



Urban Land **Toronto**
Institute



ANNUAL REPORT FY19



Message From The Chair



The amazing work of our Women's Leadership Initiative is redefining what a ULI District Council can, should and must be. Women now comprise 38% of our local membership - the highest in the global network

I am pleased to present this year's Annual Report, which once again is an account of tremendous growth and impact.

By the numbers, our own growth story is noteworthy and nuanced. First of all, we hit a milestone of 2001 members – that's over 250 percent growth in five years. We also hosted an amazing 88 events that attracted just under 10,000 attendees – and throughout this very active programming season, we convened a remarkable 350 speakers.

I am especially proud that as our membership increased, so too has the percentage of female members. The amazing work of our Women's Leadership Initiative (WLI) is redefining what a ULI District Council can, should and must be. Women now comprise 38% of our local membership - the highest in the global network – as well as 43% of last year's speakers and 65% of our Management Committee. We look to build on this success as we continue to lead our industry toward gender parity.

Diversity and inclusion is another key industry frontier to which we are committed. Joining with REALPAC, NAIOP, BOMA, FRPO, CoreNet and Toronto CREW, we hosted a joint industry association breakfast to highlight and emphasize the importance of ensuring that our industry reflects the diverse city in which we operate – at all levels of the corporate ladder. But being diverse is not enough. We must also be inclusive and create work environments that are conducive to harnessing our collective talents.

Once again, this year we have expanded our mission impact into critical frontiers in the public sector, the 905 and 519 municipalities and into the communities in which we work. Our high school program, UrbanPlan, delivered its intensive one-month long program to 260 high school students across 10 classrooms. Our

mid-career Curtner Leadership Program engaged 25 multidisciplinary professionals with the Mount Dennis community, setting the stage for eco-oriented urban transformation in and around the city's newest transit hub. On top of all of that, we also delivered basic pro forma education to over 300 municipal employees across the region.

With just six staff, we are frequently being asked how all of this activity is possible. The answer to this is the greatest number of them all: in the past year we engaged over 550 volunteers across our all of our committees, programs, outreach initiatives, tours and more. This is what ULI is all about: leveraging our professional community in the pursuit of the Urban Land Institute mission to advance the responsible use of land.

All of this has set the stage for the major international ULI Spring 2020 Meeting in May of next year, which will bring the world of real state and land use to our city. Preparations are well under way, and while our goals are lofty – a record-setting level of sponsorships, the highest attendance ever for a Spring Meeting, 3000 members for our local council, and more tours, local content and learning than ever before – we are confident that ULI Toronto will deliver a memorable experience for all of our North American and international delegates.

Special thanks is also extended to our many event and annual sponsors. Without their support we could never have realized the growth and impact that we have delivered in this past year.

On behalf of our Vice-Chairs, Hillary Marshall and Michelle Ackerman, I hope you enjoy this report and join with us in the excitement of what lies ahead. It's a great moment for the Toronto Region!


LES KLEIN

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Manager



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Jen Sapkowski
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Urban Land Institute (ULI) Global

ULI is the oldest and largest network of cross-disciplinary real estate and land use experts in the world. ULI is its members—delivering the mission, shaping the future of the industry, and creating thriving communities around the globe. We are a network of people in every profession and sector in real estate development and land use, from all over the world, in every career stage. We commit to exchanging ideas and creating thriving communities worldwide.



The global dimension of the Urban Land Institute offers unparalleled access to knowledge and network for industry professionals.

Gary Berman
President, CEO, Director, Tricon Capital
ULI Global Governing Trustee

Membership Percentage Around the World By Region



ULI Content Pillars

The ULI Content Pillars provide a bridge between our broad mission and the programs that deliver it. The Pillars represent the timeless topics or concerns of the organization, within which the program of work must fit. Much of the Institute's program of work cuts across these areas:

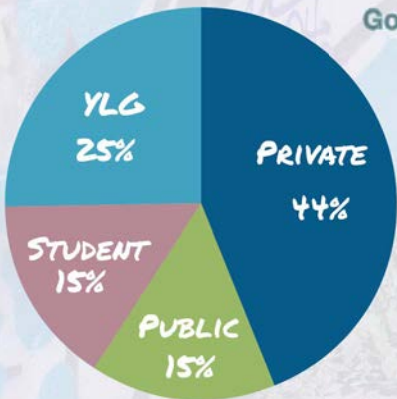
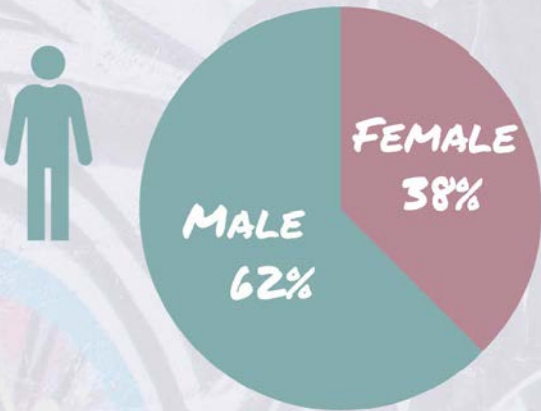
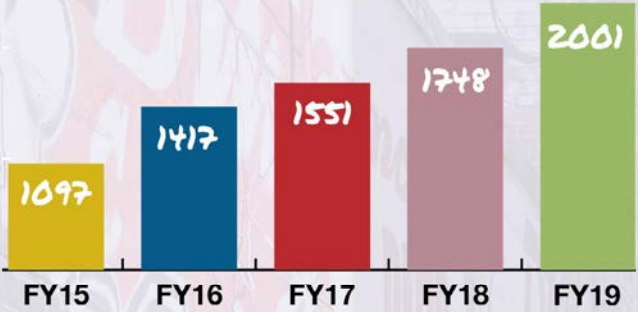
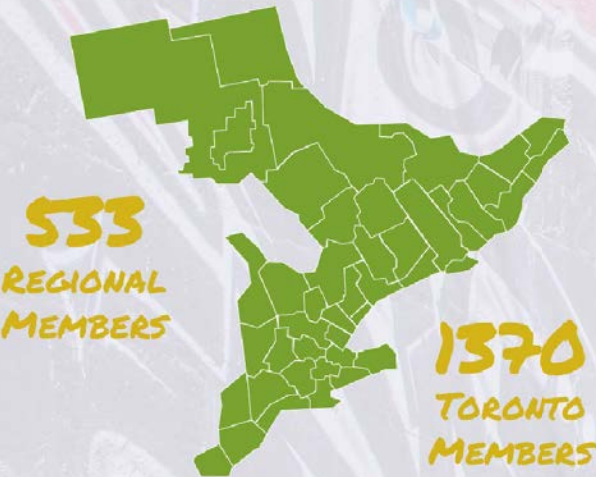
1. Housing and Communities
2. Real Estate Finance and Investment
3. Sustainability and Economic Performance
4. Innovation in Development Practice
5. Shaping Successful Cities and Regions



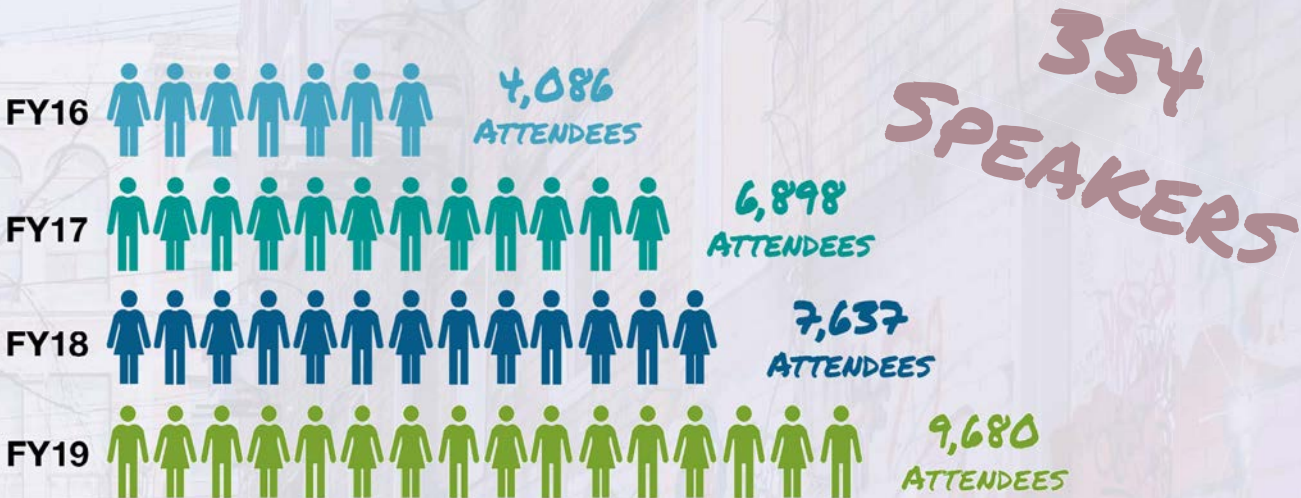
ULI Advisory Service Panelists visit the Donkin Reserve, a series of public art works celebrating former president Nelson Mandela's role in the struggle for freedom, in South Africa.

ULI Toronto At A Glance

Our mission is to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide. We provide our members with independent forums for discussion and debate about city building issues and best practices. ULI Toronto carries forth that mission, while helping to shape a sustainable and thriving future for the Toronto Region. We are supported by over 2000 public and private sector members.



2001 MEMBERS



65%

FEMALE
MANAGEMENT
COMMITTEE
MEMBERS

43%

FEMALE
PANELISTS

53%

FEMALE
REPRESENTATION
ON COMMITTEES

The accomplishments of WLI have undeniably contributed to the success of our industry. We need to continue to celebrate and honour these leaders but equally important, we must continue to champion and promote and the advancement of women in our industry.

Ornella Richichi
Chief Development Officer
The Torgan Group

Women's Leadership Initiative (WLI)

WLI Toronto is committed to increasing the number and visibility of women in leadership roles at ULI Toronto and the industry in general, by promoting the value that ULI offers for women in the industry. The Toronto District Council takes on a leadership role with WLI by spotlighting women in our various programs and initiatives.

WLI Championship Team

The WLI Championship Team connects the best and brightest real estate and land development professionals from across the Toronto Region. Our 175 Championship Team members were selected by a panel of their peers based on a record of exceptional leadership; dedication to, and success at, building thriving communities across the region; and capacity to inspire others.

SheWithHe Initiative

The "SheWithHe" initiative is inspired by the UN's global "He for She Campaign." She, working hand in hand with He, will shine a brighter light on the talent, knowledge and leadership that women contribute to the real estate industry and the development of sustainable communities within the Toronto region.



The WLI Leadership Workshop: Women at Work, facilitated by Vanessa Judelman, President of Mosaic People Development.



The WLI Championship Team Celebration 2019 at McCarthy Tetraault.

Outreach

The Curtner Leadership Program

The Curtner Leadership Program is an annual thought-leadership initiative focused on solving real land use challenges within a defined region of Toronto involving key stakeholders from the private, public, and non-profit community sectors. This year's program focused on the Mount Dennis community and sought to answer the question: How can the vision of an Eco-neighbourhood be achieved as Mount Dennis becomes a major transit hub and a focus of redevelopment?



On May 21, program participants gathered to share their visions and implementation strategies with the community in a church at Weston and Eglinton, across from the historic Kodak Heights industrial park that Metrolinx is in the process of developing into the Mount Dennis Station + Maintenance and Storage Facility.

UrbanPlan

UrbanPlan is a project-based learning curriculum developed for high school in which students develop a financial proforma and physical model of their plan for an urban infill, mixed-use redevelopment project and present their proposal to a mock city council that awards the development contract to the winning team. UrbanPlan is supported by volunteers who are professionals in all disciplines of land use and development, selected for their depth of experience and knowledge.



Sir Wilfrid Laurier students present their plans to a mock city council of ULI members.

The Curtner Leadership Program helped me gain a deeper appreciation of the multitude of factors that go into city building. I hope to draw on these experiences in development of future work.

Melissa Lui
Architect,
Perkins+Will



UrbanPlan Year in Review

5 HIGH SCHOOLS
50 SESSIONS
260 STUDENTS
115 VOLUNTEERS

Curtner Leadership Program participants hear from a number of speakers while on a tour through the Mount Dennis Neighbourhood.

Bike Tour With the Chief Planner

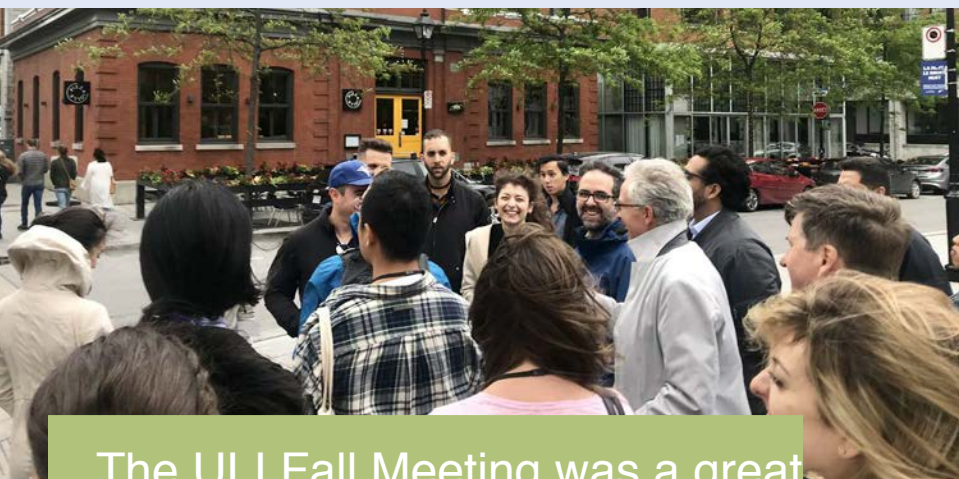
On June 8th ULI Toronto members got to spend the day with Toronto Chief Planner Gregg Lintern and cycle through the downtown core and Western Waterfront. Attendees got to hear from Gregg and guest speakers about the area and upcoming projects.



My membership to ULI has been invaluable to my success in city building. Over the past 6 years, ULI afforded me access to people who teach me and experiences that inspire me to be a better city builder.

Kendra Teale FitzRandolph
Allied Properties REIT

274
STUDENT
MEMBERS



The ULI Fall Meeting was a great platform to learn about so many different disciplines and the networking was an added benefit. I look forward to attending future ULI Fall Meetings and making more connections with leaders in real estate from around the world.

Christine Chea
Manager, Development
Graywood Developments



ULI Toronto members at the 2018 ULI Fall Meeting in Boston.

Montreal City Exchange

Presented by ULI Connect, the Montreal City Exchange brought attendees to Montreal to learn about the development landscape through presentations and walking tours led by the city's leading city builders.

40%
UNDER 35 MEMBERS

ULI Connect

Engaged in the next generation of real estate professionals, ULI Connect brings together emerging talent with their peers and established industry leaders through networking events, tours, mentoring, and professional development courses.



ULI Connect Career Event

On March 11th ULI Young Leaders were given the opportunity to listen to industry experts in ten roundtable-style discussions. At each table participants heard first-hand from the industry professionals about how they started their career, how to progress, advice on entering the field, must-have skills, and key industry trends.

The 2019 Summer Social at Stackt brought over 600 city building professionals to Toronto's first market made entirely out of shipping containers.

11
SOLD OUT
MEMBERS ONLY
TOURS



Programming

ULI Toronto organizes and curates more than 85 events and programs annually including panels, tours, workshops, city exchanges, networking events and symposiums. Our programming is conceived through the lenses of ULI's Content Pillars.

Fireside Chat

ULI Toronto hosted the 11th annual Fireside Chat with Geoff Smith, President & CEO of EllisDon. Over 350 attendees joined together to learn about EllisDon's humble beginnings, the importance of company culture and leadership, and Smith's insights into the future of the industry.



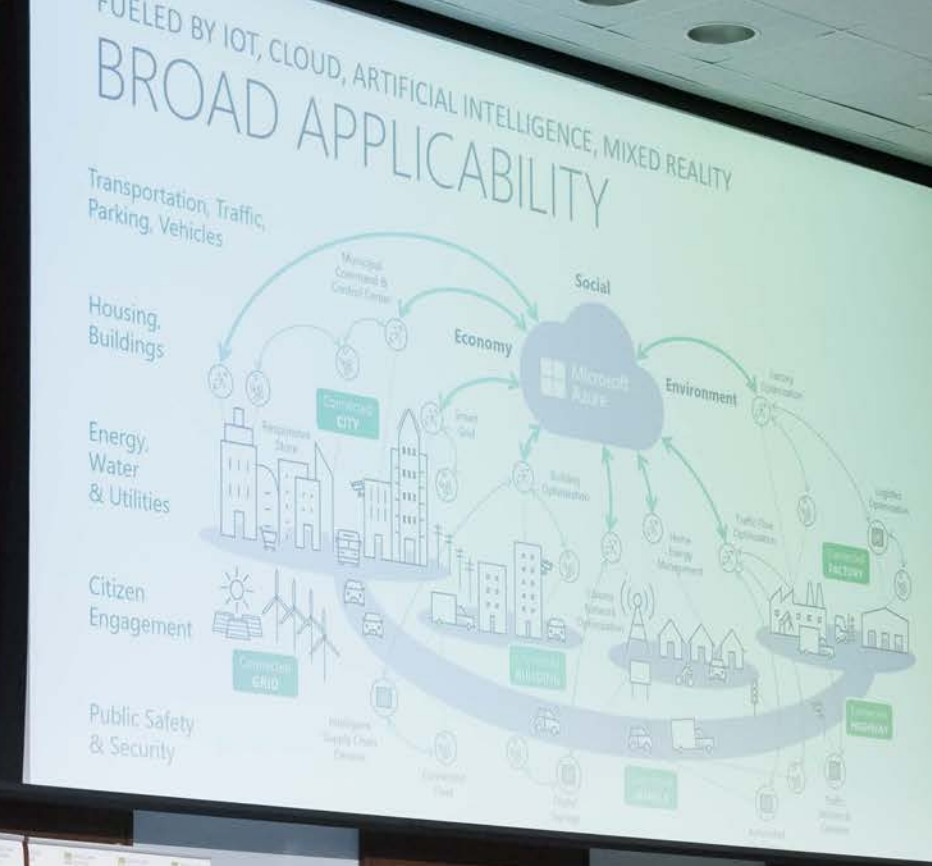
Meet the Chiefs

ULI Toronto's 5th Annual dinner brought together senior planning and development officials from across the Greater Golden Horseshoe. Held at Arcadian Court, attendees got to meet and hear from Chief Planners from across the region. The event convened the region's premier thought leaders to advance important policy and city building conversations. The keynote speaker was author and journalist, Doug Saunders from the Globe and Mail.



International Panels

ULI Toronto convened a multi-panel event on Denmark & Canada's Path to Innovative Cities at the Design Exchange. These forward-thinking discussions placed leading Danish firms alongside Toronto-based developers, policymakers, influencers and experts, and focused on three topics: waterfront revitalization, active urban spaces and innovation. The Crown Prince Frederik of Denmark delivered opening remarks.



Gladstone Grant, National Director of Solution Sales, Microsoft Technology Centre, delivers the keynote address on Building the Foundation for Digital Cities at the Early Adopters PropTech Symposium at MaRS.



ULI Toronto has played a pivotal role in bringing together, educating and engaging a diverse group of industry professionals across both public and private sectors. I'm proud to be a part of the ongoing learning, discussion and debate surrounding city building and responsible land use.

Bader Elkhatib
Vice President
CentreCourt

Symposium 2018: Toronto Urbanism

ULI Toronto hosts a symposium for city builders and those in the real estate industry once every 15 months. Fueled on the great success of ULI Toronto's 2015 and 2017 Symposiums, our 2018 program featured immersive tours of the complexities that define Toronto Urbanism.

Toronto is a city on "the brink" of not fully realizing its potential and must think about a new model for growth if it wants to thrive and stand out as an example of a modern global metropolis.

Richard Florida
Author
The New Urban Crisis

11
URBAN TOURS

500+ REGISTRATIONS 100+ SPEAKERS

50+ VOLUNTEERS

Symposium 2018

DiverseCity Tour

At the ULI Toronto Symposium on November 7th, the DiverseCity tour travelled to four key landing pads and cultural hubs for new immigrants in Toronto and Markham. Participants learned how different groups of newcomers are impacting their built environment, and how municipalities and city builders are responding to the unique needs of each new community.

The Eglinton Crosstown tour took participants through an active construction site at the future Mount Dennis Light Rail Transit (LRT) station.



Richard Florida delivers the opening keynote at the 2018 Symposium at Evergreen Brick Works.

Presented by WLI, a panel of local real estate, planning, and public policy leaders discuss the GTA's growing pains and some creative solutions at the 2018 Symposium.

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FY19 Event Sponsors

Meet The Chiefs

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Annual Trends

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2018 Symposium



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Richard Florida
University of
Toronto
Author, The New
Urban Crisis




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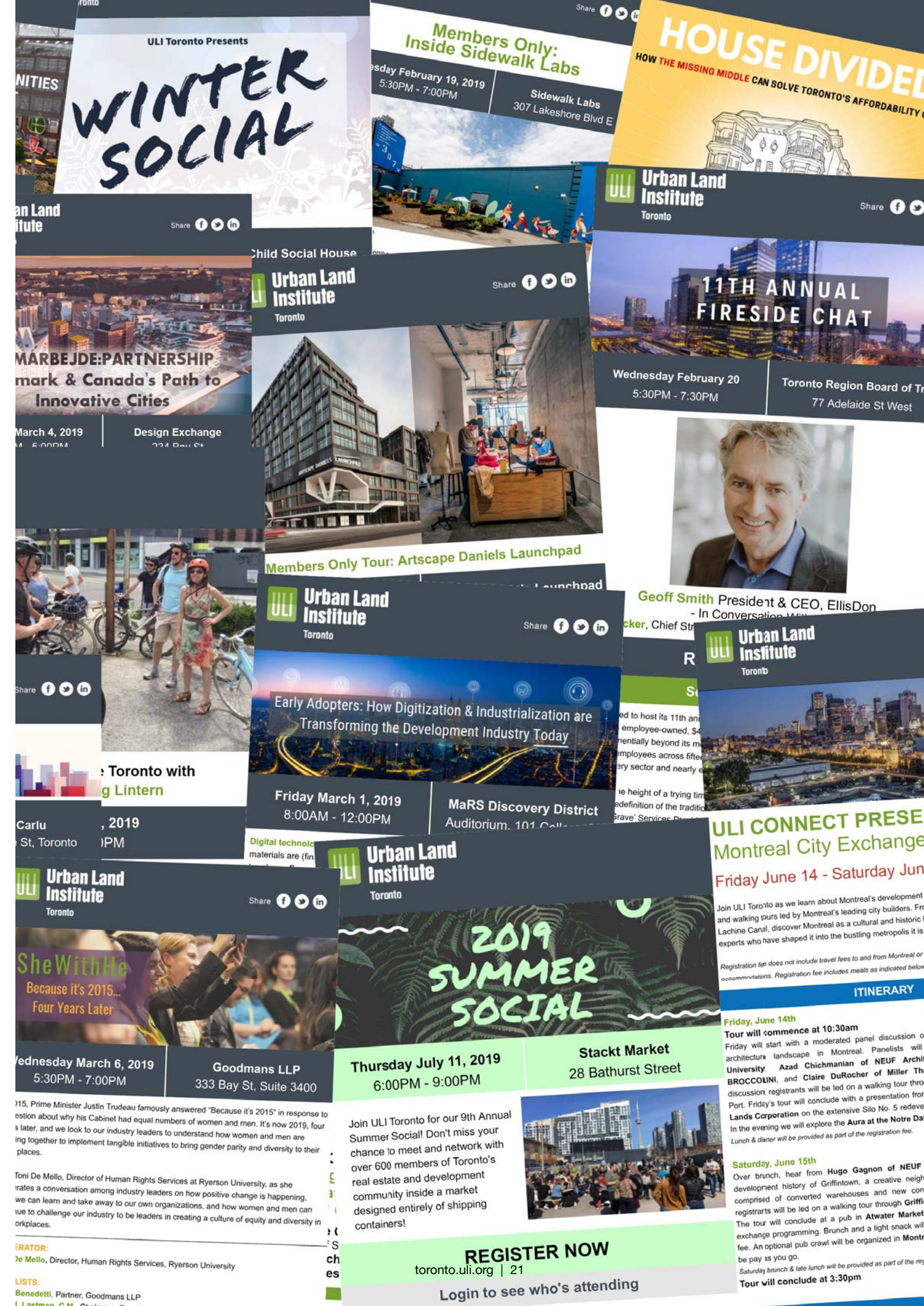
Tony Medeiros
Special Projects
Management Committee
DREAM Unlimited

Financials

Revenue	FY17	FY18	FY19
Registration Fees	\$301,602	\$241,086	\$340,476
Membership Dues Transfer	\$76,807	\$75,820	\$61,310
Sponsorship Revenue	\$551,058	\$592,255	\$689,064
Other	\$16,666	\$13,634	\$7,205
Grant			\$15,189
Contract		\$142	
Total Revenue	\$945,992	\$922,795	\$1,113,244

Expenses	FY17	FY18	FY19
Salaries and Fringe	\$336,611	\$393,471	\$461,872
Travel	\$27,591	\$13,011	\$33,909
Contracted Personal Service	\$81,452	\$33,957	\$89,856
Meetings	\$416,228	\$247,548	\$367,129
Telephone	\$5,142	\$14,479	\$6,601
Postage & Printing	\$31,662	\$34,149	\$38,696
Office Supplies	\$6,196	\$8,378	\$11,311
Rent	\$13,091	\$16,734	\$20,497
Membership Recognition & Awards	\$18,454	\$20,990	\$32,560
Miscellaneous	\$35,917	\$2,277	\$3,407
Total Expense	\$972,348	\$784,994	\$1,065,838
Reserves	\$263,148	\$404,667	\$452,073

*Analysis prepared by management not subject to third party audit or review.





Urban Land
Institute

2020 ULI Spring Meeting

May 12-14 | Toronto, Canada

Connect with more than 4,000 senior leaders in
the real estate industry and experience a
RAPIDLY GROWING GLOBAL CITY.

TORONTO

LOWEST
OFFICE VACANCY
IN NORTH AMERICA

WE ADDED MORE TECH JOBS
THAN NYC, SAN FRANCISCO, DC,
SEATTLE COMBINED AND

120
ACTIVE
CRANES

100,000
NEW CANADIANS
A YEAR CAN'T
BE WRONG



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