ULI Toronto

BDP. Quadrangle

Curtner

Urban Leadership Program

CAPSTONE PROGRAM WORKSHOP

June 17, 2021

As a Toronto Region based organization, we acknowledge the land we are meeting on is the traditional territory of many nations including the Mississaugas of the Credit, the Anishnabeg, the Chippewa, the Haudenosaunee and the Wendat peoples and is now home to many diverse First Nations, Inuit and Métis peoples. We also acknowledge that Toronto is covered by Treaty 13 with the Mississaugas of the Credit.

We are all Treaty people. Many of us of have come here as settlers, immigrants, and newcomers in this generation or generations past. We'd like to also acknowledge and honour those who came here involuntarily, particularly those who are descended from those brought here through enslavement.

Before We Start…

Audience will be muted throughout the session.

This session will be recorded.

Curtner Urban Leadership Program
ULI Toronto

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Urban Leadership Program

ULI Toronto's Curtner Urban Leadership Program is an annual curriculum-based program designed to immerse mid-career professionals from different disciplines in Toronto city building to create positive change in our city. The program is sponsored by Quadrangle in memory of one of its founding partners, Brian L. Curtner. The program reflects many of Brian's passions, including city building, mentorship and collaboration.

BDP. Quadrangle

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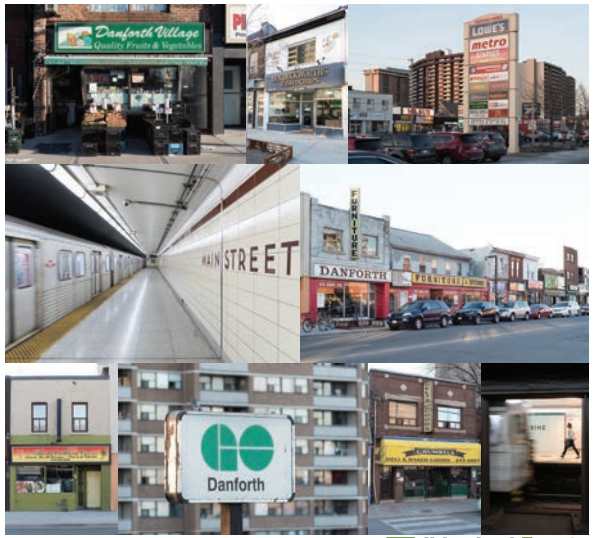
COMMUNITY PRESENTATION

URBAN LEADERSHIP PROGRAM

MAIN & DANFORTH AND SHOPPERS WORLD



Urban Land Institute Toronto

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Community Presentation

MOUNT DENNIS NEIGHBOURHOOD

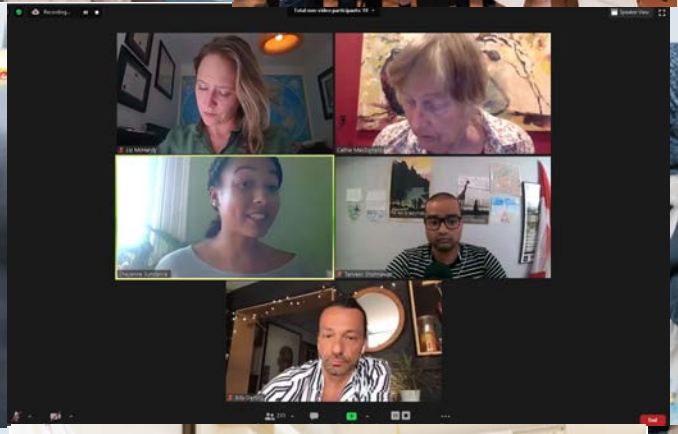
Urban Land Institute Toronto

Curtner Urban Leadership Program

THE YELLOW BELT TOWN HALL

More Housing Choices in Our Neighbourhoods

Urban Land Institute Toronto


신라
Shilla
DYNASTY

MOUNT DENNIS
NEIGHBOURHOOD CENTRE

THANK YOU STEERING COMMITTEE MEMBERS!!

Kevin Stolarick,
Visiting Researcher,
Inclusive Design Research Centre, OCAD
DEAN OF PROGRAM

Lori Martin
Senior Cultural Affairs Officer
City of Toronto
CHAIR OF COMMITTEE

Ossie Airewele,
British Architect
Quadrangle

John Ariyo
Director of Equity and Engagement
Government of Nova Scotia

Dalia Bahy
Intern Architect/ Planner
R.H. Carter Architects

Cheryll Case
Assistant Policy Planner
City of Brampton

Anne-Marie Croce
Innovation Program Manager, Customer Experience Transformation and Innovation
City of Toronto

Carolyn Fearman
Senior Architect
SvN Architects + Planners

Alexander Elgin
Senior Associate, Director of Planning & Urban Design
B+H Architects

Mathieu Goetzke
Vice-President, Planning
Metrolinx

Melissa Lui
Interior Architect
Specialist.MJMA

Liz McHardy
Partner
LURA

Joseph Milos
Development Manager, Heavy Rail (New Stations)
Metrolinx

Robert Patterson
Senior Project Manager, Strategic Projects
City of Toronto

Scott Pennington
Manager
CreateTO

Elyssa Pompa,
Program Officer
Greenbelt Foundation

Christine Raissis,
UrbanPlan Consultant
ULI

Robert Walter-Joseph,
Planner at Gladki Planning Associates

Melissa Winch
Partner
Cassels

John Yeh,
Manager,
Strategy & Innovation
City of Markham

Curtner
Urban Leadership Program

Program Dean

Kevin Stolarick

Visiting Researcher

Inclusive Design Research Centre

OCAD University

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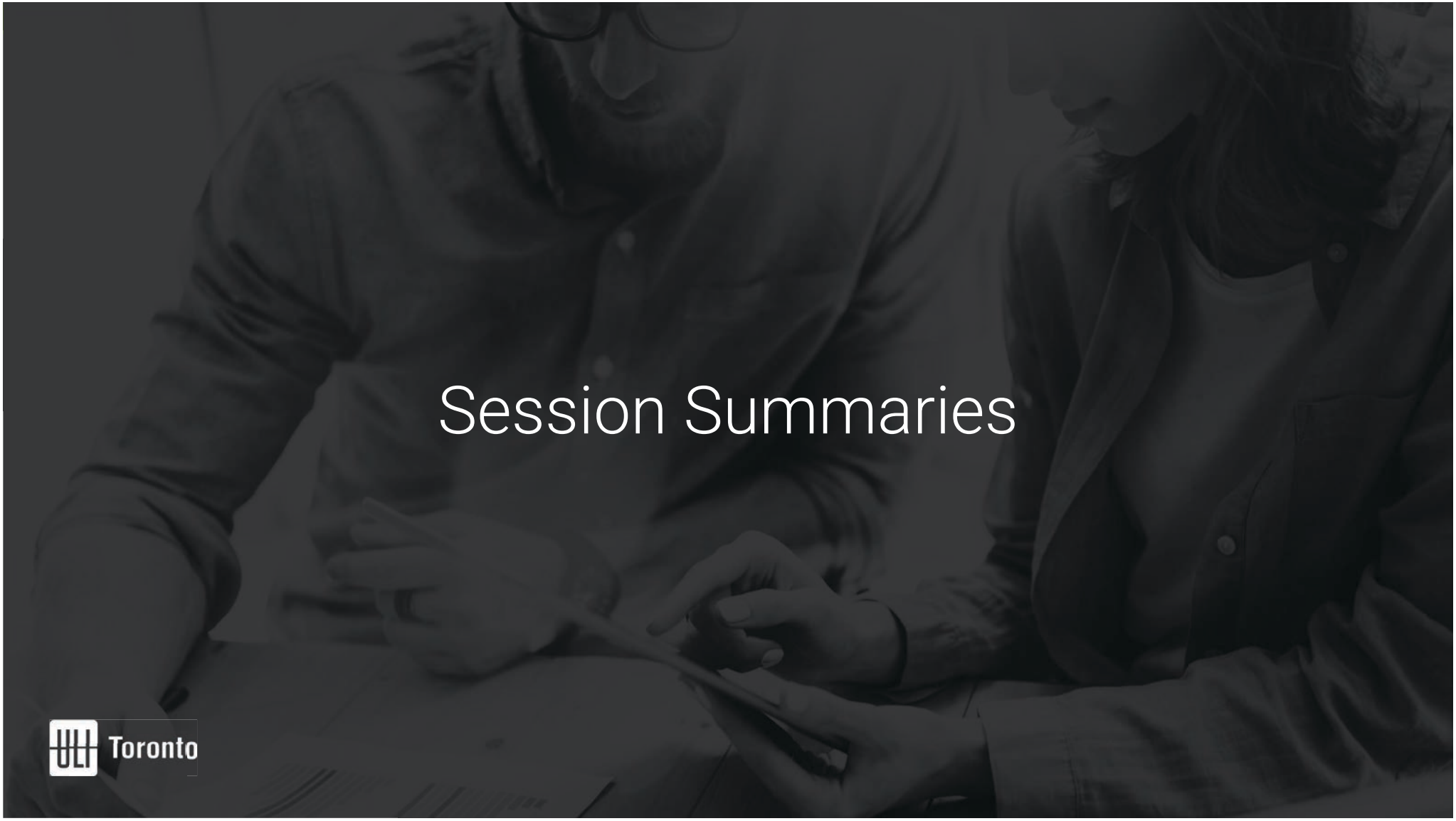
#AskGreatQuestions

Agenda

- Session Summaries
  - Co-Design Session – Kevin Stolarick
  - The Now: Decolonizing Planning & System Racism – Team 4
  - The Future We Want (Need) – Team 2
  - Policies & Procedures: What's Wrong? – Team 3
  - Who has to do What? – Team 5
  - Tools & Community Engagement – Team 1
- Workshop on The Way Forward
  - Theme 1 - Organizational Perspective
  - Theme A - Industry/Professional Practice Perspective
  - Breakouts
  - Report Back
- Ending not Closing, Concluding, Stopping


Session Summaries
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Curtner Urban Leadership Program

Curriculum Co-Design Session (December 2020)

- Development of Shared Beliefs & Behaviors
- Identification of Session Topics

Shared Beliefs and Behaviors

INCLUSION

- Ask who's not in the room?
- Greater truth comes through diversity of people and opinions
- Inclusive Language
- Everybody has a lived experience to share
- Be curious about divergent perspectives

LEADERSHIP

- Break out of your comfort zone
- Leading by Example
- Be bold, courageous + vulnerable (it's ok to make mistakes!)
- Speak truth to power
- Express discomfort (group or individually)
- Assume you know nothing (Have an open mind)
- Be Courageous
- Encourage wild/ ambitious ideas

Shared Beliefs and Behaviors

THOUGHTFULNESS

- Being present (out of office!)
- Consider lived experiences
- Consider Intersectionality
- Empower
- Mute yourself when you're not talking
- Understand that you can never have 100% of the context.

SEMANTICS & SPEAKING

- Listen actively, intently & empathetically
- Discuss assumptions
- unbridled honesty
- Being ok with silence
- If you don't know, ask. (don't assume)
- Be respectful, one speaker at a time & give everyone the chance to speak
- Try to not get defensive
- Empathetic & Understanding
- "yes, and..."
- Listen carefully
- Be respectful
- Be vulnerable

Shared Beliefs and Behaviors

SAFE SPACE

- Provide positive feedback and encouragement to others
- Hear and acknowledge
- Make mistakes
- Create a safe space
- What happens on Zoom stays on Zoom
- Taking Risks & Learning from Mistakes
- Defer Judgement
- Consider your own assumptions & perceptions
- Defer judgement, empower others and build on ideas
- Being respectful of shared thoughts, ideas & conversations
- Be Positive
- First seek to understand
- What's discussed remains in the room - this is a safe space ("Chatham House" Rules)

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The Now: Decolonizing Planning & System Racism – Team 4

Alan Haddad
Electrical Design Engineer

Elaha Safi
Policy Planning InternHalton Region

Rui Zhou
Designer, Civil Engineering
MTE Consultants

Shalaka Jadhav
Design & Community Manager
Youth Climate Lab, Ottawa

Sivahami Vijenthira
Community Relations
Metrolinx

Trystan Anderson
Business Development
Bothwell Accurate Co. Inc.

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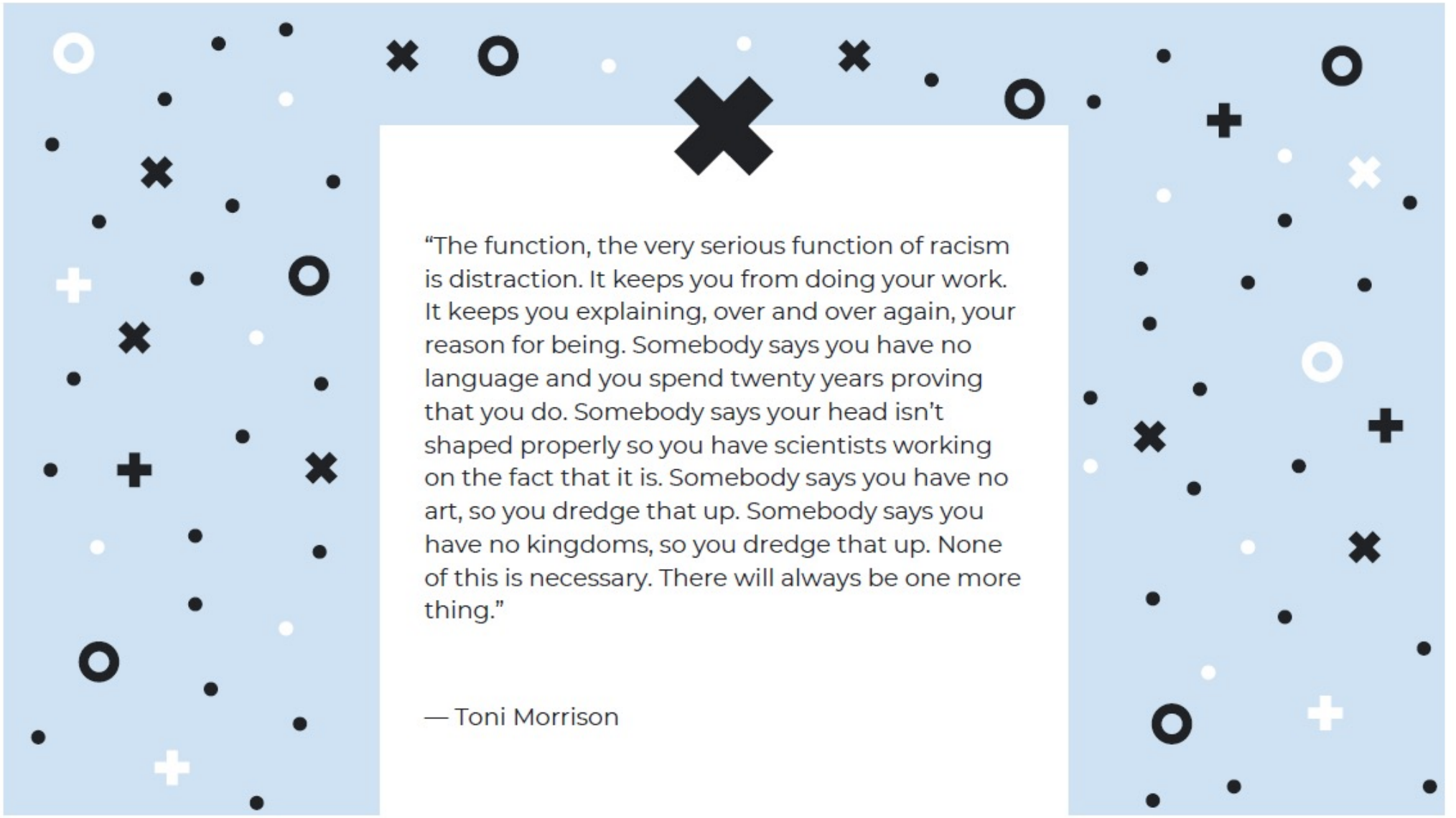
Team 4: Decolonizing Planning & Systemic Racism

key lessons discovered & important takeaways



"The function, the very serious function of racism is distraction. It keeps you from doing your work. It keeps you explaining, over and over again, your reason for being. Somebody says you have no language and you spend twenty years proving that you do. Somebody says your head isn't shaped properly so you have scientists working on the fact that it is. Somebody says you have no art, so you dredge that up. Somebody says you have no kingdoms, so you dredge that up. None of this is necessary. There will always be one more thing."

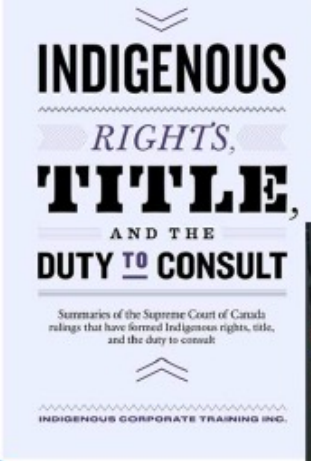
— Toni Morrison

Ideologies, Groundwork & Truth

- Jane Jacobs “eyes on the street”, reiterating the importance of intention and how it translates into practice.
- Decolonization and the deconstruction of colonial ideologies of superiority and privilege of Western thought & approaches
- Duty to Consult: summaries of the Supreme Court of Canada rulings that have formed Indigineous Rights, title, and the duty to consult.

Africville and the suffering of extreme racism where its residents were denied the standard services needed to thrive in their community, while continuing to pay city taxes.

Uncovering reports on both the hidden racial logic of the Nuisance By-law in the City of Brantford, along with various forms of environmental injustice in Toronto, specifically examining environmental risks among different racial and socioeconomic groups.



Understanding our own Urban History

- The Black History of Bloor & Bathurst,
- Mark Street was part of the underground railroad, Caribbean immigration beginning in the 1960's, having had dozens of black-owned shops, salons, newspapers, services
- Development process lead by City of Toronto in 2012 included three years of community engagement centered around event hub, Markham House and concluding a cultural heritage mapping as part of heritage preservation process.

<u>Development Conclusion:</u>

A collection of low-rise, mid-rise, and "microtowers" with different facades

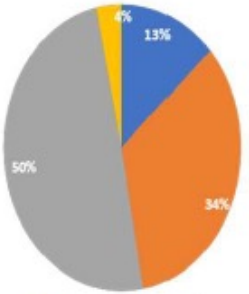
All rental, 50% "family-size"

Narrower storefronts for small businesses

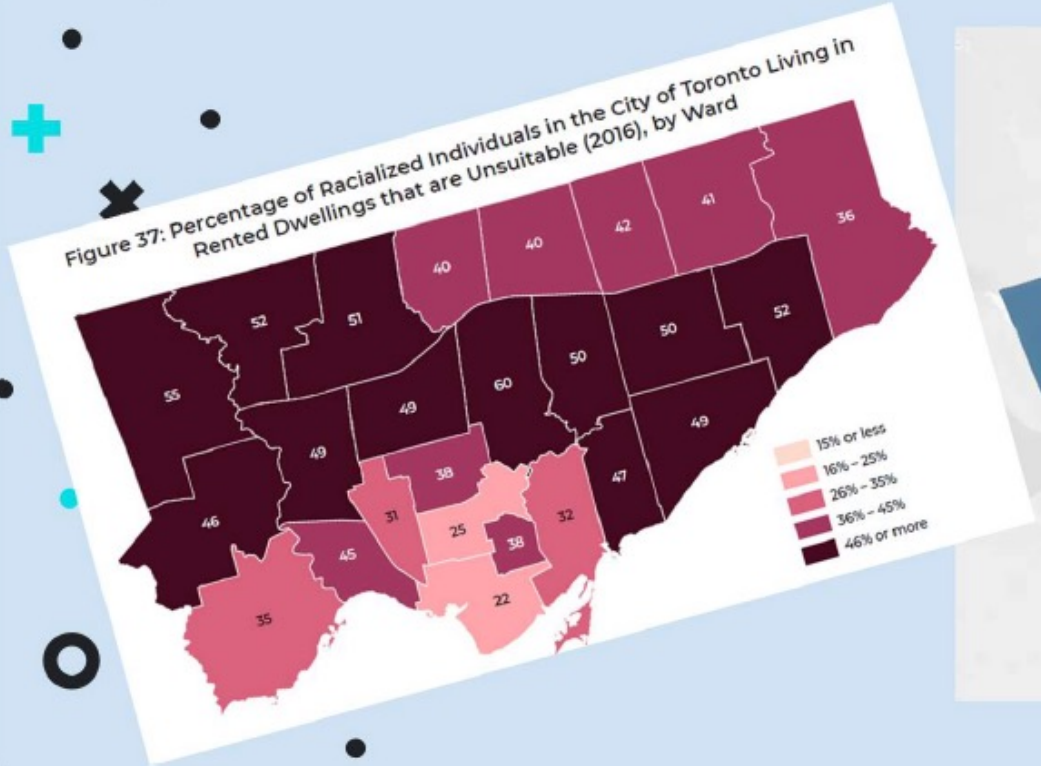
"Pedestrian-first" redesign of Markham St with new park

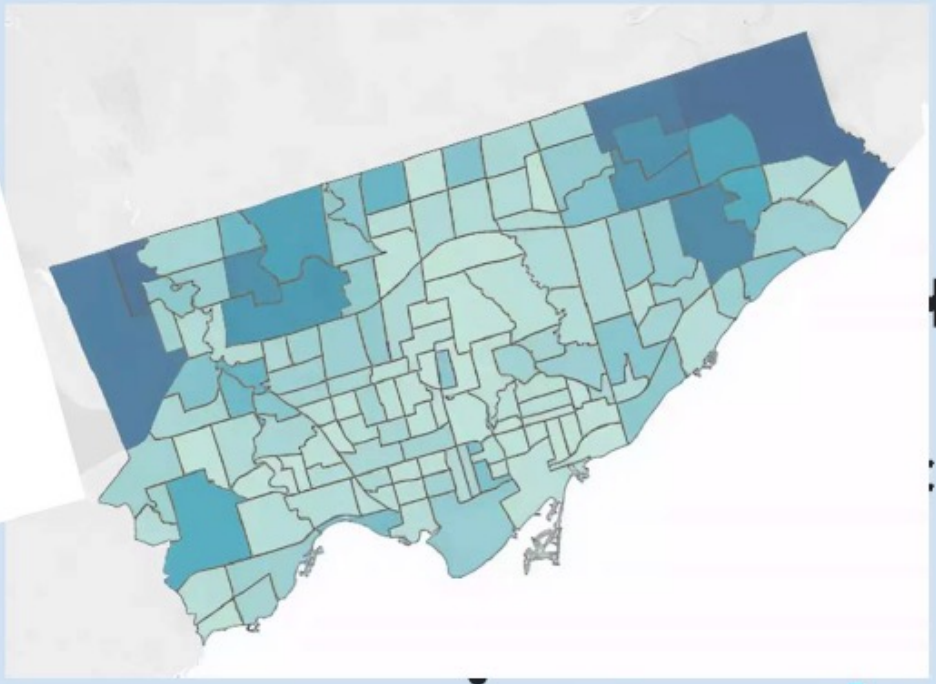
Outdoor public market, onsite daycare, bike hub, and more

The percentage of population by immigrant status



Unsuitable Housing Rates vs. COVID-19 Rates





Africville lives on for African-Canadians

In 2010, the City of Halifax apologized to the residents, which was backed up a total of nearly $5 million from three levels of government for the black community — $3 million from the city, $1.5 million from the province and $250,000 from the federal government

Let's be reminded, our work is not over...

- We need to take an interdisciplinary approach that upholds justice & liberation above all else.
- We need to think of the lifecycle of planning & land development, which includes considering the histories & ongoing colonial violence on those lands.
- We need to continue to engage in community welfare, understand appropriate use of language and above all else familiarize ourselves with examples that marginalized communities still exist in our country, while also finding allies who continue to show support for injustice.

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The Future We Want (Need) – Team 2

Ahmed Ahmed
Youth Development Coordinator
Rexdale Community Health Centre

Cate Flanagan
Planner
City of Toronto

Harrison Thomas
Senior Design Technologist
City of Toronto

Jennifer Johnson
Senior Associate
Wordsearch Place

Lillian Dsouza
City Planning,
Office of Chief Planner
City of Toronto

Sonali Praharaj
Urban Designer
DTAH

Temo Cruz
Assistant Project Manager
ED Modular Inc.

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Priorities for the Future We Want (+ Need)

Abigail Moriah, RPP, MCIP

The Black Planning Project

Tura Cousins Wilson

SOCA

Chiyi Tam

Friends of Chinatown

Sabina Ali

Thorncliffe Park
Women's Committee

ULI Urban Land Institute Washington

Strengths in the current system?

A new, more critical approach to planning

- acknowledgement that we didnt do it right before
- Critical-thinking
- Momentum re: indigenous planning
- recognition of histories beyond buildings - cultural histories
- Review all projects for preservation of culture & community essence
- recognizing gaps in the system and working towards closing those gaps
- LONG-TERM SOLUTIONS FOR CLIMATE/PLANNING JUSTICE

Meaningful and on-the-ground engagement

- Bringing engagement into communities (restaurants, door to door)
- Rich diversity (many perspectives) of communities in Toronto
- community engagement
- COMMUNITY ENGAGEMENT/TOOLS FOR STAKEHOLDER INCLUSION
- seeing more community engagement
- Community engagement

School to industry pipeline

- Engaging early with youth through unique programs.
- Building equity & liberation in school and workplace programs
- MENTORSHIP PROGRAMS FOR BIPOC YOUTH
- finding opportunites

Recognizing knowledge + power outside the dominant system

- Community benefits
- BOTTOM-UP IDEAS
- responding to community needs
- community focused collaboration
- Acknowledgment, Recognition & Trust with community contributors
- opportunities for collective action
- Community land trusts (even if they can be problematic)

Risk of not doing anything?

Continued disenfranchisement of BIPOC individuals + communities

- Structural racism
- Deepening inequities/ exacerbating current injustices & emboldening current systems/imbalances of power
- Amplifying equalities that have favored certain groups over others
- Intergenerational trauma
- negatively impact health and sustainability of communities
- continued disenfranshiment,
- Economic inequality
- preserving/protecting the wrong elements of society (colonist ideals)
- Environmental racism
- Excursion

Chasm between dominant systems and communities

- acknowledgement that we didnt do it right before
- opportunities for collective action
- seeing more community engagement
- missed opportunities
- recognizing gaps in the system and working towards closing those gaps
- Increased complexity
- GROUP THINKING NOT REFLECTING MULTI-CULTURAL DECISION MAKING

Erosion of trust

- DECREASE COMMUNITY PARTICIPATION
- Erosion of trust
- hearing voices, bt not doing anything about it
- Communities in constant battle with beurocracy/ red tape
- Breaking trust - hosting community engagement but not doing anything with it

Structural barriers persist

- Giving more power to the system instead of diverging to community power & liberation
- Planetary collapse (irreparable inequity)
- wealth disparity
- allowing the system to festure and continue to create inequities and destruction
- the rise of populism
- arbitrary attribution of value
- COMMUNITY MENTAL / BUSINESS HEALTH

Lack of industry diversity continues

- No change in workforce diversity
- Blanket approach to design, planning, and policymaking
- LACK OF DIVERSITY VIA THOUGHT PROCESSES ARE NARROW MINDED
- LESS BIPOC INDUSTRY PROFESSIONALS

Urban fabric doesn't reflect diverse communities

- recognition of histories beyond buildings - cultural histories
- LESS CULTURAL/ DISTINCT FABRIC OF CITIES AND COMMUNITIES
- Gentrification/ neighbourhood redevelopment that is harmful to communities
- LESS CREATIVITY/ INNOVATION HOTSPOTS (ARTS&CULTURE/STEM) AND LEADERSHIP POSITIONS

Actions we can take?

Putting DEI into practice

- consciously implementing what I've learned
- Lead by example, and take actions
- Advocate for change / lead by example
- Be intentional about the work I do
- steer clients gently in a direction towards the future we want
- Equity based leadership
- TAKE RISKS IN DECISIONS NOT JUST ANOTHER PILOT PROJECT

Using our voices

- Dont be afraid to question
- Standing up for things you don't agree with
- BE VOCAL AND EXPRESS YOUR OPINIONS
- "translator" / code switching

Continuing to learn

- continuing conversations like this
- normalize these conversations - make it the status quo
- Learn about indigenous communities planning ideals
- Educate myself about process
- Participate in ULI Curtner Program :)
- Join/ drive forward organization EDI groups & education/ initiatives
- promote intercultural education, nuture environments for BIPOC
- don't be afraid to make mistakes; explore

Seeking out diverse perspectives - and really listening

- Prioritizing meaningful engagement with local communities
- improved community engagement, holistic approach
- Speak to the youth!
- reach out to students / be open to talking to students
- Deep listening and engagement
- engaged more one-on one
- Join community/ advocacy groups
- PROMOTE BIPOC PROFESSIONALS IN EVENTS/ REPORTS

Recognizing harm + exclusion

- Acknowledge who isnt in the room
- ackowledge populaions that have been excluded
- unpack and realize that there are flaws in your industry; reflect on the trauma

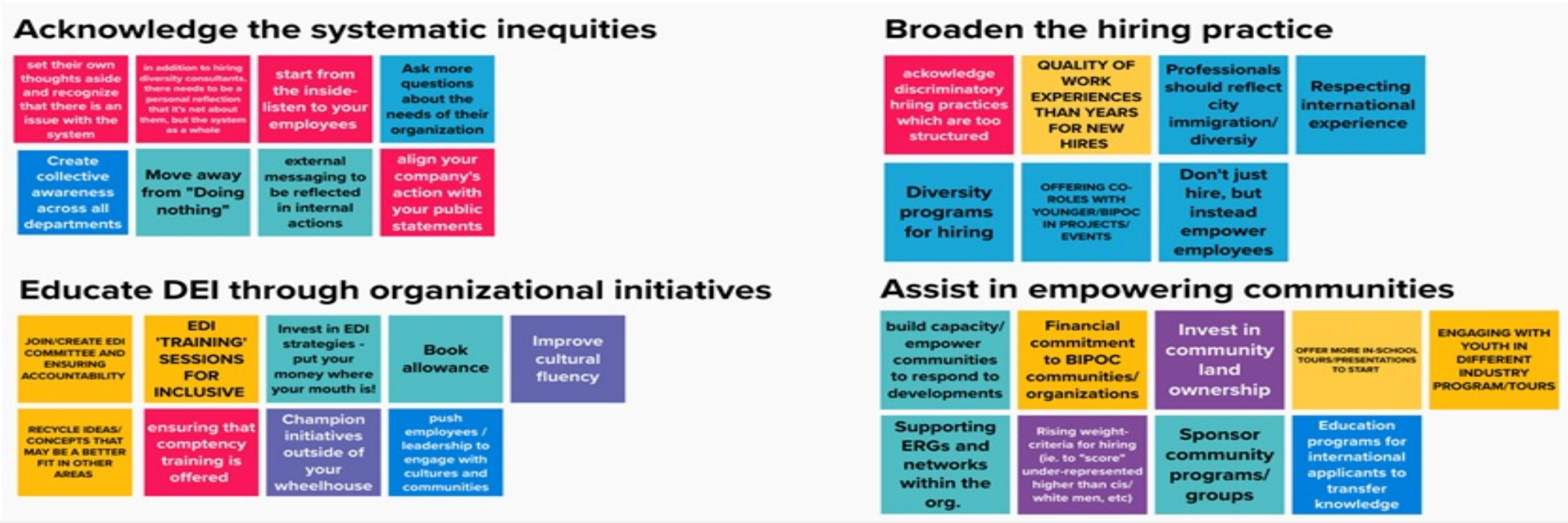
Seeking out + supporting allies

- support co-workers especially if BIPOC
- Speak to other departments within your job
- Support teams with resources and learning materials
- Educate your colleagues
- Find/organize with your allies

Re-imagining ways of working

- Strive for simplicity
- Make sure your work is transparent & not elitist
- make processes and decisions faster, more agile
- Share power where you can
- Champion diversity in hiring
- THINK COMPANY hierarchy AS HORIZONTAL THAN VERTICAL

Actions our organizations can take?



Pathway for Actions: Recap

01

School to Industry Pipeline

- ★ Society at Large
- ★ Planning Education
- ★ Planning Practice

02

Collaboration with People with Power

- ★ Policy & Priority Review
- ★ Evidence-based Policy
- ★ Budget Prioritization
- ★ Trust Building
- ★ Proportional Representation in Decision Making

03

Self Organization and Autonomy

- ★ Centred on equity
- ★ Shared governance
- ★ Participatory process

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Policies & Procedures: What's Wrong? – Team 3

Anna Cipriano
Customer Care Professional
Great Gulf

Daniel J. Tse
Masters Student and Teaching Assistant (Engineering)
University of Toronto

Darrin Rankine
Associate, Development
Dream Unlimited

Kaari Kitawi
Urban Design
City of Toronto

Kevin Somra
Coordinator, Development
First Gulf Corporation

Marem Kushtova
Design Lead
Quadrangle Architects Limited

Mutiat Bello
Manager, Transit Oriented Development
Infrastructure Ontario + Metrolinx

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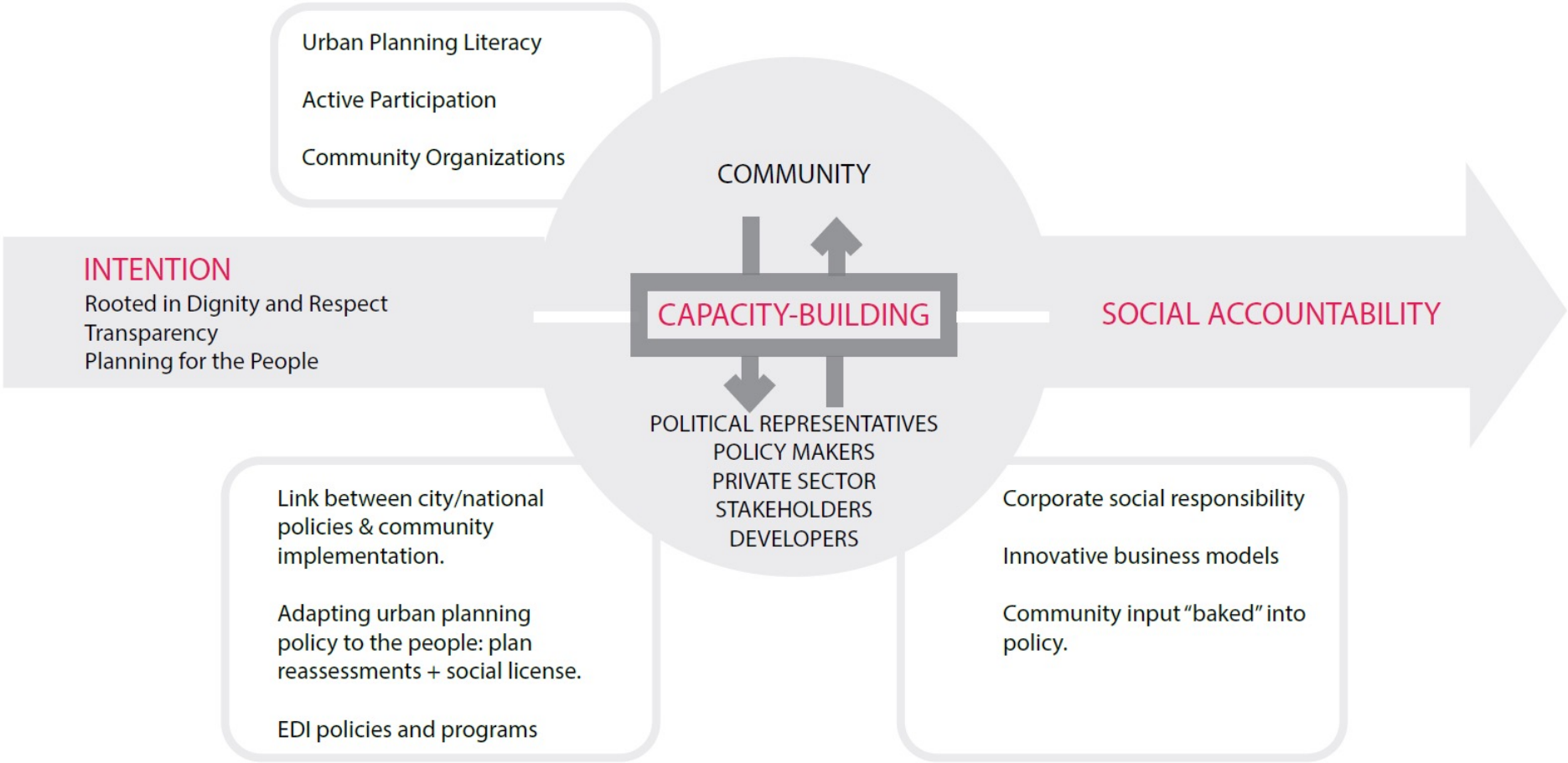
CASE STUDY
LESSONS FROM JANE AND FINCH

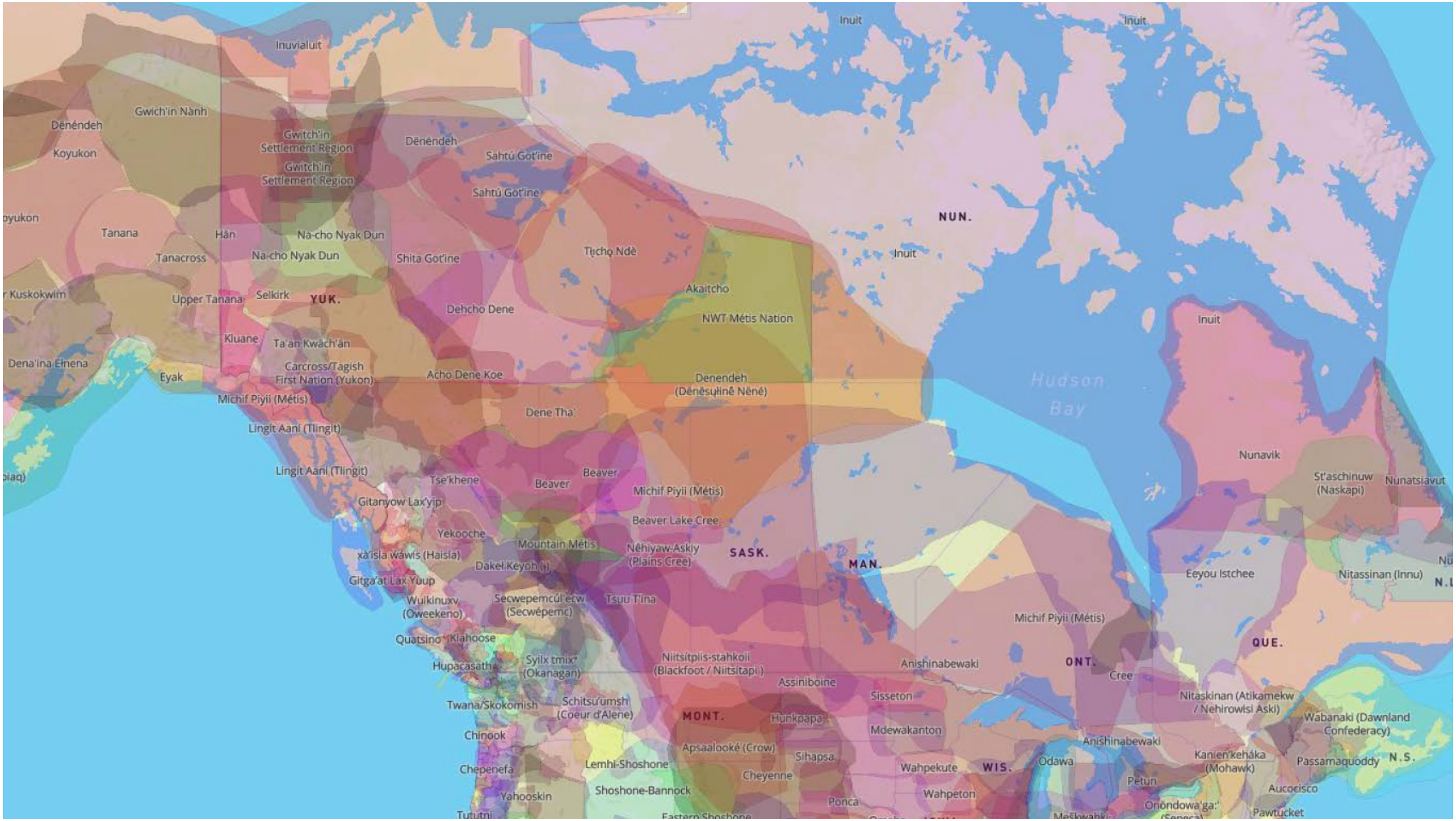


CASE STUDY
LESSONS FROM NIBINAMIK AND SIMILAR FIRST NATIONS EXPERIENCES

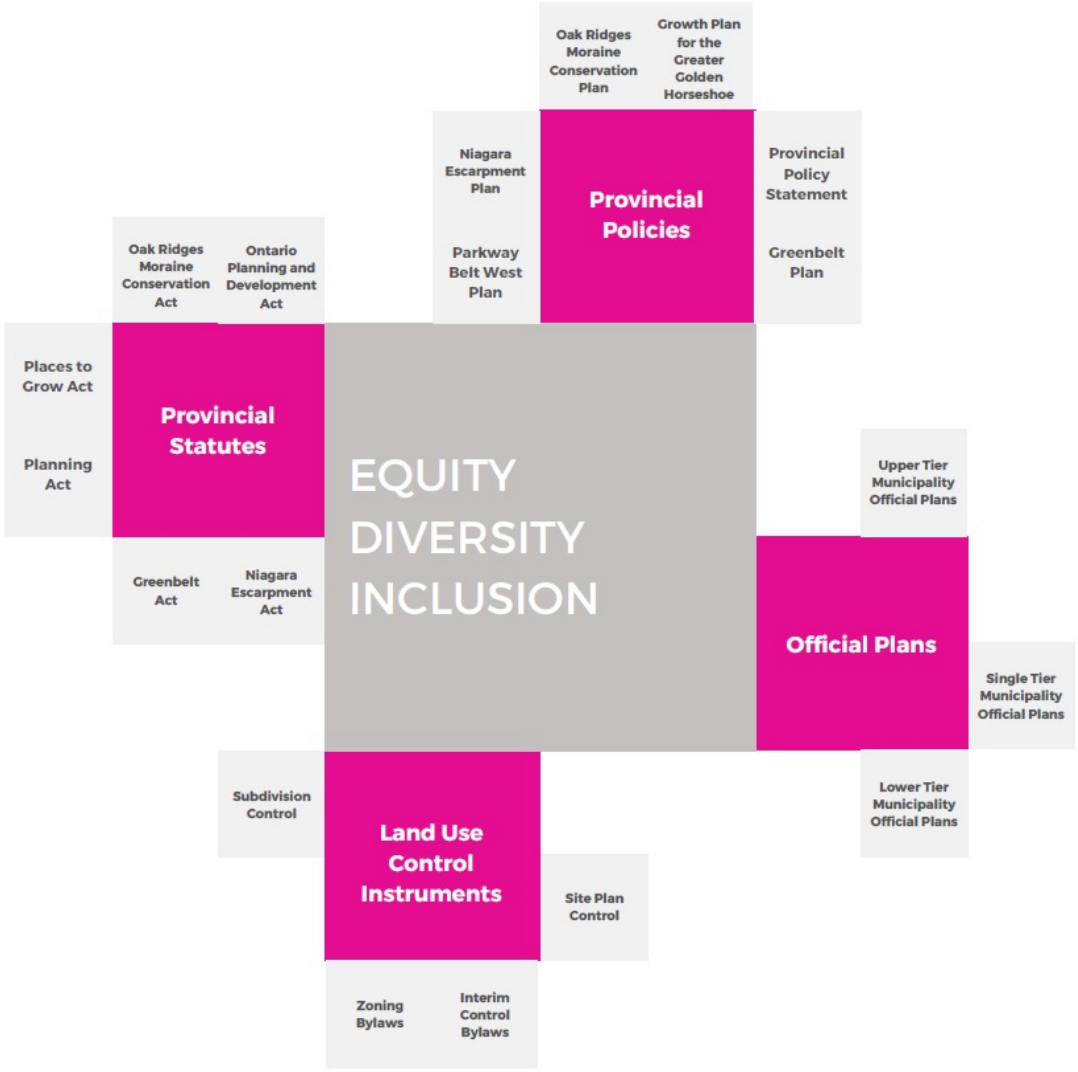
Productive grassroots initiatives consistently reveal a lack of commitment to dignified, equitable outcomes by authority figures.

Consensus-Building is key.

Implementing solutions for, not with, will always do marginalized groups a disservice.


Inuit
Inuvialuit
Gwich'in Nành
Dënéndeh
Koyukon
Gwitch'in Settlement Region
Dënéndeh
Sahtú Got'ine
Gwitch'in Settlement Region
Sahtú Got'ine
NUN.
Tanana
Hän
Na-cho Nyak Dun
Tanacross
Na-cho Nyak Dun
Shita Got'ine
Tłı̨chǫ Ndè
Inuit
Kuskokwim
Upper Tanana
Selkirk
YUK.
Dehcho Dene
Akaitcho
NWT Métis Nation
Inuit
Kluane
Ta'an Kwäch'än
Dena'ina Ełnena
Carcross/Tagish First Nation (Yukon)
Eyak
Acho Dene Koe
Denendeh (Dënësųłinë Nènë)
Hudson Bay
Michif Piyii (Métis)
Dene Tha'
Lingít Aaní (Tlingit)
Nunavik
Lingít Aaní (Tlingit)
Tse'khene
Beaver
Beaver
St'aschinuw (Naskapi)
Nunatsiavut
Michif Piyii (Métis)
Gitanyow Lax'yip
Beaver Lake Cree
Yekooche
Mountain Métis
Nêhiyaw-Askiy (Plains Cree)
SASK.
MAN.
xa'isla wáwis (Haisla)
Dakel Keyoh (+)
Eeyou Istchee
Nitassinan (Innu)
Gitga'at Lax Yuup
Wuikinuxv (Oweekeno)
Secwepemcúl'ecw (Secwépemc)
Tsuu T'ina
Michif Piyii (Métis)
Quatsino
Klahoose
QUE.
Hupacasath
Syilx tmix* (Okanagan)
Niitsítpiis-stahkoii (Blackfoot / Niitsítapi)
Anishinabewaki
ONT.
Cree
Assiniboine
Sisseton
Nitaskinan (Atikamekw / Nehirowisi Aski)
Twana/Skokomish
Schitsu'umsh (Coeur d'Alene)
MONT.
Hunkpapa
Wabanaki (Dawnland Confederacy)
Chinook
Mdewakanton
Anishinabewaki
Apsaalooké (Crow)
Sihapsa
Kanien'kehá:ka (Mohawk)
Passamaquoddy
N.S.
Chepenefa
Lemhi-Shoshone
Wahpekute
WIS.
Odawa
Cheyenne
Pětun
Yahooskin
Shoshone-Bannock
Wahpeton
Aucocisco
Ponca
Onöndowa'ga:'
Pawtucket
Tututni
Eastern Shoshone

PLANNING PROCEDURES AND EDI



Urban Land Institute Washington

DIGNITY AND EDI

Dignity is innate.

Embrace dignity in policies and procedures.

Centre dignity throughout the life cycle of the built environment.

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Urban Leadership Program

Who must do What? – Team 5

Christian Jattan
Planner
Dillon Consulting

Hailey Quiquero
Structural Designer
Entuitive

Hilary Black
Planner
Ontario Ministry of Municipal Affairs and Housing

Kumsa Baker
Campaign Manager
Toronto Community Benefits Network0

Paul Nichols
Intermediate Planner
Toronto Lands Corporation

Simone Hodgson
Project Manager – Community Engagement
Bousfields Inc.

Surbhi Kamboj
Urban Designer
B+H Architects

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Power, Defined

EDI Survey - Key words when respondents defined "Power" in the urban planning process

"Who is **driving the conversation** on a planning issue."

"Ability to shape formally or informally decisions."

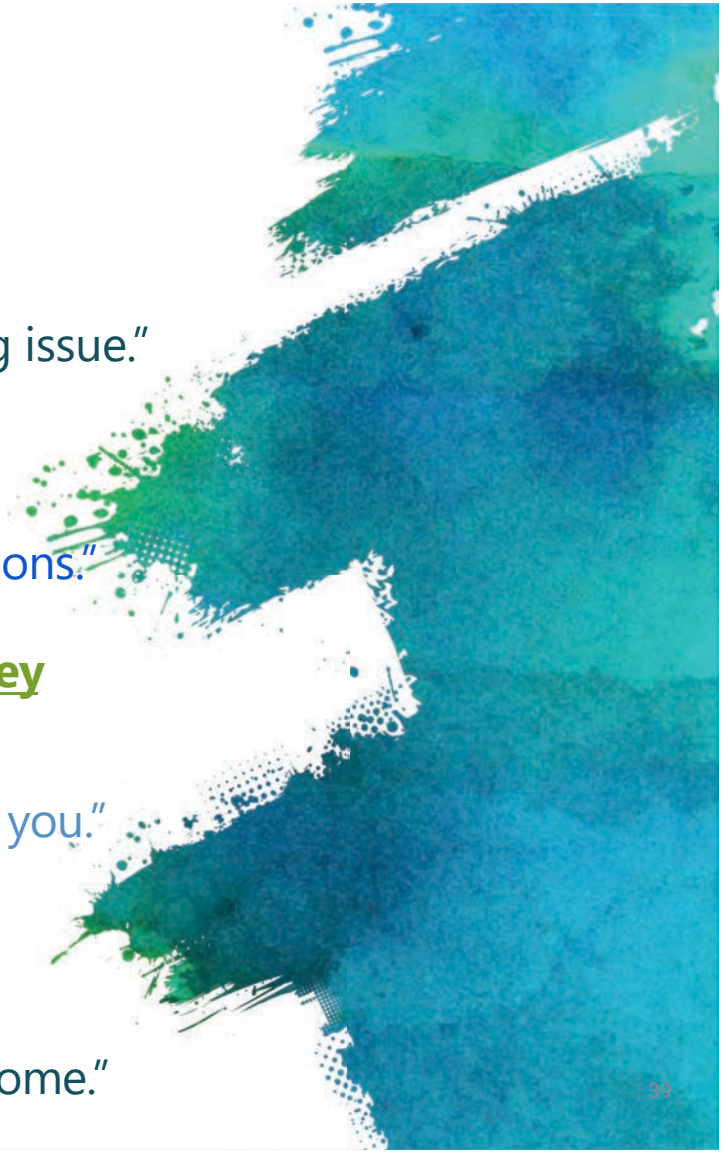
"Capacity to **make and influence** decisions."

"Power is mainly controlled by whoever has the most **money and pull** in decision making process."

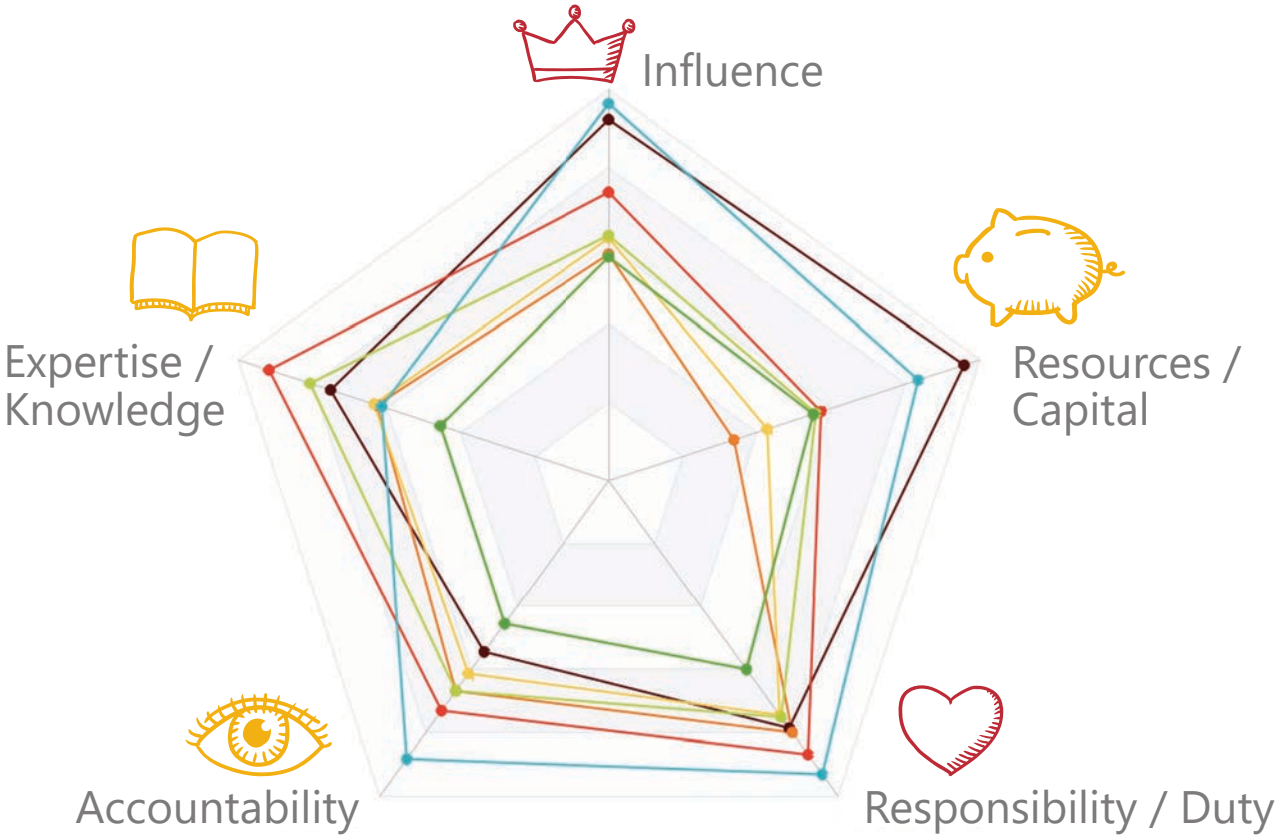
"People having **trust** in you."

"The ability to shape real estate and planning decisions, investment, and priorities."

"**Shaping change** and seeing the outcome."



Components of Power:



Land Developers

Urban Planners & Designers/ Architects

Community Leaders/ Activists & Organized Local Community Groups

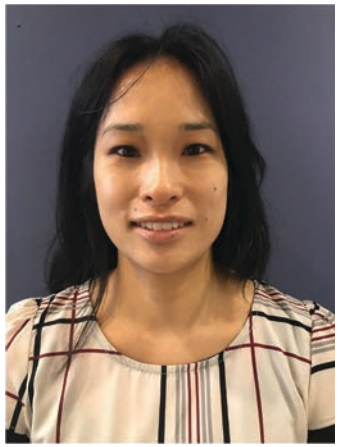
Local Businesses

Elected Officials

Regent Park Expert Panel
Key Thoughts

Heela Omarkhail
VP, Social Impact
Daniels Corporation

Kyle Knoeck
Zoning Manager,
East Section
City of Toronto



Joyce Ho
Toronto Community
Housing Corporation
(TCHC)

Ismail Afrah
Resident Leader,
Regent Park

Workshop Highlights

Land Developers	Urban Planners & Designers/ Architects	Community Leaders/ Activists & Organized Local Community Groups	Local Businesses	Elected Officials
Need to rethink what highest and best use means for the community you are building for	Planners & architects can share power through **equitable public engagement methods**	**Informal nature of community groups** is an important distinction between elected officials	They have opportunity to partner to ensure that more and **different voices** are at the table	**The impact of trust - it lasts for generations in the decision-making process.**
On-site hub to make it **approachable** for the community to **engage** with the project	Recapturing planners as those with **strategic foresight** - thinking long term into the future	**Groups must have sustainable funding and resources**	Use their **integration in the local community** to influence discussion	There should be a **stronger relationship** between the elected officials & the community.
Community benefit agreement should be imposed strictly	**Always ask *"who's not in the room?"***	**Accountability** is to the community they serve/come from	**Need for ongoing monitoring of the policy framework in local communities**	The government is a **significant source for resources.** Resources should be given to those with expertise.

Curtner Urban Leadership Program

Tools & Community Engagement – Team 1

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Team 1 Members + Advisors

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Dapo Olajide

Ernestine Aying

Cheryll Case

Liz McHardy

Howard Tam

Jannat Nain

Ori Abara

Mathieu Goetzke

Melissa Lui

What is the purpose of engagement?

Indeed, it deals with a lot of complexity! But that's the world we live in.....

Dealing with change and decision-making

- Strengthen democratic decision-making
- Of course, change is assumed
- Who does this change benefit?

Consideration of the impacts of change

- Untangling complexities of what will happen

Understand the ecosystem

- Get a sense of the context: relationships, power structures, purpose, trust

Addressing opportunities that might come about because of the change

Understanding human desires

- About the change itself
- If the change happens
- If the change does not happen

Key Principles
For an Ideal Process

- Consistent
- Inclusive
- Curious
- Transparent
- Appropriate
- Safe
- Accountable

Case Studies

HOME BURNABY'S HOUSING + HOMELESSNESS STRATEGY

leap LOWER EASTSIDE ACTION PLAN

leap into action. let your voice be heard.

Urban Land Institute Washington

Trust Building and Power Sharing

- Emboldening communities by valuing their knowledge and lived experiences.
- Fostering an ecosystem of inclusive participation to unlock community led solutions.
- Building socially resilient infrastructure and intentional engagement processes.
- Disrupting systems of engagement and building capacity for communities to intervene and negotiate as equal partners.
- Trusting and respecting community members to build powerful networks and set the stage for transformation.

Engagement is a solidarity model and not a charity model

Trust Building and Power Sharing

No budget to support trust building and relationship banking in community development unli the private sector.

Power dynamics must be disrupted in a way that serves real needs of the community. A discussion of history and healing is required.

All stakeholders need to examine their agenda. There is often a shared agenda.

Start by developing a charter of values. Put intentional resources into your processes.

Pause, get people to agree to come together, then have intentional conversations, then work together, and create together. Build trust, share power and move quicker.

Workshop on The Way Forward
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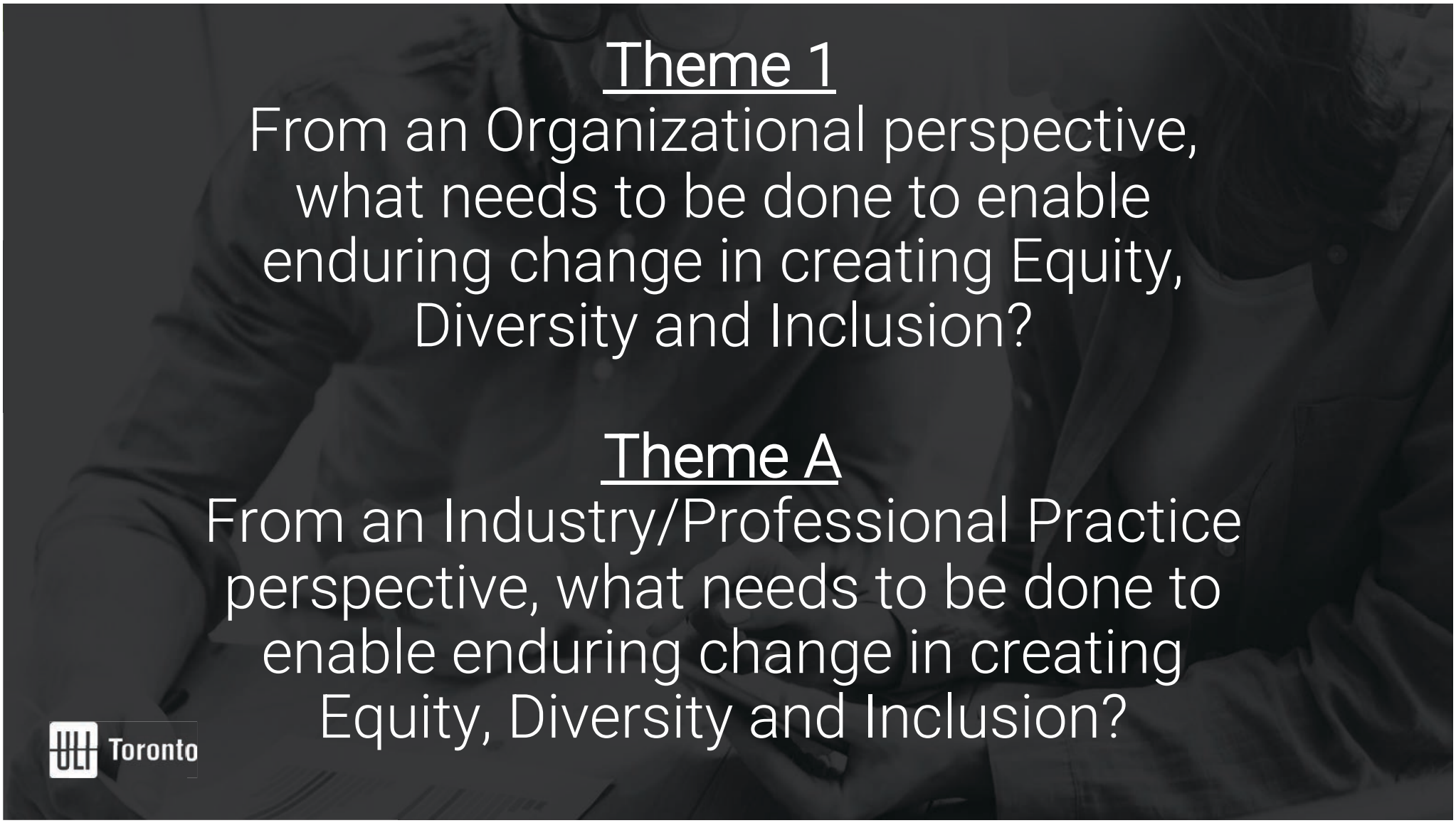
Theme 1
From an Organizational perspective, what needs to be done to enable enduring change in creating Equity, Diversity and Inclusion?
Theme A
From an Industry/Professional Practice perspective, what needs to be done to enable enduring change in creating Equity, Diversity and Inclusion?
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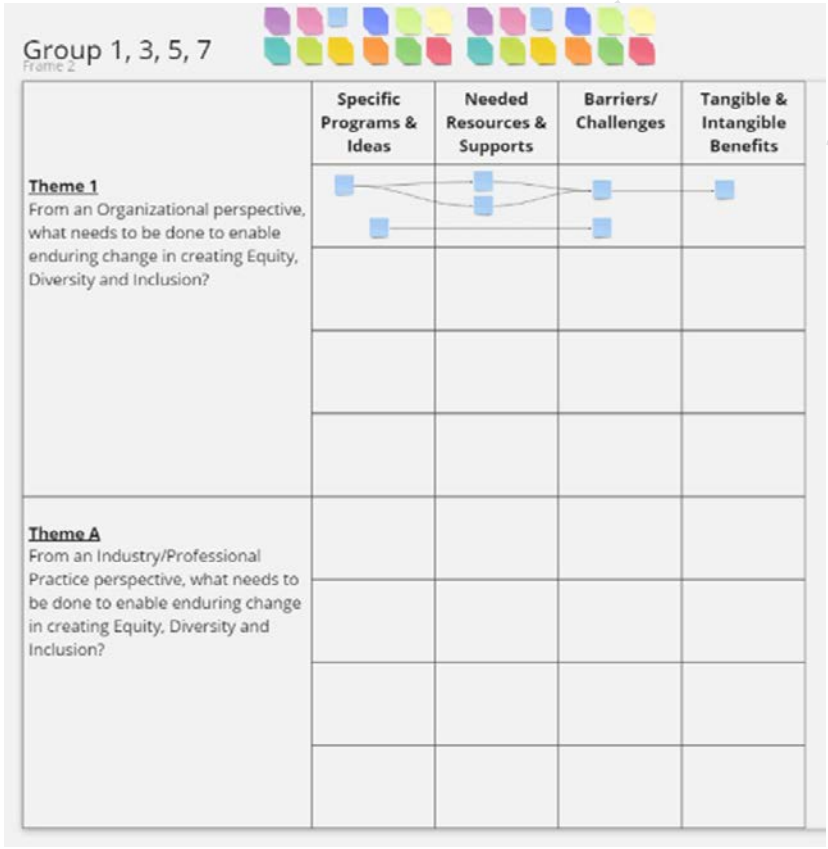
Zoom Breakout Rooms (6 of them)

- For your starting Theme
  - Specific Programs & Ideas
  - Needed Resources & Supports
  - Barriers/Challenges
  - Tangible & Intangible Benefits
- 1, 3, 5 – Start with Theme 1
- 2, 4, 6 – Start with Theme A
- 25 minutes

MIRO Board

- Shared space but with breakouts
- CULP Participants will help orient everyone
- Go "sticky crazy"
- Link ideas (even to other groups)
- Pick an idea to share back
    - Idea, Supports, Challenges, Benefits
- 3...5...6...2...1...4 (blame Excel)
- (Entire board will be saved and shared)

- https://miro.com/app/board/o9J_l_xRXdE=/



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Report Back from Breakouts
Top Idea, Supports, Challenges, Benefits
3...5...6...2...1...4
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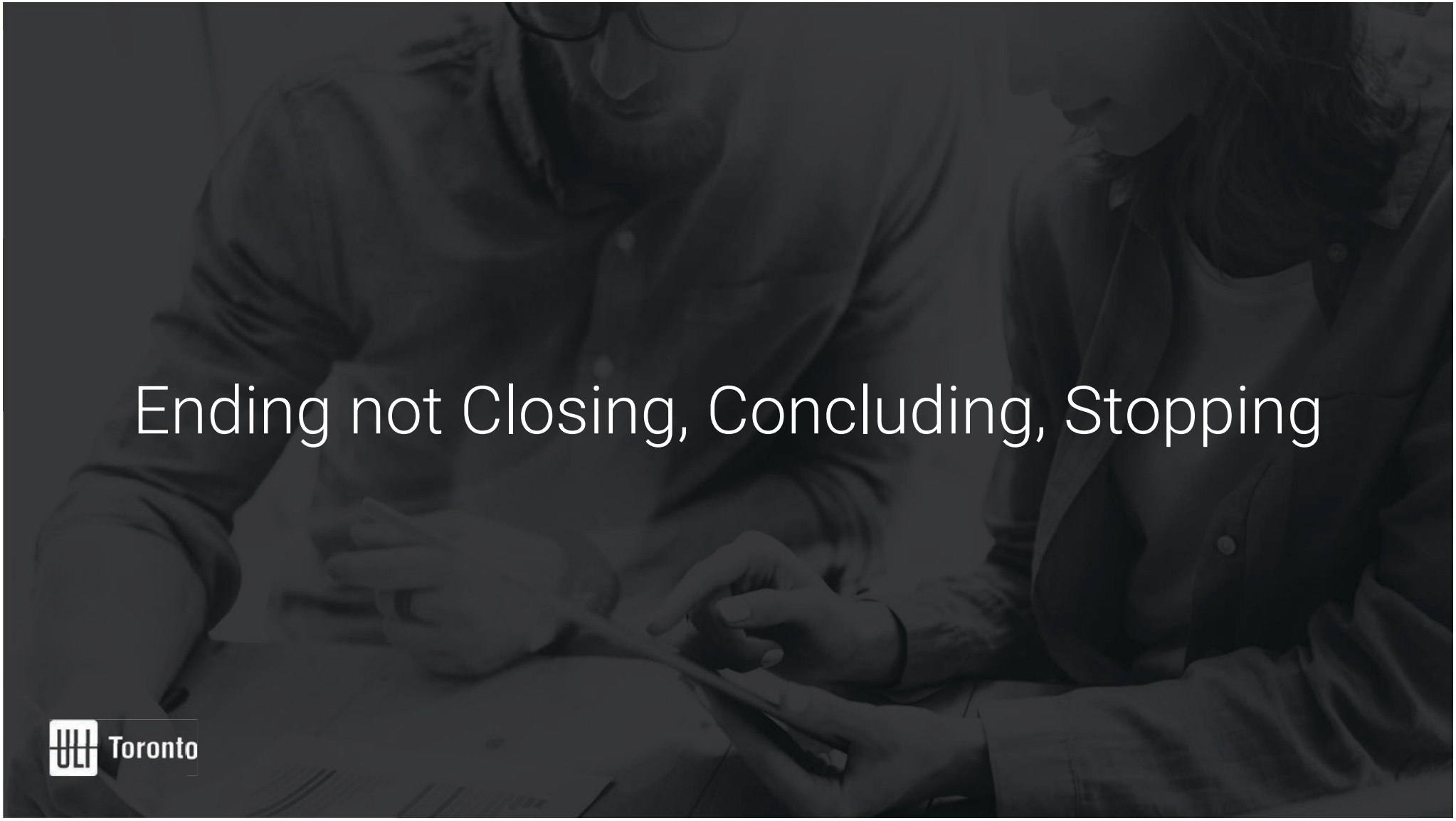
Ending not Closing, Concluding, Stopping
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