



ULI Infrastructure Forum

Building 15-Minute Communities

Leadership Strategies

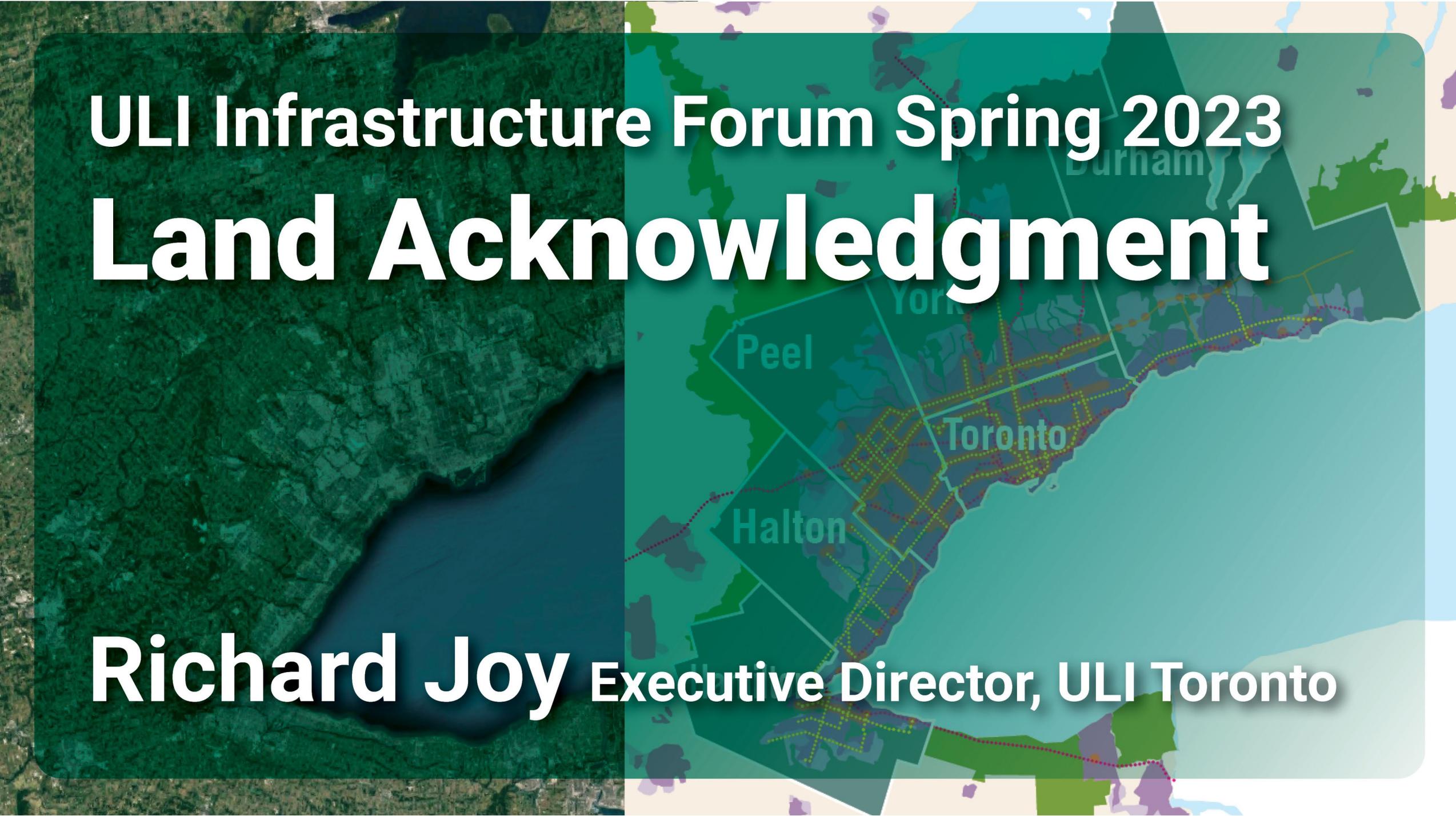
Start at
8:15am

ULI Mission Priorities

May 16, 2023

uli.org/infrastructure

 Urban Land
Institute



ULI Infrastructure Forum Spring 2023 Land Acknowledgment

Richard Joy Executive Director, ULI Toronto

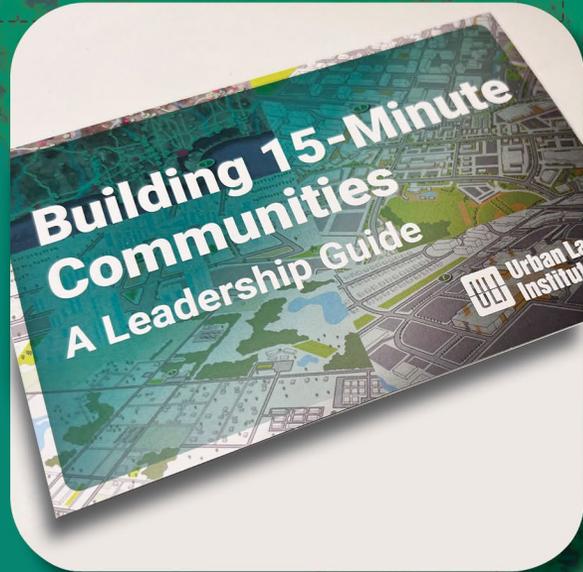


ULI Curtis Infrastructure Initiative A Global Resource to Transform Cities into Equitable, Resilient and Thriving Communities

Craig Lewis

ULI Curtis Infrastructure Initiative Global Board Chair, Principal, Arcadis

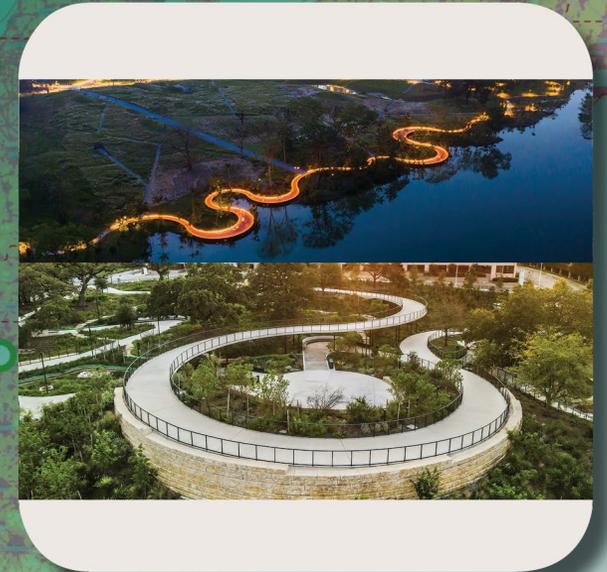
ULI Curtis Infrastructure Initiative Research Forum Exchange



Framework



Strategies



Implementation

ULI Curtis Infrastructure Initiative

Infrastructure Forum Leadership Team

Bill Anderson, Principal, CITECON, Lecturer on Urban Economics, University of California, San Diego

Kevin Augustyn, Senior Vice President and ESG Lead, Credit Ratings, North American CMBS, Morningstar DBRS

Stephen Engblom, Faculty of Real Estate Development and Design, Resilience and Equity, University of California, Berkeley

Lucia Garsys, Senior Adviser for Community Partnerships, Hillsborough County Government

Matthew Kwatinetz, Director, Urban Lab, New York University, Senior Real Estate Executive, Q Partners

Renee Schoonbeek, Senior Consultant Stations and Urban Development, Arcadis Netherlands

Gullivar Shepard, Partner, Michael Van Valkenburgh Associates Inc

Yvonne Yeung, ULI Curtis Infrastructure Fellow

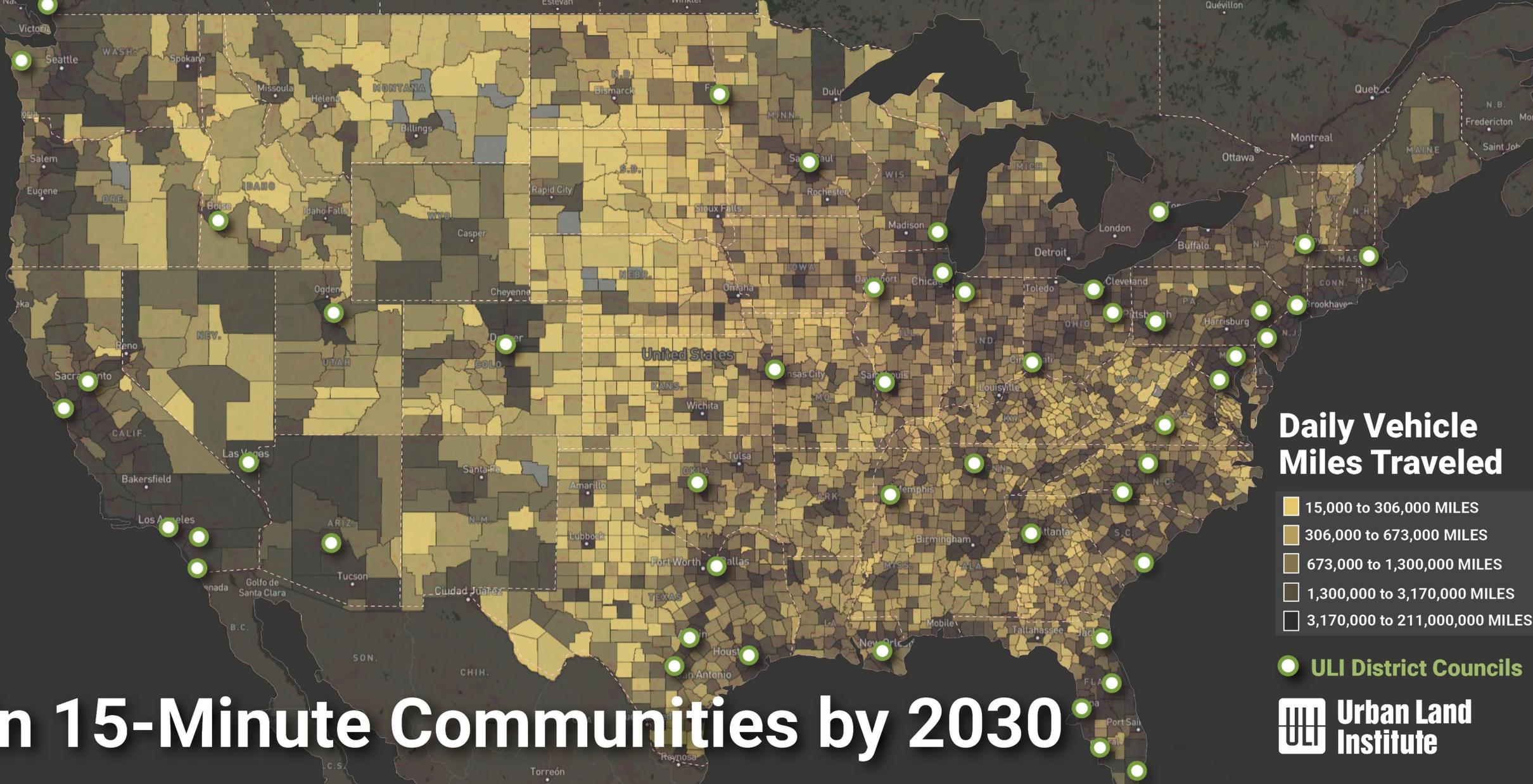
A map of the United States with a green overlay and numerous green dots scattered across the landmass, representing 15-minute communities. The text is overlaid on the left side of the map.

ULI 15-Minute Leadership Strategy to Build More 15-Minute Communities

ULI Mission Priorities

Yvonne Yeung
ULI Curtis Infrastructure Fellow

A Mission to Build 10+ billion SF of Development



in 15-Minute Communities by 2030

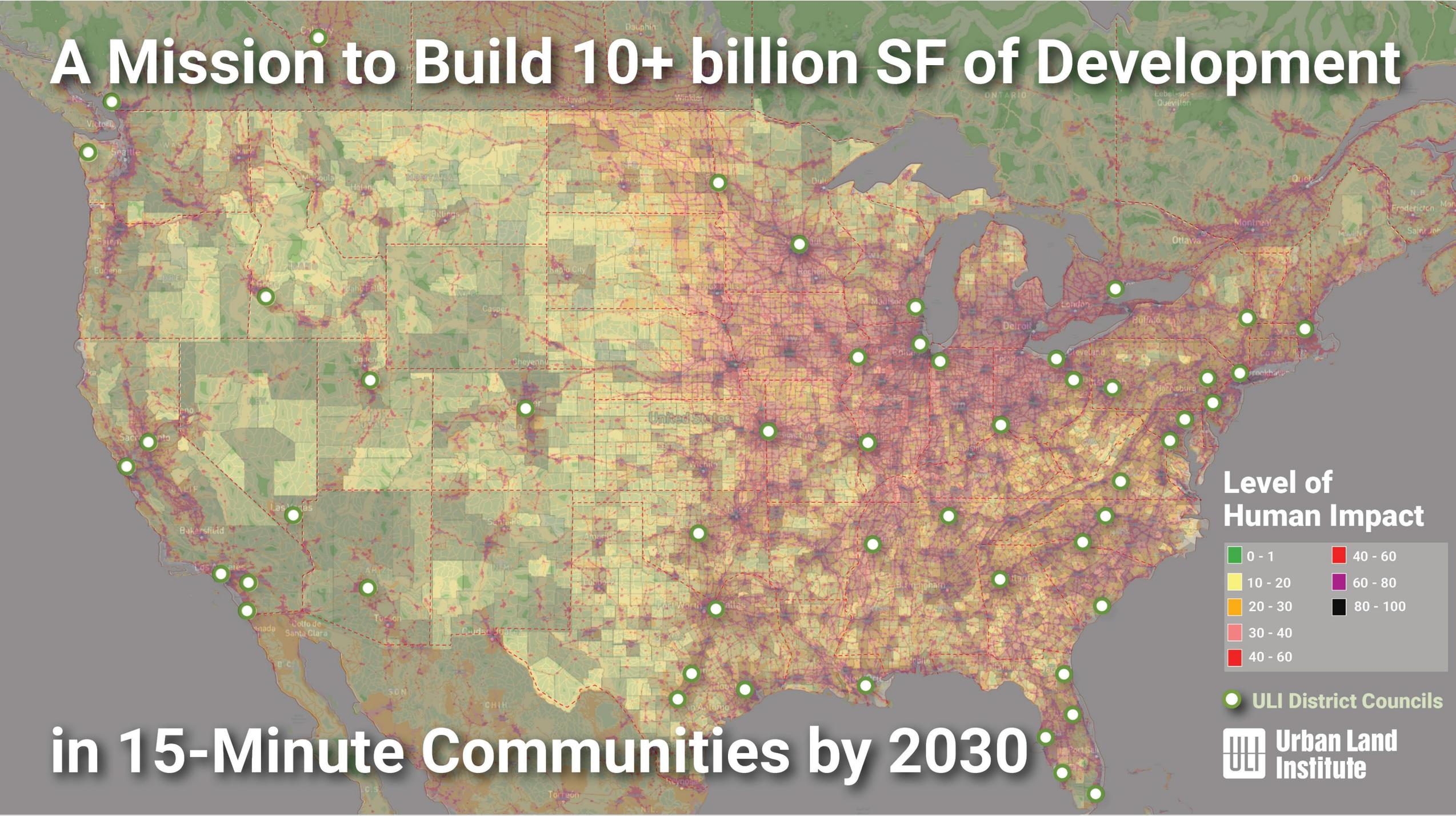
Daily Vehicle Miles Traveled

- 15,000 to 306,000 MILES
- 306,000 to 673,000 MILES
- 673,000 to 1,300,000 MILES
- 1,300,000 to 3,170,000 MILES
- 3,170,000 to 211,000,000 MILES

ULI District Councils



A Mission to Build 10+ billion SF of Development



in 15-Minute Communities by 2030

Shape by Five Forces for Change

Align Actions
with Innovative
Initiatives

Streamline
Infrastructure
Delivery

Make
Infrastructure
Multifunctional

Apply Walkable
Catchment
Decisions

Bringing
Infrastructure to
Life with "One"

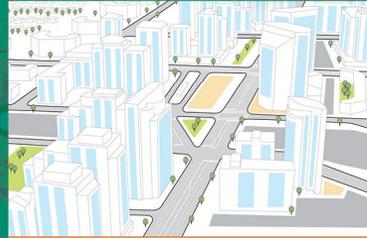
Transform by Six Leadership Strategies



Decarbonize
Metro regions
with TOCs



Diversify CBDs
into Live-in
Downtowns



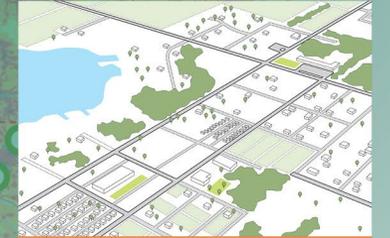
Humanize &
Heat-proof
Edge Cities



Innovate
Suburban
Densification



Transform
Malls into
Communities



Activate
Exurbs as
Working NBS

Integrate by Five Infrastructure Systems

One
Vision

One
Environmental

One
Community

One
Energy

One
Mobility

Align Leadership Actions with Initiatives

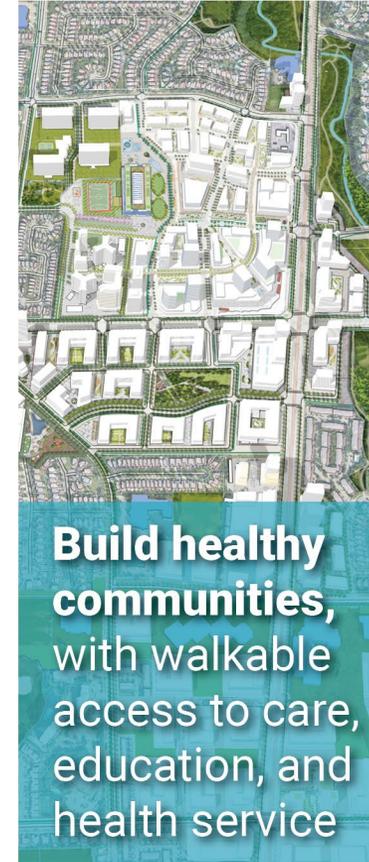
Infrastructure Initiatives (2021-2023)

30x30 Conservation

Justice40 Initiative

Healthy People 2030

50% decarbonization by 2030



Combine Actions to Streamline Delivery

Infrastructure Initiatives (2021-2023)

Funding Structure and Eligibility (IIJA)

30x30 Conservation

Justice40 Initiative

Healthy People 2030

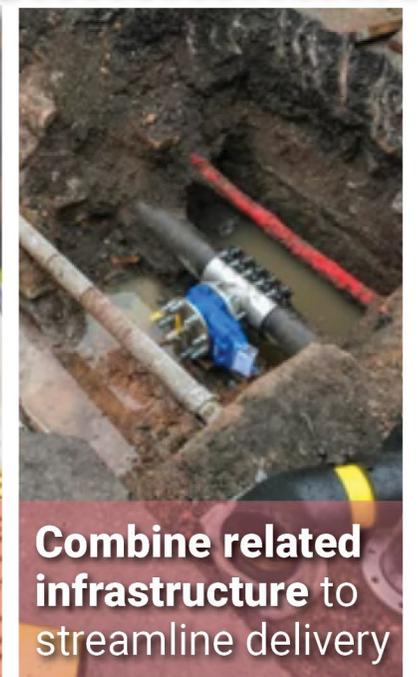
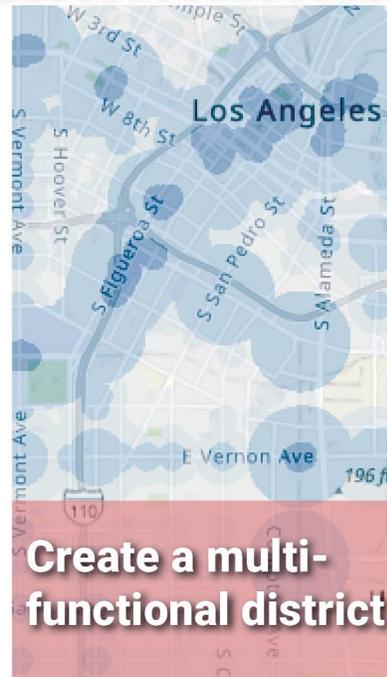
50% decarbonization by 2030

Metro region, special district, tribal, rural

Public, private, nonprofit

Plan, Engage, R&D, Capital, Operation

Infrastructure in categories



Make Infrastructure Multifunctional

Infrastructure Initiatives (2021-2023)

Funding Structure and Eligibility (IIJA)

Committee Oversight (IRA, ARPA)

30x30 Conservation

Justice40 Initiative

Healthy People 2030

50% decarbonization by 2030

Metro region, special district, tribal, rural

Public, private, nonprofit

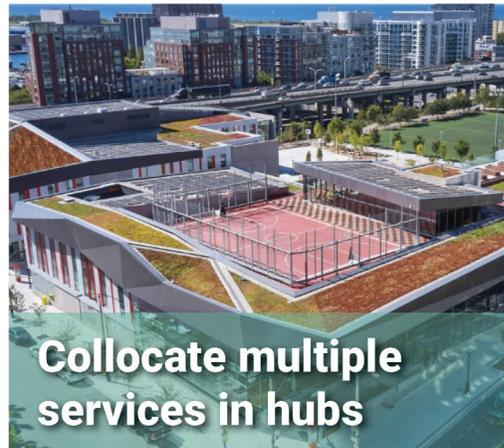
Plan, Engage, R&D, Capital, Operation

Infrastructure in categories

Child and senior care, health and education

Transit, complete streets, regional greenway, active transportation, clean mobility

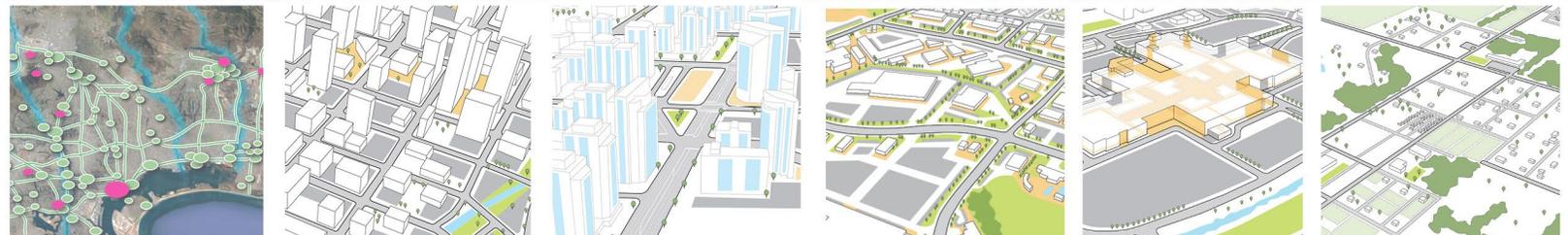
Energy, building efficiency, drought mitigation, and water supply



Build 15-Minute Communities

Infrastructure Initiatives (2021-2023)
Funding Structure and Eligibility (IIJA)
Committee Oversight (IRA, ARPA)
Geography Type (walkable catchment)

30x30 Conservation	Justice40 Initiative	Healthy People 2030	50% decarbonization by 2030		
Metro region, special district, tribal, rural	Public, private, nonprofit	Plan, Engage, R&D, Capital, Operation	Infrastructure in categories		
Child and senior care, health and education	Transit, complete streets, regional greenway, active transportation, clean mobility	Energy, building efficiency, drought mitigation, and water supply			
425 Metro Regions	Over 185 Downtowns	Over 200 Edge cities	Over 110,000 Suburban Corridors	Over 1,000 Malls	Exurbs 1/3 of the global agricultural land



Bring Infrastructure to Life

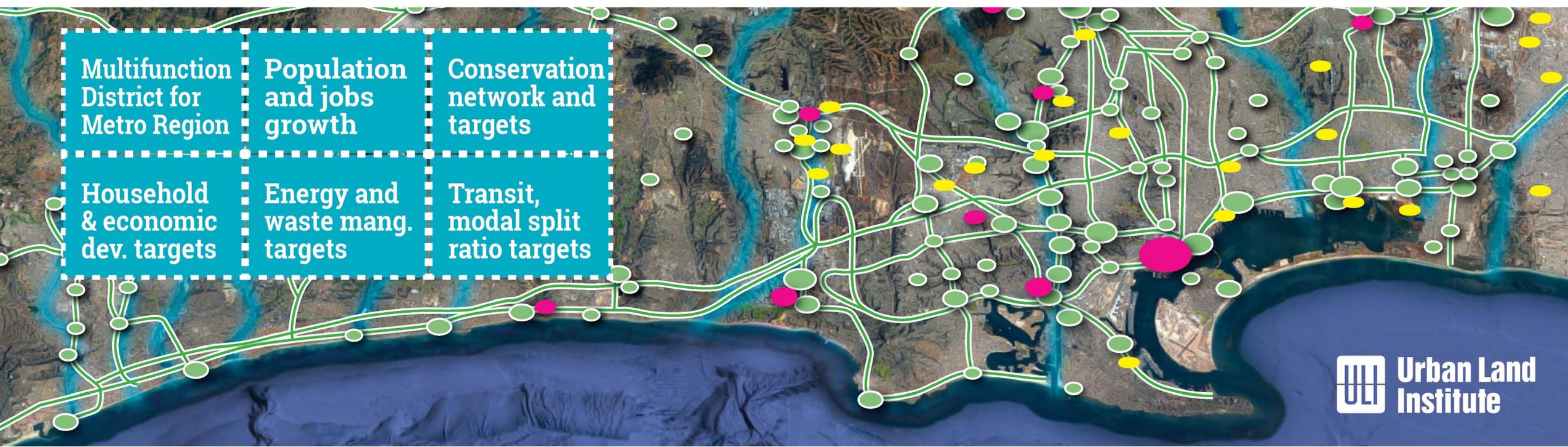
Infrastructure Initiatives (2021-2023)	30x30 Conservation		Justice40 Initiative		Healthy People 2030		50% decarbonization by 2030	
Funding Structure and Eligibility (IIJA)	Metro region, special district, tribal, rural		Public, private, nonprofit		Plan, Engage, R&D, Capital, Operation		Infrastructure in categories	
Committee Oversight (IRA, ARPA)	Child and senior care, health and education		Transit, complete streets, regional greenway, active transportation, clean mobility		Energy, building efficiency, drought mitigation, and water supply			
Geography Type (walkable catchment)	425 Metro Regions		Over 185 Downtowns		Over 200 Edge cities		Over 110,000 Suburban Corridors Over 1,000 Malls Exurbs 1/3 of the global agricultural land	
Infrastructure Systems (human lens)	One Vision infrastructure		One environmental infrastructure		One community infrastructure		One energy infrastructure One mobility infrastructure	

15-Minute Communities Leadership Strategies

Metro Regions Decarbonize with a network of 15-minute communities

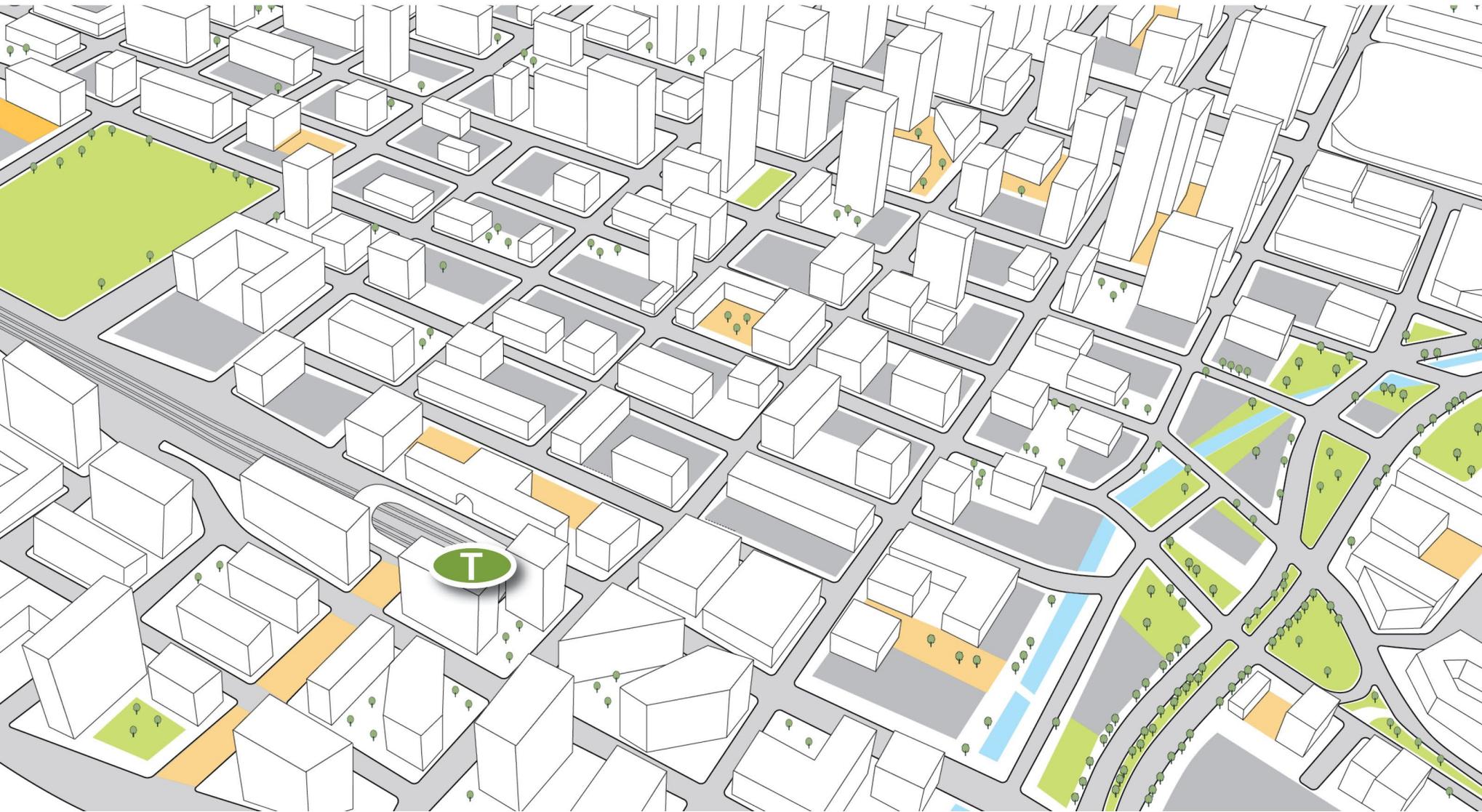
- Ensure reliable infrastructure
- Decarbonize the electricity system
- Repurpose transportation rights-of-way
- Use the circular economy to decarbonize supply chain
- Ensure Coordination of Integrated Planning

“Many components of municipal infrastructure, from roads to sewer to transit, have been built for tolerances and weather conditions that do not align with the new climate reality. In the short term, some of the work to mitigate climate risk could re-create more economic activities.” –Larry Fink, chairman and CEO of BlackRock, letter to CEOs



15-Minute Communities Leadership Strategies

Downtowns Create Diversified, Decarbonized, Affordable, Live-in CBDs



Stage 1 Create a special district

Government

Establish a district commission

Real estate

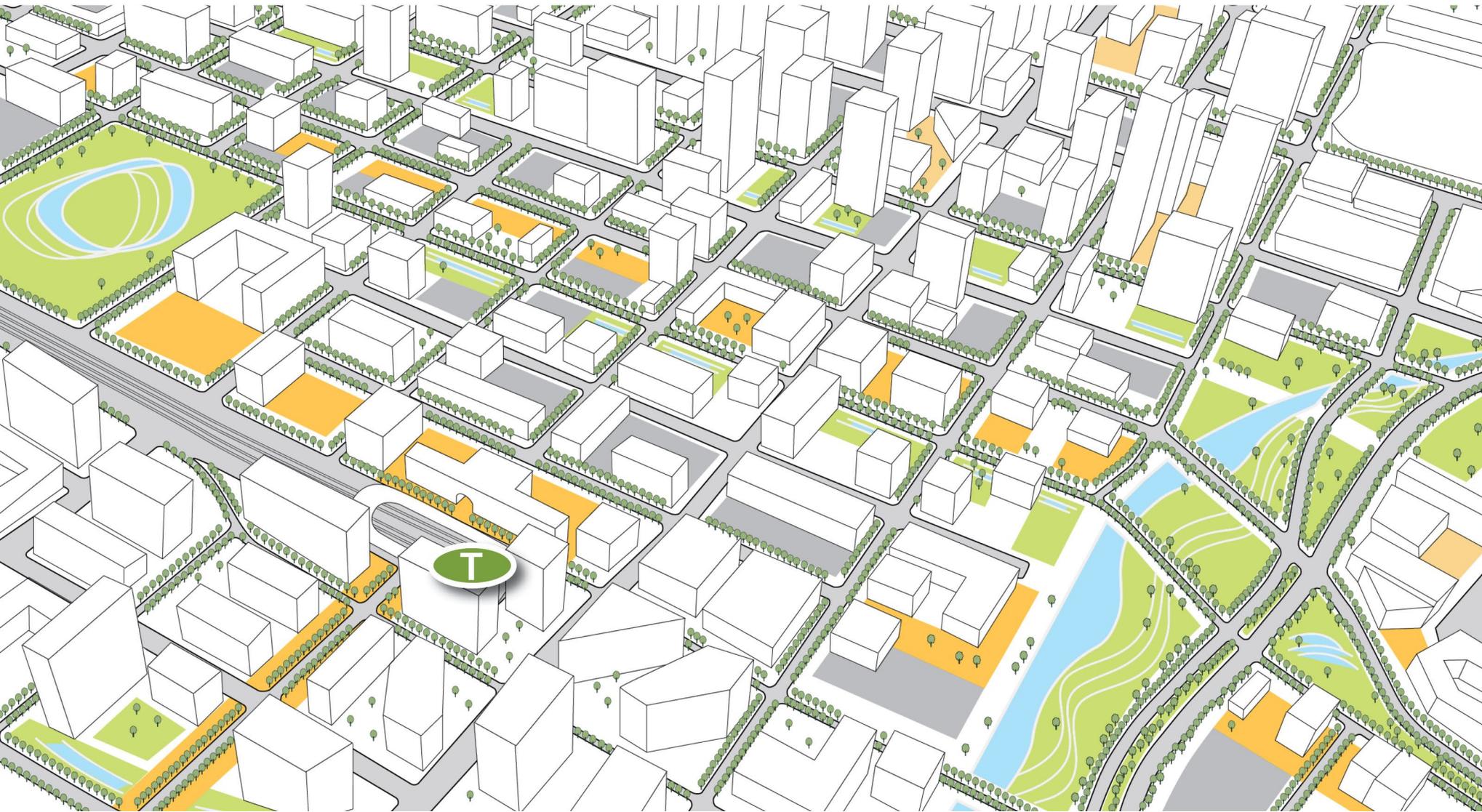
Create a community decarbonization vision

Nonprofit

Establish a local advisory group

15-Minute Communities Leadership Strategies

Downtowns Create Diversified, Decarbonized, Affordable, Live-in CBDs



Stage 2 Convert gray infrastructure to green infrastructure

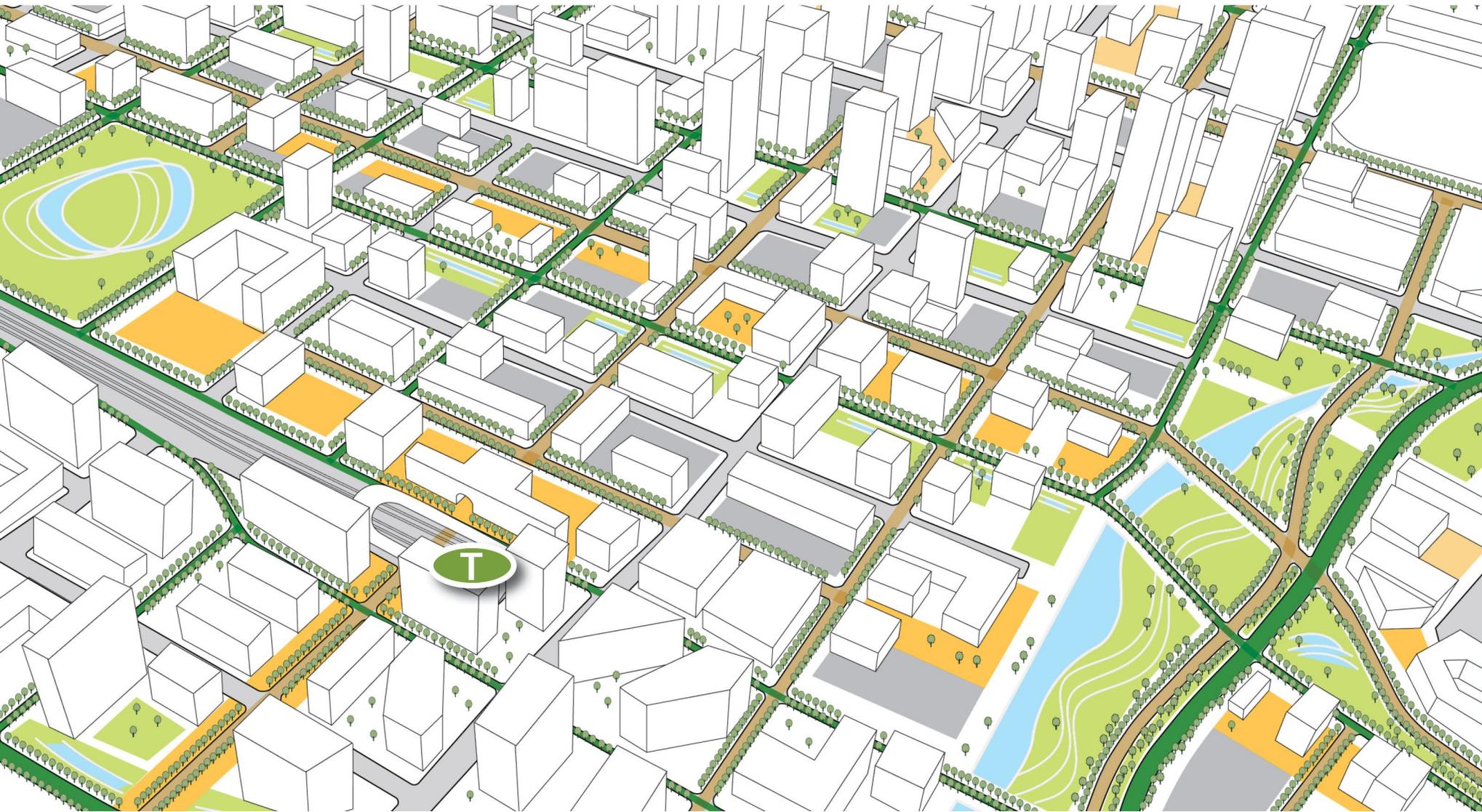
Government
Connect green spaces and implement road diets

Real estate
Convert spaces to accommodate pop-ups and socializing

Nonprofit
Host cultural programs

15-Minute Communities Leadership Strategies

Downtowns Create Diversified, Decarbonized, Affordable, Live-in CBDs



Stage 3 Improve walking and cycling

Government

Reduce parking; expand bikeways and increase transit

Real estate

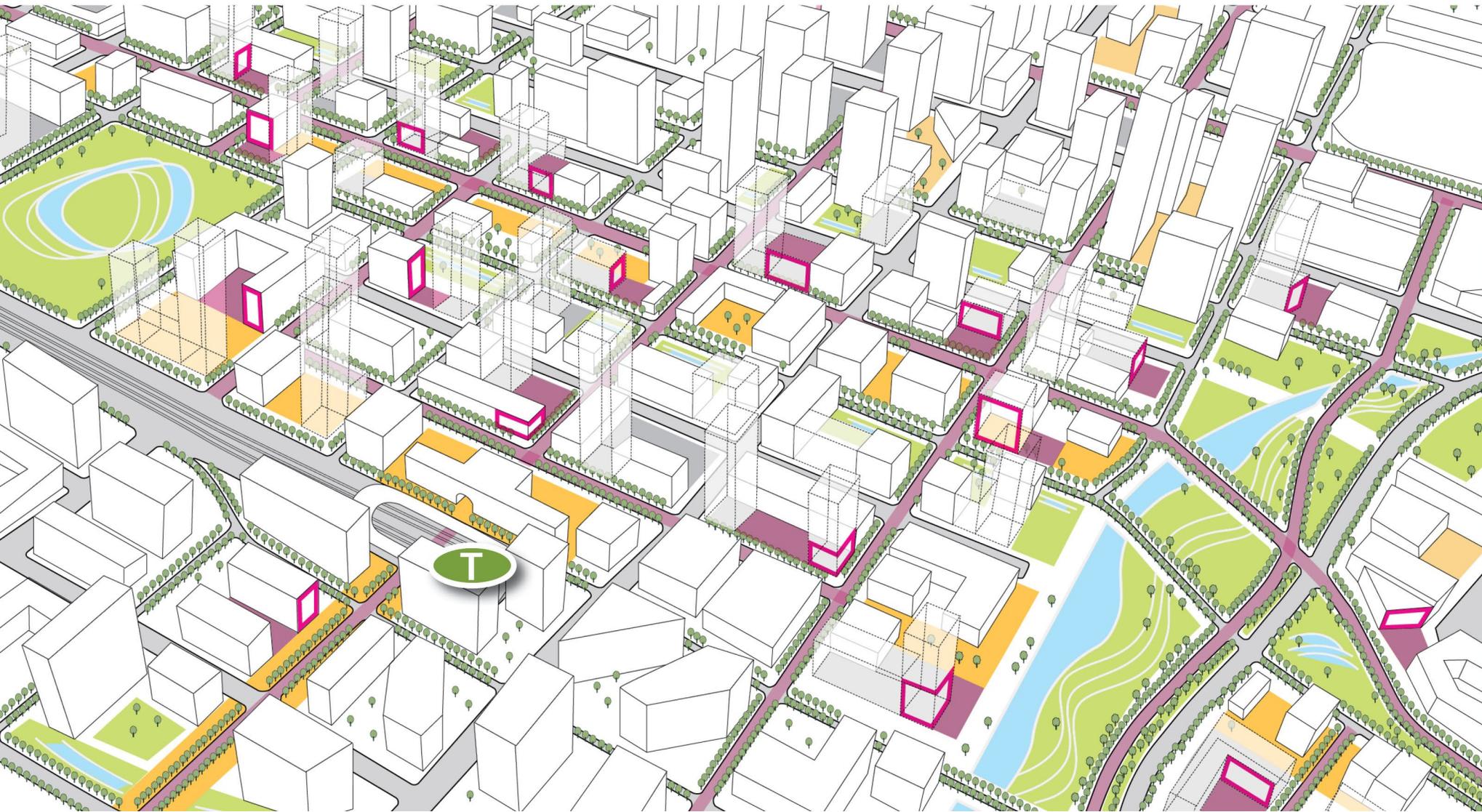
Convert vacant spaces into housing; add micro-mobility options

Nonprofit

Develop a districtwide "one-trip" crowdsource app

15-Minute Communities Leadership Strategies

Downtowns Create Diversified, Decarbonized, Affordable, Live-in CBDs



Stage 4

Create a network of community hubs with a variety of services

Government

Identify hub locations, and co-locate public services in hubs

Real estate

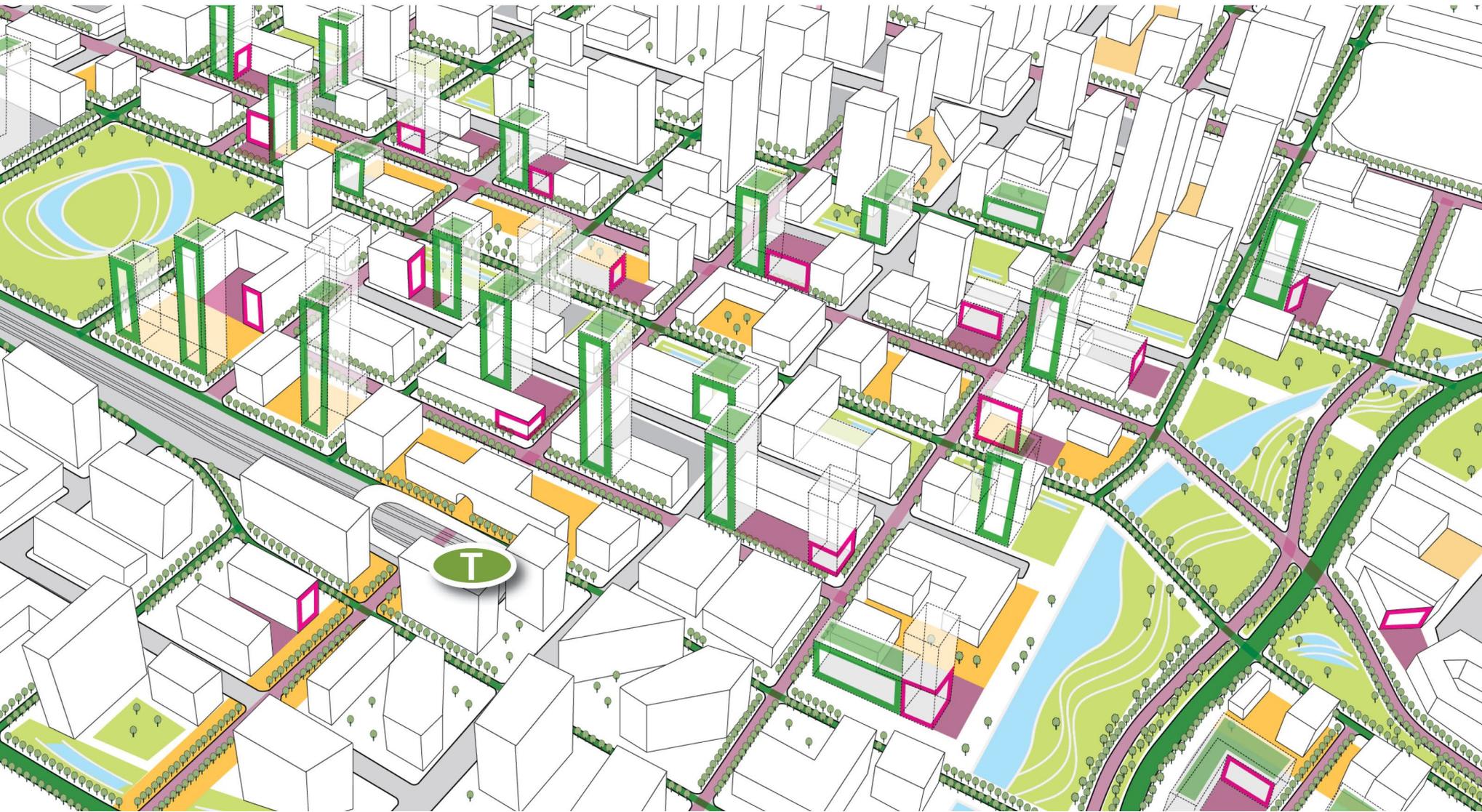
Lease ground/lower floors and adjoining outdoor space for hubs

Nonprofit

Fund an executive director for hubs; coordinate a walking school bus

15-Minute Communities Leadership Strategies

Downtowns Create Diversified, Decarbonized, Affordable, Live-in CBDs



Stage 5

Decarbonize the district

Government

Set carbon budget; add district energy and automated waste collection

Real estate

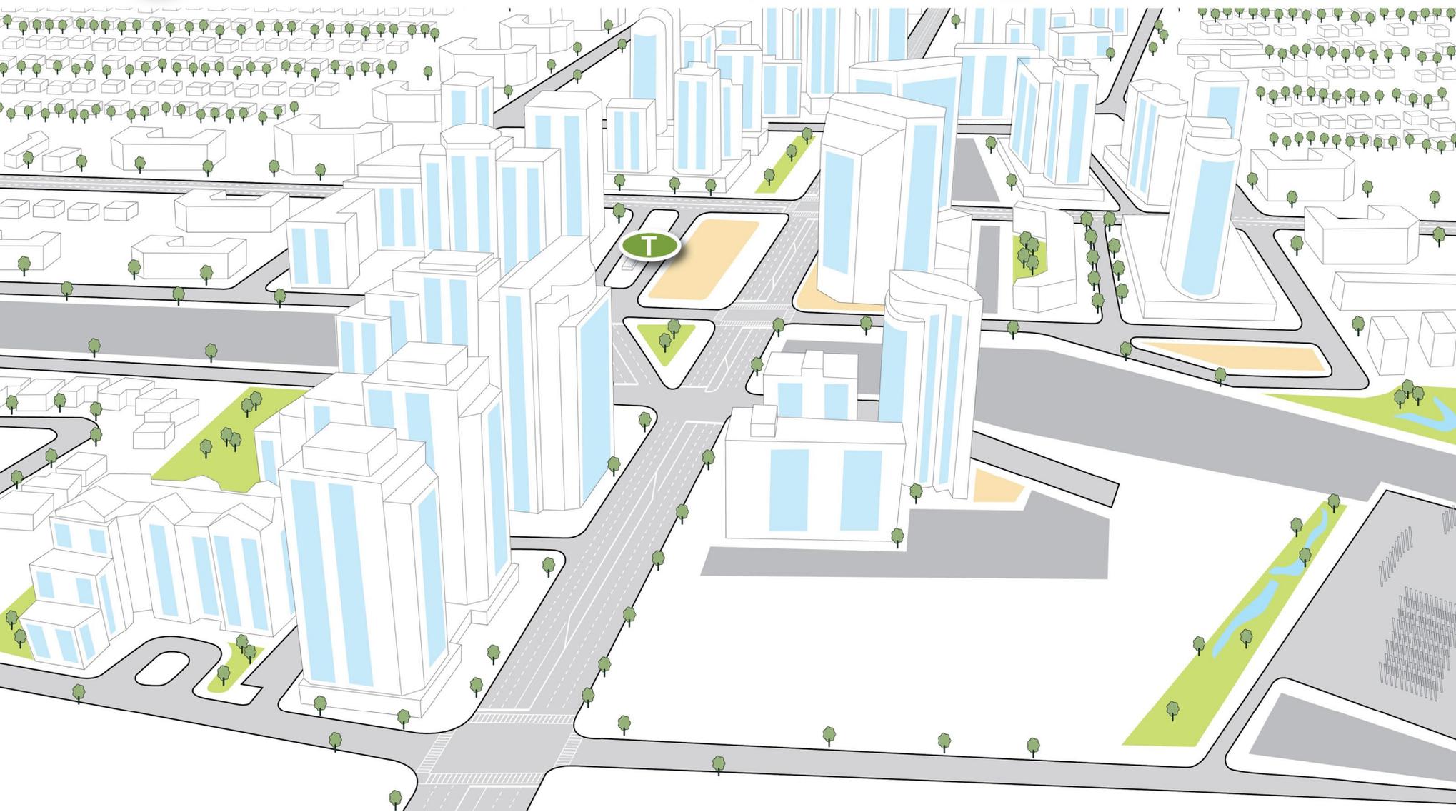
Add solar photovoltaics and biophilia elements; build with mass timber; update operation practices

Nonprofit

Run urban agriculture and waste-reduction programs

15-Minute Communities Leadership Strategies

Edge Cities Create Heat-proof, All-ages-Friendly communities



Stage 1

Reduce heat risks; develop a plan for extreme-heat response

Government

Develop a local extreme-heat response plan; conduct financial planning for reducing heat risk

Real estate

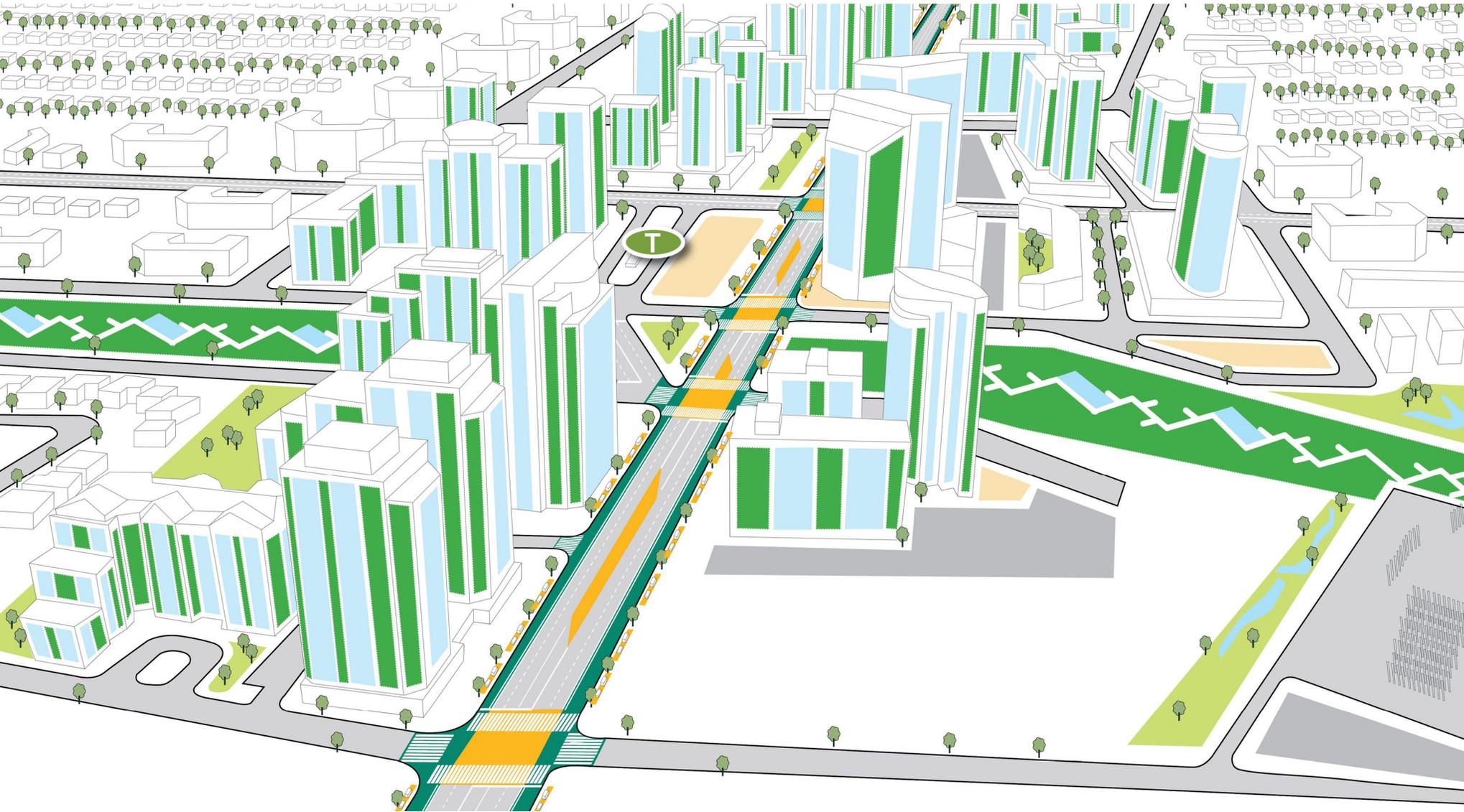
Work with financiers and insurers to create sustainable capital for heat reduction

Nonprofit

Create a three-dimensional GIS-based community-scale performance model to plan for heat response

15-Minute Communities Leadership Strategies

Edge Cities Create Heat-proof, All-ages-Friendly communities



Stage 2 Heat-proof the community and add green infrastructure

Government

Implement road diet; install street trees and broadband; designate cooling centers

Real estate

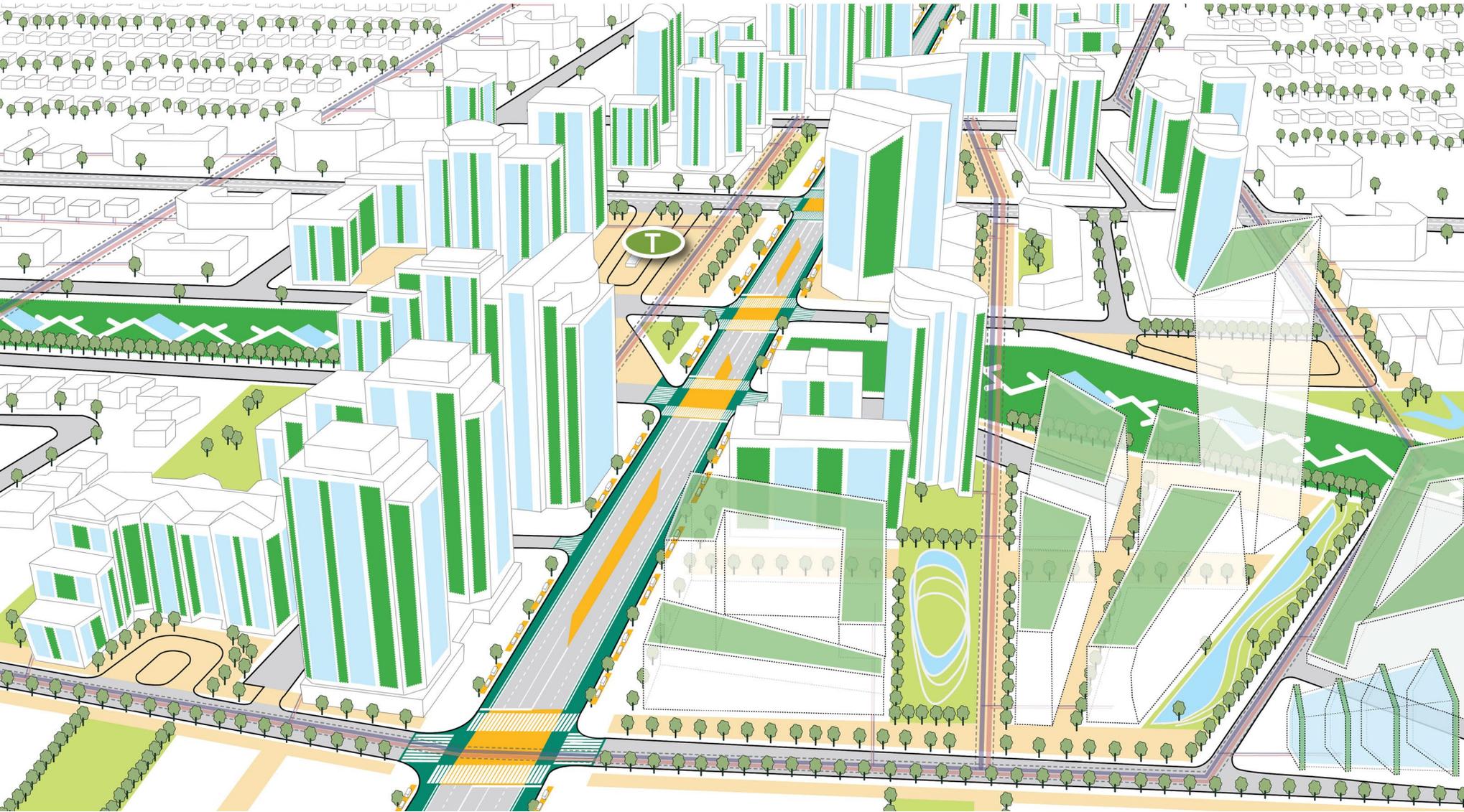
Install green walls and rooftop gardens; improve accessibility and digital connectivity

Nonprofit

Convert parking lots into green spaces; arrange extreme-heat and blackout support

15-Minute Communities Leadership Strategies

Edge Cities Create Heat-proof, All-ages-Friendly communities



Stage 3

Decarbonize the area; improve livability for all age groups

Government

Create a decarbonization plan; switch to renewable energy and reduce waste

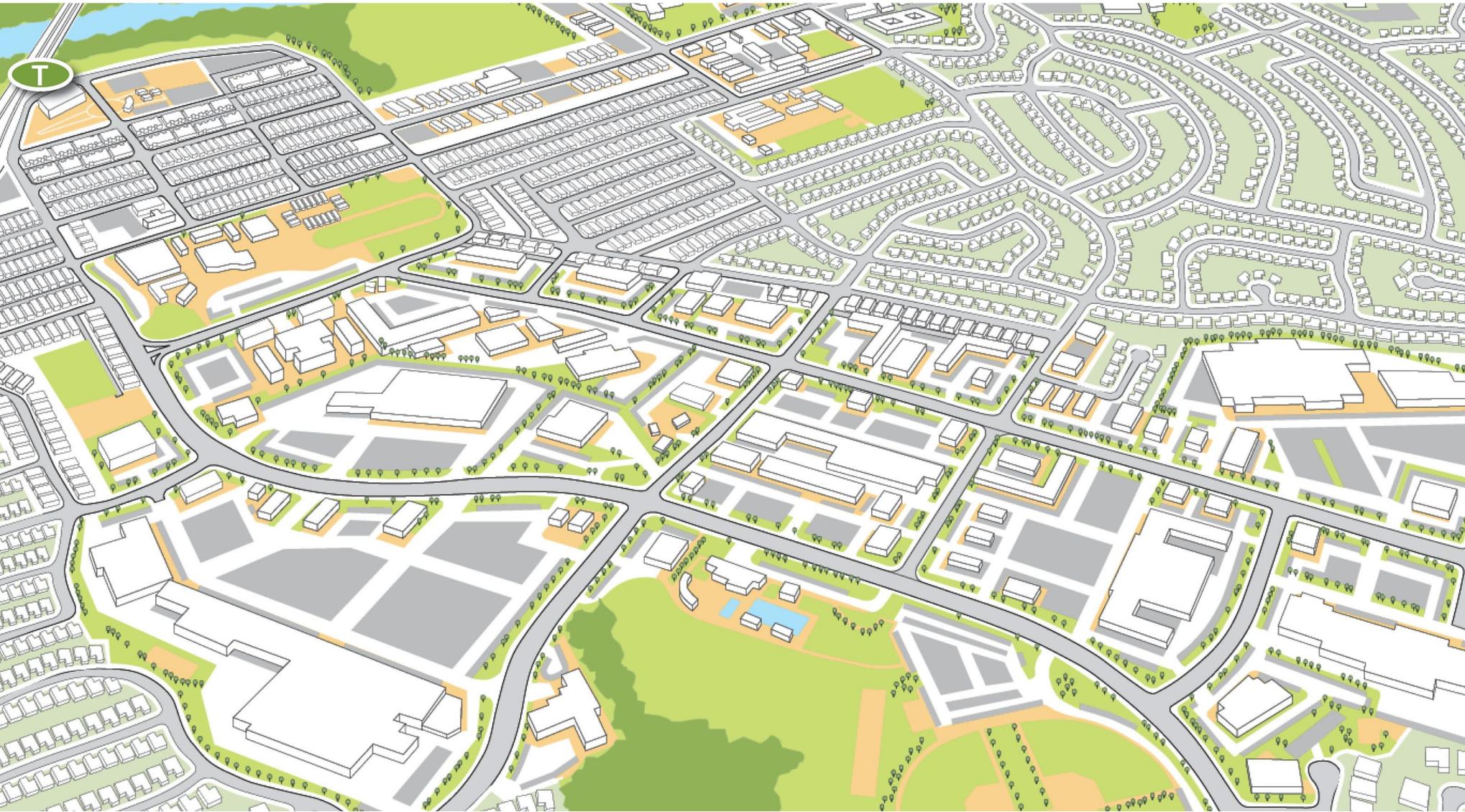
Real estate

Decarbonize buildings; provide on-site child care, senior care, and health care facilities

Nonprofit

Host recycling, composting, and planting campaigns

Suburban Corridors Densify into Walkable, Mixed-use Innovation Districts



Stage 1

Align decisions to build dense, walkable, mixed-use development

Government

Prioritize vehicle-miles traveled (VMT) reduction to drive mixed-use densification

Real estate

Create a district-scale vision; assist government and landowners in delivering mixed-use development

Nonprofit

Establish a local advisory group; develop ways to improve last-mile delivery

Suburban Corridors Densify into Walkable, Mixed-use Innovation Districts



Stage 2
Reduce daily trips by residents

Government

Deliver a network of walkable hubs; add broadband service

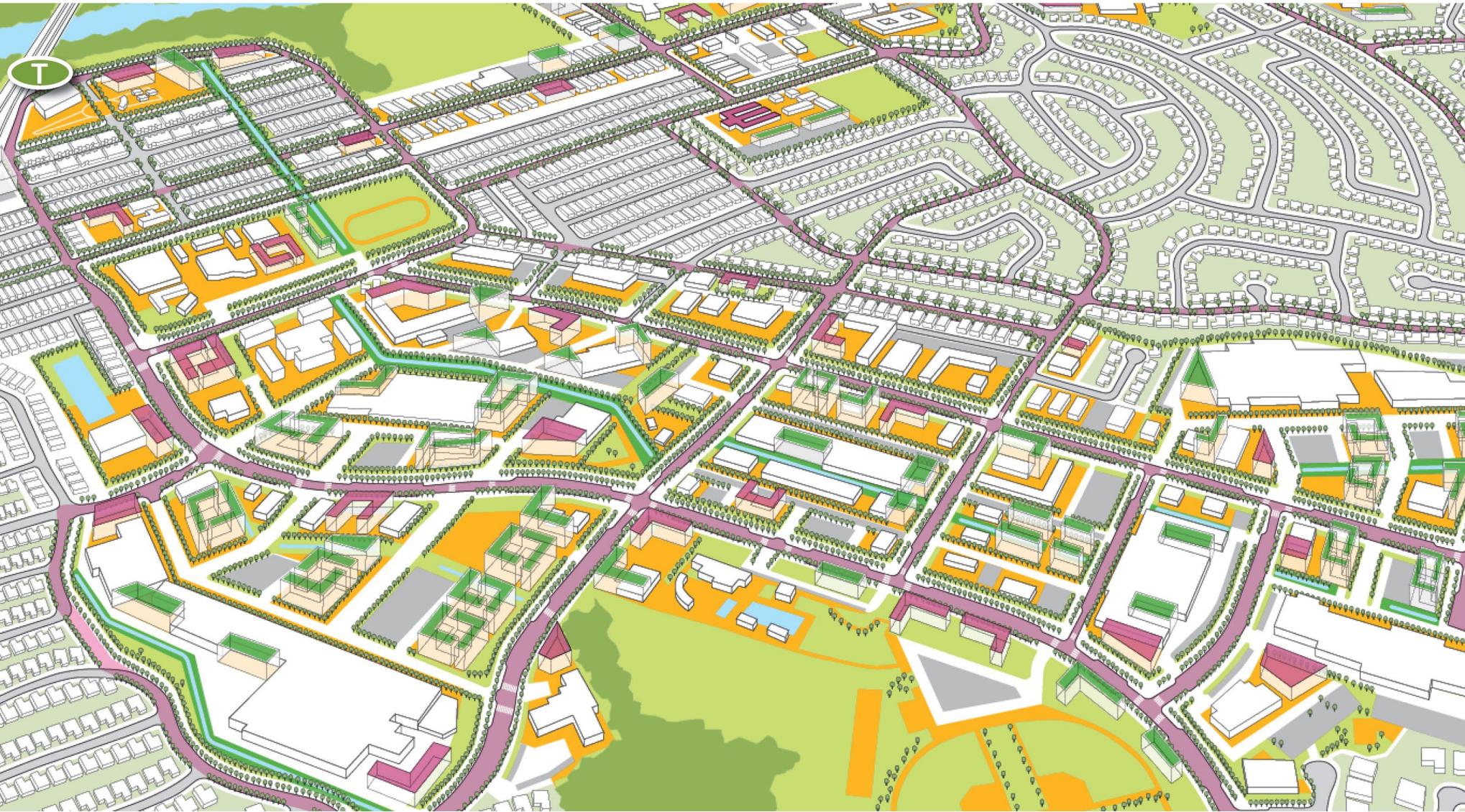
Real estate

Deliver hubs with new multifamily housing; add micro-mobility

Nonprofit

Coordinate walking school bus and school streets programs

Suburban Corridors Densify into Walkable, Mixed-use Innovation Districts



Stage 3

Reduce daily trips by workers; add innovation jobs

Government

Install urban greenways; increase public green spaces

Real estate

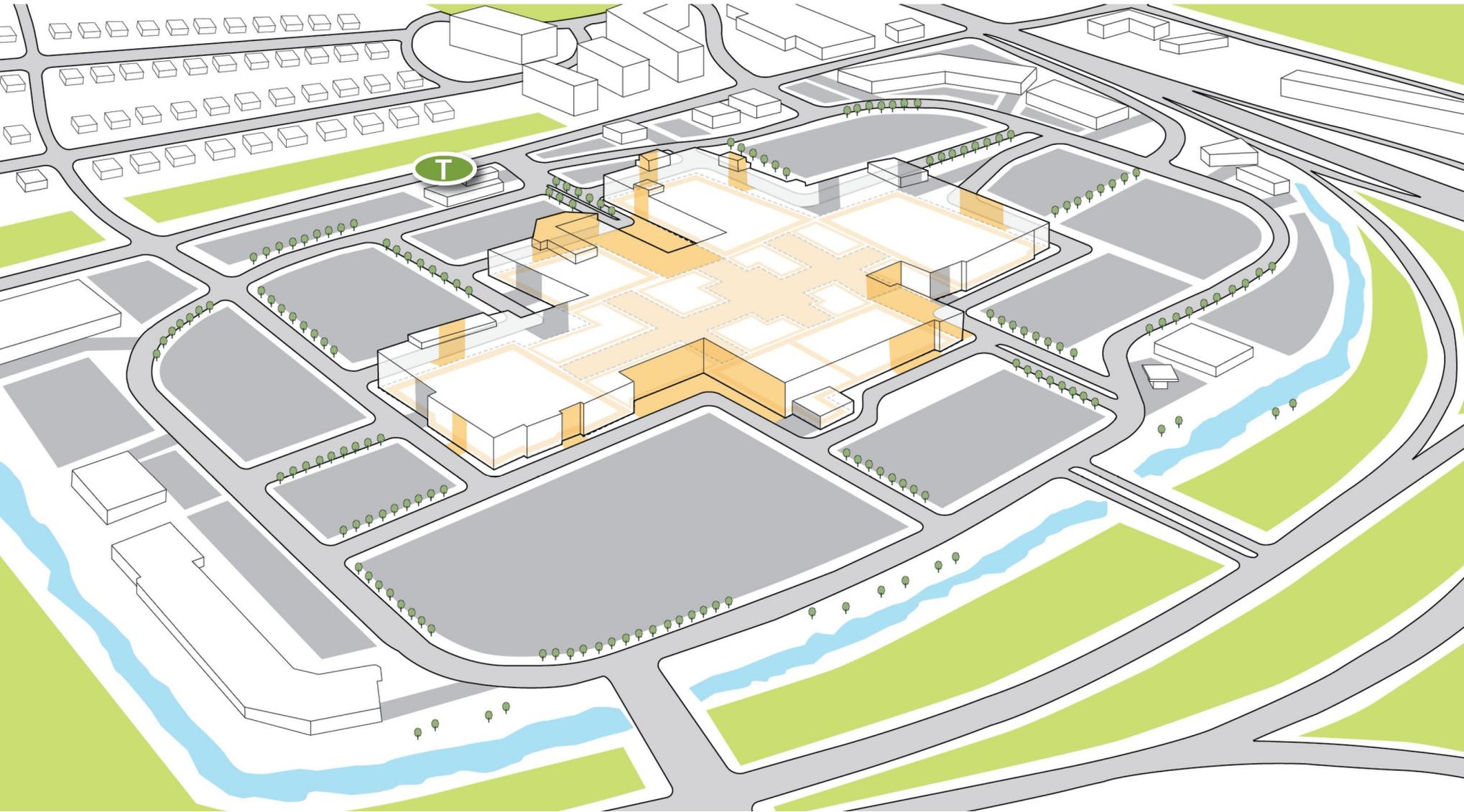
Build mixed-use development with indoor and outdoor event spaces

Nonprofit

Create an innovation hub to boost innovation economy

15-Minute Communities Leadership Strategies

Malls Transform into Transit- and Trail-Oriented Mixed-use Communities



Stage 1
Create a transit- or trail-oriented walkable, mixed-use district

Government

Create a vision; improve transit, active mobility, and infrastructure; provide regulatory oversight

Real estate

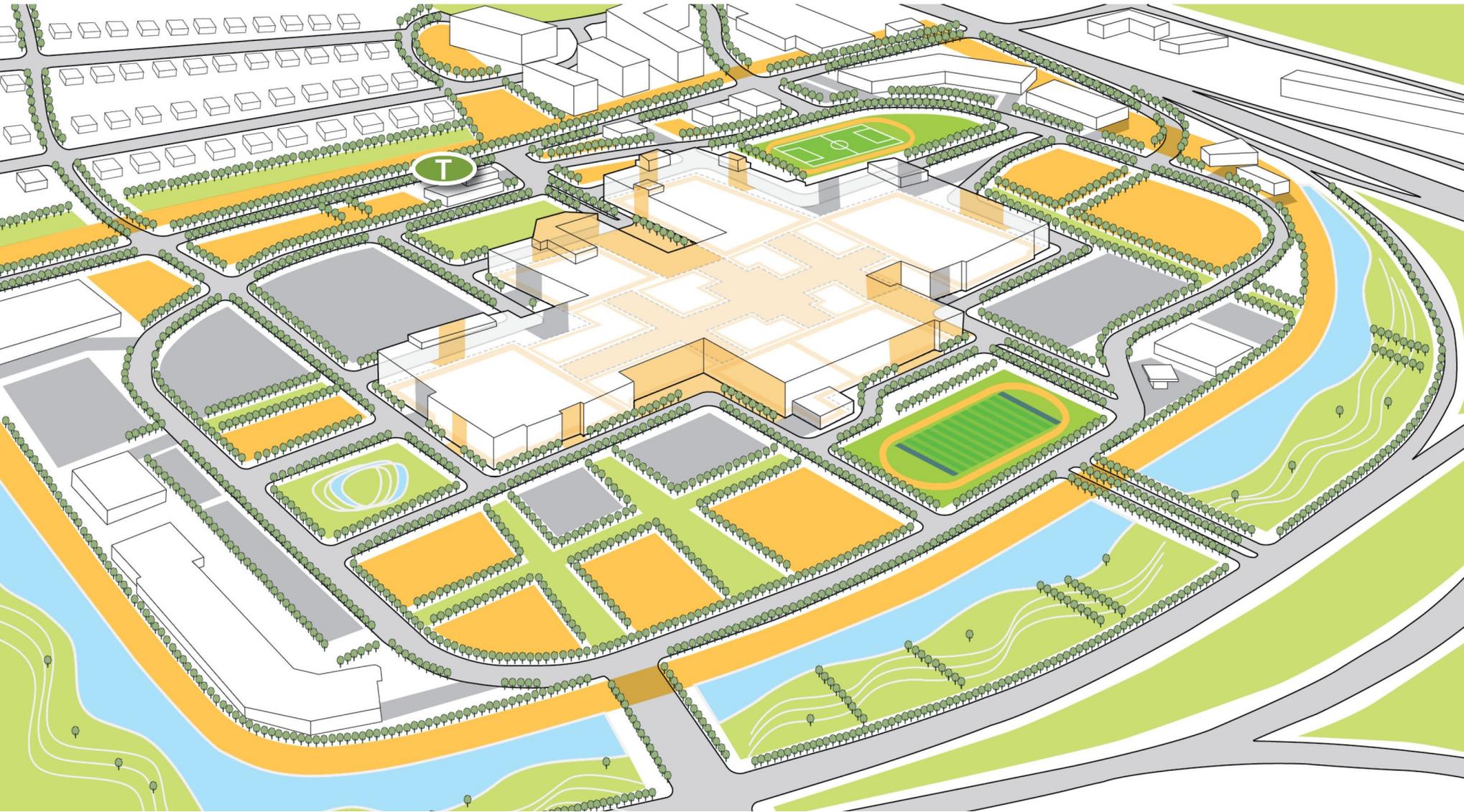
Densify development with on-site services; add multisensory experiences; knit together new and existing places

Nonprofit

Host cultural programs; boost healthy food and wellness culture

15-Minute Communities Leadership Strategies

Malls Transform into Transit- and Trail-Oriented Mixed-use Communities



Stage 2
Combine
ownerships and
easements for
redevelopment

Government

Connect communities; prioritize infill development on parking lots or full reuse of malls; extend streets, trails, and green-space networks

Real estate

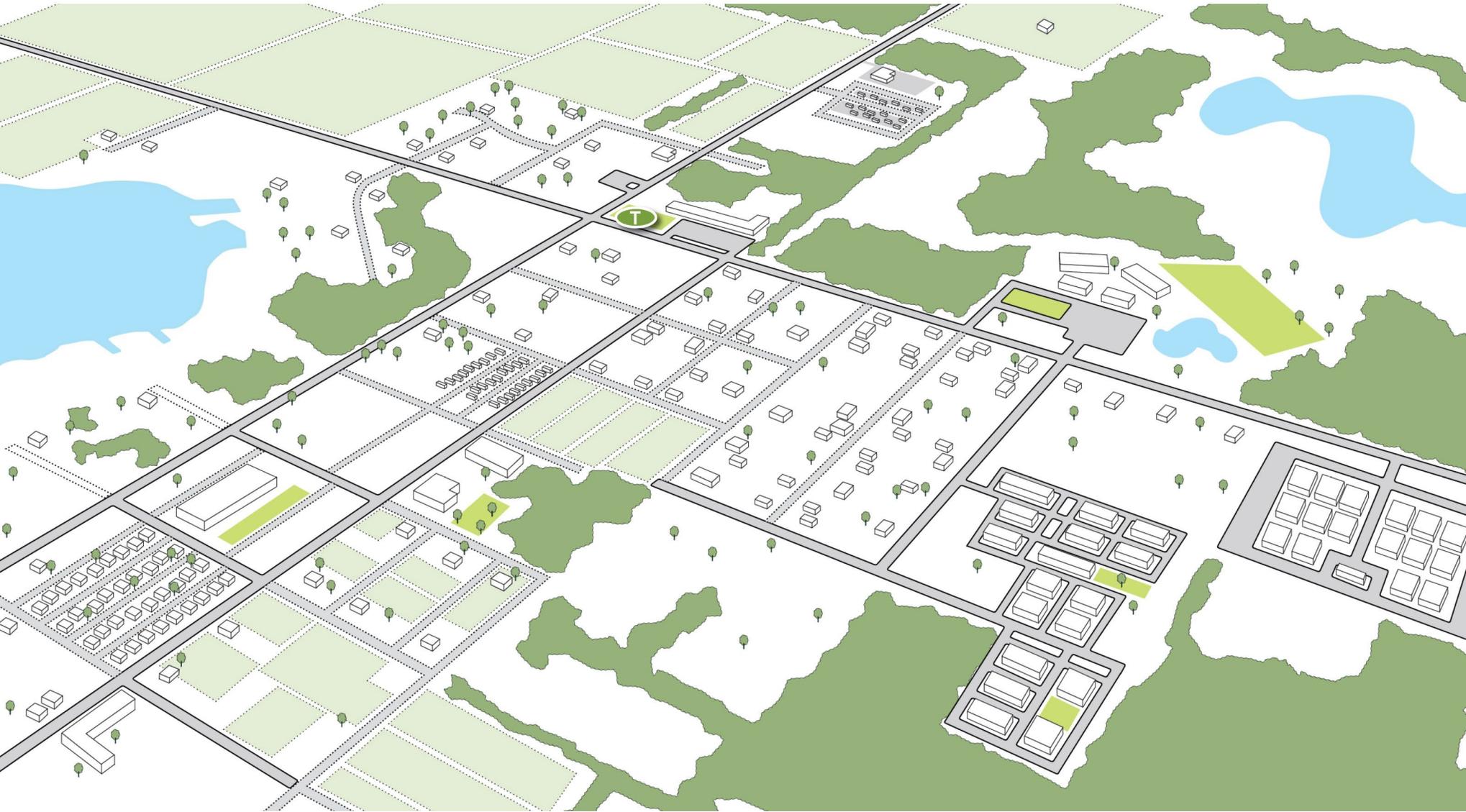
Convert driveways into urban mixed-use streets; shift to renewable energy; blend uses to provide a healthy, active, open-air environment

Nonprofit

Provide community car-sharing and active mobility; set up a community hub and introduce programming

15-Minute Communities Leadership Strategies

Exurbs Activate as Working Landscape of Agrihoods and Nature-Based Solutions



Stage 1
Create an agricultural heritage district

Government

Establish a district commission; update policies; facilitate partnerships

Real estate

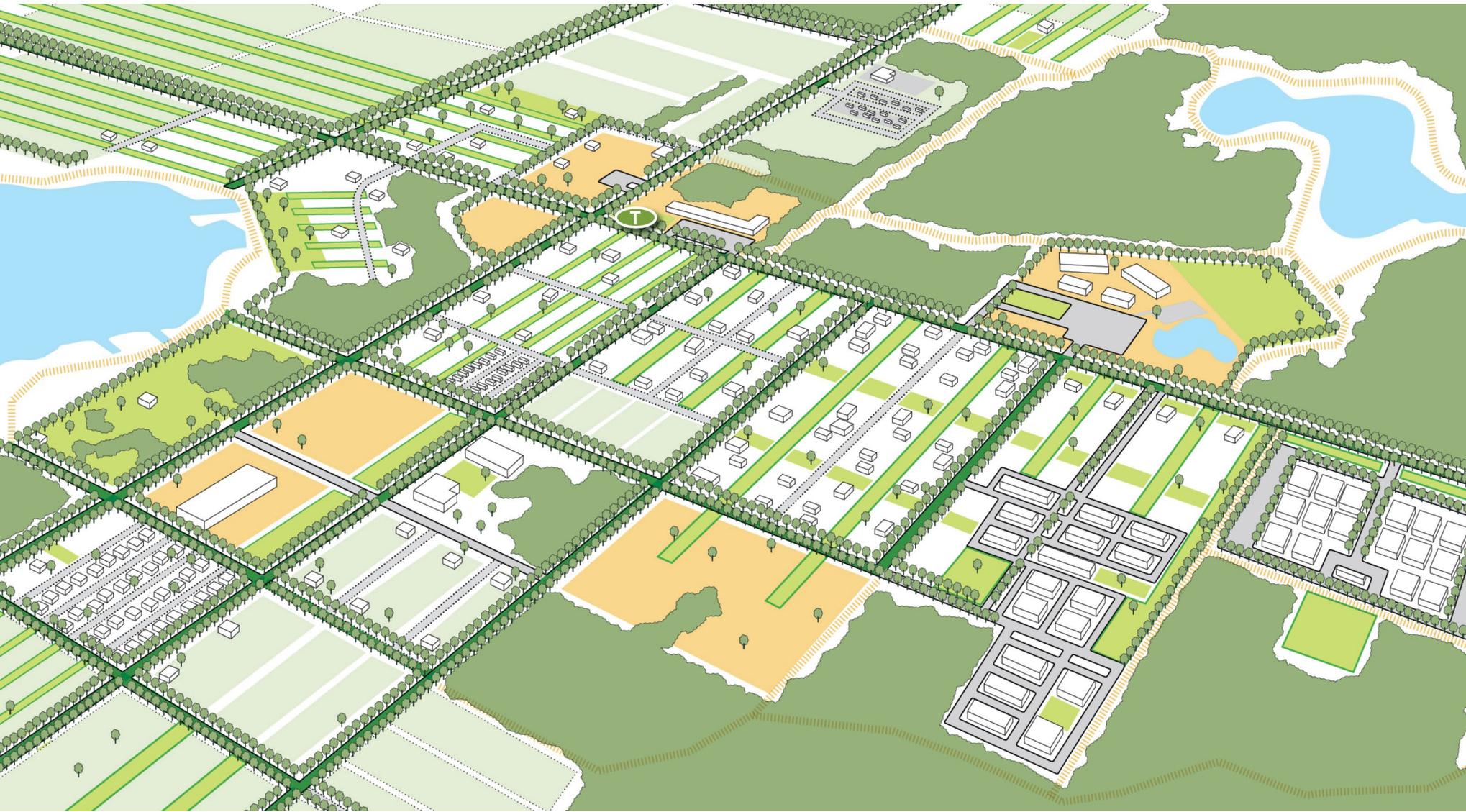
Create investment opportunities for carbon credits, vertical farming, and solar PV

Nonprofit

Establish a community land trust to conserve natural resources

15-Minute Communities Leadership Strategies

Exurbs Activate as Working Landscape of Agrihoods and Nature-Based Solutions



Stage 2 Decarbonize and restore nature

Government

Connect ecosystems;
restore forests; expand trail
and cycling networks

Real estate

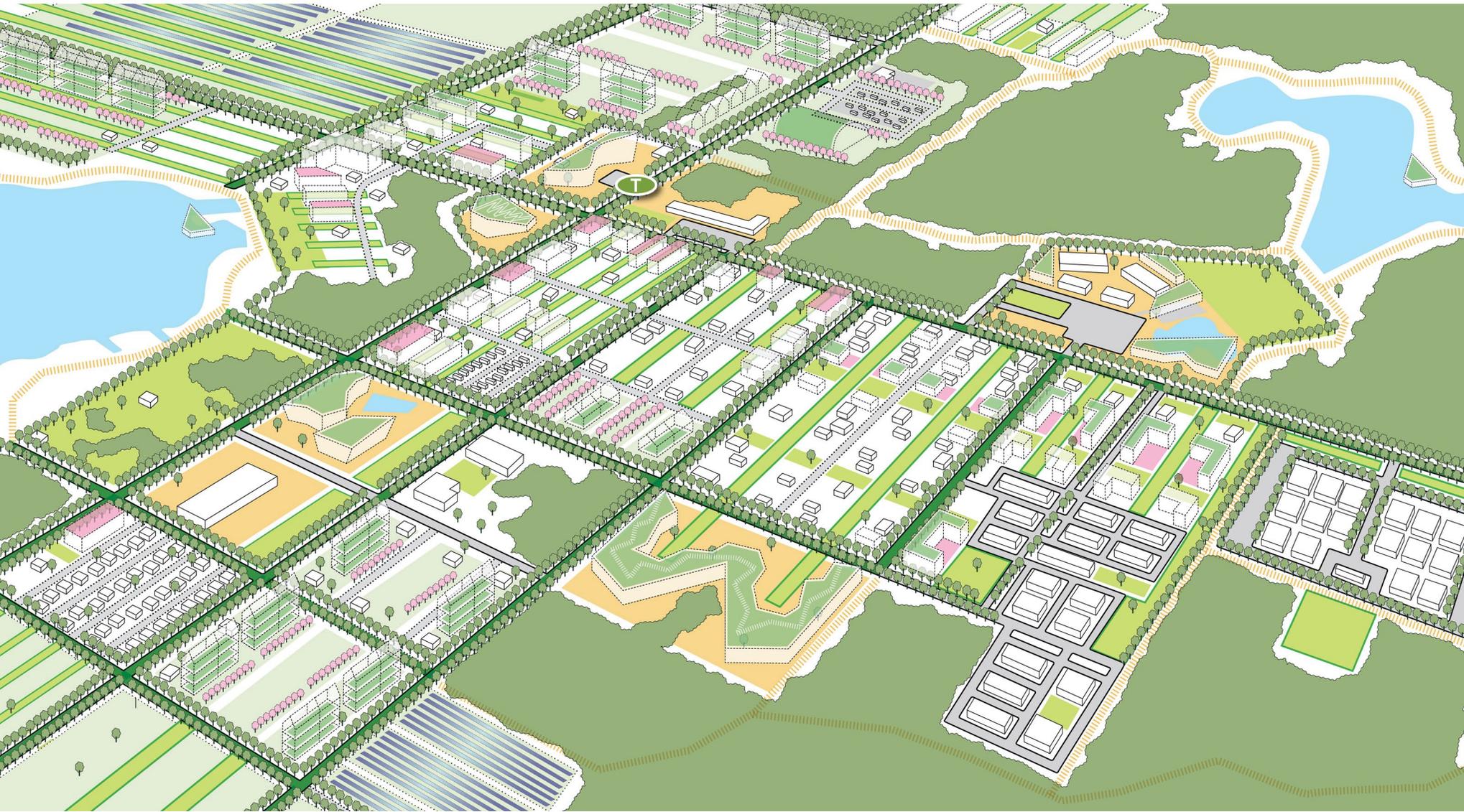
Implement regenerative
farming and food-based
planting in community

Nonprofit

Host agribusiness
and youth enterprise
programs

15-Minute Communities Leadership Strategies

Exurbs Activate as Working Landscape of Agrihoods and Nature-Based Solutions



Stage 3

**Add amenities;
promote research
on nature-based
solutions**

Government

Arrange on-demand transit service; streamline permitting

Real estate

Build agriculture-focused main streets; add renewable energy infrastructure; create agrihoods

Nonprofit

Set up a large-scale nature-based solutions research campus with higher-education institutions

Success comes from six key decision shifts

TOD to TOC

Shift from building buildings to building communities.

Mega facility to local facility

Plan facilities with walkable catchments.

Automobile-centric to people centric

Making walking and cycling the top choices.

2D decisions to 3D decisions

Create joint use by sharing space and sharing time.

Gray to green

Replace gray infrastructure like parking lots with parks and regional greenways.

“Just in time” to “just in case”

Make proactive decisions. Start building 15-minute communities today.

“Thoughtful leaders get results through people by making clear what needs to be done, why it should be done, and how each person can contribute.”

—Jim Fisher, University of Toronto Rotman School of Management



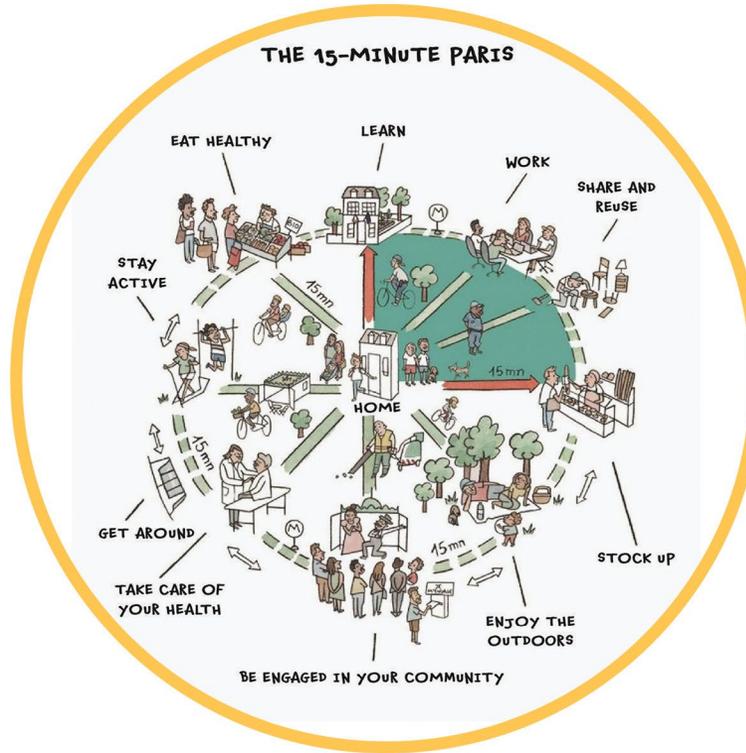
In a transit-oriented community, every block acts as a miniature neighborhood, and every building and outdoor space contributes to enhanced livability. (ULI Toronto)

15-Minute Communities Leadership Strategies

Success comes from walk-centric leadership



In Clarence Perry's neighborhood unit plan, schools and parks are at the center of a walkable, mixed-use community with walkable streets and local shops. (Clarence Perry, New York City Planning Department, 1929)



In Carlos Moreno's 15-minute Paris plan, one place has several uses, each use bring new creativity. It provides a journey to find humanity at the end of every street, to give a heart to the heart of the city. (N. Bascop for Paris En Commun, 2019)



Los Angeles's Livable Communities Initiative aims at solving our housing crisis while delivering the beauty and convenience of a 15-minute city. (Livable Communities Initiative, 2022)

15-Minute Communities Leadership Strategies

Success comes from effective partnerships

6 Geographies

- Vision
- The 15-Minute community experience
- Infrastructure needs
- Real estate opportunities

Downtowns Create Diversified, Decarbonized, Affordable, Live-in CBDs

"As a kid, I carried my cello to school, rode my bike to after-school programs at the fieldhouse in the park, ran errands to the corner grocery store, and safely played on the sidewalk until the streetlights came on. It was a 15-minute complete community."
 —Lucia Garsys, ULI Infrastructure Forum Leadership

North America has hundreds of downtowns that serve as economic drivers for cities. In the largest 30 downtowns, most buildings are used as office space, with the rest used for cultural institutions, tourism, and retail space, supported by rapid transit and some multifamily housing. This model, with much of the

workforce commuting into the downtown area, entails extensive parking facilities and automobile-centric roads that are costly to maintain. Often, insufficient funds remain for community infrastructure to serve local residents.

In recent years, with more people choosing to work from home, developers in cities such as Philadelphia, Chicago, New York City, and elsewhere have pushed to convert office space into housing. According to a December 2022 report, more than 11,000 multifamily units were created from office conversions in 2021–2022, and 77,000 additional units are in the pipeline.⁴⁰ This growth in residential populations requires immediate solutions to shift CBDs into "live-in" downtowns.

Potential stages of actions	Government	Real estate	Nonprofit
Stage 1: Create a special district	Establish a district commission	Create a community decarbonization vision	Establish a local advisory group
Stage 2: Convert gray infrastructure to green infrastructure	Connect green spaces; implement road diets	Convert spaces for pop-ups and socializing	Host cultural programs
Stage 3: Improve walking and cycling	Reduce parking; expand bikeways; increase transit	Convert vacant spaces into housing; add micro-mobility options	Develop a districtwide "one-trip" crowdsourcing app
Stage 4: Create a network of community hubs offering a variety of community services	Identify hub locations and co-locate public services in hubs	Lease ground/lower floors and adjoining outdoor space for hubs	Fund an executive director for hubs; coordinate a walking school bus
Stage 5: Decarbonize the district	Set carbon budget; add district energy and automated waste collection	Add solar photovoltaics and biophilia elements; build with mass timber; update operation practices	Run urban agriculture and waste-reduction programs

15-Minute Communities Leadership Strategies

Stage 1: Create a special district

- Government**
Establish a district commission
- Real estate**
Create a community decarbonization vision
- Nonprofit**
Establish a local advisory group



3 to 5 Stages

- Typical conditions
- Government role
- Real estate role
- Nonprofit role

Downtowns

Edge Cities

Suburban Corridors

Malls

Exurbs

Metro Regions

<p>Downtowns</p> <ul style="list-style-type: none"> Decarbonize the area, improve livability for all age groups plan, switch to renewable energy and reduce waste senior care, and health care facilities composting, and planting campaigns 	<p>Edge Cities</p> <ul style="list-style-type: none"> reduce daily trips by workers, add innovation jobs increase public green spaces development with indoor and outdoor event spaces live to work innovation economy
<p>Suburban Corridors</p> <ul style="list-style-type: none"> redevelopment by infrastructure extend streets, trails, and green-space networks healthy, active, open-air environment introduce programming 	<p>Malls</p> <ul style="list-style-type: none"> add amenities, promote research on nature-based solutions transit service; streamline permitting energy infrastructure; create agrifoods campus with higher-education institutions
<p>Exurbs</p> <ul style="list-style-type: none"> transportation network, and modal split ratio transit, and parking reduction framework and a parking reduction plan technology and innovation processes 	<p>Metro Regions</p> <ul style="list-style-type: none"> An example of transit-oriented communities organized at the metro region scale. Transit lines connect a network of local walkable communities. (Yvonne Yeung)

15-Minute Communities Leadership Strategies

from ULI Curtis Infrastructure Global Board



“Walkable urbanism can be accomplished at many scales – from small towns to large metropolitan cities. Compact critical mass is the key – having many places to walk or bike to in 15 minutes.”

“We have the opportunity to repair environmental damage with new green infrastructure that delivers a more human and ecologically supportive place.”

Craig Lewis

ULI Curtis Infrastructure Initiative Global Board Chair

15-Minute Communities Leadership Strategies

from ULI Infrastructure Forum Leadership . . .

"A 15-minute complete community is where I can access most of my daily life when I'm young and old."

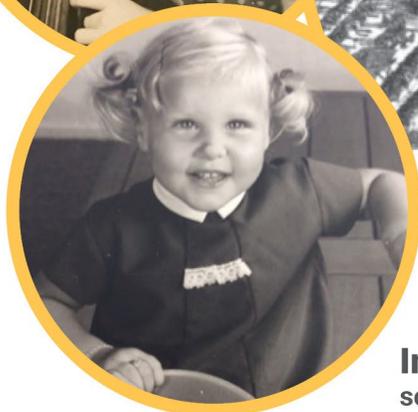
William Anderson

"As a kid, I carried my cello to school, rode my bike to after-school programs at the fieldhouse in the park, ran errands to the corner grocery store, and safely played on the sidewalk until the streetlights came on. It was a 15-minute complete community."

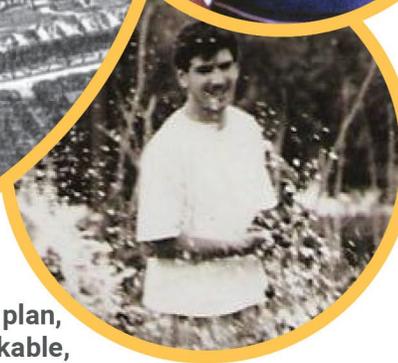
Lucia Garsys

"A 15-minute community is a place where I do not need a car to get around and have all I need within walking distance of my home. Such places exist, and we can apply what we have learned from these places as we conceive of future communities."

Renee Schoonbeek



In Clarence Perry's neighborhood unit plan, schools and parks are at the center of a walkable, mixed-use community. (Clarence Perry, 1929)



"In a world that can be dominated by pro forma, performance goals, and delivery methods, the concept of 15-minute communities brings the important dimension of scale back into city building."

Gullivar Shepard

"15-minute communities can free their users from the isolation of automobile travel. Neighbors, retail clerks, business owners, and educators become friends, and their community becomes a place of gathering."

Kevin Augustyn

"Effective urban planning leadership for 15-minute communities requires combined budgets and strategic thinking, collaborative skills, and a commitment to sustainability, equity, and resilience."

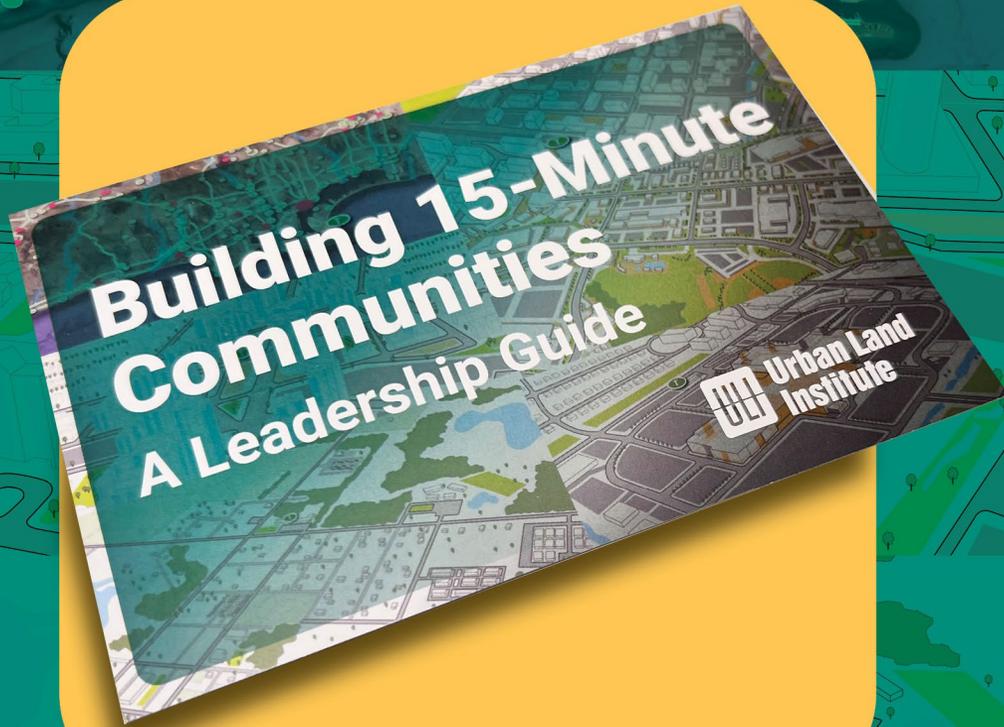
Stephen Engblom

"Cities are integrated and living organisms; siloed planning is no longer effective. Human-centric cities take into account the relationship between new location decisions for infrastructure that are essential for integrated local area planning."

Matthew Kwatinetz

Download Report from ULI Knowledge Finder

To learn more,
scan this QR code



Join the movement at
uli.org/infrastructure





Now is your turn . . .

- **Case Studies & Audience Q & A**

- **Leadership Framework & Audience Workshop**

ULI Infrastructure Forum Case Studies Panel

**Financing
Transit-
Oriented
Communities**

**Dr. Morteza
Farajian**

**Executive Director,
Build America Bureau**

**Office to
Housing
Conversion**

Eric Tao

**San Francisco
District Chair SPUR,
Managing Partner
L37 Development**

**Repositing
Malls to
Mixed-use**

Erich Dohrer

Principal, Arcadis

**Low Carbon
Energy
Solutions**

**Morrigan
McGregor**

**Senior Vice President
of Energy Planning
and Development,
Enwave**

**De-risk
with Green
Infrastructure**

Sameer Dhalla

**Director of Dev.
and Eng. Services,
Toronto and Region
Conservation
Authority**

Facilitators:

Craig Lewis Principal and Placemaking Group Manager Arcadis, and
Kevin Augustyn Senior VP and ESG Lead, Morningstar DBRS



BUILD AMERICA BUREAU

 U.S. DEPARTMENT OF TRANSPORTATION

Executive Director Morteza Farajian, PhD
Urban Land Institute Spring Meeting

About the Build America Bureau

Advancing investment in America's transportation infrastructure by providing **financial** and **technical** assistance

Financial Assistance

Flexible, low-cost, long-term credit assistance (loans, loan guarantees, and lines of credit) – \$100 B available – for a wide range of eligible projects; and tax-exempt bonds – \$15 B available – for public-private partnerships.

Technical Assistance

Grants for project planning and development, community solutions, and advisory services; and opportunities for training and education on the use of innovative project planning, financing, and delivery techniques

Major Bureau Programs

TIFIA

Transportation Infrastructure Finance & Innovation Act of 1998

- Surface transportation and public infrastructure
- Airports can finance up to 33% of eligible project costs

RRIF

Railroad Rehabilitation & Improvement Financing

- Passenger, freight, and commuter rail and transit-oriented development (TOD)
- Finance up to 100% of eligible project costs

Private Activity Bonds

- State/local governments issue tax-exempt bonds
- Private entity responsible for debt service
- Can be used alone or in combination with TIFIA and RRIF

Key Features

- Highly customizable to meet borrower needs
- Borrow up to 33% of eligible project costs, and up to 49% for rural, transit, and TOD projects
- Long-term repayment period – up to 35 years (*some 75!*)
- Accrues interest when funds drawn
- Optional five-year deferral after completion
- No pre-payment penalty
- Also offer loan guarantees and lines of credit

LOW INTEREST RATE

3.69%

for 35-year loan as of 5/3/23

TIFIA 49 Initiative for Transit & TOD

New policy initiative announced by U.S. Transportation Secretary Pete Buttigieg on October 4 that maximizes TIFIA's lending authority **up to 49%** (vs. historical 33%) of total eligible project costs for:



PUBLIC TRANSPORTATION

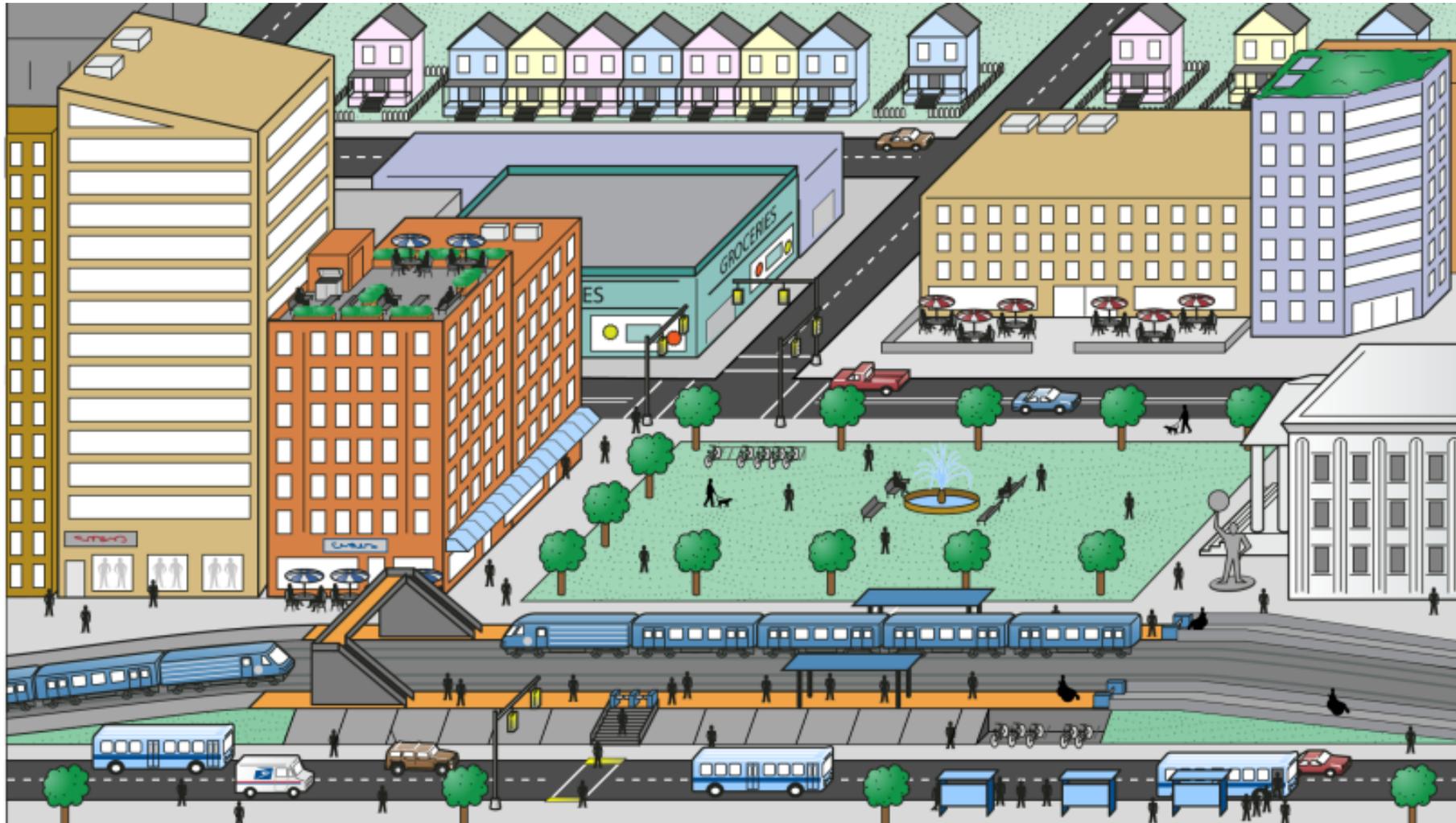


TRANSIT-ORIENTED DEVELOPMENT

Until now, the only projects eligible for financing of up to 49% were rural and “Extra” projects



Transit-Oriented Development (TOD)



Transit/Rail

*Public
Infrastructure
(TIFIA)*

*Economic
Development
(RRIF)*

Surface Transportation – Putting the “T” in TOD

- Projects eligible under U.S. Code: Title 23 (FHWA grant programs) or Title 49, Chapter 53 (FTA grant programs), including but not limited to:
 - Stations or facilities for *fixed guideway transit**
 - Stations or facilities for *intercity bus***
 - Stations or facilities for *intercity passenger rail****
 - Intermodal stations or facilities including one of the above modes



Joint Development

- Joint development is an eligible “capital project” under all FTA (Title 49, Chapter 53) grant programs
- Joint development projects must satisfy certain eligibility criteria:
 - Create an **economic benefit**
 - Create a **transit benefit**
 - Provide a **fair share of revenue for transit**
 - Occupants pay a **fair share of the costs** to operate/maintain
 - Sponsor **collects fees for use of ZEV fueling equipment**, if installed
- Joint development projects that satisfy these criteria are eligible for TIFIA credit assistance, per 23 U.S.C. § 601(a)(12)(E)



TIFIA Public Infrastructure

“Public” means:

- owned, occupied, developed, or operated/maintained by the public sector; or
- open to the public, support a public service, or serve a public purpose

“Infrastructure” means:

- “Horizontal” elements of projects, such as land acquisition, demolition of existing structures, site preparation, environmental mitigation, utilities, foundations, parks and open space, roads, pedestrian and bicycle facilities, or transit access improvements
- “Vertical” development of *public* buildings and facilities, such as government buildings, civic centers, or facilities that include community services such as daycare, health care, education, job training, etc.

Must be located within walking distance of, and accessible to, a fixed guideway transit, intercity passenger rail, intercity bus, or intermodal station or facility



Moynihan Train Hall

- Underground access to connect the newly-built Moynihan Train Hall in Midtown Manhattan to Penn Station across Eighth Ave.
- New home of Amtrak; serves as the arrivals/departures hall
- Ticketing for MTA's Long Island Rail Road service
- Retail Space

TIFIA Assistance

\$607 Million

Project Cost

\$1.85 Billion

Project Delivery/Contract Method

Design-build subcontract and 99-year lease to a private developer to construct the facility.



Multimodal Infrastructure Investments

Case Study: Bel-Red Neighborhood - Bellevue, WA



Image Source: Sound Transit

Major Investments

- New light rail corridor
- Light rail O&M facility
- Multimodal upgrades to construct and improve street grid: “Complete Streets”
- Joint development - affordable housing
- Other private commercial development

Key Partners

- Sound Transit
- City of Bellevue, WA
- Federal Transit Administration
- Federal Highway Administration
- Build America Bureau
- Private developers: affordable housing, office

Mount Vernon Library Commons

TIFIA - “Public Infrastructure”

- Design-bid-build project to construct:
 - Public library & community space
 - Parking garage with 270+ parking spaces, including 75 EV public charging stations
 - Electric bicycle charging stations
 - Transit stop
 - Power generation facilities

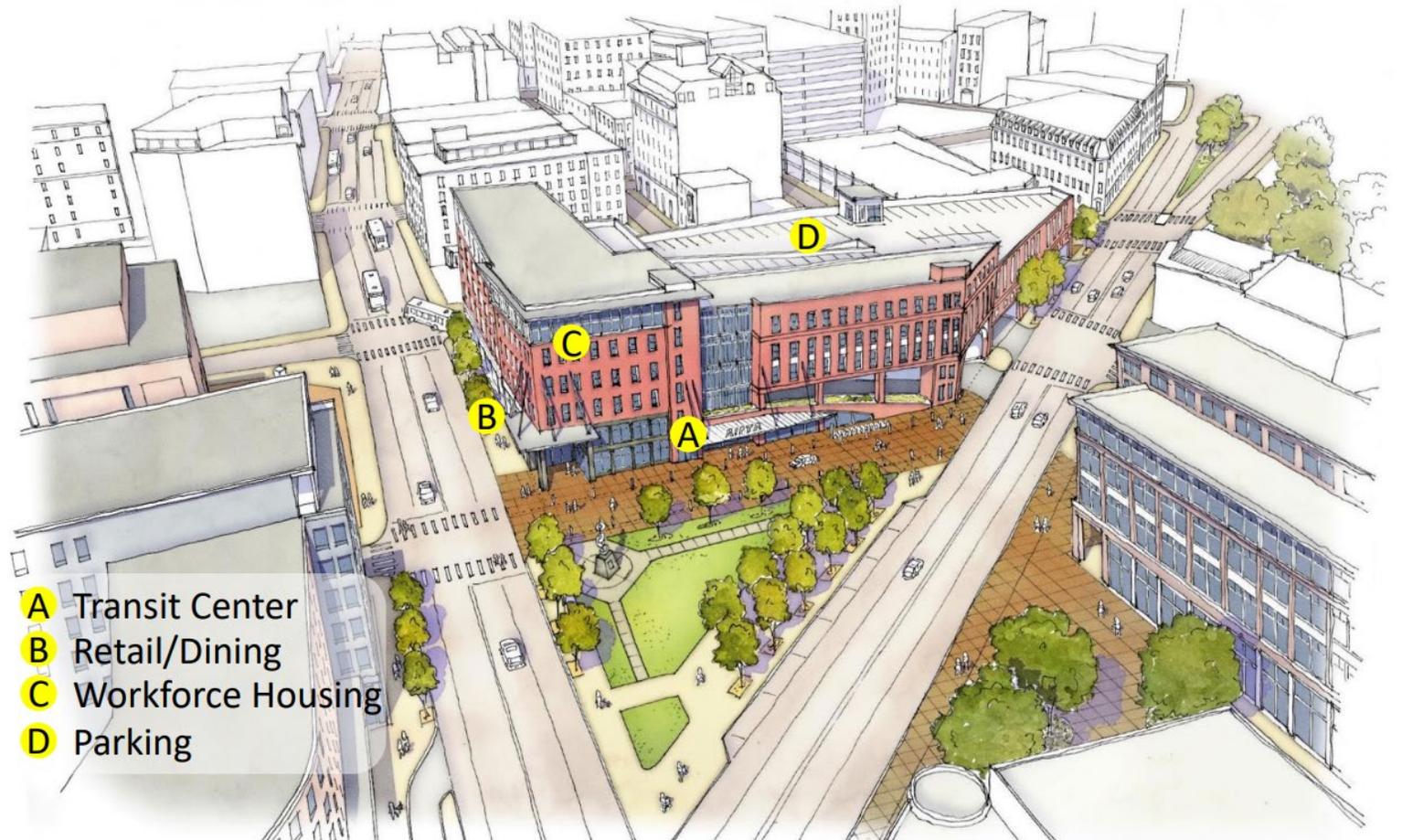


Project Rendering – Library Component
(source: City of Mount Vernon, WA)

Dorrance Street Transit Center

TIFIA - Joint Development

- mixed-use development above a transit facility.
- exploring a P3 and are currently out for bid.
- Technical assistance with RIPTA on P3 requirements and potential TIFIA financing



City of Austin Emerging Projects Agreement

- \$22 billion in projects over five years
- Dedicated funding source
- Multi-jurisdictional projects
- Legislative authority to borrow



Technical Assistance Programs/Resources

Build America Center

- \$5 M FHWA/Bureau partnership
- University of Maryland and four other universities provide TA
- Web - BAC.UMD.EDU

Regional Infrastructure Accelerators

- \$10 M awarded to 10 RIAs in the first two rounds
- \$24 M NOFO just released – **Due May 30!**

Thriving Communities

- \$21+ M just awarded
- Grants to build the capacity of disadvantaged 64 communities

New!

DOT Navigator

- New resource to help communities identify grant and TA opportunities
- Web - transportation.gov/grants/dot-navigator/

Rural & Tribal Assistance

- 5-year pilot program (\$10 M total)
- \$3.4 M will be available in the first round - **NOFO coming soon!**

Coming Soon!

Innovative Finance

- 5-year program (\$100 M total)
- \$40 M will be available in the first round - **NOFO coming soon!**

<https://www.transportation.gov/buildamerica/technicalassistance>

Thank you!

Questions? Contact us!

202.366-2300

BuildAmerica@dot.gov

<https://www.transportation.gov/BuildAmerica>

https://public.govdelivery.com/accounts/USDOT/subscriber/new?topic_id=USDOT_77

Subscribe to email updates!

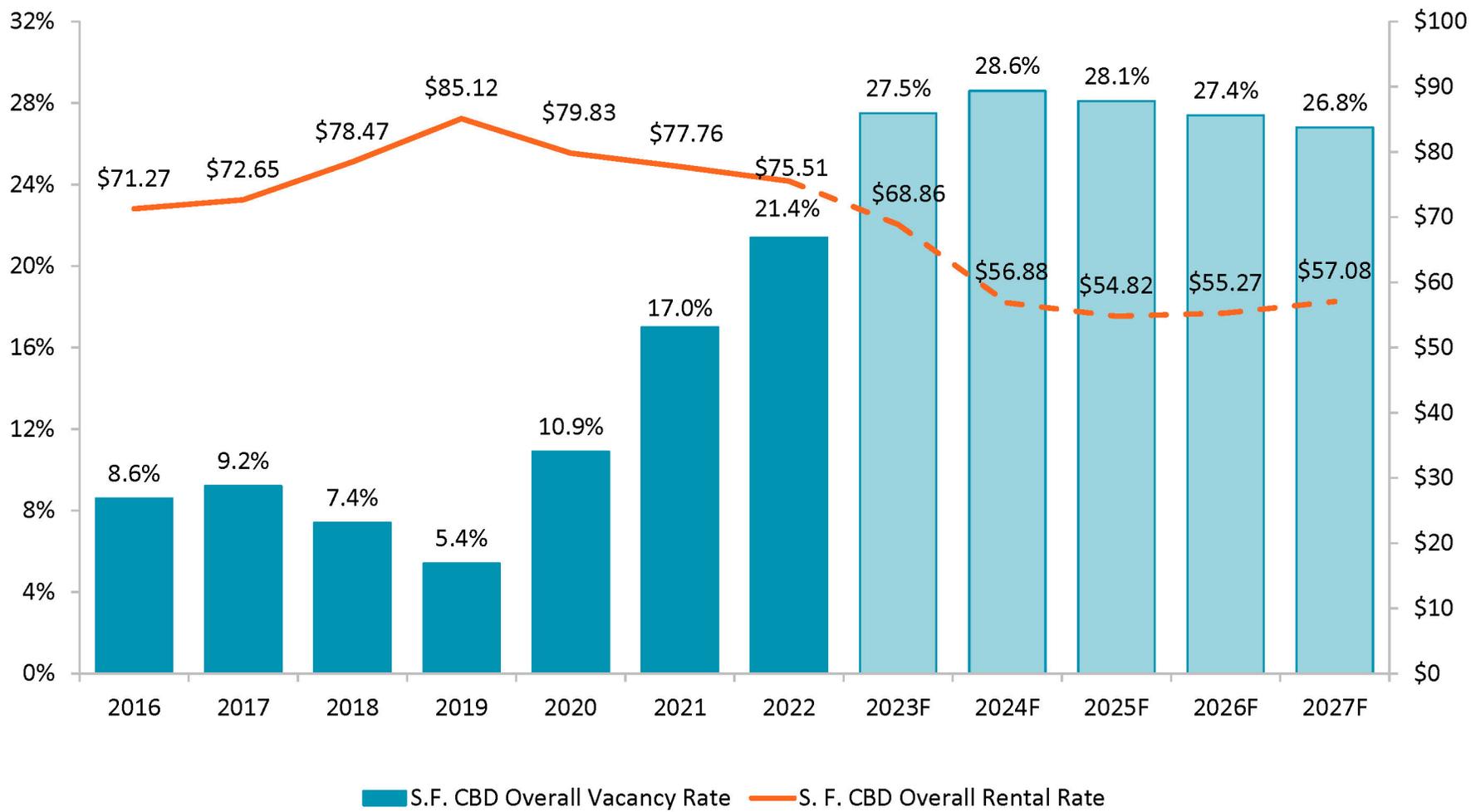
ULI Infrastructure Forum at the 2023 Spring Meeting

Office to Housing Conversion Downtown San Francisco

May 16, 2023



San Francisco CBD Overall Office Trends

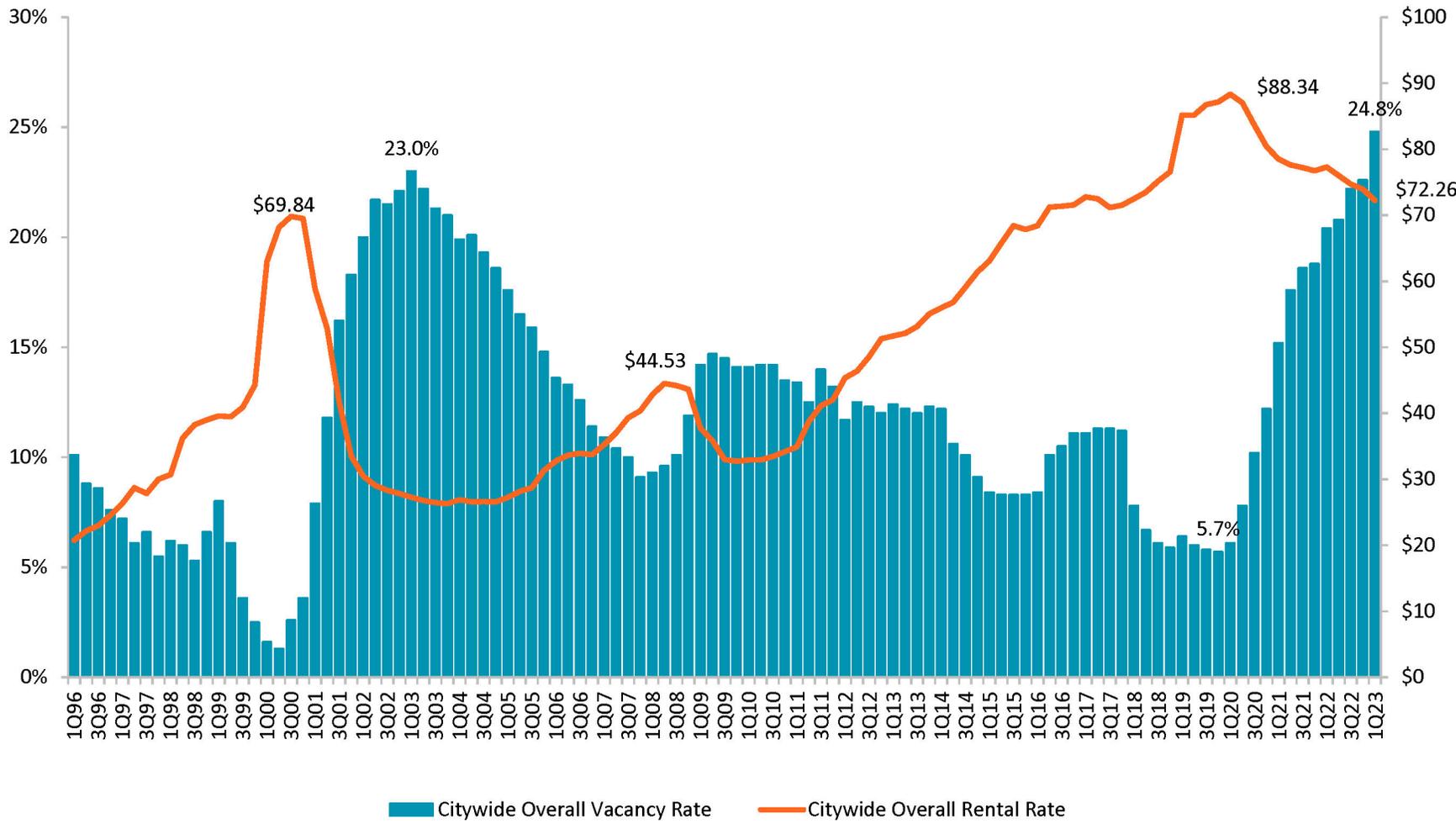


Baseline Forecast

- Asking rent is forecast to drop through YE 2025 (down 35.6% from the high at YE 2019) then some recovery through YE 2027.
- The vacancy rate is forecast to rise to 28.6% by YE 2024 then slowly fall through YE 2027.
- Inventory for the CBD forecast to remain flat at 54.7 msf through the forecast period.

Source: Cushman & Wakefield Research; rents are annual full-service gross

San Francisco Overall Rent and Vacancy Trends



Key Takeaways

- The overall asking rent declined 2.3% in Q1 to \$72.26 and is down 18.2% from the record high of \$88.34 in Q1 2020.
- Overall vacancy rate climbed 180 bps in Q1; it remains higher than the peak recorded during the dot-com downturn of 23.0% in Q2 2003.
- There is now 21.1 msf of vacancy in San Francisco.

Source: Cushman & Wakefield Research

Downtown is not a Neighborhood

How did we get here . . .



NIMBY -> CBD



Prior to the pandemic, two-thirds of the City's total jobs were located downtown, representing more than three-quarters of the City's total GDP. At the same time, downtown-based businesses generated nearly half of the City's sales tax revenue and almost all, 95%, of the City's business tax revenue. This revenue funds many of the City's key services such as public safety, cleaning, open space, transportation and many other essential resources

Property Location Map

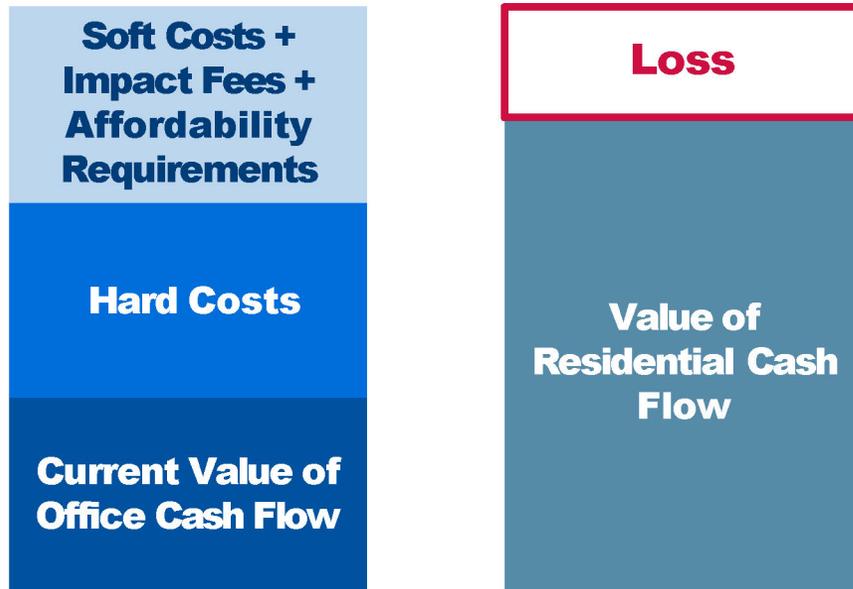


1. 350 California St
2. 123 Mission St
3. 343 Sansome St
4. 580 California St
5. 71 Stevenson St
6. 111 Sutter St
7. 300 Montgomery St
8. 199 Fremont St
9. 1 Post St
10. 353 Sacramento St
11. 100 Bust St
12. 180 Sansome St
13. 417 Montgomery St
14. 1 Embarcadero Ctr
15. 225 Bush St
16. 18-22 Battery St
17. 220 Sansome St
18. 625 Market St
19. 500 Sansome St
20. 55 New Montgomery St
21. 536 Mission St
22. 111-115 New Montgomery St
23. 576-580 Market St
24. 530 Howard St
25. 222 Sutter St

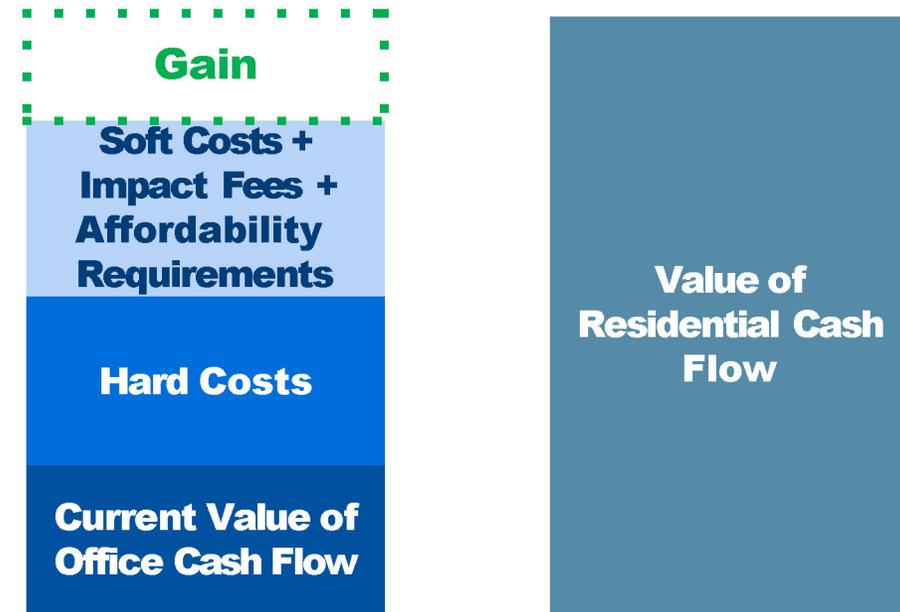
APPROACH

Conversions happen only when the future value of a residential building exceeds the existing office value plus the cost of conversion.

Remain as Office if....



Convert to Residential if....



**Individual owner decision making will be driven by this and countless other building specific factors, including existing debt and overall portfolio considerations.*

APPROACH | METHODOLOGY

- 1. Identified typologies** for lowest performing buildings in San Francisco's CBD
- 2. For each typology, modeled a scenario where the building remains as office ("maintain"), and one where it converts to residential rental ("convert")**
 - Drew on physical conversion tests from Gensler and cost estimates from Turner
 - Calculated NPV of cash flows over 20 years -- including time to empty and convert the building -- using different discount and cap rates for maintain vs. convert
 - Compared NPV of maintain and convert cash flows
- 3. Tested sensitivities**
 - Changes in future office and residential performance
 - Changes to impact fees and affordability requirements

Gensler OFFICE TO RESIDENTIAL

Contact Us

All Project Summary

Pick landlord name to filter by landlord. Uncheck to view all.

all. Name of landlord/developer

Map of Properties



Ranked Compatibility by Project

Address of building	Compatibility	Floor Plate	Form	Services	Context	Envelope
1. 343 Sansome Street ...	95%	9	10	10	10	9
2. 71 Stevenson Street	90%	7	10	10	10	9
3. 100 Bush Street (Lev...	89%	6	10	10	10	10
4. 580 California Street	87%	8	10	9	10	7
5. 199 Fremont Street	85%	7	10	10	10	7
6. 300 Montgomery Str...	85%	8	9	5	10	9
7. 1 embarcadero center	84%	8	9	10	10	7
8. 225 Bush Street	83%	4	10	10	10	10
9. 111 Sutter Street	83%	7	9	5	10	10
10. 100 Bush Street (Lev...	82%	7	9	10	10	8

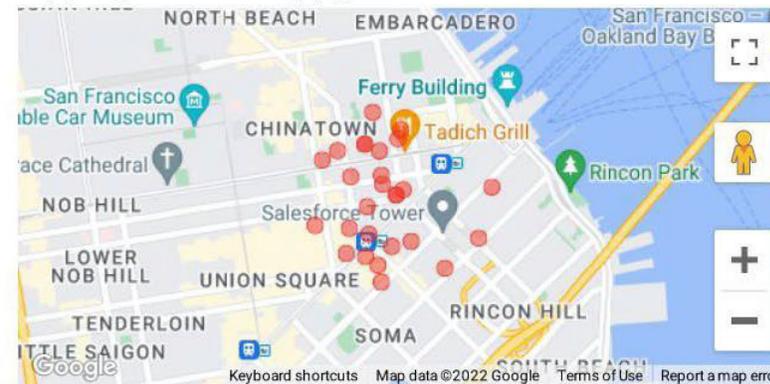
Project Scorecard

Pick a project from drop down to view project specific summary.

Project Name



Drop "yellow figure" to view street view of property.



Definitions & Explanations:

Compatibility: Average compatibility rate of all properties assessed. For individual results, please refer to individual property assessments.

- Properties that score above 80% is a good candidate and will likely succeed but requires further study on an individual basis to validate.
- Properties that score between 70% and 80% can possibly succeed but will likely require some compromises, and requires further study on an individual basis to validate.
- Properties that score under 70% are unlikely to succeed. If good qualitative reasons to pursue a conversion are present, it is likely that substantial compromises will be required for a successful conversion. Further study on an individual basis will be required.

Vacancy Rate: Average vacancy rate of all properties assessed. For individual results, please refer to individual property assessments.

Convertible Area: Total convertible area of all properties assessed. For individual results, please refer to individual property assessments.

GHG Savings: GHG (Greenhouse Gas) savings refers to a high-level analysis of the potential repositioning project to save embodied carbon emissions by retaining the existing structure. Based on Gensler's experience in sustainable design and low-carbon alternatives to in-situ concrete structures, 300 kgCO₂e/m² represent a conservative GHGI (Greenhouse Gas Intensity) for the embodied carbon emissions of concrete structure. Thus, assuming a GHGI of nominally 300 kgCO₂e/m², the carbon reduction potential of not building a new structure of comparable size and reusing the existing instead calculated.

of units: Estimated total number of potential units of buildings in the dataset. Number of units is the average unit size (ranging between 650 - 825 sqf) divided by 80% of the convertible area.

The unit count is based on an 80% efficiency ratio. 80% of the convertible area is assumed as saleable area and the remaining 20% of the total area is reserved for servicing, circulation, elevators, MEP etc.

To access this dashboard, please follow this link

20 55 New Montgomery Street | COMPATIBILITY ASSESSMENT

Typology 4

Owner: Swift Real Estate Partners, Built: 1912, Zoning: C-3-O, Site Area: 11,761SF
For Sale: No

GFA +/-

100,183 SF



FLOOR PLATE

Ideal area of 750 SM (8000 SF)

- 10,454 SF - Floor plate Larger than ideal area for residential use
- Core to window depth: 22'



BUILDING FORM

Shape of typical floor plate

- Rectangular



SERVICES

Loading, Parking, MEP, Structure

- No parking available on site
- No loading area available on site



CONTEXT

Walkability and proximity to transportation

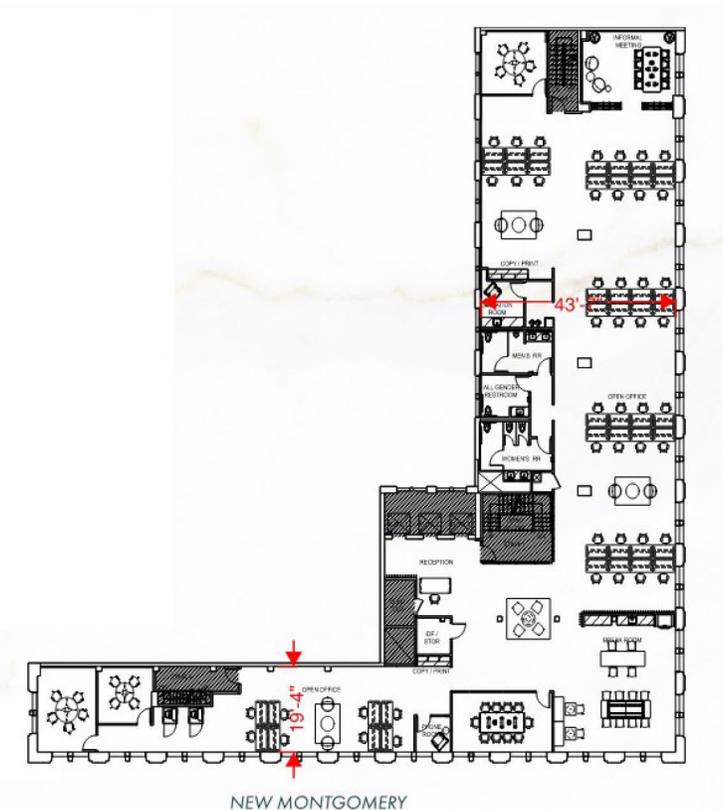
- Walkable area
- Excellent transit



ENVELOPE

Performance, sight & distance between adjacent buildings

- 3 facades unobstructed windows.



AVAILABLE ELEVATORS: 3 Elevators

2 Elevators are needed

Floors 2-8 : The L shape floor plate of the building with core on the corner suits residential planning, however, the narrow floorplate will along New Montgomery will be difficult to plan and will likely need to be a single unit. This will affect the average unit size and mix

Residential allowed as-of-right. Meeting open space requirements will be a challenge and may require a variance or dispensation.

Property is potentially suitable for conversion to Residential.

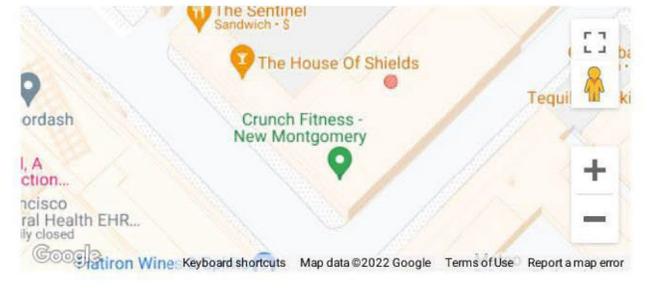
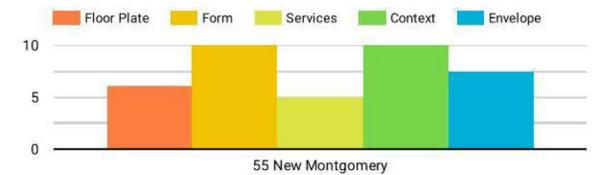
Project Scorecard

Project Name: 55 New Montgo... (1)

Compatibility
78%

Name of landlord/developer	GHG Savings (kgCO2e)	
Swift Real Estate Partners	2,041,666	
Vacancy Rate	Convertible Area	# of Units*
74%	73,178	84

*Based on 80% efficiency



22 111-115 New Montgomery Street | COMPATIBILITY ASSESSMENT

Typology 6

Owner: Wong 1997 Revoc. Living Trust, Built: 1907, Zoning: C-3-O, Site Area: 4,792SF
For Sale: No

GFA +/-

30,974 SF



FLOOR PLATE

Ideal area of 750 SM (8000 SF)

- 4,305 SF - Floor plate smaller than ideal area for residential use
- Core to window depth: 41'



BUILDING FORM

Shape of typical floor plate

- Rectangular



SERVICES

Loading, Parking, MEP, Structure

- No parking available on site
- Loading area available on site



CONTEXT

Walkability and proximity to transportation

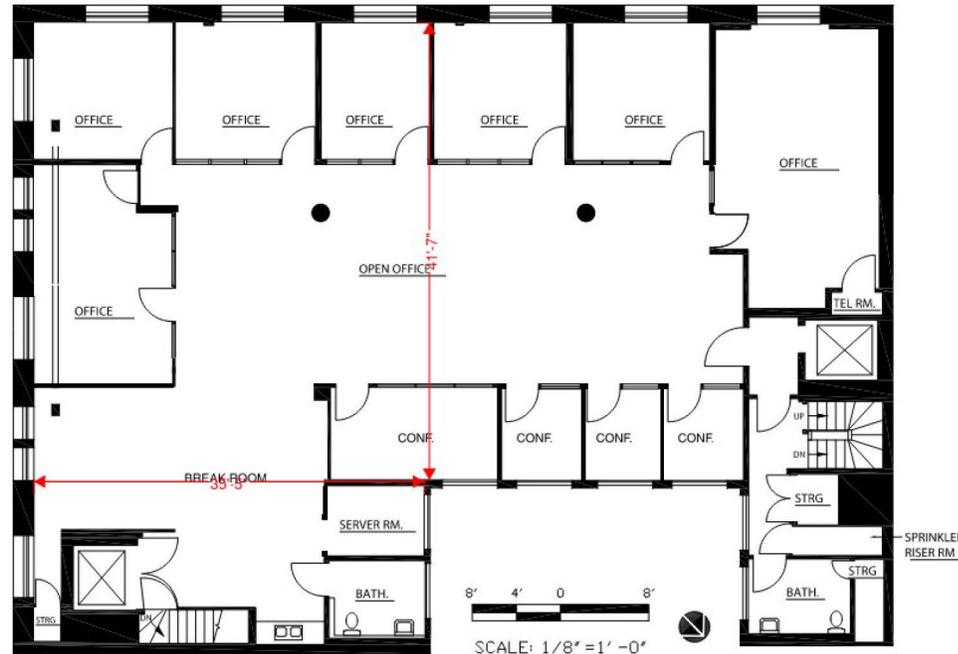
- Walkable area
- Excellent transit



ENVELOPE

Performance, sight & distance between adjacent buildings

- 2 facades unobstructed windows.



AVAILABLE ELEVATORS: 2 Elevators

1 Elevators are needed

Floors 2-7 : The L shape floor plate of the building with side core and single corridor suits residential planning, however the small floor plate and floor plate proportions will result in inefficiencies which will have a substantial impact on the overall floorplate efficiency due to the small floorplate.

Residential allowed as-of-right. Meeting open space requirements will be a challenge and may require a variance or dispensation.

Property is potentially suitable for conversion to Residential.

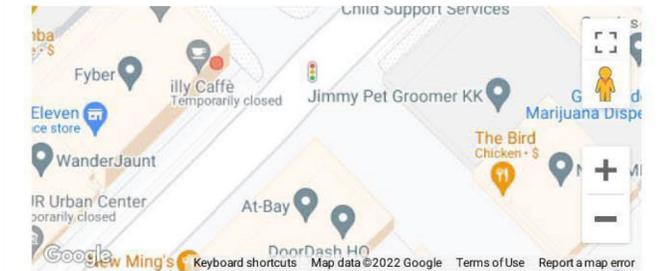
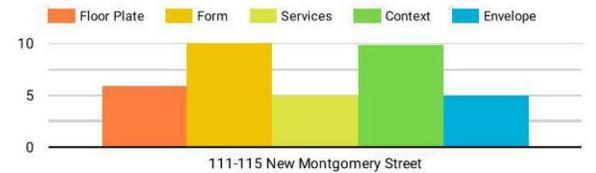
Project Scorecard

Project Name: 111-115 New M... (1)

Compatibility
72%

Name of landlord/developer	GHG Savings (kgCO2e)	
Wong 1997 Revoc. Living Trust	720,657	
Vacancy Rate	Convertible Area	# of Units*
66%	25,830	30

*Based on 80% efficiency



24 530 Howard Street | COMPATIBILITY ASSESSMENT

Typology 7

Owner: One Timberlake, Inc, Built: 1941, Zoning: C3OSD, Site Area: 5,227SF
For Sale: No

GFA +/-

25,000 SF



FLOOR PLATE

Ideal area of 750 SM (8000 SF)

- 5,000 SF - Floor plate smaller than ideal area for residential use
- Core to window depth: 83'



BUILDING FORM

Shape of typical floor plate

- Rectangular with substantial steps in the facade line



SERVICES

Loading, Parking, MEP, Structure

- No parking available on site
- No loading area available on site



CONTEXT

Walkability and proximity to transportation

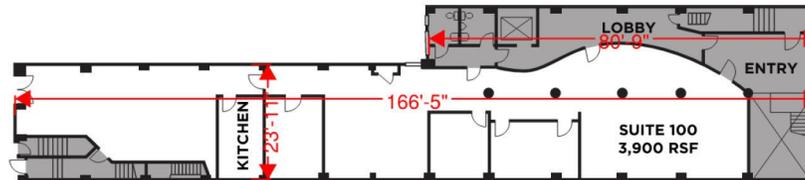
- Walkable area
- Excellent transit



ENVELOPE

Performance, sight & distance between adjacent buildings

- 2 facades unobstructed windows.
- Windows may have to be replaced, to allow for operable panes.



AVAILABLE ELEVATORS: 1 Elevators

1 Elevators are needed

Floors 1-4: The narrow and long floor plate of the building with only having window access at 2 ends result in inefficient residential planning

Residential allowed as-of-right, however, there may be a limitation on the total number of dwelling units that can be accommodated in this area and needs further investigation. Meeting open space requirements will be a challenge and may require a variance or dispensation.

Property is not suitable for conversion to Residential.

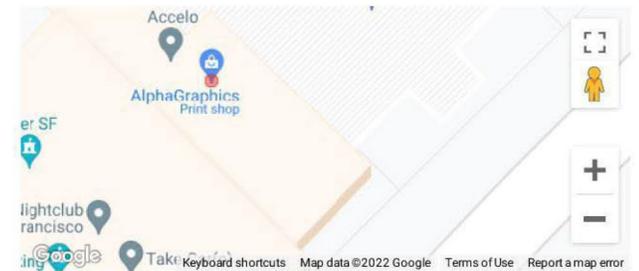
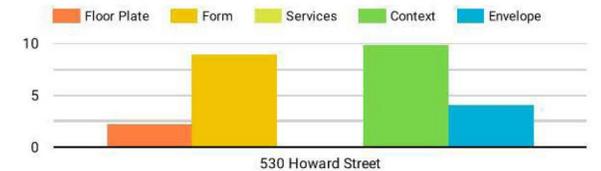
Project Scorecard

Project Name: 530 Howard Stre... (1)

Compatibility
52%

Name of landlord/developer	GHG Savings (kgCO2e)	
One Timberlake, Inc	558,000	
Vacancy Rate	Convertible Area	# of Units*
30%	20,000	24

*Based on 80% efficiency



14 One Embarcadero Center | COMPATIBILITY ASSESSMENT

Typology 3

Owner: Boston Properties, Architect: Portman Holdings Built: 1970, Zoning: C-3-O, Site Area: 74,488SF
For Sale: No

GFA +/-

841,000 SF



FLOOR PLATE

Ideal area of 750 SM (8000 SF)

- 20,168 SF - Floor plate larger than ideal area for residential use
- Core to window depth: 41'



BUILDING FORM

Shape of typical floor plate

- Rectangular with substantial steps in the facade line
- Accommodates residential and hotel unit planning



SERVICES

Loading, Parking, MEP, Structure

- Parking available on site
- Loading area available on site



CONTEXT

Walkability and proximity to transportation

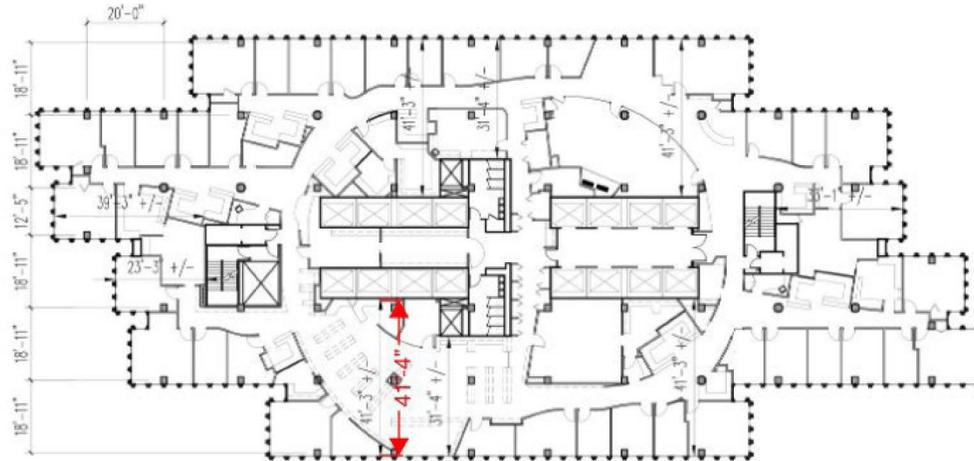
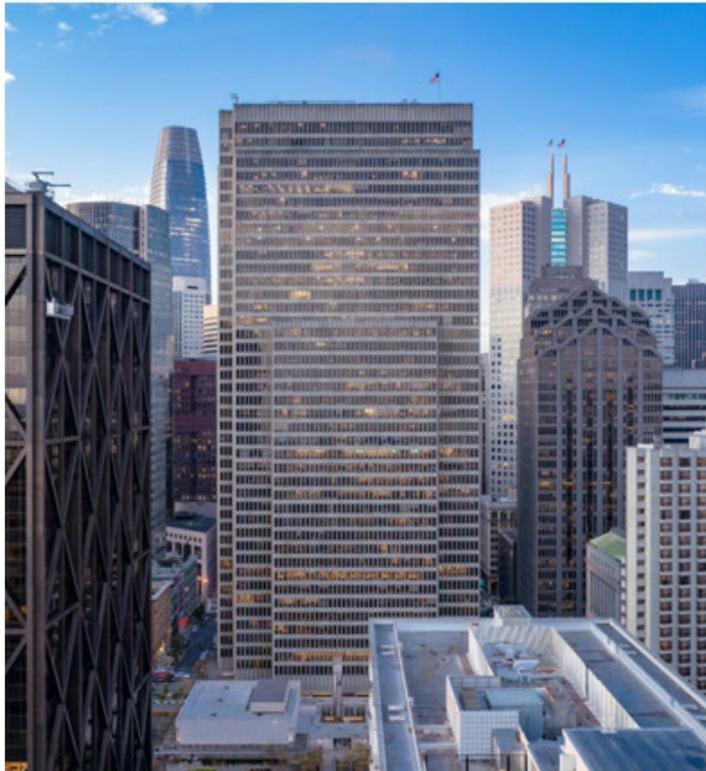
- Walkable area
- Excellent transit



ENVELOPE

Performance, sight & distance between adjacent buildings

- 4 facades unobstructed windows.
- Windows may have to be replaced



AVAILABLE ELEVATORS: 16

Elevators

10 Elevators are needed

Floors 2-42: Although the building floor plate is larger than ideal its central core and close to good core to window depth allows good unit efficiency.

The core has a high- and low-rise configuration, and this, potentially allows for partial conversion to allow for a mixed-use offering, but the façade type will make this challenging.

Residential allowed as-of-right. Meeting open space requirements will be a challenge and may require a variance or dispensation.

Property is potentially suitable for conversion to Residential.

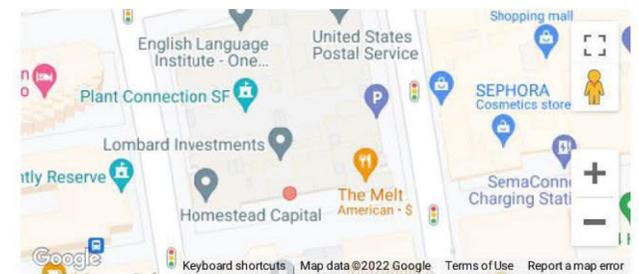
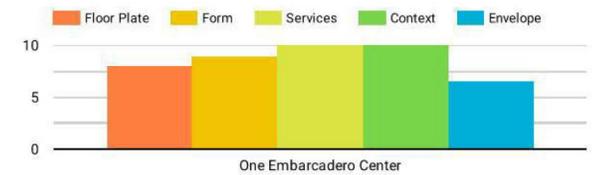
Project Scorecard

Project Name: One Embarcader... (1)

Compatibility
84%

Name of landlord/developer	GHG Savings (kgCO2e)	
Boston Properties, Inc.	23,070,175	
Vacancy Rate	Convertible Area	# of Units*
31%	826,888	984

*Based on 80% efficiency



03 343 Sansome Street (Level 7~16) | COMPATIBILITY ASSESSMENT

Typology 1

Owner: AEW Capital Management, Architect: Johnson Burgee Architects, Built: 1929, Zoning: C-3-O, Site Area: 23,958SF
For Sale: No

GFA +/-

262,910 SF



FLOOR PLATE

Ideal area of 750 SM (8000 SF)

- 14,105 SF - Floor plate larger than ideal area for residential use
- Core to window depth: 40'



BUILDING FORM

Shape of typical floor plate

- Rectangular
- Accommodates residential and hotel unit planning



SERVICES

Loading, Parking, MEP, Structure

- Parking available on site
- Loading area available on site



CONTEXT

Walkability and proximity to transportation

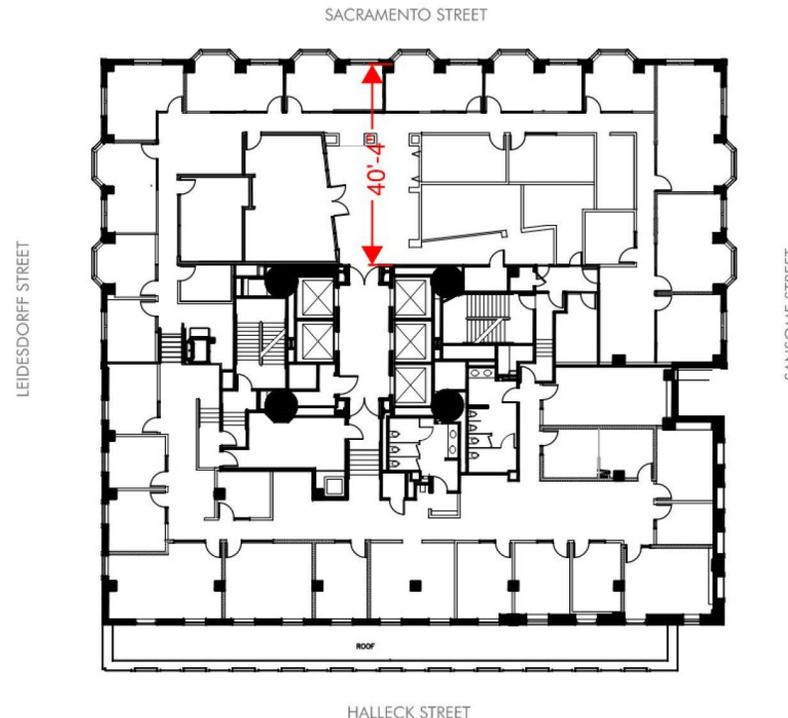
- Walkable area
- Excellent transit



ENVELOPE

Performance, sight & distance between adjacent buildings

- 4 facades unobstructed windows.
- Windows may have to be replaced, to allow for operable panes.



AVAILABLE ELEVATORS: 5 Elevators

5 Elevators are needed

Floors 7-16: The rectangular floor plate of the building with a centered core suits efficient residential planning. The floor plate will likely yield good average unit sizes and mix and good floor plate efficiency

Residential allowed as-of-right. Meeting open space requirements will be a challenge and may require a variance or dispensation.

Property is potentially suitable for conversion to Residential.

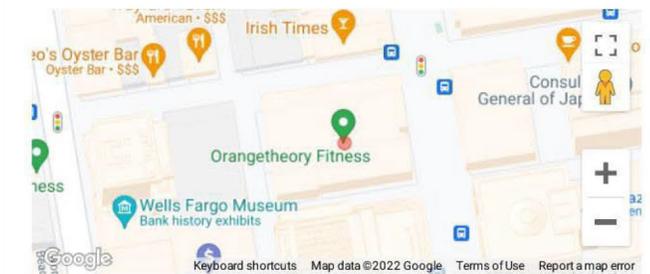
Project Scorecard

Project Name: 343 Sansome (L... (1) ▾

Compatibility
95%

Name of landlord/developer		GHG Savings (kgCO ₂ e)
AEW Capital Management		3,519,167
Vacancy Rate	Convertible Area	# of Units*
59%	126,135	153

*Based on 80% efficiency



04 580 California Street | COMPATIBILITY ASSESSMENT

Typology 1

Owner: J. P. Morgan Asset Management, Architect: Philip Johnson/Alan Ritchie Architects, Built: 1986, Zoning: C-3-O, Site Area: 16,117SF
For Sale: No

GFA +/-

357,700 SF



FLOOR PLATE

Ideal area of 750 SM (8000 SF)

- 14,019 SF - Floor plate larger than ideal area for residential use
- Core to window depth: 38'



BUILDING FORM

Shape of typical floor plate

- Rectangular
- Accommodates residential and hotel unit planning



SERVICES

Loading, Parking, MEP, Structure

- Parking available on site
- Loading area available on site



CONTEXT

Walkability and proximity to transportation

- Walkable area
- Excellent transit



ENVELOPE

Performance, sight & distance between adjacent buildings

- 3 facades unobstructed windows.
- Windows may have to be replaced, to allow for operable panes.



Kearny Street



AVAILABLE ELEVATORS: 6 Elevators

4 Elevators are needed

Floors 2-23: The rectangular floor plate with windows on 4 sides of the building and a central core allows for residential unit planning but some floor plate efficiency will be lost on the lower 6 floors where the northern façade has no windows.

Residential allowed as-of-right. Meeting open space requirements will be a challenge and may require a variance or dispensation.

Property is potentially suitable for conversion to Residential.

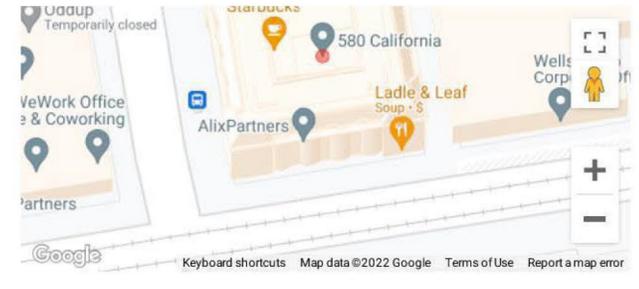
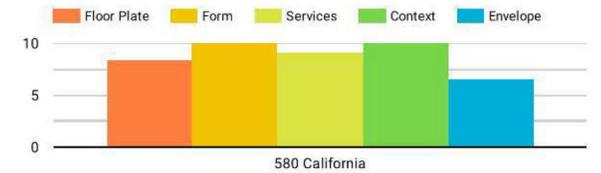
Project Scorecard

Project Name: 580 California (1)

Compatibility
87%

Name of landlord/developer	GHG Savings (kgCO2e)
J.P. Morgan Asset Management	8,604,862
Vacancy Rate	34%
Convertible Area	308,418
# of Units*	374

*Based on 80% efficiency



11 100 Bush Street (Level 1~10) | COMPATIBILITY ASSESSMENT

Typology 2

Owner: Brothers International Holdings Corporation, Built: 1930, Zoning: C-3-O, Site Area: 17,424 SF
For Sale: No

GFA +/-

233,654 SF



FLOOR PLATE

Ideal area of 750 SM (8000 SF)

- 11,830 SF - Floor plate larger than ideal area for residential use
- Core to window depth: 28'



BUILDING FORM

Shape of typical floor plate

- Rectangular with substantial steps in the facade line
- Accommodates residential and hotel unit planning



SERVICES

Loading, Parking, MEP, Structure

- Parking available on site
- Loading area available on site



CONTEXT

Walkability and proximity to transportation

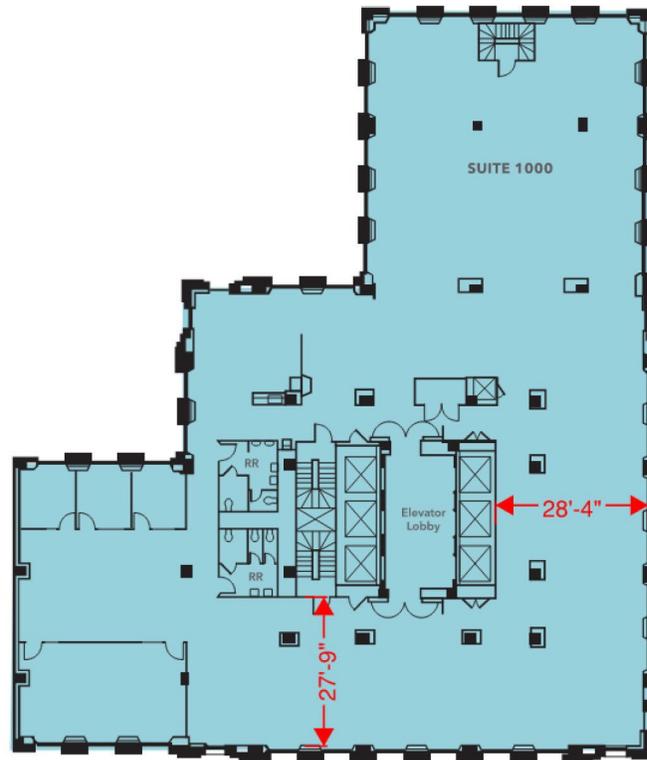
- Walkable area
- Excellent transit



ENVELOPE

Performance, sight & distance between adjacent buildings

- 4 facades unobstructed windows.



AVAILABLE ELEVATORS: 6 Elevators

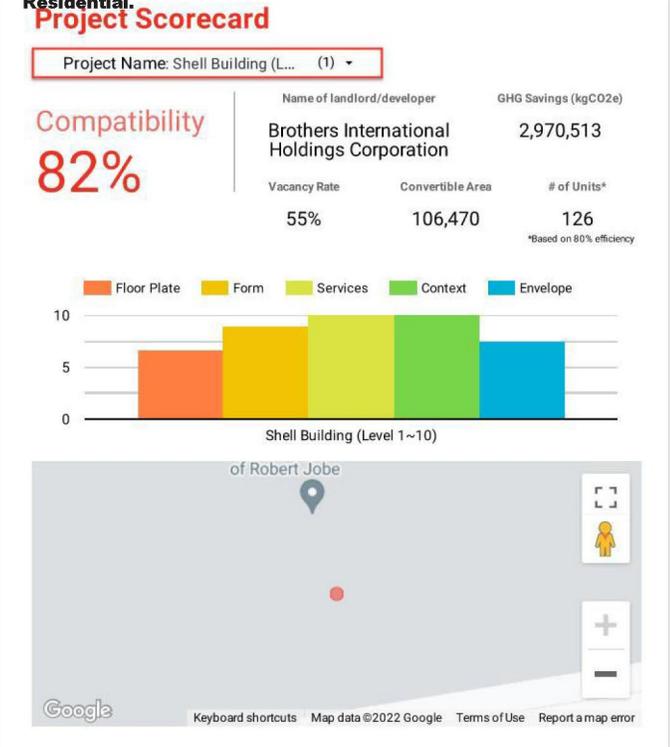
2 Elevators are needed

Floors 2-10: Although the floorplate is irregular, the central core and good core to window depth makes for good unit efficiency and avg unit size. Windows on all 4 sides of the building allows good unit layouts.

The core has a high- and low-rise configuration, and this, together with the facade type potentially allows for partial conversion to allow for a mixed-use offering.

Residential allowed as-of-right. Meeting open space requirements will be a challenge and may require a variance or dispensation.

Property is potentially suitable for conversion to Residential.



15 225 Bush Street | COMPATIBILITY ASSESSMENT

Owner: Genzon Investment Group, Architect: George W. Kelham Built: 1922, Zoning: C-3-O, Site Area: 28,357SF
For Sale: No

Typology 3



FLOOR PLATE

Ideal area of 750 SM (8000 SF)

- 20,168 SF - Floor plate larger than ideal area for residential use
- Core to window depth: 27'



BUILDING FORM

Shape of typical floor plate

- Rectangular
- Accommodates residential and hotel unit planning



SERVICES

Loading, Parking, MEP, Structure

- Parking available on site
- Loading area available on site



CONTEXT

Walkability and proximity to transportation

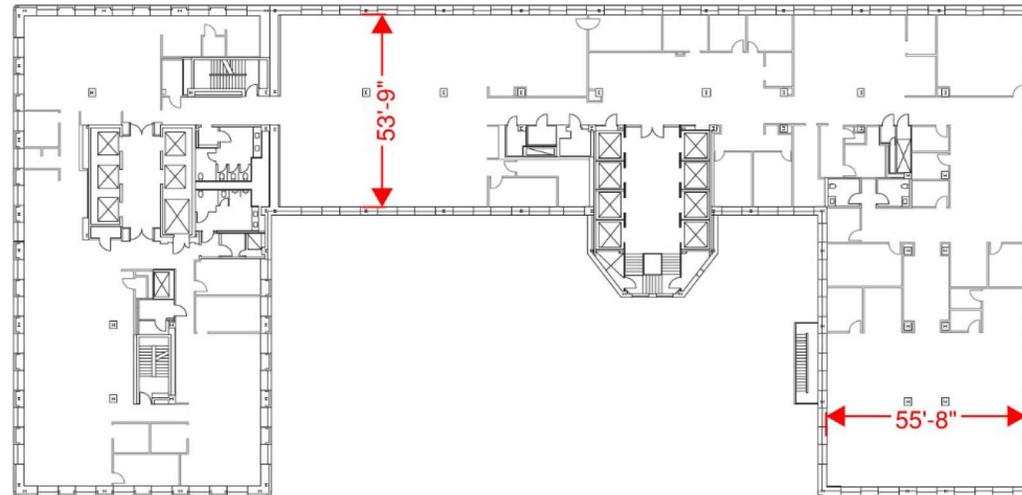
- Walkable area
- Excellent transit



ENVELOPE

Performance, sight & distance between adjacent buildings

- 4 facades unobstructed windows.



GFA +/-

501,686 SF

AVAILABLE ELEVATORS: 14 Elevators

7 Elevators are needed

Floors 2-22: The rectangular U shape floor plate of the building with a side core suits double loaded residential planning.

The two-core configuration of the building also allows the option to consider partial conversion to create a mixed-use offering.

Residential allowed as-of-right. Meeting open space requirements will be a challenge and may require a variance or dispensation.

Property is potentially suitable for conversion to Residential.

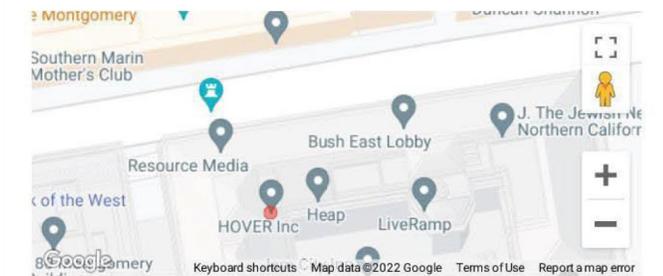
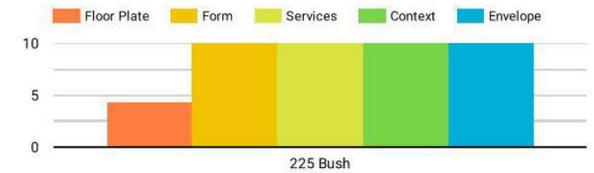
Project Scorecard

Project Name: 225 Bush (1)

Compatibility
83%

Name of landlord/developer	GHG Savings (kgCO ₂ e)	
Genzon Investment Group	15,233,400	
Vacancy Rate	Convertible Area	# of Units*
44%	546,000	672

*Based on 80% efficiency



ASSUMPTIONS | KEY FINANCIAL DRIVERS

The decision to convert an office building to residential use is highly dependent on key inputs. HR&A included certain assumptions about real world variables that will impact financial performance.

DRIVERS



Floorplate Size & Efficiency



Development Costs for Residential



**Performance of Office v
Residential Uses**



**Timing: Building Emptying,
Regulatory Approvals**



Senior Debt, Capital Gains, Transfer Taxes
(Not Included)

INCLUDED ASSUMPTIONS



Office Repositioning/Upgrades



3-Year Building Emptying



Tax Assessment Event

ASSUMPTIONS | OFFICE TYPOLOGIES

Today's underperforming office buildings (vacancy > 30%) in the San Francisco CBD can be broadly categorized based on building size.



	High Rise Over 20K Floorplate	High Rise 12-20K Floorplate	High Rise Up To 12K Floorplate	Low-Mid Rise Over 20K Floorplate	Low-Mid Rise 6-20K Floorplate	Low-Mid Rise Under 6K Floorplate
Underperforming Building Stock in CBD	3	20	12	3	8	8
Avg. Age*	77	57	88	99	103	105
Avg. Floors*	32	21	20	6	19	6
Avg. FAR*	14	16	13	4	9	6
Avg. Floorplate*	20,000	15,000	7,000	27,000	14,000	5,000

*Based on Gensler's study of 25 underperforming office buildings within San Francisco's CBD.

ASSUMPTIONS | OFFICE TYPOLOGIES

Where low office rents for low performing buildings minimize the attractiveness of certain typologies to be maintained as office, these are offset by high conversion costs that also minimize attractiveness for residential.

						
	High Rise Over 20K Floorplate	High Rise 12-20K Floorplate	High Rise Up To 12K Floorplate	Low-Mid Rise Over 20K Floorplate	Low-Mid Rise 6-20K Floorplate	Low-Mid Rise Under 6K Floorplate
Current Office Rent/ SF for Low Performing Bldgs CoStar 2022	\$48	\$61	\$55	\$56	\$56	\$27
Conversion Hard Costs/ SF Turner	\$660-\$670	\$545-\$720	\$475-\$805	\$455-\$720	\$575-\$615	\$650-\$840

ASSUMPTIONS | SCENARIOS TESTED

We modeled 3 future office performance scenarios to capture uncertainty around the pace and scale of office and residential recovery in San Francisco.

Scenario A

Current state for low performing buildings

Vacancy	45% <i>Low end 2022</i>
---------	----------------------------

Office Rent/SF	2022 Rents (\$27-\$61/gsf)
----------------	-------------------------------

Office Upgrades	\$25/SF
-----------------	---------

Residential Rent/SF	Current (\$6.50)
---------------------	---------------------

Scenario B

Office repositioning for reduced vacancy, residential market improves

Vacancy	20%
---------	-----

Office Rent/SF	10% decrease from 2022 rents (\$24-\$55/gsf)
----------------	----------------------------------------------------

Office Upgrades	\$100/SF
-----------------	----------

Residential Rent/SF	2019 (\$7.25)
---------------------	------------------

Scenario C

Lowest performing buildings empty out, residential market improves

Vacancy	75% <i>High end 2022</i>
---------	-----------------------------

Office Rent/SF	40% decrease from 2022 rents (\$16-\$34/gsf)
----------------	----------------------------------------------------

Office Upgrades	\$25/SF
-----------------	---------

Residential Rent/SF	2019 (\$7.25)
---------------------	------------------

FINDINGS | SCENARIO OUTCOMES

Under Scenario C, conversion to residential is much more rational relative to maintaining office, though the economics of conversion remain challenging.

	Scenario A	Scenario B	Scenario C
	Current state for low performing buildings	Office repositioning for reduced vacancy, residential market improves	Lowest performing buildings empty out, residential market improves
Does residential conversion generate net value than maintaining as office?	NO	NO But Closer	YES
Does residential conversion pencil?	NO	NO But Closer	NO But Closer

WHAT DO WE WANT



The Market to correct itself? Readjust as in the past?

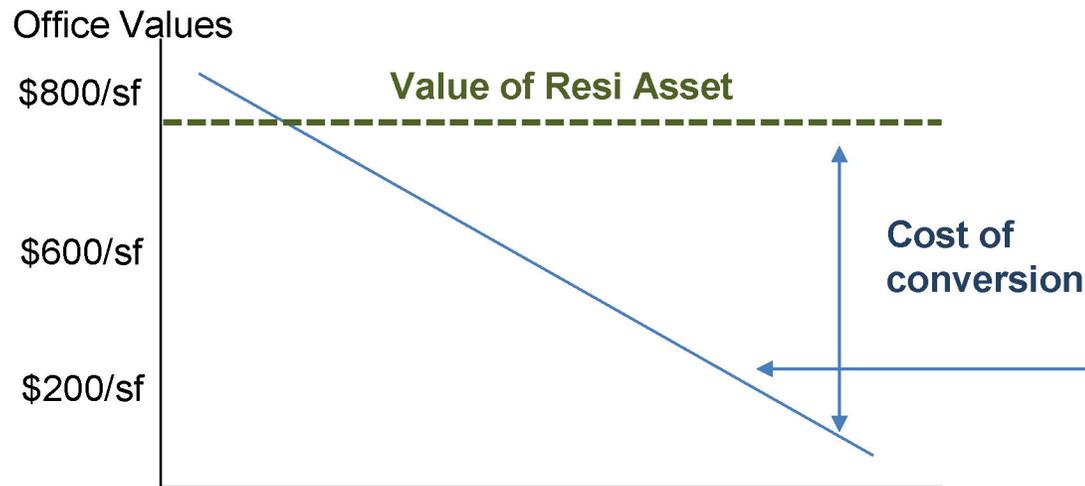
Do Nothing



Use opportunity to make Downtown a Neighborhood?

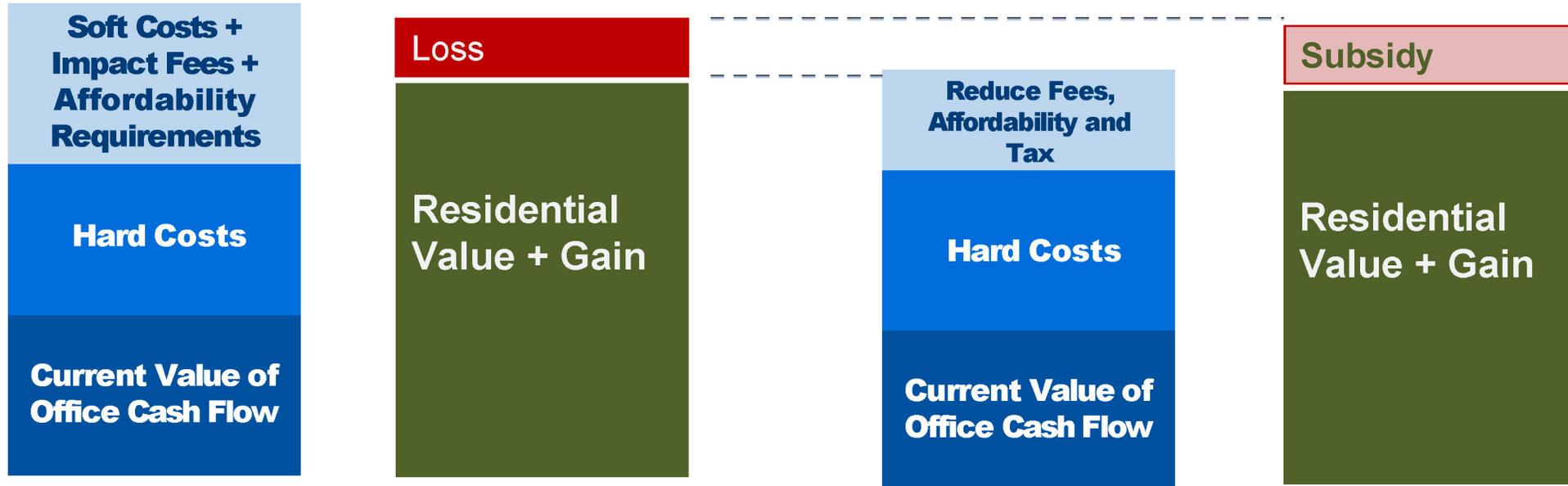
Public private partnership needed

WHERE DOES IT NEED TO BE TO CONVERT



US Bank sells 351 California for ~\$225/sf to office/lab developer

WHAT DO WE DO



Code Changes underway:

- Lot Coverage,
- Open Space,
- Streetscape and Pedestrian Improvements,
- Dwelling Unit Exposure,
- Bicycle Parking, and
- Dwelling Unit Mix
- Streamlining

What More Is Needed – *politically painful*:

- Current Affordability requirement is 22% = \$500k/unit burden ~ 20% tax on cost. Needs to be reduced or eliminated temporarily.
- Current Transfer Tax on \$25MM+ transactions is 6% = 30bp drag on cap rates, i.e., it adds ~10% to the cost of the project in achieving target returns (5 cap exit)

ULI Infrastructure Forum at the 2023 Spring Meeting

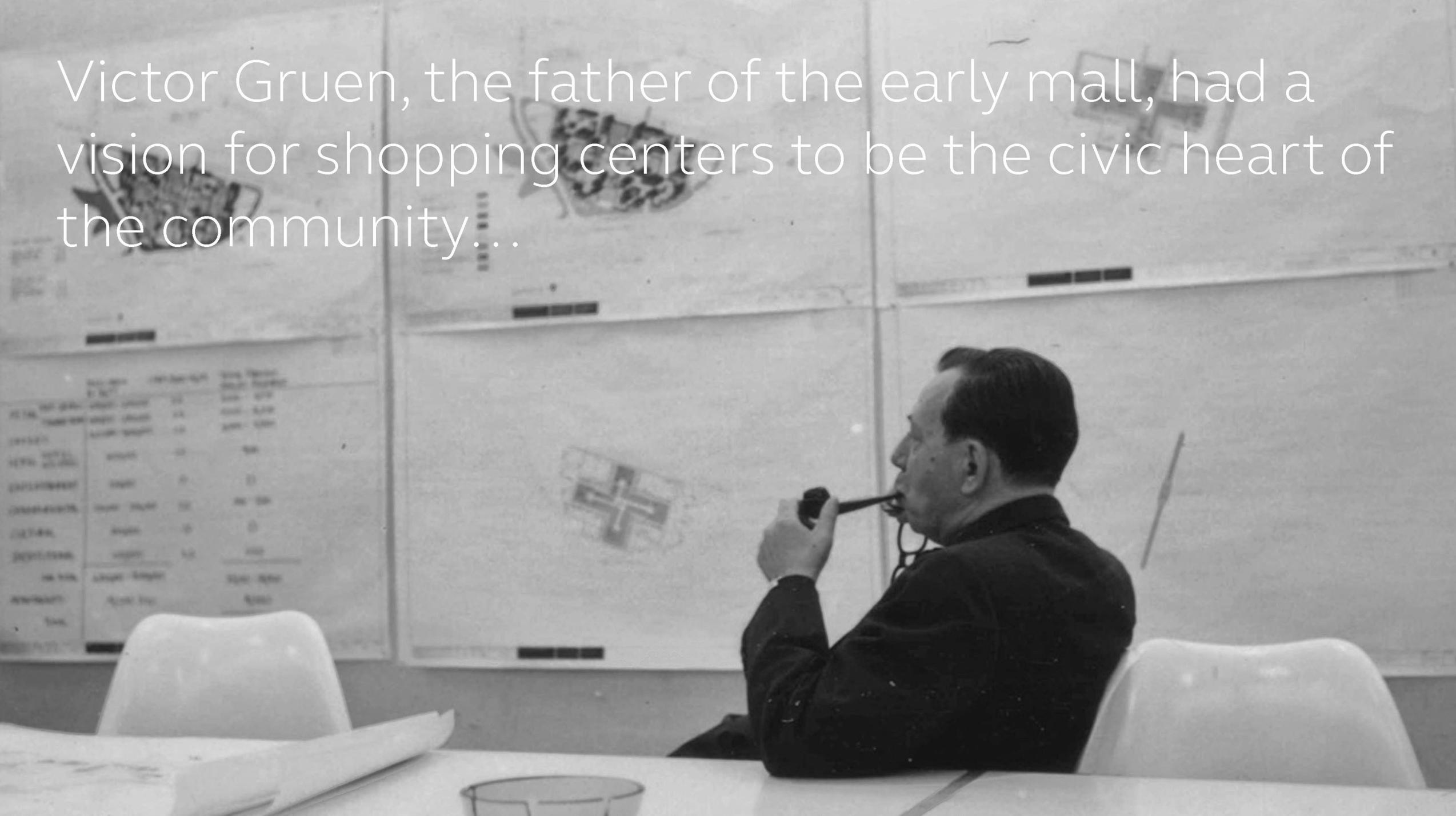
THANK YOU

Office to Housing Conversion Downtown
San Francisco

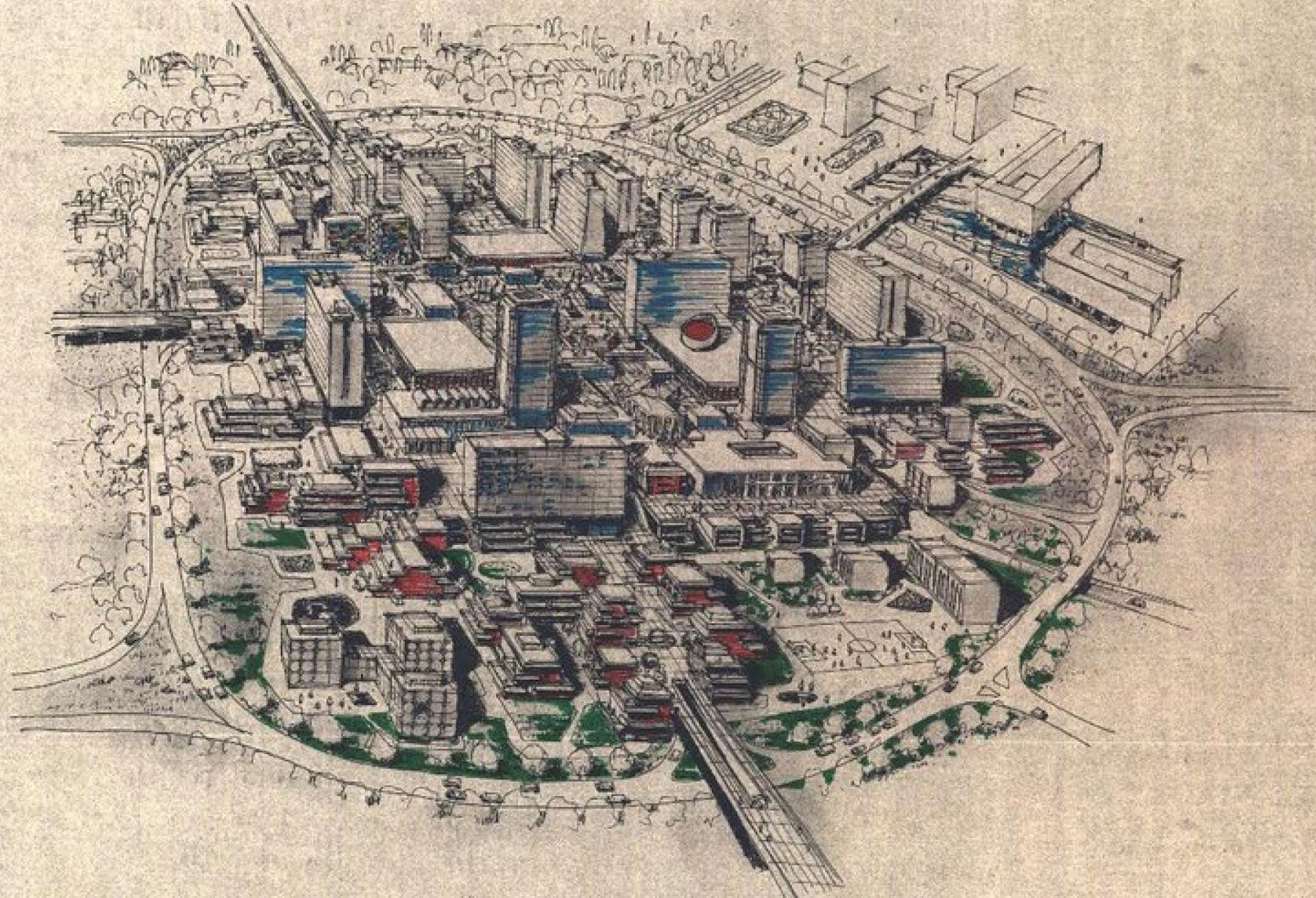
May 16, 2023



Victor Gruen, the father of the early mall, had a vision for shopping centers to be the civic heart of the community...



“Commerce is the engine of urbanity”...



5 UNIVERSAL TRUTHS
ABOUT MALL REPOSITIONING

- 1** / CONTEXT IS KEY
- 2** / ESTABLISHING THE URBAN FABRIC
- 3** / EXISTING INFRASTRUCTURE IS THE BIGGEST CONSTRAINT (OR OPPORTUNITY)
- 4** / LIVE + DIE BY YOUR PHASING STRATEGY
- 5** / BUILD FOR CITIZENS, NOT CONSUMERS

1 / CONTEXT IS KEY

2 / ESTABLISHING THE URBAN FABRIC

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4 / LIVE + DIE BY YOUR PHASING STRATEGY

5 / BUILD FOR CITIZENS, NOT CONSUMERS

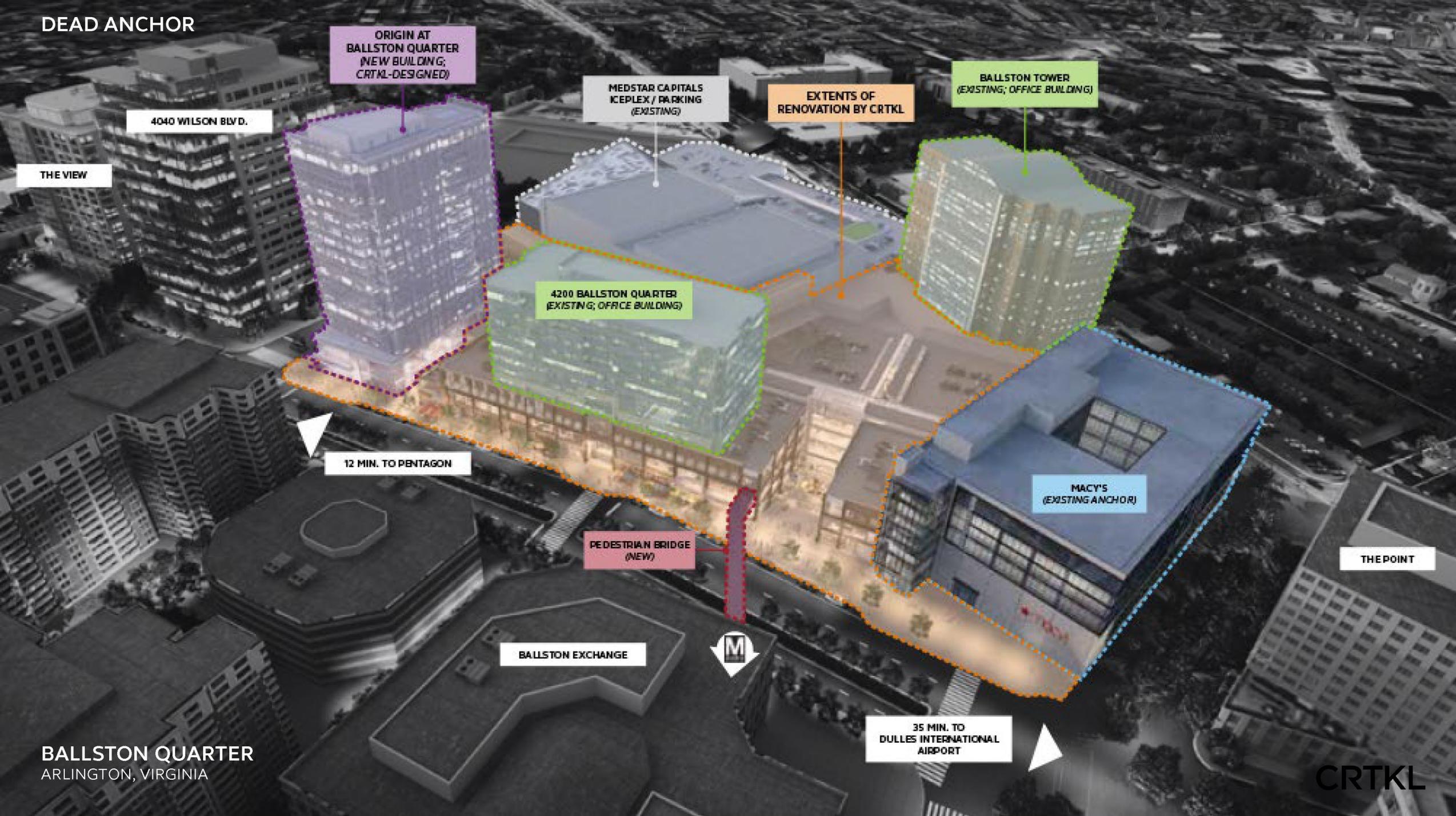
1 / CONTEXT IS KEY

FULL MALL REPOSITIONING
100% VACANCY



LAKESIDE MASTER PLAN
STERLING HEIGHTS, MICHIGAN

DEAD ANCHOR



ORIGIN AT
BALLSTON QUARTER
(NEW BUILDING;
CRTKL-DESIGNED)

4040 WILSON BLVD.

THE VIEW

MEDSTAR CAPITALS
ICEPLEX / PARKING
(EXISTING)

EXTENTS OF
RENOVATION BY CRTKL

BALLSTON TOWER
(EXISTING; OFFICE BUILDING)

4200 BALLSTON QUARTER
(EXISTING; OFFICE BUILDING)

MACY'S
(EXISTING ANCHOR)

12 MIN. TO PENTAGON

PEDESTRIAN BRIDGE
(NEW)

THE POINT

BALLSTON EXCHANGE

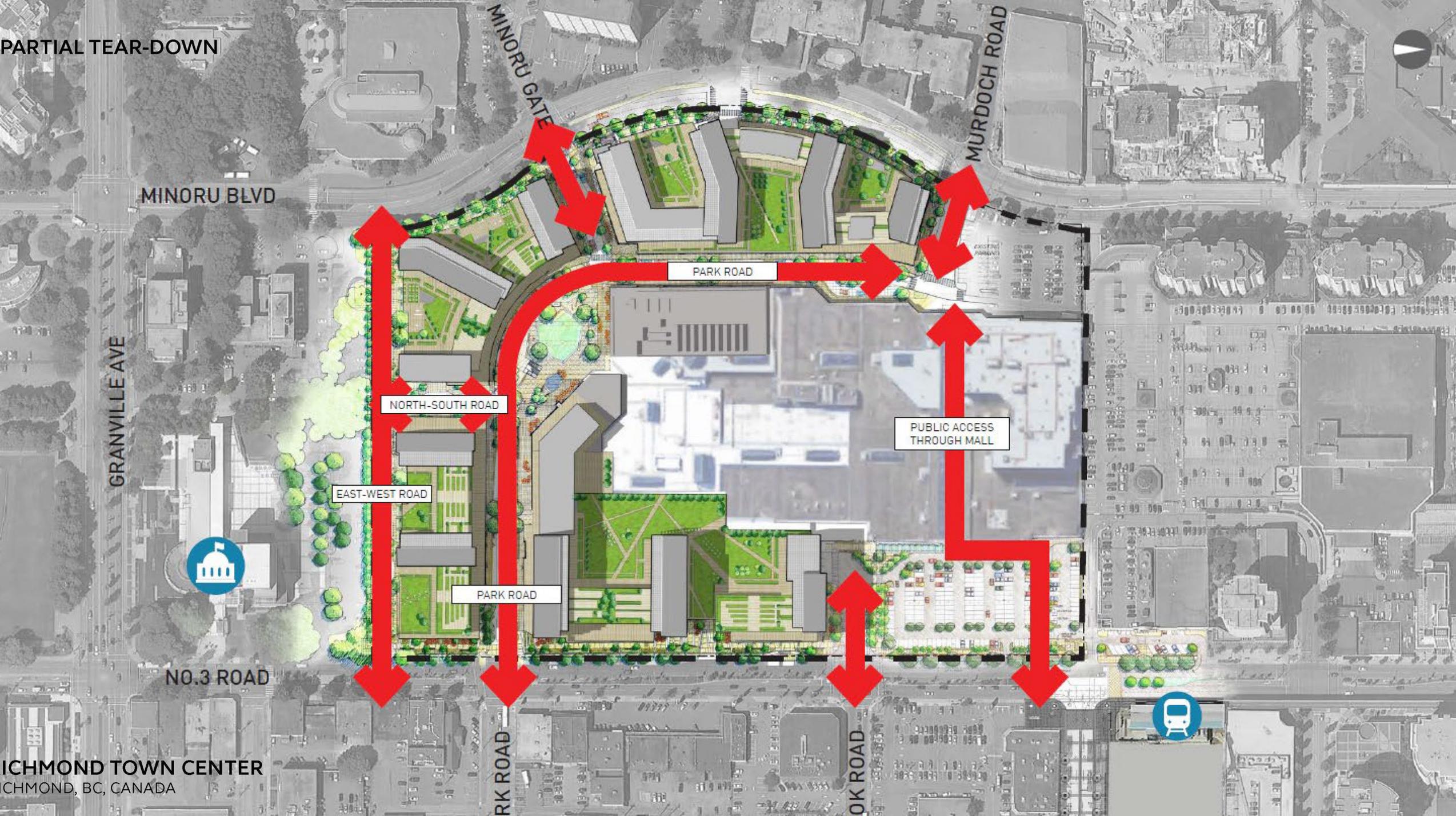


35 MIN. TO
DULLES INTERNATIONAL
AIRPORT

BALLSTON QUARTER
ARLINGTON, VIRGINIA

CRTKL

PARTIAL TEAR-DOWN



MINORU BLVD

MINORU GATE

MURDOCH ROAD

GRANVILLE AVE

PARK ROAD

NORTH-SOUTH ROAD

PUBLIC ACCESS THROUGH MALL

EAST-WEST ROAD

PARK ROAD

NO. 3 ROAD



RICHMOND TOWN CENTER
RICHMOND, BC, CANADA

PARK ROAD

NO. 3 ROAD

1 / CONTEXT IS KEY

THE BOTTOM LINE:

- THERE is no “one size fits all” approach to mall repositioning
- Ownership structures will drive repositioning strategy
- Context will define the scope of intervention, mix of uses, and scale/density of redevelopment

1 / CONTEXT IS KEY

2 / ESTABLISHING THE URBAN FABRIC

3 / EXISTING INFRASTRUCTURE IS THE
BIGGEST CONSTRAINT (OR OPPORTUNITY)

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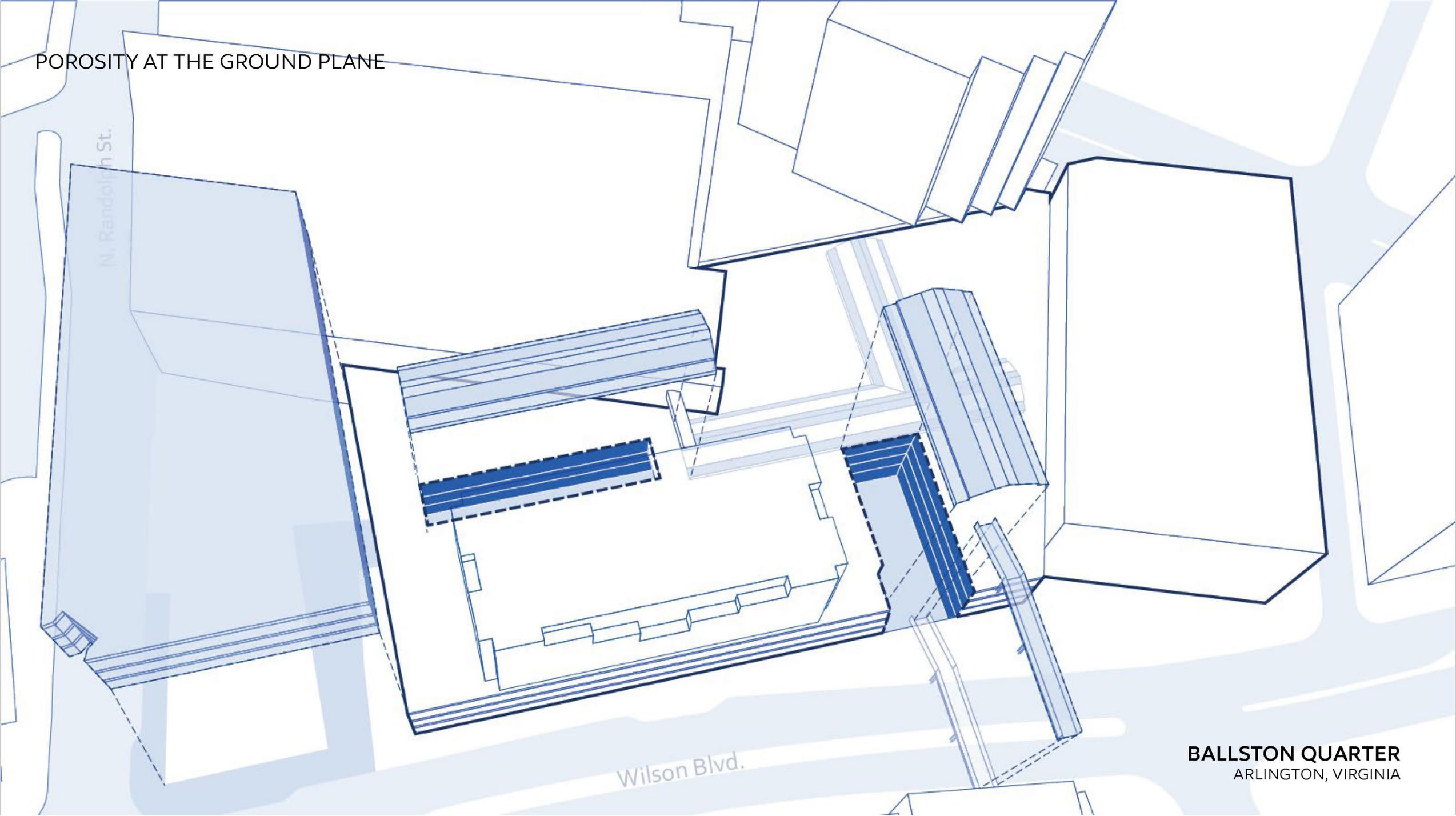
STREET NETWORK



METROPOLIS
BURNABY, BRITISH COLUMBIA



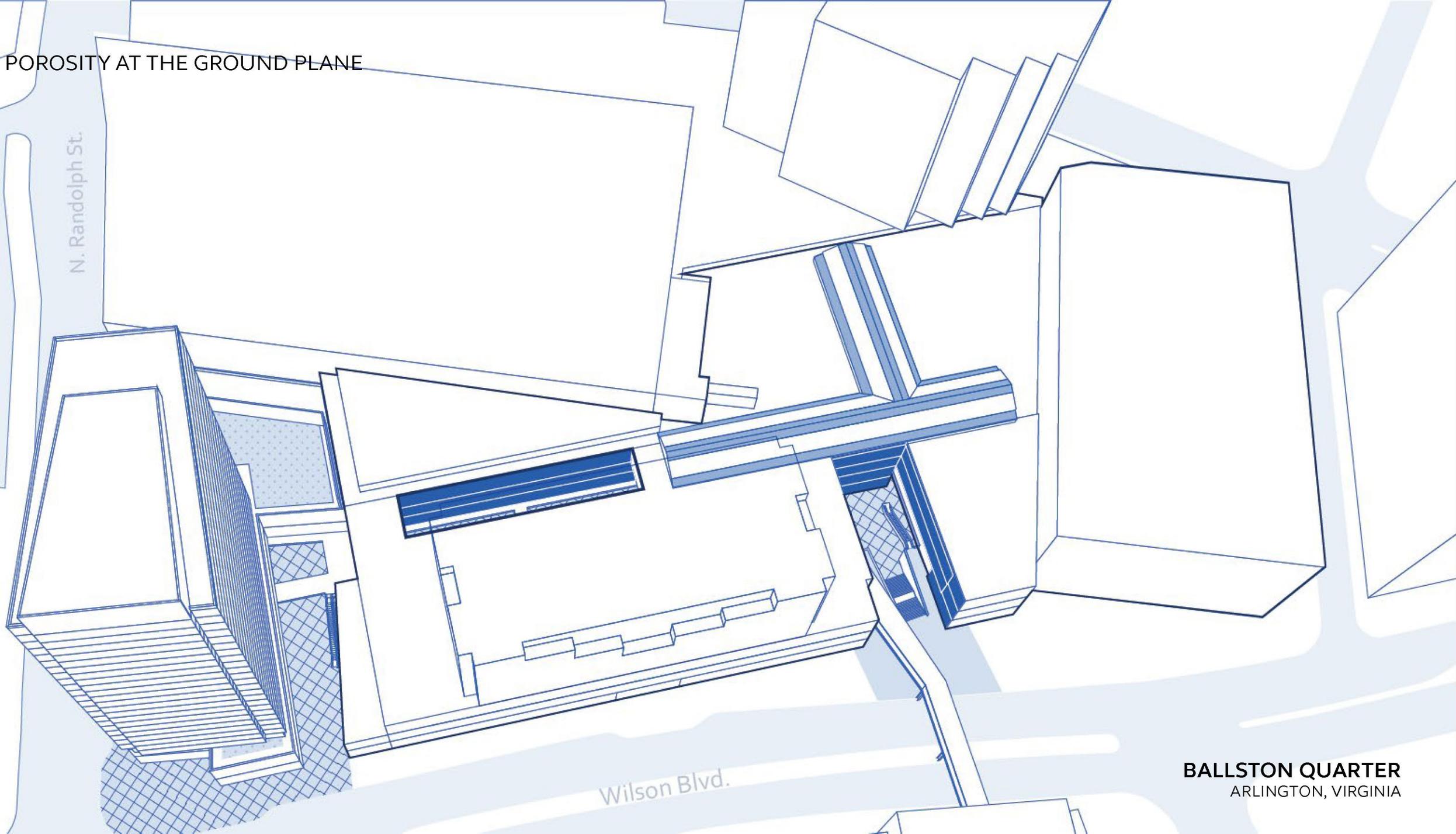
POROSITY AT THE GROUND PLANE



BALLSTON QUARTER
ARLINGTON, VIRGINIA

POROSITY AT THE GROUND PLANE

N. Randolph St.



Wilson Blvd.

BALLSTON QUARTER
ARLINGTON, VIRGINIA

POROSITY AT THE GROUND PLANE



BALLSTON QUARTER
ARLINGTON, VIRGINIA

2 / ESTABLISHING THE URBAN FABRIC

THE BOTTOM LINE:

- Malls are (by design) structured like fortresses – parking is the moat.
- Breaking down the scale of the mall creates connections to the surrounding urban fabric and builds the framework for redevelopment.
- Create porosity using new and existing street connections and open spaces – break down the fortress.
- Extend development to the edges of the site to strengthen connections to the surrounding community – fill in the moat.
- Traditional mall retail diagrams are point to point (dumbbell anchors), use the urban fabric to create a series of loops.

- 1** / CONTEXT IS KEY
- 2** / ESTABLISHING THE URBAN FABRIC
- 3** / EXISTING INFRASTRUCTURE IS THE BIGGEST CONSTRAINT (OR OPPORTUNITY)
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3 / EXISTING INFRASTRUCTURE IS THE BIGGEST CONSTRAINT (OR OPPORTUNITY)

UTILIZE EXISTING INFRASTRUCTURE



MILITARY CIRCLE MALL
NORFOLK, VIRGINIA

UTILIZE EXISTING BUILDINGS

NORTHLAND CENTER
Southfield, Michigan



UTILIZE EXISTING PARKING



CONFIDENTIAL PROJECT



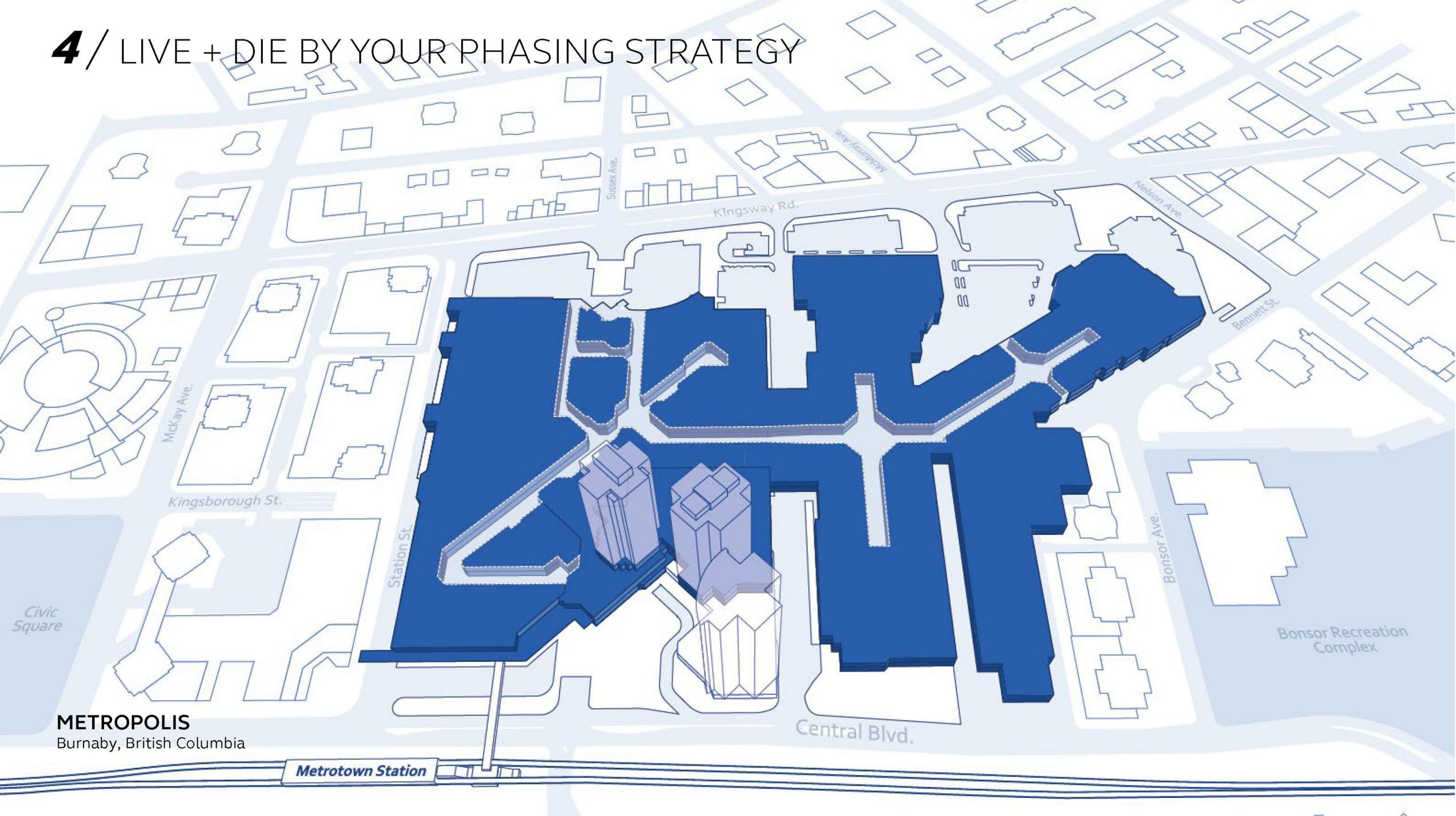
3 / EXISTING INFRASTRUCTURE IS THE BIGGEST CONSTRAINT (OR OPPORTUNITY)

THE BOTTOM LINE:

- **Parking is an asset** – it is either a source of unencumbered land, or it is a reservoir for future parking supply. It is rarely located where you want it.
- Infill development in unused parking will not fundamentally address the decline of a mall without a plan.
- Placemaking, building critical mass, and a complementary mix of uses - in a location that builds vibrancy with the existing mall – are required to support the existing tenants.

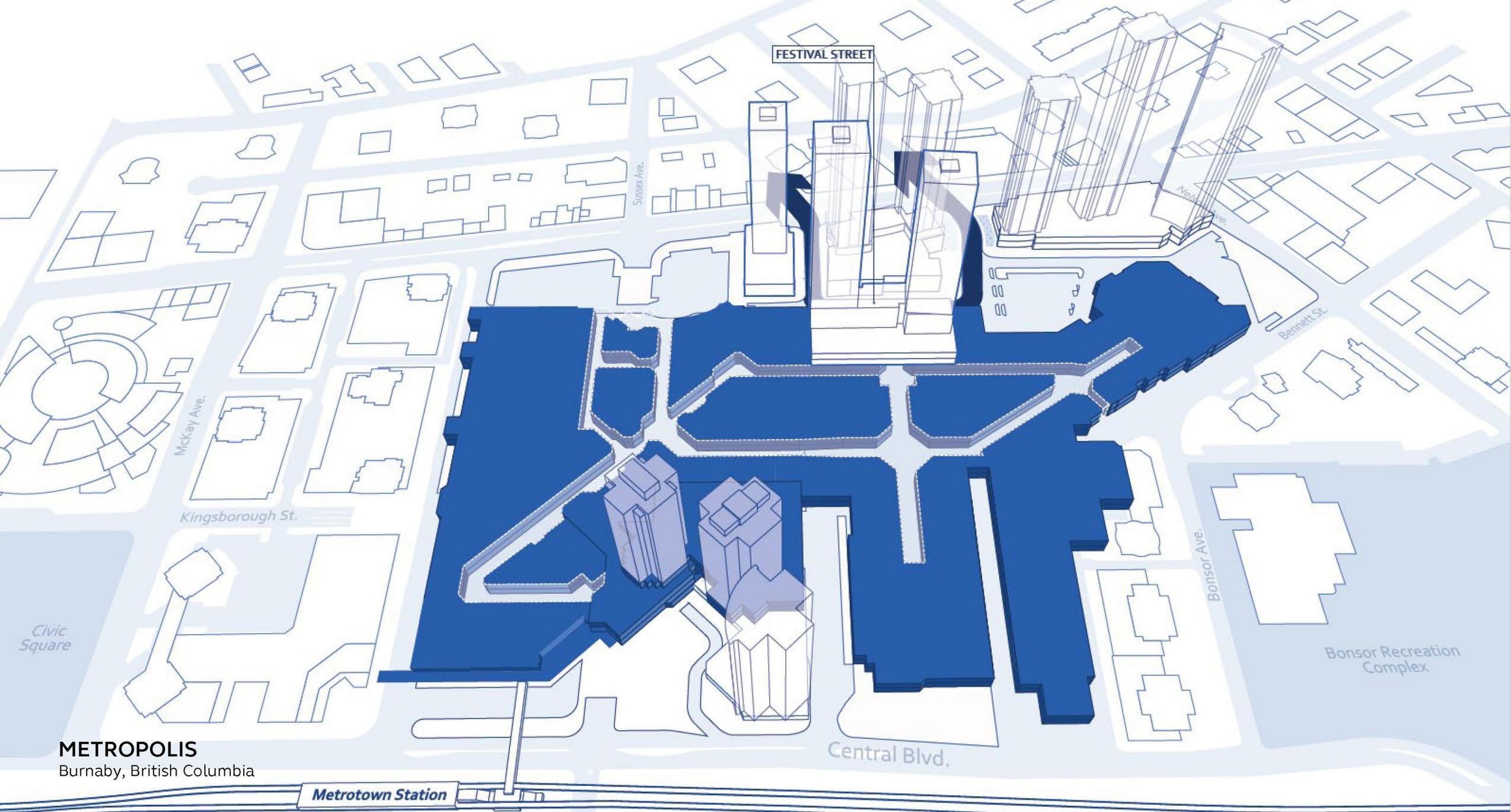
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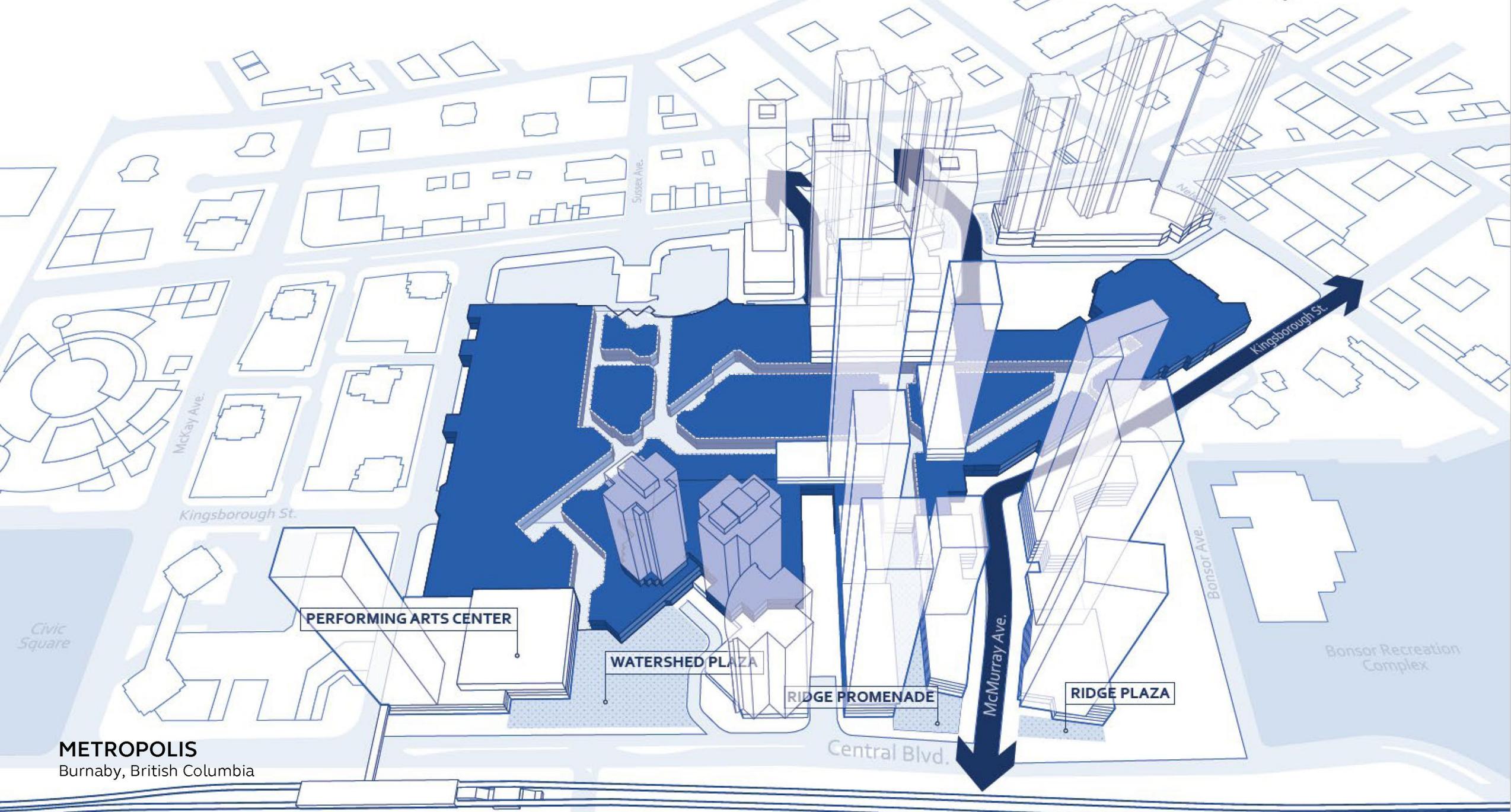
METROPOLIS
Burnaby, British Columbia

Metrotown Station



METROPOLIS
Burnaby, British Columbia

Metrotown Station



METROPOLIS
Burnaby, British Columbia

PERFORMING ARTS CENTER

WATERSHED PLAZA

RIDGE PROMENADE

RIDGE PLAZA

McKay Ave.

Kingsborough St.

Sussex Ave.

Bonsor Ave.

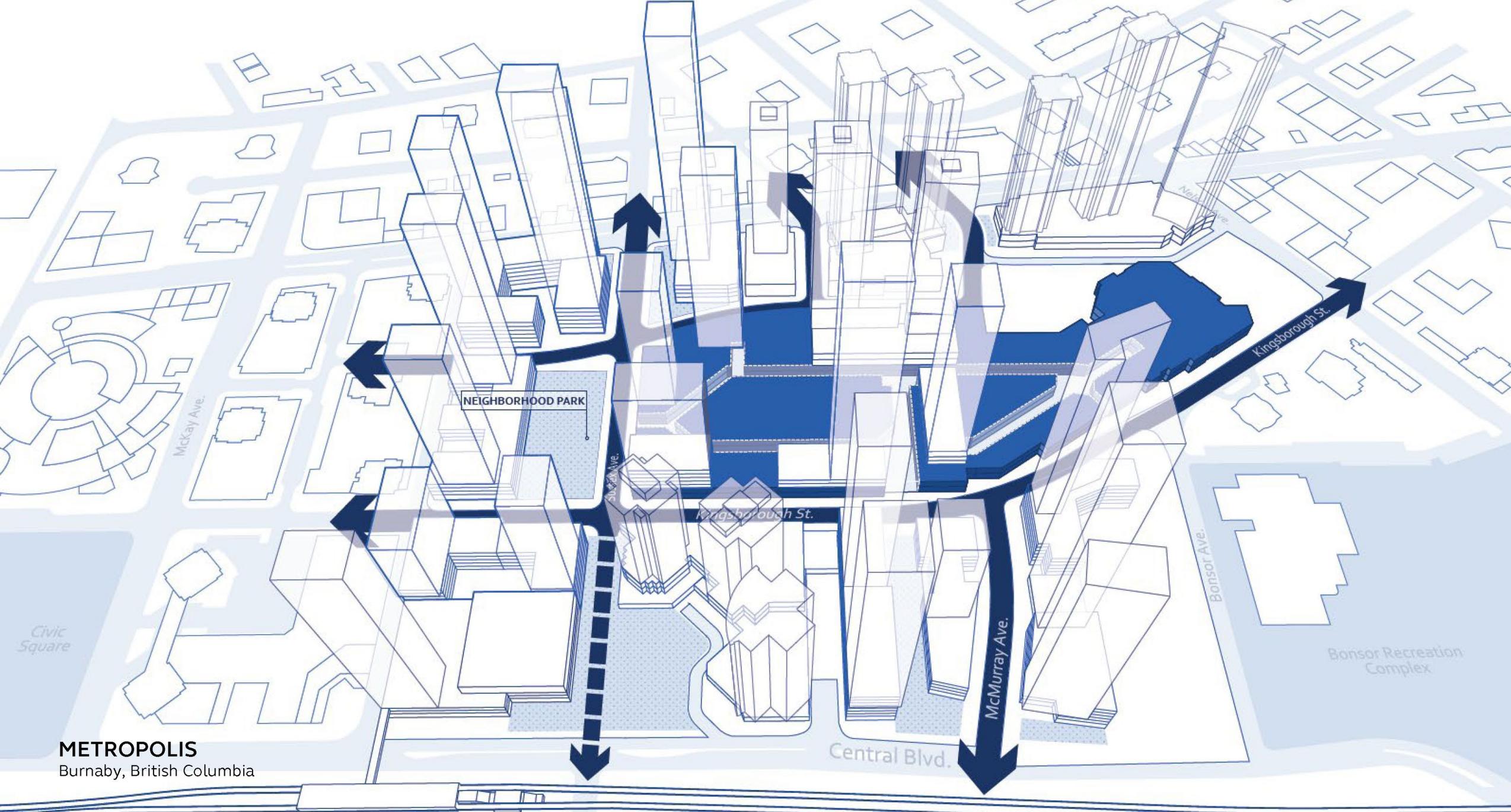
Kingsborough St.

McMurray Ave.

Central Blvd.

Bonsor Recreation Complex

Civic Square



NEIGHBORHOOD PARK

McKay Ave.

Kingsborough St.

Kingsborough St.

Bonsor Ave.

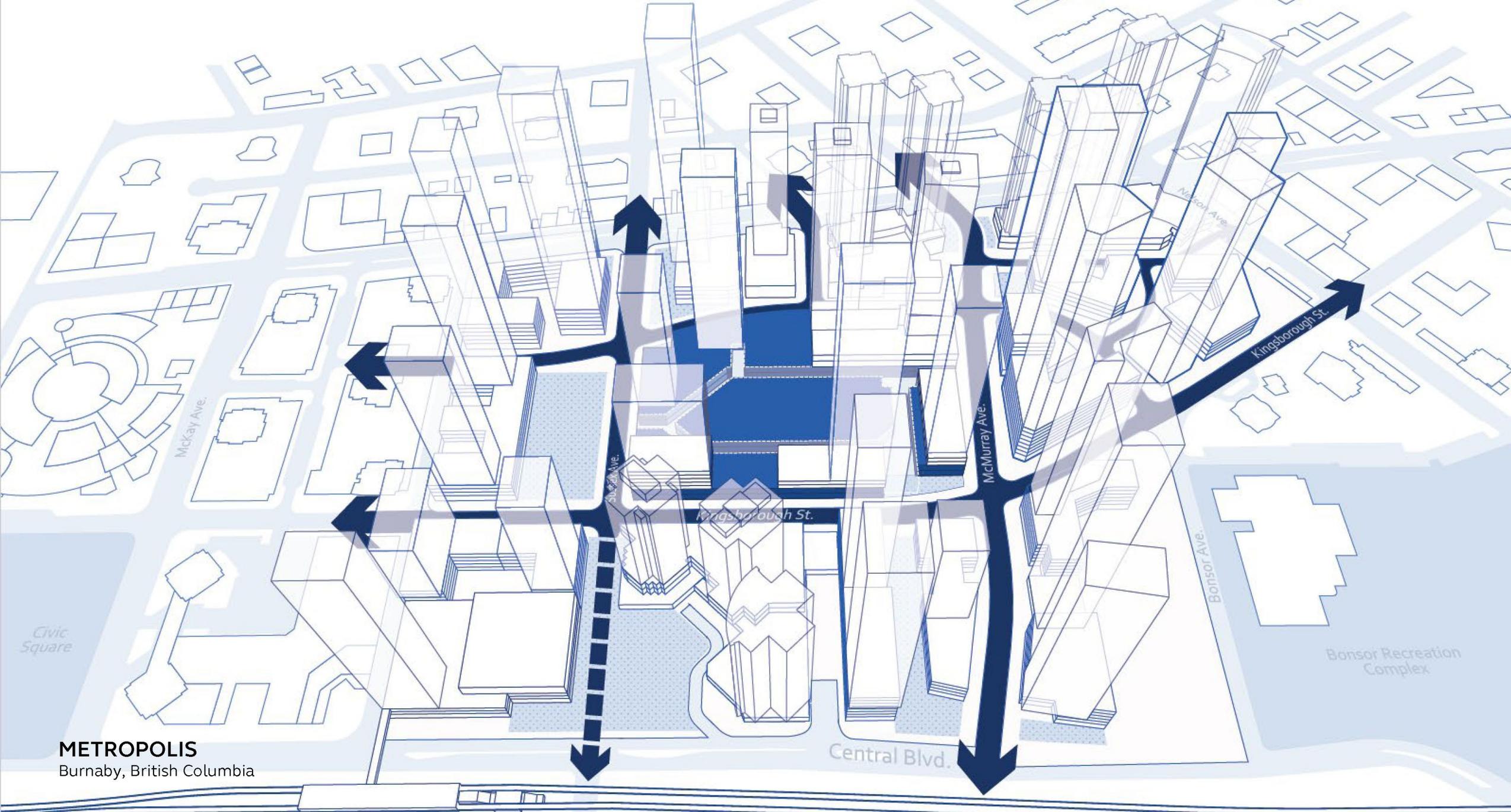
McMurray Ave.

Central Blvd.

Bonsor Recreation Complex

Civic Square

METROPOLIS
Burnaby, British Columbia



METROPOLIS
Burnaby, British Columbia

4/ LIVE + DIE BY YOUR PHASING STRATEGY

THE BOTTOM LINE:

- The phasing strategy builds the case for accretive growth
- Allow for flexibility in the phasing to adapt to future uncertainties
- Phase one must “deliver the promise” of the future vision – placemaking and critical mass are critical in early phases

- 1** / CONTEXT IS KEY
- 2** / ESTABLISHING THE URBAN FABRIC
- 3** / EXISTING INFRASTRUCTURE IS THE BIGGEST CONSTRAINT (OR OPPORTUNITY)
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5 / BUILD FOR CITIZENS, NOT CONSUMERS



TYSONS CORNER CENTER
Mclean, Virginia

/ POSTSCRIPT

Malls today are being designed with these principles in mind...fulfilling Gruen's original vision.



CONFIDENTIAL PROJECT
Riyadh, KSA

THANK YOU

ERICH DOHRER, AICP
ARCADIS

ERICH.DOHRER@ARCADIS.COM

 **ARCADIS**



Enwave | Sustainability at Scale

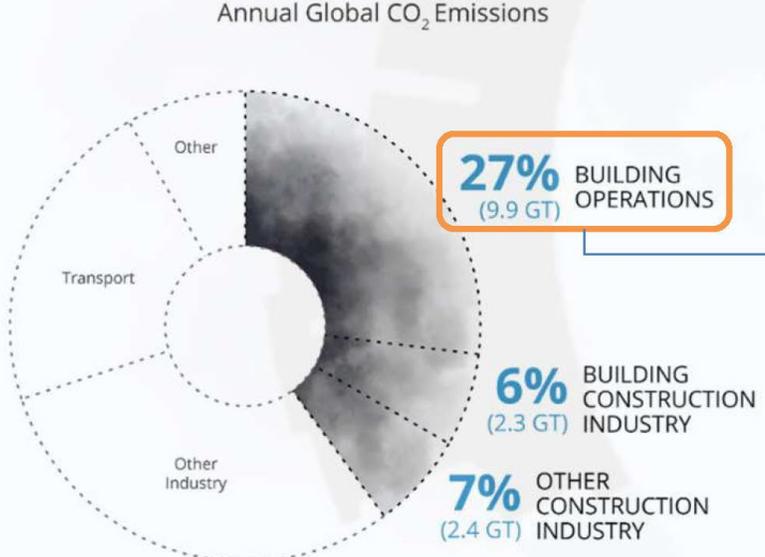
May 16, 2023



The Challenge of Decarbonizing the Built Environment

The built environment is set to **double** its footprint in GFA by **2060**

Enwave is a leading platform that enables low carbon energy solutions which will create positive impact in our communities for generations to come



27% of the **World's Carbon Emissions** come from the **Built Environment**

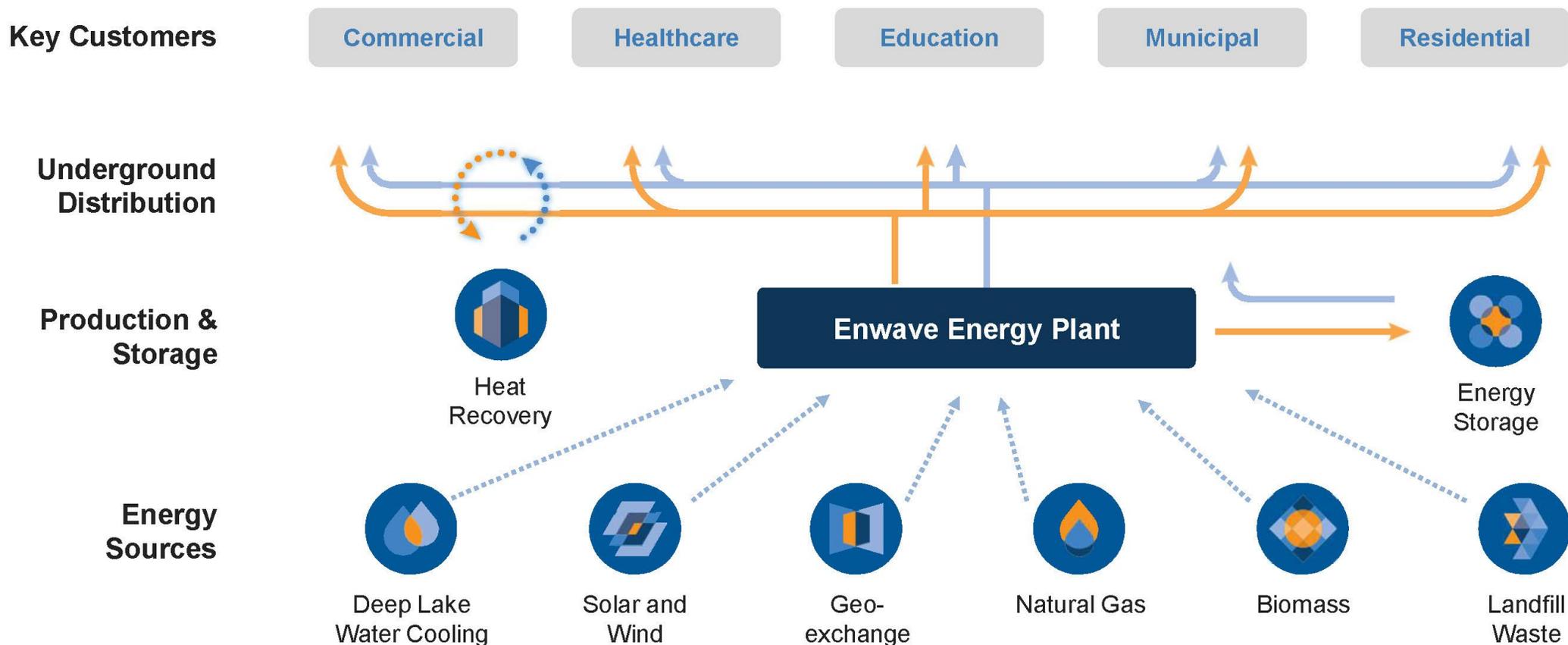
Enwave | What We Do

Enwave is a **developer-owner-operator** of **low carbon energy** systems. We are **aggregators** of demand load and application specialists for integrating low carbon technologies.

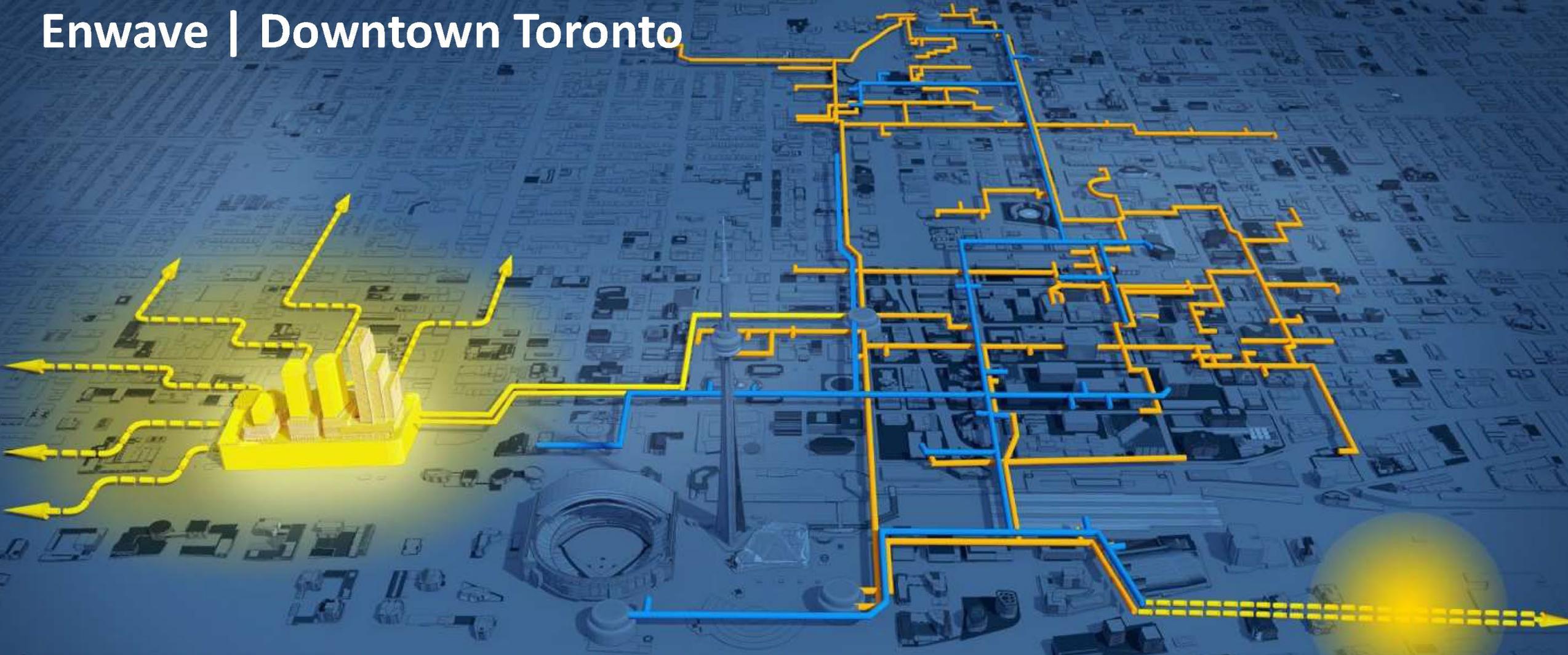


Enwave | Sustainability at Scale

We **integrate** a variety of **low carbon** technologies on a **commercial** basis that we can make available to our customers based on the **scale** of our districts.



Enwave | Downtown Toronto



The Well, Toronto

North America's Largest Dual Service Thermal Battery



Enwave Toronto

North America's Largest Recycler of Building Waste Energy



Deep Lake Water Cooling, Toronto

World's Largest Commercial Cooling System with Deep Lake Water Cooling

Deep Lake Water Cooling

DLWC cools ~100 buildings in downtown Toronto, saving enough electricity to power a town of 25,000. Due to the system's success, Enwave is constructing a 4th intake pipe in the lake to expand the capacity of the system by 33%.



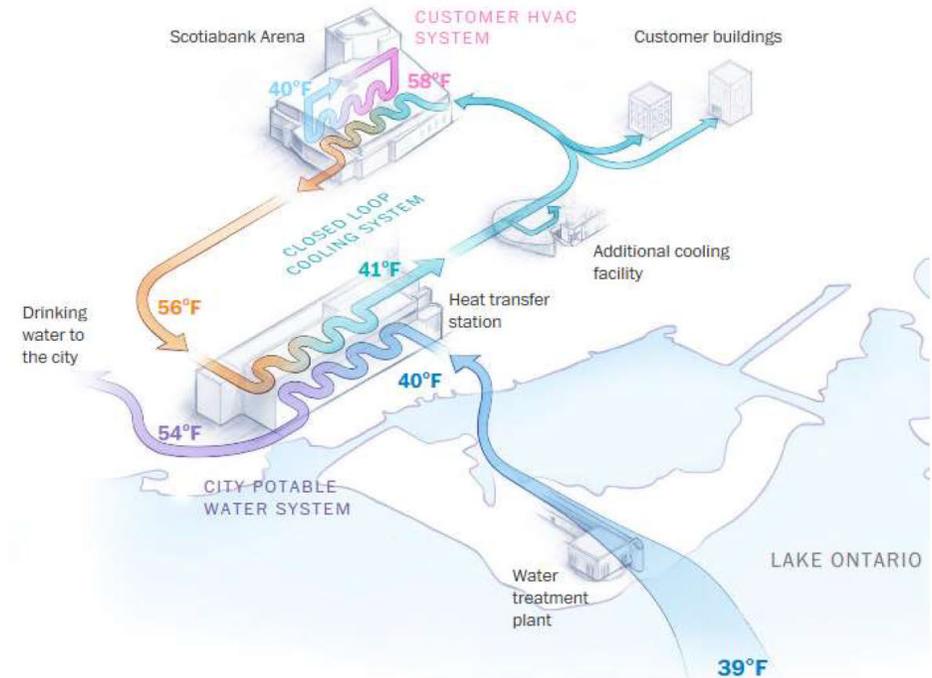
THE ASPIRATION

- Meet **growing demand for cooling** in the downtown core while supporting the **City of Toronto's GHG targets** of **65%** reduction by 2030 and **net zero** by 2040



THE APPROACH

- Instead of relying on energy-intensive equipment to cool buildings, DLWC uses **water** from **Lake Ontario**
- Cold, dense water is drawn from the lake, treated and then **passes through heat exchangers** prior to circulating through the **City's** potable water system
- DLWC can reduce electricity use by **~80% compared** to traditional systems and saves an estimated **220 million gallons** of water annually
- A fourth intake is currently being constructed that will expand system capacity by **>30%**



“Scotiabank Arena uses some **3 million kilowatt-hours less electricity annually** than if it cooled using traditional methods — **a reduction of about 70 percent.**”

– *Kyle Lamkey, Director of Engineering for Scotiabank Arena*

Enwave Community Energy Planning | Building Sustainable Communities

Municipalities and developers turn to Enwave to build sustainable, forward-thinking communities that reduce carbon emissions at scale through Community Energy Planning capabilities



Enwave's approach to community energy planning...

- Enwave partners with municipalities, planners, developers, and building owners to implement district energy at the local community level
- By partnering during early-stage master planning, Enwave can embed an optimized sustainable energy network into community design
- This approach allows connected buildings to realize the benefits of scale that come with district energy and make transformative sustainable energy solutions viable

Etobicoke Civic Centre

As the City of Toronto's low carbon thermal energy network partner, Enwave is working with the City to develop a new community energy system for the Etobicoke Civic Centre Precinct, a 13.8-acre site in the west end of Toronto



THE ASPIRATION

- Meet the **City of Toronto's GHG targets** of **65%** reduction by 2030 and **net zero** by 2040, while supporting growth
- Provide heating and cooling for the Etobicoke Civic Centre Precinct, a **3 million ft²** mixed-use development on City land that can transition to net-zero



THE APPROACH

- **Geoexchange system** to provide heating, cooling, and domestic hot water for the precinct
- Geoexchange borefields located throughout the development will be tied into a **central energy centre** located **beneath the City's new Etobicoke Civic Centre** building
- **Low carbon thermal energy** produced in the energy centre will be distributed throughout the community, achieving **>80% carbon savings** compared to conventional heating and cooling systems



Lakeview Village

Enwave is working with Lakeview Community Partners Limited to develop a low carbon wastewater energy recovery system for Lakeview Village, which will be highlighted as one of the key sustainability features in this vibrant community



THE ASPIRATION

- Transform a **177-acre** brownfield remediated coal plant site on Lake Ontario's shore into a vibrant, sustainable, world-class, mixed-use community
- Develop a **low carbon district energy system** that supports the **City of Mississauga's carbon reduction targets** and **LCPL's vision for sustainable living** while enabling growth



THE APPROACH

- Enwave is developing an innovative district energy system that will incorporate **wastewater energy recovery** from the **adjacent wastewater treatment** plant to supply heating, cooling and domestic hot water to Lakeview Village
- Thermal energy will be produced at the **Sustainability Centre** located in the district's new Innovation Corridor, as a showcase of sustainability
- Energy will be distributed through the development via a **pipng distribution network** located in the **rights-of-way** and **integrated** into the overall **design and construction** of the development



Springwater

Enwave worked with Mattamy Homes to develop a low carbon geexchange system that includes boreholes under public streets for their residential development of over 300 homes



THE ASPIRATION

- **Mattamy Homes**, North America's largest privately owned home builder, is building a new neighborhood in Markham, Ontario and wanted to develop a **new model for sustainable development**
- The **City of Markham** has set out to become a **net-zero emissions city by 2050**



THE APPROACH

- A **geexchange system** that supplies sustainable heating and cooling to the neighbourhood of approximately **300 net-zero-ready homes**
- The system is based on an innovative design that has been integrated into **standard right-of-way construction** and is designed to achieve a **>90% GHG reduction** when compared to traditional in-home heating and cooling systems
- Geexchange boreholes are distributed throughout the community within the **public rights-of-way** and interconnected within an **ambient loop**, and all infrastructure is buried, preserving **space** and maintaining the **aesthetic vision** of the community



Keys to Success

Setting the Stage...

- Right **partners** and right **people** with the vision and mandate to get the project delivered
- **Early** engagement and ongoing collaboration
- **Government** partners with a **strong carbon reduction vision** and supporting **actions**

...For Successful Execution

- **Integration** into the **development, design, and construction** processes
- **Support** and engagement from **approval agencies**
- Leveraging **infrastructure synergies**
- Easement and **access** rights
- Targeted **funding, incentives** and **policies**



Thank You

Morrigan McGregor

SVP, Energy Planning & Development

Enwave Energy Corporation

morrigan.mcgregor@enwave.com

ULI Infrastructure Forum 2023 Spring Meeting

Toronto and Region Conservation Authority

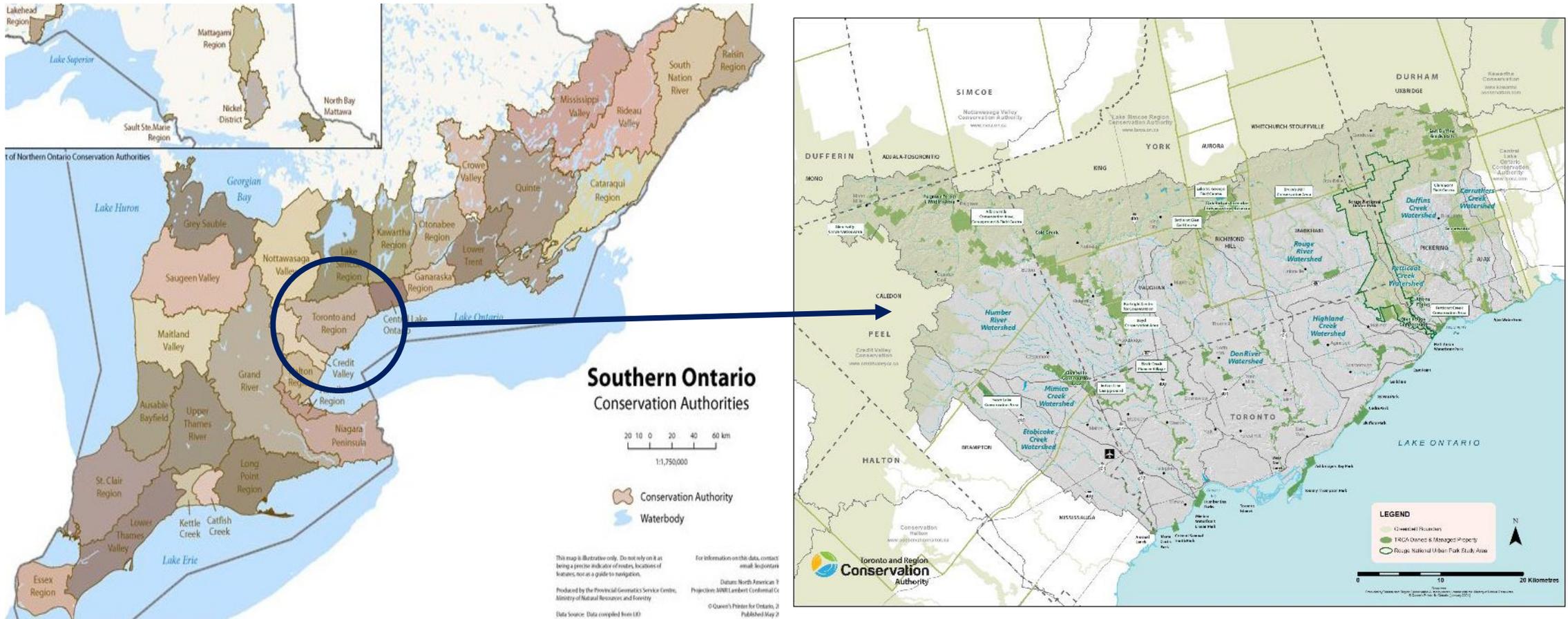
Presented by:

**Sameer Dhalla, P.Eng.
Director, Development and Engineering Services**

May 16, 2023

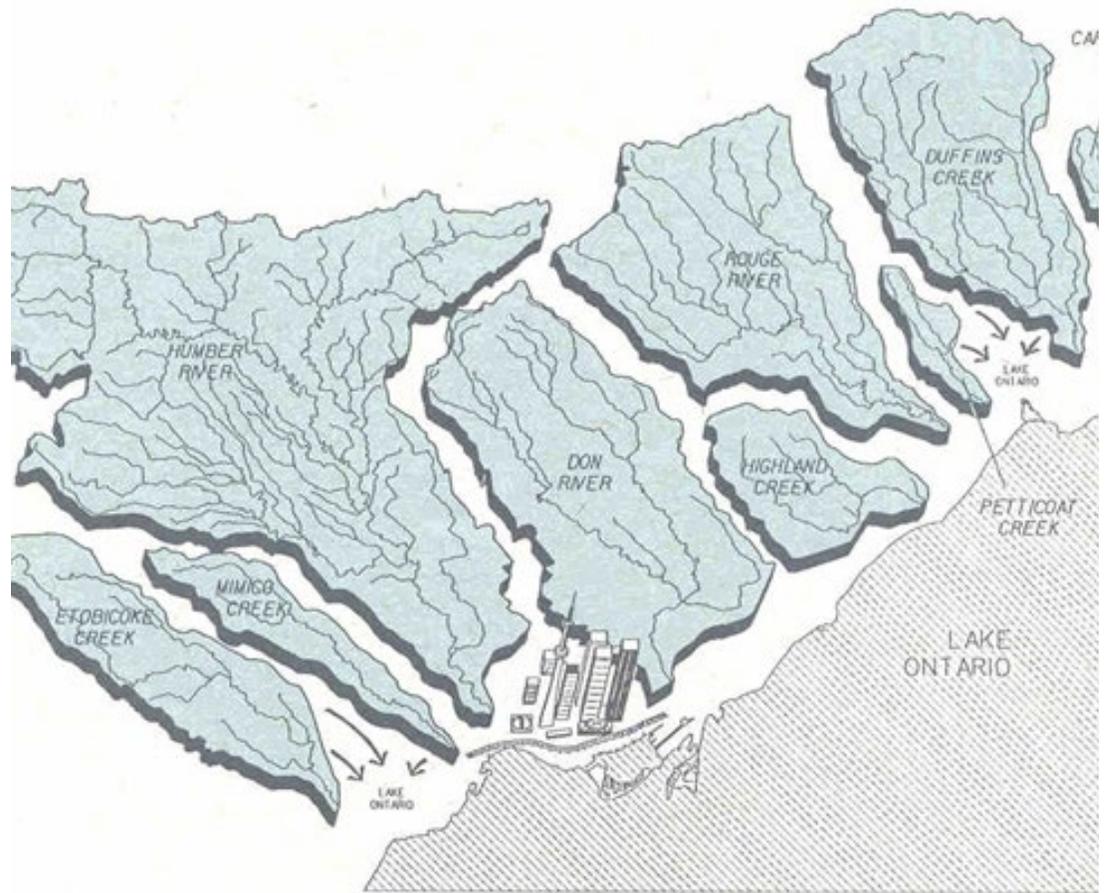


What is a Conservation Authority (CA)?



TRCA's Jurisdiction

- 3,467 km² (2,506 km² on land; 961 km² water-based
- 6.2 Million Greater Toronto Population (2021 Census, Statistics Canada)
- 4th largest city in North America
- 6 upper tier (i.e., Toronto, York, Peel, Durham) and 15 lower tier municipalities (i.e., Toronto, Markham, Vaughan, Mississauga)
- 9 watersheds
 - Rouge River
 - Petticoat Creek
 - Duffins Creek
 - Carruthers Creek
 - Etobicoke Creek
 - Mimico Creek
 - Humber River
 - Don River
 - Highland Creek



The TRCA's jurisdiction also extends into Lake Ontario to a point defined by the Territorial Divisions Act, R.S.O. 1980

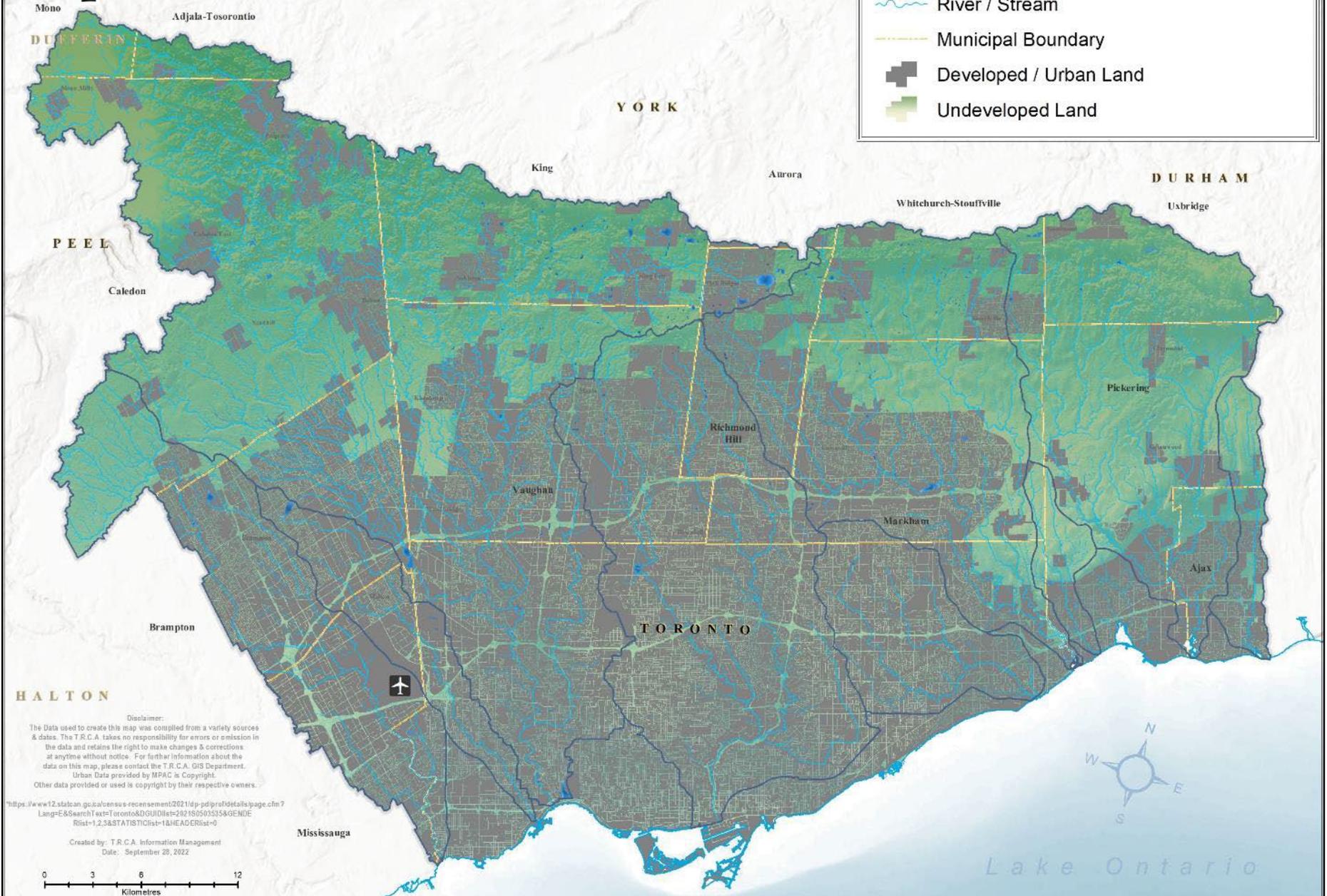
2021

Population: ~ 6,202,225*



Legend

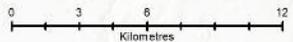
- TRCA Jurisdictional / Watershed Boundary
- River / Stream
- Municipal Boundary
- Developed / Urban Land
- Undeveloped Land



Disclaimer:
 The Data used to create this map was compiled from a variety sources & dates. The T.R.C.A. takes no responsibility for errors or omission in the data and retains the right to make changes & corrections at anytime without notice. For further information about the data on this map, please contact the T.R.C.A. GIS Department. Urban Data provided by MPAC is Copyright. Other data provided or used is copyright by their respective owners.

<https://www12.statcan.gc.ca/census-recensement/2021/dp-pd/prof/details/page.cfm?Lang=E&SearchText=Toronto&GUILet=20210503535&GENDE=Rest-1.2.3&STATISTIClist=1&HEADERlist=0>

Created by: T.R.C.A. Information Management
 Date: September 28, 2022



Lake Ontario

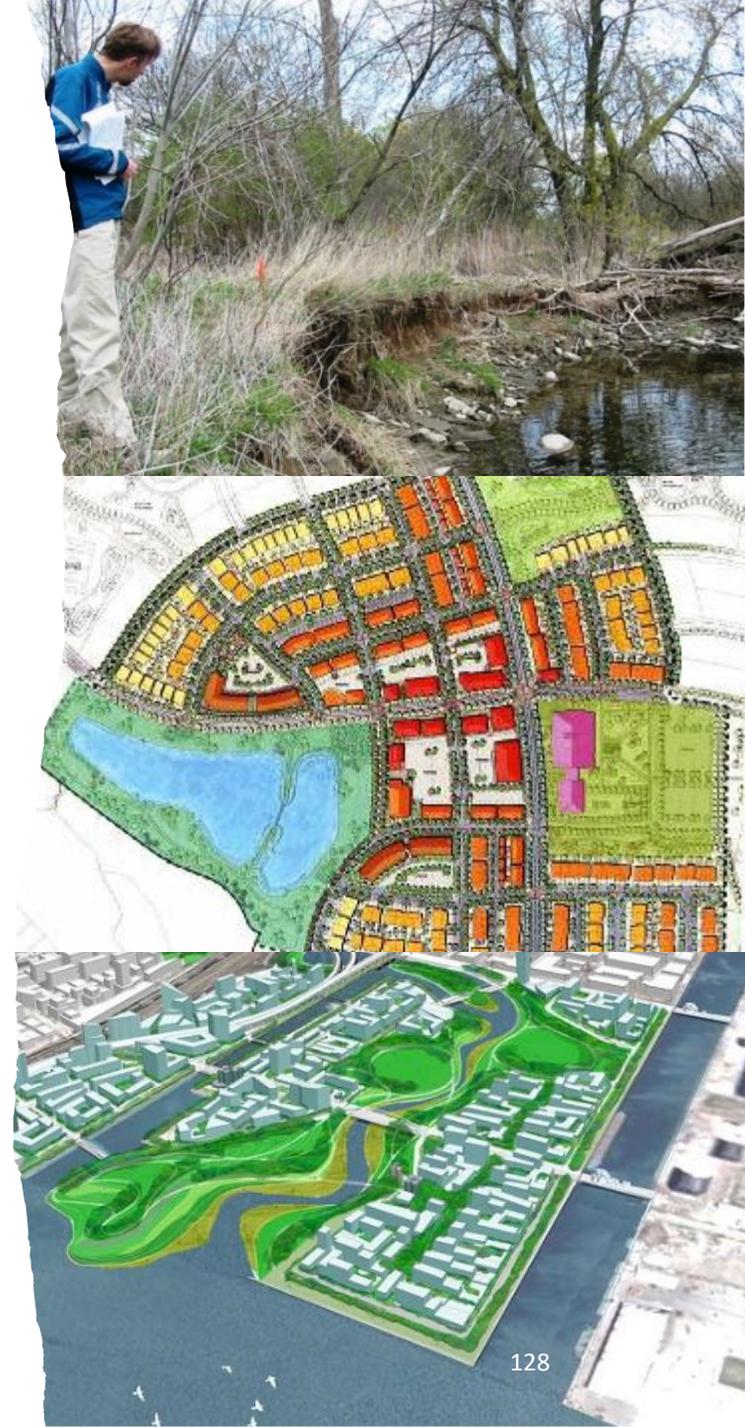
Impacts from Urbanization

- Degraded aquatic and terrestrial habitat
- Degraded water quality
- Risk of life-threatening illnesses (increased temperature, increased pathogens, and fish kills) & property

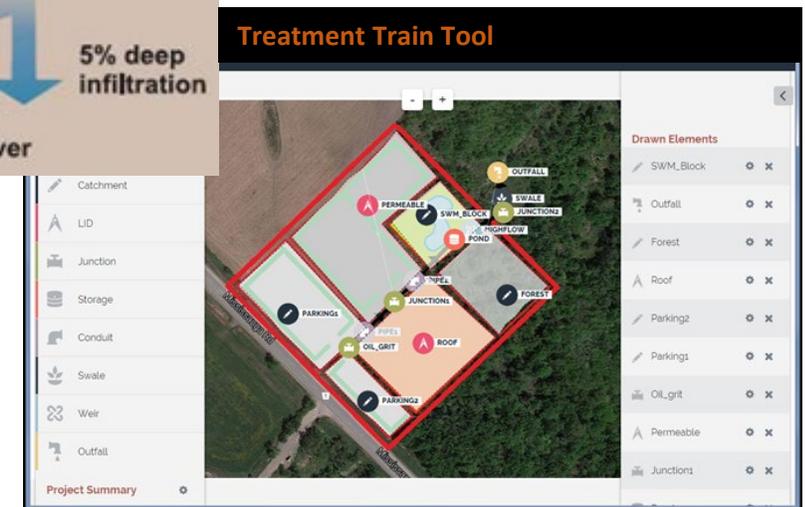
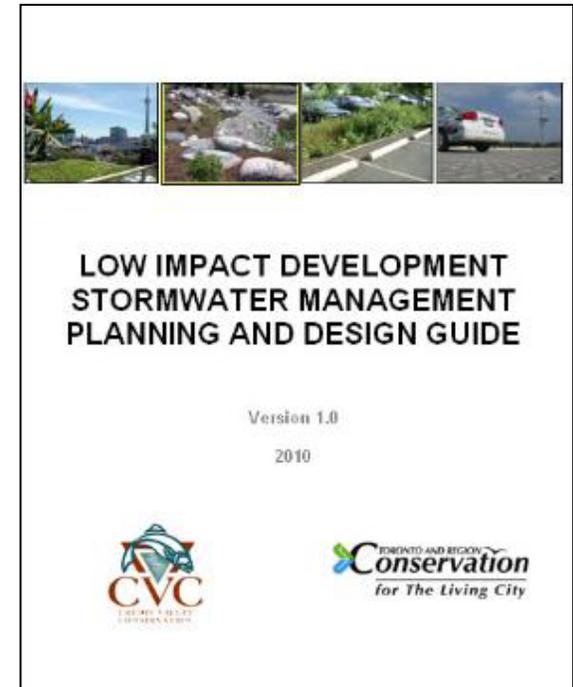
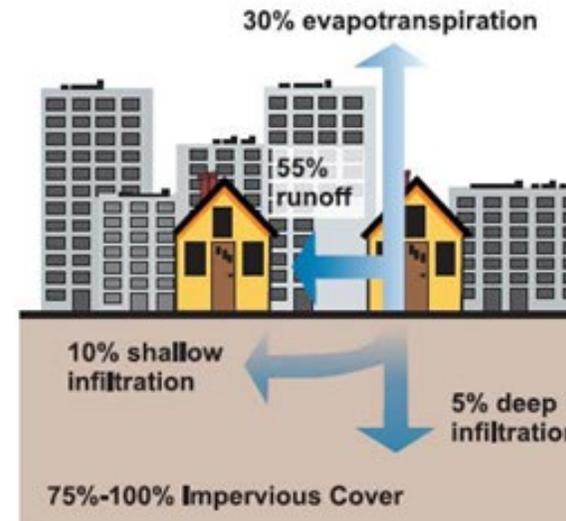
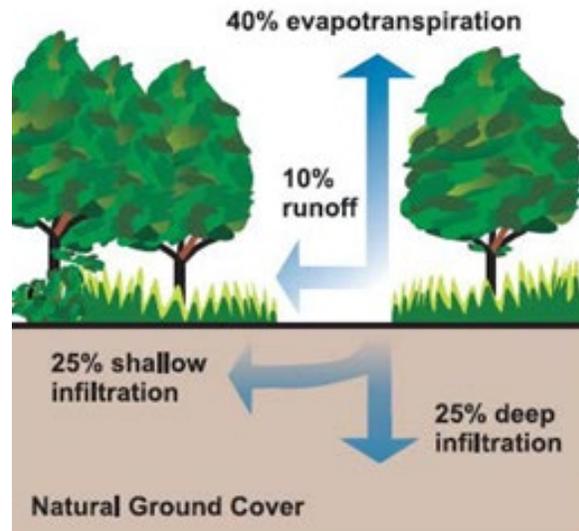


What we do

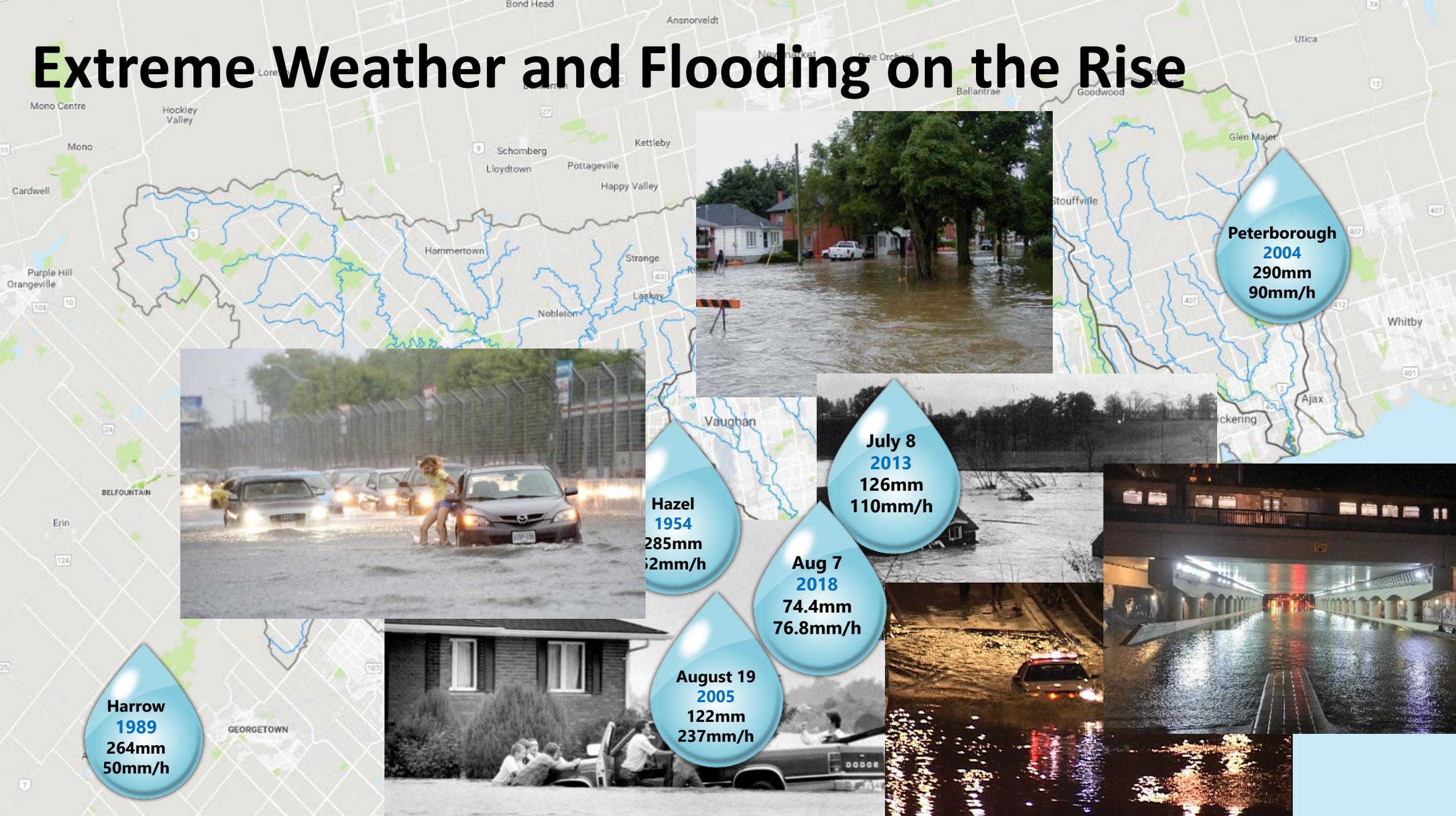
- We protect life and property from natural hazards; shoreline, flooding, erosion.
- We secure lands into public ownership for the long-term protection of valley corridors and natural systems, and for the benefit of the current and future communities in which they are located.
- We are utilizing the opportunities that are generated from new development and redevelopment, working with our municipal partners and the development community, to enhance the function of adjacent natural systems, and integrate green infrastructure measures into the new development.



Championing **GREEN** Infrastructure



Extreme Weather and Flooding on the Rise



Hazel in numbers

300 Million

number of tons of water that fell during the storm

4,000

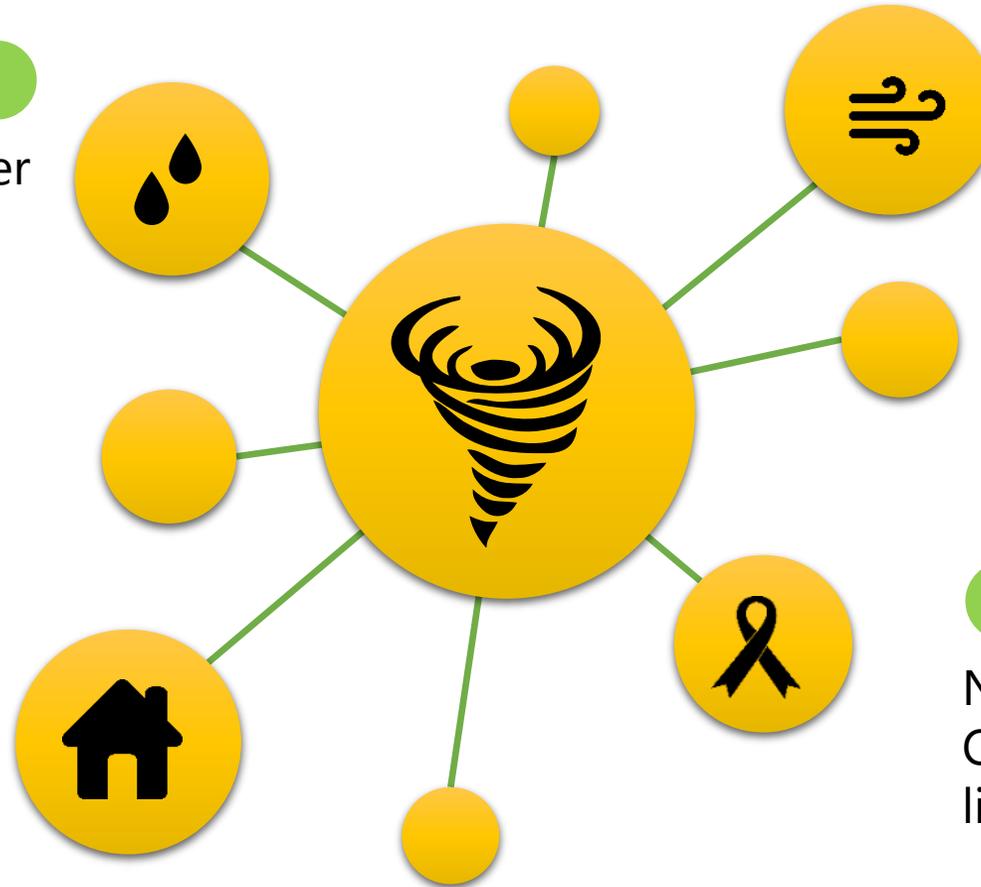
Number of families left homeless in Southern Ontario from the flood (1,868 in Toronto)

155

Hazel's maximum speed (mph) in the Caribbean

81

Number of people in Ontario who lost their lives from the flooding





STRUCTURAL

Traditional flood protection:

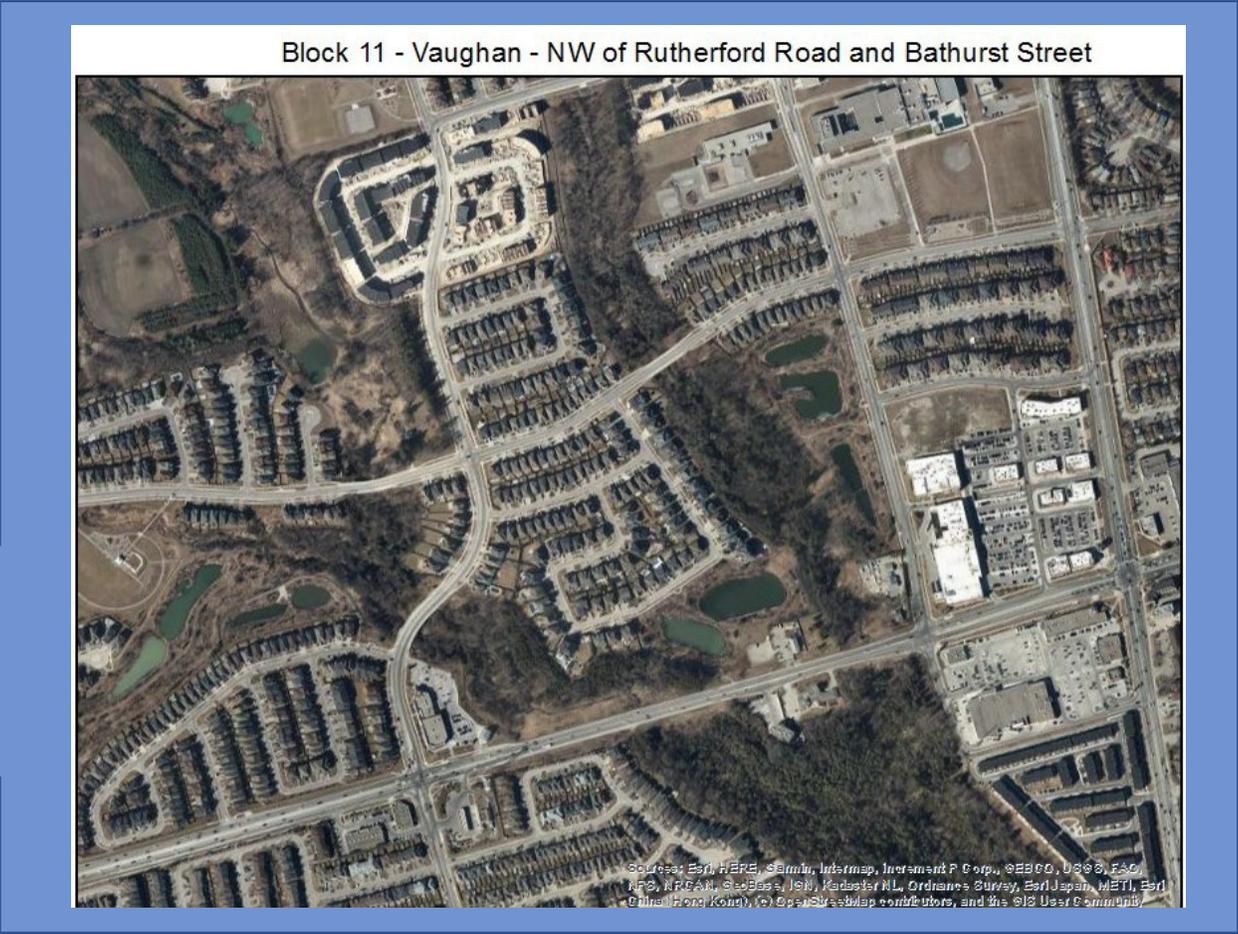
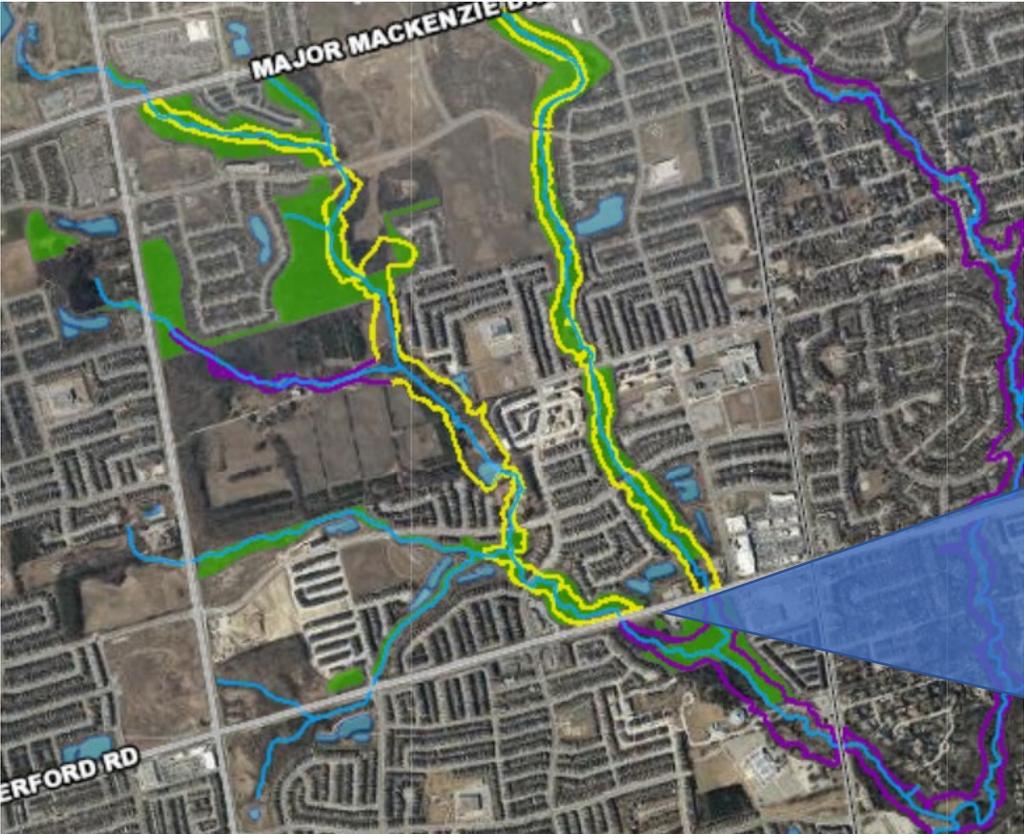
- Dams
- Dykes
- Diversions
- Channels
- Erosion protection

NON-STRUCTURAL

Beyond structural measures:

- Acquisition of flood prone areas
- Development of hazard land policies
- Integration into municipal planning
- Flood plain mapping
- Flood warning and forecasting

Reducing risk = preserving greenspace and shaping the built environment



What about areas settled prior to land-use planning?

>14,000 Hectares of flood plain

41 Flood-vulnerable clusters

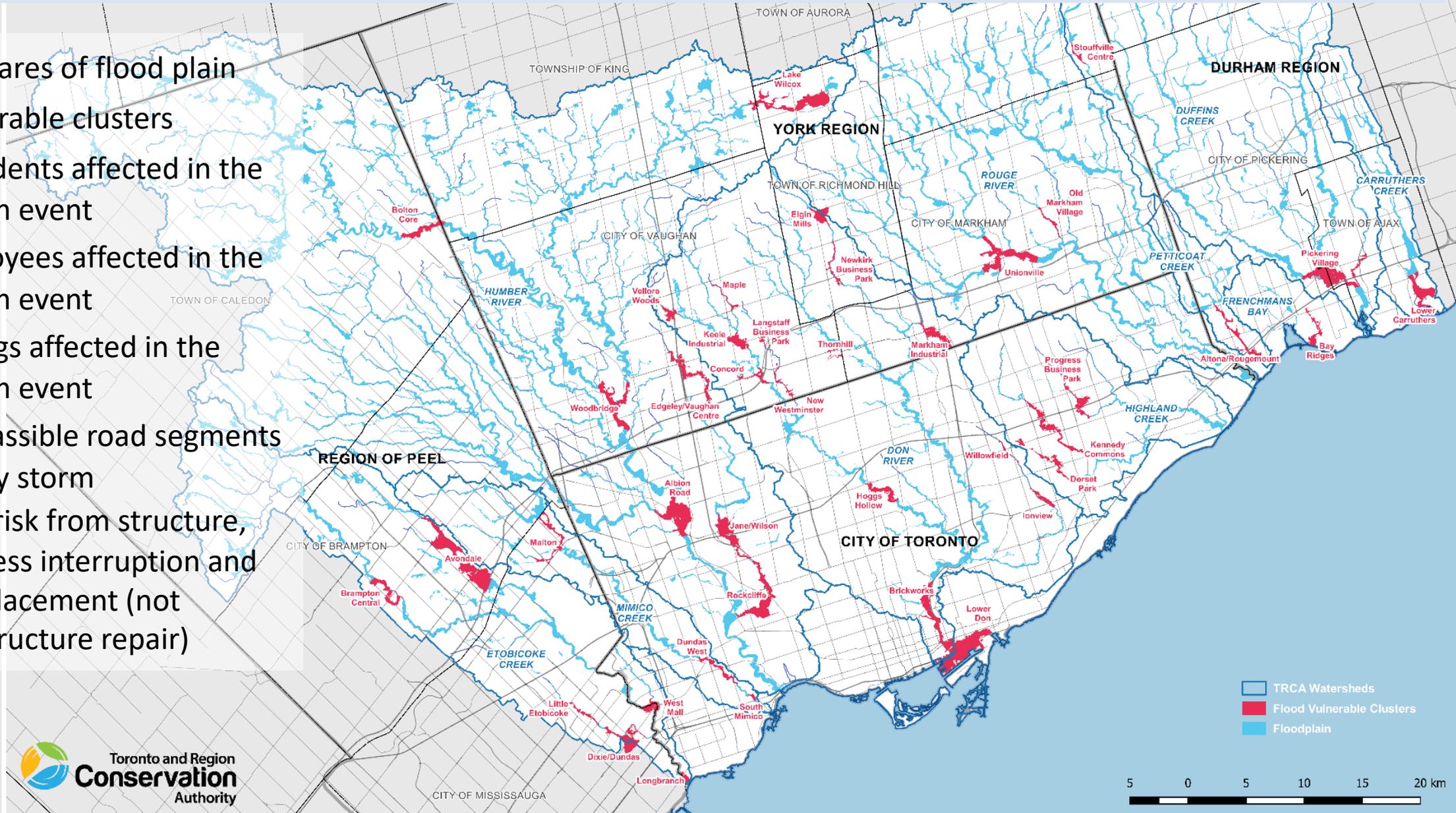
>43,000 Residents affected in the regulatory storm event

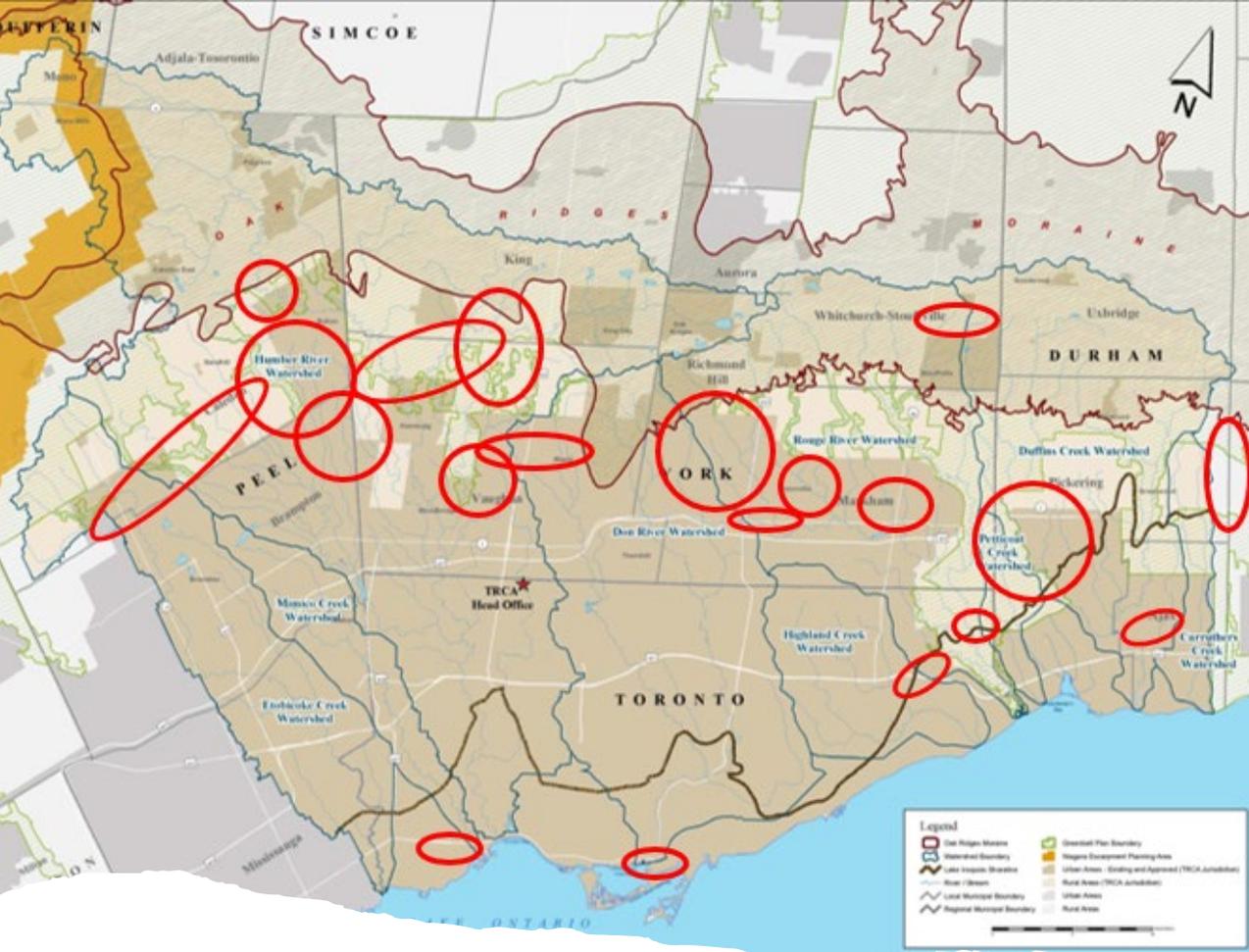
>41,000 Employees affected in the regulatory storm event

>9,900 Buildings affected in the regulatory storm event

195km of Impassible road segments in the regulatory storm

~\$3 Billion in risk from structure, contents, business interruption and population displacement (not counting infrastructure repair)





A Place to Grow

Growth Plan for the Greater Golden Horseshoe

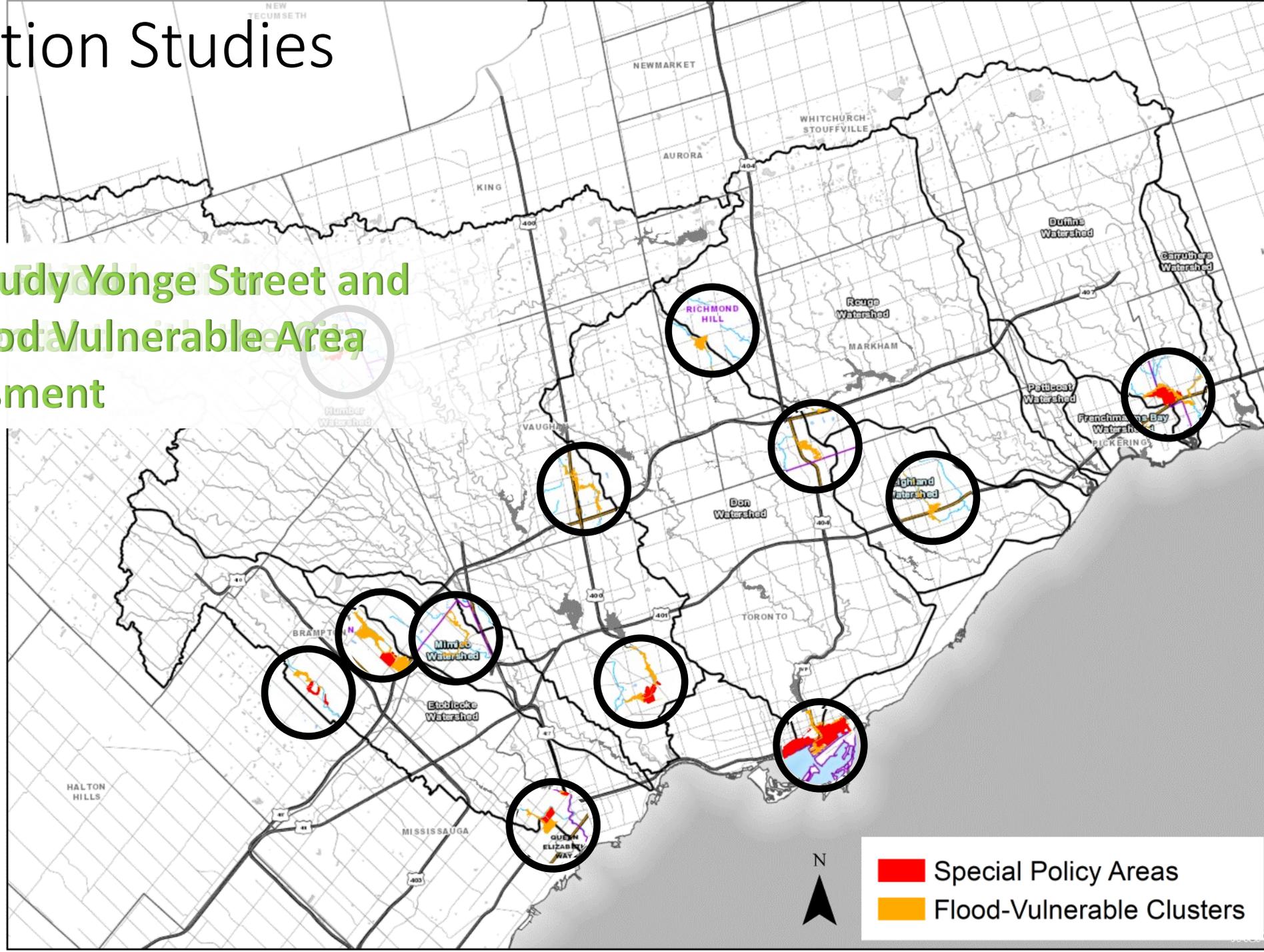


Many Urban Growth Areas are in Flood Plains
Constraint or Opportunity?

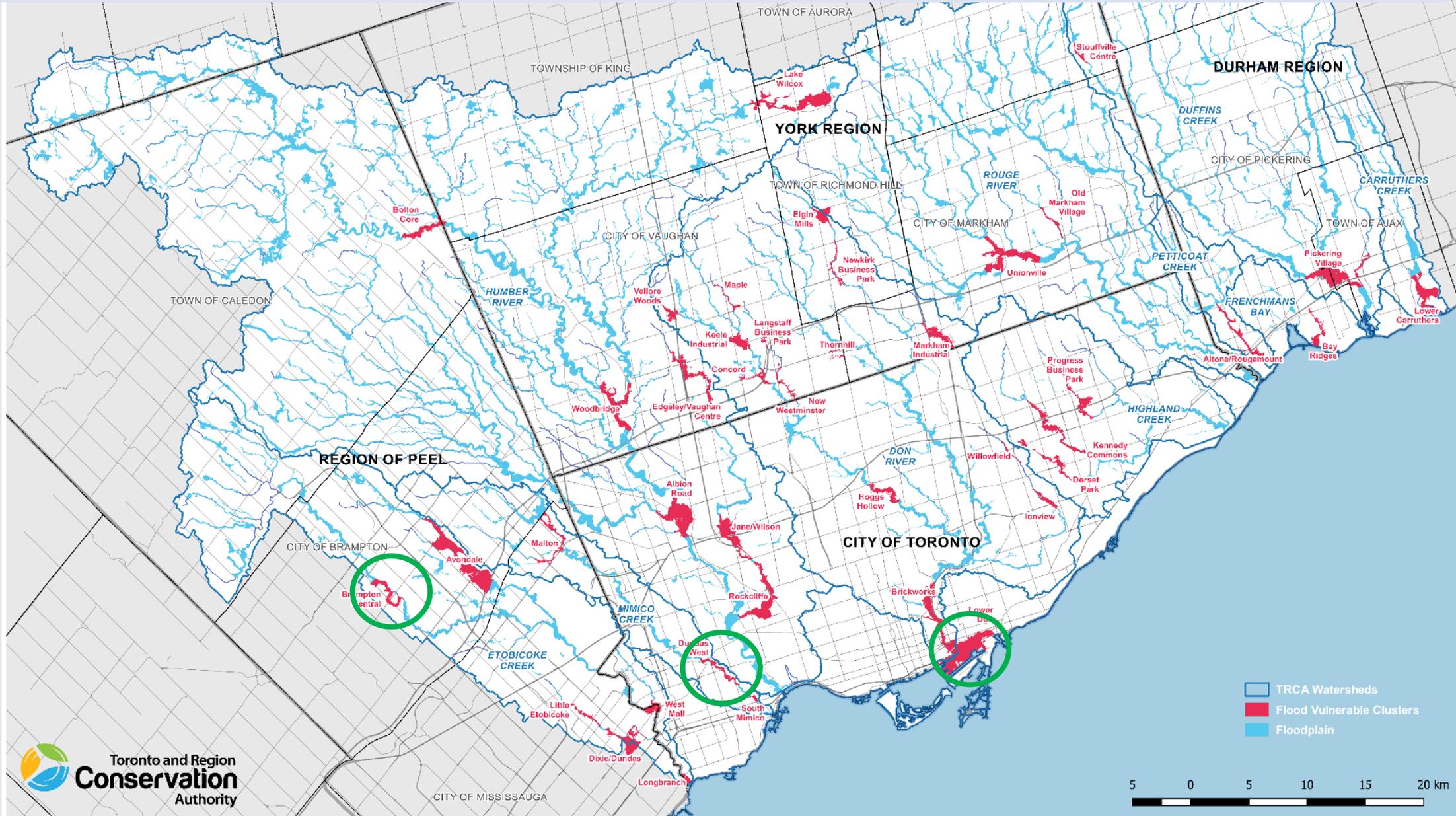
Flood Remediation Studies

Vaughan Black Creek Study Yonge Street and Renewal Project - Flood Vulnerable Area Environmental Assessment

- Cluster: **Cluster 1** / 1987
- **Cluster 2** / 1987
- Cluster: **Cluster 10** / 16
2018



Closer look at three case studies . . .



Flood Remediation: Port Lands Flood Protection (Public)

- Waterfront Toronto implementing the solution in close partnership with TRCA, City of Toronto, and other stakeholders
- Project allocated \$1.25 billion of funding from all three levels of government to implement solution
- Valley construction and detailed design underway to remove 290 ha flood plain
- Target date for full flood protection is 2024



Flood Remediation: Port Lands Flood Protection



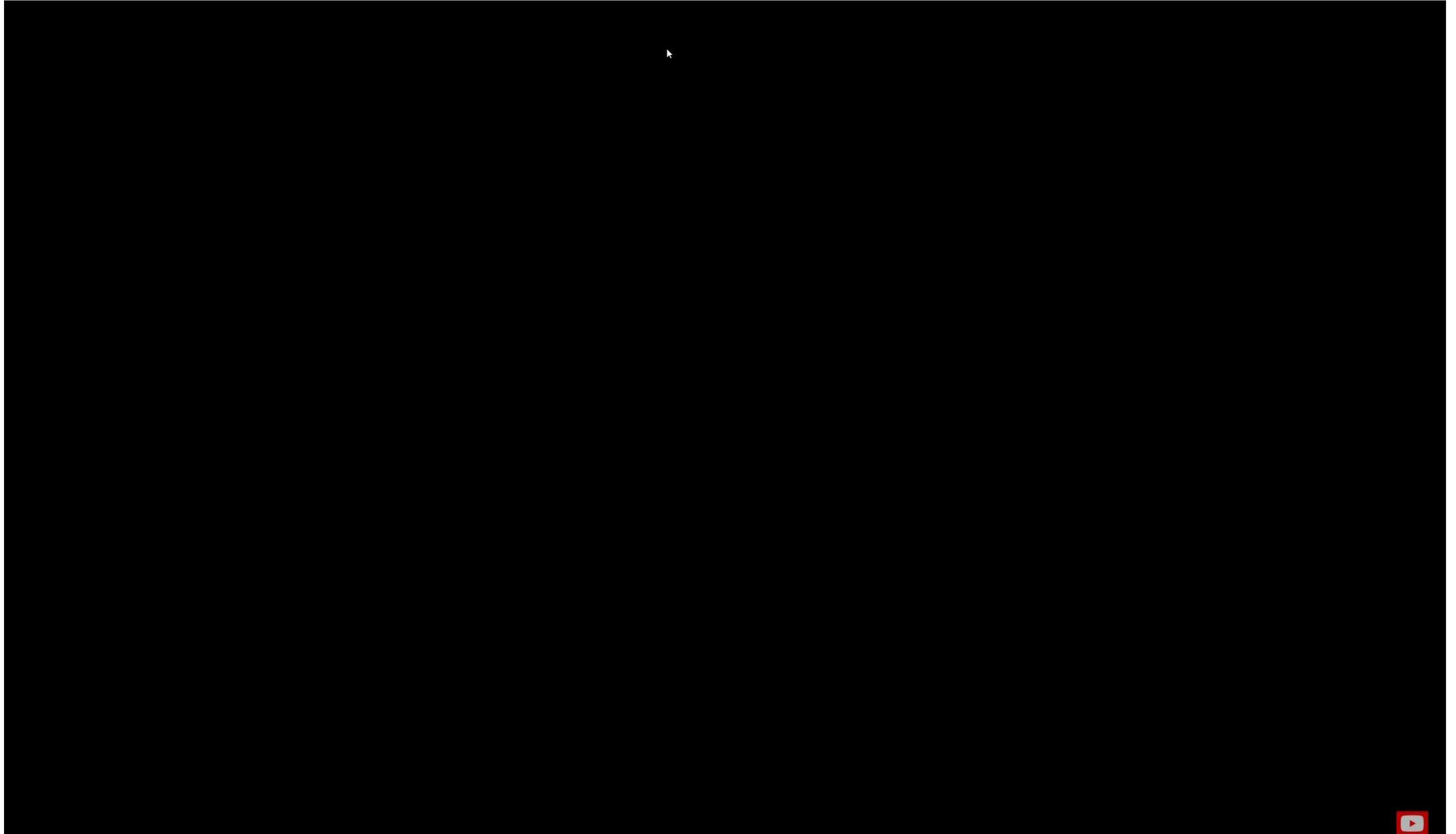
Courtesy of Waterfront Toronto

Flood Remediation: Port Lands Flood Protection



Courtesy of Waterfront Toronto

Flood Remediation: Toronto Portlands



Toronto Portlands – Summary of Benefits

- 29 hectares of parkland, wildlife habitat and natural areas along portions of the northern and southern banks and mouth of the new river valley
 - includes 13 hectares (32 acres) of new coastal wetland and four hectares (10 acres of terrestrial habitat) and 1,000 m of new river channel and flood plain
- Construction has a direct \$1.1 billion in value added to Canadian economy.
- \$4 billion economic impact of all future development unlocked by flood protection.
- Construction progress: <https://www.youtube.com/watch?v=urm2JDZFUxl>

Flood Remediation: Brampton Riverwalk (Public / Private)

- Development is restricted in Downtown Brampton because of flood risk.
- Reducing flood risk will create the opportunity to remove the flood plain (in part) which would allow revitalization of the downtown core and reconnect the public to the river and enhanced open space.

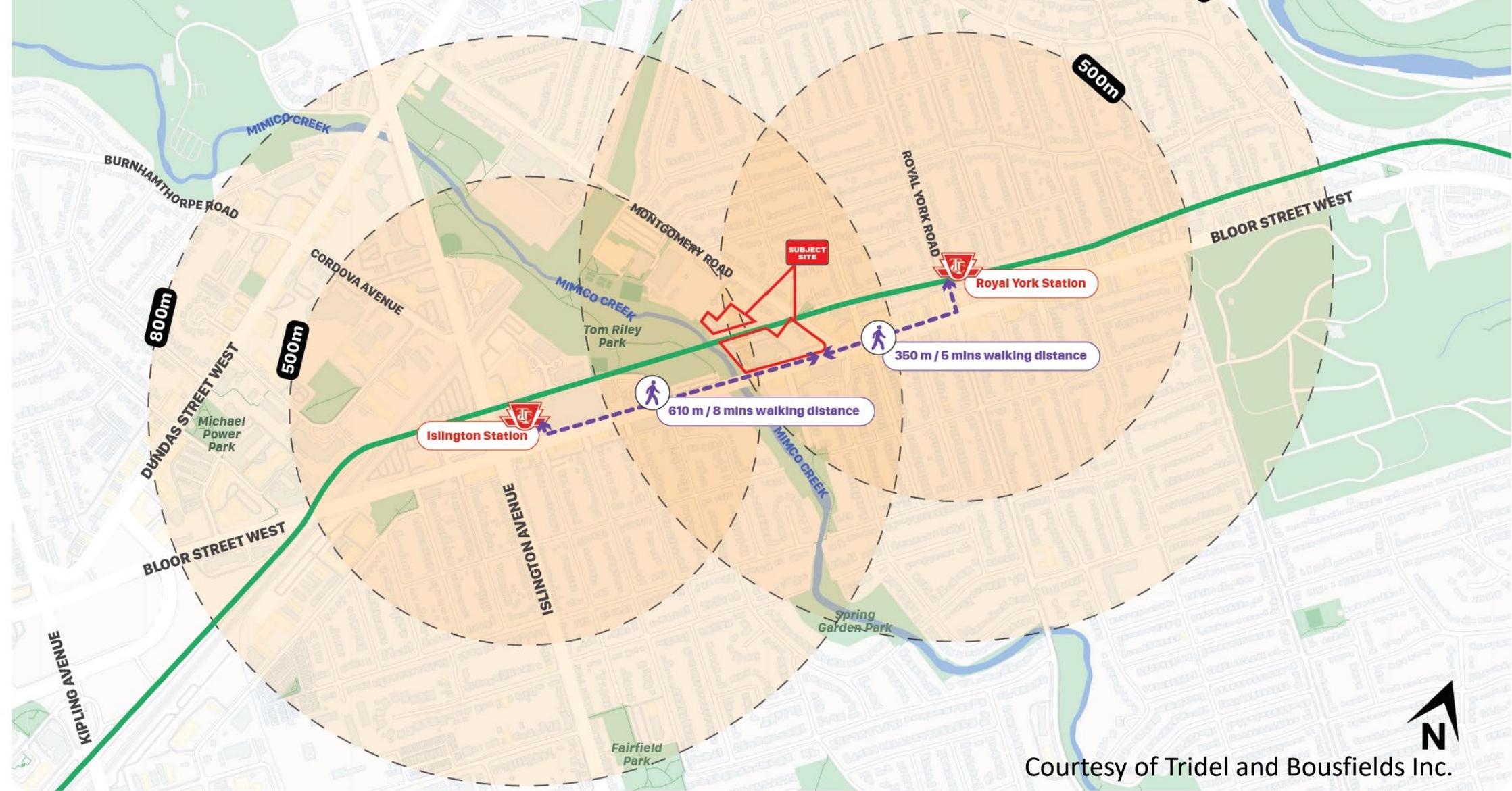


An Urban Design (Open Space) Master Plan is being developed to complement the project with focus on the open space and public realm opportunities.

Flood Remediation: Brampton Riverwalk

- Play City's video from here: [City of Brampton | Riverwalk | Riverwalk](#)

TRCA & Developer-Led Flood Remediation: 3200 Bloor St. West, Toronto (Private)



Courtesy of Tridel and Bousfields Inc.



Kipling Ave

Islington Ave

Dundas St W

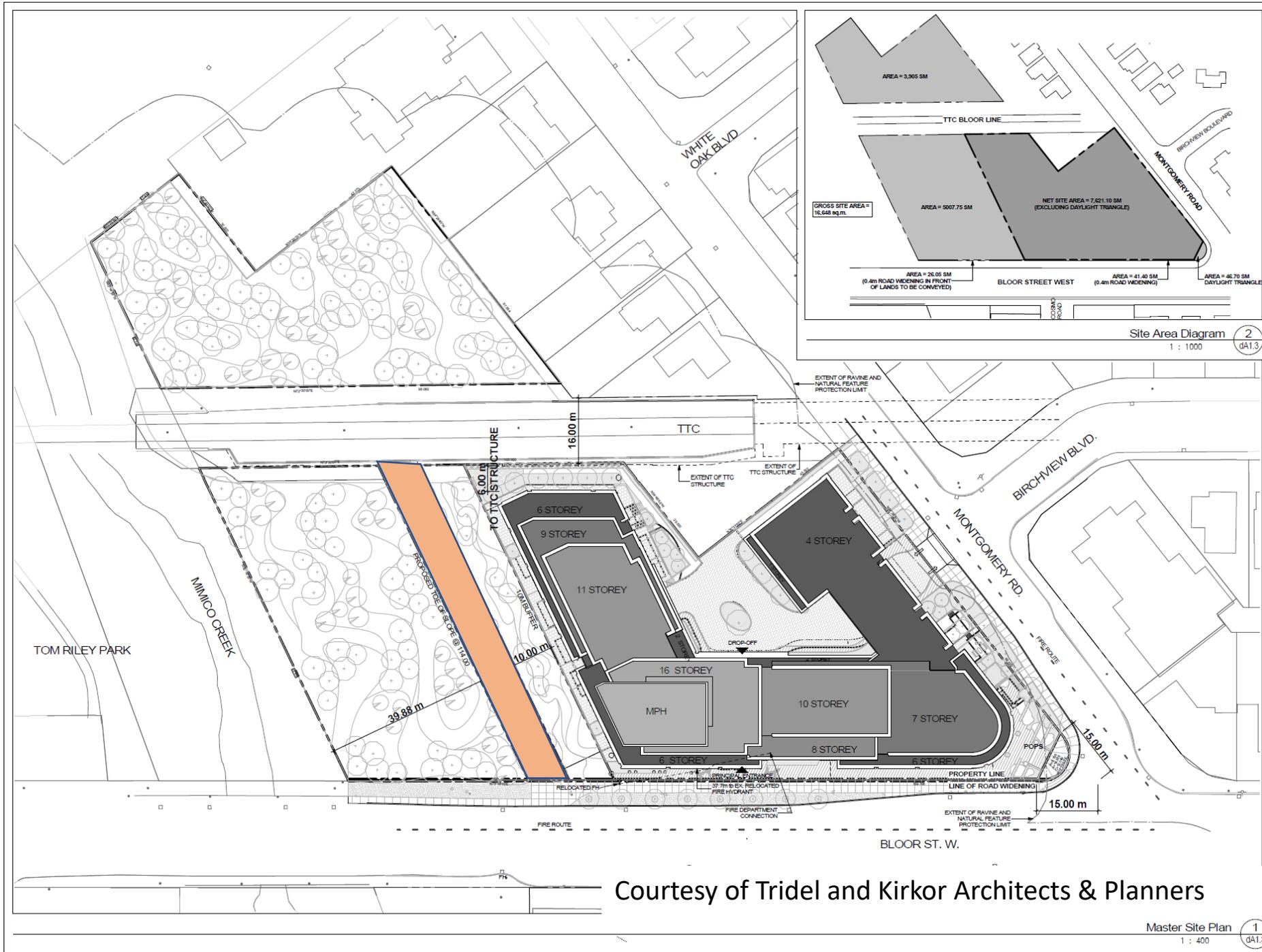
Royal York Rd

Montgomery Rd

Bloor St W

SUBJECT SITE

Courtesy of Tridel and Bousfields Inc.



Courtesy of Tridel and Kirkor Architects & Planners



Courtesy of Tridel and Kirkor Architects & Planners

Courtesy of Tridel and Janet Rosenberg & Studio



Thank You!

www.trca.ca



ULI Infrastructure Forum Case Studies Panel

**Financing
Transit-
Oriented
Communities**

**Dr. Morteza
Farajian**

**Executive Director,
Build America Bureau**

**Office to
Housing
Conversion**

Eric Tao

**San Francisco
District Chair SPUR,
Managing Partner
L37 Development**

**Repositing
Malls to
Mixed-use**

Erich Dohrer

Principal, Arcadis

**Low Carbon
Energy
Solutions**

**Morrigan
McGregor**

**Senior Vice President
of Energy Planning
and Development,
Enwave**

**De-risk
with Green
Infrastructure**

Sameer Dhalla

**Director of Dev.
and Eng. Services,
Toronto and Region
Conservation
Authority**

Facilitators:

Craig Lewis Principal and Placemaking Group Manager Arcadis, and
Kevin Augustyn Senior VP and ESG Lead, Morningstar DBRS

After the Break: Leadership Strategy Breakout Session

Connecting Leadership Strategies with Infrastructure Systems

Be back
at 10:30am

Thoughtful Leadership Framework

Jim Fisher

Professor Emeritus,
University of Toronto
Rotman School of
Management

#1 One
Vision

Facilitators:
Bill Anderson &
Kevin Augustyn

#2 One
Environmental

Facilitators:
Gullivar Shepard &
Sameer Dhalla

#3 One
Community

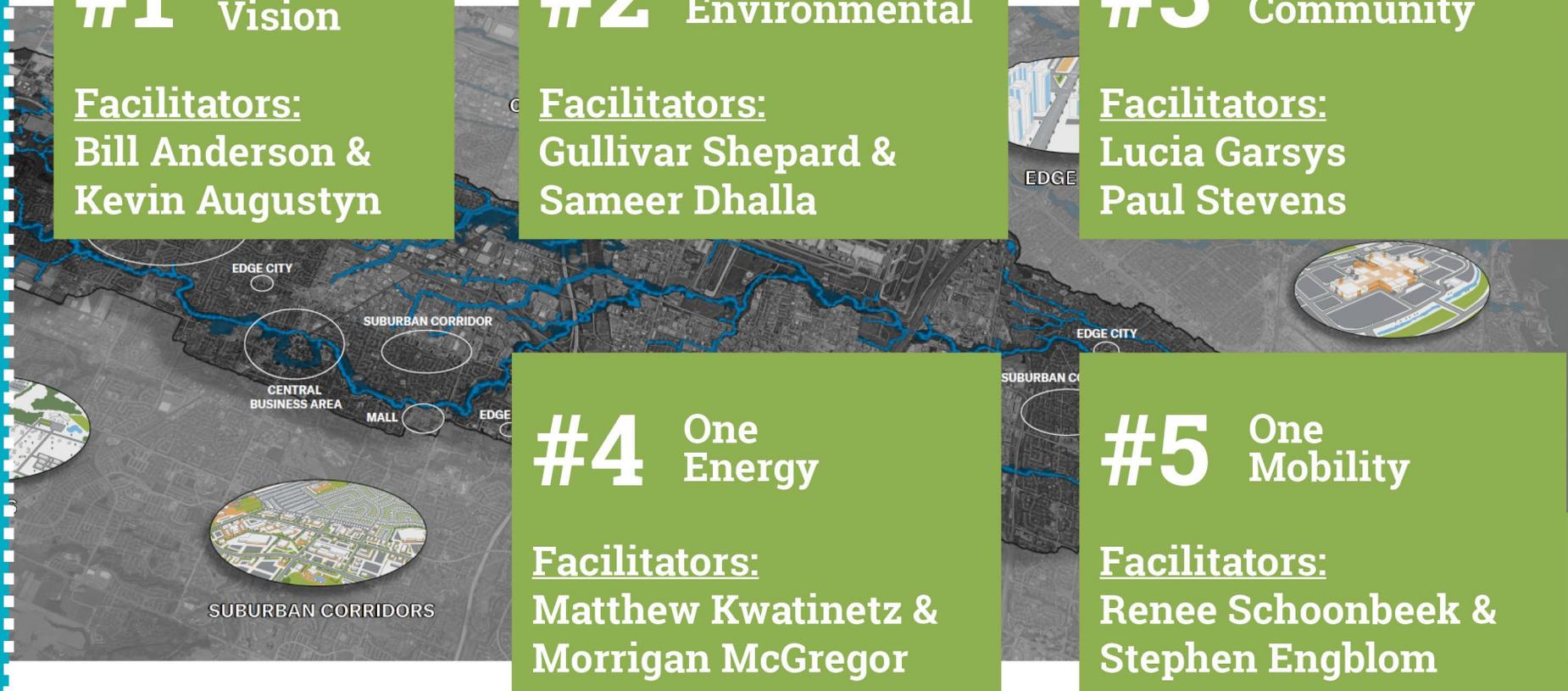
Facilitators:
Lucia Garsys
Paul Stevens

#4 One
Energy

Facilitators:
Matthew Kwatinetz &
Morrigan McGregor

#5 One
Mobility

Facilitators:
Renee Schoonbeek &
Stephen Engblom





ULI Infrastructure Forum

Framework for Thoughtful Leadership

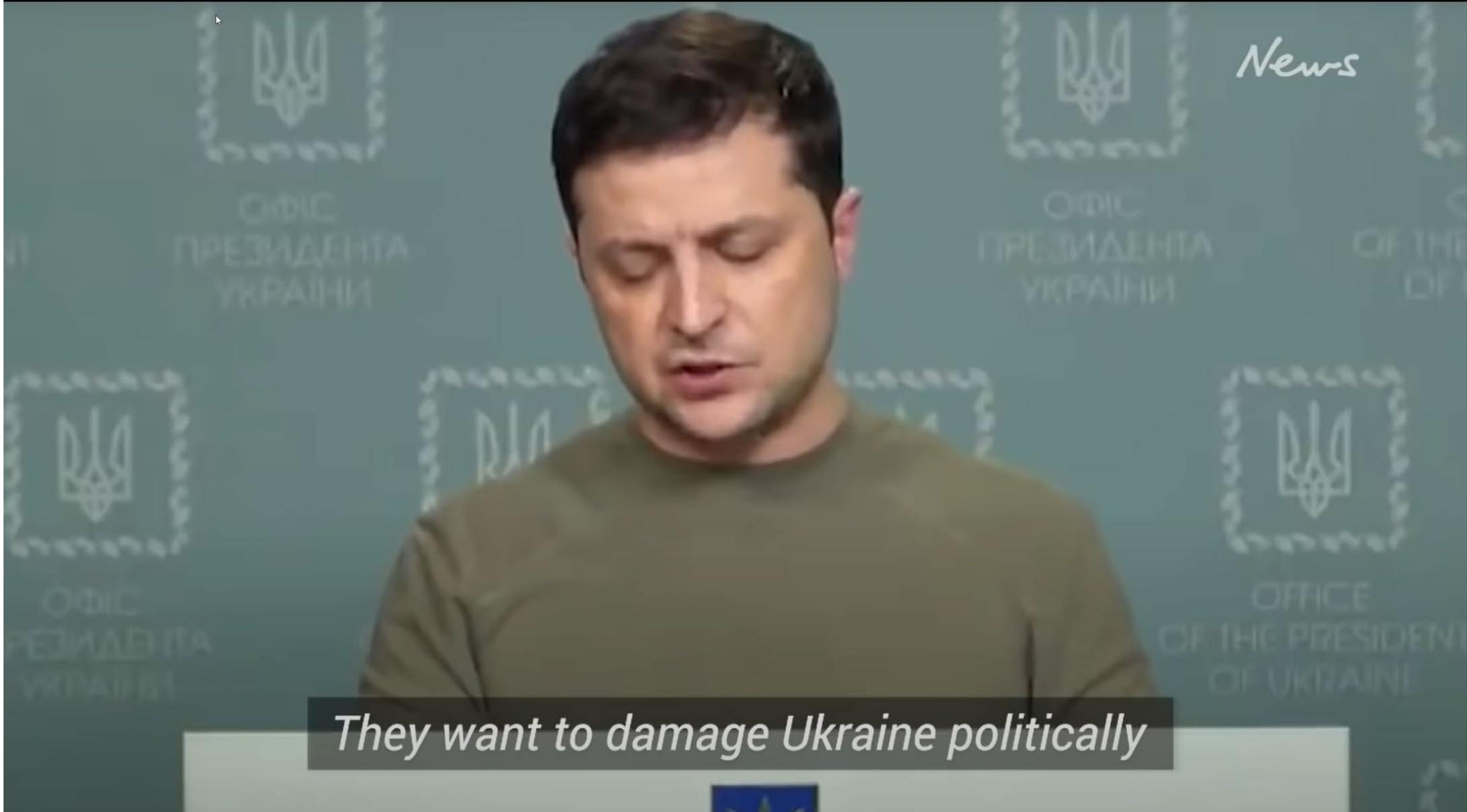
Jim Fisher Professor Emeritus
Rotman School of Management, University of Toronto



THE
**THOUGHTFUL
LEADER**

**A MODEL OF
INTEGRATIVE LEADERSHIP**

JIM FISHER



They want to damage Ukraine politically

Leadership is for Everyone

Think About It



UNIVERSITY OF
TORONTO

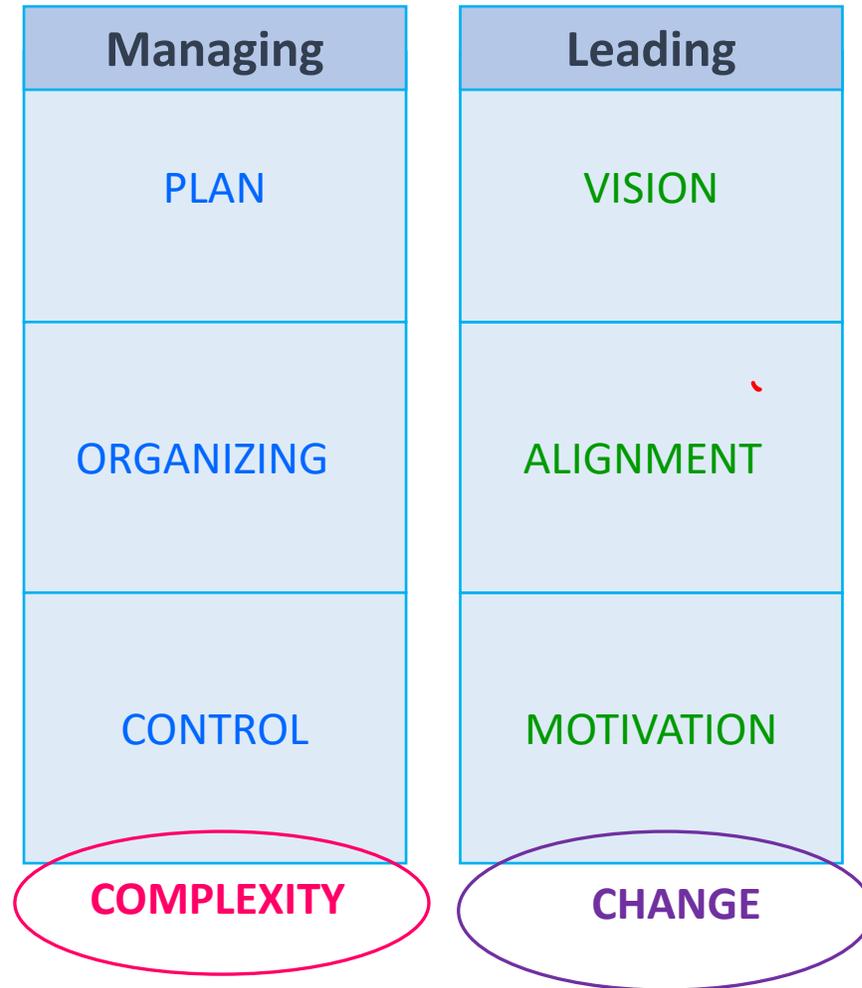
copyright Jim Fisher 2014

Rotman
a new way to think

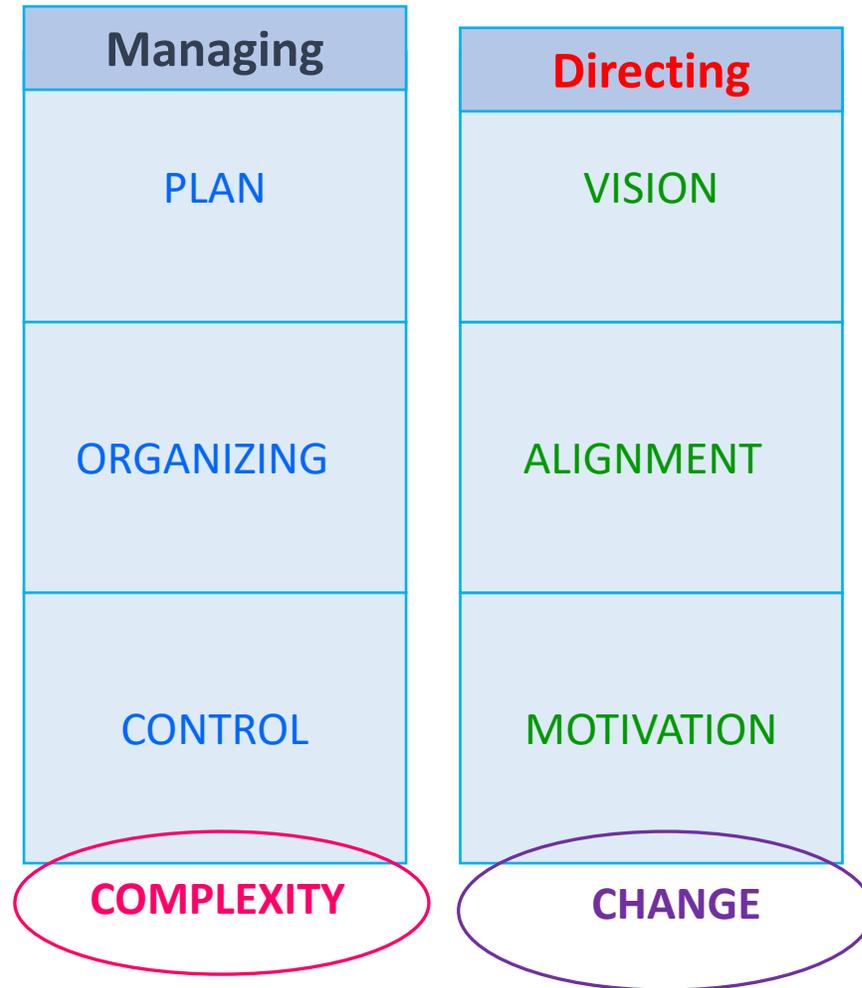
The 20th Century Classic

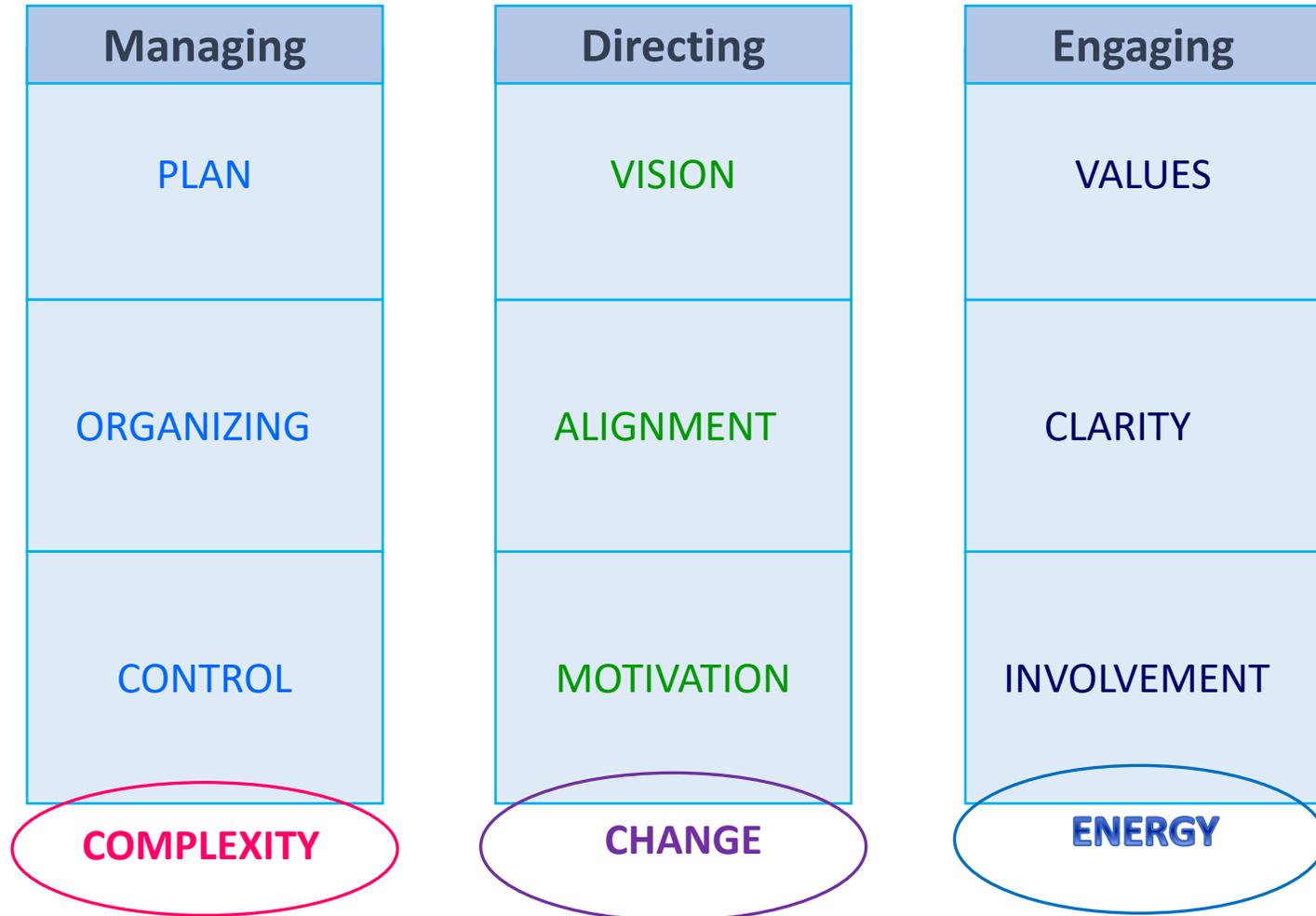


The Kotter Leading/Managing Model



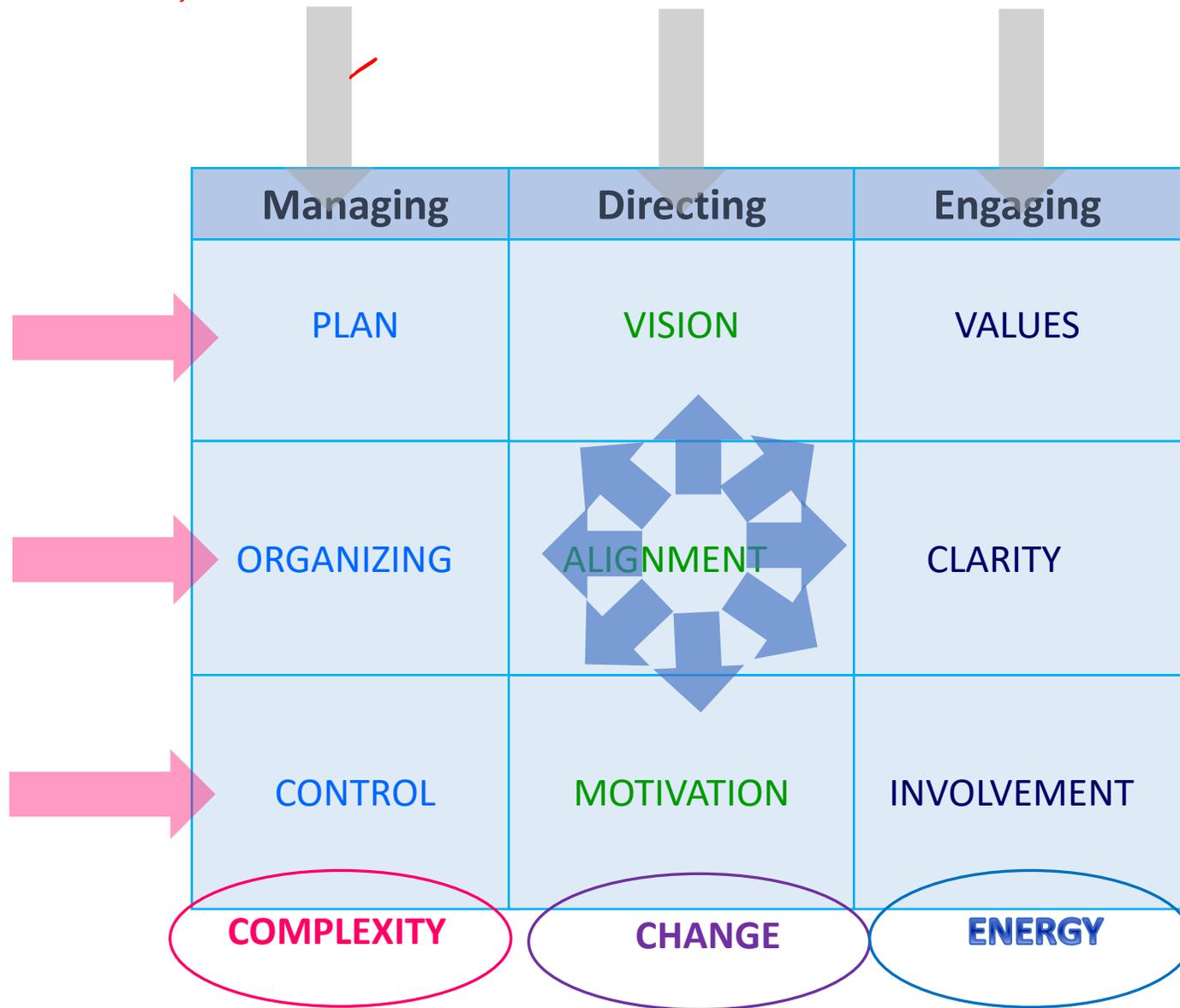
Kotter revised





Leadership today means doing it all

Managing	Directing	Engaging
PLAN	VISION	VALUES
ORGANIZING	ALIGNMENT	CLARITY
CONTROL	MOTIVATION	INVOLVEMENT
COMPLEXITY	CHANGE	ENERGY



A Clear Compelling Vision is powerful





THE
**THOUGHTFUL
LEADER**

**A MODEL OF
INTEGRATIVE LEADERSHIP**

JIM FISHER

Leadership Strategy Breakout Session

Connecting Leadership Strategies with Infrastructure Systems

#1 One Vision

Room 6B
6th Floor

Facilitators:
Bill Anderson &
Kevin Augustyn

#2 One Environmental

Room 6C
6th Floor

Facilitators:
Gullivar Shepard &
Sameer Dhalla

#3 One Community

Room 6K
6th Floor

Facilitators:
Lucia Garsys
Paul Stevens

#4 One Energy

Room 8B
8th Floor

Facilitators:
Matthew Kwatinetz &
Morrigan McGregor

#5 One Mobility

Room 8J
8th Floor

Facilitators:
Renee Schoonbeek &
Stephen Engblom



Leadership Strategy Breakout Session

Background

#2 One Environmental

You are the leadership team of “**One Environmental Infrastructure Group**”, a 501(c)(3) non-profit organization representing the **Metro Region of Game Changer**, in the **State of Low Carbon**.

The Infrastructure Investment and Jobs Act (IIJA), Inflation Reduction Act (IRA), and American Rescue Plan Act (ARPA), provide funds for **building parks, green streets, flood protection, stormwater management, water, utilities, emergency preparedness, nature-based solutions, climate-smart agriculture, reforestation, habitat restoration, flood prevention, wildfire risk reduction, and other infrastructure related to climate mitigation, environmental remediation and resiliency.**

This provides a once-in-a-century opportunity to:

- **deliver parks, green streets, flood/drought protection, stormwater management, environmental restoration, nature-based solutions, utilities, and water supply in one project**, and
- **apply the method across 5 geographies within the metro region**—downtowns, edge cities, suburban corridors, malls and exurbs.

Leadership Strategy Breakout Session

Task

#2 One Environmental

The **People Council of Healthy People** is meeting on **Tuesday, May 16, at 11:20 am EST** to approve infrastructure allocations for the next 7 years. Council is accepting proposals in the form of a **4-Minute Delegation** with key points presented in **1 chart**.

The People Council is comprised of representatives from government, real estate and non-profit.

Over the next 15-minutes, come up with a proposal addressing:

Directing

- **New direction (what needs to change)**
- **Consequence (what will happen if we don't do it)**

Managing

- **How to implement this direction across all geographies**

Engaging

- **Benefits to government (policies and public good)**
- **Benefits to developers (real estate market)**
- **Benefits to non-profit (community needs)**

Leadership Strategy Breakout Session

Chart



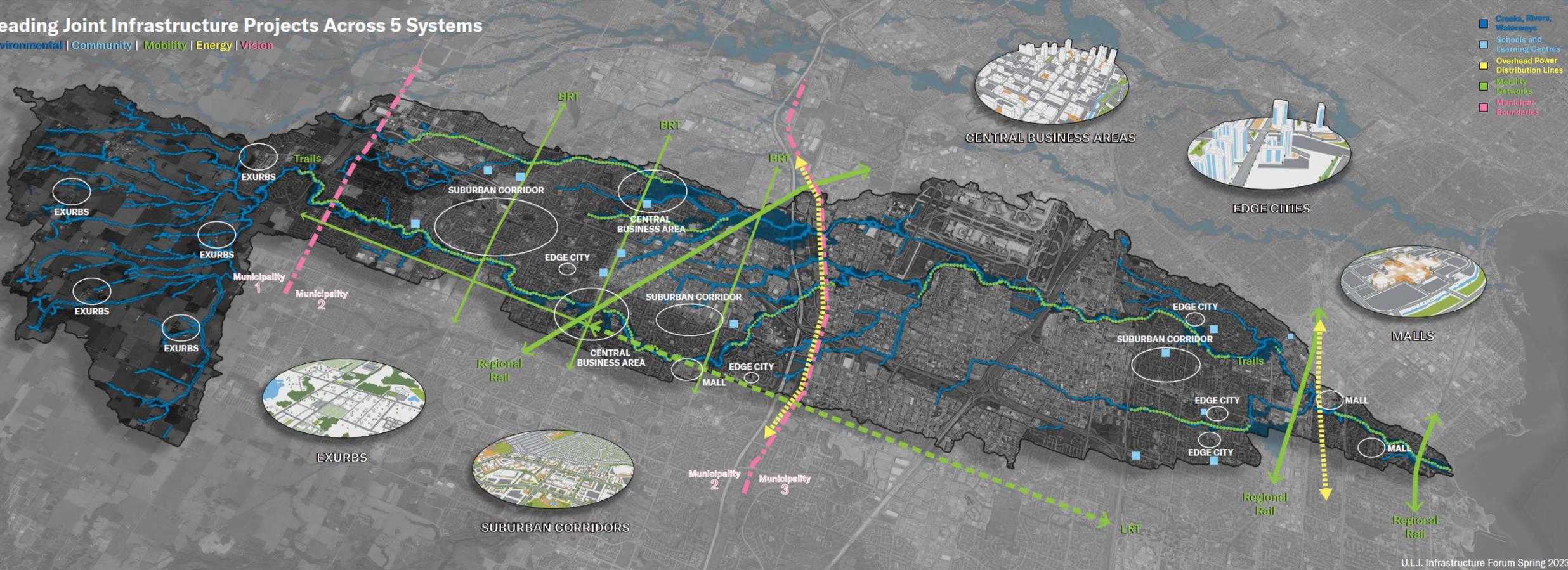
One Environmental Infrastructure Implementation
Directing To seek Council approval for... In order to avoid...
Managing Within Metro Region, the top action is... Within Downtowns, the top action is... Within Edge Cities, the top action is... Within Suburban Corridors, the top action is... Within Malls, the top action is... Within Exurbs, the top action is...
Engaging Benefits to government– Benefits to real estate– Benefits to community–

Leadership Strategy Breakout Session

Come back BEFORE 11:20am for Delegation . . .

Leading Joint Infrastructure Projects Across 5 Systems

Environmental | Community | Mobility | Energy | Vision



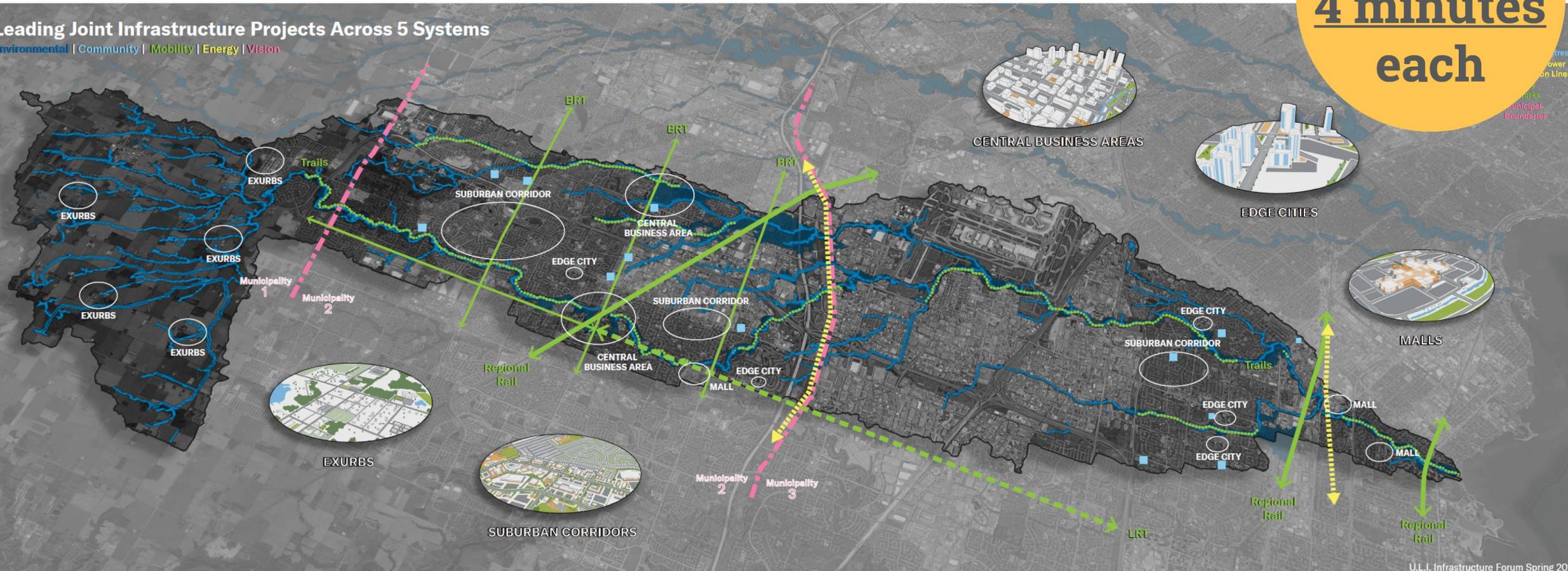
Leadership Strategy Breakout Session

Delegation Order: #1 One Vision, #2 One Environment, #3 One Community, #4 One Energy, #5 One Mobility

Maximum
4 minutes
each

Leading Joint Infrastructure Projects Across 5 Systems

Environmental | Community | Mobility | Energy | Vision





ULI Infrastructure Forum

Closing Remarks

Billy Grayson Executive Vice President,
Centers and Initiatives, Urban Land Institute

