



FY20 Annual Report

ASK GREAT QUESTIONS





Message From The Incoming Chair



We are committed to amplifying the views and experiences of our diverse membership, and will ensure we establish a framework for a more diverse membership, including in leadership roles, in ULI Toronto and across our industry.

I'm excited to begin my tenure as Chair of ULI Toronto during these challenging times. Challenges are bringing opportunity- for change, renewal and recommitment. Like a lot of us, I've been reflecting on where we have been as an organization and where we must go. This Annual Report looks back at our successes but also provides our plan for the path forward.

The organization has had over six years of continued growth in membership, which has resulted in expanding our organizational capacity and increasing our impact. Earlier this year, we were poised to welcome the world to the ULI Spring Meeting in Toronto, with the hope of sharing with our colleagues from around the world, all that our city is, and can be. We are still actively finding ways to tell our story and help other centers learn from our successes and challenges.

One area in which ULI Toronto plans to provide leadership is making sure that Equity, Diversity and Inclusion is core to our organization and the industry. We know that the pandemic and other world events have emphasized the inequities in our community and in this regard, ULI has an opportunity to elevate our impact, in line with the ULI Global mission of promoting the responsible use of land.

We are committed to amplifying the views and experiences of our diverse membership, and will ensure we establish a framework for a more diverse membership, including in leadership roles, in ULI Toronto and across our industry. We plan to support community impact through Technical Assistance Panels, Regional Thought Leadership sessions and continued discussions on the recovery of our region.

We will meet all these objectives while we also learn to effectively operate within an online business model during this fiscal year. We know that the value of ULI membership has been in part the connections that are made by attending events, networking and through in-person volunteer connections, and we will ensure that members don't lose this important sense of connectedness.

ULI Toronto is uniquely positioned to convene, engage, listen, and lead. And we need your active engagement in the organization to make this happen. I look forward to working together with you all!

E. West

EMMA WEST

Toronto Staff



Jenny Estremadoyro
Associate



Richard Joy
Executive Director



Denise Ng
Associate



Lauren Rodgers
Manager



Alexandra Rybak
Director



Jen Sapkowski
Senior Associate

Message From The Outgoing Chair



I am very proud of the initiative that ULI Toronto co-led with the Toronto Region Board of Trade on the post-COVID world and the role of the development industry in the post-pandemic recovery, an effort that was lauded for its comprehensive overview and positive, constructive analysis and creation of a roadmap that will help to shape the future as we know it.

I began my term as Chair of ULI Toronto in November 2018, and identified three priorities for my tenure, namely:

- Bring the ULI Spring Meeting to Toronto in 2020 and ensure that it will be a resounding success and a foundation for great things to come;
- Bring renewal to ULI Toronto's Management Committee and all of its other committees and task forces, engaging with new members and broadening our base of diversity and inclusion;
- Bring more clarity to our programming through branding, to enable our members and the public to identify and engage with those programs that spoke directly to their professional and personal interests.

We were well on our way to achieving all three of our goals when COVID-19, the subsequent economic collapse and Black Lives Matter movement came upon us, shaking the world as we know it. This one-two-three punch should have brought ULI Toronto to its knees. What ensued was the farthest thing from that outcome.

- The Spring Meeting was cancelled, and ULI Toronto pivoted on a dime to a totally virtual platform, producing multiple programs a week addressing immediate issues of concern to our members, and in the process doubling our record-breaking number of annual participants in the process, putting us far ahead of any other District Council in the ULI universe.
- The hit to ULI Toronto's annual budget resulting from the cancellation of the Spring Meeting created an immediate crisis that threatened our ability to continue to provide the quality and quantity of

programming necessary to keep our membership engaged and informed. In response to the need, our Annual Sponsors and those Sponsors who had backed our Spring Meeting stepped into the breach with renewals and Bridge Sponsorships to allow us to balance our budget and plan with confidence for the coming year.

- Awareness of our role in Equity, Diversity and Inclusion for the development industry and Truth and Reconciliation in city building helped ULI Toronto to lead the discussion when the world at large responded to the Black Lives Matter movement. We hosted programs, led discussions, and relaunched our own ED&I Task Force to ensure that we not only talk the talk but walk the walk.

I am very proud of the initiative that ULI Toronto co-led with the Toronto Region Board of Trade on the post-COVID world and the role of the development industry in the post-pandemic recovery, an effort that was lauded for its comprehensive overview and positive, constructive analysis and creation of a roadmap that will help to shape the future as we know it.

And, lastly, I would like to thank outgoing Vice Chair, Michelle Ackerman and Chair of Mission Advancement, Hillary Marshall, for their unwavering leadership through such an unpredictable last year. I am pleased and comforted to know that the baton has been passed to our new Chair, Emma West, and new Vice Chair and Chair of Mission Advancement, Cyndi Rottenberg-Walker, who will lead us through the next chapter of ULI Toronto's continued success and growth, and contribute to the development of a just, sustainable and inclusive community and society.

LES KLEIN

Urban Land Institute (ULI) Global

The Urban Land Institute is a global nonprofit education and research institute dedicated to providing leadership in the responsible use of land and in creating and sustaining thriving communities. Since 1936, ULI has been a source for best practices and impartial information, and a forum in which real estate industry leaders can share ideas, experiences, and best practices.



1936

FOUNDED BY ITS MEMBERS



90+

LOCAL OFFICES



45,000+

MEMBERS WORLDWIDE



2,000+

ANNUAL LOCAL AND GLOBAL EVENTS



80+

COUNTRIES REPRESENTED



10,000+

CONTENT RESOURCES

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 our program of work cuts across these

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



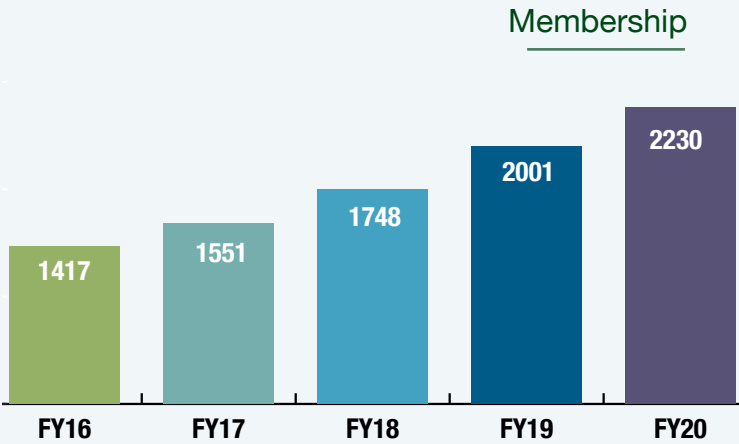
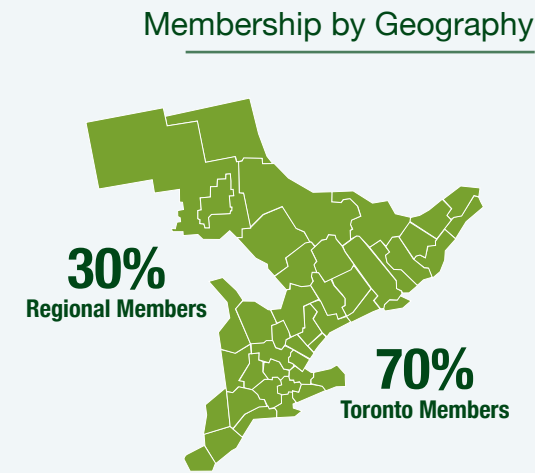
Advisory Services Panel in St Thomas in 2019



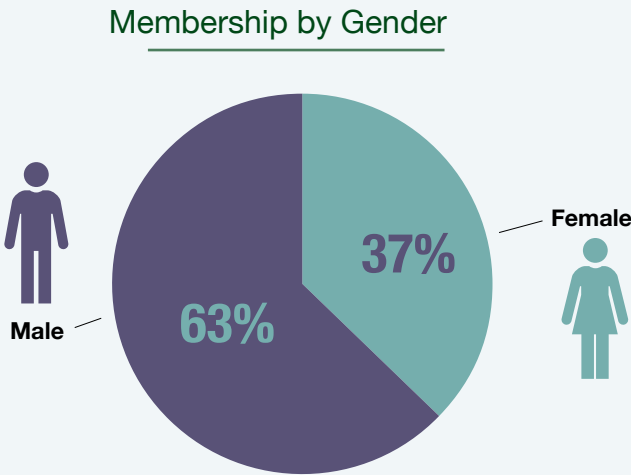
2019 ULI Fall Meeting in Washington

ULI Toronto At A Glance

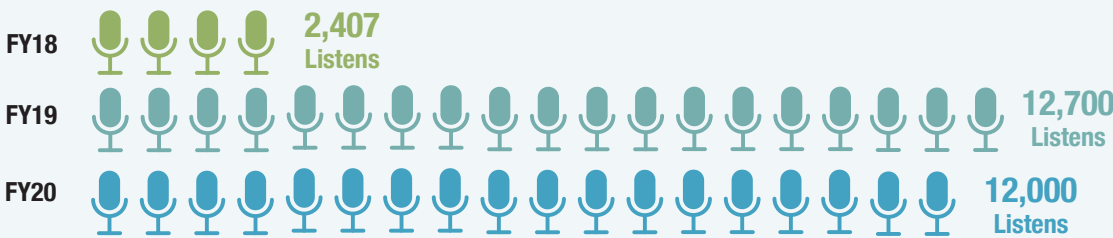
Our mission is to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide. We provide our members with independent forums for discussion and debate about city building issues and best practices. ULI Toronto carries forth that mission, while helping to shape a sustainable and thriving future for the Toronto Region. We are supported by over 2200 public and private sector members.



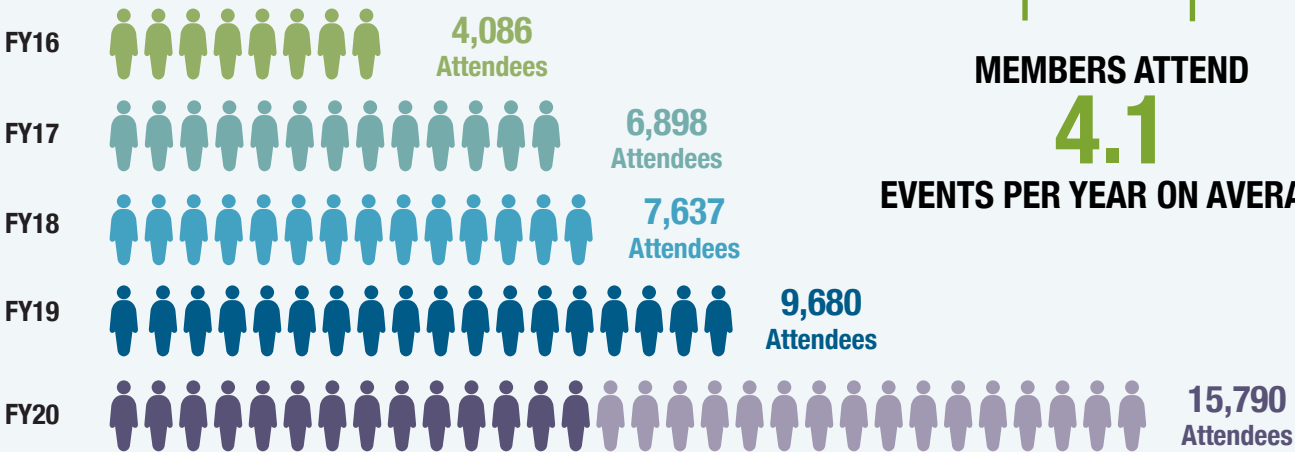
Membership by Top 5 District Councils



Podcast Listens

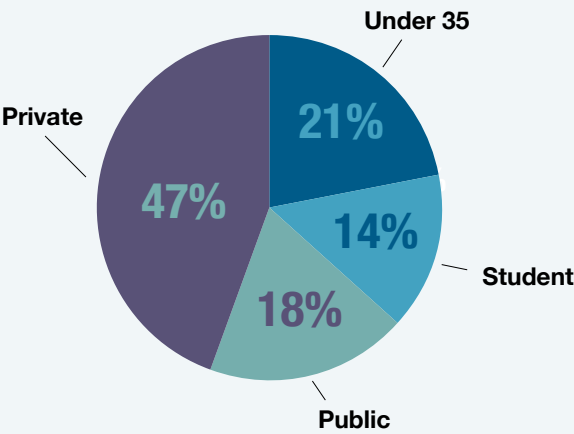


Event Attendance

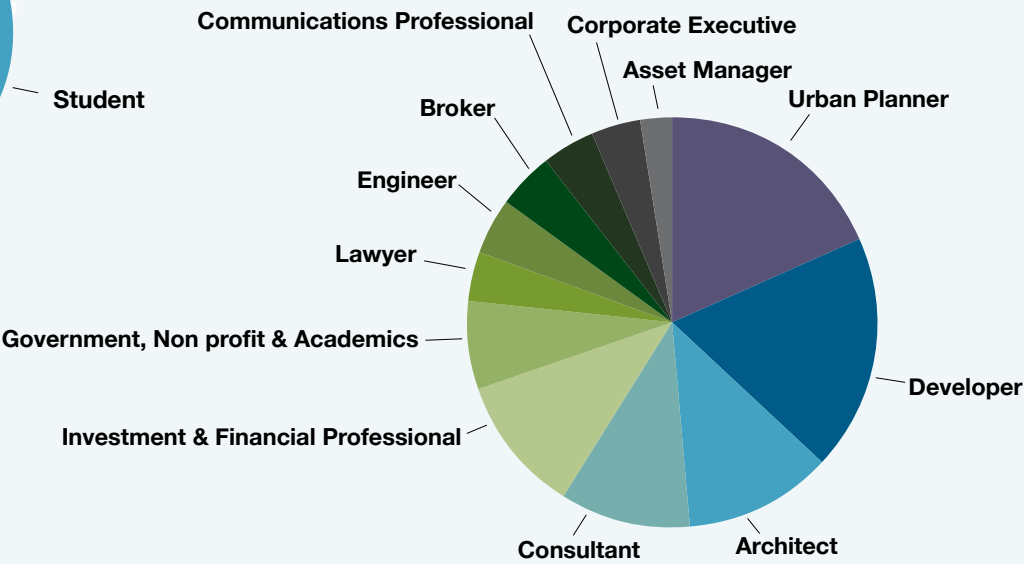


*Lighter shade indicates online programming after March 10, 2020.

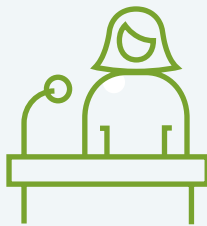
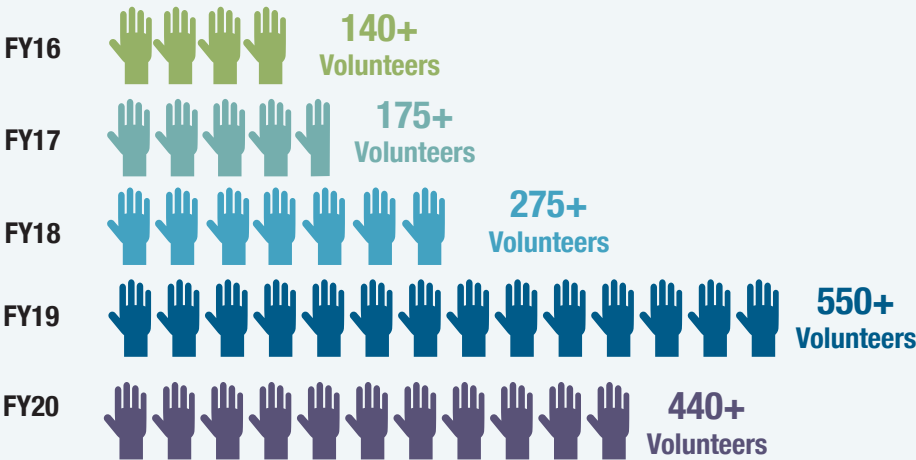
Membership Type



Membership by Profession



Volunteer Leadership

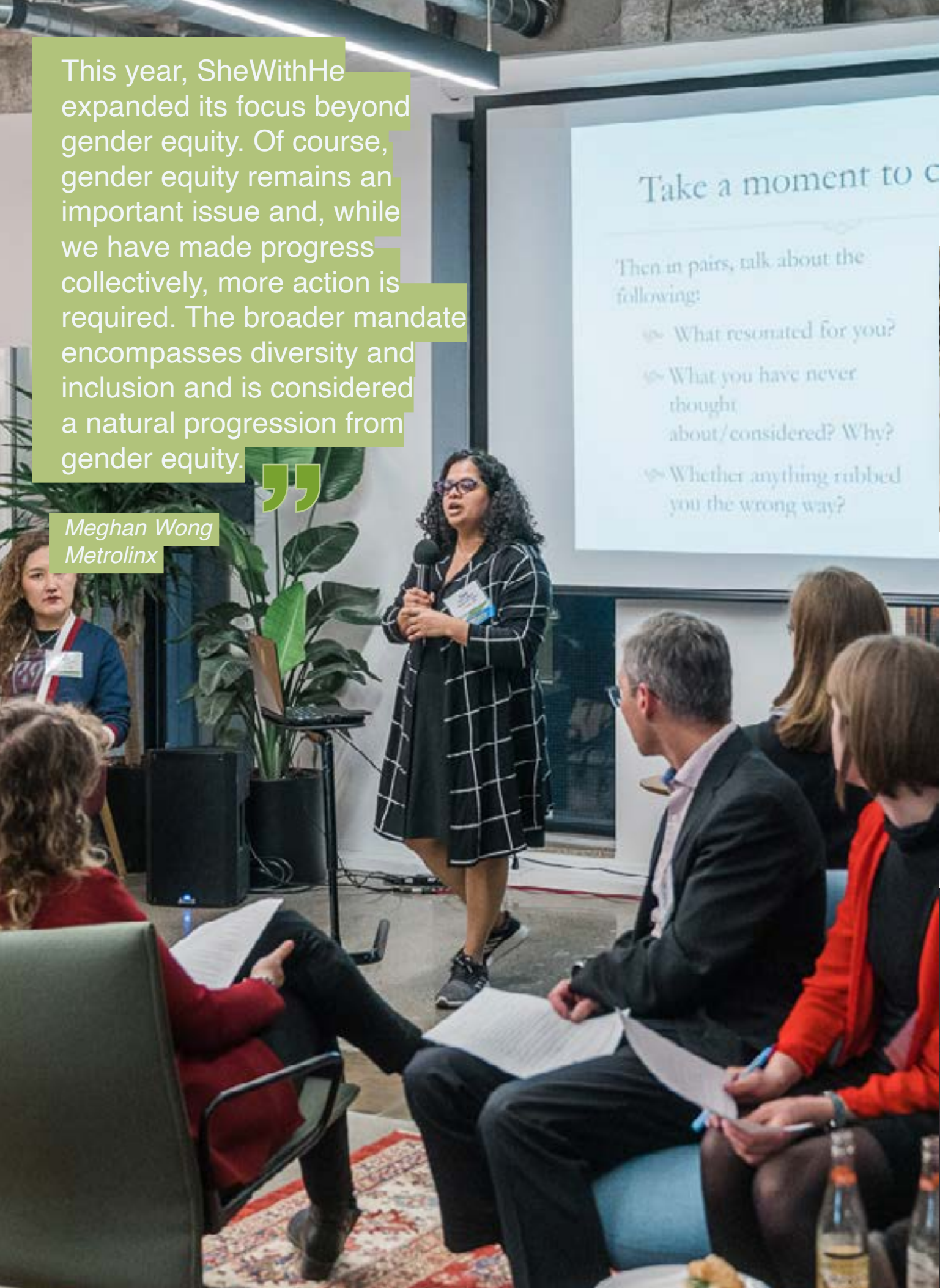


MEMBERS ATTEND
4.1
EVENTS PER YEAR ON AVERAGE

This year, SheWithHe expanded its focus beyond gender equity. Of course, gender equity remains an important issue and, while we have made progress collectively, more action is required. The broader mandate encompasses diversity and inclusion and is considered a natural progression from gender equity.

Meghan Wong
Metrolinx

”



Tanya (Toni) De Mello, a Human Rights Lawyer and Director of Human Rights at Ryerson University moderates SheWithHe 2020 How to Be a Diversity Ally: An Interactive Workshop at Perkins and Will.

Women's Leadership Initiative (WLI)

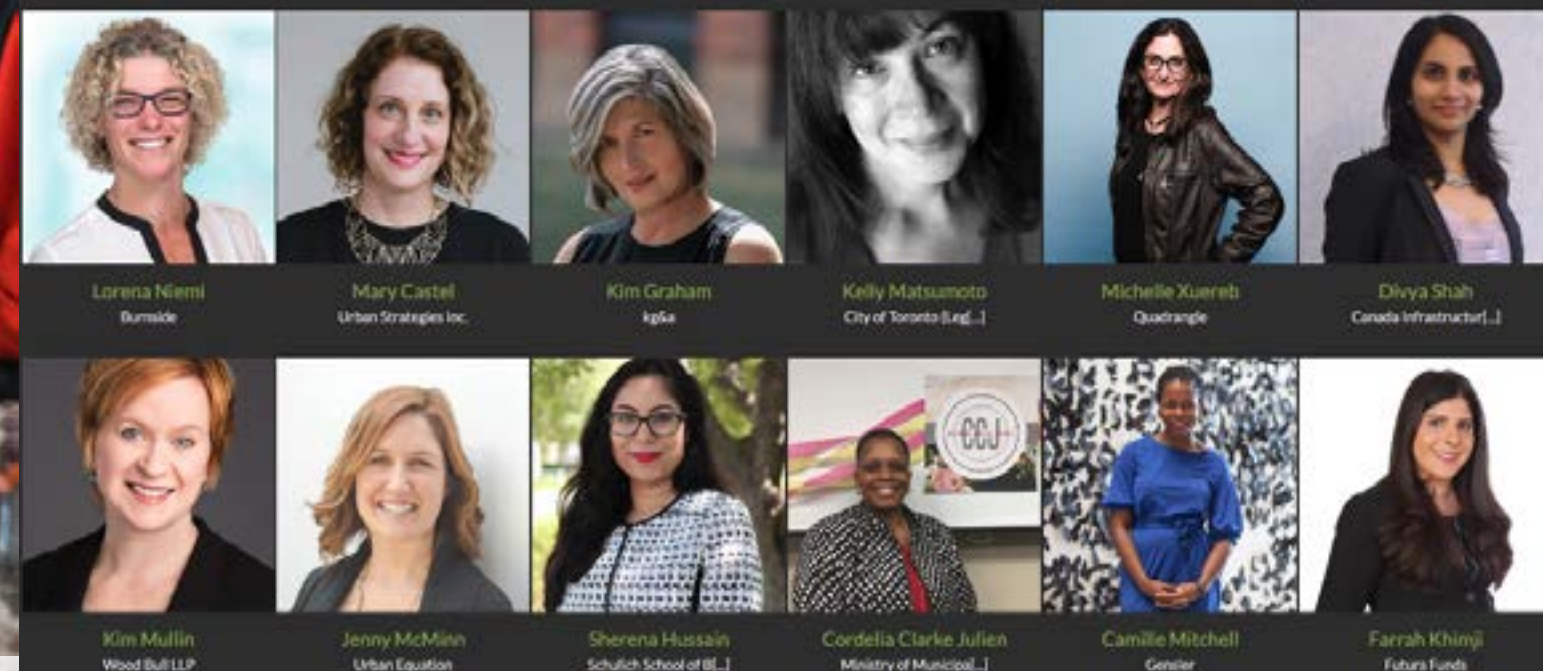
WLI Toronto is committed to increasing the number and visibility of women in leadership roles at ULI Toronto and the industry in general, by promoting the value that ULI offers for women in the industry. ULI Toronto takes on a leadership role within WLI by spotlighting women in our various programs and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



The Women Behind the Restoration of Massey Hall
On October 7 at Roy Thomson Hall, a panel of women leading the various aspects of the ambitious Massey Hall revitalization project discussed their respective roles in the Toronto landmark's first major renovation since 1948. The evening concluded with an intimate performance by a Canadian singer-songwriter Hannah Georgas.

The Collective Wisdom of High-Performing Women: Leadership Lessons from the Judy Project

On February 13, WLI hosted a panel of contributors to the book *The Collective Wisdom of High-Performing Women: Leadership Lessons from the Judy Project*, moderated by the book's editor, Colleen Moorehead.



Members of the 2020 WLI Championship Team

Outreach

The Outreach Committee is charged with reaching out to local organizations and bodies active in the real estate development and land use fields to make ULI and its mission known to them, and to explore how ULI may work with them on areas of common concern.



Curtner Urban Leadership Program
Participants in the Curtner Urban Leadership Program joined a city-wide bus tour of the yellow belt, beginning a long overdue civic conversation with community representatives, city builders, politicians and city planning staff about increasing a variety of low scale housing options.

ULI Advisory Services Panel
On February 28, ULI Toronto, in partnership with the City of Toronto and the Tower Renewal Partnership, hosted a group of North American experts who had been working through the previous four days to deliver a comprehensive and actionable set of recommendations on resolving one of the city’s biggest housing and resilience challenges. The weeklong process tapped into ULI’s global Advisory Service Program, which has, to date, supported over 700 communities in identifying independent, strategic and practical solutions for sophisticated land-use challenges.

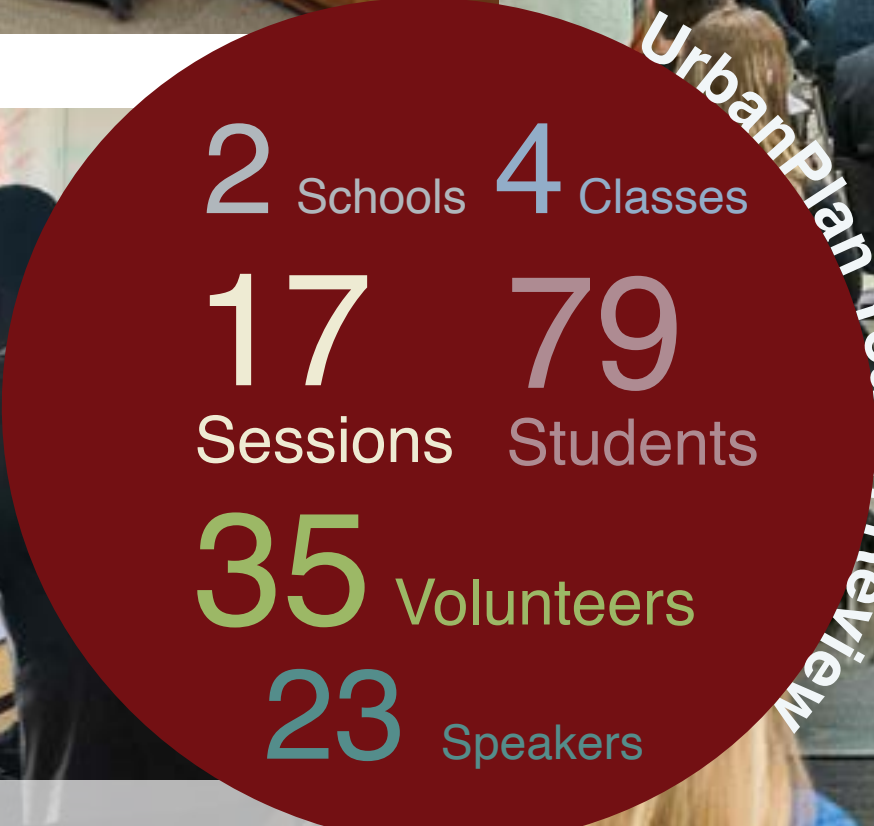


As the desire for community continues to influence how assets are designed and programmed, many developers are growing increasingly focused on incorporating placemaking into their projects. This shift in thinking is disrupting pro forma by elevating the importance of learning about and finding ways to support a place’s existing residents, businesses and organizations.

”

Melissa Daly-Buajitti
CBRE

UrbanPlan Year in Review



UrbanPlan volunteers attend a training day.



Squeezed out? Squeezed in? A community fishbowl conversation about Social Purpose Real Estate at MOCA on January 14.

ULI Connect continues to provide the best variety of programming that brings together the full spectrum of city building disciplines. From the summer and winter socials to the tour series, city exchanges, and student career events, ULI Connect fosters new and lasting relationships.



*Joshua Butcher
Bousfields Inc.*

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 events, mentoring and professional development courses.



ULI Toronto members attend a sold-out tour and panel discussion that took attendees to PCL Agile's prefabrication and modular construction facility in Etobicoke.

ULI Connect Virtual Happy Hour

On May 14, ULI Young Leaders hosted the first Members-Only OffScript Virtual Happy Hour over Zoom, kicking off a series of virtual networking events, offering members the opportunity to connect with one another amidst the coronavirus pandemic.



ULI Toronto members attend a walking tour of Toronto's East Bayfront led by city builders from Waterfront Toronto, DTAH, and FORREC.



A diverse group of ULI Toronto members network at the 2020 Winter Social at Queen-Richmond Centre.

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 12th annual Fireside Chat with Gary Berman, ULI Trustee and President & CEO, Director, Tricon in conversation with Camille Douglas, Senior Managing Director, Acquisitions & Capital Markets, LeFrak, who discussed why this is Toronto's Moment as an ascendant global city.



Placemaking at the Mall: The Future of Intensification

Early on October 24, Anne Morash, SVP at GWL Realty Advisors moderated two panels on the future of shopping malls. The sold-out crowd assembled at The Globe and Mail Centre on King Street East to hear views from the expert developers and designers that sat on both panels.



Meet the Chief Planners

On March 10, ULI Toronto hosted its 6th annual regional dinner for the professional land-use community, celebrating the synergies between the private and public sectors. A number of chief planners, executive directors, and senior planning and development officials from around the GTHA were in attendance, including officials from the City of Toronto, City of Hamilton, City of St. Catharines, Simcoe County, City of Kitchener, City of Pickering, and Metrolinx, among others. Chief R. Stacey Laforme, Chief of the Mississaugas of the Credit First Nation, welcomed guests with a Land Acknowledgement and two thought-provoking poems.



On October 29, ULI Toronto brought over 100 land-use professionals from the Greater Toronto Area to Hamilton for an opportunity to tour a number of exciting development projects happening in the city. The first stop was the Hamilton City Centre for a tour with its new owner.



The events of the last year have brought unprecedented challenges. As city builders we wanted to provide leadership for the industry and a platform for our membership to come together and ask important questions. ULI not only transitioned to online programming, but also took on the challenge of how to better address the issues of diversity, equity and inclusion. This is all thanks to our staff, whose enormous fortitude and around-the-clock work allowed us to move forward, stay connected and even grow our membership.



Michelle Ackerman
Kilmer Group

2020 ULI Spring Meeting

Before the unexpected cancellation of the 2020 ULI Spring Meeting due to the coronavirus pandemic, all the markers of success had been achieved. A record number of 30 local tours along with six major panels, over 300 speakers, and additional events organized by over 150 volunteers, including our Connect Committee and Women's Leadership Initiative. Prior to cancellation, over two million dollars in sponsorship were raised thanks the generous support of the companies below.

Host Committee Co-Chairs



AMY ERIXON
Principal, Managing Director
Avison Young



GODYNE SIBAY
Managing Director, Ontario Region
McCarthy Tétrault



KEN TANENBAUM
Vice Chairman
Kilmer Group



TED WILLCOCKS
Global Head of Asset Management
Manulife/John Hancock

PREMIER



PLATINUM



ICON



GOLD



PRINCIPAL



SILVER



Retrofitting Our Urban Region

ULI Toronto, along with the Toronto Region Board of Trade, co-led an initiative to surface early and core recommendations toward retrofitting the “physical realm” as we transition into a new “workplace”. The initiative is part of Reimagining Recovery – a six-track framework the Toronto Region Board of Trade launched as Toronto businesses begin to emerge from the COVID-19 shutdown and shift to economic recovery.



ULI Toronto values the importance of this opportunity to convene over 100 leading regional, national and international companies, labour unions, and public agencies in an effort to retrofit our city region.

Emma West
Bousfields Inc.



A set of recommendations were developed through a 1.5 day working session focussed on discrete components of the “physical realm” (including main streets, airports, mass transit, major events spaces, institutions, commercial spaces, shopping malls, residential spaces, and housing), established through nine separate Working Groups.



2020 ULI SPRING MEETING

CONNECT WITH THE WORLD OF REAL ESTATE



Equity, Diversity & Inclusion

The Equity, Diversity and Inclusion Committee was launched in November 2019 and is now an active part of the ULI Toronto's work in addressing issues of equity, diversity and inclusion in city building and furthering our responsibility to create a sustainable and thriving future for the Toronto region. The committee plays a unique dual role within ULI Toronto as a resource (support role) in bringing an equity, diversity and inclusion lens to the work of our local District Council leadership; and as a catalyst (lead role) in organizing and delivering initiatives, programs and events to achieve its own mission.

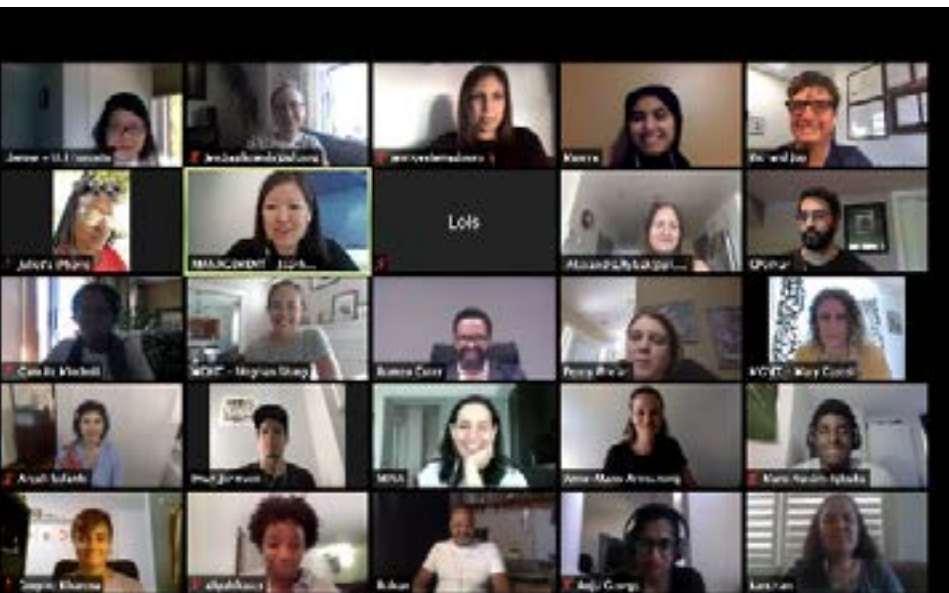
ULI Toronto recognizes that issues of equity, diversity, inclusion and systemic racism in city building are a significant deficiency in our industry. We understand that with our privilege comes responsibility and opportunity to start acting for long-lasting and impactful change. So in the words of the late great John Lewis, let's "make some noise and get in good trouble".

Building Better: Indigenous Collaboration in Urban Environments

ULI Toronto opened a thoughtful discussion to an overflowing audience on November 26, at the Globe and Mail Centre. Joined by Indigenous leaders, city planners, developers, and other city building enthusiasts, the audience heard from speakers and a panel about the required cultural shifts or actions to appropriately bring Indigenous consultation to the forefront of a growing cityscape, while also fostering inclusivity in development processes. Dr. Duke Redbird, Indigenous Polymath Wisdom Keeper & Elder, Indigenous Arts & Culture provided a captivating welcome.



Jeanhy Shim
Housing Lab TO



Pathways to Inclusion

On June 16, ULI Toronto hosted the first meeting of the 2020 Pathways to Inclusion Cohort virtually via Zoom. This virtual happy hour provided participants the opportunity to connect with fellow program participants, ULI Toronto Management Committee members and our ED&I task force through small, virtual breakout rooms along with topics to spur conversation.

Mentorship

Established in 2009 by ULI Toronto, the Mentorship Program is intended to foster an exchange of professional ideas, friendship and expertise among young professionals and industry veterans in order to enhance the personal and professional growth of both parties.

A Success Story

In the fall of 2015, Godyne Sibay and Ming Lau were paired in the ULI Mentorship program. These two women, from seemingly different professional backgrounds, turned a one-year program into a four-year (and counting) friendship filled with growth, stimulating conversations, and an ever-expanding network.



Ming Lau
McCarthy Tétrault

The caliber of ULI members is really high and I don't think people realize this. This program is a vehicle to facilitate relationships with people you may have never been able to meet.



2019 Program Wrap Up

On February 6, ULI Toronto hosted a wrap-up social for those who participated in the 2019 program. Marking the 10th year of the program, both mentors and mentees from over the years shared their success stories from the program, followed by a reception.



Mentors and Mentees from the 2019 program attend a kick-off meet and greet before being paired together for the year ahead.

FY20 Annual Sponsors

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Brookfield  **EllisDon**

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Choice Properties  **FIRST GULF GREAT GULF**  **KingSett CAPITAL**

Northcrest **OXFORD** **Quadrangle**

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dream  **Goodman's LLP**  **Marcus & Millichap**

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FY20 Event Sponsors

Meet The Chiefs

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Annual Trends

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The Odan/Detech Group Inc.
Tourism Toronto
Tricon
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Urban Strategies Inc.
Woodbull LLP
Zeidlers Architects
PMA Urban
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Tourism Toronto
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 **Toronto Pearson**


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FY20 District Council Leadership


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Chair Mission
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Derek Goring
Past Chair
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Bader Elkhatib
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Norm Li
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Gregg Lintern
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Executive Director




Heather MacDonald
City of Burlington
Chief Planner
& Director, City
Building




Mazyar Mortazavi
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Goodmans LLP
Partner



Leslie Woo
Chief Planning Officer
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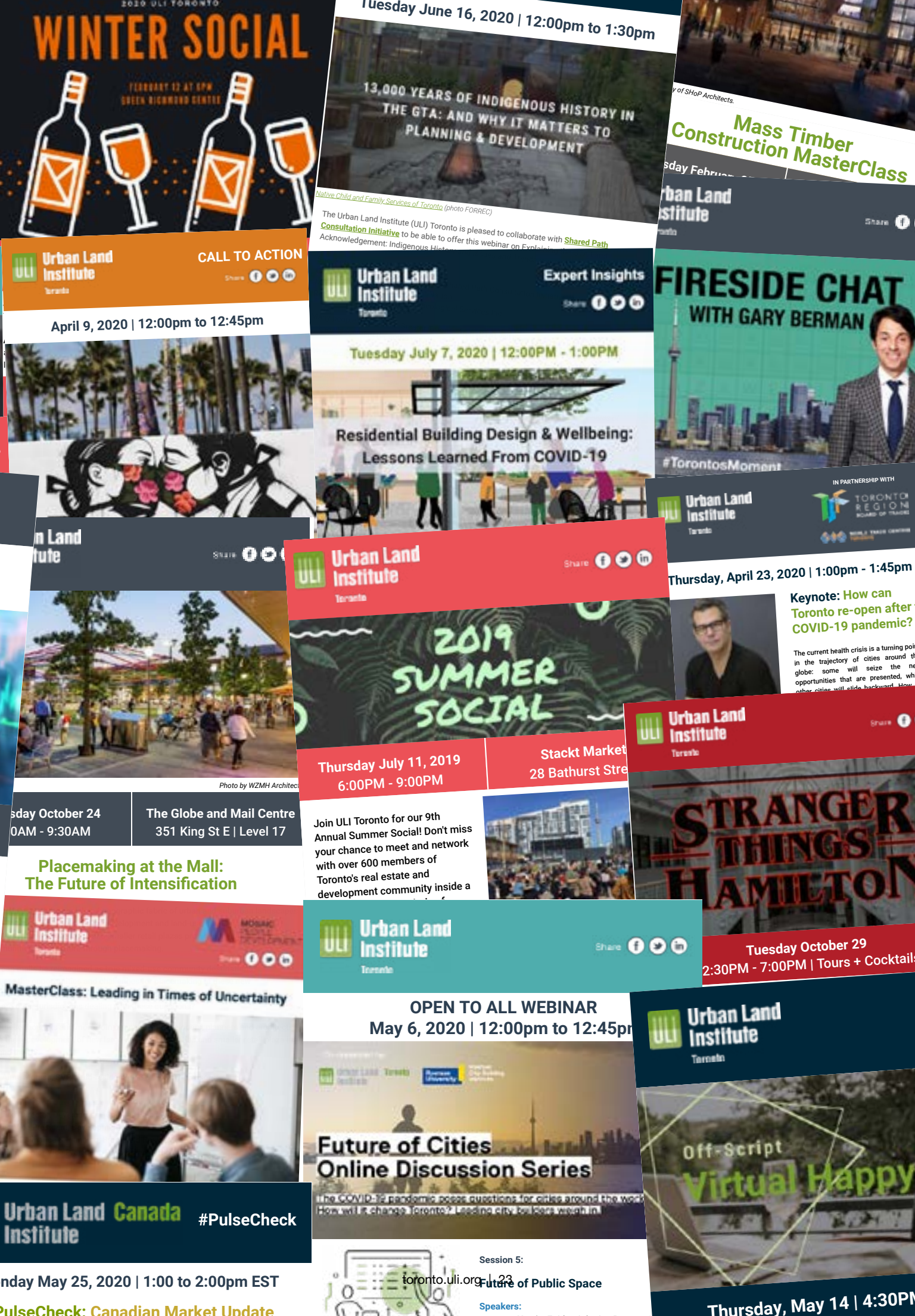
Financials

Revenue	FY18	FY19	FY20
Registration Fees	\$241,086	\$340,476	\$204,880
Membership Dues Transfer	\$75,820	\$61,310	\$89,575
Sponsorship Revenue	\$592,255	\$689,064	\$710,167
Other	\$13,634	\$7,205	\$68,733
Grant		\$15,189	\$4,625
Contract	\$142		
Total Revenue	\$922,795	\$1,113,244	\$1,077,979

Expenses	FY18	FY19	FY20
Salaries and Fringe	\$393,471	\$461,872	\$512,556
Travel	\$13,011	\$33,909	\$23,716
Contracted Personal Service	\$33,957	\$89,856	\$56,052
Meetings	\$247,548	\$367,129	\$345,324
Telephone	\$14,479	\$6,601	\$6,072
Postage & Printing	\$34,149	\$38,696	\$21,621
Office Supplies	\$8,378	\$11,311	\$17,176
Rent	\$16,734	\$20,497	\$33,771
Membership Recognition & Awards	\$20,990	\$32,560	\$25,883
Miscellaneous	\$2,277	\$3,407	\$-3,646
Investment Allocation**			\$55,327
Total Expense	\$784,994	\$1,065,838	\$1,093,853

Reserves	\$404,667	\$452,073	\$440,456
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*Analysis prepared by management not subject to third party audit or review.
**The FY20 investment allocation is 5% of FY19 Total Expenses. It is the contribution towards ULI global's strategic plan investments.





Kensington Market, Toronto
Photo Credit: Sukoon Sen