



**Urban Land
Institute**

Toronto

Advancing the Greater Toronto Region

Annual Report FY16



LEADERSHIP IN RESPONSIBLE LAND USE

TORONTO STAFF

The Urban Land Institute is a non-profit education and research institute supported by its members. Its mission is to provide leadership in the responsible use of land and in sustaining and creating thriving communities worldwide. Established in 1936, the Institute has more than 39,000 members representing all aspects of land use and development disciplines. In Canada, the Urban Land Institute is an active and growing organization with over 2,500 members across the country. Canada's first ULI District Council was established in Toronto in 2005 soon followed by District Councils in British Columbia and in Calgary. Presently, ULI Toronto has over 1,500 members.



Richard Joy
Executive Director



Alexandra Rybak
Manager



Erin Carroll
Administrative Assistant



Lauren Rodgers
Events & Communications Assistant



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MESSAGE FROM THE OUTGOING CHAIR

“What an honour it has been to serve as ULI Toronto Chair for the past two years. I am very proud of what we have been able to accomplish together!” - **ROB SPANIER**



From the outset of my tenure as Chair I had the objective to advance the Toronto region in pursuit of the Urban Land Institute's mission to advance the responsible use of land. We sought to do this by leveraging the assets of our multi-disciplinary membership spanning across the private and public sectors and our robust international network.

Part of our strategy was to grow as an organization to build capacity to deliver greater impact. And on this front we achieved great success, doubling our membership to over 1500, making us the fastest growing District Council - and now one of the largest in the global network. We also boast the highest percentage of women members at 31%, and young leaders (under age 35) at 45% - in doing so, expanding leadership opportunities for these members.

And our growth has more than doubled our public sector and suburban memberships. It's an amazing story. But our growth story was never about growth for growth's sake. It was about creating the capacity to deliver greater value and relevancy to our members by increasing the quality of our programming and the convening of impactful thought leadership. We did this through the expansion of our traditional event offerings (too many to mention!) and the development of new programming. I am especially proud of our now annual Meet the Chiefs gala that brings the regional public sector chief planners together with private sector land and development professionals. Last fall's inaugural Symposium brought 750 professionals together with over 60 local and international speakers.

Through the enhancement of our event programming has emerged an important regional initiative called 'Electric Cities' that we launched at our Meet the Chiefs gala this past spring. Electric Cities seeks to put a deeper multi-sectoral focus on the crucial urban goal of building economically stronger, more socially equitable, environmentally sustainable and livable neighbourhoods by bringing community leadership more centrally into the fold of city and region building.

We believe that Toronto can - and must - serve as an urban global beacon that points to how successful progressive urbanism can achieve these complex socio-economic goals. They are goals that can't be achieved simply by knowing what to do. They demand that we better understand how we get there. And central to how we get there is the expansion of our mission beyond the professional community and into communities themselves.

There are many thank you's to extend - too many to do so fully. But I must thank the members of my Management Committee (also co-chairs of our committees) and of our Advisory Board. Thanks also to our many generous sponsors who have been central to our development. And a big thanks to the staff team, Richard, Alex, Erin and Lauren.

No greater accomplishment of one's leadership tenure is the success in transitioning to the next. I am so proud that my Vice-Chair over the past two years, and Chair of Mission Advancement, Derek Goring has been appointed as ULI Toronto's next Chair. In assuming this new role, Derek will build on the past two years and continue to focus on our mission to deliver impact and leadership to the Toronto Region.

We are set up for greater success, and I look forward as past Chair to continuing my role in achieving great things!

ROB SPANIER

MESSAGE FROM THE INCOMING CHAIR

“Expect more future-focused programming that will engage and challenge our region to modernize community, city and region building.” - **DEREK GORING**



My tenure as Chair of ULI Toronto picks up on an amazing period of growth in organizational capacity and influence for our District Council. It is an exciting moment for us.

Entering its twelfth year in the region, ULI Toronto has established itself as a major institution within a broad and healthy constellation of city and region building organizations. Our DNA as a multi-disciplinary, public and private sector, and international network makes us a unique leadership platform.

As Rob notes in his outgoing Chair message, this Annual Report goes beyond providing detail of the fiscal year past and points to how we will leverage this momentum to deliver greater impact to our urban region in the year ahead.

Two major milestones of the past year signaled a direction for our future. The Fall 2015 Symposium identified three important intersecting lenses through which we will drive our mission to advance the responsible use of land: Placemaking, Mobility and Technology. The other was the launch of our ‘Electric Cities’ initiative that seeks to “inspire better city building, community by community.”

In FY17 we will build on the foundation of these ideas through the advancement of a program of activities designed to advance ULI’s global mission by better engaging civil society in the challenges and opportunities of urban transformation. In doing so, we will deliver even stronger member and sponsorship value – and community impact.

Expect more member-only events, industry roundtables, and unique behind-the-scenes tours.

Expect more thought leadership opportunities.

Expect more leadership development opportunities for early and mid-career professionals.

Expect more community outreach to local neighbourhoods and community leaders.

Expect more educational opportunities for students – this year expanding to high schools.

In FY17 our goal is to further elevate ULI Toronto’s relevance to its members, our sponsors and the communities that we serve. We are set up for greater success, and I look forward to delivering on this opportunity.

DEREK GORING

SPECIAL THANKS

Thank you to our outgoing Management Committee members.



Kristy Shortall
Metropia
Past Membership
Co-Chair



Michael Emory
ALLIED Properties REIT
Past Outreach Co-Chair



Mackenzie Keast
Lifetime Developments
Past Connect Co-Chair



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2017 DISTRICT COUNCIL LEADERSHIP

MANAGEMENT COMMITTEE



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Emma West
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Nadia King
PwC LLP
Treasurer



Rob Spanier
Live Work Learn Play
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ULI Connect Co-Chair



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Infrastructure Ontario
Women's Leadership
Initiative



Ornella Richichi
SmartREIT
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Matthew Slutsky
BuzzBuzzHome
Communications Co-Chair



Antonio Medeiros
Dream Unlimited
Membership Co-Chair



Daniel Byrne
Main and Main
Membership Co-Chair

GOVERNANCE COMMITTEE



Anne Morash
GWL Realty Advisors Inc.



John O'Bryan
CBRE Ltd.
(Chairman)



Les Klein
Quadrangle Architects Ltd.



Mark Kindrachuk
Intermarket
Developments Inc.



Rob Spanier
Live Work Learn Play

ADVISORY BOARD



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The Calla Group
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David Caplan
Global Public Affairs
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DiamondCorp
CEO



Michael Emory
ALLIED Properties REIT
President & CEO



William Fleissig
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David Gerofsky
First Gulf Corporation
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Ken Greenberg
Greenberg Consultants
Limited
Principal



Angela Iannuzziello
AECOM
VP, Canada National
Transit Market Sector



Justine Jackson
University Health Network
EVP & CFO



Tim Jones
Artscape
CEO



Jennifer Keesmaat
City of Toronto
Chief Planner



Joanna Kervin
Toronto Transit Commission
Senior Project Director



Mazyar Mortazavi
TAS DesignBuild
President & CEO



Mark Noskiewicz
Goodmans LLP
Partner



Jane Pepino
Aird & Berlis LLP
Partner



Toni Rossi
Infrastructure Ontario
Divisional President Real
Estate & Lending



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City of Vaughan
Executive Director



Ed Sajecki
City of Mississauga
Commissioner of
Planning & Building



Richard Sommer
University of Toronto
Dean of Architecture



John Van Nostrand
SvN
Principal



Mike Yorke
Carpenters & Allied
Workers/Local 27
President

ANNUAL SPONSORS

Thank you to our FY16 annual sponsors for their generous contributions!

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EVENT SPONSORS

Special thank you to our FY16 program sponsors.

ULI TORONTO SYMPOSIUM



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MEET THE CHIEFS GALA



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PROGRAMS

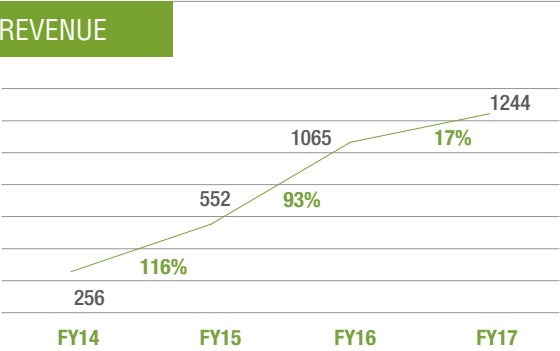
A collage of various ULI Toronto event flyers and posters. The flyers are overlapping and arranged in a dynamic, non-linear fashion. Key events visible include:

- Transforming Our Future: How Disruptive is Disruptive Technology?** - Metro Toronto Convention Centre - South Building, Tuesday November 3rd 2015, 7:15am - 9:30am.
- CAREER EVENT: Developing The Leaders of Tomorrow** - Tuesday March 15, 2016 from 5:30pm to 7:30pm.
- ULI Toronto Presents EXPO - To Bid or Not to Bid?** - Tuesday May 17th From 5:30pm - 7:30pm.
- 6TH ANNUAL SUMMER SOCIAL** - Thursday July 14th, 5:30pm.
- ULI / PwC Annual Real Estate Trends Program** - SAVE THE DATE NOV. 2ND, 2015 7:30AM - 9:30AM.
- Startup City: Is Toronto's Real Estate Environment Healthy For Entrepreneurs?** - Thursday, January 28, 2015 at 5:30pm.
- Member Only - WLI Breakfast** - February 4th, 2016 at 7:15am.
- She With He: Because It's 2016** - February 4th, 2016 at 7:15am.
- ULI Toronto Symposium: Opening Breakfast** - Day 1 ULI Symposium - Opening Breakfast.
- Women's Leadership Initiative (WLI)** - An Evening to Remember: 2016 WLI Championship Team.
- ULI CONNECT** - Where The Under 35 Development Community Professionals Come Together.
- Presenting Toronto's Best Kept Design Secret: The Aga Khan Museum, Park, and Ismaili Centre** - Wed. May 25/16 5:30pm - 7:30pm.
- Guest Speakers** - Tuesday May 17th From 5:30pm - 7:30pm.
- Children's Discovery Centre** - 20,000 BRICKS CAMPAIGN to help build a permanent home.
- Urban Land Institute and Rotman MBA Real Estate** - Thursday, January 28, 2015 at 5:30pm.
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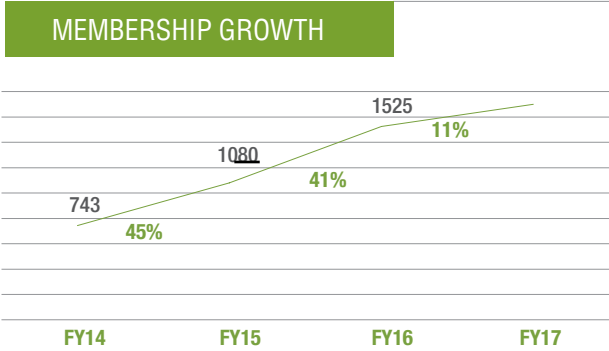
The flyers feature various logos, including ULI Toronto, PwC, and the Children's Discovery Centre. They also include names of speakers and moderators, as well as registration information and contact details. The overall design is professional and informative, with a focus on real estate and urban development topics.

TODAY'S LANDSCAPE

ULI Toronto has experienced unprecedented annual budget and membership growth, ending FY16 as one of the top District Councils: 4th based on sponsorship revenue and 5th based on membership numbers of 53 District Councils globally. This has created a foundation for greater thought leadership and community impact.



Fiscal plan will shift focus towards thought leadership and community impact.



Membership strategy will shift from growth to retention.



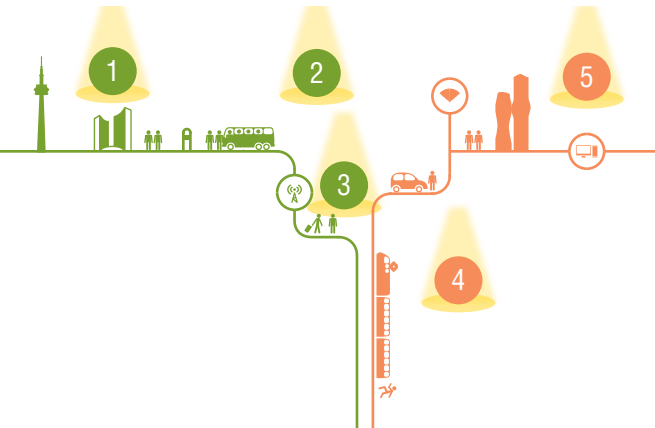
The 2015 Fall Symposium explored three major themes of thought leadership: Placemaking, Mobility and Technology.



The Spring 2016 ‘Meet the Chiefs’ Gala launched ‘Electric Cities’ our multi-year community initiative that will better engage civil society on the challenges and opportunities of urban transformation.

LOOKING AHEAD

ULI Toronto will build on the foundation set in FY16, FY17 and will introduce new programs aimed at advancing the ULI global mission to advance the responsible use of land and build healthy communities.



COMMUNITY IMPACT
Five major community focused outreach programs will be introduced that signal an important expansion of our audience from industry and government to communities across the region.



URBANPLAN
The internationally renowned ULI land use education program for high school students will be introduced.



LEADERSHIP PROGRAM
A mid-career education series aimed at developing leadership skills for the next generation of city builders will be launched.



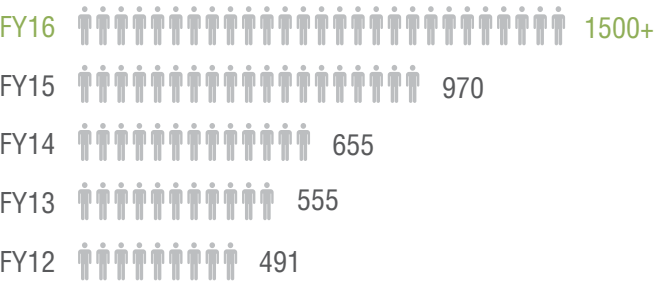
SPRING SYMPOSIUM 2017
ULI Toronto’s Symposium will further elevate our three thought leadership focuses of Placemaking, Mobility and Technology in a unique forum that will introduce community and civil society leadership to the challenges and opportunities of city and region building. The two-day Symposium will attract over 75 speakers and 1000 attendees.

MEMBERSHIP

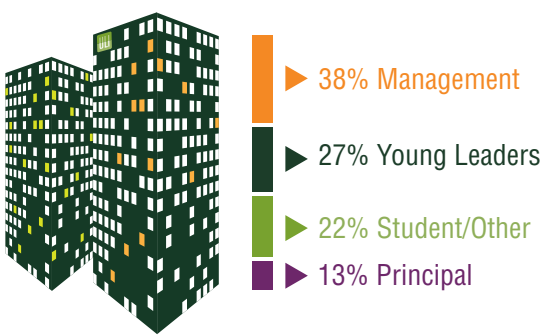
DISTRICT COUNCILS



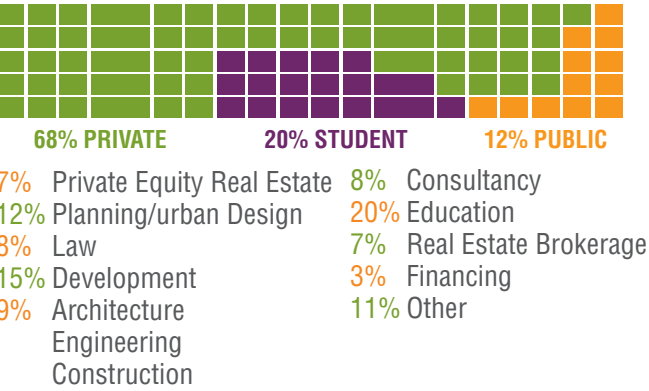
MEMBERSHIP GROWTH



MEMBERSHIP TYPE



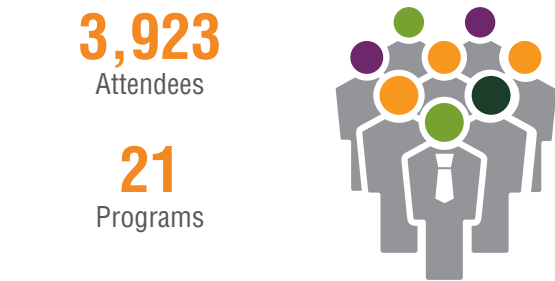
MEMBERS BY SECTOR & DISCIPLINE



VOLUNTEERS



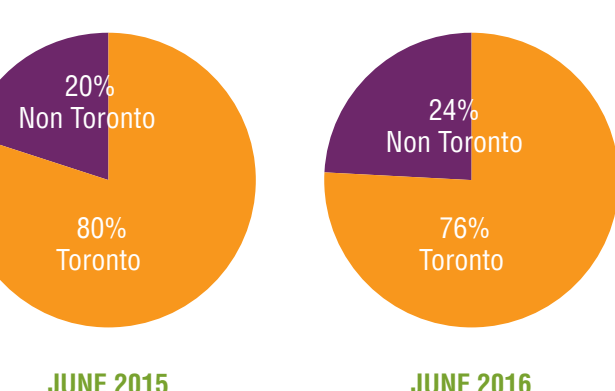
PROGRAM ATTENDEES



GENDER



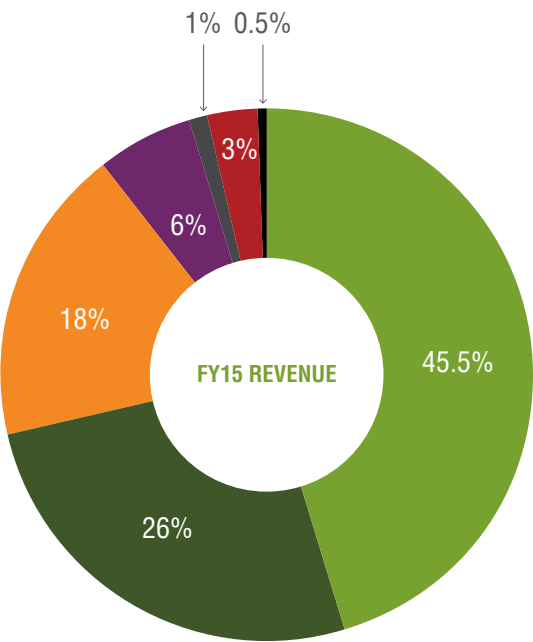
905 VS 416



FINANCIALS

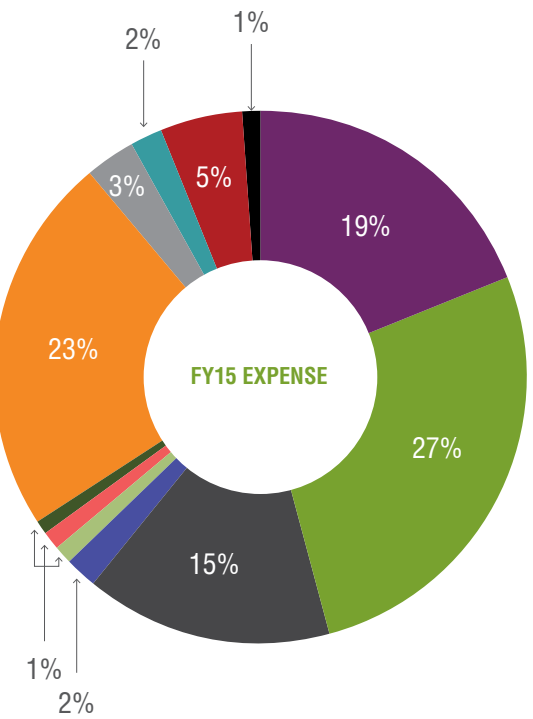
FY15 REVENUE

Sponsorship	471,120
Programs	268,944
DC Admin Services	186,657
Membership	66,590
Policy and Practice	9,836
WLI	26,510
Other	4,612
Total Revenue	1,034,269



FY15 EXPENSE

DC Admin Services	186,657
Staff	259,414
Contract	146,994
Travel	20,183
Telephone	8,120
Office Supplies	6,287
Rent	12,013
Program	221,923
Printing & Postage	27,861
Membership	22,367
Community Impact	47,500
WLI	5,762
Total Expense	965,081





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