We present this year’s impact report with great pride in ULI Toronto’s remarkable successes over the past year and reflections on the devastating impacts that Covid-19 has wrought on so many of our fellow citizens. Our successes and accomplishments as an industry and as an organization are very much tempered by the growing social and economic fault lines across our region.

Twelve months ago, we faced an uncertain future with determination to meet the unprecedented economic and social challenges with a deepened commitment to contribute to positive leadership on a broad array of fronts, including economic recovery; diversity, equity, and inclusion; climate change and resiliency. Thanks to our dedicated staff team, member-leaders, volunteers, and sponsors, we delivered.

Here are just a few examples:

- Diversity, Equity, and Inclusion 5 Day Challenge and Demographic and Member Experience Survey
- Barrier City: Rethinking Inclusive Environments in City Building
- Indigenous Toronto: The stories our city paved over
- Solved: How the World’s Great Cities are Fixing the Climate Crisis
- Neighbourhoods for the Future: Confronting the post-pandemic global urban challenge
- Redressing Black Displacement in Canada
- Curtner Urban Leadership Program

At the same time, we experienced unprecedented growth as a District Council, ending the year for the first time as the largest in the global network with over 13% growth and over 2500 members across the Greater Golden Horseshoe. Event registrations in this Covid era have exceeded 20,000 or almost double that if we include our podcast audiences.

I don’t believe that these two realities are coincidental. ULI Toronto’s progressive industry leadership is the reason for our expansion. Our members and broader constituencies look to ULI to advance our collective interests to meet the increasingly acute challenges of the future.

At the mid-point of my two-year tenure, I am taking our success as a mandate to push further into social and environmental frontiers ahead of us with new urgency. ‘New Urgency’, in fact, being the tagline of our signature program in the coming fiscal year, a November symposium focused on Environmental, Social and Governance (ESG). And it’s a theme that will be woven throughout our broader programming in recognition of the size and importance of our industry to our regional and national economy and society at large.

It is an important moment for our industry and District Council, but one that feels like it has the right momentum. It is of course, your moment too and my gratitude for this is widespread.

Much still to do!

EMMA WEST
Partner
Bousfields Inc.
I am pleased to contribute to the FY21 Impact Report this year. It marks an important time for the Toronto District Council both locally and in relationship with the global Urban Land Institute.

On July 1, I began a two-year term as the Global ULI Chair, the first Canadian to serve in this role. As a Toronto based member, I am proud to have witnessed the growth of our chapter over the years, closing out the fiscal year as the largest District or National Council in the global network.

ULI Toronto truly embodies the ULI mission to “shape the future of the built environment for transformative impact in communities worldwide.”

In the past year, ULI Toronto has embraced the opportunity of going virtual to deepen its impact focus, especially through its leadership in such critical areas as climate change, diversity, equity and inclusion. Our enviable real estate and development market affords our local industry enormous opportunities to solve real estate and community challenges, such as affordable housing – which surfaced as the top national issue this year.

Our regional story is a great one, and I look forward to the global platform and spotlight of the rescheduled Spring Meeting in May 2023 here in Toronto.

Thank you for being a part of this story and for your support of the Urban Land Institute in the years ahead.

PETER BALLON
Global Head of Real Estate
CPP Investment Board

THE MISSION OF THE URBAN LAND INSTITUTE
Shape the future of the built environment for transformative impact in communities worldwide

Connect
active, passionate, diverse members through the foremost global network of interdisciplinary professionals

Inspire
best practices for equitable and sustainable land use through content, education, convening, mentoring, and knowledge sharing

Lead
in solving community and real estate challenges through applied collective global experience and philanthropic engagement
ULI Toronto At A Glance

Our mission is to shape the future of the built environment for transformative impact in 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 2500 public and private sector members.

Membership by Geography

- 30% Regional Members
- 70% Toronto Members

Membership by Top 5 District Councils

- Toronto: 2562
- Los Angeles: 1836
- San Francisco: 2163
- New York: 2479
- Washington: 2272

Event Attendance by Region

- Pre-COVID: 25% Regional, 75% Toronto
- Post-COVID: 35% Regional, 65% Toronto

Membership by Profession

- Corporate Executive
- Asset Manager
- Urban Planner
- Developer
- Consultant
- Architect
- Lawyer
- Engineer
- Broker
- Communications Professional
- Investment & Financial Professional
- Government, Non profit & Academics
- Consultant
- Architect
- Lawyer
- Engineer
- Broker
- Communications Professional
- Investment & Financial Professional
- Government, Non profit & Academics

Membership by Gender

- Male: 60%
- Female: 40%

Podcast Listens

- FY18: 2,407 Listens
- FY19: 12,700 Listens
- FY20: 12,000 Listens
- FY21: 10,546 Listens

LISTENS PER EPISODE ON AVERAGE

- 805

Membership Type

- Private: 43%
- Under 35: 19%
- Student: 18%
- Public: 20%
Established the Urban Land Institute (ULI) in Toronto and grew to a mid-sized District Council. Held 14 events with 2,365 registrations and grew to 655 members. Established the Women’s Leadership Initiative (WLI) locally as well as the pro bono program and Weston Technical Assistance Panel (TAP).

Set the stage for Toronto’s first global ULI conference (2020 Spring Meeting) including securing over 2 million in sponsorship. Membership grew to 2,000 and we hosted 88 events with over 9,600 registrations. Greater educational focus to programming.

Leveraged transition to hybrid business model to deepen leadership in ESG including 5-year strategic plan for Diversity, Equity and Inclusion. Goal to become an ESG partner with other industry leaders. Membership grew to 2,500, accelerating ULI Toronto to the largest in the global District Council network. Systematize TAPs delivery and introduction of local product councils.

Expanded activities to include frontline community impact initiatives including the launch of the Curtner Urban Leadership Program for mid-career professionals. Hosted 75 events with over 7,500 registrations, including the second Symposium and the global Hines Student Competition. Grew to over 1,600 members. Introduced Electric Cities podcast and Diversity, Equity and Inclusion initiatives. Secured the 2020 ULI Spring Meeting.
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.

Mentorship Program
The ULI Toronto Mentorship Program aims to provide a high-quality, safe and inclusive mentorship environment governed by trust and open communication for ULI Toronto members, reflective of the diversity of our city. The mentorship program provides a valuable opportunity for young leaders to enhance their careers by building relationships with seasoned industry veterans.

WLI Reset Symposium: A multisector deep dive to co-create solutions for building back better
The pandemic’s toll brought renewed urgency for society to address systemic barriers faced by women and marginalized people in accessing opportunities, work-life balance, equitable economic benefit, and inclusive agency to shape and steward the cities we live in. The Women’s Leadership Initiative hosted the Reset Symposium on May 19, to cultivate a deep conversation across silos to co-create solutions for more equitable and sustainable city building, engaging diverse and multidisciplinary perspectives of planners, designers, developers, builders, investors, feminists, economists, urbanists, organizers and citizens.

As difficult as the pandemic has been, its interruption has allowed us to think and understand that there is no normal to return to since our ‘normal’ is no longer sufficient. Now, more than ever, we have the chance to interact with individuals all over the world and cooperate in ways we never imagined possible. This increased collaborative spirit has opened the path for Change, which would not have occurred had it not been for the pandemic’s disruption.

WLI Championship Team
The WLI Championship Team profiles female-identified real estate experts and leaders and recognizes the talent that exists in our city region. Each year a subset of the most influential female-identified leaders in the Toronto real estate community and land use sector will be chosen as Champions and formally inducted at the annual WLI reception. Championship Team members are selected by a panel of their peers based on a record of exceptional leadership in the real estate development and land use disciplines; dedication to, and success at, building thriving communities across the Toronto region; and capacity to inspire others in the industry.

Reset Symposium Report
Women’s Leadership Initiative (WLI)
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.

Brampton Riverwalk Project Analysis Session (PAS)
The Riverwalk Brampton Project Analysis Session was one of the three programs the ULI Toronto Outreach Committee prepared with local municipalities for the postponed 2020 ULI Spring Meeting. As a dynamic and diverse municipality located near the Pearson Airport, Brampton wants to urbanize its sprawling suburban landscape and densify the downtown area.

UrbanPlan Program
Toronto’s Urban Plan program was dramatically impacted by COVID-19 this year with all schools mandated to online delivery or in some cases maintaining hybrid delivery models. After discussion with past program partners it was decided not to pursue the program in 2020/2021 school year given the significant pressures on the academic system. Toronto did, however, work with ULI National to support Urban Plan including: ULI Boston (Volunteer Training) and ULI Alberta (University of Northern BC/University of Calgary students.) In spring 2021, Central Toronto Academy took on the challenge of delivering Urban Plan in a virtual model. Training was customized for eight (8) volunteers who supported the school. It was so successful that the school has opted to enter the Urban Plan REEX National Student Competition.

The Group Project: A novel TAP format nurturing DEI through city-building
The Group Project (TGP) is a BIPOC-led grassroots organization looking to establish an artists’ hub in Scarborough. Supporting TGP’s ambitions through a Technical Assistance Panel (TAP) has been a chance to critically examine the wicked problems around affordability and inequitable distribution of resources for arts and cultural spaces while also elevating some of ULI Toronto’s key areas of focus: economic recovery in the face of the COVID-19 pandemic; equity, diversity and inclusion; social purpose real estate; and Scarborough-centric city building. With the intent of enhancing TGP’s opportunity for learning, this TAP pioneered a new method focused on inclusive dialogue and mentorship. The Outreach Committee provided preparation and facilitation support, but at their core, these meetings focused on giving TGP the chance to build a long-term network and to ask questions that will help them develop a real estate strategy.

Building Community Wealth through Real Estate Investment
ULI Toronto convened a roundtable of social purpose real estate leaders to think about new models that would create wealth-building opportunities for smaller, community investors. The TAP panel, chaired by respected architect and developer Mark Guslits, included 14 experts in the areas of development, finance, social purpose real estate, planning and community engagement from ULI Toronto’s membership and beyond. In addition, members of the ULI Toronto Curtner Leadership Program prepared working materials and attended as resources to the group. TAP participants attended a half-day of presentations on Monday, December 14, 2020 that showcased models for affordability and community wealth-building from around the world and took part in a roundtable and breakout groups on the following morning.
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. This year’s program focused on DEI (Diversity, Equity & Inclusion) in a planning, land use and development context. Working in teams, participants lead monthly sessions focused on identifying challenges and examining solutions. Using input from these sessions as well as their own experiences and research, they identified and developed inclusive actions that can leverage diversity to achieve equity.

Kevin Stolarick
Dean, Curtner Urban Leadership Program

The work, research, organization, sharing, storytelling, energy, passion, questions, insights and truths from this year’s participants were incredible. We must all continue to approach the questions, challenges, problems, issues and truths of increasing equity, diversity and inclusion in the real estate, development and planning industry with integrity, and we will enable enduring change.

Curtner Urban Leadership Program

A 4-part series to investigate best practices to reinvent under-performing suburban and urban areas in health-promoting and affordable ways. As part of ULI’s Building Healthy Places Initiative, ULI Curtis Infrastructure Initiative, and ULI Toronto’s Getting To Transit-Oriented Initiative, a series of TOC Professional Walkshop + Public Townhall will take place across the Greater Golden Horseshoe at locations connected by Rapid Transit. This work will help advance efforts to foster communities that promote health, improve competitiveness and quality of life, and move the Greater Golden Horseshoe (GGH) to reach carbon neutrality in innovative, inclusive and affordable ways.

“This is the beginning of a transformation that can apply to 80% of the developed countries globally.”

“This initiative points the way to a more sustainable, inclusive, and prosperous future for the City Region.”

“This is an opportunity to come together and leverage the historic investment being made in transit across the region that has the power to transform the way in which we live and move through our cities.”

Kevin Stolarick
Dean, Curtner Urban Leadership Program

What are the “values lost” in our traditional implementation process?

Public Sector

Private Sector

Unlocking TOC

Community Leaders

Non-profit, Academic, Practitioners

What are the “new values” that can be created through collaboration?
The ULI Connect Committee was able to evolve to provide informative programming, that not only created dialog on key topics for our industry, and also increased the knowledge base for our young leaders through informative discussions amongst our peers.

Should Toronto have a City Architect?
On June 14, ULI Toronto hosted a webinar on the question of whether Toronto should have a City Architect. Our expert panel discussed why design leadership, from Mexico City to Edmonton, has become a priority for the world’s great cities and how it can help us achieve better architecture, landscape architecture and urban design.

Development Pro Forma Workshops
In FY21 ULI Connect hosted two half day virtual workshops aiming to provide city building professionals with an introduction to development pro forma and the methods used to evaluate the financial feasibility of real estate investment projects. Participants learn about the concepts, assumptions, cash flows, calculations and Excel programming techniques associated with the construction and interpretation of a basic pro forma.

Placemaking with Public Art Lunch and Learn
On February 16, ULI Toronto hosted a panel of experts to discuss the importance of public art, address how the industry plays an important role in working with municipalities to create engaging opportunities, and how art contributes to the building of complete communities. With the City of Toronto launching ArtworxTO: Toronto’s Year of Public Art 2021 and the City of Markham providing a blueprint through their Public Art Master Plan, the importance of making art more accessible is being recognized by both the development industry and residents as an essential element of city building.

Candid Conversations
Candid Conversations is a series of one on one discussions between established thought leaders in the GTA real estate and development industry. Each series will focus on different professions within the industry, touching on mentorship, challenges and opportunities in the industry, and advice geared toward young professionals. Speakers will share stories from their careers with the goal of providing advice to the next generation of our industry.

Virtual Winter Social
On February 4, ULI Toronto hosted a special virtual edition of the Winter Social where attendees had the opportunity to breakout into small groups and participate in fun trivia.
International Best Practices
The City of Gothenburg is in a rapid state of development - and is harnessing civic data to manage it. What is emerging is a smart, sustainable and vibrant inner-city waterfront precinct in one of the largest redevelopment projects in Scandinavia. On April 20, ULI Toronto hosted representatives from the city and local developers as they discuss how they are dealing with the challenges in developing Gothenburg.

Inclusionary Zoning’s Debut
On November 23, ULI Toronto hosted a webinar with local experts discussing how the City of Toronto is advancing I.Z. and how other Canadian and U.S. jurisdictions have successfully deployed it or are considering its future application.

Emerging Trends in Real Estate 2021
Pivoting from a sold-out event space at The Carlu in downtown Toronto to a 600-person Zoom conference call, the virtual event began with a keynote from Andrew Warren, PwC’s Director of Real Estate Research. The local panel spotlight on trends for the Toronto Region followed Warren’s keynote. The event concluded with a lively and wide-ranging conversation between Aliyah Mohamed, Managing Director, Investment Banking, Real Estate at TD Securities and Jon Love, CEO of KingSett Capital.

What you can do as chief planners is to ask bold and courageous questions as a strategic way of getting the issues that are not being addressed on the table. If we can call all stakeholders into good conversations, not by imposing big ideas, but simply articulating intelligent questions, humble and curious questions that reframe and expand the conversation, that is the beginning of deep change.

Meet The Chief Planners
What you can do as chief planners is to ask bold and courageous questions as a strategic way of getting the issues that are not being addressed on the table. If we can call all stakeholders into good conversations, not by imposing big ideas, but simply articulating intelligent questions, humble and curious questions that reframe and expand the conversation, that is the beginning of deep change.
Member Engagement

The ULI Toronto Membership Committee works on recruitment, engagement, and retention strategies to ensure that our membership base is healthy and diverse. Committee members extend a personal welcome to new members and follow up with nonmember leads to explain the membership benefits.

Mayoral Program Series

Over FY21 ULI Toronto’s membership committee has been expanding its reach across the region by hosting 10 webinars across municipalities and towns in the GTHA. Over 1,400 members had the opportunity to hear from Mayors and local planning officials on topics ranging from economic development, planning and how to build diverse and complete communities.

Virtual Tour: Up Close and Personal at The WELL

The Well is the most ambitious mixed-used endeavour in Canada. On February 18th, ULI Toronto hosted an exclusive virtual tour where the project team took attendees behind the scenes of one of Canada’s largest developments. The Well will provide space for 7,000 new office jobs, 1,300 new retail jobs and 1,700 residences, contributing just under $1 billion annually of economic activity once complete.

Membership Video

In FY21, the membership committee worked together with Render Developments to put together a video detailing the reasons why members join ULI and the benefits of membership to be played ahead of each webinar and share on social media.

We’re Ready Toronto

After almost a year and a half, our Toronto business community is eager to come back stronger than ever and when we’re given the green light – We’re Ready Toronto! Since the beginning of the pandemic, the Toronto Region Board of Trade has brought together a team of Toronto’s business leaders to ensure everything is in place so when it’s safe to do so, businesses can start welcoming back employees and customers. This has taken significant planning to ensure large, medium and small enterprises have the leading-practice resources and tools they need, when they need them.

As a united business community, we have one goal — protect the vibrancy, culture and economic future of our city by safely and sustainably welcoming back the people who love to work, eat and shop here. We’re ready to see them again.

Jan De Silva
Toronto Region Board of Trade

#WeAreReadyToronto

The campaign reflects nearly a year of research, collaboration, & hard work from the Toronto Region Board of Trade in partnership with the City of Toronto, ULI Toronto, the Toronto Financial District BIA and others. We’re Ready Toronto is focussed on ensuring that businesses will be in a position to welcome back workers and customers in large numbers as soon as it safe to do so.

As part of the campaign, businesses will be able to access reopening playbooks with strategies on managing elevator capacity and reducing crowding through the staggering of workhours. Small and medium-sized businesses will also be given access to free COVID-19 screening kits.

Bader Elhafiz
CentreCourt

“it’s where conversations are happening.”

His Worship John Tory
Mayor, City of Toronto

Let’s talk about how #WeAreReadyToronto on Twitter!
Whose Land and Whose Law?

In the second webinar in collaboration with the Shared Path Consultation Initiative, our panelists discussed the history and modern applications of the Duty to Consult and Accommodate, comparisons between Indigenous and colonial legal orders, and their intricate connections to environmental and land use planning. Finally, they addressed the often one-sided nature of decision making and how Indigenous communities are using the courts as one of many pathways to self-determination and self-governance.

The Diversity, Equity and Inclusion Committee was launched in November 2019 and is now an active part of the ULI Toronto’s work in addressing DEI issues in city building and furthering our mission to create a sustainable and thriving future for the Toronto region. The committee plays a unique dual role as a resource (support role) in bringing a DEI 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.

The Demographic and Professional Experience Survey helped to shine a bright light into the true experiences and insights of people within the industry. It offered a safe and anonymous platform for people to share their observations, thoughts and personal encounters with bias and discrimination. While some employees may not always feel comfortable reporting their experiences to their own employers, this survey proves that we all have a lot of work to do to create equitable and inclusive spaces.

Jennifer Khan
EllisDon Corporation

5-Day Diversity, Equity & Inclusion Challenge

In January 2021 ULI Toronto challenged members and prospects to participate in a journey of learning, understanding and exploring how we can begin dismantling systemic barriers in our industry and start building a more equitable, diverse and inclusive city for all.

A diverse mix of voices leads to better discussions, decisions and outcomes for everyone. Diversity, equity and inclusion are central to intentional city building and ultimately healthy cities.

Sameer Patel
Tate Economic Research

Creating LGBTQ2S+ Safe Workplaces in the City-Building Industry

ULI Toronto celebrated Pride by exploring how the city-building industry is building inclusive and safe workplaces for our LGBTQ2S+ colleagues and communities. What are the barriers that remain to full inclusion, and how can our sector better embrace all diversities? The webinar brought together experts and trailblazers with lived experience, sharing their perspective on how to create inclusive and safe workplaces for all.
Meet The Chiefs

Table Sponsors
- BLG
- Aoyuan International
- BDP Quadrangle
- Bousfields
- Cadillac Fairview
- Cassels
- Castlepoint Numa Inc.
- Centrecourt
- Daniels
- Davies Howe
- Dentons
- Entro
- First Gulf
- Great Gulf
- Hemson Consulting Ltd.
- kg&a
- Mattamy Homes
- Multiplex
- Northcrest Development
- NRU
- R.E. Millward + Associates
- Oxford Properties Group
- RIOCAN
- StrategyCorp
- Urban Strategies
- WSP
- Wyse

Program Sponsors
- Northcrest
- City of Brampton
- PwC
- Waterfront BIA
- Ellisdon Construction
- IBI Group
- Davies Howe LLP
- Fontenn
- Multiplex

In FY22 we look forward to welcoming people back to in person
FY21 District Council Leadership

Incoming Board Members

**Emma West**
Chair, Bousfields Inc.

**Renee Gomes**
Program Co-Chair, First Gulf

**Laura Sellers**
Outreach Co-Chair, En trio

**Meghan Wong**
Women’s Leadership Initiative, Co-Chair, Metrolinx

**Phil Smith**
Sponsorship Co-Chair, Oxford Properties Group

**Arthur Ho-Wong**
Outreach Co-Chair, Habitat for Humanity

**Sameer Patel**
Diversity, Equity & Inclusion Co-Chair, Tate Economic Research

**Vakis Boutsalis**
Communications Co-Chair, kg4a

**Zahra Ebrahim**
Advisory Board Member, Alate Partners

**Laurie Payne**
Advisory Board Member, Artscape

**Vanessa Patel**
Diversity, Equity & Inclusion Co-Chair, Tate Economic Research

**Vicky Simovic**
Connect Co-Chair, Metrolinx

**Vickie Simovic**
Connect Co-Chair, Metrolinx

**Les Klein**
Past Chair, Quadrangle

**Emory Davidson**
Diversity & Inclusion Co-Chair, Urban Strategies Inc.

**Joshua Butcher**
ULI Connect Co-Chair, Bousfields Inc.

**Kim Graham**
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Sponsorship Co-Chair, Oxford Properties Group

**Yvonne Yeung**
Special Projects Manager, City of Brampton
## Financials

### Revenue

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### Expenses

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<td><strong>$1,065,838</strong></td>
<td><strong>$1,093,853</strong></td>
<td><strong>$904,829</strong></td>
</tr>
</tbody>
</table>

### Reserves

<p>| | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Reserves</strong></td>
<td><strong>$452,073</strong></td>
<td><strong>$440,456</strong></td>
<td><strong>$386,822</strong></td>
</tr>
</tbody>
</table>

*Analysis prepared by management not subject to third party audit or review.*  
**The FY21 investment allocation is 10% of FY20 Total Expenses. It is the contribution towards ULI global’s strategic plan investments.**  
*** Sponsorship Revenue of 360K was committed during FY21. 327K has been recognized as sponsorship revenue in FY21 with remaining 33k to be recognized in FY22 as sponsorship benefits are realized.*