

**“OUR GOAL** IS TO CREATE A MORE SOPHISTICATED LEVEL OF DISCOURSE AMONG LOCAL STAKEHOLDERS INVOLVED IN LAND USE DECISIONS. THE EDUCATION OF TOMORROW’S VOTERS, NEIGHBOURS, COMMUNITY LEADERS, PUBLIC OFFICIALS AND LAND USE PROFESSIONALS IS MISSION CRITICAL TO ULI.”

— Ron Nahas, IOPC Gold, ULI Foundation Governor, Principal Rafanelli & Nahas, Orinda, CA

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UrbanPlan is a robust model of the real-world challenges and opportunities of the development process. Students come away with an appreciation and understanding of the push and pull between market forces, giving them new ways to look at their cities and neighbourhoods. With the support of volunteers the program is helping to develop a generation of engaged citizens. I am repeatedly impressed with the level of engagement and depth of understanding students gain between the first class and the council presentation.

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— Emily Reisman, Partner, Urban Strategies, Toronto, ON

**THANK YOU FOR YOUR INTEREST  
IN URBANPLAN—WE HOPE YOU  
WILL CONSIDER JOINING US!**

Got Questions  
on UrbanPlan?

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# UrbanPlan



High School Students  
from all-girls Catholic  
school, Loretto Abbey

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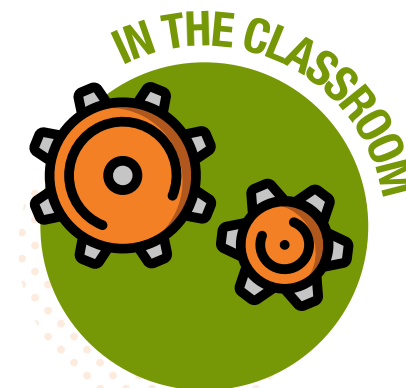
This is a top-notch program... in my 20 years of experience, it is one of the best curriculums I have ever seen... The school is abuzz about this program. The students who are in the program are galloping along and really enjoying themselves. Even students who are not in the program have been inquiring about participating in UrbanPlan.

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— Howard Cappadocia, Teacher, Loretto Abbey, Toronto, ON

The mission of UrbanPlan is to generate more positive and informed dialogue about land use at the local level through the education of students – our future voters, neighbours, public officials, and land use professionals.

UrbanPlan is a project-based learning curriculum development for high school classes focused on disciplines in business, city planning, real estate, architecture or law. It is supported by volunteers who are professionals in all disciplines of land use and development, selected for their depth of experience and knowledge.



Through UrbanPlan’s 15-hour classroom curriculum, students learn the essence of development: how the forces of our market economy clash and collaborate with the non-market forces of our representative democracy to create the built environment – providing the foundation required for any informed land use discussion. Over the course of the exercise, ULI members who are local land use professionals interact with the students on a regular basis.

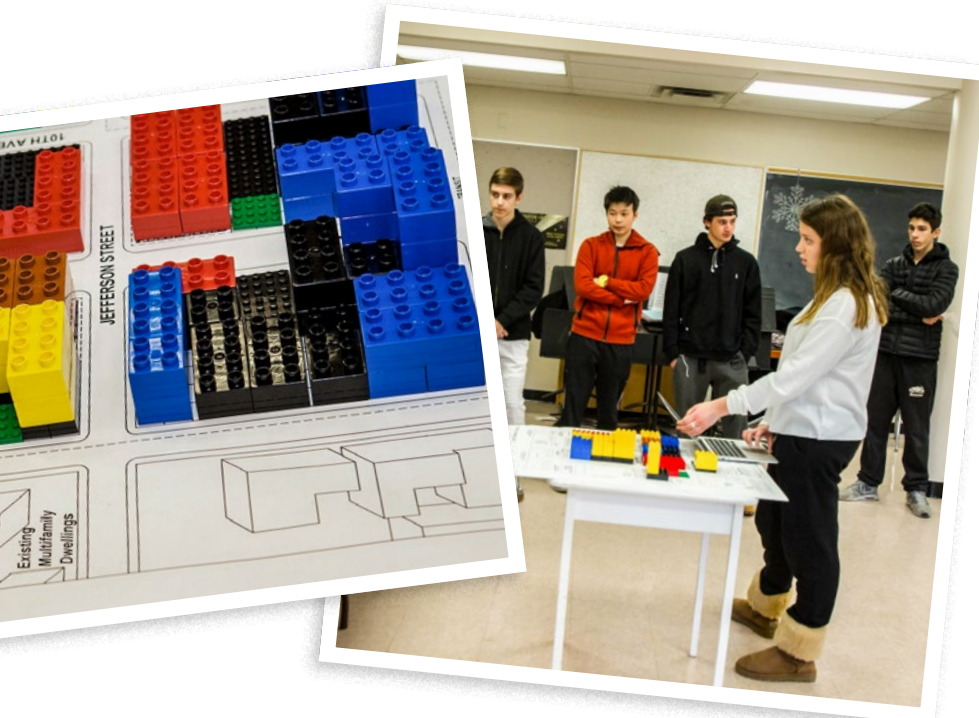
As “facilitators” in the classroom, they challenge the students to think more critically about the UrbanPlan issues and the specific responsibilities of the students assigned roles as finance directors, marketing directors, city liaisons, neighbourhood liaisons, and site planners. ULI members also serve on a “City Council” to judge the teams’ proposals.



## HISTORY



In the 15 class hours of the curriculum, students form development teams and respond to an RFP to redevelop a 5½ block site in a fictional city.



Volunteers accepted into the program are invited to a 1-day training session for hands-on experience with the program and tools. Trained volunteers serve in the classroom as Facilitators and as members of a mock City Council for final student presentations.

Each student team member assumes one of five roles:

- **FINANCIAL ANALYST**
- **MARKETING DIRECTOR**
- **CITY LIAISON**
- **NEIGHBOURHOOD LIAISON**
- **SITE PLANNER**

Through the process, students discover the dynamic fundamental challenges of development: how market forces (supply and demand, availability of capital, risk/reward expectations, etc.) clash and collaborate with non-market forces (regulation, politics, advocacy groups, etc.) to create the built environment.

Through these roles, students develop a deeper understanding of the various stakeholders in the development process and the challenge of reconciling their often-competing agendas to create a well designed, market responsive, financeable and buildable project.

The training and volunteer time commitment includes:

- **6-8 HOURS PREPARATION TO THE TRAINING SESSION**
- **1-DAY TRAINING SESSION**
- **MINIMUM OF 1 HOUR OF CLASSROOM TIME ANNUALLY. TYPICAL COMMITMENT IS 3 HOURS PER SEMESTER**

ULI volunteer Facilitators challenge the students to think more critically about the UrbanPlan issues and the specific responsibilities of their “roles”.



 **222**  
STUDENTS

 **35**  
VOLUNTEERS  
(92 visits)

 **28**  
SESSIONS

 **500+**  
HRS

## VOLUNTEER ROLES



Effective Facilitators have:

- **DEVELOPMENT PROJECT EXPERIENCE**
- **PATIENCE TO QUESTION RATHER THAN COACH**
- **TIME AND WILLINGNESS TO LEARN THE DETAILS OF THE URBANPLAN PROJECT CASE**

Facilitators meet twice with students during the semester. Classes are 45 to 90 minutes, depending upon the school.

## FACILITATOR

The role with the greatest impact, most responsibility, and least time commitment is the role of Facilitator. Facilitators challenge the students to think more critically about the UrbanPlan issues and the specific responsibilities of their respective roles.

Facilitators draw deeply on professional experience and are rewarded by creating excitement and inspiration in students for the urban development process.

## CITY COUNCIL MEMBER

Students present their final proposals to a five-person mock City Council comprised of volunteers. By challenging the students' work as if in an actual City Council meeting, the volunteers assess whether the proposals are responsive to the RFP, grounded in the facts of the UrbanPlan case, and consistent with reality. The City Council then awards the contract to the winning team.

This is a fun volunteer opportunity, particularly for those who have sat on the other side of the table.

Effective City Council Members have:

- **DEVELOPMENT PROJECT EXPERIENCE**
- **PREVIOUSLY PRESENTED TO CITY COUNCILS, PLANNING COMMISSIONS, ETC.**
- **THE TIME AND WILLINGNESS TO LEARN THE DETAILS OF THE URBANPLAN PROJECT CASE**

The length of City Council sessions vary with the number of student teams presenting plans. Typically, there are four to six teams per class. City Council sessions range from approximately 2½ to 4 hours.