



Webinar

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

Date: September 13, 2023

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

00:00:56 --> 00:00:58:

00:00:59 --> 00:01:00: Our agenda will be as follows.

00:01:01 --> 00:01:05: First, we'll hear from Yvonne Young, who will give us

00:01:05 --> 00:01:10: an overview of 15 Minute communities, theories and strategy and

00:01:10 --> 00:01:13: an overview of a new ULI report.

00:01:13 --> 00:01:17: Bill Anderson will then share considerations for making 15 Minute

00:01:17 --> 00:01:20: communities happen in practice, and Jim Fisher will talk about

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

concepts.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

professional.

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

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

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

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

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

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

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

development, economics

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

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

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

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

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

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

Planning

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

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

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

Management

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

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

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

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

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

Design and

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

managers

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

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

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

from

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

00:07:00 --> 00:07:04: is trying to understand what are some of the local

00:07:04 --> 00:07:07: decisions that we can help to improve when we're working
00:07:08 --> 00:07:09: on our project.
00:07:09 --> 00:07:11: So you are our members, some of those are from
00:07:11 --> 00:07:14: public sector, some of those are from private sector and
00:07:14 --> 00:07:15: also community leaders.
00:07:15 --> 00:07:20: So therefore we structure this manual primarily providing
opportunities for
00:07:20 --> 00:07:23: people to play a role when when they are from
00:07:23 --> 00:07:26: different seats at the table as well.
00:07:26 --> 00:07:30: So one of the key things that aligned with a
00:07:30 --> 00:07:33: UI mission party is about decarbonization.
00:07:34 --> 00:07:37: So we have talked about the opportunity for Uri real
00:07:37 --> 00:07:41: estate leadership to decarbonize leading by decarbonizing
building.
00:07:41 --> 00:07:44: This is about taking that to a different level, to
00:07:44 --> 00:07:47: another level which is decarbonized by community.
00:07:48 --> 00:07:52: So the report is very simple structure primarily we are
00:07:52 --> 00:07:54: looking at a three tiers framework.
00:07:55 --> 00:07:57: Our goal is to use it to help leaders making
00:07:57 --> 00:08:02: better decision starting with understanding where the funding
is coming
00:08:02 --> 00:08:04: from, how we can use it more effectively.
00:08:04 --> 00:08:07: And it's primarily going back to how we can apply
00:08:07 --> 00:08:10: our decision both from the public and private sector to
00:08:10 --> 00:08:11: walkable catchment.
00:08:11 --> 00:08:14: Like in other words, when we are thinking about the
00:08:14 --> 00:08:17: market, when we're thinking about the needs instead of
thinking
00:08:17 --> 00:08:18: about in kilometers and.
00:08:18 --> 00:08:22: And kilometers distance is thinking about 1/2 mile distance,
1/4
00:08:23 --> 00:08:23: mile distance.
00:08:24 --> 00:08:29: Another layer is that applying that into different geographic
type.
00:08:29 --> 00:08:32: So our report, we're going to go through some of
00:08:32 --> 00:08:36: the key highlight and consideration that many of this
geographic
00:08:36 --> 00:08:39: type they are already changing people working from home
downtown
00:08:39 --> 00:08:41: is becoming living downtown.
00:08:41 --> 00:08:43: So we're going to go through those details.
00:08:44 --> 00:08:48: Another layer is that it's really about applying the human
00:08:48 --> 00:08:48: lens.
00:08:48 --> 00:08:51: So we realized that in the past when it comes

00:08:51 --> 00:08:55: to infrastructure project is challenging because we have a combination

00:08:55 --> 00:09:00: between different decision covering different geographic type, different timelines.

00:09:00 --> 00:09:02: So it's very hard to come into consensus.

00:09:02 --> 00:09:05: But if we step back a little bit, just thinking

00:09:05 --> 00:09:08: about from a human lens perspective, how we can make

00:09:08 --> 00:09:11: it more integrated, it really helped to bring people on

00:09:12 --> 00:09:12: the same page.

00:09:13 --> 00:09:17: So thinking about mobility for example, it would not make

00:09:17 --> 00:09:20: sense if the same passenger have to navigate through 20

00:09:20 --> 00:09:23: different system in order to go from trip A to

00:09:23 --> 00:09:24: trip B.

00:09:24 --> 00:09:26: So in other words, he's taking the human lens when

00:09:26 --> 00:09:27: we're looking at infrastructure.

00:09:28 --> 00:09:32: So want to highlight some of the key policy, many

00:09:32 --> 00:09:36: of those are new that was approved in November 2022.

00:09:37 --> 00:09:39: So what we encourage everybody to do is that have

00:09:39 --> 00:09:42: a look at the manual because it provides some of

00:09:42 --> 00:09:44: the links and you can look at it and see

00:09:44 --> 00:09:46: how it can help you to build a business case

00:09:46 --> 00:09:48: in terms of your own project.

00:09:48 --> 00:09:51: So some of the key initiative we want to highlight

00:09:51 --> 00:09:52: in here is 3030 conservation.

00:09:52 --> 00:09:56: So both US and Canada has signs the commitment in

00:09:56 --> 00:10:02: Montreal about protecting and also increasing the conservation preservation of

00:10:02 --> 00:10:04: our natural environment.

00:10:04 --> 00:10:07: Another one is important is is just as 40.

00:10:07 --> 00:10:10: Why this important is that in the past when we

00:10:10 --> 00:10:14: are trying to locate resource to improve community, we may

00:10:14 --> 00:10:15: have missed certain spot.

00:10:16 --> 00:10:19: So this is the opportunity we very intentionally looking at

00:10:20 --> 00:10:23: the funding our location, 40% of that is about equity,

00:10:23 --> 00:10:26: 40% of that is looking at underserved neighborhood.

00:10:27 --> 00:10:29: So some of the project is already happening and some

00:10:29 --> 00:10:31: of those are leading by our UI members, for example,

00:10:32 --> 00:10:33: the highway camping in Austin area.

00:10:34 --> 00:10:37: So those are some of the tangible equity lands that

00:10:37 --> 00:10:41: we encourage all the members to apply to your project.

00:10:41 --> 00:10:44: Another one which is exciting is Healthy People 20-30.

00:10:45 --> 00:10:46: So I'm a professional planner.

00:10:46 --> 00:10:49: So what I'm interested is that how we can measure

00:10:49 --> 00:10:52: and also communicate the success.

00:10:52 --> 00:10:55: So for the very first time now we have very

00:10:55 --> 00:10:58: tangible set of measurement helping us to define what is

00:10:58 --> 00:11:02: considered as a healthy built environment and though has direct

00:11:02 --> 00:11:06: translation in terms of the performance of the neighborhood whether

00:11:06 --> 00:11:08: from social, educational and other perspective.

00:11:09 --> 00:11:13: And then lastly is that as the overall benchmark, we

00:11:13 --> 00:11:17: are trying to find a way that to reduce the

00:11:17 --> 00:11:21: carbon decarbonization at least by 50% in seven years.

00:11:21 --> 00:11:24: So in other words, there's a lot of decision that

00:11:24 --> 00:11:24: need to shift.

00:11:26 --> 00:11:28: One of the key things that the manual has highlighted,

00:11:28 --> 00:11:30: it will provide you a link to some of the

00:11:30 --> 00:11:31: funding source.

00:11:31 --> 00:11:33: Many of those are lives at the moment and it

00:11:34 --> 00:11:36: has a lot of news going on like say this

00:11:36 --> 00:11:39: grant is available for people to apply and what we

00:11:39 --> 00:11:42: see the opportunity for members is to focusing on what

00:11:43 --> 00:11:45: is already happening in the ground.

00:11:45 --> 00:11:49: So for example, some of the progressive cities like Los

00:11:49 --> 00:11:54: Angeles and Miami and other places, they already have a

00:11:54 --> 00:11:56: transit oriented communities program.

00:11:57 --> 00:12:00: And what is interesting is that for the very first

00:12:00 --> 00:12:03: time provide for a very comprehensive set of tools and

00:12:03 --> 00:12:03: guidance.

00:12:04 --> 00:12:07: Is that how you can starting to shift your decision

00:12:07 --> 00:12:10: to the quarter mile that we're talking about And I

00:12:10 --> 00:12:14: think fundamentally the funding source is covering from end

00:12:14 --> 00:12:14: to

00:12:14 --> 00:12:14: end.

00:12:14 --> 00:12:16: But in other words in the past when we are

00:12:16 --> 00:12:19: trying to shift infrastructure decision, we may be able to

00:12:19 --> 00:12:21: shift capital, but operational is a challenge.

00:12:22 --> 00:12:24: So this funding profile opportunity for the end to end,

00:12:24 --> 00:12:26: you can also use it to fund different way of

00:12:26 --> 00:12:27: doing engagement.

00:12:28 --> 00:12:31: A key thing we want to encourage everybody to shape

00:12:31 --> 00:12:33: is how you can combine infrastructure.

00:12:34 --> 00:12:36: So in the report we talk about there is 3

00:12:36 --> 00:12:40: key combination that we encourage people to apply to your

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

university

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

00:16:26 --> 00:16:28: So in our research, we also see that some of

00:16:28 --> 00:16:32: the progress of cities such as Singapore, when they're looking

00:16:32 --> 00:16:35: this hub, they also combine that with a local bank

00:16:35 --> 00:16:37: and also a grocery store as well.

00:16:37 --> 00:16:40: In other words, making it very practical from a walkability

00:16:40 --> 00:16:41: perspective.

00:16:42 --> 00:16:43: And then it's about decarbonization.

00:16:44 --> 00:16:47: So part of the funding is provide opportunity for people

00:16:47 --> 00:16:50: to transform your development within one year.

00:16:51 --> 00:16:53: Another key piece that we see is interesting is that

00:16:53 --> 00:16:56: we call that Edge city and they are primarily Uptown.

00:16:56 --> 00:17:00: So those are the cluster of high density neighborhood and

00:17:00 --> 00:17:02: they're in car oriented area.

00:17:03 --> 00:17:06: We see that a lot of millennials, they're actually having

00:17:06 --> 00:17:10: multiple children like in other words, millennial families, they're looking

00:17:10 --> 00:17:13: for these places for apartment, condo living and also seniors

00:17:13 --> 00:17:15: looking for these places to retire.

00:17:16 --> 00:17:19: So there is one issue in this area is that

00:17:19 --> 00:17:23: it's because of the energy load at the time of

00:17:23 --> 00:17:26: blackout when there's urban heat, you have to try a

00:17:27 --> 00:17:30: way to get outdoors because the the units can get

00:17:30 --> 00:17:32: hot very, very quickly.

00:17:32 --> 00:17:35: So one of the key thing that we see is

00:17:35 --> 00:17:38: leading by by from from green, from Gray to green.

00:17:38 --> 00:17:40: So in other words, thinking about how we can use

00:17:41 --> 00:17:46: the infrastructure funding, focusing on environmental infrastructure, green infrastructure, biophilia.

00:17:46 --> 00:17:48: Using that to cool down the area.

00:17:48 --> 00:17:51: So our research has look at these kind of transformation

00:17:51 --> 00:17:54: with green roof, green wall, some of those are indoors,

00:17:54 --> 00:17:57: some of those outdoor can be done within a year

00:17:57 --> 00:18:00: also fundamentally is that doing a shift in terms of

00:18:00 --> 00:18:01: energy, so district energy.

00:18:01 --> 00:18:05: So in our research we also show that district energy

00:18:05 --> 00:18:09: doesn't only apply to new development, we can have using

00:18:09 --> 00:18:13: this to transform and making the shifts for the existing

00:18:13 --> 00:18:14: development as well.

00:18:15 --> 00:18:17: So this is a unique prototype in North America.

00:18:17 --> 00:18:19: It doesn't happen in Europe, only in North America.

00:18:19 --> 00:18:22: And we have over 100,000 of these.

00:18:22 --> 00:18:25: These are suburban corridors and many of those are going

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

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

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

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

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

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

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

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

00:20:43 --> 00:20:46: area and also intentionally breaching the ecosystem.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

00:22:09 --> 00:22:12: infrastructure and I

00:22:12 --> 00:22:15: think what's interesting going back to history is that Carlos

00:22:15 --> 00:22:18: Moreno doing COVID time really able to make 15 minute

00:22:18 --> 00:22:21: community public as an idea and really show the result.

00:22:21 --> 00:22:24: But we're going back in time, this idea was actually

00:22:24 --> 00:22:27: coming from New York, so it was Clarence Perry at

00:22:27 --> 00:22:30: that time when automobiles start coming to New York and

00:22:12 --> 00:22:15: they are seeing an issue because they are losing one
00:22:15 --> 00:22:16: child per day.
00:22:16 --> 00:22:19: So initially he was tasked by deciding where they are
00:22:20 --> 00:22:22: going to put new parks and he know that that's
00:22:23 --> 00:22:24: just decision is not enough.
00:22:25 --> 00:22:27: He then he need to make a decision to create
00:22:27 --> 00:22:31: a complete walkable neighborhood which is very simple
starting with
00:22:31 --> 00:22:33: having the school in the park in the middle of
00:22:33 --> 00:22:34: the neighborhood.
00:22:34 --> 00:22:37: The school is going to open for community uses in
00:22:37 --> 00:22:40: the evening and during the weekend and surrounding that
would
00:22:40 --> 00:22:41: make use neighborhood.
00:22:41 --> 00:22:42: It's a very simple idea.
00:22:43 --> 00:22:46: So now that idea get transformed in Los Angeles is
00:22:46 --> 00:22:50: going that going through a blanket approach and also
opportunity
00:22:50 --> 00:22:53: to really making the shifts having a council endorse vision.
00:22:54 --> 00:22:55: So this is our report.
00:22:55 --> 00:22:57: So we shave it in a very short report with
00:22:58 --> 00:23:00: a lot of graphics because we hope that executives can
00:23:00 --> 00:23:03: get together and within 15 minutes going for a phototype
00:23:04 --> 00:23:07: and thinking about your local projects think about is there
00:23:07 --> 00:23:09: any opportunity to make the shift.
00:23:09 --> 00:23:11: So we make it very practical in a way that
00:23:11 --> 00:23:14: it talk about the several steps and stages who is
00:23:14 --> 00:23:17: going to do what and how it can aligns other
00:23:17 --> 00:23:18: decisions.
00:23:18 --> 00:23:21: And this report we have the generous support of many
00:23:21 --> 00:23:24: of our infrastructure leadership and some of us are with
00:23:24 --> 00:23:25: here today.
00:23:25 --> 00:23:29: So I like to take the opportunity to introduce William
00:23:29 --> 00:23:29: Anderson.
00:23:30 --> 00:23:33: So I'm going to read his quotation which is a
00:23:33 --> 00:23:36: 15 minute community is where I can assess both of
00:23:36 --> 00:23:38: my daily needs when I'm young and old.
00:23:39 --> 00:23:40: Now I'm going to turn it over to Bill.
00:23:42 --> 00:23:44: Thank you, Yvonne and I get after.
00:23:44 --> 00:23:45: Good morning everyone.
00:23:47 --> 00:23:48: Let's go to the next slide.
00:23:49 --> 00:23:50: Want to talk about?
00:23:51 --> 00:23:56: Considerations for implementing 15 minute communities And

before we get
down to the community, yeah, it's important to think about
how the communities and their scales fit within a region
and how those regions help support a market for 15
minute communities.
Some regions are faced in areas of of growth since
so the 1940s that spread out and so it's reintroducing.
And the idea of a compact community closer to jobs
and transit, but is in the process of competing with
many of these other communities around the region.
Other communities and regions in the country, by policy, has
directed growth into a portion of their region.
They've taken a lot of the land out of the
competitive environment for various reasons, habitat,
agricultural, open space preservation.
Or Native Native American lands, etcetera.
And in San Diego where I'm from, it's the county's
about the size of Connecticut and most of the growth
and development is in the Western 3rd and we don't
have urban limit lines.
The reason is we have a water service line and
it's that urban water service line that directs growth towards
the Western 3rd.
Next slide.
With that in San Diego as an example, the region
is preparing a regional plan for implementation and has been
for the last 20 years with a focus on mobility
hubs that become a framework for creating 15 minute
communities
by the local land use jurisdictions.
And these mobility hubs anchor A-frame, a community where the
15 minute mobility can occur within the community but also
are linked to the other mobility hubs in the region,
some of which are major job centers or activity centers
such as hospitals and universities.
So the idea is creating that access between hubs and
also within next slide.
Next slide please.
There we go.
So a starting point is to define what is the
15 minute community formally I with our general plans and
planning policies that have standing in our different states in

00:26:30 --> 00:26:34: different ways, they create the regulatory framework.

00:26:35 --> 00:26:39: For land use density and design and recognizing that 15

00:26:39 --> 00:26:44: minute communities can occur at different scales depending on the

00:26:44 --> 00:26:49: market and the location, identifying what we want to conserve

00:26:49 --> 00:26:54: within those districts and then create the zoning, the regulatory,

00:26:54 --> 00:26:59: but also the legal framework for entitling land and development

00:26:59 --> 00:27:02: and building development within mixed-use zones.

00:27:03 --> 00:27:08: That might be different than how we regulate land elsewhere

00:27:08 --> 00:27:13: in our jurisdictions and think about the design and the

00:27:13 --> 00:27:19: linkages of specific streets on the serve multiple mobility functions

00:27:19 --> 00:27:23: and rethinking how we apply parks to comply with our

00:27:23 --> 00:27:28: linkages and and creating that 15 minute community using green

00:27:28 --> 00:27:31: space combined with mobility.

00:27:32 --> 00:27:36: All of that feeds into a public facility strategy for

00:27:36 --> 00:27:40: our 15 minute districts and the capital improvement plan or

00:27:40 --> 00:27:45: program for not just on the capital improvements but also

00:27:45 --> 00:27:50: the longterm maintenance and operations and programming of the public

00:27:50 --> 00:27:55: facilities, social infrastructure as well as physical infrastructure that leads

00:27:55 --> 00:27:59: to how are we going to finance and so that's

00:27:59 --> 00:28:01: why defining a 15 minute district.

00:28:02 --> 00:28:07: As a component for financing districts to implement the different

00:28:07 --> 00:28:10: components of a 15 minute community.

00:28:11 --> 00:28:12: Next slide.

00:28:14 --> 00:28:19: Ultimately, our objective is to create neighborhoods at different scales.

00:28:20 --> 00:28:23: And so we think about not just the amount of

00:28:23 --> 00:28:27: development, but also the amenities and services that really create

00:28:27 --> 00:28:28: a neighborhood.

00:28:29 --> 00:28:32: And I'll explain that with one of the examples later

00:28:32 --> 00:28:33: on next slide.

00:28:36 --> 00:28:42: We all have common sources of financing public facilities, from

00:28:42 --> 00:28:48: special tax districts to mitigation fees, user charges, state subventions,

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

00:31:40 --> 00:31:44: affordable housing and public private development.

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

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

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

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

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

00:32:04 --> 00:32:08: in the state of Minnesota and the intent is to

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

00:33:04 --> 00:33:07: is a city within a rural environment, S about 8090

00:33:07 --> 00:33:09: miles South of Minneapolis.

00:33:10 --> 00:33:15: In order to attract and retain the medical talent and

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

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

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

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

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

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

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

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

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

00:33:43 --> 00:33:50: Medical Center.

00:33:51 --> 00:33:54: But the 600 million did not kick in until the

00:33:54 --> 00:33:58: 1st 200 million was committed and by the private sector.

00:33:59 --> 00:34:02: And so it provided a carrot for private investment.

00:34:02 --> 00:34:05: And that 200,000,000 occurred in the first two years.

00:34:06 --> 00:34:06: Next slide.

00:34:09 --> 00:34:14: Downtown San Diego, where I'm from and and probably most

00:34:14 --> 00:34:21: familiar with really redeveloped from a small smallest downtown into

00:34:22 --> 00:34:26: a vibrant, mixed-use neighborhood community.

00:34:27 --> 00:34:30: And it wasn't to create a 15 minute community, but

00:34:30 --> 00:34:33: that was the result and and now is embraced to

00:34:33 --> 00:34:35: take that even further.

00:34:36 --> 00:34:40: And it came about because in the 1980s we, during

00:34:40 --> 00:34:44: the savings and loan crisis, we had three of the

00:34:44 --> 00:34:47: ten largest savings and loans in the country.

00:34:47 --> 00:34:49: So we were a national financial center.

00:34:50 --> 00:34:51: Well, we lost those.

00:34:52 --> 00:34:55: And so the city leaders then and a committee had

00:34:55 --> 00:34:59: headed by Ernie Hahn, the shopping center developer.

00:34:59 --> 00:35:02: Said Well, our downtown's near the waterfront.

00:35:02 --> 00:35:07: Let's create a downtown that's a neighborhood, an urban community

00:35:07 --> 00:35:12: that serves residents but also visitors and our regional office

00:35:12 --> 00:35:15: workers and link it to transit to the region.

00:35:16 --> 00:35:20: So it's it was estimated through redevelopment that over the

00:35:20 --> 00:35:25: 1st 30 years, out of \$900 million of public investment,

00:35:25 --> 00:35:28: almost \$8 billion in private investment occurred.

00:35:29 --> 00:35:34: It's much larger than that now and and it was

00:35:34 --> 00:35:41: stimulated by redevelopment and also the formation of the Center

00:35:41 --> 00:35:47: City Development Corporation to enable it next slide and then

00:35:47 --> 00:35:51: these ideas of converting is not new.

00:35:51 --> 00:35:56: It does happen and and in another example here is

00:35:56 --> 00:35:58: Roslyn Ballston corridor.

00:35:58 --> 00:36:03: In Northern Virginia, which in the 1970s look like the

00:36:03 --> 00:36:06: picture to the left and today is now the urban

00:36:06 --> 00:36:12: district that supports residents, job centers and transit and commercial.

00:36:13 --> 00:36:18: And they applied a value capture technique where a limited

00:36:18 --> 00:36:24: amount of entitlement was permitted by right, but an extraordinary

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

00:39:50 --> 00:39:53: going to go.

00:39:53 --> 00:39:56: So the question you would ask is, is there out

00:39:56 --> 00:40:00: of the world of another kind of academic discipline from

00:40:00 --> 00:40:06: the, from the world of of administration, whether it's public

00:40:06 --> 00:40:08: administration or business administration or Health

00:40:08 --> 00:40:12: Administration, all those kinds

00:40:12 --> 00:40:15: of schools which exist?

00:40:15 --> 00:40:18: Are there models, are there theories which would be helpful

00:40:18 --> 00:40:21: to people who are trying to execute the kind of

00:40:21 --> 00:40:25: changes that you're talking about?

00:40:25 --> 00:40:28: So what I'm going to do is I'm going to

00:40:28 --> 00:40:32: take you through what kind of theories have developed for

00:40:32 --> 00:40:33: how you do this kind of thing and how possibly

00:40:34 --> 00:40:37: you might put them together, which is, which is captured

00:40:37 --> 00:40:41: in this book.

00:40:41 --> 00:40:44: And as Rachel said when she introduced me, I started

00:40:44 --> 00:40:48: teaching a course in leadership at the university in 25

00:40:48 --> 00:40:52: years ago, 25 years ago, there wasn't a course at

00:40:52 --> 00:40:54: the University of Toronto's Business School and there wasn't

00:40:54 --> 00:40:54: a

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

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

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

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

00:40:55 --> 00:40:58: At the time, leadership was more about who you are
00:40:58 --> 00:40:59: than what you do.
00:41:00 --> 00:41:03: So if you had charisma or communication or courage or
00:41:03 --> 00:41:07: vision or something, and he had some magical properties
that
00:41:07 --> 00:41:10: made you a leader and good for you.
00:41:10 --> 00:41:12: Now let's get down to work.
00:41:12 --> 00:41:16: And of course, if that's your model of leadership, you
00:41:16 --> 00:41:17: can't teach it.
00:41:17 --> 00:41:21: There's maybe other ways people can develop, but you can't
00:41:21 --> 00:41:22: sit in the classroom and lead it.
00:41:23 --> 00:41:25: But I just did not believe.
00:41:25 --> 00:41:26: I didn't believe that.
00:41:26 --> 00:41:29: I know that that's where the academic world was, but
00:41:29 --> 00:41:31: it wasn't my belief.
00:41:31 --> 00:41:33: I came to the academic world out of industry, so
00:41:34 --> 00:41:35: that's which is where I had been.
00:41:36 --> 00:41:39: I saw all different kinds of people who were effective
00:41:39 --> 00:41:42: leaders, and I saw people who seemed to have great
00:41:42 --> 00:41:45: what people thought of his leadership skills who were
ineffective.
00:41:46 --> 00:41:48: So I came at it from a different point of
00:41:48 --> 00:41:49: view.
00:41:49 --> 00:41:53: My general thesis is that everyone can lead, and in
00:41:53 --> 00:41:58: in everyone does lead in different situations and at different
00:41:58 --> 00:41:59: times.
00:41:59 --> 00:42:03: It's pretty hard to get through the world without having
00:42:03 --> 00:42:06: a time when you have to lead somewhere.
00:42:06 --> 00:42:10: And I what I see is that everyone actually has
00:42:10 --> 00:42:12: the capability of doing it.
00:42:12 --> 00:42:15: But if you hit the next button if on, you
00:42:15 --> 00:42:17: have to think about it.
00:42:18 --> 00:42:22: If you just try and do it intuitively or imitate
00:42:23 --> 00:42:27: what somebody else has done, you will not do it.
00:42:27 --> 00:42:30: As well as if you have an organized way to
00:42:30 --> 00:42:32: think about it and say what is it that I
00:42:32 --> 00:42:35: have to do to get a group, group of people
00:42:35 --> 00:42:38: to do the kind of work that I want to
00:42:38 --> 00:42:41: get done and to achieve the kind of results that
00:42:41 --> 00:42:42: I want to achieve.
00:42:43 --> 00:42:43: All right.
00:42:43 --> 00:42:48: So I'm going to do is take you through the
00:42:48 --> 00:42:54: theories of leadership as they have developed over over the

00:42:54 --> 00:42:56: last last 100 plus years.

00:42:58 --> 00:43:03: So the classic, the classic theory of leadership with some

00:43:03 --> 00:43:08: people call command and control is what's called the

00:43:08 --> 00:43:08: managing

00:43:08 --> 00:43:08: theory.

00:43:08 --> 00:43:12: If you hit the the button, this has been a

00:43:12 --> 00:43:15: magnificent way of dealing with complexity.

00:43:15 --> 00:43:20: This through the 20th century, we built large complicated

00:43:20 --> 00:43:25: organizations,

00:43:25 --> 00:43:29: public sector, private sector, government, hospitals, schools

00:43:29 --> 00:43:32: and university.

00:43:29 --> 00:43:32: We built really big things and we did it because

00:43:32 --> 00:43:34: we had a model of how you get things done.

00:43:34 --> 00:43:37: If you want to get things done, you have to

00:43:37 --> 00:43:40: manage, and manage means you have to have a plan.

00:43:40 --> 00:43:42: What are we trying to achieve with what resources you

00:43:42 --> 00:43:44: have to find a way to organize?

00:43:44 --> 00:43:44: Who are the people that are going to have to

00:43:44 --> 00:43:47: do it.

00:43:47 --> 00:43:49: I've got to define their jobs and how they interact

00:43:49 --> 00:43:53: with each other and then you got to keep track.

00:43:53 --> 00:43:56: What gets measured, gets managed is is the old phrase

00:43:56 --> 00:43:59: and that's model which has its roots in in a

00:43:59 --> 00:44:02: number of number of places we could go through footnotes

00:44:02 --> 00:44:07: on where where the managing model came from.

00:44:07 --> 00:44:12: It's one that is pretty well known and and sort

00:44:12 --> 00:44:13: of to everybody and it was extraordinarily successful model

00:44:13 --> 00:44:16: for

00:44:16 --> 00:44:19: a long time.

00:44:19 --> 00:44:23: In fact, through most of the night, through most of

00:44:23 --> 00:44:25: the 20th century, people who were, if you wanted to

00:44:25 --> 00:44:30: say how somebody was great, they would be called manager

00:44:30 --> 00:44:31: of the Year or we used to have.

00:44:31 --> 00:44:34: America's best managed corporations would be celebrated in

00:44:34 --> 00:44:36: in Fortune

00:44:36 --> 00:44:38: magazine.

00:44:38 --> 00:44:40: And it was a great model until it wasn't.

00:44:40 --> 00:44:42: And it fell apart.

00:44:42 --> 00:44:45: And it fell apart basically in the 80s when America's

00:44:45 --> 00:44:48: best managed corporation started to topple over one after

00:44:48 --> 00:44:51: another,

00:44:51 --> 00:44:54: whether it was Westinghouse or US Steel or Union Carbide

00:44:54 --> 00:44:57: or you name them, a whole bunch of them.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

00:46:37 --> 00:46:41: So what we're looking at is 2 theories, managing theory

00:46:41 --> 00:46:44: and A and what Cotter called a leading theory.

00:46:44 --> 00:46:47: And if you just hit one more slide of on,

00:46:47 --> 00:46:50: I just revised this just a little bit.

00:46:51 --> 00:46:52: Can you hit the next?

00:46:55 --> 00:46:58: I'm just going to call Cotter's idea directing, which is

00:46:58 --> 00:46:59: this is the part.

00:46:59 --> 00:47:02: This is the part where leaders give direction.

00:47:03 --> 00:47:06: But in fact today, and for a while, when I

00:47:06 --> 00:47:09: started teaching a course, I could leave it there because

00:47:09 --> 00:47:10: that was enough.

00:47:10 --> 00:47:12: But it isn't enough today.

00:47:12 --> 00:47:16: There is now a third model of leadership which has

00:47:16 --> 00:47:17: been developed.

00:47:19 --> 00:47:21: So we'll just leave that one there, Okay.

00:47:22 --> 00:47:26: Because we had these really annoying people called

00:47:26 --> 00:47:30: millennials who

00:47:30 --> 00:47:34: came into the workforce and into your communities.

00:47:34 --> 00:47:35: And the millennials are people who don't want to be

00:47:36 --> 00:47:37: told what their job is.

00:47:37 --> 00:47:39: Well, they kind of do.

00:47:39 --> 00:47:42: You can tell me what my job is and even

00:47:42 --> 00:47:43: are interested in why, but what they want to do

00:47:44 --> 00:47:48: is get engaged.

00:47:48 --> 00:47:51: So how do we engage millennials who will either move

00:47:52 --> 00:47:55: things along or stop them?

00:47:56 --> 00:48:00: And if we hit the next slide, what we're getting,

00:48:00 --> 00:48:04: which has been the wonderful thing about this generation of

00:48:04 --> 00:48:07: people coming into the workforce and communities, it has

00:48:07 --> 00:48:10: added

00:48:10 --> 00:48:14: new energy to everything that we do, but it's darn

00:48:14 --> 00:48:17: hard to lead this group of people.

00:48:17 --> 00:48:19: So there's a lot of theory around this.

00:48:20 --> 00:48:24: You've heard things called the servant leader is is kind

00:48:24 --> 00:48:28: of 1 catchall for some of these ideas.

00:48:29 --> 00:48:31: But the idea hidden in this is that if you

00:48:31 --> 00:48:32: want to engage millennials, you have to talk about values.

00:48:32 --> 00:48:34: You don't can't just say why, You have to say

00:48:34 --> 00:48:37: why it's worth it.

00:48:37 --> 00:48:40: And you have to sell the values.

00:48:40 --> 00:48:41: And what you have to do is having sold the

00:48:41 --> 00:48:44: values, they have to have clarity on what we can

00:48:44 --> 00:48:47: do and what we can't do.

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

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

00:48:46 --> 00:48:50: They want to be part of the solution, not just

00:48:50 --> 00:48:53: a not just a person or cog in the wheel,

00:48:53 --> 00:48:56: they want to be more than that.

00:48:57 --> 00:48:59: So what we have then is, I would say out

00:49:00 --> 00:49:03: of however many 100 years of in living in this

00:49:03 --> 00:49:07: organized world of trying to get things to be done,

00:49:07 --> 00:49:10: we have a managing model, we have a directing model

00:49:11 --> 00:49:13: and we have an engaging model.

00:49:13 --> 00:49:16: So how the heck do you work with all of

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

00:50:04 --> 00:50:08: if you just hit the next is I've described these

00:50:08 --> 00:50:10: models vertically because that is the order in which they

00:50:10 --> 00:50:14: were developed.

00:50:14 --> 00:50:18: We had the managing model, then we had Carter's

00:50:18 --> 00:50:22: leadership

00:50:22 --> 00:50:22: direction model and then this engaging model, which is a

00:50:23 --> 00:50:25: compendium of what a lot of people are thinking about

00:50:25 --> 00:50:29: today.

00:50:29 --> 00:50:33: But what I want you to notice about it, when

00:50:34 --> 00:50:35: you put them all together, we hit the next slide.

00:50:35 --> 00:50:39: Is that in fact those, those, those rows all work

00:50:39 --> 00:50:42: well together.

00:50:42 --> 00:50:45: So plans are always there to achieve a vision, and

00:50:45 --> 00:50:49: visions are always based on values.

00:50:49 --> 00:50:53: And whether you start with values, go to vision, go

00:50:45 --> 00:50:48: to plan, those things all come together.

00:50:48 --> 00:50:52: Organizations, when people say this is your job, this job

00:50:52 --> 00:50:55: is you have to understand your job and be aligned

00:50:55 --> 00:50:58: with where it's going and you have to give, which

00:50:58 --> 00:51:01: gives you clarity around what you can you can't do.

00:51:02 --> 00:51:03: We control.

00:51:03 --> 00:51:08: We keep track of things because and what and what

00:51:09 --> 00:51:09: that is.

00:51:10 --> 00:51:13: We're keeping track of because people are motivated to

00:51:13 --> 00:51:15: achieve

00:51:15 --> 00:51:16: a result, so they want to know what it is

00:51:17 --> 00:51:19: and they want to be involved.

00:51:19 --> 00:51:21: And one of the ways to get people involved in

00:51:22 --> 00:51:24: me is to ensure that they can see the scorecard

00:51:24 --> 00:51:26: and they know what they are contributing.

00:51:26 --> 00:51:31: What is the end that they are contributing to.

00:51:31 --> 00:51:34: So you can read this framework vertically and you can

00:51:35 --> 00:51:38: read it horizontally or if you come to the next

00:51:38 --> 00:51:42: one, the other way to think about it is you

00:51:42 --> 00:51:47: can actually think about it from the inside out and

00:51:48 --> 00:51:51: say what we're trying to do is get people aligned.

00:51:51 --> 00:51:54: And when you're trying to get people aligned, you had

00:51:54 --> 00:51:59: the plan how that what the jobs are given, what

00:51:59 --> 00:52:03: you're measuring, how you describe your vision values

00:52:03 --> 00:52:06: etcetera, all

00:52:06 --> 00:52:07: cost come together and when it comes together people are

00:52:09 --> 00:52:12: more likely to be aligned but behind what you're going

00:52:12 --> 00:52:13: to go.

00:52:15 --> 00:52:16: And then so if you got nine boxes, what the

00:52:17 --> 00:52:21: heck, how do you deal with that.

00:52:21 --> 00:52:25: So let me come to the next one.

00:52:25 --> 00:52:29: If you're trying to work this through and anybody, I

00:52:29 --> 00:52:32: think if you're trying to be an effective leader, I

00:52:32 --> 00:52:35: think where you have to start with being able to

00:52:35 --> 00:52:38: articulate a clear vision, be able to say it.

00:52:38 --> 00:52:41: This is what we are trying to do and you've

00:52:42 --> 00:52:45: got to think about that vision and to say is

00:52:45 --> 00:52:49: a vision helping me to get people to come together

00:52:49 --> 00:52:52: behind something that they all will work together to achieve

00:52:54 --> 00:52:56: what we want to achieve, whether they like each other

00:52:54 --> 00:52:56: or not, whether they see each other or not.

00:52:54 --> 00:52:56: Because we can't control all of this.

00:52:56 --> 00:53:00: But is there a vision which is so compelling that

00:53:00 --> 00:53:03: it keeps bringing people back to where the where they

00:53:03 --> 00:53:06: are, what what we are trying to achieve.

00:53:06 --> 00:53:08: And it's a hard thing to do.

00:53:08 --> 00:53:11: It's a hard thing to write a vision that's neither

00:53:11 --> 00:53:14: so soft that it gives no direction or it's so

00:53:14 --> 00:53:17: specific that you have trouble getting people aligned.

00:53:19 --> 00:53:21: But that's where you have to come to.

00:53:21 --> 00:53:24: And if you can't come to that, I think it's

00:53:24 --> 00:53:26: always going to be a struggle, okay.

00:53:27 --> 00:53:29: And that's all captured in the thoughtful leader.

00:53:29 --> 00:53:32: And I must say, I have done this thing with

00:53:32 --> 00:53:36: all kinds of people in all kinds of walks of

00:53:36 --> 00:53:40: life, in government and health and business and various

00:53:41 --> 00:53:43: places.

00:53:43 --> 00:53:45: Even I've been to Rwanda, done it there, I've gone

00:53:46 --> 00:53:49: in India, I've gone in over there.

00:53:49 --> 00:53:52: This is my first experience with urban planners, so we'll

00:53:52 --> 00:53:52: have to see if you think this would be useful

00:53:53 --> 00:53:54: for you.

00:53:55 --> 00:54:00: Okay.

00:54:00 --> 00:54:01: Thanks, Jim, and thanks to everybody for the lively dialogue

00:54:01 --> 00:54:04: and the chat.

00:54:04 --> 00:54:06: Love to see all the connections being made and all

00:54:07 --> 00:54:11: of the great questions too.

00:54:11 --> 00:54:12: So we are planning to wrap up by 2:15 Eastern

00:54:12 --> 00:54:14: Time.

00:54:14 --> 00:54:15: We had some seed questions for the panelists, but I'm

00:54:15 --> 00:54:20: going to use.

00:54:20 --> 00:54:25: The moderator prerogative and jump into questions from the

00:54:25 --> 00:54:30: audience

00:54:30 --> 00:54:32: does really appreciate all of the thoughtful questions and I've

00:54:32 --> 00:54:36: grouped them probably imperfectly, but just trying to get to

00:54:36 --> 00:54:39: as many groups of questions as we can.

00:54:39 --> 00:54:43: And I'm going to start with a couple of questions

00:54:43 --> 00:54:47: on equity and spatial equity issues.

00:54:47 --> 00:54:48: So Brenda Devine asks how can this guide be applied

00:54:48 --> 00:54:51: to black and brown neighborhoods that are typically outside

00:54:52 --> 00:54:57: of

00:54:52 --> 00:54:57: downtown or the CBD?

00:54:52 --> 00:54:57: And Anonymous asks, how can you or can you discuss

00:54:52 --> 00:54:57: any current thinking on the integration of industrial

00:54:52 --> 00:54:57: manufacturing, warehouse

00:54:57 --> 00:55:00: and other blue collar job centers into the 15 minute
00:55:00 --> 00:55:01: concept?
00:55:01 --> 00:55:04: There's a lot of support for professional work from home,
00:55:04 --> 00:55:07: small business, but not as much thinking about the low
00:55:07 --> 00:55:08: and middle.
00:55:09 --> 00:55:11: Low and midlevel economic experience.
00:55:12 --> 00:55:15: So I'm going to ask Bill and Yvonne to weigh
00:55:15 --> 00:55:17: in on on those questions.
00:55:17 --> 00:55:21: Can you talk about the intersection of issues of equity
00:55:21 --> 00:55:24: with the 15 minute community concept and how can we
00:55:25 --> 00:55:29: think about 15 minute communities and communities of color
and
00:55:29 --> 00:55:31: lower resourced communities?
00:55:33 --> 00:55:36: Well, in addition to.
00:55:38 --> 00:55:43: Public policy to provide affordable housing in every
community through
00:55:44 --> 00:55:47: different techniques to to make it more feasible.
00:55:48 --> 00:55:53: Inclusionary housing redevelopment that includes affordable
housing.
00:55:54 --> 00:55:59: The there are many examples of lower income communities
that
00:55:59 --> 00:56:05: inherently are 15 minute communities within them because
culturally those
00:56:05 --> 00:56:06: communities.
00:56:09 --> 00:56:12: Are well not, frankly through discrimination.
00:56:12 --> 00:56:17: Past discrimination often were got a wised into certain parts
00:56:17 --> 00:56:21: of the city and some of those however have now
00:56:22 --> 00:56:24: evolved into vibrant communities.
00:56:25 --> 00:56:28: Many of them are near job centers, so an example
00:56:28 --> 00:56:30: I'll use here is Barrio Logan.
00:56:31 --> 00:56:37: And also our national city, which are Latino Chicano
communities
00:56:37 --> 00:56:42: next to the working waterfront and that's why traditionally
they
00:56:42 --> 00:56:48: were there, they were divided by freeways, bridges,
environmental health
00:56:48 --> 00:56:48: issues.
00:56:49 --> 00:56:54: And so, but they organized to fight those those detriments
00:56:54 --> 00:56:59: to their community and are now through the planning
process.
00:56:59 --> 00:57:05: A more integrated with their adjacent employers locations.
00:57:05 --> 00:57:10: The key is linkages and health and also providing secured
00:57:10 --> 00:57:13: land ownership for affordability.
00:57:16 --> 00:57:16: I have on.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

00:59:29 --> 00:59:32: the competitive decision is surrounding education.

00:59:32 --> 00:59:35: So I think this 50 minute community model when applied

00:59:35 --> 00:59:36: to across the 6th place type, that's an opportunity to

00:59:38 --> 00:59:39: help us to bridge the gap.

00:59:40 --> 00:59:46: Thanks, Yvonne and Phil.

00:59:46 --> 00:59:52: So there was a cluster of questions around smaller and

00:59:53 --> 00:59:54: downtown communities and and leadership, so, so those two

00:59:54 --> 00:59:56: ideas

00:59:56 --> 00:59:56: together.

00:59:56 --> 00:59:57: So I'm going to read a couple of those out.

00:59:58 --> 01:00:01: So.

01:00:01 --> 01:00:04: Delia asked.

01:00:04 --> 01:00:09: Do you have recommendations for smaller communities?

01:00:09 --> 01:00:11: When I bring up this kind of thing in smaller

01:00:11 --> 01:00:14: communities that have downtowns where many walkable,

01:00:14 --> 01:00:17: mixed-use developments would

01:00:17 --> 01:00:17: be a great fit, it faces a lot of fear

01:00:17 --> 01:00:21: and opposition, Isaiah agreed, he said.

01:00:21 --> 01:00:22: It seems to scare cities and states more than intrigue

01:00:22 --> 01:00:23: them.

01:00:24 --> 01:00:26: Is it simply continued outreach in the areas that have

01:00:26 --> 01:00:28: you have seen success?

01:00:28 --> 01:00:32: What did they do?

01:00:32 --> 01:00:35: Ryan said.

01:00:35 --> 01:00:38: It might be a sensitive question, but are there real?

01:00:38 --> 01:00:41: Life examples of when 15 community plan, 15 minute

01:00:41 --> 01:00:43: community

01:00:43 --> 01:00:47: planning worked well and when it didn't work as well

01:00:48 --> 01:00:53: from a leadership and outcome perspective.

01:00:53 --> 01:00:57: And Shabazz asked how can we convert existing community.

01:00:57 --> 01:01:00: So I'm going to take this in two parts.

01:01:00 --> 01:01:05: So Jim, can you talk about how leadership strategies apply

01:01:05 --> 01:01:10: to these contacts and in particular apply to existing

01:01:10 --> 01:01:15: downtowns

01:01:15 --> 01:01:20: that have a great opportunity to add housing and to

01:01:20 --> 01:01:25: add additional amenities?

01:01:25 --> 01:01:30: What leadership strategies can be applied to help people see

01:01:30 --> 01:01:35: the potential for 15 minute communities and to win skeptics

01:01:10 --> 01:01:10: over?

01:01:12 --> 01:01:16: I'm going to ask about the specific opportunities for smaller

01:01:16 --> 01:01:18: and downtown communities next.

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

01:01:21 --> 01:01:24: Actually, it's a it's a perfect question for me because

01:01:25 --> 01:01:28: I live in a small downtown neighborhood, which is being

01:01:28 --> 01:01:32: affected by all of that, and it's being opposed by

01:01:32 --> 01:01:36: everybody on my street and they all say, what the

01:01:36 --> 01:01:37: hell are you doing?

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

01:01:39 --> 01:01:40: my car, blah, blah, blah.

01:01:41 --> 01:01:42: We went to a complete St.

01:01:42 --> 01:01:44: on our main intersection.

01:01:46 --> 01:01:48: And what what really struck me in all less as

01:01:48 --> 01:01:52: someone who could thinks about leadership is how little

01:01:52 --> 01:01:55: leadership

01:01:55 --> 01:01:57: there was in implementing the idea and there was so

01:01:58 --> 01:02:02: little leadership in terms of anybody saying.

01:02:02 --> 01:02:04: What's our vision and what are the values that we

01:02:04 --> 01:02:07: are actually trying to to relate to?

01:02:07 --> 01:02:10: So if I was to say to these people, what

01:02:10 --> 01:02:13: we need to do is this city is going to

01:02:13 --> 01:02:17: have to house another million or more people over the

01:02:17 --> 01:02:19: next number of years and there isn't enough room for.

01:02:19 --> 01:02:22: Cars and the congestion.

01:02:22 --> 01:02:27: And we have to start now to change the way

01:02:27 --> 01:02:31: things are done because our vision is a livable city

01:02:31 --> 01:02:35: that is has a lower carbon footprint and is still

01:02:36 --> 01:02:38: a good place for everybody to leave to live.

01:02:38 --> 01:02:41: Here is one of the steps that we are taking

01:02:41 --> 01:02:44: to move us in that direction, rather than going the

01:02:44 --> 01:02:45: other way around and saying we're going to change our

01:02:46 --> 01:02:47: main artery into a complete St.

01:02:50 --> 01:02:53: because that's modern.

01:02:54 --> 01:02:55: And it that that did not, that did not fly.

01:02:55 --> 01:02:56: It was done.

01:02:56 --> 01:02:59: I must say, it's done.

01:02:59 --> 01:03:03: But it's not done with any any support from this

01:03:03 --> 01:03:04: kind of little community I live in and it's just

01:03:04 --> 01:03:05: nobody is.

01:03:05 --> 01:03:06: I just.

01:03:06 --> 01:03:07: I just.

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

01:04:35 --> 01:04:38: and you think everyone is laughing at you because you
01:04:38 --> 01:04:40: say it over and over again.
01:04:40 --> 01:04:43: And I can tell you from many, many, many stories
01:04:43 --> 01:04:46: of people that I get from students who are working
01:04:46 --> 01:04:47: in organizations.
01:04:47 --> 01:04:49: They never get tired.
01:04:49 --> 01:04:52: Hearing the leader say this is what it's all about
01:04:52 --> 01:04:53: and This is why it's worth it.
01:04:54 --> 01:04:55: Never get tired of it.
01:04:56 --> 01:04:59: And you get tired of saying it long before the
01:04:59 --> 01:05:01: people get tired of hearing it.
01:05:02 --> 01:05:02: Thanks, Jim.
01:05:03 --> 01:05:07: All right, so Yvonne and Bill, anything that you want
01:05:07 --> 01:05:11: to add when it comes to downtowns and smaller town
01:05:11 --> 01:05:12: contacts?
01:05:13 --> 01:05:14: People might be.
01:05:14 --> 01:05:16: I have a great story on that one because.
01:05:17 --> 01:05:21: When I was first APA president, my very first month,
01:05:21 --> 01:05:23: I spoke at 2 conferences.
01:05:23 --> 01:05:29: The first conference was the Alabama Chapter Conference
and in
01:05:29 --> 01:05:33: Alabama they could not talk about sustainability.
01:05:34 --> 01:05:38: The theme of their conference was Healthy Communities and
their
01:05:38 --> 01:05:43: cosponsors was a ARP the American Public Health
Association, and
01:05:43 --> 01:05:45: it was about Healthy neighborhoods.
01:05:46 --> 01:05:49: And the end of the month I spoke at the
01:05:49 --> 01:05:53: Oregon conference and in the Oregon conference it was all
01:05:53 --> 01:05:54: about sustainability.
01:05:55 --> 01:05:57: The 40 years of the urban limit lines.
01:05:57 --> 01:06:00: They were celebrating and talking about what are we going
01:06:00 --> 01:06:03: to do for the next 40 years to address climate
01:06:03 --> 01:06:03: change.
01:06:04 --> 01:06:07: What was interesting was going to the sessions on town
01:06:08 --> 01:06:08: planning.
01:06:08 --> 01:06:13: In both conferences they were talking about the same
strategies
01:06:13 --> 01:06:15: for creating walkable.
01:06:16 --> 01:06:20: Likeable, compact neighbor, affordable neighborhoods.
01:06:21 --> 01:06:25: In one in Alabama, it was to create healthier outcomes
01:06:25 --> 01:06:26: for the people.
01:06:27 --> 01:06:31: In Oregon, it was to address climate change.

01:06:31 --> 01:06:34: But they were still talking about the same approaches.

01:06:35 --> 01:06:38: And so it's important to understand what is, as Jim

01:06:38 --> 01:06:42: mentioned, what are the values and priorities that resonate.

01:06:43 --> 01:06:46: With the community you're working with.

01:06:48 --> 01:06:48: Yeah.

01:06:48 --> 01:06:49: Thanks, Bill.

01:06:49 --> 01:06:51: So I did a quick thought that we want to

01:06:51 --> 01:06:54: add is that as part of our research we take

01:06:54 --> 01:06:57: it globally and very quickly we see the gaps that

01:06:57 --> 01:06:58: is in North America.

01:06:58 --> 01:07:02: When it comes to your education, social, health, the kind

01:07:03 --> 01:07:06: of more soft infrastructure, it seems to be a little

01:07:06 --> 01:07:08: bit more lag like.

01:07:08 --> 01:07:11: In other words, it's not as proactive in terms of

01:07:11 --> 01:07:14: putting that as important as hard infrastructure.

01:07:14 --> 01:07:17: So I think what is important in terms of leadership

01:07:17 --> 01:07:19: is that putting those as a fundamental those are your

01:07:19 --> 01:07:20: foundation.

01:07:21 --> 01:07:24: So we look at the Scandinavia area and because the

01:07:24 --> 01:07:28: amount of population is less is not as dense, they

01:07:28 --> 01:07:31: have to make very smart decision.

01:07:31 --> 01:07:33: So I think that tie with the small town when

01:07:33 --> 01:07:36: the resource is not as many as large city, we

01:07:36 --> 01:07:39: have to be very smart about making our decision.

01:07:39 --> 01:07:42: But the opportunity for change is that many of the

01:07:42 --> 01:07:44: companies allow working from home.

01:07:44 --> 01:07:48: So not in other words the kinds of mixed uses.

01:07:49 --> 01:07:52: The expectation about walkable amenities is there and I think

01:07:52 --> 01:07:55: one of the key shift that we're hoping to see

01:07:55 --> 01:07:58: is how we can fill in the gaps including in

01:07:58 --> 01:07:58: downtown.

01:07:59 --> 01:08:01: So right now the focus is that how we can

01:08:01 --> 01:08:05: convert some of the non residential spaces to residential.

01:08:06 --> 01:08:09: But there isn't a lot of conversation talk about how

01:08:09 --> 01:08:12: we can fill in the gaps because by introducing so

01:08:12 --> 01:08:15: many people here so quickly, they're going to be data,

01:08:15 --> 01:08:18: they're going to make schools and senior care like where

01:08:18 --> 01:08:20: are the gaps going to fill in.

01:08:20 --> 01:08:24: I think there's opportunity to really put those at top

01:08:24 --> 01:08:27: party, not to wait for the market is there before

01:08:27 --> 01:08:30: you do it because that need to come first.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

01:09:50 --> 01:09:53: wealth gap

01:09:53 --> 01:09:58: in the United States.

01:09:58 --> 01:10:00: So how do you combat the issue of rising homelessness

01:10:00 --> 01:10:04: that has been impacting urban green spaces and parks etcetera,

01:10:04 --> 01:10:07: creating housing options in conjunction?

01:10:07 --> 01:10:08: So thinking about that tension between 15 minute communities and

01:10:08 --> 01:10:10: I think the equity goals that we all have, how

01:10:10 --> 01:10:11: do we think about those?

01:10:11 --> 01:10:13: Yvonne, do you want to take that first?

01:10:13 --> 01:10:15: Yeah.

01:10:15 --> 01:10:18: So I think we can relate to one example.

01:10:13 --> 01:10:17: So through our research, we also looking at what is
01:10:17 --> 01:10:19: actually happening in Los Angeles.
01:10:19 --> 01:10:24: So there are some progressive grants application which
intentionally to
01:10:24 --> 01:10:26: bridge the gap from an equity standpoint.
01:10:27 --> 01:10:30: So the requirement is very specific within 1/4 mile.
01:10:31 --> 01:10:34: Pick a puzzle, and a puzzle need to be contiguous
01:10:34 --> 01:10:37: or have some adjacency with the existing parcel.
01:10:37 --> 01:10:38: In other words, can be sprawl.
01:10:39 --> 01:10:42: At the same time, there is expectation in terms of
01:10:42 --> 01:10:47: providing affordable housing in the form of either inclusionary
zoning
01:10:47 --> 01:10:51: or other mechanism and there's a timeline involved in terms
01:10:51 --> 01:10:54: of really want to see those in the ground.
01:10:55 --> 01:10:57: And what the grants would do is to fill in
01:10:57 --> 01:10:58: the gaps.
01:10:58 --> 01:11:01: So as a sense of incentive to bridge the gap
01:11:01 --> 01:11:02: of the common elements.
01:11:02 --> 01:11:07: And I think these kind of hyper practical result driven
01:11:07 --> 01:11:11: and town and time bound driven approach is important.
01:11:11 --> 01:11:15: And this is 1 good example and then there are
01:11:15 --> 01:11:17: other good example from other areas.
01:11:17 --> 01:11:20: But I think what is interesting is that when we
01:11:20 --> 01:11:23: are stepping back through this research, when we look at
01:11:23 --> 01:11:24: 1970s or even 19.
01:11:25 --> 01:11:28: The pre wall, this is how we're building city.
01:11:29 --> 01:11:32: We put in the key essential things first and we
01:11:32 --> 01:11:36: create the condition that there's different kind of housing and
01:11:36 --> 01:11:40: there's different level of income that everybody can live
together.
01:11:40 --> 01:11:43: So I think this is a moment of about going
01:11:43 --> 01:11:44: back.
01:11:47 --> 01:11:50: Bill or anybody else want to weigh in on that?
01:11:50 --> 01:11:51: I.
01:11:51 --> 01:11:55: Do have because we're having these debates right now in
01:11:55 --> 01:11:59: our community and then throughout California because of
state laws
01:11:59 --> 01:12:03: that are encouraging more diversity in housing, particularly in
single
01:12:03 --> 01:12:06: family neighborhoods, which is a 70 percent, 80% of our
01:12:06 --> 01:12:08: land area, residential land area.
01:12:09 --> 01:12:13: So as you can imagine, it is grading issues and
01:12:13 --> 01:12:18: it's really important to isolate what is the specific issue.

01:12:19 --> 01:12:22: Is it really against affordable housing or is it design?

01:12:22 --> 01:12:25: And design doesn't have to be complex and expensive.

01:12:25 --> 01:12:28: Design can be affordable.

01:12:29 --> 01:12:30: Does it have to be placement?

01:12:31 --> 01:12:36: Not just broadly put it wherever laissez faire, wherever the market decides, but be intentional where we want to have mixed income developments and higher density.

01:12:36 --> 01:12:39: Also, I think it's important to look at the different tranches.

01:12:40 --> 01:12:43: Of affordability and housing because too often we just look or the press just looks at the averages.

01:12:44 --> 01:12:47: Median household income versus median home price.

01:12:47 --> 01:12:48: It's more the you know median means half or below that So how do how do those relate at 80%.

01:12:48 --> 01:12:52: 60 percent, 30% of median The strategy may be different for the different levels, some market driven and some might be.

01:12:52 --> 01:12:55: Yeah.

01:12:56 --> 01:13:00: We need to help as as as citizens and taxpayers with our lowest income folks to have shelters so they're not living in our parks and streets.

01:13:01 --> 01:13:05: Thanks, Bill.

01:13:05 --> 01:13:09: I feel like this dialogue and conversation could go on and on, and I'm sorry I have to be the one to bring us to a close, but I just, I really appreciate everybody's active engagement.

01:13:13 --> 01:13:17: All of the great questions in the Q&A and all of the chat here is everybody's e-mail addresses, so feel free to reach out and be in touch with folks individually.

01:13:17 --> 01:13:18: Rihanna, put a link to our webinar survey in the chat.

01:13:18 --> 01:13:19: Please, please, please fill that out and do it now.

01:13:19 --> 01:13:22: Click on that link and let us know what you thought and what you would like to hear from us next.

01:13:22 --> 01:13:27: I just reposted it here.

01:13:27 --> 01:13:30: Next slide, Yvonne.

01:13:31 --> 01:13:32: So special thanks to the ULI Infrastructure Forum leadership team.

01:13:32 --> 01:13:36: We will be bringing the leadership or the infrastructure forum back together at Fall Meeting in Los Angeles at the

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

This video transcript has been machine-generated, so it may not be accurate. It is for personal use only. Reproduction or use without written permission is prohibited. If you have a correction or for permission inquiries, please contact librarian@uli.org.