

Webinar

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

Date: June 23, 2023

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

00:03:42 --> 00:03:44: that's the time when in the US and Canada has
00:03:44 --> 00:03:49: announced trillions of dollars of infrastructure dollars and they are

00:03:49 --> 00:03:52: time bound seven years. So the problem set is that
00:03:52 --> 00:03:54: how we can make the best use out of it.

00:03:55 --> 00:03:59: So through this our initiative has four very structured focus,
00:03:59 --> 00:04:02: first is providing the toolkit so that is the building
00:04:03 --> 00:04:07: for two-minute community leadership guide that we're going to talk

00:04:07 --> 00:04:10: about that a little bit at the end. We also
00:04:10 --> 00:04:13: host our infrastructure forum, so we do it twice per
00:04:13 --> 00:04:17: year and we recently finished the forum in spring meeting
00:04:17 --> 00:04:20: and the recording the slide that is available on the
00:04:20 --> 00:04:22: website and we really.

00:04:22 --> 00:04:26: Encourage everybody to have a look because they provide you
00:04:26 --> 00:04:30: with some very tangible case study from for example, shifting
00:04:30 --> 00:04:33: from officers to residential users for live in downtown to
00:04:33 --> 00:04:37: some of the very tangible examples where the funding resources

00:04:37 --> 00:04:40: are coming from Build America. So those are all the
00:04:40 --> 00:04:43: pieces in the slide deck that people can take advantage of.
00:04:43 --> 00:04:43: of.

00:04:45 --> 00:04:48: We also support local District Council work. So this is
00:04:48 --> 00:04:51: an example working with the Toronto District Council leveraging on

00:04:51 --> 00:04:55: the new policy changes on transit oriented communities. So we
00:04:55 --> 00:04:57: do a deep dive on one community and using that
00:04:57 --> 00:05:01: really trying to understand all the decision making, how we
00:05:01 --> 00:05:05: can make those more effective, particularly about making infrastructure multifunctional.

00:05:07 --> 00:05:10: So this is part of the series of the exchange
00:05:10 --> 00:05:14: and food exchange. We have highlighted leading example in different

00:05:14 --> 00:05:18: set of infrastructure from environmental, energy, mobility and also community

00:05:18 --> 00:05:21: which is education, health and social.

00:05:22 --> 00:05:25: So this is a quick wrap up of our Spring
00:05:25 --> 00:05:29: series. We would have an article in urban land to
00:05:29 --> 00:05:32: wrap up some of the key learning so that we
00:05:32 --> 00:05:36: encourage everybody to take these as an inspiration and continue
00:05:36 --> 00:05:39: to apply to your local projects.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

work

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

00:16:14 --> 00:16:17: that won't be included and so my apologies, but I'll

00:16:17 --> 00:16:19: do my best here. Next slide please.

00:16:20 --> 00:16:23: So Toronto we kind of have to go back to

00:16:23 --> 00:16:26: the immediate post war period in the history of Toronto

00:16:27 --> 00:16:30: planning and we were there was a lot of hands

00:16:30 --> 00:16:34: on planning work done by the Metropolitan planning agency

00:16:34 --> 00:16:38: for

00:16:38 --> 00:16:38: for Toronto called Metropolitan Toronto and they looked at

00:16:38 --> 00:16:42: both

00:16:38 --> 00:16:42: highway development and and rapid transit growth and and I

00:16:42 --> 00:16:46: think it's important to note that you know Metro Toronto

00:16:46 --> 00:16:48: almost made some really big mistakes.

00:16:49 --> 00:16:52: Inspired by some of the Rust Belt cities in the

00:16:52 --> 00:16:56: United States, you know, tightly ringing the downtown with

00:16:56 --> 00:16:59: highways

00:16:56 --> 00:16:59: to provide rapid access by automobile. I mean, these were

00:16:59 --> 00:17:02: 1950s planning ideas and so probably as a in a

00:17:02 --> 00:17:05: reaction to both politics, but I think also just the

00:17:05 --> 00:17:09: realities of funding these projects in the disruption to

00:17:09 --> 00:17:12: neighborhoods.

00:17:09 --> 00:17:12: Thankfully, many of those projects did not go ahead and

00:17:12 --> 00:17:14: so Toronto doesn't have the same.

00:17:15 --> 00:17:20: Highway network in its older neighborhoods that some other

00:17:20 --> 00:17:23: American

00:17:20 --> 00:17:23: cities have at the same time there was a rapid

00:17:23 --> 00:17:28: growing tax base and this finance, debt finance construction

00:17:28 --> 00:17:33: of

00:17:28 --> 00:17:33: the the subway network that actually was the original

00:17:33 --> 00:17:36: backbone

00:17:33 --> 00:17:36: of and service the downtown core and we'll call them

00:17:37 --> 00:17:38: the first ring suburbs.

00:17:39 --> 00:17:42: And so Toronto was blessed with, you know, some really

00:17:43 --> 00:17:46: progressive, really great metro level planning in the 50s and

00:17:46 --> 00:17:50: 60s. Now the bottom right hand corner. Instead of expanding

00:17:50 --> 00:17:53: the metro model to be bigger and cover the space

00:17:53 --> 00:17:56: that Toronto was rapidly expanding into, the province made a

00:17:56 --> 00:17:59: decision in the 70s to replicate the metro model and

00:17:59 --> 00:18:03: create additional regions. And at the same time they had

00:18:03 --> 00:18:06: built the province of Ontario did build a regional Expressway

00:18:06 --> 00:18:07: network.

00:18:07 --> 00:18:11: And that propagated as the province got out of the

00:18:11 --> 00:18:16: planning game and Metro Toronto became relatively less

00:18:16 --> 00:18:19: effective within

00:18:16 --> 00:18:19: the broader region. We we effectively lost the, we lost

00:18:19 --> 00:18:23: the the plot and and did succumb to significant sprawl
00:18:23 --> 00:18:27: particularly through the 70s and 80s and 90s which led
00:18:27 --> 00:18:30: to some policy reaction in the late 90s and the
00:18:30 --> 00:18:32: early 2000s. Next slide please.

00:18:34 --> 00:18:37: So here again, here's some maps. I mean there's you
00:18:37 --> 00:18:39: can go into into sort of the archives and find
00:18:39 --> 00:18:42: lots of different maps. But this is the original city
00:18:42 --> 00:18:45: of Toronto with its boroughs worked really, really well and
00:18:45 --> 00:18:47: then this was so successful that it kind of outgrew
00:18:47 --> 00:18:50: itself and you have some of this regional transit thinking.
00:18:50 --> 00:18:53: And then there's similarly there's there's highway maps as well
00:18:53 --> 00:18:55: and some of the many lines were not built.

00:18:56 --> 00:18:59: Some of them were though and actually became the radio
00:18:59 --> 00:19:01: ones into and out of the downtown form the the
00:19:01 --> 00:19:04: beginning of of GO Transit, which is our original rail
00:19:05 --> 00:19:07: network and was actually because it was not pre, it
00:19:07 --> 00:19:10: was GO Transit came out of the the ashes of
00:19:10 --> 00:19:14: Canadian National and Canyon Pacific's failing passenger rail services. And

00:19:14 --> 00:19:17: so Toronto was blessed with one of the one of
00:19:17 --> 00:19:20: the earliest if not the earliest version of post war
00:19:20 --> 00:19:23: commuter rail, which has since been replicated in many cities
00:19:23 --> 00:19:24: across North America.

00:19:25 --> 00:19:28: And is quite successful. And so there's a huge investment
00:19:28 --> 00:19:30: program in it right now to take it to the
00:19:30 --> 00:19:33: next level of what some people call regional Express rail,
00:19:33 --> 00:19:36: which is electrified frequent rail transit and forms the backbone
00:19:36 --> 00:19:39: of a lot of transit oriented community work, which we'll
00:19:39 --> 00:19:41: talk about next slide, please.

00:19:43 --> 00:19:45: So here just to I I was, I was diverging
00:19:45 --> 00:19:48: and talking about regional Rail. But I think it's important
00:19:48 --> 00:19:50: to say to identify the success of the young subway
00:19:50 --> 00:19:53: line, Canada's first subway line. And it runs up and
00:19:53 --> 00:19:56: down the young corridor connecting the CBD in the distance.
00:19:56 --> 00:19:58: And if we were to zoom in a little bit
00:19:58 --> 00:20:01: more, what you would see is there's actually pockets of
00:20:01 --> 00:20:04: high density development all all up and down. The major
00:20:04 --> 00:20:07: station notes this is North York Center in the foreground.
00:20:07 --> 00:20:11: Which was developed in the large 80s, nineties and is
00:20:11 --> 00:20:14: is a good example of a dense Main Ave. center.
00:20:15 --> 00:20:18: But there are three subway stations in that within that

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

whole

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

00:26:07 --> 00:26:10: saying, wow, if I can get my planning permissions, this
 00:26:10 --> 00:26:12: could unlock a lot of value. Now we did have
 00:26:12 --> 00:26:15: a period in time and we still deal with this
 00:26:15 --> 00:26:17: tension a little bit where governments get.
 00:26:18 --> 00:26:22: Overexcited about just how much the private sector can
 shoulder.
 00:26:22 --> 00:26:25: And the reality is, is in some cases where you
 00:26:25 --> 00:26:27: have very big land parcels and one owner and a
 00:26:27 --> 00:26:31: lot of change, that can happen really quickly. You can
 00:26:31 --> 00:26:34: create a significant amount of uplift and you can pay
 00:26:34 --> 00:26:37: for a lot of infrastructure. And that is true. But
 00:26:37 --> 00:26:40: by and large most stations exist in in locations where
 00:26:40 --> 00:26:43: there is multiple owners, which has its own challenges, there
 00:26:43 --> 00:26:45: can be fragmented ownership.
 00:26:46 --> 00:26:48: And so the complexity of the deal at each station
 00:26:48 --> 00:26:51: increases and it becomes harder and harder to do these
 00:26:51 --> 00:26:54: deals. And so the friction and therefore the enter the
 00:26:54 --> 00:26:56: effort and the vision and the buy in required to
 00:26:56 --> 00:26:59: do those deals is even greater. And So what I
 00:26:59 --> 00:27:01: would say is, is one of the lessons that we're
 00:27:01 --> 00:27:04: learning right now is the the biggest deals.
 00:27:04 --> 00:27:07: Have been, have been done or close to have been
 00:27:07 --> 00:27:09: done in Toronto and now we're on to the hard
 00:27:09 --> 00:27:12: work of making some of these more fragmented projects go.
 00:27:12 --> 00:27:15: And so the financial model is going to have to
 00:27:15 --> 00:27:18: evolve. And so there's a lot of active conversations on
 00:27:18 --> 00:27:21: a project by project basis about how that happens. But
 00:27:21 --> 00:27:23: I think the key thing is, is you've got to
 00:27:23 --> 00:27:26: have this public sector leadership to come in and and
 00:27:26 --> 00:27:29: set the set up a degree of policy framework, then
 00:27:29 --> 00:27:32: implement the rapid transit or commit to rapid rapid transit
 00:27:32 --> 00:27:33: and fund it and then.
 00:27:34 --> 00:27:36: When you have developers who pick up the phone and
 00:27:36 --> 00:27:38: say, hi, I'd like to do a deal around a
 00:27:38 --> 00:27:41: station. If you cannot have the public sector say, sorry,
 00:27:41 --> 00:27:43: I'm too busy right now or I don't know how
 00:27:43 --> 00:27:45: to do this or I can't do it. So what
 00:27:45 --> 00:27:47: I'm going to get into and maybe this is in
 00:27:47 --> 00:27:50: the next slide, is that the key is partnership. I
 00:27:50 --> 00:27:52: mean you have to have capability and capacity on both
 00:27:53 --> 00:27:55: sides of the spectrum. You have to have private sector.
 00:27:56 --> 00:27:59: Developers and their consultants, if I can say that who

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

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

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

00:33:52 --> 00:33:55: new town. So the MTR, MTR basically is a railway company Okay we design and build and operate railway and we support the the government by providing public transportation to

00:33:56 --> 00:34:00:

00:34:00 --> 00:34:06:

00:34:06 --> 00:34:10: new towns and also to some of the very congested area of that. Basically we are the the railway solution provider in Hong Kong.

00:34:10 --> 00:34:14:

00:34:14 --> 00:34:16:

00:34:17 --> 00:34:20: So the sometime ago in the in the early night in the 1986, the government decided to build a new town in junk. One know if you look at the the top right corner you see the photo of junk one know in the nineteen 1990s. During that time the whole area probably don't have only a few thousands inhabitants.

00:34:20 --> 00:34:24:

00:34:25 --> 00:34:28:

00:34:28 --> 00:34:32:

00:34:32 --> 00:34:36:

00:34:36 --> 00:34:41:

00:34:41 --> 00:34:45: So the government has the plan to develop a new town.

00:34:45 --> 00:34:45:

00:34:46 --> 00:34:50: Out there that is good for half a million people and then you know the to to attract people moving to the new town transportation is a priority. If you if you look at those the the Township here this is the the purple line is the That you know will extend from the city to to facilitate the transportation in this new town 6 new stations will be built and have been built apparently.

00:34:50 --> 00:34:53:

00:34:53 --> 00:34:57:

00:34:57 --> 00:35:01:

00:35:01 --> 00:35:05:

00:35:05 --> 00:35:09:

00:35:09 --> 00:35:13:

00:35:13 --> 00:35:15:

00:35:15 --> 00:35:20:

00:35:20 --> 00:35:24:

00:35:24 --> 00:35:29:

00:35:29 --> 00:35:33:

00:35:33 --> 00:35:36:

00:35:37 --> 00:35:41:

00:35:41 --> 00:35:45:

00:35:45 --> 00:35:48:

00:35:48 --> 00:35:51:

00:35:51 --> 00:35:55:

00:35:55 --> 00:35:58:

00:35:58 --> 00:36:00:

00:36:00 --> 00:36:04:

00:36:04 --> 00:36:07:

00:36:07 --> 00:36:08:

00:36:09 --> 00:36:12:

00:36:12 --> 00:36:16:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

00:47:47 --> 00:47:50: they

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

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

00:47:53 --> 00:47:56: government

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

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

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

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

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

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

00:48:17 --> 00:48:21: money

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

00:53:19 --> 00:53:23: that these are the control. These are the parameters that

00:53:23 --> 00:53:27: normally the railway developers do not have the expertise to

00:53:27 --> 00:53:29: to implement control right.

00:53:30 --> 00:53:34: So that sort of responsibility, it's got to be crystal

00:53:34 --> 00:53:38: clear and well, well planned ahead and be taken care

00:53:38 --> 00:53:38: of.

00:53:41 --> 00:53:44: I'll make it, yeah. I think, I mean, given that

00:53:44 --> 00:53:48: we've almost sort of restarted our journey to being a

00:53:48 --> 00:53:52: transit oriented region back in the middle of the early

00:53:52 --> 00:53:54: 2000s, the first decade we're still.

00:53:55 --> 00:53:59: Learning and I think the initial goal from government, it's

00:53:59 --> 00:54:02: interesting. It parallels this whole, you know, commitment to

00:54:03 --> 00:54:06: P

00:54:06 --> 00:54:10: like I'll call it traditional P3, right, full risk transfer

00:54:10 --> 00:54:13: and it's interesting in parallel to the linear light rail

00:54:14 --> 00:54:16: program collapse of traditional P threes, you can't transfer all

00:54:16 --> 00:54:17: the risk. The industry took on too much risk in

00:54:18 --> 00:54:20: the same way.

00:54:20 --> 00:54:23: There was an enthusiasm I think on the part of

00:54:23 --> 00:54:28: government to transfer all the risk of delivery like we

00:54:28 --> 00:54:31: were having live conversations, pretty advanced

00:54:32 --> 00:54:35: conversations about developers who

00:54:35 --> 00:54:38: have never built railways taking on responsibility for

00:54:38 --> 00:54:41: delivering railway

00:54:41 --> 00:54:44: infrastructure, which in hindsight is totally insane. So we the

00:54:44 --> 00:54:47: pendulum is swinging around still, but it's landing David,

00:54:47 --> 00:54:50: pretty

00:54:51 --> 00:54:54: much where you described it, which is you give, you

00:54:54 --> 00:54:57: know, let developers develop what they can build.

00:54:57 --> 00:55:00: And then let make sure the government is up for

00:55:00 --> 00:55:03: developing the things that they should be good at which

00:55:03 --> 00:55:07: is core railway infrastructure and the key thing I think

00:55:07 --> 00:55:10: on the land use and the visioning and the good

00:55:10 --> 00:55:13: planning side. So aside from just railway infrastructure is you

00:55:13 --> 00:55:14: know David to your point where who takes on the

00:55:14 --> 00:55:18: responsibility for you know major intersection redesign or you

00:55:18 --> 00:55:21: know

00:55:21 --> 00:55:25: interfacing. And I think I think that's been a climb

00:55:25 --> 00:55:28: up for the real estate industry if I can be

00:55:28 --> 00:55:31: really blunt.

00:55:31 --> 00:55:34: That you know it's not enough, particularly if you have

00:55:34 --> 00:55:38: a large project, to think about just within your boundaries.

00:55:38 --> 00:55:41: And you can actually, by being proactive, create additional

value

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

01:01:39 --> 01:01:41: timelines? You know, I think it has a lot to

01:01:41 --> 01:01:44: do with maybe winning the winning the support of the

01:01:44 --> 01:01:47: public so that, you know, the voters are sending a

01:01:47 --> 01:01:50: message to the politicians. But it's a chicken and egg.

01:01:50 --> 01:01:50: I wonder if.

01:01:51 --> 01:01:54: Either of you could talk about any lessons learned or

01:01:54 --> 01:01:58: best practices that you've seen in regions that are able

01:01:58 --> 01:02:00: to overcome this challenge.

01:02:02 --> 01:02:06: Yeah, good question. You're right. In this longterm

01:02:06 --> 01:02:09: infrastructure challenge

01:02:09 --> 01:02:12: and shortterm political cycles and demanded voters, I think

01:02:12 --> 01:02:16: I'm

01:02:16 --> 01:02:17: quick wins you got to, you got to while you're

01:02:18 --> 01:02:21: building the bigger infrastructure plan and delivering things to

01:02:21 --> 01:02:26: take

01:02:26 --> 01:02:30: you know 8/10/12 years.

01:02:30 --> 01:02:33: Or longer. You have to be delivering quick wins and

01:02:33 --> 01:02:37: that means things like service improvement and I think that

01:02:37 --> 01:02:41: can be simple things like frequency or tweaking fares or

01:02:41 --> 01:02:43: adding first mile, last mile, kind of like you can

01:02:43 --> 01:02:46: introduce a bike plan or a bike share system. I

01:02:46 --> 01:02:49: mean these are things that can happen in a shorter

01:02:49 --> 01:02:52: period of time and hopefully.

01:02:52 --> 01:02:55: You know, that fills out the demand while you can

01:02:55 --> 01:02:57: also talk about all the big visionary longterm infrastructure

01:02:57 --> 01:03:00: backbone

01:03:00 --> 01:03:03: kind of stuff that's being built as well. I think

01:03:03 --> 01:03:06: it's interesting in Toronto, I think we started back in

01:03:06 --> 01:03:09: 2000 and sort of 678, you know, it was all

01:03:09 --> 01:03:09: about congestion and you know, the roads were full and

01:03:10 --> 01:03:13: now, I mean our congestion hasn't gotten better, it's gotten

01:03:13 --> 01:03:16: worse. I mean we have tons of construction because we're

01:03:16 --> 01:03:20: building lots of transit and we're building lots of housing

01:03:20 --> 01:03:23: and dense.

01:03:23 --> 01:03:26: Area. So the road network is, is even more congested

01:03:26 --> 01:03:29: but I think that's only pushed people into we need

01:03:29 --> 01:03:32: alternate solutions and it's interesting now I mean we've had

01:03:32 --> 01:03:35: changes in governments now and I think the transit and

01:03:35 --> 01:03:36: the Tod kind of mantra if I can call it

01:03:36 --> 01:03:39: that or policy consensus is I think it's for the

01:03:39 --> 01:03:42: most. I mean there's there's cracks here and there but

01:03:42 --> 01:03:45: it is stronger perhaps than it's ever been before because

01:03:45 --> 01:03:48: now that.

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

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

01:07:55 --> 01:07:59: about other modes of transportation that will help help get

01:07:59 --> 01:08:02: our, you know, get us out of the challenge of

01:08:02 --> 01:08:03: of just cars or trains.

01:08:04 --> 01:08:07: For a lot of reasons, I think there's amazing solutions

01:08:07 --> 01:08:11: coming up with new, new technologies. I was even

01:08:11 --> 01:08:15: interested,

01:08:15 --> 01:08:18: David, I hadn't thought about this before, but you mentioned

01:08:18 --> 01:08:22: fintech like the Octopus card as being sort of a

01:08:22 --> 01:08:25: very tactical, practical way of blurring the lines between

01:08:26 --> 01:08:28: people's

01:08:28 --> 01:08:31: transportation decisions and their lifestyle.

01:08:31 --> 01:08:35: And I know you know the Bay Area has been

01:08:35 --> 01:08:38: learning a lot from Metrolinx. You know Bay Area has

01:08:38 --> 01:08:41: 26 different transit agencies and that causes a lot of

01:08:41 --> 01:08:45: confusion to the user. I wonder if you could talk

01:08:45 --> 01:08:48: about how that sort of seamless approach to the the

01:08:48 --> 01:08:51: user experience is driving maybe new transportation

01:08:52 --> 01:08:56: modes that

01:08:56 --> 01:08:58: you're seeing more of like maybe you could talk about

01:08:59 --> 01:09:04: our buses playing a bigger role in your dialogues or?

01:09:04 --> 01:09:08: Last mile, first mile solutions like walking or cycling and

01:09:08 --> 01:09:13: either of you talk about those aspects.

01:09:13 --> 01:09:19: Yes, thank you. Of course. I mean, as I always

01:09:20 --> 01:09:24: say that Hong Kong is a very small city that

01:09:24 --> 01:09:28: the 90% of our trips are facilitated by public transportation

01:09:28 --> 01:09:31: like rail, railway, buses, taxi, many minibuses, ferry, etcetera.

01:09:31 --> 01:09:36: So that car ownership in Hong Kong is less than

01:09:36 --> 01:09:41: 10% Okay in order to maintain the momentum to give

01:09:41 --> 01:09:45: people the pool factor to use less car but use

01:09:45 --> 01:09:47: more public transportation in Hong Kong, we have the

01:09:47 --> 01:09:50: Octopus

01:09:51 --> 01:09:53: car system, just basically the payment system or a ticket

01:09:53 --> 01:09:57: system. But it's not just restrictive to to rail to

01:09:57 --> 01:10:00: to use in the railway.

01:10:00 --> 01:10:03: Auto was actually developed by MTR you know way back

01:10:03 --> 01:10:08: you know in the nine in the 90s. But we

01:10:08 --> 01:10:12: invite all the other public transport late transport operator to

01:10:12 --> 01:10:15: to the to support. And actually we we spin off

01:10:15 --> 01:10:18: the set of a new company that's that is called

01:10:18 --> 01:10:21: the Otopus and with the different share shareholders and

01:10:21 --> 01:10:24: ownerships

01:10:24 --> 01:10:27: from different operators, railway operators. So by doing so

01:10:27 --> 01:10:30: number

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

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

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

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

01:18:39 --> 01:18:42: are preventing the delivery of market supply in places that
01:18:42 --> 01:18:46: would otherwise occur. So it's every jurisdiction is having this
01:18:46 --> 01:18:51: conversation. I think the consensus generally is that
affordable housing

01:18:51 --> 01:18:53: you want mix, you want a mix of types and
01:18:53 --> 01:18:56: you want a mix of you know different product types
01:18:56 --> 01:19:00: in communities to so people can Asian place and people
01:19:00 --> 01:19:03: you know you have different all the good reasons all
01:19:03 --> 01:19:04: the whole.
01:19:04 --> 01:19:09: Housing, product conversation, contributing to complete
communities, but you have

01:19:09 --> 01:19:12: to be respectful about what the market can and can't
01:19:12 --> 01:19:15: provide. And I think, I think if you push it
01:19:15 --> 01:19:19: too far, you then reduce the market's appetite to actually
01:19:19 --> 01:19:22: deliver housing, which was the full point in the 1st
01:19:22 --> 01:19:25: place. So you have to be reasonable and you can't
01:19:25 --> 01:19:29: change the rules overnight too. I mean markets need
stability.

01:19:29 --> 01:19:31: That's how they that's how they work the best.
01:19:32 --> 01:19:35: Is when the business community knows what they're going to
01:19:35 --> 01:19:37: get to run the numbers and can set, you know,
01:19:37 --> 01:19:40: and and and now it's very difficult and we have
01:19:40 --> 01:19:43: rising interest rates. We already have a lot of things
01:19:43 --> 01:19:46: that are out of everyone's control anyways. So let's not
01:19:46 --> 01:19:49: make it more complicated. So I think, I think change
01:19:49 --> 01:19:52: is good. I think change needs to happen, you know,
01:19:52 --> 01:19:54: relatively slowly in the context of the fact that we
01:19:54 --> 01:19:57: have a climate emergency and we need to change
everything.

01:19:58 --> 01:19:58: But I think.
01:19:59 --> 01:20:01: No, I think, I think, I think I think it's
01:20:01 --> 01:20:05: reasonable in big metro centers where we have vast
socioequity

01:20:05 --> 01:20:09: you know issues and you know key workforce housing
issues,
01:20:09 --> 01:20:12: I mean it is, it is reasonable that large competitive,
01:20:12 --> 01:20:16: expensive metros will have affordable housing requirements.
But doing that

01:20:16 --> 01:20:19: carefully and doing that in a way that can be
01:20:19 --> 01:20:23: stomachached by both the private sector and the public sector
01:20:23 --> 01:20:25: and what they want is, is important.
01:20:28 --> 01:20:29: Totally agree with you.
01:20:30 --> 01:20:33: And maybe just wrapping on this and this might even
01:20:33 --> 01:20:36: be an opportunity for our audience to chime in into

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

01:26:32 --> 01:26:36: decision aligns with what we are just talking about today.
01:26:36 --> 01:26:40: The business cases decision, the affordable way of life decision.
01:26:41 --> 01:26:44: And then lastly is that we like to welcome everybody
01:26:44 --> 01:26:47: back and in September, we're going to do a full
01:26:47 --> 01:26:50: launch of the report and also have a global webinar.
01:26:50 --> 01:26:54: So we will be bringing in some thought leadership, example
01:26:54 --> 01:26:57: from leadership and also from how we can sustain the
01:26:57 --> 01:27:01: commitment. So some of the very practical case study, what
01:27:01 --> 01:27:04: is happening on the ground and how we can use
01:27:04 --> 01:27:08: it to mobilize our different District Council across North
America.
01:27:09 --> 01:27:13: So today webinar will be recorded and we will release
01:27:13 --> 01:27:17: a newsletter and feel free to download the other session
01:27:17 --> 01:27:21: from the UI website as well. So thanks everybody and
01:27:21 --> 01:27:23: enjoy the rest of your afternoon.
01:27:24 --> 01:27:25: Thank you. You're well. Thanks.
01:27:26 --> 01:27:26: Yvonne.

This video transcript has been machine-generated, so it may not be accurate. It is for personal use only. Reproduction or use without written permission is prohibited. If you have a correction or for permission inquiries, please contact [\[email protected\]](#).