

# Webinar

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

Date: September 13, 2023

00:00:00 --> 00:00:04: So I think I've got one minute after Eastern Time.

00:00:05 --> 00:00:07: So I think we'll go ahead and get started.

00:00:08 --> 00:00:11: As we get started, please feel free to introduce yourself

00:00:11 --> 00:00:12: in the chat.

00:00:12 --> 00:00:14: We're really happy that you're here.

00:00:15 --> 00:00:16: I'm Rachel Mccleary.

00:00:16 --> 00:00:21: I'm coexecutive director for the ULI Lewis Center for Sustainability

00:00:21 --> 00:00:22: and Real Estate.

00:00:22 --> 00:00:26: We lead the real estate industry and creating places and

00:00:26 --> 00:00:30: buildings where people and the environment thrive.

00:00:30 --> 00:00:32: So it's super nice to see you.

00:00:32 --> 00:00:35: It's great to have you here and thanks for being

00:00:36 --> 00:00:36: here.

00:00:37 --> 00:00:38: Next slide.

00:00:39 --> 00:00:44: During today's webinar, we'll be exploring 15 minute communities and

00:00:44 --> 00:00:49: leadership strategies for building more compact, sustainable and equitable places.

00:00:50 --> 00:00:53: As I mentioned, I am Coexecutive Director of the ULI

00:00:53 --> 00:00:56: Lewis Center for Sustainability in Real Estate and I'll be moderating this discussion.

00:00:56 --> 00:00:58: Our agenda will be as follows.

00:00:59 --> 00:01:00: First, we'll hear from Yvonne Young, who will give us

00:01:01 --> 00:01:05: an overview of 15 Minute communities, theories and strategy and

00:01:05 --> 00:01:10: an overview of a new ULI report.

00:01:10 --> 00:01:13: Bill Anderson will then share considerations for making 15 Minute

00:01:13 --> 00:01:17: communities happen in practice, and Jim Fisher will talk

00:01:17 --> 00:01:20:

about

**00:01:20 --> 00:01:24:** how leadership theories apply to 15 Minute community concepts.

**00:01:24 --> 00:01:28:** Following that, we'll have an opportunity for questions and discussion.

**00:01:29 --> 00:01:32:** As we start, I'd like to acknowledge that I'm currently

**00:01:32 --> 00:01:35:** participating in this webinar from the ancestral lands of the

**00:01:35 --> 00:01:39:** Nicotch Tank and Piscataway people, the first residents of the

**00:01:39 --> 00:01:42:** land that would become the District of Columbia where I

**00:01:42 --> 00:01:43:** live and work.

**00:01:43 --> 00:01:46:** I pay my respects to their elders past and present.

**00:01:47 --> 00:01:48:** Next slide.

**00:01:49 --> 00:01:51:** A little bit of housekeeping before we jump in.

**00:01:51 --> 00:01:55:** Participants will remain muted throughout the duration of the webinar,

**00:01:55 --> 00:01:58:** but I encourage you to engage in conversation via the

**00:01:59 --> 00:01:59:** chat function.

**00:02:00 --> 00:02:03:** Please start off by introducing yourself and sharing where you're

**00:02:03 --> 00:02:06:** joining us from, as many of you are already doing.

**00:02:06 --> 00:02:09:** And then during the course of the webinar, we invite

**00:02:09 --> 00:02:13:** you to share your own insights, experiences and perspectives.

**00:02:14 --> 00:02:17:** Please use the Zoom Q&A function that's in the middle

**00:02:17 --> 00:02:20:** of your Zoom bar for any questions that you would

**00:02:20 --> 00:02:22:** like to have answered by the speakers.

**00:02:23 --> 00:02:26:** Please do not use the chat for questions as they'll

**00:02:26 --> 00:02:27:** easily get lost in the dialogue.

**00:02:28 --> 00:02:30:** We're recording this webinar.

**00:02:30 --> 00:02:33:** The recording will be sent to rest registrants and uploaded

**00:02:34 --> 00:02:37:** to utilize Knowledge Finder platform about a week after this

**00:02:37 --> 00:02:38:** webinar.

**00:02:39 --> 00:02:40:** Next slide.

**00:02:41 --> 00:02:44:** And now I'm pleased to introduce our speakers.

**00:02:44 --> 00:02:46:** We'll put a full link to the, we'll put a

**00:02:46 --> 00:02:48:** link to the full BIOS in the chat.

**00:02:48 --> 00:02:50:** So I'll just hit some highlights here.

**00:02:51 --> 00:02:53:** First up will be Yvonne Young.

**00:02:54 --> 00:02:58:** Yvonne is the principal practice lead for planning sustainable cities

**00:02:58 --> 00:03:01:** and communities at Hatch Urban Solutions and the author of

**00:03:02 --> 00:03:05:** the ULI report 15 Minute Communities, A Leadership Guide.

**00:03:06 --> 00:03:10:** Yvonne is a professional planner, urban designer, landscape

architect, lead

**00:03:10 --> 00:03:14:** accredited professional and project management professional.

**00:03:14 --> 00:03:17:** She'll walk us through highlights and key insights from the

**00:03:17 --> 00:03:20:** new You Will I 15 Minute Communities report, which she

**00:03:20 --> 00:03:21:** authored.

**00:03:21 --> 00:03:23:** Bill Anderson will be next.

**00:03:23 --> 00:03:26:** He is Lecturer in Urban Economics at the University of

**00:03:26 --> 00:03:29:** San Diego or University of California, San Diego.

**00:03:30 --> 00:03:34:** His focus is comprehensive city and regional planning, development, economics

**00:03:34 --> 00:03:37:** and implementation, and he works on projects in cities and

**00:03:37 --> 00:03:40:** regions throughout the United States and internationally.

**00:03:41 --> 00:03:43:** He's worked in a variety of roles for the public

**00:03:43 --> 00:03:46:** and private sector at Arab, AECOM and the City of

**00:03:46 --> 00:03:48:** San Diego's Redevelopment Agency.

**00:03:49 --> 00:03:54:** He was national president of the 38,000 member American Planning

**00:03:54 --> 00:03:56:** Association from 2013 to 2015.

**00:03:57 --> 00:03:59:** Jim Fischer will speak after Bill.

**00:04:00 --> 00:04:04:** Jim is Professor Emeritus at the Rotman School of Management

**00:04:04 --> 00:04:06:** at the University of Toronto.

**00:04:07 --> 00:04:10:** He developed the first leadership course at the school and

**00:04:10 --> 00:04:11:** has taught it for over 25 years.

**00:04:12 --> 00:04:14:** He is an MB A from the Harvard Business School

**00:04:14 --> 00:04:19:** and teaches courses in leadership, strategy and Organization Design and

**00:04:19 --> 00:04:22:** MB A programs, and in an executive development for managers

**00:04:22 --> 00:04:24:** in the private and public sectors.

**00:04:25 --> 00:04:28:** He's the author of the book, the thoughtful leader and

**00:04:28 --> 00:04:31:** integrative model of leadership, which he will share insights from

**00:04:32 --> 00:04:32:** today.

**00:04:33 --> 00:04:36:** Now I'm going to hand it up over to Yvonne.

**00:04:36 --> 00:04:37:** Welcome everybody.

**00:04:39 --> 00:04:40:** Thank you, Rachel.

**00:04:40 --> 00:04:40:** Hi, everyone.

**00:04:40 --> 00:04:42:** My name is Yvonne Young.

**00:04:43 --> 00:04:47:** I have the pleasure for serving as the Infrastructure fellow

**00:04:47 --> 00:04:49:** for Uri Curtis.

**00:04:49 --> 00:04:53:** Infrastructure Initiative is an initiative that was set up by

**00:04:53 --> 00:04:56:** Jim Curtis, a developer from San Francisco who believes that

00:04:57 --> 00:05:00: infrastructure and real estate is about people.

00:05:00 --> 00:05:04: And making critical decision at the right time can has

00:05:04 --> 00:05:07: the opportunity to reshape people's lives.

00:05:07 --> 00:05:11: So this is primarily is publication or research publication that's

00:05:11 --> 00:05:15: driven by Your Eye members and we have done research,

00:05:15 --> 00:05:18: we have go through our Your Eye and New World

00:05:18 --> 00:05:21: Infrastructure forum using those to get some input from our

00:05:22 --> 00:05:25: members and trying to understand what are some of the

00:05:25 --> 00:05:27: key pieces that can better integrate.

00:05:28 --> 00:05:32: The decision between infrastructure and development, so this is what

00:05:33 --> 00:05:34: we are looking at today.

00:05:34 --> 00:05:38: We have a unique opportunity that over the next seven

00:05:38 --> 00:05:42: years we will be building over 10 billion square feet

00:05:42 --> 00:05:43: of development.

00:05:43 --> 00:05:46: So as leaders, we have an opportunity to make a

00:05:46 --> 00:05:50: decision whether we're going to do the status quo or

00:05:50 --> 00:05:53: we are going to be more intentional about putting these

00:05:53 --> 00:05:56: development to create 15 minute communities.

00:05:57 --> 00:06:00: And the reason why this timing is critical is that

00:06:00 --> 00:06:04: there are trillions of infrastructure dollars coming to both US

00:06:04 --> 00:06:05: and Canada.

00:06:05 --> 00:06:08: Majority of those are going to US and they're all

00:06:08 --> 00:06:09: time bound.

00:06:10 --> 00:06:14: And through that, it provides A tremendous opportunity for us

00:06:14 --> 00:06:15: to reshape.

00:06:15 --> 00:06:18: How do we want our community to grow?

00:06:19 --> 00:06:22: So what show on screen in here is while research

00:06:22 --> 00:06:25: we look at the overall VMT vehicle miles travel.

00:06:25 --> 00:06:29: So in the area that is showing more black or

00:06:29 --> 00:06:32: darker area, those are the area with a lot of

00:06:32 --> 00:06:34: daily driving.

00:06:34 --> 00:06:37: But what's interesting is that a lot of the larger

00:06:37 --> 00:06:40: cities that already have rapid transit in place, those areas

00:06:41 --> 00:06:42: still get a lot of dark.

00:06:42 --> 00:06:46: So it means that just rely on rapid transit alone

00:06:46 --> 00:06:49: would not be able to help us to make the

00:06:49 --> 00:06:50: shift.

00:06:51 --> 00:06:54: Another layer that why reason we care is that what

00:06:54 --> 00:06:57: is shown on screens are the dots.

00:06:57 --> 00:07:00: Our District Council and what we are tasked to do

00:07:00 --> 00:07:04: is trying to understand what are some of the local  
00:07:04 --> 00:07:07: decisions that we can help to improve when we're working  
00:07:08 --> 00:07:09: on our project.  
00:07:09 --> 00:07:11: So you are our members, some of those are from  
00:07:11 --> 00:07:14: public sector, some of those are from private sector and  
00:07:14 --> 00:07:15: also community leaders.  
00:07:15 --> 00:07:20: So therefore we structure this manual primarily providing  
opportunities for  
00:07:20 --> 00:07:23: people to play a role when when they are from  
00:07:23 --> 00:07:26: different seats at the table as well.  
00:07:26 --> 00:07:30: So one of the key things that aligned with a  
00:07:30 --> 00:07:33: UI mission party is about decarbonization.  
00:07:34 --> 00:07:37: So we have talked about the opportunity for Uri real  
00:07:37 --> 00:07:41: estate leadership to decarbonize leading by decarbonizing  
building.  
00:07:41 --> 00:07:44: This is about taking that to a different level, to  
00:07:44 --> 00:07:47: another level which is decarbonized by community.  
00:07:48 --> 00:07:52: So the report is very simple structure primarily we are  
00:07:52 --> 00:07:54: looking at a three tiers framework.  
00:07:55 --> 00:07:57: Our goal is to use it to help leaders making  
00:07:57 --> 00:08:02: better decision starting with understanding where the funding  
is coming  
00:08:02 --> 00:08:04: from, how we can use it more effectively.  
00:08:04 --> 00:08:07: And it's primarily going back to how we can apply  
00:08:07 --> 00:08:10: our decision both from the public and private sector to  
00:08:10 --> 00:08:11: walkable catchment.  
00:08:11 --> 00:08:14: Like in other words, when we are thinking about the  
00:08:14 --> 00:08:17: market, when we're thinking about the needs instead of  
thinking  
00:08:17 --> 00:08:18: about in kilometers and.  
00:08:18 --> 00:08:22: And kilometers distance is thinking about 1/2 mile distance,  
1/4  
00:08:23 --> 00:08:23: mile distance.  
00:08:24 --> 00:08:29: Another layer is that applying that into different geographic  
type.  
00:08:29 --> 00:08:32: So our report, we're going to go through some of  
00:08:32 --> 00:08:36: the key highlight and consideration that many of this  
geographic  
00:08:36 --> 00:08:39: type they are already changing people working from home  
downtown  
00:08:39 --> 00:08:41: is becoming living downtown.  
00:08:41 --> 00:08:43: So we're going to go through those details.  
00:08:44 --> 00:08:48: Another layer is that it's really about applying the human  
00:08:48 --> 00:08:48: lens.

00:08:48 --> 00:08:51: So we realized that in the past when it comes  
00:08:51 --> 00:08:55: to infrastructure project is challenging because we have a  
combination  
00:08:55 --> 00:09:00: between different decision covering different geographic  
type, different timelines.  
00:09:00 --> 00:09:02: So it's very hard to come into consensus.  
00:09:02 --> 00:09:05: But if we step back a little bit, just thinking  
00:09:05 --> 00:09:08: about from a human lens perspective, how we can make  
00:09:08 --> 00:09:11: it more integrated, it really helped to bring people on  
00:09:12 --> 00:09:12: the same page.  
00:09:13 --> 00:09:17: So thinking about mobility for example, it would not make  
00:09:17 --> 00:09:20: sense if the same passenger have to navigate through 20  
00:09:20 --> 00:09:23: different system in order to go from trip A to  
00:09:23 --> 00:09:24: trip B.  
00:09:24 --> 00:09:26: So in other words, he's taking the human lens when  
00:09:26 --> 00:09:27: we're looking at infrastructure.  
00:09:28 --> 00:09:32: So want to highlight some of the key policy, many  
00:09:32 --> 00:09:36: of those are new that was approved in November 2022.  
00:09:37 --> 00:09:39: So what we encourage everybody to do is that have  
00:09:39 --> 00:09:42: a look at the manual because it provides some of  
00:09:42 --> 00:09:44: the links and you can look at it and see  
00:09:44 --> 00:09:46: how it can help you to build a business case  
00:09:46 --> 00:09:48: in terms of your own project.  
00:09:48 --> 00:09:51: So some of the key initiative we want to highlight  
00:09:51 --> 00:09:52: in here is 3030 conservation.  
00:09:52 --> 00:09:56: So both US and Canada has signs the commitment in  
00:09:56 --> 00:10:02: Montreal about protecting and also increasing the  
conservation preservation of  
00:10:02 --> 00:10:04: our natural environment.  
00:10:04 --> 00:10:07: Another one is important is is just as 40.  
00:10:07 --> 00:10:10: Why this important is that in the past when we  
00:10:10 --> 00:10:14: are trying to locate resource to improve community, we may  
00:10:14 --> 00:10:15: have missed certain spot.  
00:10:16 --> 00:10:19: So this is the opportunity we very intentionally looking at  
00:10:20 --> 00:10:23: the funding our location, 40% of that is about equity,  
00:10:23 --> 00:10:26: 40% of that is looking at underserved neighborhood.  
00:10:27 --> 00:10:29: So some of the project is already happening and some  
00:10:29 --> 00:10:31: of those are leading by our UI members, for example,  
00:10:32 --> 00:10:33: the highway camping in Austin area.  
00:10:34 --> 00:10:37: So those are some of the tangible equity lands that  
00:10:37 --> 00:10:41: we encourage all the members to apply to your project.  
00:10:41 --> 00:10:44: Another one which is exciting is Healthy People 20-30.  
00:10:45 --> 00:10:46: So I'm a professional planner.

00:10:46 --> 00:10:49: So what I'm interested is that how we can measure  
00:10:49 --> 00:10:52: and also communicate the success.  
00:10:52 --> 00:10:55: So for the very first time now we have very  
00:10:55 --> 00:10:58: tangible set of measurement helping us to define what is  
00:10:58 --> 00:11:02: considered as a healthy built environment and though has direct  
00:11:02 --> 00:11:06: translation in terms of the performance of the neighborhood  
00:11:06 --> 00:11:08: whether  
00:11:06 --> 00:11:08: from social, educational and other perspective.  
00:11:09 --> 00:11:13: And then lastly is that as the overall benchmark, we  
00:11:13 --> 00:11:17: are trying to find a way that to reduce the  
00:11:17 --> 00:11:21: carbon decarbonization at least by 50% in seven years.  
00:11:21 --> 00:11:24: So in other words, there's a lot of decision that  
00:11:24 --> 00:11:24: need to shift.  
00:11:26 --> 00:11:28: One of the key things that the manual has highlighted,  
00:11:28 --> 00:11:30: it will provide you a link to some of the  
00:11:30 --> 00:11:31: funding source.  
00:11:31 --> 00:11:33: Many of those are lives at the moment and it  
00:11:34 --> 00:11:36: has a lot of news going on like say this  
00:11:36 --> 00:11:39: grant is available for people to apply and what we  
00:11:39 --> 00:11:42: see the opportunity for members is to focusing on what  
00:11:43 --> 00:11:45: is already happening in the ground.  
00:11:45 --> 00:11:49: So for example, some of the progressive cities like Los  
00:11:49 --> 00:11:54: Angeles and Miami and other places, they already have a  
00:11:54 --> 00:11:56: transit oriented communities program.  
00:11:57 --> 00:12:00: And what is interesting is that for the very first  
00:12:00 --> 00:12:03: time provide for a very comprehensive set of tools and  
00:12:03 --> 00:12:03: guidance.  
00:12:04 --> 00:12:07: Is that how you can starting to shift your decision  
00:12:07 --> 00:12:10: to the quarter mile that we're talking about And I  
00:12:10 --> 00:12:14: think fundamentally the funding source is covering from end  
00:12:14 --> 00:12:14: to  
00:12:14 --> 00:12:14: end.  
00:12:14 --> 00:12:16: But in other words in the past when we are  
00:12:16 --> 00:12:19: trying to shift infrastructure decision, we may be able to  
00:12:19 --> 00:12:21: shift capital, but operational is a challenge.  
00:12:22 --> 00:12:24: So this funding profile opportunity for the end to end,  
00:12:24 --> 00:12:26: you can also use it to fund different way of  
00:12:26 --> 00:12:27: doing engagement.  
00:12:28 --> 00:12:31: A key thing we want to encourage everybody to shape  
00:12:31 --> 00:12:33: is how you can combine infrastructure.  
00:12:34 --> 00:12:36: So in the report we talk about there is 3  
00:12:36 --> 00:12:40: key combination that we encourage people to apply to your

00:12:40 --> 00:12:40: project.

00:12:41 --> 00:12:44: 1st is about creating mix you school so making the

00:12:44 --> 00:12:48: multiple servers under the one roof and think about how

00:12:48 --> 00:12:52: to put it within walkable distance within the community.

00:12:53 --> 00:12:56: Another one is about multimodal transit.

00:12:56 --> 00:12:59: So when we're thinking about transportation, the new trend is

00:12:59 --> 00:13:02: focusing on walking and cycling and shading and all the

00:13:02 --> 00:13:05: other layers, but all the decision at the same time,

00:13:05 --> 00:13:07: including broadband as well.

00:13:07 --> 00:13:11: Our goal is to use the construction project to create

00:13:11 --> 00:13:12: multiple outcome.

00:13:12 --> 00:13:15: The third element that our members was flagging is the

00:13:15 --> 00:13:17: importance of solving flooding.

00:13:17 --> 00:13:20: So we know that 20% of the flood is actually

00:13:20 --> 00:13:22: beyond the overall flood line.

00:13:22 --> 00:13:24: Like in other words, we may not know just by

00:13:25 --> 00:13:28: looking at the map whether the property would have risk

00:13:28 --> 00:13:28: or not.

00:13:28 --> 00:13:30: So one of the key thing that we want to

00:13:30 --> 00:13:33: do is that when we're designing parks, the trend is

00:13:33 --> 00:13:35: going back think about the system, how we can create

00:13:36 --> 00:13:37: those as an urban sponge.

00:13:37 --> 00:13:41: So applying that to a geographic type and we're gonna

00:13:41 --> 00:13:44: walk through some of the key observation is that the

00:13:44 --> 00:13:48: scale, the opportunity to scale up this shift of a

00:13:48 --> 00:13:50: city building is enormous.

00:13:50 --> 00:13:53: And it's really ultimately going back to how you can

00:13:53 --> 00:13:54: apply the human lens.

00:13:55 --> 00:13:57: So starting with the metro region.

00:13:57 --> 00:14:00: A lot of the metro region, so there are 425

00:14:00 --> 00:14:02: metro region in North America.

00:14:02 --> 00:14:05: We have do a detailed study of the top 50.

00:14:05 --> 00:14:08: We see the majority of them is having BLT and

00:14:08 --> 00:14:11: other kind of rapid transit coming along.

00:14:11 --> 00:14:13: So which is trigger a new way to think about

00:14:13 --> 00:14:15: land users, and that's the recent piece.

00:14:15 --> 00:14:18: So what we see the opportunity is that we know

00:14:18 --> 00:14:22: that at a metro region scale, cities are aligning because

00:14:22 --> 00:14:25: they're competing from the economic development

00:14:25 --> 00:14:30: perspective.

00:14:25 --> 00:14:30: Like in other words, your your housing, your population and

00:14:30 --> 00:14:32: jobs, the kinds of jobs.



00:14:33 --> 00:14:36: What's What is unique about your metro region, the university

00:14:36 --> 00:14:39: and all that is at the metro region scale?

00:14:40 --> 00:14:42: So another layer is that when it comes to infrastructure,

00:14:42 --> 00:14:45: there's two piece we feel is very important to elevate

00:14:45 --> 00:14:46: to the metro region.

00:14:46 --> 00:14:49: One is getting agreement on the mode, those bit.

00:14:49 --> 00:14:52: So how many percent is by walking, cycling, a transit,

00:14:52 --> 00:14:55: whether it's 10%, twenty percent, 30% is very important to

00:14:55 --> 00:14:57: get at a high level and then is the energy.

00:14:57 --> 00:15:00: So we see that 50% on transmission lines, they are

00:15:00 --> 00:15:03: actually outdated, they need to be upgraded.

00:15:04 --> 00:15:06: So it's very hard to do it if it doesn't

00:15:06 --> 00:15:09: have the concessors at the high level.

00:15:10 --> 00:15:13: So with that thinking, we apply that to A5 geographic

00:15:13 --> 00:15:14: types.

00:15:14 --> 00:15:15: So starting with downtown.

00:15:15 --> 00:15:19: So what is interesting about downtown is that many of

00:15:19 --> 00:15:22: the downtown North America, it already have rapid transit in

00:15:22 --> 00:15:25: place, but it also have a lot of parking infrastructure

00:15:25 --> 00:15:28: because they're not designed for living downtown.

00:15:28 --> 00:15:29: There isn't a lot of housing.

00:15:30 --> 00:15:33: So now those are shifting at the same time.

00:15:34 --> 00:15:36: So what we see the opportunity when it comes to

00:15:36 --> 00:15:40: decision is that starting with leading by landscape, leading by

00:15:40 --> 00:15:43: public spaces and for free reason first is using that

00:15:43 --> 00:15:45: to improve the overall environment.

00:15:45 --> 00:15:48: It create the point of destination.

00:15:48 --> 00:15:52: It helps you with the road diet, reducing flooding or

00:15:52 --> 00:15:55: drought and also once those this, once those new places

00:15:56 --> 00:15:56: are in.

00:15:57 --> 00:16:00: The decision about putting cycling infrastructure, it become a

00:16:00 --> 00:16:01: lot

00:16:00 --> 00:16:01: more straightforward.

00:16:02 --> 00:16:05: Ben is about putting in your daily needs.

00:16:06 --> 00:16:08: So what is missing are the daycare senior cares and

00:16:08 --> 00:16:09: makes you school.

00:16:09 --> 00:16:12: So the new trend in here is doing more but

00:16:12 --> 00:16:13: smaller.

00:16:13 --> 00:16:17: So having a micro scale and having the opportunity that

00:16:17 --> 00:16:21: 2200 seconds that you can walk to a hub and

00:16:21 --> 00:16:24: within each of the hub you have daily access.

00:16:24 --> 00:16:26: To some of the essentials.

00:16:26 --> 00:16:28: So in our research, we also see that some of  
00:16:28 --> 00:16:32: the progress of cities such as Singapore, when they're  
looking  
00:16:32 --> 00:16:35: this hub, they also combine that with a local bank  
00:16:35 --> 00:16:37: and also a grocery store as well.  
00:16:37 --> 00:16:40: In other words, making it very practical from a walkability  
00:16:40 --> 00:16:41: perspective.  
00:16:42 --> 00:16:43: And then it's about decarbonization.  
00:16:44 --> 00:16:47: So part of the funding is provide opportunity for people  
00:16:47 --> 00:16:50: to transform your development within one year.  
00:16:51 --> 00:16:53: Another key piece that we see is interesting is that  
00:16:53 --> 00:16:56: we call that Edge city and they are primarily Uptown.  
00:16:56 --> 00:17:00: So those are the cluster of high density neighborhood and  
00:17:00 --> 00:17:02: they're in car oriented area.  
00:17:03 --> 00:17:06: We see that a lot of millennials, they're actually having  
00:17:06 --> 00:17:10: multiple children like in other words, millennial families,  
they're looking  
00:17:10 --> 00:17:13: for these places for apartment, condo living and also seniors  
00:17:13 --> 00:17:15: looking for these places to retire.  
00:17:16 --> 00:17:19: So there is one issue in this area is that  
00:17:19 --> 00:17:23: it's because of the energy load at the time of  
00:17:23 --> 00:17:26: blackout when there's urban heat, you have to try a  
00:17:27 --> 00:17:30: way to get outdoors because the the units can get  
00:17:30 --> 00:17:32: hot very, very quickly.  
00:17:32 --> 00:17:35: So one of the key thing that we see is  
00:17:35 --> 00:17:38: leading by by from from green, from Gray to green.  
00:17:38 --> 00:17:40: So in other words, thinking about how we can use  
00:17:41 --> 00:17:46: the infrastructure funding, focusing on environmental  
infrastructure, green infrastructure, biophilia.  
00:17:46 --> 00:17:48: Using that to cool down the area.  
00:17:48 --> 00:17:51: So our research has look at these kind of transformation  
00:17:51 --> 00:17:54: with green roof, green wall, some of those are indoors,  
00:17:54 --> 00:17:57: some of those outdoor can be done within a year  
00:17:57 --> 00:18:00: also fundamentally is that doing a shift in terms of  
00:18:00 --> 00:18:01: energy, so district energy.  
00:18:01 --> 00:18:05: So in our research we also show that district energy  
00:18:05 --> 00:18:09: doesn't only apply to new development, we can have using  
00:18:09 --> 00:18:13: this to transform and making the shifts for the existing  
00:18:13 --> 00:18:14: development as well.  
00:18:15 --> 00:18:17: So this is a unique prototype in North America.  
00:18:17 --> 00:18:19: It doesn't happen in Europe, only in North America.  
00:18:19 --> 00:18:22: And we have over 100,000 of these.

00:18:22 --> 00:18:25: These are suburban corridors and many of those are going  
00:18:25 --> 00:18:28: through blanket zoning that for example giving that as a  
00:18:28 --> 00:18:30: right for the mixed uses.  
00:18:30 --> 00:18:34: But what is missing is how you can incrementally starting  
00:18:34 --> 00:18:36: to have changes happen.  
00:18:36 --> 00:18:39: So one of the key thing that we know in  
00:18:39 --> 00:18:42: this area is that in conversation with the local neighborhood,  
00:18:42 --> 00:18:45: we know that they are looking for amenities that can  
00:18:45 --> 00:18:49: benefit education, social and health because people are  
walking from  
00:18:49 --> 00:18:50: working from home.  
00:18:50 --> 00:18:53: So we see the opportunity in here is that from  
00:18:53 --> 00:18:57: real assist standpoint when we're in introducing new housing  
also  
00:18:57 --> 00:19:01: provide a workable amenities for the local neighborhood is  
very  
00:19:01 --> 00:19:02: important.  
00:19:02 --> 00:19:05: Another area that is important is that a lot of  
00:19:06 --> 00:19:09: these land users, a lot of these puzzle is not  
00:19:09 --> 00:19:11: necessary owned by large developer.  
00:19:11 --> 00:19:15: So there is opportunity for us to exercise real estate  
00:19:15 --> 00:19:15: as a service.  
00:19:16 --> 00:19:19: How we can use that to help the local land  
00:19:19 --> 00:19:23: owners to create opportunity for doing these kind of mixed  
00:19:23 --> 00:19:26: uses because they may not have the skill set?  
00:19:26 --> 00:19:28: Another area are mocks.  
00:19:28 --> 00:19:31: So there's over 1000 more in North America, 70% of  
00:19:31 --> 00:19:35: them is going through transformation and many of those are  
00:19:35 --> 00:19:40: located in very well located location with rapid transit  
opportunities.  
00:19:40 --> 00:19:43: So what we see the opportunity in here is a  
00:19:43 --> 00:19:46: shift about creating trail oriented.  
00:19:46 --> 00:19:47: Development.  
00:19:47 --> 00:19:49: So what's showing on screen in here is a quick  
00:19:49 --> 00:19:53: shift, thinking about shifting the driveway in the street, looking  
00:19:53 --> 00:19:55: that retail is already changing.  
00:19:55 --> 00:19:59: So 1/3 is shopping online, 1/3 is shopping in person,  
00:19:59 --> 00:20:02: and also 1/3 shopping hybrid.  
00:20:02 --> 00:20:05: So that means there's opportunity for the yellow patches on  
00:20:05 --> 00:20:08: the screen in here to become development puzzle.  
00:20:08 --> 00:20:11: And the nature of the mall can be not just  
00:20:11 --> 00:20:14: for retail, but also for community uses as well.  
00:20:15 --> 00:20:17: And then the last prototype is about this one is

00:20:17 --> 00:20:18: quite alarming.

00:20:18 --> 00:20:21: So which is about the way we're doing agriculture, The

00:20:21 --> 00:20:25: way we're doing industrial agriculture is turning soil into dirt

00:20:25 --> 00:20:27: is generate a lot of carbon.

00:20:27 --> 00:20:30: So what we see a key sense is about 3030

00:20:30 --> 00:20:35: conservation is that creating a Land Trust intentionally

00:20:35 --> 00:20:39: transfer transfer,

00:20:39 --> 00:20:43: transferring the density from this area back to the urban

00:20:44 --> 00:20:46: area and also intentionally breaching the ecosystem.

00:20:46 --> 00:20:48: The key is about the green shift.

00:20:48 --> 00:20:50: So in the report we talk about the future of

00:20:50 --> 00:20:54: jobs, majority of green jobs will be in North America.

00:20:54 --> 00:20:58: So that means we also need the skill sets for

00:20:58 --> 00:21:02: the research campus on from governance to accounting,

00:21:02 --> 00:21:05: finance to

00:21:05 --> 00:21:06: scientific research anything about nature based solution.

00:21:06 --> 00:21:09: It's very effective but because it's new so we need

00:21:09 --> 00:21:13: the skill set.

00:21:13 --> 00:21:15: So we see this opportunity for this area between the

00:21:15 --> 00:21:19: argue hood and the research campus and also potentially

00:21:19 --> 00:21:22: profile

00:21:22 --> 00:21:24: for Co housing that's kind of opportunity.

00:21:24 --> 00:21:25: So I think back to the basic is that the

00:21:25 --> 00:21:28: key is looking at the shift from Tod to TOC.

00:21:28 --> 00:21:31: So this is making a shift from building buildings to

00:21:31 --> 00:21:36: building communities.

00:21:36 --> 00:21:40: So what show on screen is a live example of

00:21:40 --> 00:21:43: a community in Canada that has the opportunity to work

00:21:43 --> 00:21:46: with multiple developer and really have the opportunity to

00:21:46 --> 00:21:47: transform

00:21:47 --> 00:21:50: collectively at the community scale from just in time to

00:21:50 --> 00:21:54: just in case.

00:21:54 --> 00:21:57: So some of the decision that in the past we're

00:21:57 --> 00:22:00: deferring that's our due to upfront it which create a

00:22:00 --> 00:22:03: lot more value.

00:22:03 --> 00:22:06: So if the report is going to talk about how

00:22:06 --> 00:22:09: we can create complete community with complete

00:22:09 --> 00:22:09: infrastructure and I

00:22:09 --> 00:22:09: think what's interesting going back to history is that Carlos

00:22:09 --> 00:22:09: Moreno doing COVID time really able to make 15 minute

00:22:09 --> 00:22:09: community public as an idea and really show the result.

00:22:09 --> 00:22:09: But we're going back in time, this idea was actually

00:22:09 --> 00:22:09: coming from New York, so it was Clarence Perry at

00:22:09 --> 00:22:12: that time when automobiles start coming to New York and  
00:22:12 --> 00:22:15: they are seeing an issue because they are losing one  
00:22:15 --> 00:22:16: child per day.  
00:22:16 --> 00:22:19: So initially he was tasked by deciding where they are  
00:22:20 --> 00:22:22: going to put new parks and he know that that's  
00:22:23 --> 00:22:24: just decision is not enough.  
00:22:25 --> 00:22:27: He then he need to make a decision to create  
00:22:27 --> 00:22:31: a complete walkable neighborhood which is very simple  
starting with  
00:22:31 --> 00:22:33: having the school in the park in the middle of  
00:22:33 --> 00:22:34: the neighborhood.  
00:22:34 --> 00:22:37: The school is going to open for community uses in  
00:22:37 --> 00:22:40: the evening and during the weekend and surrounding that  
would  
00:22:40 --> 00:22:41: make use neighborhood.  
00:22:41 --> 00:22:42: It's a very simple idea.  
00:22:43 --> 00:22:46: So now that idea get transformed in Los Angeles is  
00:22:46 --> 00:22:50: going that going through a blanket approach and also  
opportunity  
00:22:50 --> 00:22:53: to really making the shifts having a council endorse vision.  
00:22:54 --> 00:22:55: So this is our report.  
00:22:55 --> 00:22:57: So we shave it in a very short report with  
00:22:58 --> 00:23:00: a lot of graphics because we hope that executives can  
00:23:00 --> 00:23:03: get together and within 15 minutes going for a phototype  
00:23:04 --> 00:23:07: and thinking about your local projects think about is there  
00:23:07 --> 00:23:09: any opportunity to make the shift.  
00:23:09 --> 00:23:11: So we make it very practical in a way that  
00:23:11 --> 00:23:14: it talk about the several steps and stages who is  
00:23:14 --> 00:23:17: going to do what and how it can aligns other  
00:23:17 --> 00:23:18: decisions.  
00:23:18 --> 00:23:21: And this report we have the generous support of many  
00:23:21 --> 00:23:24: of our infrastructure leadership and some of us are with  
00:23:24 --> 00:23:25: here today.  
00:23:25 --> 00:23:29: So I like to take the opportunity to introduce William  
00:23:29 --> 00:23:29: Anderson.  
00:23:30 --> 00:23:33: So I'm going to read his quotation which is a  
00:23:33 --> 00:23:36: 15 minute community is where I can assess both of  
00:23:36 --> 00:23:38: my daily needs when I'm young and old.  
00:23:39 --> 00:23:40: Now I'm going to turn it over to Bill.  
00:23:42 --> 00:23:44: Thank you, Yvonne and I get after.  
00:23:44 --> 00:23:45: Good morning everyone.  
00:23:47 --> 00:23:48: Let's go to the next slide.  
00:23:49 --> 00:23:50: Want to talk about?

00:23:51 --> 00:23:56: Considerations for implementing 15 minute communities And before we get

00:23:56 --> 00:24:00: down to the community, yeah, it's important to think about

00:24:00 --> 00:24:04: how the communities and their scales fit within a region

00:24:04 --> 00:24:08: and how those regions help support a market for 15

00:24:08 --> 00:24:09: minute communities.

00:24:10 --> 00:24:15: Some regions are faced in areas of of growth since

00:24:15 --> 00:24:20: so the 1940s that spread out and so it's reintroducing.

00:24:21 --> 00:24:24: And the idea of a compact community closer to jobs

00:24:24 --> 00:24:27: and transit, but is in the process of competing with

00:24:27 --> 00:24:30: many of these other communities around the region.

00:24:31 --> 00:24:36: Other communities and regions in the country, by policy, has

00:24:36 --> 00:24:40: directed growth into a portion of their region.

00:24:40 --> 00:24:42: They've taken a lot of the land out of the

00:24:42 --> 00:24:48: competitive environment for various reasons, habitat, agricultural, open space preservation.

00:24:50 --> 00:24:54: Or Native Native American lands, etcetera.

00:24:54 --> 00:24:58: And in San Diego where I'm from, it's the county's

00:24:58 --> 00:25:02: about the size of Connecticut and most of the growth

00:25:02 --> 00:25:06: and development is in the Western 3rd and we don't

00:25:06 --> 00:25:08: have urban limit lines.

00:25:08 --> 00:25:11: The reason is we have a water service line and

00:25:11 --> 00:25:15: it's that urban water service line that directs growth towards

00:25:15 --> 00:25:17: the Western 3rd.

00:25:17 --> 00:25:17: Next slide.

00:25:20 --> 00:25:24: With that in San Diego as an example, the region

00:25:24 --> 00:25:29: is preparing a regional plan for implementation and has been

00:25:29 --> 00:25:33: for the last 20 years with a focus on mobility

00:25:33 --> 00:25:38: hubs that become a framework for creating 15 minute communities

00:25:38 --> 00:25:41: by the local land use jurisdictions.

00:25:42 --> 00:25:46: And these mobility hubs anchor A-frame, a community where the

00:25:47 --> 00:25:51: 15 minute mobility can occur within the community but also

00:25:51 --> 00:25:55: are linked to the other mobility hubs in the region,

00:25:55 --> 00:25:59: some of which are major job centers or activity centers

00:25:59 --> 00:26:02: such as hospitals and universities.

00:26:02 --> 00:26:08: So the idea is creating that access between hubs and

00:26:08 --> 00:26:10: also within next slide.

00:26:13 --> 00:26:14: Next slide please.

00:26:15 --> 00:26:15: There we go.

00:26:17 --> 00:26:21: So a starting point is to define what is the

00:26:21 --> 00:26:25: 15 minute community formally I with our general plans and

00:26:25 --> 00:26:30: planning policies that have standing in our different states in  
00:26:30 --> 00:26:34: different ways, they create the regulatory framework.  
00:26:35 --> 00:26:39: For land use density and design and recognizing that 15  
00:26:39 --> 00:26:44: minute communities can occur at different scales depending  
on the  
00:26:44 --> 00:26:49: market and the location, identifying what we want to  
conserve  
00:26:49 --> 00:26:54: within those districts and then create the zoning, the  
regulatory,  
00:26:54 --> 00:26:59: but also the legal framework for entitling land and  
development  
00:26:59 --> 00:27:02: and building development within mixed-use zones.  
00:27:03 --> 00:27:08: That might be different than how we regulate land elsewhere  
00:27:08 --> 00:27:13: in our jurisdictions and think about the design and the  
00:27:13 --> 00:27:19: linkages of specific streets on the serve multiple mobility  
functions  
00:27:19 --> 00:27:23: and rethinking how we apply parks to comply with our  
00:27:23 --> 00:27:28: linkages and and creating that 15 minute community using  
green  
00:27:28 --> 00:27:31: space combined with mobility.  
00:27:32 --> 00:27:36: All of that feeds into a public facility strategy for  
00:27:36 --> 00:27:40: our 15 minute districts and the capital improvement plan or  
00:27:40 --> 00:27:45: program for not just on the capital improvements but also  
00:27:45 --> 00:27:50: the longterm maintenance and operations and programming  
of the public  
00:27:50 --> 00:27:55: facilities, social infrastructure as well as physical  
infrastructure that leads  
00:27:55 --> 00:27:59: to how are we going to finance and so that's  
00:27:59 --> 00:28:01: why defining a 15 minute district.  
00:28:02 --> 00:28:07: As a component for financing districts to implement the  
different  
00:28:07 --> 00:28:10: components of a 15 minute community.  
00:28:11 --> 00:28:12: Next slide.  
00:28:14 --> 00:28:19: Ultimately, our objective is to create neighborhoods at  
different scales.  
00:28:20 --> 00:28:23: And so we think about not just the amount of  
00:28:23 --> 00:28:27: development, but also the amenities and services that really  
create  
00:28:27 --> 00:28:28: a neighborhood.  
00:28:29 --> 00:28:32: And I'll explain that with one of the examples later  
00:28:32 --> 00:28:33: on next slide.  
00:28:36 --> 00:28:42: We all have common sources of financing public facilities,  
from  
00:28:42 --> 00:28:48: special tax districts to mitigation fees, user charges, state  
subventions,

00:28:48 --> 00:28:52: tax increment financing, value capture techniques.

00:28:53 --> 00:28:57: And then publicprivate partnerships and general bonds with the taxpayers.

00:28:57 --> 00:29:04: Many of these require voter approval either within a district

00:29:04 --> 00:29:06: or jurisdiction wide.

00:29:07 --> 00:29:12: And it's important to convey the through leadership, the vision

00:29:12 --> 00:29:15: on to the public so that they have the buy

00:29:15 --> 00:29:19: in to support the different forms of financing.

00:29:20 --> 00:29:23: Also, we recognize that in the United States.

00:29:24 --> 00:29:27: The tools that are available for financing will vary by

00:29:27 --> 00:29:27: state.

00:29:28 --> 00:29:31: So for example, some states don't allow tax increment or

00:29:31 --> 00:29:35: don't allow impact fees, while other states rely heavily on

00:29:35 --> 00:29:36: impact fees.

00:29:36 --> 00:29:41: Some states use tax abatements more aggressively than other states,

00:29:41 --> 00:29:46: so recognizing those differences and creating a strategy that's suitable

00:29:46 --> 00:29:48: for that particular jurisdiction.

00:29:49 --> 00:29:51: The other thing is to recognize that.

00:29:52 --> 00:29:56: The majority of the investment is going to be private

00:29:56 --> 00:29:58: dollars from private investment.

00:29:59 --> 00:30:02: And so it's very common to see a ratio of

00:30:02 --> 00:30:06: 8 to 11 to one of public, private dollars relative

00:30:06 --> 00:30:08: to public dollars.

00:30:08 --> 00:30:12: And of the public dollars, half or more coming from

00:30:12 --> 00:30:13: local sources.

00:30:14 --> 00:30:14: Next slide.

00:30:16 --> 00:30:21: These local sources then leverage state and federal dollars.

00:30:21 --> 00:30:25: That are available to help complete the financing of the

00:30:25 --> 00:30:28: infrastructure and public facilities.

00:30:29 --> 00:30:33: And currently, right now, with the 2021 passage of the

00:30:33 --> 00:30:39: Infrastructure Investment JOBS Act, there's anticipated to be about \$1.2

00:30:40 --> 00:30:45: trillion of funds nationally over the next five years through

00:30:45 --> 00:30:49: 350 distinct programs in the various departments.

00:30:49 --> 00:30:53: And so we had a presentation by Marteza Farajian, the

00:30:53 --> 00:30:57: Executive Director of the Build America Bureau and in our

00:30:57 --> 00:31:01: Toronto meeting and he'll be in Los Angeles as well.

00:31:02 --> 00:31:06: And they are looking for projects to implement transit oriented

00:31:06 --> 00:31:10: communities, public and private throughout the United



States.

**00:31:12 --> 00:31:16:** Next slide and these are just some examples.

**00:31:17 --> 00:31:22:** This is one that Morteza presented in Toronto in Bellevue,

**00:31:22 --> 00:31:26:** WA and you can see the different layers of partners

**00:31:26 --> 00:31:30:** involved in creating a transit oriented community in a low

**00:31:30 --> 00:31:35:** density neighborhood that is converting to into a 15 minute

**00:31:35 --> 00:31:40:** community with major investments in transit but also

**00:31:40 --> 00:31:44:** complete streets,

**00:31:45 --> 00:31:46:** affordable housing and public private development.

**00:31:45 --> 00:31:46:** Next slide.

**00:31:50 --> 00:31:54:** And then in Rochester, MN, this is a project that

**00:31:54 --> 00:31:59:** was involved with in the early phases is the destination

**00:31:59 --> 00:32:04:** Medical Center and this is the biggest economic

**00:32:04 --> 00:32:08:** development program

**00:32:08 --> 00:32:09:** in the state of Minnesota and the intent is to

**00:32:08 --> 00:32:09:** leverage.

**00:32:10 --> 00:32:15:** All the great knowledge and services with Mayo Clinic in

**00:32:15 --> 00:32:20:** Rochester and Rochester's town of about 120,000 people I in

**00:32:20 --> 00:32:26:** order to diversify the economic base not just for Rochester

**00:32:26 --> 00:32:30:** but also for the state of Minnesota into BioMed.

**00:32:30 --> 00:32:35:** So there were three components, Discovery Square being

**00:32:35 --> 00:32:39:** the anchor

**00:32:35 --> 00:32:39:** to that opportunity to create a BioMed and Biotech district.

**00:32:40 --> 00:32:42:** And and industry cluster.

**00:32:42 --> 00:32:45:** And then also because they have so many visitors who

**00:32:45 --> 00:32:49:** are there for extended periods for medical care that bring

**00:32:49 --> 00:32:53:** family and friends to have more offerings to to their

**00:32:53 --> 00:32:57:** visitors in retail, culture, entertainment and lodging for them

**00:32:57 --> 00:32:58:** on

**00:32:57 --> 00:32:58:** an extended basis.

**00:32:59 --> 00:33:03:** And then lastly, to create urban neighborhoods, even though

**00:33:04 --> 00:33:07:** this

**00:33:07 --> 00:33:09:** is a city within a rural environment, S about 8090

**00:33:10 --> 00:33:15:** miles South of Minneapolis.

**00:33:15 --> 00:33:21:** In order to attract and retain the medical talent and

**00:33:15 --> 00:33:21:** technology talent that is envisioned to support Mayo today

**00:33:21 --> 00:33:27:** but

**00:33:21 --> 00:33:27:** also in the future and Discovery Square, the major

**00:33:27 --> 00:33:32:** investments

**00:33:27 --> 00:33:32:** planned over 20 years are in the billions of dollars.

**00:33:32 --> 00:33:35:** And what was interesting is, and most of it's private,

**00:33:35 --> 00:33:37:** what was interesting is leverage.

**00:33:37 --> 00:33:43:** Was the state of Minnesota budgeted almost \$600 million to

**00:33:43 --> 00:33:50:** kickstart the redevelopment and creation of the destination

Medical Center.

00:33:51 --> 00:33:54: But the 600 million did not kick in until the  
00:33:54 --> 00:33:58: 1st 200 million was committed and by the private sector.  
00:33:59 --> 00:34:02: And so it provided a carrot for private investment.  
00:34:02 --> 00:34:05: And that 200,000,000 occurred in the first two years.  
00:34:06 --> 00:34:06: Next slide.  
00:34:09 --> 00:34:14: Downtown San Diego, where I'm from and and probably  
most  
00:34:14 --> 00:34:21: familiar with really redeveloped from a small smallest  
downtown into  
00:34:22 --> 00:34:26: a vibrant, mixed-use neighborhood community.  
00:34:27 --> 00:34:30: And it wasn't to create a 15 minute community, but  
00:34:30 --> 00:34:33: that was the result and and now is embraced to  
00:34:33 --> 00:34:35: take that even further.  
00:34:36 --> 00:34:40: And it came about because in the 1980s we, during  
00:34:40 --> 00:34:44: the savings and loan crisis, we had three of the  
00:34:44 --> 00:34:47: ten largest savings and loans in the country.  
00:34:47 --> 00:34:49: So we were a national financial center.  
00:34:50 --> 00:34:51: Well, we lost those.  
00:34:52 --> 00:34:55: And so the city leaders then and a committee had  
00:34:55 --> 00:34:59: headed by Ernie Hahn, the shopping center developer.  
00:34:59 --> 00:35:02: Said Well, our downtown's near the waterfront.  
00:35:02 --> 00:35:07: Let's create a downtown that's a neighborhood, an urban  
community  
00:35:07 --> 00:35:12: that serves residents but also visitors and our regional office  
00:35:12 --> 00:35:15: workers and link it to transit to the region.  
00:35:16 --> 00:35:20: So it's it was estimated through redevelopment that over the  
00:35:20 --> 00:35:25: 1st 30 years, out of \$900 million of public investment,  
00:35:25 --> 00:35:28: almost \$8 billion in private investment occurred.  
00:35:29 --> 00:35:34: It's much larger than that now and and it was  
00:35:34 --> 00:35:41: stimulated by redevelopment and also the formation of the  
Center  
00:35:41 --> 00:35:47: City Development Corporation to enable it next slide and  
then  
00:35:47 --> 00:35:51: these ideas of converting is not new.  
00:35:51 --> 00:35:56: It does happen and and in another example here is  
00:35:56 --> 00:35:58: Roslyn Ballston corridor.  
00:35:58 --> 00:36:03: In Northern Virginia, which in the 1970s look like the  
00:36:03 --> 00:36:06: picture to the left and today is now the urban  
00:36:06 --> 00:36:12: district that supports residents, job centers and transit and  
commercial.  
00:36:13 --> 00:36:18: And they applied a value capture technique where a limited  
00:36:18 --> 00:36:24: amount of entitlement was permitted by right, but an  
extraordinary

00:36:24 --> 00:36:27: amount of entitlement was permitted if.

00:36:28 --> 00:36:34: The properties agreed to participate in the financing of the

00:36:34 --> 00:36:40: public amenities and infrastructure that creates the urban district that

00:36:41 --> 00:36:44: is the result of of that effort is we see

00:36:44 --> 00:36:49: today the next slide, last slide and this these all

00:36:49 --> 00:36:54: 11 common thing that these all have is is leadership.

00:36:55 --> 00:37:00: And even though their contexts are different, it's important to

00:37:01 --> 00:37:04: have champions with the different sectors.

00:37:05 --> 00:37:05: What?

00:37:05 --> 00:37:09: So for example with government having champions that are focused

00:37:09 --> 00:37:12: on implementing the 15 minute community, whether it's a public

00:37:12 --> 00:37:17: Development Corporation, special districts or if you have multiple jurisdictions,

00:37:17 --> 00:37:21: joint powers authorities, but that their mission within the government

00:37:21 --> 00:37:24: bureaucracy overall with any city or a county.

00:37:24 --> 00:37:29: Is focused on the creation of of the district next

00:37:29 --> 00:37:33: slide, I mean not next tab there we go, but

00:37:33 --> 00:37:39: combined with that is having the nonprofit sector involved to

00:37:39 --> 00:37:42: provide that that spirit.

00:37:42 --> 00:37:47: And important public purposes that come from creating an equitable

00:37:47 --> 00:37:52: and sustainable 15 minute community, whether it's a community Development

00:37:52 --> 00:37:56: Corporation that is focused on affordable housing or arts councils

00:37:56 --> 00:37:58: that are focused on on culture.

00:37:59 --> 00:38:04: Next slide, their next point and then lastly, yes, business

00:38:04 --> 00:38:08: and property owners, the business associations.

00:38:09 --> 00:38:14: But also perhaps business improvement districts to program, maintain and

00:38:14 --> 00:38:20: promote the 15 minute communities and the subdistricts within them.

00:38:21 --> 00:38:25: Leadership on all of these levels create that kind of

00:38:26 --> 00:38:31: power of focus champions that can lead a complex conversion

00:38:31 --> 00:38:36: of an area into the type of community we're envisioning.

00:38:38 --> 00:38:47: Thank you and Jim, all yours.

00:38:51 --> 00:38:52: Damn, I think you're muted still.

00:38:55 --> 00:38:55: There you go.

00:38:56 --> 00:38:56: Yeah.

00:38:57 --> 00:38:57: Okay.

00:38:58 --> 00:38:58: Yeah.

00:38:59 --> 00:38:59: Yeah.

00:38:59 --> 00:39:00: And thanks, Bill.

00:39:00 --> 00:39:03: And thanks for the perfect segue into what I was

00:39:03 --> 00:39:06: going to talk about, which is about leadership.

00:39:06 --> 00:39:09: As it's clear to everybody, I'm kind of the odd

00:39:09 --> 00:39:12: person out here, not being from your community.

00:39:13 --> 00:39:17: Although I would have to say that having been involved

00:39:17 --> 00:39:20: in these things I'm getting do over envy and say

00:39:20 --> 00:39:24: that I wish I'd done followed the your past rather

00:39:24 --> 00:39:27: than mine because it seems so much more interesting but

00:39:27 --> 00:39:30: let's get let's get to to to what what I

00:39:30 --> 00:39:33: might be able to contribute to the to conversation.

00:39:33 --> 00:39:37: So what we're talking about here in all of these

00:39:37 --> 00:39:40: changes which are all very exciting is, is how do

00:39:40 --> 00:39:42: you make them happen and.

00:39:42 --> 00:39:46: Humans, humans need leaders and they need leadership in

00:39:46 --> 00:39:48: order

00:39:48 --> 00:39:49: to change from where they are to where they are

00:39:49 --> 00:39:50: going to go.

00:39:50 --> 00:39:53: So the question you would ask is, is there out

00:39:53 --> 00:39:56: of the world of another kind of academic discipline from

00:39:56 --> 00:40:00: the, from the world of of administration, whether it's public

00:40:00 --> 00:40:06: administration or business administration or Health

00:40:06 --> 00:40:08: Administration, all those kinds

00:40:08 --> 00:40:12: of schools which exist?

00:40:12 --> 00:40:15: Are there models, are there theories which would be helpful

00:40:15 --> 00:40:18: to people who are trying to execute the kind of

00:40:18 --> 00:40:21: changes that you're talking about?

00:40:21 --> 00:40:25: So what I'm going to do is I'm going to

00:40:25 --> 00:40:28: take you through what kind of theories have developed for

00:40:28 --> 00:40:32: how you do this kind of thing and how possibly

00:40:32 --> 00:40:33: you might put them together, which is, which is captured

00:40:33 --> 00:40:34: in this book.

00:40:34 --> 00:40:37: And as Rachel said when she introduced me, I started

00:40:37 --> 00:40:41: teaching a course in leadership at the university in 25

00:40:41 --> 00:40:44: years ago, 25 years ago, there wasn't a course at

00:40:44 --> 00:40:48: the University of Toronto's Business School and there wasn't

00:40:48 --> 00:40:52: a

00:40:52 --> 00:40:54: course on leadership at any Business School in North

00:40:54 --> 00:40:54: America.

00:40:54 --> 00:40:54: Never found one that that had, had that, that had

00:40:54 --> 00:40:54: one.

00:40:55 --> 00:40:58: At the time, leadership was more about who you are

00:40:58 --> 00:40:59: than what you do.

00:41:00 --> 00:41:03: So if you had charisma or communication or courage or

00:41:03 --> 00:41:07: vision or something, and he had some magical properties that

00:41:07 --> 00:41:10: made you a leader and good for you.

00:41:10 --> 00:41:12: Now let's get down to work.

00:41:12 --> 00:41:16: And of course, if that's your model of leadership, you

00:41:16 --> 00:41:17: can't teach it.

00:41:17 --> 00:41:21: There's maybe other ways people can develop, but you can't

00:41:21 --> 00:41:22: sit in the classroom and lead it.

00:41:23 --> 00:41:25: But I just did not believe.

00:41:25 --> 00:41:26: I didn't believe that.

00:41:26 --> 00:41:29: I know that that's where the academic world was, but

00:41:29 --> 00:41:31: it wasn't my belief.

00:41:31 --> 00:41:33: I came to the academic world out of industry, so

00:41:34 --> 00:41:35: that's which is where I had been.

00:41:36 --> 00:41:39: I saw all different kinds of people who were effective

00:41:39 --> 00:41:42: leaders, and I saw people who seemed to have great

00:41:42 --> 00:41:45: what people thought of his leadership skills who were ineffective.

00:41:46 --> 00:41:48: So I came at it from a different point of

00:41:48 --> 00:41:49: view.

00:41:49 --> 00:41:53: My general thesis is that everyone can lead, and in

00:41:53 --> 00:41:58: in everyone does lead in different situations and at different

00:41:58 --> 00:41:59: times.

00:41:59 --> 00:42:03: It's pretty hard to get through the world without having

00:42:03 --> 00:42:06: a time when you have to lead somewhere.

00:42:06 --> 00:42:10: And I what I see is that everyone actually has

00:42:10 --> 00:42:12: the capability of doing it.

00:42:12 --> 00:42:15: But if you hit the next button if on, you

00:42:15 --> 00:42:17: have to think about it.

00:42:18 --> 00:42:22: If you just try and do it intuitively or imitate

00:42:23 --> 00:42:27: what somebody else has done, you will not do it.

00:42:27 --> 00:42:30: As well as if you have an organized way to

00:42:30 --> 00:42:32: think about it and say what is it that I

00:42:32 --> 00:42:35: have to do to get a group, group of people

00:42:35 --> 00:42:38: to do the kind of work that I want to

00:42:38 --> 00:42:41: get done and to achieve the kind of results that

00:42:41 --> 00:42:42: I want to achieve.

00:42:43 --> 00:42:43: All right.

00:42:43 --> 00:42:48: So I'm going to do is take you through the

00:42:48 --> 00:42:54: theories of leadership as they have developed over over the  
00:42:54 --> 00:42:56: last last 100 plus years.  
00:42:58 --> 00:43:03: So the classic, the classic theory of leadership with some  
00:43:03 --> 00:43:08: people call command and control is what's called the  
00:43:08 --> 00:43:08: managing  
00:43:08 --> 00:43:08: theory.  
00:43:08 --> 00:43:12: If you hit the the button, this has been a  
00:43:12 --> 00:43:15: magnificent way of dealing with complexity.  
00:43:15 --> 00:43:20: This through the 20th century, we built large complicated  
00:43:20 --> 00:43:25: organizations,  
00:43:25 --> 00:43:25: public sector, private sector, government, hospitals, schools  
00:43:25 --> 00:43:29: and university.  
00:43:29 --> 00:43:32: We built really big things and we did it because  
00:43:32 --> 00:43:32: we had a model of how you get things done.  
00:43:32 --> 00:43:34: If you want to get things done, you have to  
00:43:34 --> 00:43:37: manage, and manage means you have to have a plan.  
00:43:37 --> 00:43:40: What are we trying to achieve with what resources you  
00:43:40 --> 00:43:42: have to find a way to organize?  
00:43:42 --> 00:43:44: Who are the people that are going to have to  
00:43:44 --> 00:43:44: do it.  
00:43:44 --> 00:43:47: I've got to define their jobs and how they interact  
00:43:47 --> 00:43:49: with each other and then you got to keep track.  
00:43:49 --> 00:43:53: What gets measured, gets managed is is the old phrase  
00:43:53 --> 00:43:56: and that's model which has its roots in in a  
00:43:56 --> 00:43:59: number of number of places we could go through footnotes  
00:43:59 --> 00:44:02: on where where the managing model came from.  
00:44:03 --> 00:44:07: It's one that is pretty well known and and sort  
00:44:07 --> 00:44:12: of to everybody and it was extraordinarily successful model  
00:44:12 --> 00:44:13: for  
00:44:13 --> 00:44:16: a long time.  
00:44:16 --> 00:44:19: In fact, through most of the night, through most of  
00:44:19 --> 00:44:23: the 20th century, people who were, if you wanted to  
00:44:23 --> 00:44:25: say how somebody was great, they would be called manager  
00:44:25 --> 00:44:30: of the Year or we used to have.  
00:44:30 --> 00:44:30: America's best managed corporations would be celebrated in  
00:44:30 --> 00:44:30: in Fortune  
00:44:30 --> 00:44:30: magazine.  
00:44:31 --> 00:44:34: And it was a great model until it wasn't.  
00:44:35 --> 00:44:36: And it fell apart.  
00:44:37 --> 00:44:40: And it fell apart basically in the 80s when America's  
00:44:40 --> 00:44:45: best managed corporation started to topple over one after  
00:44:45 --> 00:44:48: another,  
00:44:45 --> 00:44:48: whether it was Westinghouse or US Steel or Union Carbide

00:44:48 --> 00:44:51: or you name them, a whole bunch of them.

00:44:51 --> 00:44:51: Okay.

00:44:51 --> 00:44:52: Let's go to the next one.

00:44:53 --> 00:44:58: And out of that mess, Amanda, the name of John

00:44:58 --> 00:45:04: Cotter at the Business School, developed another model of leadership.

00:45:06 --> 00:45:06: We hit that one.

00:45:08 --> 00:45:11: And this is what this is, a very famous model

00:45:11 --> 00:45:14: of leadership developed by John Cotter.

00:45:15 --> 00:45:18: And he said managing is good but it isn't enough

00:45:18 --> 00:45:18: anymore.

00:45:19 --> 00:45:22: And if you hit the next button is in a

00:45:22 --> 00:45:23: world of change.

00:45:23 --> 00:45:27: Managing isn't enough because you can't possibly imagine all the

00:45:27 --> 00:45:30: things that are coming going to come up.

00:45:30 --> 00:45:33: And in order to get through a world of uncertainty

00:45:33 --> 00:45:36: and change, what you need is a model which is

00:45:36 --> 00:45:37: called leadership.

00:45:37 --> 00:45:40: And the idea of leadership is in a well met

00:45:41 --> 00:45:45: led organization, there is a clear purpose that people understand

00:45:45 --> 00:45:48: and that the leader or leaders spend a lot of

00:45:48 --> 00:45:52: time getting people aligned, which is to say making sure

00:45:52 --> 00:45:57: that they understand that vision and that they understand why

00:45:57 --> 00:45:59: it's there and they agree with it.

00:45:59 --> 00:46:02: They're aligned behind it, and not only are they aligned,

00:46:03 --> 00:46:04: but they're motivated.

00:46:04 --> 00:46:07: So this is, this is an article, this kid, this

00:46:07 --> 00:46:08: is John Cotter.

00:46:08 --> 00:46:11: He wrote an article in 1990 called What Do Leaders

00:46:11 --> 00:46:11: Really Do?

00:46:12 --> 00:46:14: And it really changed the dialogue.

00:46:14 --> 00:46:17: It it, it made it now possible for what is

00:46:17 --> 00:46:21: the fact that every school of administration in the world

00:46:21 --> 00:46:23: has a course on leadership?

00:46:23 --> 00:46:25: 25 years ago they didn't.

00:46:25 --> 00:46:27: It took him a while to get from where they

00:46:27 --> 00:46:28: were to where they are.

00:46:28 --> 00:46:31: But everybody has a course on leadership.

00:46:31 --> 00:46:35: So mine is one of 10s of thousands, but there's

00:46:35 --> 00:46:37: the two theories.

00:46:37 --> 00:46:41: So what we're looking at is 2 theories, managing theory  
00:46:41 --> 00:46:44: and A and what Cotter called a leading theory.  
00:46:44 --> 00:46:47: And if you just hit one more slide of on,  
00:46:47 --> 00:46:50: I just revised this just a little bit.  
00:46:51 --> 00:46:52: Can you hit the next?  
00:46:55 --> 00:46:58: I'm just going to call Cotter's idea directing, which is  
00:46:58 --> 00:46:59: this is the part.  
00:46:59 --> 00:47:02: This is the part where leaders give direction.  
00:47:03 --> 00:47:06: But in fact today, and for a while, when I  
00:47:06 --> 00:47:09: started teaching a course, I could leave it there because  
00:47:09 --> 00:47:10: that was enough.  
00:47:10 --> 00:47:12: But it isn't enough today.  
00:47:12 --> 00:47:16: There is now a third model of leadership which has  
00:47:16 --> 00:47:17: been developed.  
00:47:19 --> 00:47:21: So we'll just leave that one there, Okay.  
00:47:22 --> 00:47:26: Because we had these really annoying people called  
millennials who  
00:47:26 --> 00:47:30: came into the workforce and into your communities.  
00:47:30 --> 00:47:34: And the millennials are people who don't want to be  
00:47:34 --> 00:47:35: told what their job is.  
00:47:36 --> 00:47:37: Well, they kind of do.  
00:47:37 --> 00:47:39: You can tell me what my job is and even  
00:47:39 --> 00:47:42: are interested in why, but what they want to do  
00:47:42 --> 00:47:43: is get engaged.  
00:47:44 --> 00:47:48: So how do we engage millennials who will either move  
00:47:48 --> 00:47:51: things along or stop them?  
00:47:52 --> 00:47:55: And if we hit the next slide, what we're getting,  
00:47:56 --> 00:48:00: which has been the wonderful thing about this generation of  
00:48:00 --> 00:48:04: people coming into the workforce and communities, it has  
added  
00:48:04 --> 00:48:07: new energy to everything that we do, but it's darn  
00:48:07 --> 00:48:10: hard to lead this group of people.  
00:48:10 --> 00:48:14: So there's a lot of theory around this.  
00:48:14 --> 00:48:17: You've heard things called the servant leader is is kind  
00:48:17 --> 00:48:19: of 1 catchall for some of these ideas.  
00:48:20 --> 00:48:24: But the idea hidden in this is that if you  
00:48:24 --> 00:48:28: want to engage millennials, you have to talk about values.  
00:48:29 --> 00:48:31: You don't can't just say why, You have to say  
00:48:31 --> 00:48:32: why it's worth it.  
00:48:32 --> 00:48:34: And you have to sell the values.  
00:48:34 --> 00:48:37: And what you have to do is having sold the  
00:48:37 --> 00:48:40: values, they have to have clarity on what we can



00:48:40 --> 00:48:41: do and what we can't do.

00:48:42 --> 00:48:45: And they have to find avenues for them to be involved.

00:48:45 --> 00:48:45: involved.

00:48:46 --> 00:48:50: They want to be part of the solution, not just a not just a person or cog in the wheel,

00:48:50 --> 00:48:53: they want to be more than that.

00:48:53 --> 00:48:56: So what we have then is, I would say out

00:48:57 --> 00:48:59: of however many 100 years of in living in this

00:49:00 --> 00:49:03: organized world of trying to get things to be done,

00:49:03 --> 00:49:07: we have a managing model, we have a directing model

00:49:07 --> 00:49:10: and we have an engaging model.

00:49:11 --> 00:49:13: So how the heck do you work with all of

00:49:13 --> 00:49:16: these?

00:49:16 --> 00:49:16: these?

00:49:17 --> 00:49:20: My belief if we hit the next slide is that

00:49:21 --> 00:49:24: in fact what happens today is you have to do

00:49:24 --> 00:49:25: them all.

00:49:25 --> 00:49:29: You can't actually succeed by just being a great manager

00:49:30 --> 00:49:34: or by doing the great visionary or by having wonderful

00:49:34 --> 00:49:39: values and and getting people excited about the values and

00:49:39 --> 00:49:39: involved.

00:49:40 --> 00:49:43: If you you have to do it all, which is

00:49:43 --> 00:49:45: why kind of my thesis is that you have to,

00:49:46 --> 00:49:49: you have to think about it, how are you going

00:49:49 --> 00:49:50: to do them all?

00:49:50 --> 00:49:51: Okay.

00:49:51 --> 00:49:55: Let's hit the next one as I as I described

00:49:55 --> 00:49:55: them.

00:49:56 --> 00:50:01: The way you can think about this framework together,

00:50:01 --> 00:50:04: Yvonne,

00:50:01 --> 00:50:04: if you just hit the next is I've described these

00:50:04 --> 00:50:08: models vertically because that is the order in which they

00:50:08 --> 00:50:10: were developed.

00:50:10 --> 00:50:14: We had the managing model, then we had Carter's

00:50:14 --> 00:50:18: leadership

00:50:14 --> 00:50:18: direction model and then this engaging model, which is a

00:50:18 --> 00:50:22: compendium of what a lot of people are thinking about

00:50:22 --> 00:50:22: today.

00:50:23 --> 00:50:25: But what I want you to notice about it, when

00:50:25 --> 00:50:29: you put them all together, we hit the next slide.

00:50:29 --> 00:50:33: Is that in fact those, those, those rows all work

00:50:34 --> 00:50:35: well together.

00:50:35 --> 00:50:39: So plans are always there to achieve a vision, and

00:50:39 --> 00:50:42: visions are always based on values.

00:50:42 --> 00:50:45: And whether you start with values, go to vision, go  
00:50:45 --> 00:50:48: to plan, those things all come together.  
00:50:48 --> 00:50:52: Organizations, when people say this is your job, this job  
00:50:52 --> 00:50:55: is you have to understand your job and be aligned  
00:50:55 --> 00:50:58: with where it's going and you have to give, which  
00:50:58 --> 00:51:01: gives you clarity around what you can you can't do.  
00:51:02 --> 00:51:03: We control.  
00:51:03 --> 00:51:08: We keep track of things because and what and what  
00:51:09 --> 00:51:09: that is.  
00:51:10 --> 00:51:13: We're keeping track of because people are motivated to  
achieve  
00:51:13 --> 00:51:15: a result, so they want to know what it is  
00:51:15 --> 00:51:16: and they want to be involved.  
00:51:17 --> 00:51:19: And one of the ways to get people involved in  
00:51:19 --> 00:51:21: me is to ensure that they can see the scorecard  
00:51:22 --> 00:51:24: and they know what they are contributing.  
00:51:24 --> 00:51:26: What is the end that they are contributing to.  
00:51:26 --> 00:51:31: So you can read this framework vertically and you can  
00:51:31 --> 00:51:34: read it horizontally or if you come to the next  
00:51:35 --> 00:51:38: one, the other way to think about it is you  
00:51:38 --> 00:51:42: can actually think about it from the inside out and  
00:51:42 --> 00:51:47: say what we're trying to do is get people aligned.  
00:51:48 --> 00:51:51: And when you're trying to get people aligned, you had  
00:51:51 --> 00:51:54: the plan how that what the jobs are given, what  
00:51:54 --> 00:51:59: you're measuring, how you describe your vision values  
etcetera, all  
00:51:59 --> 00:52:03: cost come together and when it comes together people are  
00:52:03 --> 00:52:06: more likely to be aligned but behind what you're going  
00:52:06 --> 00:52:07: to go.  
00:52:09 --> 00:52:12: And then so if you got nine boxes, what the  
00:52:12 --> 00:52:13: heck, how do you deal with that.  
00:52:15 --> 00:52:16: So let me come to the next one.  
00:52:17 --> 00:52:21: If you're trying to work this through and anybody, I  
00:52:21 --> 00:52:25: think if you're trying to be an effective leader, I  
00:52:25 --> 00:52:29: think where you have to start with being able to  
00:52:29 --> 00:52:32: articulate a clear vision, be able to say it.  
00:52:32 --> 00:52:35: This is what we are trying to do and you've  
00:52:35 --> 00:52:38: got to think about that vision and to say is  
00:52:38 --> 00:52:41: a vision helping me to get people to come together  
00:52:42 --> 00:52:45: behind something that they all will work together to achieve  
00:52:45 --> 00:52:49: what we want to achieve, whether they like each other  
00:52:49 --> 00:52:52: or not, whether they see each other or not.

00:52:54 --> 00:52:56: Because we can't control all of this.  
00:52:56 --> 00:53:00: But is there a vision which is so compelling that  
00:53:00 --> 00:53:03: it keeps bringing people back to where the where they  
00:53:03 --> 00:53:06: are, what what we are trying to achieve.  
00:53:06 --> 00:53:08: And it's a hard thing to do.  
00:53:08 --> 00:53:11: It's a hard thing to write a vision that's neither  
00:53:11 --> 00:53:14: so soft that it gives no direction or it's so  
00:53:14 --> 00:53:17: specific that you have trouble getting people aligned.  
00:53:19 --> 00:53:21: But that's where you have to come to.  
00:53:21 --> 00:53:24: And if you can't come to that, I think it's  
00:53:24 --> 00:53:26: always going to be a struggle, okay.  
00:53:27 --> 00:53:29: And that's all captured in the thoughtful leader.  
00:53:29 --> 00:53:32: And I must say, I have done this thing with  
00:53:32 --> 00:53:36: all kinds of people in all kinds of walks of  
00:53:36 --> 00:53:40: life, in government and health and business and various  
places.  
00:53:41 --> 00:53:43: Even I've been to Rwanda, done it there, I've gone  
00:53:43 --> 00:53:45: in India, I've gone in over there.  
00:53:46 --> 00:53:49: This is my first experience with urban planners, so we'll  
00:53:49 --> 00:53:52: have to see if you think this would be useful  
00:53:52 --> 00:53:52: for you.  
00:53:53 --> 00:53:54: Okay.  
00:53:55 --> 00:54:00: Thanks, Jim, and thanks to everybody for the lively dialogue  
00:54:00 --> 00:54:01: and the chat.  
00:54:01 --> 00:54:04: Love to see all the connections being made and all  
00:54:04 --> 00:54:06: of the great questions too.  
00:54:07 --> 00:54:11: So we are planning to wrap up by 2:15 Eastern  
00:54:11 --> 00:54:12: Time.  
00:54:12 --> 00:54:14: We had some seed questions for the panelists, but I'm  
00:54:14 --> 00:54:15: going to use.  
00:54:15 --> 00:54:20: The moderator prerogative and jump into questions from the  
audience  
00:54:20 --> 00:54:25: does really appreciate all of the thoughtful questions and I've  
00:54:25 --> 00:54:30: grouped them probably imperfectly, but just trying to get to  
00:54:30 --> 00:54:32: as many groups of questions as we can.  
00:54:32 --> 00:54:36: And I'm going to start with a couple of questions  
00:54:36 --> 00:54:39: on equity and spatial equity issues.  
00:54:39 --> 00:54:43: So Brenda Devine asks how can this guide be applied  
00:54:43 --> 00:54:47: to black and brown neighborhoods that are typically outside  
of  
00:54:47 --> 00:54:48: downtown or the CBD?  
00:54:48 --> 00:54:51: And Anonymous asks, how can you or can you discuss  
00:54:52 --> 00:54:57: any current thinking on the integration of industrial

manufacturing, warehouse  
00:54:57 --> 00:55:00: and other blue collar job centers into the 15 minute  
00:55:00 --> 00:55:01: concept?  
00:55:01 --> 00:55:04: There's a lot of support for professional work from home,  
00:55:04 --> 00:55:07: small business, but not as much thinking about the low  
00:55:07 --> 00:55:08: and middle.  
00:55:09 --> 00:55:11: Low and midlevel economic experience.  
00:55:12 --> 00:55:15: So I'm going to ask Bill and Yvonne to weigh  
00:55:15 --> 00:55:17: in on on those questions.  
00:55:17 --> 00:55:21: Can you talk about the intersection of issues of equity  
00:55:21 --> 00:55:24: with the 15 minute community concept and how can we  
00:55:25 --> 00:55:29: think about 15 minute communities and communities of color  
and  
00:55:29 --> 00:55:31: lower resourced communities?  
00:55:33 --> 00:55:36: Well, in addition to.  
00:55:38 --> 00:55:43: Public policy to provide affordable housing in every  
community through  
00:55:44 --> 00:55:47: different techniques to to make it more feasible.  
00:55:48 --> 00:55:53: Inclusionary housing redevelopment that includes affordable  
housing.  
00:55:54 --> 00:55:59: The there are many examples of lower income communities  
that  
00:55:59 --> 00:56:05: inherently are 15 minute communities within them because  
culturally those  
00:56:05 --> 00:56:06: communities.  
00:56:09 --> 00:56:12: Are well not, frankly through discrimination.  
00:56:12 --> 00:56:17: Past discrimination often were got a wised into certain parts  
00:56:17 --> 00:56:21: of the city and some of those however have now  
00:56:22 --> 00:56:24: evolved into vibrant communities.  
00:56:25 --> 00:56:28: Many of them are near job centers, so an example  
00:56:28 --> 00:56:30: I'll use here is Barrio Logan.  
00:56:31 --> 00:56:37: And also our national city, which are Latino Chicano  
communities  
00:56:37 --> 00:56:42: next to the working waterfront and that's why traditionally  
they  
00:56:42 --> 00:56:48: were there, they were divided by freeways, bridges,  
environmental health  
00:56:48 --> 00:56:48: issues.  
00:56:49 --> 00:56:54: And so, but they organized to fight those those detriments  
00:56:54 --> 00:56:59: to their community and are now through the planning  
process.  
00:56:59 --> 00:57:05: A more integrated with their adjacent employers locations.  
00:57:05 --> 00:57:10: The key is linkages and health and also providing secured  
land ownership for affordability.  
00:57:10 --> 00:57:13:

00:57:16 --> 00:57:16: I have on.

00:57:17 --> 00:57:17: Yeah.

00:57:17 --> 00:57:18: Thanks, Bill.

00:57:18 --> 00:57:21: So what we see in the report that we talked

00:57:21 --> 00:57:24: about is when we look at affordability, we think about

00:57:24 --> 00:57:27: how we can use 15 Minute Community to create an

00:57:27 --> 00:57:29: affordable way of life.

00:57:29 --> 00:57:33: So in our view, equity is about providing equal access

00:57:33 --> 00:57:34: to opportunities.

00:57:35 --> 00:57:37: So what we see is in a lot of the

00:57:37 --> 00:57:41: metro region, around 1/3 of the after tax income, household

00:57:42 --> 00:57:44: income is actually towards automobile.

00:57:45 --> 00:57:48: So that is just giving away a lot of resourcing

00:57:48 --> 00:57:51: that could be contributed to something else.

00:57:51 --> 00:57:56: So therefore, creating the walkable decision is very

00:57:56 --> 00:57:58: important.

00:57:56 --> 00:57:58: Another element is about housing.

00:57:59 --> 00:58:02: So we look at that from workforce housing perspective.

00:58:02 --> 00:58:05: So I love the questions about you know, the changing

00:58:05 --> 00:58:07: nature of jobs, how do we deal with a lot

00:58:07 --> 00:58:10: of the industrial users, single users area that is remote.

00:58:10 --> 00:58:12: So we see that there's opportunity.

00:58:12 --> 00:58:15: So there's a urban corridor that we look at that

00:58:15 --> 00:58:15: model.

00:58:16 --> 00:58:19: There is transformation in two different levels.

00:58:19 --> 00:58:22: Some of those are becoming innovation districts.

00:58:23 --> 00:58:27: Some of those are in becoming more retail oriented, but

00:58:27 --> 00:58:29: it's kind of mixed uses.

00:58:29 --> 00:58:32: So our goal is to really trying to look at

00:58:33 --> 00:58:37: any opportunities of these vast scale that single users.

00:58:37 --> 00:58:41: To very quickly finding a way to reduce the daily

00:58:41 --> 00:58:42: miles travel.

00:58:42 --> 00:58:46: So workforce housing is something that we advocate for.

00:58:46 --> 00:58:50: So this is something that the development industry can pick

00:58:50 --> 00:58:52: up as well, so it doesn't need to wait for

00:58:52 --> 00:58:53: policy direction like.

00:58:53 --> 00:58:57: In other words, the decisions of creating a job hub

00:58:57 --> 00:58:59: also come with a false housing.

00:59:00 --> 00:59:01: And the last thing is about education.

00:59:02 --> 00:59:05: So we see that is very important to invest in

00:59:05 --> 00:59:09: education through one generation it can transform.

00:59:09 --> 00:59:12: So through our research we also collaborate with Helsinki as

00:59:12 --> 00:59:12: well.

00:59:13 --> 00:59:17: So Helsinki in Finland, they put education at the core

00:59:17 --> 00:59:21: of the the top party in terms of the quality

00:59:21 --> 00:59:22: of life.

00:59:22 --> 00:59:26: All the land use decision, planning decision, the experience

00:59:26 --> 00:59:29: decision,

00:59:26 --> 00:59:29: the competitive decision is surrounding education.

00:59:29 --> 00:59:32: So I think this 50 minute community model when applied

00:59:32 --> 00:59:35: to across the 6th place type, that's an opportunity to

00:59:35 --> 00:59:36: help us to bridge the gap.

00:59:38 --> 00:59:39: Thanks, Yvonne and Phil.

00:59:40 --> 00:59:46: So there was a cluster of questions around smaller and

00:59:46 --> 00:59:52: downtown communities and and leadership, so, so those two

00:59:53 --> 00:59:54: ideas

00:59:53 --> 00:59:54: together.

00:59:54 --> 00:59:56: So I'm going to read a couple of those out.

00:59:56 --> 00:59:56: So.

00:59:56 --> 00:59:57: Delia asked.

00:59:58 --> 01:00:01: Do you have recommendations for smaller communities?

01:00:01 --> 01:00:04: When I bring up this kind of thing in smaller

01:00:04 --> 01:00:09: communities that have downtowns where many walkable,

01:00:09 --> 01:00:11: mixed-use developments would

01:00:11 --> 01:00:14: be a great fit, it faces a lot of fear

01:00:14 --> 01:00:17: and opposition, Isaiah agreed, he said.

01:00:17 --> 01:00:17: It seems to scare cities and states more than intrigue

01:00:17 --> 01:00:21: them.

01:00:21 --> 01:00:22: Is it simply continued outreach in the areas that have

01:00:22 --> 01:00:23: you have seen success?

01:00:24 --> 01:00:26: What did they do?

01:00:26 --> 01:00:28: Ryan said.

01:00:28 --> 01:00:32: It might be a sensitive question, but are there real?

01:00:32 --> 01:00:35: Life examples of when 15 community plan, 15 minute

01:00:35 --> 01:00:38: community

01:00:38 --> 01:00:41: planning worked well and when it didn't work as well

01:00:41 --> 01:00:43: from a leadership and outcome perspective.

01:00:43 --> 01:00:47: And Shabazz asked how can we convert existing community.

01:00:47 --> 01:00:53: So I'm going to take this in two parts.

01:00:53 --> 01:01:00: So Jim, can you talk about how leadership strategies apply

01:01:00 --> 01:01:05: to these contacts and in particular apply to existing

01:01:05 --> 01:01:11: downtowns

01:01:11 --> 01:01:17: that have a great opportunity to add housing and to

01:01:17 --> 01:01:23: add additional amenities?

01:01:23 --> 01:01:29: What leadership strategies can be applied to help people see

01:01:05 --> 01:01:10: the potential for 15 minute communities and to win skeptics  
01:01:10 --> 01:01:10: over?

01:01:12 --> 01:01:16: I'm going to ask about the specific opportunities for smaller  
01:01:16 --> 01:01:18: and downtown communities next.

01:01:20 --> 01:01:21: Right, Okay, thanks.

01:01:21 --> 01:01:24: Actually, it's a it's a perfect question for me because  
01:01:25 --> 01:01:28: I live in a small downtown neighborhood, which is being  
01:01:28 --> 01:01:32: affected by all of that, and it's being opposed by  
01:01:32 --> 01:01:36: everybody on my street and they all say, what the  
01:01:36 --> 01:01:37: hell are you doing?

01:01:37 --> 01:01:39: You're trapping me in my place, I can't get out  
01:01:39 --> 01:01:40: my car, blah, blah, blah.

01:01:41 --> 01:01:42: We went to a complete St.  
01:01:42 --> 01:01:44: on our main intersection.

01:01:46 --> 01:01:48: And what what really struck me in all less as  
01:01:48 --> 01:01:52: someone who could thinks about leadership is how little  
leadership

01:01:52 --> 01:01:55: there was in implementing the idea and there was so  
01:01:55 --> 01:01:57: little leadership in terms of anybody saying.

01:01:58 --> 01:02:02: What's our vision and what are the values that we  
01:02:02 --> 01:02:04: are actually trying to to relate to?

01:02:04 --> 01:02:07: So if I was to say to these people, what  
01:02:07 --> 01:02:10: we need to do is this city is going to  
01:02:10 --> 01:02:13: have to house another million or more people over the  
01:02:13 --> 01:02:17: next number of years and there isn't enough room for.  
01:02:17 --> 01:02:19: Cars and the congestion.

01:02:19 --> 01:02:22: And we have to start now to change the way  
01:02:22 --> 01:02:27: things are done because our vision is a livable city  
01:02:27 --> 01:02:31: that is has a lower carbon footprint and is still  
01:02:31 --> 01:02:35: a good place for everybody to leave to live.

01:02:36 --> 01:02:38: Here is one of the steps that we are taking  
01:02:38 --> 01:02:41: to move us in that direction, rather than going the  
01:02:41 --> 01:02:44: other way around and saying we're going to change our  
01:02:44 --> 01:02:45: main artery into a complete St.  
01:02:46 --> 01:02:47: because that's modern.

01:02:50 --> 01:02:53: And it that that did not, that did not fly.  
01:02:54 --> 01:02:55: It was done.

01:02:55 --> 01:02:56: I must say, it's done.

01:02:56 --> 01:02:59: But it's not done with any any support from this  
01:02:59 --> 01:03:03: kind of little community I live in and it's just  
01:03:03 --> 01:03:03: nobody is.  
01:03:04 --> 01:03:04: I just.

01:03:04 --> 01:03:05: I just.  
01:03:05 --> 01:03:06: I'm always struck by this.  
01:03:06 --> 01:03:08: If you were to give, if you were to give  
01:03:08 --> 01:03:12: your local leaders some leadership advice, what would you suggest  
01:03:12 --> 01:03:13: to them?  
01:03:13 --> 01:03:17: I would start off with a vision of what the  
01:03:17 --> 01:03:20: city and what the what an what a what a  
01:03:20 --> 01:03:25: what an urban environment needs to look like that will.  
01:03:26 --> 01:03:29: That will meet, that will, that will, that will be  
01:03:29 --> 01:03:31: one that you're proud to be part of and you'll  
01:03:31 --> 01:03:32: be proud to be part of.  
01:03:32 --> 01:03:35: And you'll want to live in and feel good to  
01:03:36 --> 01:03:37: be and to do it.  
01:03:37 --> 01:03:38: And it will be.  
01:03:38 --> 01:03:39: It'll be different.  
01:03:40 --> 01:03:42: Just right now, let's make clear it's going to be  
01:03:42 --> 01:03:43: different.  
01:03:43 --> 01:03:44: And this is our things.  
01:03:44 --> 01:03:45: What else?  
01:03:45 --> 01:03:47: And then I would try and get them involved.  
01:03:47 --> 01:03:48: They say okay, So what else?  
01:03:48 --> 01:03:50: What else should we be thinking about?  
01:03:50 --> 01:03:51: What haven't we thought about?  
01:03:51 --> 01:03:53: What is there in our plan that we didn't think  
01:03:53 --> 01:03:53: about?  
01:03:53 --> 01:03:55: Because it turns out there was a lot of stuff  
01:03:56 --> 01:03:58: they didn't, hadn't thought about and a lot of stuff  
01:03:58 --> 01:03:59: had to be fixed.  
01:03:59 --> 01:04:02: They didn't ask the community before they did it.  
01:04:02 --> 01:04:05: They just did it and with all of this thing.  
01:04:05 --> 01:04:07: So as a leader and let me just tell you  
01:04:07 --> 01:04:10: that this is a common thing for people who are  
01:04:10 --> 01:04:13: in leadership is they they they have an idea and  
01:04:13 --> 01:04:16: at some point they have been able to articulate the  
01:04:16 --> 01:04:19: vision and values and then having done it once they  
01:04:19 --> 01:04:20: think it's done.  
01:04:21 --> 01:04:21: And it's not.  
01:04:22 --> 01:04:23: It's absolutely not.  
01:04:23 --> 01:04:27: Every single time you go into the issue, you start  
01:04:27 --> 01:04:29: with the vision of values.  
01:04:29 --> 01:04:32: Start right there, say it over and over and over



01:04:32 --> 01:04:35: again until you are sick to death of hearing it  
01:04:35 --> 01:04:38: and you think everyone is laughing at you because you  
01:04:38 --> 01:04:40: say it over and over again.  
01:04:40 --> 01:04:43: And I can tell you from many, many, many stories  
01:04:43 --> 01:04:46: of people that I get from students who are working  
01:04:46 --> 01:04:47: in organizations.  
01:04:47 --> 01:04:49: They never get tired.  
01:04:49 --> 01:04:52: Hearing the leader say this is what it's all about  
01:04:52 --> 01:04:53: and This is why it's worth it.  
01:04:54 --> 01:04:55: Never get tired of it.  
01:04:56 --> 01:04:59: And you get tired of saying it long before the  
01:04:59 --> 01:05:01: people get tired of hearing it.  
01:05:02 --> 01:05:02: Thanks, Jim.  
01:05:03 --> 01:05:07: All right, so Yvonne and Bill, anything that you want  
01:05:07 --> 01:05:11: to add when it comes to downtowns and smaller town  
01:05:11 --> 01:05:12: contacts?  
01:05:13 --> 01:05:14: People might be.  
01:05:14 --> 01:05:16: I have a great story on that one because.  
01:05:17 --> 01:05:21: When I was first APA president, my very first month,  
01:05:21 --> 01:05:23: I spoke at 2 conferences.  
01:05:23 --> 01:05:29: The first conference was the Alabama Chapter Conference  
and in  
01:05:29 --> 01:05:33: Alabama they could not talk about sustainability.  
01:05:34 --> 01:05:38: The theme of their conference was Healthy Communities and  
their  
01:05:38 --> 01:05:43: cosponsors was a ARP the American Public Health  
Association, and  
01:05:43 --> 01:05:45: it was about Healthy neighborhoods.  
01:05:46 --> 01:05:49: And the end of the month I spoke at the  
01:05:49 --> 01:05:53: Oregon conference and in the Oregon conference it was all  
01:05:53 --> 01:05:54: about sustainability.  
01:05:55 --> 01:05:57: The 40 years of the urban limit lines.  
01:05:57 --> 01:06:00: They were celebrating and talking about what are we going  
01:06:00 --> 01:06:03: to do for the next 40 years to address climate  
01:06:03 --> 01:06:03: change.  
01:06:04 --> 01:06:07: What was interesting was going to the sessions on town  
01:06:08 --> 01:06:08: planning.  
01:06:08 --> 01:06:13: In both conferences they were talking about the same  
strategies  
01:06:13 --> 01:06:15: for creating walkable.  
01:06:16 --> 01:06:20: Likeable, compact neighbor, affordable neighborhoods.  
01:06:21 --> 01:06:25: In one in Alabama, it was to create healthier outcomes  
01:06:25 --> 01:06:26: for the people.

01:06:27 --> 01:06:31: In Oregon, it was to address climate change.  
01:06:31 --> 01:06:34: But they were still talking about the same approaches.  
01:06:35 --> 01:06:38: And so it's important to understand what is, as Jim  
01:06:38 --> 01:06:42: mentioned, what are the values and priorities that resonate.  
01:06:43 --> 01:06:46: With the community you're working with.  
01:06:48 --> 01:06:48: Yeah.  
01:06:48 --> 01:06:49: Thanks, Bill.  
01:06:49 --> 01:06:51: So I did a quick thought that we want to  
01:06:51 --> 01:06:54: add is that as part of our research we take  
01:06:54 --> 01:06:57: it globally and very quickly we see the gaps that  
01:06:57 --> 01:06:58: is in North America.  
01:06:58 --> 01:07:02: When it comes to your education, social, health, the kind  
01:07:03 --> 01:07:06: of more soft infrastructure, it seems to be a little  
01:07:06 --> 01:07:08: bit more lag like.  
01:07:08 --> 01:07:11: In other words, it's not as proactive in terms of  
01:07:11 --> 01:07:14: putting that as important as hard infrastructure.  
01:07:14 --> 01:07:17: So I think what is important in terms of leadership  
01:07:17 --> 01:07:19: is that putting those as a fundamental those are your  
01:07:19 --> 01:07:20: foundation.  
01:07:21 --> 01:07:24: So we look at the Scandinavia area and because the  
01:07:24 --> 01:07:28: amount of population is less is not as dense, they  
01:07:28 --> 01:07:31: have to make very smart decision.  
01:07:31 --> 01:07:33: So I think that tie with the small town when  
01:07:33 --> 01:07:36: the resource is not as many as large city, we  
01:07:36 --> 01:07:39: have to be very smart about making our decision.  
01:07:39 --> 01:07:42: But the opportunity for change is that many of the  
01:07:42 --> 01:07:44: companies allow working from home.  
01:07:44 --> 01:07:48: So not in other words the kinds of mixed uses.  
01:07:49 --> 01:07:52: The expectation about walkable amenities is there and I think  
01:07:52 --> 01:07:55: one of the key shift that we're hoping to see  
01:07:55 --> 01:07:58: is how we can fill in the gaps including in  
01:07:58 --> 01:07:58: downtown.  
01:07:59 --> 01:08:01: So right now the focus is that how we can  
01:08:01 --> 01:08:05: convert some of the non residential spaces to residential.  
01:08:06 --> 01:08:09: But there isn't a lot of conversation talk about how  
01:08:09 --> 01:08:12: we can fill in the gaps because by introducing so  
01:08:12 --> 01:08:15: many people here so quickly, they're going to be data,  
01:08:15 --> 01:08:18: they're going to make schools and senior care like where  
01:08:18 --> 01:08:20: are the gaps going to fill in.  
01:08:20 --> 01:08:24: I think there's opportunity to really put those at top  
01:08:24 --> 01:08:27: party, not to wait for the market is there before  
01:08:27 --> 01:08:30: you do it because that need to come first.

01:08:33 --> 01:08:34: Thanks.

01:08:34 --> 01:08:36: I think we may just have time for one more

01:08:36 --> 01:08:40: cluster of questions and we've gotten many, many additional good

01:08:40 --> 01:08:44: questions and and unfortunately, I just don't think we're going

01:08:44 --> 01:08:45: to have time for them.

01:08:45 --> 01:08:48: But I appreciate everybody's insights and input and we'll see

01:08:48 --> 01:08:51: if we can figure out some other opportunities for continued

01:08:51 --> 01:08:52: dialogue on this.

01:08:52 --> 01:08:56: So I want to return to the question of gentrification

01:08:56 --> 01:08:57: and equity and amenities.

01:08:57 --> 01:09:00: We've gotten a couple of different questions about this.

01:09:01 --> 01:09:03: I didn't know down who this was.

01:09:03 --> 01:09:04: It might have been anonymous.

01:09:04 --> 01:09:08: It says, thanks Yvonne, this is excellent practical information.

01:09:08 --> 01:09:12: My question is that typically amenities associated with 15 minute

01:09:12 --> 01:09:18: communities, enhanced services, green space,

01:09:18 --> 01:09:22: decarbonization create greater demand, increased

01:09:22 --> 01:09:23: construction costs and I think implied in that is Dr.

01:09:23 --> 01:09:25: Gentrification.

01:09:25 --> 01:09:25: We know that this will drive the cost of housing

01:09:25 --> 01:09:28: up.

01:09:28 --> 01:09:30: How do we ensure everyone has access to housing that

01:09:30 --> 01:09:31: is affordable to them?

01:09:31 --> 01:09:35: Martin asks.

01:09:35 --> 01:09:39: How can the negative effects of gentrification and displacement be

01:09:39 --> 01:09:43: mitigated when densifying cities to support 15 minute communities?

01:09:43 --> 01:09:48: And then a related question is how do you we

01:09:48 --> 01:09:50: recognize that there's increased inequality in wealth, in wealth gap

01:09:50 --> 01:09:53: in the United States.

01:09:53 --> 01:09:58: So how do you combat the issue of rising homelessness that has been impacting urban green spaces and parks etcetera,

01:09:58 --> 01:10:00: creating housing options in conjunction?

01:10:01 --> 01:10:04: So thinking about that tension between 15 minute communities and

01:10:04 --> 01:10:07: I think the equity goals that we all have, how

01:10:07 --> 01:10:08: do we think about those?

01:10:08 --> 01:10:10: Yvonne, do you want to take that first?

01:10:10 --> 01:10:11: Yeah.

01:10:11 --> 01:10:13: So I think we can relate to one example.

01:10:13 --> 01:10:17: So through our research, we also looking at what is actually happening in Los Angeles.

01:10:17 --> 01:10:19: So there are some progressive grants application which intentionally to

01:10:24 --> 01:10:26: bridge the gap from an equity standpoint.

01:10:27 --> 01:10:30: So the requirement is very specific within 1/4 mile.

01:10:31 --> 01:10:34: Pick a puzzle, and a puzzle need to be contiguous

01:10:34 --> 01:10:37: or have some adjacency with the existing parcel.

01:10:37 --> 01:10:38: In other words, can be sprawl.

01:10:39 --> 01:10:42: At the same time, there is expectation in terms of providing affordable housing in the form of either inclusionary zoning

01:10:42 --> 01:10:47: or other mechanism and there's a timeline involved in terms of really want to see those in the ground.

01:10:47 --> 01:10:51: And what the grants would do is to fill in the gaps.

01:10:51 --> 01:10:54: So as a sense of incentive to bridge the gap of the common elements.

01:10:55 --> 01:10:57: And I think these kind of hyper practical result driven and town and time bound driven approach is important.

01:10:57 --> 01:10:58: And this is 1 good example and then there are other good example from other areas.

01:10:58 --> 01:11:01: But I think what is interesting is that when we are stepping back through this research, when we look at 1970s or even 19.

01:11:01 --> 01:11:02: The pre wall, this is how we're building city.

01:11:02 --> 01:11:07: We put in the key essential things first and we create the condition that there's different kind of housing and there's different level of income that everybody can live together.

01:11:07 --> 01:11:11: So I think this is a moment of about going back.

01:11:11 --> 01:11:15: Bill or anybody else want to weigh in on that?

01:11:15 --> 01:11:17: I.

01:11:17 --> 01:11:20: Do have because we're having these debates right now in our community and then throughout California because of state laws

01:11:20 --> 01:11:23: that are encouraging more diversity in housing, particularly in single

01:11:23 --> 01:11:24: family neighborhoods, which is a 70 percent, 80% of our land area, residential land area.

01:11:24 --> 01:11:25: So as you can imagine, it is grading issues and

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01:12:13 --> 01:12:18: it's really important to isolate what is the specific issue.  
01:12:19 --> 01:12:22: Is it really against affordable housing or is it design?  
01:12:22 --> 01:12:25: And design doesn't have to be complex and expensive.  
01:12:25 --> 01:12:28: Design can be affordable.  
01:12:29 --> 01:12:30: Does it have to be placement?  
01:12:31 --> 01:12:36: Not just broadly put it wherever laissez faire, wherever the  
01:12:36 --> 01:12:39: market decides, but be intentional where we want to have  
01:12:40 --> 01:12:43: mixed income developments and higher density.  
01:12:44 --> 01:12:47: Also, I think it's important to look at the different  
01:12:47 --> 01:12:48: tranches.  
01:12:48 --> 01:12:52: Of affordability and housing because too often we just look  
01:12:52 --> 01:12:55: or the press just looks at the averages.  
01:12:56 --> 01:13:00: Median household income versus median home price.  
01:13:01 --> 01:13:05: It's more the you know median means half or below  
01:13:05 --> 01:13:09: that So how do how do those relate at 80%.  
01:13:09 --> 01:13:13: 60 percent, 30% of median The strategy may be different  
01:13:13 --> 01:13:17: for the different levels, some market driven and some might  
01:13:17 --> 01:13:18: be.  
01:13:18 --> 01:13:19: Yeah.  
01:13:19 --> 01:13:22: We need to help as as as citizens and taxpayers  
01:13:22 --> 01:13:27: with our lowest income folks to have shelters so they're  
01:13:27 --> 01:13:30: not living in our parks and streets.  
01:13:31 --> 01:13:32: Thanks, Bill.  
01:13:32 --> 01:13:36: I feel like this dialogue and conversation could go on  
01:13:36 --> 01:13:39: and on, and I'm sorry I have to be the  
01:13:39 --> 01:13:41: one to bring us to a close, but I just,  
01:13:41 --> 01:13:45: I really appreciate everybody's active engagement.  
01:13:45 --> 01:13:49: All of the great questions in the Q&A and all  
01:13:49 --> 01:13:53: of the chat here is everybody's e-mail addresses, so feel  
01:13:53 --> 01:13:57: free to reach out and be in touch with folks  
01:13:57 --> 01:13:58: individually.  
01:13:59 --> 01:14:05: Rihanna, put a link to our webinar survey in the  
01:14:05 --> 01:14:06: chat.  
01:14:06 --> 01:14:10: Please, please, please fill that out and do it now.  
01:14:10 --> 01:14:13: Click on that link and let us know what you  
01:14:13 --> 01:14:17: thought and what you would like to hear from us  
01:14:17 --> 01:14:17: next.  
01:14:17 --> 01:14:19: I just reposted it here.  
01:14:20 --> 01:14:21: Next slide, Yvonne.  
01:14:23 --> 01:14:28: So special thanks to the ULI Infrastructure Forum leadership  
team.  
01:14:28 --> 01:14:33: We will be bringing the leadership or the infrastructure forum

01:14:33 --> 01:14:37: back together at Fall Meeting in Los Angeles at the  
01:14:37 --> 01:14:38: end of October.  
01:14:38 --> 01:14:41: So for any folks that are going to be in  
01:14:41 --> 01:14:44: LA, you are welcome to sign up for that.  
01:14:44 --> 01:14:50: That can be registered for using the Fall ULI registration  
01:14:51 --> 01:14:54: page and I can put that it's ULI I  
01:14:54 --> 01:14:57: think it's fall.uli.org.  
01:14:58 --> 01:15:01: So if you're joining us in LA, they'll be lots  
01:15:01 --> 01:15:05: of programming and activities for you to participate in and  
01:15:05 --> 01:15:07: we would love to see you there.  
01:15:08 --> 01:15:14: Next slide you can download the report from the Knowledge  
01:15:14 --> 01:15:15: Finder page.  
01:15:15 --> 01:15:17: I think I've posted the link.  
01:15:18 --> 01:15:21: You can also Google it at Building 15 Minute Community  
01:15:21 --> 01:15:23: as you will see and you'll find it.  
01:15:23 --> 01:15:27: We encourage you to download it and check it out  
01:15:27 --> 01:15:30: and we will post the link to the webinar or  
01:15:30 --> 01:15:34: the webinar materials to the Knowledge Finder page for this  
01:15:34 --> 01:15:35: report.  
01:15:35 --> 01:15:36: Next slide.  
01:15:38 --> 01:15:39: That's the last slide.  
01:15:39 --> 01:15:40: That's the last one.  
01:15:40 --> 01:15:40: All right.  
01:15:40 --> 01:15:42: Well, thank you, everybody.  
01:15:42 --> 01:15:44: It was wonderful to see you.  
01:15:44 --> 01:15:46: We look forward to seeing you with the next one.  
01:15:46 --> 01:15:47: Thank you.  
01:15:47 --> 01:15:47: Bye.  
01:15:47 --> 01:15:48: Bye, bye.  
01:15:48 --> 01:15:49: Bye.

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