth centers  
and  
00:21:50 --> 00:21:51: the idea that we would.  
00:21:52 --> 00:21:55: Build up and build dense nodes, similar to the success  
00:21:55 --> 00:21:58: of the nodes that the Toronto Center Region Growth Plan  
00:21:58 --> 00:22:00: set up by Metro Toronto in the 60s had had  
00:22:00 --> 00:22:02: created, but we just had to do it more at  
00:22:02 --> 00:22:05: a regional at a regional scale. And then the third  
00:22:05 --> 00:22:08: was the creation of Metrolinx, which is the regional  
Transportation  
00:22:08 --> 00:22:11: Agency which would be the the vehicle by which.  
00:22:11 --> 00:22:15: The province and hopefully other partners would fund a

whole

00:22:15 --> 00:22:18: new rapid transit network that would cover the region and

00:22:18 --> 00:22:22: hook up to the initial Toronto Transit Commission subway and

00:22:22 --> 00:22:25: streetcar network that serves the, quote, UN quote, old city

00:22:25 --> 00:22:28: of Toronto. Next slide please. So now we have, OK,

00:22:28 --> 00:22:32: so you basically got the foundation of the regional transportation

00:22:32 --> 00:22:36: network that would be constructed over the coming decades and

00:22:36 --> 00:22:40: there was a policy framework around urban growth centers.

00:22:40 --> 00:22:44: And the municipalities have to in provincial planning will have

00:22:44 --> 00:22:48: to conform to this broad provincial planning policy direction set

00:22:48 --> 00:22:52: up by the province. And as you can imagine there

00:22:52 --> 00:22:55: are all kinds of challenges associated with that. But high

00:22:55 --> 00:22:59: highest level, I mean that's the architecture and it it

00:22:59 --> 00:23:02: generally works or is or is working. And so you

00:23:02 --> 00:23:05: then have the OK, so how do we actually realize

00:23:05 --> 00:23:09: development around stations and so on the screen here.

00:23:09 --> 00:23:12: Three of my favorites, but they're not the only ones.

00:23:13 --> 00:23:15: And there are there is a story behind each one

00:23:15 --> 00:23:18: because each one has its own recipe and story of

00:23:18 --> 00:23:22: personalities and and and and organizations coming together to realize

00:23:22 --> 00:23:26: transoriented development. Because most of the land in Toronto was

00:23:26 --> 00:23:30: owned by private sector entities the public sector does not

00:23:30 --> 00:23:33: own, it cannot participate in the Uplift. And so there's

00:23:33 --> 00:23:36: a whole. We can have a whole webinar about that,

00:23:36 --> 00:23:38: and I won't go into it, but CIBC Square was.

00:23:39 --> 00:23:42: Was maybe the first, this is spanning the Union Station

00:23:42 --> 00:23:45: rail corridor and I think the the key things I

00:23:45 --> 00:23:47: want to leave here is as we had a visionary

00:23:47 --> 00:23:51: partner in Ivanhoe Cambridge and then their partner Heinz, we

00:23:51 --> 00:23:54: had to incorporate a new bus station. And there was

00:23:54 --> 00:23:56: a lot of this, this was this, this was an

00:23:56 --> 00:23:59: important there was a mixed funding model and I think

00:23:59 --> 00:24:02: this was a really important first project to say that

00:24:03 --> 00:24:06: for Metrolinx and the agencies that support Metrolinx to point

00:24:06 --> 00:24:07: out and say look.

00:24:08 --> 00:24:10: We can do a deal with the private sector and

00:24:10 --> 00:24:14: and create a project. And so after that came East

00:24:14 --> 00:24:17: Harbor, which had the benefit of a very large piece  
00:24:17 --> 00:24:20: of land that was under in the Portlands which was  
00:24:20 --> 00:24:24: going to convert from employment to a much higher order  
00:24:24 --> 00:24:28: of commercial huge land value creation. And therefore the  
incentive  
00:24:28 --> 00:24:31: there was to to make a big vision happen, but  
00:24:31 --> 00:24:34: again looking in hindsight, tremendous vision.  
00:24:35 --> 00:24:38: For change and transformation of an entire area that was  
00:24:38 --> 00:24:42: underpinned by previous work led by Waterfront Toronto and  
three  
00:24:42 --> 00:24:45: levels of government but then picked up by a developer  
00:24:45 --> 00:24:48: local to Toronto called First Golf. And so you know  
00:24:48 --> 00:24:50: credit to them and that project was was sold to  
00:24:51 --> 00:24:54: Cadillac Fairview which is a pension controlled and  
everybody in  
00:24:54 --> 00:24:57: the market saw how much money First Golf had made.  
00:24:57 --> 00:25:00: And so I think there was a lot of enthusiasm  
00:25:00 --> 00:25:01: around the policy outcome.  
00:25:02 --> 00:25:05: And the vision for city building. But the other story  
00:25:05 --> 00:25:07: is there was a people knew that a lot of  
00:25:07 --> 00:25:10: money was made to do that project. And that then  
00:25:10 --> 00:25:13: opened the door, I would say, to subsequent projects where  
00:25:13 --> 00:25:17: the commercial people who never would have previously  
bought into  
00:25:17 --> 00:25:20: the pain and the Gray hair that's created and trying  
00:25:20 --> 00:25:23: to do a deal with the government agencies saying, wow,  
00:25:23 --> 00:25:26: this can be really great, we can, we can create  
00:25:26 --> 00:25:28: a visionary new series of projects.  
00:25:28 --> 00:25:31: But we can also make money doing it And so  
00:25:31 --> 00:25:33: maybe it is worth the effort. And so you have  
00:25:33 --> 00:25:36: the kind of I would call it the acceleration of  
00:25:36 --> 00:25:38: a growth of of a market that that was interested  
00:25:38 --> 00:25:41: in doing this and and then that led to and  
00:25:41 --> 00:25:43: Park Lawn go is another one. But by then there's,  
00:25:43 --> 00:25:46: there's a number of projects which probably number of  
people  
00:25:47 --> 00:25:49: in this caller are involved in. Next slide please. So  
00:25:49 --> 00:25:52: now you've got this, this basis, you've got this, this,  
00:25:52 --> 00:25:55: I'll call it a grand bargain, you've got big.  
00:25:56 --> 00:26:00: Subway and regional rail projects which allow for the creation  
00:26:00 --> 00:26:03: of new stations which are primarily funded by governments.  
But  
00:26:03 --> 00:26:06: you have real estate developers coming to the table and

00:26:07 --> 00:26:10: saying, wow, if I can get my planning permissions, this  
00:26:10 --> 00:26:12: could unlock a lot of value. Now we did have  
00:26:12 --> 00:26:15: a period in time and we still deal with this  
00:26:15 --> 00:26:17: tension a little bit where governments get.  
00:26:18 --> 00:26:22: Overexcited about just how much the private sector can  
shoulder.

00:26:22 --> 00:26:25: And the reality is, is in some cases where you  
00:26:25 --> 00:26:27: have very big land parcels and one owner and a  
00:26:27 --> 00:26:31: lot of change, that can happen really quickly. You can  
00:26:31 --> 00:26:34: create a significant amount of uplift and you can pay  
00:26:34 --> 00:26:37: for a lot of infrastructure. And that is true. But  
00:26:37 --> 00:26:40: by and large most stations exist in in locations where  
00:26:40 --> 00:26:43: there is multiple owners, which has its own challenges, there  
00:26:43 --> 00:26:45: can be fragmented ownership.  
00:26:46 --> 00:26:48: And so the complexity of the deal at each station  
00:26:48 --> 00:26:51: increases and it becomes harder and harder to do these  
00:26:51 --> 00:26:54: deals. And so the friction and therefore the enter the  
00:26:54 --> 00:26:56: effort and the vision and the buy in required to  
00:26:56 --> 00:26:59: do those deals is even greater. And So what I  
00:26:59 --> 00:27:01: would say is, is one of the lessons that we're  
00:27:01 --> 00:27:04: learning right now is the the biggest deals.  
00:27:04 --> 00:27:07: Have been, have been done or close to have been  
00:27:07 --> 00:27:09: done in Toronto and now we're on to the hard  
00:27:09 --> 00:27:12: work of making some of these more fragmented projects go.  
00:27:12 --> 00:27:15: And so the financial model is going to have to  
00:27:15 --> 00:27:18: evolve. And so there's a lot of active conversations on  
00:27:18 --> 00:27:21: a project by project basis about how that happens. But  
00:27:21 --> 00:27:23: I think the key thing is, is you've got to  
00:27:23 --> 00:27:26: have this public sector leadership to come in and and  
00:27:26 --> 00:27:29: set the set up a degree of policy framework, then  
00:27:29 --> 00:27:32: implement the rapid transit or commit to rapid rapid transit  
00:27:32 --> 00:27:33: and fund it and then.  
00:27:34 --> 00:27:36: When you have developers who pick up the phone and  
00:27:36 --> 00:27:38: say, hi, I'd like to do a deal around a  
00:27:38 --> 00:27:41: station. If you cannot have the public sector say, sorry,  
00:27:41 --> 00:27:43: I'm too busy right now or I don't know how  
00:27:43 --> 00:27:45: to do this or I can't do it. So what  
00:27:45 --> 00:27:47: I'm going to get into and maybe this is in  
00:27:47 --> 00:27:50: the next slide, is that the key is partnership. I  
00:27:50 --> 00:27:52: mean you have to have capability and capacity on both  
00:27:53 --> 00:27:55: sides of the spectrum. You have to have private sector.  
00:27:56 --> 00:27:59: Developers and their consultants, if I can say that who

00:27:59 --> 00:28:01: understand and have the patience to do this kind of  
00:28:01 --> 00:28:03: and see it through and on the other hand you  
00:28:03 --> 00:28:06: have to have public sector who understands and knows  
enough  
00:28:06 --> 00:28:08: about the private sector and what they need. And so  
00:28:08 --> 00:28:10: you know this slide shows a couple of other communities  
00:28:10 --> 00:28:12: that are that are actively being planned and I think  
00:28:12 --> 00:28:15: can be really spectacular if we can make make them  
00:28:15 --> 00:28:17: through all the way to the other side and implementation  
00:28:17 --> 00:28:19: like slide. And of course the other thing these other  
00:28:19 --> 00:28:21: suburban sites do is they beg the question of.  
00:28:22 --> 00:28:25: All the other things which Yvonne and others, Steven and  
00:28:25 --> 00:28:27: and and and David will speak very well about is  
00:28:27 --> 00:28:31: how you build complete, complete communities, because it's  
not just  
00:28:31 --> 00:28:34: about rapid transit. It's about, it's about the whole package.  
00:28:34 --> 00:28:37: It's just the rapid transit. And a train station can  
00:28:37 --> 00:28:40: be a very powerful organizing force to bring density and  
00:28:40 --> 00:28:43: activity and walkability. But there's so many aspects of  
urbanism,  
00:28:43 --> 00:28:46: which is why these projects are so cool. Next slide,  
00:28:46 --> 00:28:47: please.  
00:28:49 --> 00:28:52: Integrated mobility 15 minute all the technology now I mean  
00:28:52 --> 00:28:55: now we're into scooters E bikes. I mean I think,  
00:28:55 --> 00:28:58: I think I do think technology is enabling you know  
00:28:58 --> 00:29:00: retrofit of cities in new ways that we couldn't have  
00:29:01 --> 00:29:03: been imagined even 10 or 15 years ago which is  
00:29:03 --> 00:29:06: really great and that this will this will help us  
00:29:06 --> 00:29:08: achieve what we need to which is far more of  
00:29:08 --> 00:29:11: these these TO D's next slide please. I wanted to  
00:29:11 --> 00:29:14: make a point that business casing and the economic the  
00:29:14 --> 00:29:17: hard work of economics and financial and quantifying.  
00:29:17 --> 00:29:20: Has been so critical to the creation of of rapid  
00:29:20 --> 00:29:23: transit projects and then the transoriented development deals  
and the  
00:29:23 --> 00:29:26: stations that go along with them. Because I think for  
00:29:26 --> 00:29:29: a period, I think it's safe to say my experience  
00:29:29 --> 00:29:31: at Metrolinx, I mean there was a conversation for a  
00:29:31 --> 00:29:34: long time about planning and policy and building consensus,  
which  
00:29:34 --> 00:29:37: was really good. But you have to take it one  
00:29:37 --> 00:29:40: step further and quantify these things because the  
quantification, you

00:29:40 --> 00:29:43: never get the numbers right, but you get them close  
00:29:43 --> 00:29:43: enough.  
00:29:44 --> 00:29:47: To inform better conversations about what design looks like, what's  
00:29:47 --> 00:29:50: possible, what do things cost, who can pay for what.  
00:29:50 --> 00:29:53: And you can't have those conversations in the absence of  
00:29:53 --> 00:29:56: having some people who understand, you know, business casing and  
00:29:56 --> 00:30:00: in different restrictions they have different guidance. But it's all  
00:30:00 --> 00:30:03: basically the same thing and there is a whole group  
00:30:03 --> 00:30:04: of people around the world.  
00:30:05 --> 00:30:07: Who effectively take the UK Green book and and and  
00:30:07 --> 00:30:10: and make it appropriate for their for their jurisdiction. It's  
00:30:10 --> 00:30:13: all the same. It's largely the same stuff. And so  
00:30:13 --> 00:30:16: we've got the Metrolinx business case which I was fortunate  
00:30:16 --> 00:30:19: enough to oversee with my team at Metrolinx when we  
00:30:19 --> 00:30:22: were we were the economics and investment team. Next time,  
00:30:22 --> 00:30:26: next slide please. Transorient development approach, I talked about being  
00:30:26 --> 00:30:28: really complete economic development socioequity.  
00:30:30 --> 00:30:33: Community engagement and all these kinds of things and we  
00:30:33 --> 00:30:36: can have separate webinars and all of them. But I  
00:30:36 --> 00:30:38: think you know the other thing is on the right  
00:30:38 --> 00:30:41: hand side, having a vision and combining the the planning  
00:30:41 --> 00:30:45: vision, understand the economics, understand who can pay, understand construction  
00:30:46 --> 00:30:48: and delivery and having a view to both. And if  
00:30:48 --> 00:30:50: we were to go back to the last slide, I  
00:30:50 --> 00:30:52: don't want to go back to the last slide, but  
00:30:52 --> 00:30:55: a really well done business case will actually consider all  
00:30:56 --> 00:30:58: of these things in an early way at the very  
00:30:58 --> 00:30:59: beginning. Next slide please.  
00:31:00 --> 00:31:03: And then the next slide, thanks about Okay. So then  
00:31:03 --> 00:31:06: the last part is I think the business casing methods  
00:31:06 --> 00:31:10: that are often used are largely about transportation. And So  
00:31:10 --> 00:31:13: what we're seeing now and this is happening right now  
00:31:13 --> 00:31:16: and I think Crossrail 2 in London, which is very  
00:31:16 --> 00:31:18: far off in the future due to Brexit and a  
00:31:18 --> 00:31:22: bunch of factors there. But Crossrail 2 was actually the  
00:31:22 --> 00:31:25: project that really took the business case guidance and said  
00:31:25 --> 00:31:26: let's.



00:31:26 --> 00:31:28: Look at it from housing lens. Look let's look at  
 00:31:28 --> 00:31:31: it from a housing accommodation lens and I think that's  
 00:31:31 --> 00:31:35: incredibly powerful and that's that's sort of the next frontier  
 00:31:35 --> 00:31:38: and it's certainly in Southern Ontario is because we have  
 00:31:38 --> 00:31:40: such a huge housing crisis. But this is a  
 00:31:40 --> 00:31:43: narrative that's playing out across metro regions all over the  
 00:31:43 --> 00:31:46: world. Next slide and the last point is I just  
 00:31:46 --> 00:31:48: wanted to bring it back to this you know as  
 00:31:48 --> 00:31:50: we transition and and I hand it over to to  
 00:31:50 --> 00:31:53: David in Hong Kong I think the key thing in.  
 00:31:53 --> 00:31:56: In in in Toronto what we've learned is that because  
 00:31:56 --> 00:32:00: of the private land ownership model and we're retrofitting  
 existing  
 00:32:00 --> 00:32:03: an existing city region, we really we live and die  
 00:32:03 --> 00:32:06: by the success of these of these partnerships and they  
 00:32:06 --> 00:32:09: have to be private and public and we're we're on  
 00:32:09 --> 00:32:12: a constant journey to build capacity and and do deals  
 00:32:13 --> 00:32:16: that work for each individual site because every one of  
 00:32:16 --> 00:32:19: these is different. So I'll just leave that as a  
 00:32:19 --> 00:32:19: as a thought.  
 00:32:23 --> 00:32:23: Thank you.  
 00:32:25 --> 00:32:28: Thank you, Michael. Now we're gonna invite David.  
 00:32:30 --> 00:32:34: Well, thank you, Ivan and thank you Michael for sharing  
 00:32:34 --> 00:32:38: so much insight about the Toronto case. Hi, good afternoon  
 00:32:38 --> 00:32:41: everybody. I'm David Gam from Hong Kong and you know  
 00:32:42 --> 00:32:46: the previous speaker talk about the Toronto case and North  
 00:32:46 --> 00:32:49: America. Now let's try to look at the case in  
 00:32:49 --> 00:32:49: Asia.  
 00:32:50 --> 00:32:54: So that I don't know. I may perhaps introduce a  
 00:32:54 --> 00:32:57: little bit about Hong Kong is Hong Kong is a  
 00:32:57 --> 00:33:01: city in Asia, very, very small city around 1000 square  
 00:33:01 --> 00:33:05: kilometers in footprint. If there is a low, if you  
 00:33:05 --> 00:33:09: draw the straight line from north to South and east  
 00:33:09 --> 00:33:13: to West, you could travel within within an hour without  
 00:33:13 --> 00:33:17: without any problem. Having said that because it's a very  
 00:33:17 --> 00:33:20: populated, very highly congested.  
 00:33:20 --> 00:33:26: City with the 7.5 million population. So the you know  
 00:33:26 --> 00:33:33: space, communities and transportations are are crucial to the  
 sustainability  
 00:33:34 --> 00:33:39: of the cities and the and the economic development. Next  
 00:33:39 --> 00:33:44: lines please. So I want to talk about the project  
 00:33:44 --> 00:33:46: that we embark on the.  
 00:33:48 --> 00:33:52: For quite sometimes called the Chang Kuan O as a

00:33:52 --> 00:33:55: new town. So the MTR, MTR basically is a railway  
00:33:56 --> 00:34:00: company Okay we design and build and operate railway and  
00:34:00 --> 00:34:06: we support the the government by providing public  
transportation to  
00:34:06 --> 00:34:10: new towns and also to some of the very congested  
00:34:10 --> 00:34:14: area of that. Basically we are the the railway solution  
00:34:14 --> 00:34:16: provider in Hong Kong.  
00:34:17 --> 00:34:20: So the sometime ago in the in the early night  
00:34:20 --> 00:34:24: in the 1986, the government decided to build a new  
00:34:25 --> 00:34:28: town in junk. One know if you look at the  
00:34:28 --> 00:34:32: the top right corner you see the photo of junk  
00:34:32 --> 00:34:36: one know in the nineteen 1990s. During that time the  
00:34:36 --> 00:34:41: whole area probably don't have only a few thousands  
inhabitants.  
00:34:41 --> 00:34:45: So the government has the plan to develop a new  
00:34:45 --> 00:34:45: town.  
00:34:46 --> 00:34:50: Out there that is good for half a million people  
00:34:50 --> 00:34:53: and then you know the to to attract people moving  
00:34:53 --> 00:34:57: to the new town transportation is a priority. If you  
00:34:57 --> 00:35:01: if you look at those the the Township here this  
00:35:01 --> 00:35:05: is the the purple line is the That you know will  
00:35:05 --> 00:35:09: extend from the city to to facilitate the transportation in  
00:35:09 --> 00:35:13: this new town 6 new stations will be built and  
00:35:13 --> 00:35:15: have been built apparently.  
00:35:15 --> 00:35:20: And to accommodate half a million passengers, half a million  
00:35:20 --> 00:35:24: populations are living out there Please. So to build a new  
00:35:24 --> 00:35:29: town with the railway various, you're probably aware there is  
00:35:29 --> 00:35:33: always a very expensive piece of infrastructure. So they need  
00:35:33 --> 00:35:36: a lot of, you know, planning. So the start of  
00:35:37 --> 00:35:41: the planning as I said though that for Chanquanno being  
00:35:41 --> 00:35:45: a new town actually started in 1986 when the government.  
00:35:45 --> 00:35:48: When the government you know first come with the idea  
00:35:48 --> 00:35:51: of course I mean the idea have a lot of  
00:35:51 --> 00:35:55: consultation then until 1994 the government you know  
confirmed that  
00:35:55 --> 00:35:58: the railway will be built to connect junk one no  
00:35:58 --> 00:36:00: where the with our CBD and in Hong Kong the  
00:36:00 --> 00:36:04: process is mostly like that you know when the government  
00:36:04 --> 00:36:07: you know decide to build the railway that is the  
00:36:07 --> 00:36:08: line on the drawing board.  
00:36:09 --> 00:36:12: Then the MTR will take from there to the to  
00:36:12 --> 00:36:16: undergoing visibility study of the of that line on the

00:36:16 --> 00:36:21: drawing board and also the location of stations together without

00:36:21 --> 00:36:25: some other government or government departments. So the you see

00:36:25 --> 00:36:29: that there between 1995 and 1996 we have to complete

00:36:29 --> 00:36:33: the, we complete the feasibility study and we also confirmed

00:36:33 --> 00:36:37: the the location of the stations and the depot.

00:36:38 --> 00:36:41: One more part is even more crucial is that we

00:36:41 --> 00:36:46: would have to confirm and agree the the construction cost

00:36:46 --> 00:36:50: of the railway with the government so that the government

00:36:50 --> 00:36:55: would consider whether there will be a direct a direct

00:36:55 --> 00:37:00: equity injection or the government would consider that you know

00:37:00 --> 00:37:04: MTR will be responsible for some of the TLD development

00:37:04 --> 00:37:05: so that due to.

00:37:07 --> 00:37:11: How do I say offset some of the construction costs?

00:37:11 --> 00:37:14: As you can see, you know as you can imagine

00:37:14 --> 00:37:18: that the land price with railway and without railway could

00:37:18 --> 00:37:22: be completely different. So what we normally do is that

00:37:22 --> 00:37:25: in Hong Kong when we when we look at the

00:37:25 --> 00:37:29: land price, when we calculate the land price that Mtel

00:37:29 --> 00:37:32: would use it as a Greenfield price first that is.

00:37:33 --> 00:37:36: We assume that there's no railway built to that part

00:37:36 --> 00:37:39: of the community. So we use that as a calculation

00:37:39 --> 00:37:42: and in the formula to negotiate with the Hong Kong

00:37:42 --> 00:37:46: government. OK. Of course when we build the railway, the

00:37:46 --> 00:37:49: land price will go up. When we work with the

00:37:49 --> 00:37:52: developer then we just cover, we we pay back the

00:37:52 --> 00:37:55: government the land premium at the Greenfield price and then

00:37:55 --> 00:37:59: the the upside we will share with developer or vice

00:37:59 --> 00:38:02: versa. So that's the model that we've been using.

00:38:03 --> 00:38:06: And as you can see that in 1996 we we

00:38:06 --> 00:38:12: agreed a proposal and then between 1996 to 1999 there

00:38:12 --> 00:38:18: will be there, there were detailed designs of the railway

00:38:18 --> 00:38:22: and the and the detail all the planning for all

00:38:23 --> 00:38:29: those community around stations and 2002 the railway open but.

00:38:29 --> 00:38:33: For the for the low house park that is the

00:38:33 --> 00:38:37: the tiny town. The area 86 was still ongoing for

00:38:37 --> 00:38:41: development for for the bit of time and as you

00:38:41 --> 00:38:45: can see that in the in the picture you see

00:38:45 --> 00:38:49: that 123456 new communities so they they will be they

00:38:49 --> 00:38:54: will be developed at a different stage and time next  
00:38:54 --> 00:38:57: place. So the to plan the new town we just  
00:38:57 --> 00:38:59: like a building block.  
00:39:00 --> 00:39:03: Okay. We first plan the station that is you see  
00:39:03 --> 00:39:06: that the red circle of the M tower stations. And  
00:39:06 --> 00:39:10: then we work with the government department, especially the  
town  
00:39:10 --> 00:39:14: planning Bureau to put forward their requirement of what are  
00:39:14 --> 00:39:18: the exact requirement for the Township of 1/2 a million,  
00:39:18 --> 00:39:22: half a million population for example. Where you said is  
00:39:22 --> 00:39:26: there any for the police stations, fire fire, fire brigade  
00:39:26 --> 00:39:27: stations, you know?  
00:39:28 --> 00:39:32: And also you know the healthcare for the elderly, hospital,  
00:39:32 --> 00:39:36: secondary school etcetera etcetera. So they these sort of  
these  
00:39:36 --> 00:39:40: sort of involve a lot of discussion with the different  
00:39:40 --> 00:39:45: government official trying to harmonize the scheme. Once  
the scheme  
00:39:45 --> 00:39:48: you know the footprint laid then we start into the  
00:39:48 --> 00:39:52: detail planning stage for this part of the of the  
00:39:52 --> 00:39:54: town next, next slide please.  
00:39:56 --> 00:40:01: And as you can see that the the left bottom  
00:40:01 --> 00:40:06: area 60, Area 86, we first of all build a  
00:40:06 --> 00:40:13: depot. A lot of people ask Intel always developed something  
00:40:13 --> 00:40:17: developed Tod on top of a depot. Why?  
00:40:18 --> 00:40:21: The reason is being very simple, because along the line  
00:40:21 --> 00:40:25: is mostly you pass through the lots of congested, very  
00:40:25 --> 00:40:29: populated or very already populated and congested area.  
You don't  
00:40:29 --> 00:40:33: you don't have any space out there. But at the  
00:40:33 --> 00:40:36: same time when you build a new You need a depot  
00:40:36 --> 00:40:39: for the train to park and for the train to  
00:40:39 --> 00:40:43: to get services and maintenance. So the depot will normally  
00:40:43 --> 00:40:46: become a vast piece of land out of the way.  
00:40:46 --> 00:40:49: But at the same time it provide a very good  
00:40:49 --> 00:40:53: connectivity to the main line that you could build something  
00:40:53 --> 00:40:56: on top of the depot land and most of the  
00:40:56 --> 00:40:59: time the depot land is the government control the land.  
00:40:59 --> 00:41:03: You don't, you don't need to worry about land acquisition.  
00:41:03 --> 00:41:06: So we first of all build area, build the depot  
00:41:06 --> 00:41:09: on the area 86. So make sure that the railway  
00:41:09 --> 00:41:12: can can start up and running and then the middle  
00:41:12 --> 00:41:15: one construction start between 2004 and 2020.

00:41:16 --> 00:41:20: 13 packages released. So this is a very interesting one  
00:41:20 --> 00:41:24: that when we developed the whole area, we don't develop  
00:41:24 --> 00:41:28: everything. One goal because number one, we don't want to  
00:41:28 --> 00:41:31: flood the market with the with the supply. At the  
00:41:31 --> 00:41:35: same time we don't want to create you know we  
00:41:35 --> 00:41:40: don't want to create construction sites everywhere that affect  
adjacent  
00:41:40 --> 00:41:44: pricing area as well as the adjacent residential area, so  
00:41:44 --> 00:41:44: the.  
00:41:45 --> 00:41:48: When we when we look at that, we develop the  
00:41:48 --> 00:41:52: site into 13 packages, every single one of the packages  
00:41:52 --> 00:41:55: we tended out to the market to make sure the  
00:41:56 --> 00:42:00: Mac to to ensure maximum market participation. So all the  
00:42:00 --> 00:42:04: developers are welcome to submit the tender Okay and then  
00:42:04 --> 00:42:07: you know of course we pick the tender that give  
00:42:07 --> 00:42:11: us the most beneficial outcome and as you can see  
00:42:11 --> 00:42:13: that out of the 13 package.  
00:42:13 --> 00:42:19: 8 developers involved Next slides please. So the in Hong  
00:42:19 --> 00:42:23: Kong is as I said is a very congested 1.  
00:42:23 --> 00:42:31: So we always trying to segregate pedestrian and  
transportation regardless  
00:42:31 --> 00:42:36: whether there's a car or train or minibuses. So as  
00:42:36 --> 00:42:40: you see in the picture, we try to create.  
00:42:41 --> 00:42:45: A walkable distance that you know connect every part of  
00:42:45 --> 00:42:47: the of the low house park OK of the of  
00:42:47 --> 00:42:51: the development area. And we made always the the train  
00:42:51 --> 00:42:55: being at the lowest, lowest bottom. Of course we connect  
00:42:55 --> 00:42:58: to the depot, but at the same time connect to  
00:42:58 --> 00:43:02: the to the interchange with buses, taxi and then the  
00:43:02 --> 00:43:06: up, the up the layer upper than the railway. Normally  
00:43:06 --> 00:43:09: we use for the car park to create a bit  
00:43:09 --> 00:43:10: of the pocket ride.  
00:43:10 --> 00:43:14: And then above the car park there will be, there  
00:43:14 --> 00:43:18: will be other like shopping malls and then and and  
00:43:18 --> 00:43:22: so on Please this is another photo that that is that  
00:43:22 --> 00:43:27: another picture that's show you you know the the vertical  
00:43:27 --> 00:43:30: development of the of the area as I said you  
00:43:30 --> 00:43:34: know the lowest part that the lowest point is being  
00:43:34 --> 00:43:39: the railway that connect with the nearby bus terminus.  
00:43:39 --> 00:43:43: And the interchange including taxi and then one layer above  
00:43:43 --> 00:43:46: that is going to be the car park and then  
00:43:46 --> 00:43:50: there will be escalated shopping malls and then through  
shopping

00:43:50 --> 00:43:55: malls connect to all fifty stories of residential and commercial buildings next lines.

00:43:55 --> 00:43:56:

00:43:59 --> 00:44:02: And in in Hong Kong, we use to increase the

00:44:02 --> 00:44:07: the convenient increase, increase the convenient and also the experience

00:44:07 --> 00:44:11: of the of the residents. We adopt the Otopus card

00:44:11 --> 00:44:15: which is similar to the Crystal Card in Toronto. The

00:44:15 --> 00:44:19: difference is that you know the Otopus card can be

00:44:19 --> 00:44:23: used for different mode of public transportation, but at the

00:44:23 --> 00:44:27: same time the Otopus card can be used for retail.

00:44:27 --> 00:44:31: Like you can, you can pay, you can pay your

00:44:31 --> 00:44:35: grocery in the supermarket and you could even use the

00:44:35 --> 00:44:39: card to access a Public Library, a swimming pool and

00:44:39 --> 00:44:43: even as an access control card to your own apartment

00:44:43 --> 00:44:48: through the through the clubhouse, etcetera etcetera. That create a

00:44:48 --> 00:44:53: very convenient and also very, very seamless and good experience

00:44:53 --> 00:44:56: to our to our customers. Next one please.

00:44:58 --> 00:45:02: So what we what we're saying that is that OK

00:45:02 --> 00:45:05: in Hong Kong we adopt A very different approach. I

00:45:05 --> 00:45:10: think I think the the, the the biggest difference with

00:45:10 --> 00:45:13: the Toronto case is that in Hong Kong most of

00:45:13 --> 00:45:17: the lands belong to the government. So the government is

00:45:17 --> 00:45:21: easy to to manipulate how the land could be used

00:45:21 --> 00:45:24: and within trial being the railway operator.

00:45:25 --> 00:45:28: To plan for the Township that create another level of

00:45:29 --> 00:45:33: expertise and convenient by doing so that create good experience

00:45:33 --> 00:45:36: to the to the passenger, to the passenger and customers.

00:45:36 --> 00:45:39: Bear in mind that NPR itself is not the developer,

00:45:40 --> 00:45:42: so we don't have a conflict of interest in a

00:45:42 --> 00:45:46: way that we only master planning what the future looks

00:45:46 --> 00:45:49: like and every single package we still go down to

00:45:49 --> 00:45:50: the to the market.

00:45:51 --> 00:45:54: OK to to give all the developers a good try

00:45:54 --> 00:45:58: just like the government you know doing doing ocean of

00:45:58 --> 00:46:02: the land in the in the normal scenario the the

00:46:02 --> 00:46:06: appealing part to the to the developer is that because

00:46:06 --> 00:46:11: when MTL planned the railway together with the government MTL

00:46:11 --> 00:46:15: already accommodate the the future need that the developer would

00:46:15 --> 00:46:18: would be considering for example.

00:46:18 --> 00:46:22: If you're building something on top of the stations, we

00:46:22 --> 00:46:25: already calculate all those parameter and then we build the

00:46:25 --> 00:46:28: we build the slab just like what you see in

00:46:28 --> 00:46:31: the depot, right? We have the whole depot enclosed and

00:46:31 --> 00:46:34: then for the future building sitting on top. So the

00:46:34 --> 00:46:37: developer do not need to worry about the interface with

00:46:37 --> 00:46:38: the railway too much.

00:46:39 --> 00:46:42: Normally the developer in other part of the world when

00:46:42 --> 00:46:45: when we have a conversation where they always see that

00:46:45 --> 00:46:49: the the collaboration with the railway company as a as

00:46:49 --> 00:46:52: a second priority if not the third because because they

00:46:52 --> 00:46:56: buried about the interface with the railway contamination  
program time

00:46:56 --> 00:46:59: all cost them money and uncertainty and that's why they

00:46:59 --> 00:47:02: are not they are not the interest of that. I

00:47:02 --> 00:47:05: mean they they are normally they just not their first

00:47:05 --> 00:47:06: priority.

00:47:06 --> 00:47:10: With MTR, MTR to able to wipe away all those

00:47:10 --> 00:47:14: uncertainty that give the developer a more certainty on the

00:47:14 --> 00:47:17: program and that's mean cash flow and that's why I

00:47:18 --> 00:47:21: would why the developer and more prefer to to to

00:47:21 --> 00:47:25: to participate in such a scheme. And as you could

00:47:25 --> 00:47:28: imagine that and I pointed out pointed out in the

00:47:28 --> 00:47:32: early stage that the rail, the price of land price

00:47:32 --> 00:47:34: without railway and railway railway.

00:47:35 --> 00:47:38: Are completely different. So the developer is very keen to

00:47:38 --> 00:47:41: because MTL build is convenient and then for the for

00:47:41 --> 00:47:44: the building for the development to sit on top that

00:47:44 --> 00:47:47: would increase the property value. That's me. They could,  
they

00:47:47 --> 00:47:50: could able to have a Better Business case. And of

00:47:50 --> 00:47:53: course I mean from the government point of view,  
government

00:47:53 --> 00:47:56: is also happy with this with the scheme because ones

00:47:56 --> 00:47:59: that that's developed and government do not need to put

00:47:59 --> 00:48:02: money up front for the construction cost of the railway.

00:48:03 --> 00:48:06: And at the same time when the land sale Okay

00:48:07 --> 00:48:11: MTL will will will settle the refill refill land premium

00:48:11 --> 00:48:17: with the government those the government get get additional  
money

00:48:17 --> 00:48:21: by by creating value on the land Next please. So

00:48:21 --> 00:48:25: this is a snapshot of the whole Hong Kong in

00:48:25 --> 00:48:29: terms of railway as you can see we we have  
00:48:29 --> 00:48:31: 99 stations and depots.  
00:48:32 --> 00:48:36: So over over almost over half of them, we have  
00:48:36 --> 00:48:41: the Tod development. So we start the Tod, Tod development  
00:48:41 --> 00:48:45: scenes since we started in the early 70s and 80s  
00:48:45 --> 00:48:49: till now and it's a very robust model. We will  
00:48:49 --> 00:48:53: continue to be using that to support the government to  
00:48:53 --> 00:48:57: to create new towns, but at the same time we  
00:48:57 --> 00:49:00: also create value and also new.  
00:49:00 --> 00:49:05: Experience to allow your dearest residents and passengers  
and customers,  
00:49:05 --> 00:49:08: that's the best I think is the end of my  
00:49:08 --> 00:49:09: presentation. Thank you.  
00:49:20 --> 00:49:25: Great. Really super interesting presentation. Thank you,  
Michael. Thank you,  
00:49:25 --> 00:49:26: David.  
00:49:26 --> 00:49:29: I'd invite any of the attendees to please submit any  
00:49:30 --> 00:49:33: questions, but I'll I'll start off the conversation with one  
00:49:33 --> 00:49:37: one word that I heard. I'm looking for commonalities because  
00:49:37 --> 00:49:40: in some respects I'm sitting here in San Francisco, which  
00:49:40 --> 00:49:43: you know, famous for high quality of life, but also  
00:49:43 --> 00:49:48: unfortunately famous for really, really challenging  
transportation and land use  
00:49:48 --> 00:49:51: patterns right now that, you know, our, our, our region  
00:49:51 --> 00:49:53: is trying to struggle through it.  
00:49:54 --> 00:49:57: 11 concept that I heard both of you mentioned in,  
00:49:57 --> 00:50:00: in cities that are as different from each other as  
00:50:00 --> 00:50:04: Hong Kong is from Toronto, was this idea about certainty  
00:50:04 --> 00:50:08: and longterm, longterm planning that led to some really  
interesting  
00:50:08 --> 00:50:11: and you know, good results in some respects. So I  
00:50:11 --> 00:50:14: wonder if you could talk about, you know, back to  
00:50:14 --> 00:50:17: this idea of the Jim Curtis Institute is that we're  
00:50:17 --> 00:50:21: trying to bring together the real estate dialogues and the  
00:50:21 --> 00:50:22: transportation dialogues.  
00:50:23 --> 00:50:28: How in both your cities have that combined dialogue help  
00:50:28 --> 00:50:33: to attribute to the sense of certainty around these ideas?  
00:50:33 --> 00:50:36: So I know that's a lot in that question, but  
00:50:36 --> 00:50:40: I wonder if you could begin by talking about that.  
00:50:40 --> 00:50:44: You know, things like a lot of cities right now  
00:50:44 --> 00:50:47: are are suffering or challenged by.  
00:50:49 --> 00:50:53: Changing commute patterns. And I wonder if if you're  
observing



00:50:53 --> 00:50:57: anything like that that's affecting this question about bringing the

00:50:57 --> 00:51:02: real estate industry and transportation industry into dialogue with each

00:51:02 --> 00:51:05: other so that we can create some certainty around where

00:51:05 --> 00:51:07: we're going with our investments.

00:51:10 --> 00:51:14: Yeah, I I maybe maybe from from me. I think

00:51:14 --> 00:51:16: that you know the to.

00:51:17 --> 00:51:22: To attract private developer to participate you have to you

00:51:22 --> 00:51:28: have to take one certain responsibility as a government agency

00:51:28 --> 00:51:32: that that what exactly that you want from the property

00:51:32 --> 00:51:37: developers and and and from the problem developers angles what

00:51:37 --> 00:51:41: you normally don't want to do Okay for example.

00:51:42 --> 00:51:45: Even if a developer, you know, their job is just

00:51:46 --> 00:51:49: to build several blocks of towers and then when they

00:51:49 --> 00:51:53: built the the roads around those area will get congested,

00:51:53 --> 00:51:58: right? So who should be responsible for resolving those congestion,

00:51:58 --> 00:52:02: The predicted congestion so to speak. OK, and also if

00:52:02 --> 00:52:05: you build 3 or 4 towers out there, so who

00:52:05 --> 00:52:08: will take the, who should take the responsibility?

00:52:09 --> 00:52:13: To build for example, the fire, fire stations out there

00:52:13 --> 00:52:17: and who's gonna pay, who's gonna pay for that. So,

00:52:17 --> 00:52:20: so in in our case, it's quite easy, very crystal

00:52:20 --> 00:52:24: clear that we don't want the developers to do more,

00:52:24 --> 00:52:27: but we want them to have them to have the

00:52:27 --> 00:52:32: certainty, the certainty in the sense that all those peripheral

00:52:32 --> 00:52:35: components are being considered and look after.

00:52:36 --> 00:52:38: And no one is, no one is trying to shift

00:52:38 --> 00:52:42: the shift the responsibility to others. Okay for example, as

00:52:42 --> 00:52:44: I said, you know the one of the one of

00:52:44 --> 00:52:47: the concern of the developers to building something on the

00:52:47 --> 00:52:51: debt police, said Okay. If you building something on top

00:52:51 --> 00:52:54: of that police that how does it impact railway operation.

00:52:54 --> 00:52:57: Okay with the railway operation one day saying that OK

00:52:57 --> 00:53:00: stop construction because you're causing some.

00:53:01 --> 00:53:04: Some problem to the railway operations, I have to stop

00:53:05 --> 00:53:09: your construction for for the couple of weeks for example.

00:53:09 --> 00:53:12: So that is something that we we have to delineate

00:53:12 --> 00:53:16: it and make sure that we find the right control.

00:53:16 --> 00:53:19: These are the and also be Also bear in mind

00:53:19 --> 00:53:23: that these are the control. These are the parameters that  
00:53:23 --> 00:53:27: normally the railway developers do not have the expertise to  
00:53:27 --> 00:53:29: to implement control right.  
00:53:30 --> 00:53:34: So that sort of responsibility, it's got to be crystal  
00:53:34 --> 00:53:38: clear and well, well planned ahead and be taken care  
00:53:38 --> 00:53:38: of.  
00:53:41 --> 00:53:44: I'll make it, yeah. I think, I mean, given that  
00:53:44 --> 00:53:48: we've almost sort of restarted our journey to being a  
00:53:48 --> 00:53:52: transit oriented region back in the middle of the early  
00:53:52 --> 00:53:54: 2000s, the first decade we're still.  
00:53:55 --> 00:53:59: Learning and I think the initial goal from government, it's  
00:53:59 --> 00:54:02: interesting. It parallels this whole, you know, commitment to  
P  
00:54:03 --> 00:54:06: like I'll call it traditional P3, right, full risk transfer  
00:54:06 --> 00:54:10: and it's interesting in parallel to the linear light rail  
00:54:10 --> 00:54:13: program collapse of traditional P threes, you can't transfer all  
00:54:14 --> 00:54:16: the risk. The industry took on too much risk in  
00:54:16 --> 00:54:17: the same way.  
00:54:18 --> 00:54:20: There was an enthusiasm I think on the part of  
00:54:20 --> 00:54:23: government to transfer all the risk of delivery like we  
00:54:23 --> 00:54:28: were having live conversations, pretty advanced  
conversations about developers who  
00:54:28 --> 00:54:31: have never built railways taking on responsibility for  
delivering railway  
00:54:32 --> 00:54:35: infrastructure, which in hindsight is totally insane. So we the  
00:54:35 --> 00:54:38: pendulum is swinging around still, but it's landing David,  
pretty  
00:54:38 --> 00:54:41: much where you described it, which is you give, you  
00:54:41 --> 00:54:44: know, let developers develop what they can build.  
00:54:44 --> 00:54:47: And then let make sure the government is up for  
00:54:47 --> 00:54:50: developing the things that they should be good at which  
00:54:51 --> 00:54:54: is core railway infrastructure and the key thing I think  
00:54:54 --> 00:54:57: on the land use and the visioning and the good  
00:54:57 --> 00:55:00: planning side. So aside from just railway infrastructure is you  
00:55:00 --> 00:55:03: know David to your point where who takes on the  
00:55:03 --> 00:55:07: responsibility for you know major intersection redesign or you  
know  
00:55:07 --> 00:55:10: interfacing. And I think I think that's been a climb  
00:55:10 --> 00:55:13: up for the real estate industry if I can be  
00:55:13 --> 00:55:14: really blunt.  
00:55:14 --> 00:55:18: That you know it's not enough, particularly if you have  
00:55:18 --> 00:55:21: a large project, to think about just within your boundaries.  
00:55:21 --> 00:55:25: And you can actually, by being proactive, create additional

value

**00:55:25 --> 00:55:29:** for yourself in being visionary and thinking beyond your borders

**00:55:29 --> 00:55:32:** and how you get back to the community and how

**00:55:32 --> 00:55:35:** does your site tie into the existing community and I

**00:55:35 --> 00:55:36:** think.

**00:55:36 --> 00:55:39:** I mean we have developed, we have some very visionary

**00:55:39 --> 00:55:42:** developers, we've got some great developers and we have developers

**00:55:42 --> 00:55:44:** who just say look I I just want to build

**00:55:44 --> 00:55:47:** my building and I want to stay within my plot

**00:55:47 --> 00:55:49:** and that's fine too. But on the bigger Tod sites

**00:55:49 --> 00:55:52:** there, there I think in the Toronto model there is

**00:55:52 --> 00:55:55:** basically a demand for asking developers to think a little

**00:55:55 --> 00:55:58:** bit bigger and more visionary about you know what are

**00:55:58 --> 00:56:01:** they doing for their, for their neighborhood and those that,

**00:56:01 --> 00:56:03:** that that I mean one can say I want to

**00:56:03 --> 00:56:04:** do it but old school.

**00:56:05 --> 00:56:08:** I think they're going to run into some more barriers

**00:56:08 --> 00:56:10:** around permitting and approvals.

**00:56:12 --> 00:56:15:** We have a question from the audience that is a

**00:56:16 --> 00:56:20:** very specific question. I'll state the question but then I

**00:56:20 --> 00:56:23:** might layer on top of it maybe a an overarching

**00:56:23 --> 00:56:26:** question that I have. So Miguel Gomez from LA is

**00:56:26 --> 00:56:30:** asking about transit systems that have are suffering from.

**00:56:31 --> 00:56:34:** A lot of issues that normally we we associate with

**00:56:34 --> 00:56:38:** sort of neighborhoods that are are sort of under functioning

**00:56:38 --> 00:56:43:** like homelessness and criminal behavior. And unfortunately now that that

**00:56:43 --> 00:56:46:** has become an issue both for land use, people involved

**00:56:46 --> 00:56:50:** in land use. So developers who are overseeing areas or

**00:56:50 --> 00:56:54:** governments that are overseeing land use, but now the transit

**00:56:54 --> 00:56:57:** agencies are suffering from that as well I guess.

**00:56:57 --> 00:57:01:** It would be interesting to hear both of you address

**00:57:01 --> 00:57:04:** that specific question if that's an issue in your cities

**00:57:04 --> 00:57:08:** and then also maybe expand that to assuming we get

**00:57:08 --> 00:57:12:** the real estate industry and the transportation industry together on

**00:57:12 --> 00:57:16:** the same page in support of this idea about creating

**00:57:16 --> 00:57:19:** complete communities in in in that align with our transit

**00:57:19 --> 00:57:20:** investments.

**00:57:21 --> 00:57:24:** How do you see those dialogues? Are there platforms for

00:57:24 --> 00:57:28: them to be addressing commonalities or sort of agreeing on  
00:57:28 --> 00:57:32: what the priorities are, like creating safe neighborhoods and  
safe  
00:57:32 --> 00:57:33: transit systems?  
00:57:36 --> 00:57:39: I'll take a shot maybe. And then David, you go,  
00:57:39 --> 00:57:41: wow, what a huge question, I think.  
00:57:42 --> 00:57:45: I think first of all platforms like ULI are just  
00:57:45 --> 00:57:47: the best thing ever because we're supposed to bring in  
00:57:47 --> 00:57:52: multidisciplinary conversations and get you know different  
practitioners talking to  
00:57:52 --> 00:57:55: different practitioners and you know Tod and complete  
communities. I  
00:57:55 --> 00:57:58: mean that's something that everybody should be able to  
agree  
00:57:58 --> 00:58:00: on the how do you deliver. It's you know an  
00:58:00 --> 00:58:04: implementation question. It is challenging jurisdiction to  
jurisdiction. But I  
00:58:04 --> 00:58:06: think the the potential the the, the the push and  
00:58:07 --> 00:58:09: pull is of that question is you know if you're  
00:58:09 --> 00:58:11: a transit agency and you've got crime.  
00:58:11 --> 00:58:14: On your system and it's growing because of a whole  
00:58:14 --> 00:58:17: bunch of factors you want to focus on dealing with  
00:58:17 --> 00:58:19: the crime and that in itself can be an all  
00:58:19 --> 00:58:22: consumptive issue, especially when you have you know  
media and  
00:58:22 --> 00:58:25: we've had we've we've certainly had that in Toronto. On  
00:58:25 --> 00:58:28: the other hand the real way to tackle that problem  
00:58:28 --> 00:58:31: is to deal with it much more holistically and talk  
00:58:31 --> 00:58:34: about community services and help and all that kind of  
00:58:34 --> 00:58:37: stuff. But I think the real the realistic bandwidth.  
00:58:37 --> 00:58:40: Particularly in trade agencies as they recover from COVID or  
00:58:41 --> 00:58:43: try to recover from COVID is how can they productively  
00:58:43 --> 00:58:46: and I mean if they could productively engage in that  
00:58:46 --> 00:58:50: bigger macro discussion about you know complete  
communities and healthy  
00:58:50 --> 00:58:52: and all that kind of stuff, then you know good  
00:58:52 --> 00:58:55: on them. But I think the trick is day-to-day how  
00:58:55 --> 00:58:57: do you, how do you create this, how can they  
00:58:57 --> 00:59:00: create the space to have that conversation and help their  
00:59:00 --> 00:59:04: stakeholders and their shareholders or their owners or  
government, government  
00:59:04 --> 00:59:06: overseers or whoever their masters are?  
00:59:07 --> 00:59:10: D to the other side, which is not, hey, I  
00:59:10 --> 00:59:13: just want to avoid, you know, another, you know, bad

00:59:13 --> 00:59:17: cycle of news coverage of crime in the next week.

00:59:20 --> 00:59:21: Yeah, David, any it's hard.

00:59:21 --> 00:59:25: Additional thoughts. Yes is a is a very tricky is

00:59:25 --> 00:59:29: a good question and a tricky tricky one. And of

00:59:29 --> 00:59:32: course I mean from the railway railway.

00:59:33 --> 00:59:38: Operation perspective you know the the safe and crime free

00:59:38 --> 00:59:43: environment is one of the most critical objective of railway

00:59:43 --> 00:59:48: operation. So the that links to you know crime fighting,

00:59:48 --> 00:59:53: how the Transit Authority work with the the police and

00:59:53 --> 00:59:57: the laws enforcement, what was how they line up together

00:59:57 --> 01:00:00: to undergoing certain campaign.

01:00:01 --> 01:00:03: And also what sort of how they set up the

01:00:03 --> 01:00:07: securities issues is a is a concern. I mean that

01:00:07 --> 01:00:11: that's a different city would have a different consideration and

01:00:11 --> 01:00:13: in Hong Kong you know it is we are, we

01:00:13 --> 01:00:16: are highly dense city but it is but at the

01:00:16 --> 01:00:19: same time we are one of the safest city in

01:00:19 --> 01:00:22: the world. We don't have this sort of you know

01:00:22 --> 01:00:25: crime issues at the railway but at the same time

01:00:25 --> 01:00:28: you know the Hong Kong SAR government, they have a

01:00:28 --> 01:00:30: special police force.

01:00:30 --> 01:00:35: Especially on railway, OK, look after railway so to speak.

01:00:35 --> 01:00:39: So they understand all the railway features. They run drills

01:00:39 --> 01:00:43: with the railway operators from time to time so that

01:00:43 --> 01:00:48: when crimes happen both the station operator or both the

01:00:48 --> 01:00:52: transit operator and the and the laws and the and

01:00:52 --> 01:00:56: the police, they could react fairly quickly. So. So that's

01:00:56 --> 01:01:00: probably one of the many ways that that consider.

01:01:01 --> 01:01:04: And shifting gears a bit, we have a question from

01:01:04 --> 01:01:08: Chicago from David. And Chicago it's sort of getting at

01:01:08 --> 01:01:12: Michael you had mentioned the sort of shift in politics

01:01:12 --> 01:01:16: having affected you know sort of the trajectory of Toronto's

01:01:16 --> 01:01:20: journey in in commitment to good transportation planning and

01:01:20 --> 01:01:23: Tod

01:01:20 --> 01:01:23: planning. I think I guess the the question here is

01:01:23 --> 01:01:26: like how can elected officials you know so even if

01:01:26 --> 01:01:28: the even if the real estate.

01:01:29 --> 01:01:32: Industry and transportation authorities agree on a Tod plan

01:01:32 --> 01:01:35: that's

01:01:32 --> 01:01:35: very sound and addresses it. How what can we do

01:01:35 --> 01:01:39: about the disconnect between political timelines and these

01:01:35 --> 01:01:39: infrastructure delivery

01:01:39 --> 01:01:41: timelines? You know, I think it has a lot to  
01:01:41 --> 01:01:44: do with maybe winning the winning the support of the  
01:01:44 --> 01:01:47: public so that, you know, the voters are sending a  
01:01:47 --> 01:01:50: message to the politicians. But it's a chicken and egg.  
01:01:50 --> 01:01:50: I wonder if.  
01:01:51 --> 01:01:54: Either of you could talk about any lessons learned or  
01:01:54 --> 01:01:58: best practices that you've seen in regions that are able  
01:01:58 --> 01:02:00: to overcome this challenge.  
01:02:02 --> 01:02:06: Yeah, good question. You're right. In this longterm  
infrastructure challenge  
01:02:06 --> 01:02:09: and shortterm political cycles and demanded voters, I think  
I'm  
01:02:09 --> 01:02:12: quick wins you got to, you got to while you're  
01:02:12 --> 01:02:16: building the bigger infrastructure plan and delivering things to  
take  
01:02:16 --> 01:02:17: you know 8/10/12 years.  
01:02:18 --> 01:02:21: Or longer. You have to be delivering quick wins and  
01:02:21 --> 01:02:26: that means things like service improvement and I think that  
01:02:26 --> 01:02:30: can be simple things like frequency or tweaking fares or  
01:02:30 --> 01:02:33: adding first mile, last mile, kind of like you can  
01:02:34 --> 01:02:37: introduce a bike plan or a bike share system. I  
01:02:37 --> 01:02:41: mean these are things that can happen in a shorter  
01:02:41 --> 01:02:43: period of time and hopefully.  
01:02:43 --> 01:02:46: You know, that fills out the demand while you can  
01:02:46 --> 01:02:49: also talk about all the big visionary longterm infrastructure  
backbone  
01:02:49 --> 01:02:52: kind of stuff that's being built as well. I think  
01:02:52 --> 01:02:55: it's interesting in Toronto, I think we started back in  
01:02:55 --> 01:02:57: 2000 and sort of 678, you know, it was all  
01:02:57 --> 01:03:00: about congestion and you know, the roads were full and  
01:03:00 --> 01:03:03: now, I mean our congestion hasn't gotten better, it's gotten  
01:03:03 --> 01:03:06: worse. I mean we have tons of construction because we're  
01:03:06 --> 01:03:09: building lots of transit and we're building lots of housing  
01:03:09 --> 01:03:09: and dense.  
01:03:10 --> 01:03:13: Area. So the road network is, is even more congested  
01:03:13 --> 01:03:16: but I think that's only pushed people into we need  
01:03:16 --> 01:03:20: alternate solutions and it's interesting now I mean we've had  
01:03:20 --> 01:03:23: changes in governments now and I think the transit and  
01:03:23 --> 01:03:26: the Tod kind of mantra if I can call it  
01:03:26 --> 01:03:29: that or policy consensus is I think it's for the  
01:03:29 --> 01:03:32: most. I mean there's there's cracks here and there but  
01:03:32 --> 01:03:35: it is stronger perhaps than it's ever been before because  
01:03:35 --> 01:03:36: now that.

**01:03:36 --> 01:03:39:** Now that it's part of the housing solution, so we  
**01:03:39 --> 01:03:42:** need housing will the only way that you can deliver  
**01:03:42 --> 01:03:45:** housing that is realistic and also you know meets the  
**01:03:45 --> 01:03:49:** needs of most you know families or households given that  
**01:03:49 --> 01:03:52:** the transportation system is is not working if you're if  
**01:03:52 --> 01:03:54:** you're a single occupant vehicle.  
**01:03:55 --> 01:03:58:** Has led to this this drive for this complete communities.  
**01:03:58 --> 01:04:00:** Now we're in the process of learning how do you  
**01:04:00 --> 01:04:04:** create complete communities and I love David's presentation  
because he  
**01:04:04 --> 01:04:06:** described an example of a complete community you know  
master  
**01:04:07 --> 01:04:09:** plan phase round a train station. Great. But I yeah  
**01:04:09 --> 01:04:12:** hopefully that's an that's an answer I think. I think  
**01:04:12 --> 01:04:14:** you got to you got to deliver quick wins and  
**01:04:14 --> 01:04:16:** long wins and then and then everyone's got to there's  
**01:04:16 --> 01:04:18:** got to be sort of a degree of consensus and  
**01:04:19 --> 01:04:22:** different politicians will have different spins on you know what  
**01:04:22 --> 01:04:23:** matters for their.  
**01:04:24 --> 01:04:27:** You know, their constituents, but there's got to be a  
**01:04:27 --> 01:04:30:** dominant kind of theme and I think in Toronto has  
**01:04:30 --> 01:04:34:** shifted from being congestion, you know, mitigation to  
housing and  
**01:04:34 --> 01:04:37:** community building. But that's that's not to say that's the  
**01:04:37 --> 01:04:40:** way that that that's what should be in Chicago or  
**01:04:40 --> 01:04:41:** somewhere else.  
**01:04:43 --> 01:04:48:** Right, David, obviously a very different situation in Hong  
Kong,  
**01:04:48 --> 01:04:52:** but you've certainly been going through a lot of, you  
**01:04:52 --> 01:04:53:** know sort of.  
**01:04:54 --> 01:05:00:** Political evolution, have you seen any sort of alignment  
challenges  
**01:05:00 --> 01:05:04:** between sort of your long range plan and you know  
**01:05:04 --> 01:05:08:** maybe a slower shift in in political evolution than in  
**01:05:09 --> 01:05:13:** North American cities which tends to be a much quicker  
**01:05:13 --> 01:05:17:** sign wave, but any any thoughts from you Well.  
**01:05:17 --> 01:05:21:** The mean we we relatively, politically we relatively and  
politically  
**01:05:21 --> 01:05:23:** stable. Be honest.  
**01:05:23 --> 01:05:27:** Having said that, you know in a different time you  
**01:05:27 --> 01:05:30:** may have a shift of of a demand For example  
**01:05:30 --> 01:05:34:** when you face a similar situation like Toronto that housing  
**01:05:34 --> 01:05:38:** become getting getting more and more a serious issue. So

01:05:38 --> 01:05:42: if you look at the trunk one extension, the trunk  
01:05:42 --> 01:05:45: one case that I showed you that that would take  
01:05:46 --> 01:05:48: quite some time to develop right.  
01:05:49 --> 01:05:51: And we develop as I said you know 13 packages  
01:05:51 --> 01:05:54: over the timeline of 15 years. But for today is  
01:05:54 --> 01:05:57: a project or some of the projects that are still  
01:05:57 --> 01:06:02: undergoing the government may facing a tremendous  
demand on housing  
01:06:02 --> 01:06:05: and public housing or in Toronto they said it's affordable  
01:06:05 --> 01:06:08: housing. So we have a similar issue. So we may  
01:06:08 --> 01:06:11: would we may have to work with the government to  
01:06:11 --> 01:06:12: tumble.  
01:06:12 --> 01:06:16: Some of the scheme that we already have, for example  
01:06:16 --> 01:06:19: some of the GFA that we cause for commercial use  
01:06:19 --> 01:06:24: or residential use, we may have to readjust for example,  
01:06:24 --> 01:06:28: OK, shall we do more residential 1st and then commercial  
01:06:28 --> 01:06:31: later or vice versa. So this is something that that  
01:06:32 --> 01:06:35: we we would we would have that sort of discussion  
01:06:35 --> 01:06:38: with the government on the case by case to to  
01:06:38 --> 01:06:40: support the government.  
01:06:41 --> 01:06:44: To meet some of those demands and you know during  
01:06:44 --> 01:06:47: the cover time for example you know the the property  
01:06:48 --> 01:06:51: market has not we're not being performing so are we  
01:06:51 --> 01:06:54: still continue to build at the pace that we we  
01:06:54 --> 01:06:57: programmed or we ship So so these are the these  
01:06:57 --> 01:07:00: are the things that that we we need to consider  
01:07:00 --> 01:07:03: from time to time but looking as a as a  
01:07:03 --> 01:07:07: picture as a as a building ATOTOC whole concept  
perspective  
01:07:07 --> 01:07:09: we shouldn't ship from there.  
01:07:10 --> 01:07:14: Yeah, great. Well, both of you. You know, I think  
01:07:14 --> 01:07:18: just looping back to I, I think what's really interesting  
01:07:18 --> 01:07:22: is both of you mentioned in passing this idea about  
01:07:22 --> 01:07:26: is not a binary discussion about you know complete  
communities  
01:07:26 --> 01:07:30: are not created just by either cars or or rail.  
01:07:30 --> 01:07:33: We spent a lot of time talking about those two  
01:07:33 --> 01:07:37: aspects. I mean there is an environmental, you know.  
01:07:38 --> 01:07:41: Economic health issues about trying to get people out of  
01:07:41 --> 01:07:45: private cars and into other transport options. But I think  
01:07:45 --> 01:07:48: it would be worth spending a little bit of time  
01:07:48 --> 01:07:51: on how are you seeing both. You mentioned it in  
01:07:51 --> 01:07:55: passing, but maybe you could hit on it more specifically



01:07:55 --> 01:07:59: about other modes of transportation that will help help get  
01:07:59 --> 01:08:02: our, you know, get us out of the challenge of  
01:08:02 --> 01:08:03: of just cars or trains.  
01:08:04 --> 01:08:07: For a lot of reasons, I think there's amazing solutions  
01:08:07 --> 01:08:11: coming up with new, new technologies. I was even  
interested,  
01:08:11 --> 01:08:15: David, I hadn't thought about this before, but you mentioned  
01:08:15 --> 01:08:18: fintech like the Octopus card as being sort of a  
01:08:18 --> 01:08:22: very tactical, practical way of blurring the lines between  
people's  
01:08:22 --> 01:08:25: transportation decisions and their lifestyle.  
01:08:26 --> 01:08:28: And I know you know the Bay Area has been  
01:08:28 --> 01:08:31: learning a lot from Metrolinx. You know Bay Area has  
01:08:31 --> 01:08:35: 26 different transit agencies and that causes a lot of  
01:08:35 --> 01:08:38: confusion to the user. I wonder if you could talk  
01:08:38 --> 01:08:41: about how that sort of seamless approach to the the  
01:08:41 --> 01:08:45: the user experience is driving maybe new transportation  
modes that  
01:08:45 --> 01:08:48: you're seeing more of like maybe you could talk about  
01:08:48 --> 01:08:51: our buses playing a bigger role in your dialogues or?  
01:08:52 --> 01:08:56: Last mile, first mile solutions like walking or cycling and  
01:08:56 --> 01:08:58: either of you talk about those aspects.  
01:08:59 --> 01:09:04: Yes, thank you. Of course. I mean, as I always  
01:09:04 --> 01:09:08: say that Hong Kong is a very small city that  
01:09:08 --> 01:09:13: the 90% of our trips are facilitated by public transportation  
01:09:13 --> 01:09:19: like rail, railway, buses, taxi, many minibuses, ferry, etcetera.  
01:09:20 --> 01:09:24: So that car ownership in Hong Kong is less than  
01:09:24 --> 01:09:28: 10% Okay in order to maintain the momentum to give  
01:09:28 --> 01:09:31: people the pool factor to use less car but use  
01:09:31 --> 01:09:36: more public transportation in Hong Kong, we have the  
Octopus  
01:09:36 --> 01:09:41: car system, just basically the payment system or a ticket  
01:09:41 --> 01:09:45: system. But it's not just restrictive to to rail to  
01:09:45 --> 01:09:47: to use in the railway.  
01:09:47 --> 01:09:50: Auto was actually developed by MTR you know way back  
01:09:51 --> 01:09:53: you know in the nine in the 90s. But we  
01:09:53 --> 01:09:57: invite all the other public transport late transport operator to  
01:09:57 --> 01:10:00: to the to support. And actually we we spin off  
01:10:00 --> 01:10:03: the set of a new company that's that is called  
01:10:03 --> 01:10:08: the Otopus and with the different share shareholders and  
ownerships  
01:10:08 --> 01:10:12: from different operators, railway operators. So by doing so  
number

01:10:12 --> 01:10:15: one we we create we create a 1 ticket for  
01:10:15 --> 01:10:16: all public transport.  
01:10:16 --> 01:10:21: This is #1 and #2. Through this platform we can  
01:10:21 --> 01:10:26: create multi model discount that is a great pool factor  
01:10:26 --> 01:10:32: to attract people to use more public transport than cars.  
01:10:33 --> 01:10:35: I mean if you if you can see that if  
01:10:35 --> 01:10:38: the more you use the car you change a multi  
01:10:38 --> 01:10:40: model from from from A to B&B to C and  
01:10:41 --> 01:10:44: then you you enjoy the savings and then you could  
01:10:44 --> 01:10:47: use the savings and points for example to to go  
01:10:47 --> 01:10:50: to the McDonald, to go to the McDonald to have  
01:10:50 --> 01:10:53: a cup of coffee or even go to 7:11 to  
01:10:53 --> 01:10:56: buy some grocery. So people people think that this is  
01:10:56 --> 01:10:59: this is a, this is a great way and gradually  
01:10:59 --> 01:11:02: you shift the people people that desire.  
01:11:02 --> 01:11:07: To use more and more public public transportation and  
multimodal  
01:11:07 --> 01:11:11: change by creating another level of convenience to them and  
01:11:11 --> 01:11:14: as I as I mentioned that I will be using  
01:11:14 --> 01:11:18: using the card you can even access to Public Library,  
01:11:18 --> 01:11:21: public swimming, swimming pool and you can do with the  
01:11:22 --> 01:11:24: card. You can do a lot of things as as  
01:11:24 --> 01:11:28: your own buildings access card or even settle car park,  
01:11:28 --> 01:11:29: car park payment.  
01:11:30 --> 01:11:33: And then then the more you you you have that  
01:11:33 --> 01:11:37: sort of you know critical mass build up and then  
01:11:37 --> 01:11:40: people say that OK, wow, OK. If of course I  
01:11:40 --> 01:11:44: mean A to B, it's always public transportation may not  
01:11:44 --> 01:11:47: be able to fulfill the entire A to B every  
01:11:47 --> 01:11:51: time and people will still need to drive, but they  
01:11:51 --> 01:11:54: would they would prefer to drive to the nearest car  
01:11:54 --> 01:11:58: park and then switch mode. OK and enjoy much more  
01:11:58 --> 01:12:00: reliable and convenient.  
01:12:00 --> 01:12:03: But also you know earn points and for for their  
01:12:03 --> 01:12:05: other use I think, I think that this is a,  
01:12:06 --> 01:12:08: this is a very interesting and and that has been  
01:12:08 --> 01:12:11: very successful in Hong Kong and not just even in  
01:12:11 --> 01:12:13: Hong Kong, even Japan.  
01:12:16 --> 01:12:19: I'm going to add just a little bit of David  
01:12:19 --> 01:12:21: said, I think David's hit the nail on the head.  
01:12:21 --> 01:12:23: I mean some of us sitting in North America might  
01:12:23 --> 01:12:26: go my God, 10%, you know, non 10% auto mode

01:12:26 --> 01:12:28: share like that seems like you know Mars, how do  
01:12:28 --> 01:12:29: we ever get there?  
01:12:30 --> 01:12:33: But the point is everything that David just said, if  
01:12:33 --> 01:12:36: you apply it, I think you know pricing, getting the  
01:12:37 --> 01:12:40: right pricing, getting making it easy for people to pay,  
01:12:40 --> 01:12:44: lowering the friction to using other services, that stuff all  
01:12:44 --> 01:12:47: applies. And So what we want to do across metro  
01:12:47 --> 01:12:51: areas in North America and everywhere is get the level  
01:12:51 --> 01:12:54: of car use down. And so in some cases that  
01:12:54 --> 01:12:56: means getting a household from.  
01:12:56 --> 01:12:59: Having four cars to two cars or three, four to  
01:12:59 --> 01:13:02: three or two to one or 1, 1/2 to half,  
01:13:02 --> 01:13:05: you know what I mean. And that means using the  
01:13:05 --> 01:13:08: full range of of you know tricks in the, in  
01:13:08 --> 01:13:11: the, in the, in the book. And that can include  
01:13:11 --> 01:13:14: you know better auto share, I mean I think or  
01:13:14 --> 01:13:17: you know ride sharing and you know Uber's been great  
01:13:17 --> 01:13:21: Lyft etcetera, but also car sharing, I mean and and  
01:13:21 --> 01:13:24: if you can reduce parking and the parking demands in  
01:13:24 --> 01:13:25: these.  
01:13:25 --> 01:13:28: Complete communities, I mean providing parking is so it's  
space  
01:13:28 --> 01:13:32: intensive, it's carbon intensive because you're probably  
putting in a  
01:13:32 --> 01:13:34: basement which is like the most carbon intensive part of  
01:13:35 --> 01:13:37: a building, you know, per square foot or per, you  
01:13:37 --> 01:13:40: know, dollar spent or whatever. It's just, it's just terrible.  
01:13:40 --> 01:13:42: We have to get rid of private cars to whatever  
01:13:42 --> 01:13:45: degree we can and that means moving people maybe into  
01:13:45 --> 01:13:47: shared cars or and then get them out of out  
01:13:47 --> 01:13:49: of cars and all these other things. So I think,  
01:13:50 --> 01:13:52: yeah, pricing, urban design, reducing parking, I mean.  
01:13:53 --> 01:13:56: We need to pull the throw the full tool book  
01:13:56 --> 01:13:59: at this. And the other thing I'll say is that  
01:13:59 --> 01:14:02: in some of these spread out, you know metro areas  
01:14:02 --> 01:14:05: that we have in North America, I think you know  
01:14:05 --> 01:14:09: focusing on retrofitted nodes that can become more urban  
which  
01:14:09 --> 01:14:13: have all the qualities that David just described and I'm  
01:14:13 --> 01:14:16: trying to describe, but then located them on regional rail  
01:14:16 --> 01:14:18: or maybe even original bus.  
01:14:19 --> 01:14:22: Can be very powerful because if you think about the  
01:14:22 --> 01:14:25: disk, it's not just it's trips in cars that we

01:14:25 --> 01:14:28: want to get rid of, but it's also vehicle miles  
01:14:28 --> 01:14:31: traveled. So if you multiply the number of trips by  
01:14:31 --> 01:14:34: your vehicle miles traveler, you really want to get. I  
01:14:35 --> 01:14:37: mean if you could get a trip out of a  
01:14:37 --> 01:14:37: car.  
01:14:38 --> 01:14:41: You'd rather get the 30 kilometer or 30 mile commuter  
01:14:41 --> 01:14:43: out of their car before you get the five mile  
01:14:43 --> 01:14:46: and that may seem backwards because you might say, well  
01:14:46 --> 01:14:49: the five mile one, surely we can provide more options  
01:14:49 --> 01:14:52: because maybe they can take a bike or a bus  
01:14:52 --> 01:14:55: or whatever. But the people that are taking the, you  
01:14:55 --> 01:14:58: know, the Super commuters, I mean they are consuming so  
01:14:58 --> 01:15:01: much resource and so much carbon and lane capacity when  
01:15:01 --> 01:15:04: they do that. So I think it's every region is  
01:15:04 --> 01:15:05: different and sort of.  
01:15:06 --> 01:15:08: Listed all the different tools, but yeah, I mean I  
01:15:08 --> 01:15:10: think if you get the pricing right, I think rubber  
01:15:10 --> 01:15:13: tire vehicles are pretty flexible. So they'll be optimized. Bus  
01:15:13 --> 01:15:15: routes can be optimized if you just make the price  
01:15:15 --> 01:15:17: right and make it easier to get on and off  
01:15:17 --> 01:15:19: them. I mean people will adopt them and try them  
01:15:19 --> 01:15:19: out.  
01:15:21 --> 01:15:25: Great. Just shifting topics, so you have a question from  
01:15:25 --> 01:15:28: the audience regarding housing and Ivano might pull you  
back  
01:15:28 --> 01:15:31: into this here too, because there's a question about.  
01:15:32 --> 01:15:35: A shift from affordable the The language in ULI now  
01:15:35 --> 01:15:39: is from affordable housing to attainable housing. The  
question had  
01:15:39 --> 01:15:41: to do with if if we could hear some comments  
01:15:42 --> 01:15:44: about. In the examples that you show, there were a  
01:15:44 --> 01:15:48: lot of densities are Is there any commentary about how  
01:15:48 --> 01:15:51: your cities are learning lessons about a mixture of attainable  
01:15:51 --> 01:15:53: housing versus marketrate housing?  
01:15:55 --> 01:15:58: Yeah, absolutely. So I think from a UI perspective, the  
01:15:58 --> 01:16:01: report that is going to do a full launch in  
01:16:01 --> 01:16:06: September is going to illustrate that our strategy is focusing  
01:16:06 --> 01:16:09: on providing an affordable way of life. So that means  
01:16:09 --> 01:16:13: we would consider the overall strategy to reduce land costs,  
01:16:13 --> 01:16:18: construction costs and operating costs and lifestyle costs.  
We're just  
01:16:18 --> 01:16:22: putting those into perspective from a number of perspective.  
01:16:23 --> 01:16:27: Land cost, we're looking at some area it can escalate

01:16:27 --> 01:16:31: as close to 33% and beyond and construction cost is  
01:16:32 --> 01:16:36: exceeding beyond 27% operating costs. So versus so if you  
01:16:36 --> 01:16:40: compare a passive house versus a normal way of doing  
01:16:40 --> 01:16:45: construction, you can reduce operating costs by 80% and  
that  
01:16:45 --> 01:16:50: is almost the equivalent of how much you're paying for  
01:16:50 --> 01:16:52: rental or for mortgage.  
01:16:52 --> 01:16:55: When you are living in you know certain kind of  
01:16:55 --> 01:16:59: products and lastly from a cloud lifestyle cost perspective, we  
01:16:59 --> 01:17:03: observed that in North America many of our members they  
01:17:03 --> 01:17:07: are contributing more than 30% of the after tax dollars  
01:17:07 --> 01:17:10: on mobility like in other words is on driving.  
01:17:10 --> 01:17:14: So I think from that standpoint definitely we want to  
01:17:14 --> 01:17:17: shift the focus not just about affordable housing by the  
01:17:17 --> 01:17:21: affordable way of life attainable housing meanings having  
both the  
01:17:21 --> 01:17:24: product but also the range of options available. So we  
01:17:24 --> 01:17:27: are focusing on using the right mechanism so it can  
01:17:27 --> 01:17:32: attract both public investment and private investment and the  
report  
01:17:32 --> 01:17:35: is talked about that some of the public investment also  
01:17:35 --> 01:17:37: provide for housing, but there is a big.  
01:17:38 --> 01:17:41: Bracket in here that can provide for market rate solution  
01:17:42 --> 01:17:46: combined with rent control. So there's different layers that  
depends  
01:17:46 --> 01:17:49: on the location. Part of the toolkit can look at  
01:17:49 --> 01:17:50: the holistically.  
01:17:53 --> 01:17:59: Thanks. Yvonne, Any thoughts from Michael or David about  
things  
01:17:59 --> 01:18:03: you've seen about the mixture of market rate and how  
01:18:03 --> 01:18:06: how these complete communities are?  
01:18:07 --> 01:18:12: Any policy drivers or market the the private sector response  
01:18:12 --> 01:18:15: to ideas about what's the proper or what what's the  
01:18:15 --> 01:18:20: most successful mixture of market rate and attainable  
housing? Any  
01:18:20 --> 01:18:21: thoughts?  
01:18:23 --> 01:18:26: Quickly, I was part of an interesting conversation in  
Washington,  
01:18:26 --> 01:18:30: DC recently where we were talking about affordable housing  
provision  
01:18:30 --> 01:18:33: and you know, doing some work in Seattle, I mean,  
01:18:33 --> 01:18:34: there's some very challenging.  
01:18:35 --> 01:18:39: Call it almost over the top affordable housing requirements  
that

01:18:39 --> 01:18:42: are preventing the delivery of market supply in places that  
01:18:42 --> 01:18:46: would otherwise occur. So it's every jurisdiction is having this  
01:18:46 --> 01:18:51: conversation. I think the consensus generally is that  
affordable housing  
01:18:51 --> 01:18:53: you want mix, you want a mix of types and  
01:18:53 --> 01:18:56: you want a mix of you know different product types  
01:18:56 --> 01:19:00: in communities to so people can Asian place and people  
01:19:00 --> 01:19:03: you know you have different all the good reasons all  
01:19:03 --> 01:19:04: the whole.  
01:19:04 --> 01:19:09: Housing, product conversation, contributing to complete  
communities, but you have  
01:19:09 --> 01:19:12: to be respectful about what the market can and can't  
01:19:12 --> 01:19:15: provide. And I think, I think if you push it  
01:19:15 --> 01:19:19: too far, you then reduce the market's appetite to actually  
01:19:19 --> 01:19:22: deliver housing, which was the full point in the 1st  
01:19:22 --> 01:19:25: place. So you have to be reasonable and you can't  
01:19:25 --> 01:19:29: change the rules overnight too. I mean markets need  
stability.  
01:19:29 --> 01:19:31: That's how they that's how they work the best.  
01:19:32 --> 01:19:35: Is when the business community knows what they're going to  
01:19:35 --> 01:19:37: get to run the numbers and can set, you know,  
01:19:37 --> 01:19:40: and and and now it's very difficult and we have  
01:19:40 --> 01:19:43: rising interest rates. We already have a lot of things  
01:19:43 --> 01:19:46: that are out of everyone's control anyways. So let's not  
01:19:46 --> 01:19:49: make it more complicated. So I think, I think change  
01:19:49 --> 01:19:52: is good. I think change needs to happen, you know,  
01:19:52 --> 01:19:54: relatively slowly in the context of the fact that we  
01:19:54 --> 01:19:57: have a climate emergency and we need to change  
everything.  
01:19:58 --> 01:19:58: But I think.  
01:19:59 --> 01:20:01: No, I think, I think, I think I think it's  
01:20:01 --> 01:20:05: reasonable in big metro centers where we have vast  
socioequity  
01:20:05 --> 01:20:09: you know issues and you know key workforce housing  
issues,  
01:20:09 --> 01:20:12: I mean it is, it is reasonable that large competitive,  
01:20:12 --> 01:20:16: expensive metros will have affordable housing requirements.  
But doing that  
01:20:16 --> 01:20:19: carefully and doing that in a way that can be  
01:20:19 --> 01:20:23: stomached by both the private sector and the public sector  
01:20:23 --> 01:20:25: and what they want is, is important.  
01:20:28 --> 01:20:29: Totally agree with you.  
01:20:30 --> 01:20:33: And maybe just wrapping on this and this might even  
01:20:33 --> 01:20:36: be an opportunity for our audience to chime in into

01:20:36 --> 01:20:40: the chat with suggestions. Michael, you had mentioned the business

01:20:40 --> 01:20:43: cases that you know, being developed from Toronto or when

01:20:43 --> 01:20:46: you were at Metrolinx that you developed some of these

01:20:46 --> 01:20:50: business cases. Those seem absolutely key to, you know, having

01:20:50 --> 01:20:53: a sound economic foundation for any of these strategies.

01:20:53 --> 01:20:56: If you or David quickly have any comments about other

01:20:57 --> 01:21:00: citation, you know site, other examples that you think are

01:21:00 --> 01:21:02: really best in class that you look at. Or if

01:21:03 --> 01:21:05: like I said, if anybody in the audience has an

01:21:05 --> 01:21:08: answer to this question also it would be really helpful

01:21:08 --> 01:21:11: because then we can put that into the report about

01:21:11 --> 01:21:15: you know best practice examples of business, business cases that

01:21:15 --> 01:21:19: are being developed for these complete communities and integration of

01:21:19 --> 01:21:21: transit and planning, land planning.

01:21:23 --> 01:21:26: I love this topic. It's great. I'm so glad to

01:21:26 --> 01:21:29: hear the enthusiasm. Yes, these things are the bedrock of

01:21:29 --> 01:21:33: better conversations which are wanted to more productive outcomes. So

01:21:33 --> 01:21:35: I mean the Metrolinx guidance we created, we try to

01:21:35 --> 01:21:38: create it, make it as simple. And so I think

01:21:38 --> 01:21:41: it's a more userfriendly version than the UK Green Book,

01:21:41 --> 01:21:43: even though the UK Green Book is probably the, you

01:21:43 --> 01:21:46: know, it's the, it's the A+ strongest platinum sort of,

01:21:46 --> 01:21:49: you know, version that everyone refers to I think.

01:21:49 --> 01:21:52: I was just looking at a couple reports. I was

01:21:52 --> 01:21:56: really impressed with what Caltrain's done. I think Caltrain has

01:21:56 --> 01:21:58: done a really good job of getting some of their

01:21:58 --> 01:22:02: recent reports out, which are very succinct, very user friendly,

01:22:02 --> 01:22:05: summarized kind of the key points of, you know, the

01:22:05 --> 01:22:09: financials, the economics. Some of the Metrolink stuff is really

01:22:09 --> 01:22:11: good. Some of it is a little bit on the

01:22:11 --> 01:22:14: showy side. And so it doesn't, it's not as honest

01:22:14 --> 01:22:17: about optioneering, it's important to be very, very.

01:22:17 --> 01:22:20: Open and honest about what options are you in analyzing?

01:22:20 --> 01:22:21: So I I don't know. I just saw the Caltrain

01:22:21 --> 01:22:23: stuff and I like what they've done. I think it's.

01:22:23 --> 01:22:25: I think it's a good interpretation, yeah.

01:22:28 --> 01:22:30: David, any quick thoughts in the more closed?

01:22:32 --> 01:22:36: No, we don't. We don't have something similar to those,

01:22:36 --> 01:22:38: but I mean, but yeah.

01:22:38 --> 01:22:41: No, I just, I mean London continues. There's a great

01:22:41 --> 01:22:44: examples in in the UK. I mean check out the

01:22:44 --> 01:22:45: the UK and if anybody wants to.

01:22:47 --> 01:22:48: Asked me what my favorite, you know, sort of Katy

01:22:48 --> 01:22:50: and ones are. I'm happy to provide them as well.

01:22:51 --> 01:22:54: OK. Yeah, that would be great if you could follow

01:22:54 --> 01:22:56: up with Yvonne and I. So I have the the

01:22:56 --> 01:22:59: pleasure of trying to wrap up here. And I just,

01:22:59 --> 01:23:03: it's been a fascinating conversation and really appreciate you know

01:23:03 --> 01:23:06: David and Michael the incredible transparency you offered with your

01:23:07 --> 01:23:09: experience, I would say, you know it's just sort of

01:23:09 --> 01:23:11: a way to wrap it up. I, I, I heard

01:23:11 --> 01:23:13: a lot about, you know these.

01:23:14 --> 01:23:18: In order to be successful community complete communities and transitoriented

01:23:19 --> 01:23:22: development needs to be anchored by the public sector policy

01:23:22 --> 01:23:26: and commitment to funding for these projects. But they they

01:23:26 --> 01:23:30: they the results of these that us getting to where

01:23:30 --> 01:23:33: we want to get is of realizing these is accelerated

01:23:33 --> 01:23:37: by private sector success stories. So I think you know

01:23:37 --> 01:23:39: we we we have to see the you know economic

01:23:39 --> 01:23:42: benefits of it. So that's sort of like a.

01:23:43 --> 01:23:46: 1-2 step. You know, I do think that, you know,

01:23:46 --> 01:23:49: finding ways. You know, I was struck by Yvonne when

01:23:49 --> 01:23:53: you were doing your opening slides. While \$21 million seems

01:23:53 --> 01:23:57: like a big commitment to communities of this grant program

01:23:57 --> 01:24:00: that you talked about, I thought to myself as like,

01:24:00 --> 01:24:04: yeah, but that's compared to \$69 billion of fast funding

01:24:04 --> 01:24:07: for transit or road and Hwy. funding. So you know,

01:24:07 --> 01:24:09: there is this sort of.

01:24:09 --> 01:24:12: I think it's sort of a you know accelerated need

01:24:12 --> 01:24:15: for us to be articulating the need for the real

01:24:15 --> 01:24:18: estate industry to putting, putting you know having an increased

01:24:18 --> 01:24:21: dialogue and you will like to be a perfect partner

01:24:21 --> 01:24:24: in this or platform for it about how do we

01:24:24 --> 01:24:26: make sure that that you know that fast funding is



01:24:26 --> 01:24:30: actually resulting in the kind of transportation systems that's going

01:24:30 --> 01:24:34: to be supportive of of really successful and and healthy

01:24:34 --> 01:24:37: communities and real estate development opportunities.

01:24:37 --> 01:24:40: And then I just thought, you know, I I think

01:24:40 --> 01:24:43: just like so many other industries, we have to get

01:24:43 --> 01:24:47: our messaging right and articulating that this isn't just some

01:24:47 --> 01:24:51: abstract, you know, planner dialogue going on, but this is

01:24:51 --> 01:24:56: really affecting people's pocketbooks, you know, the question about safety

01:24:56 --> 01:24:57: and safe and clean.

01:24:58 --> 01:25:02: Neighborhoods and transportation, you know, that's that's really an incredible

01:25:02 --> 01:25:05: point. Like we have to demonstrate that that doing this

01:25:06 --> 01:25:09: is going to help us create more affordable reduce people's,

01:25:09 --> 01:25:12: you know affect people's pocketbooks in a in a different

01:25:12 --> 01:25:15: way and then create a safe and clean neighborhoods and

01:25:15 --> 01:25:18: transit systems is without, you know, making sure that we're

01:25:18 --> 01:25:21: in line with what the public is perceiving as the

01:25:21 --> 01:25:24: most important issues. This can't be a side issue. We

01:25:24 --> 01:25:27: have to be really addressing them head on and.

01:25:27 --> 01:25:30: I think that Michael, your point about shifting to, you

01:25:30 --> 01:25:32: know, housing, whereas 10 years ago it might have been

01:25:33 --> 01:25:35: congestion. We have to be in line with what's, you

01:25:35 --> 01:25:38: know, the most important public issues so that we're not,

01:25:38 --> 01:25:40: we're not having to, you know, fight the public on

01:25:40 --> 01:25:43: this, but actually we have public support and public is

01:25:43 --> 01:25:45: the one driving the demand for this.

01:25:47 --> 01:25:52: Great. Thank you, everyone. So a little bit of quick

01:25:53 --> 01:25:54: announcement.

01:25:54 --> 01:25:57: So if you go to the UI website, you will

01:25:57 --> 01:26:01: be able to download. Our recently released report is on

01:26:01 --> 01:26:05: the Knowledge Finder and primarily is catering to talk about

01:26:05 --> 01:26:09: different way of providing infrastructure. So to get the land

01:26:09 --> 01:26:13: ready for development, really encourage everybody to have a quick

01:26:14 --> 01:26:18: look and using that to articulate some conversation. Our goal

01:26:18 --> 01:26:19: is to use it to help.

01:26:20 --> 01:26:24: Different sector to start creating an expectation of creating workable

01:26:24 --> 01:26:28: community now. In other words, decision is a hyper focus

01:26:28 --> 01:26:32: at a community scale on combined infrastructure. To make those

01:26:32 --> 01:26:36: decision aligns with what we are just talking about today.  
01:26:36 --> 01:26:40: The business cases decision, the affordable way of life decision.  
01:26:41 --> 01:26:44: And then lastly is that we like to welcome everybody  
01:26:44 --> 01:26:47: back and in September, we're going to do a full  
01:26:47 --> 01:26:50: launch of the report and also have a global webinar.  
01:26:50 --> 01:26:54: So we will be bringing in some thought leadership, example  
01:26:54 --> 01:26:57: from leadership and also from how we can sustain the  
01:26:57 --> 01:27:01: commitment. So some of the very practical case study, what  
01:27:01 --> 01:27:04: is happening on the ground and how we can use  
01:27:04 --> 01:27:08: it to mobilize our different District Council across North  
01:27:09 --> 01:27:13: America.  
01:27:13 --> 01:27:17: So today webinar will be recorded and we will release  
01:27:17 --> 01:27:21: a newsletter and feel free to download the other session  
01:27:21 --> 01:27:23: from the UI website as well. So thanks everybody and  
01:27:23 --> 01:27:25: enjoy the rest of your afternoon.  
01:27:25 --> 01:27:26: Thank you. You're well. Thanks.  
01:27:26 --> 01:27:26: Yvonne.

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