

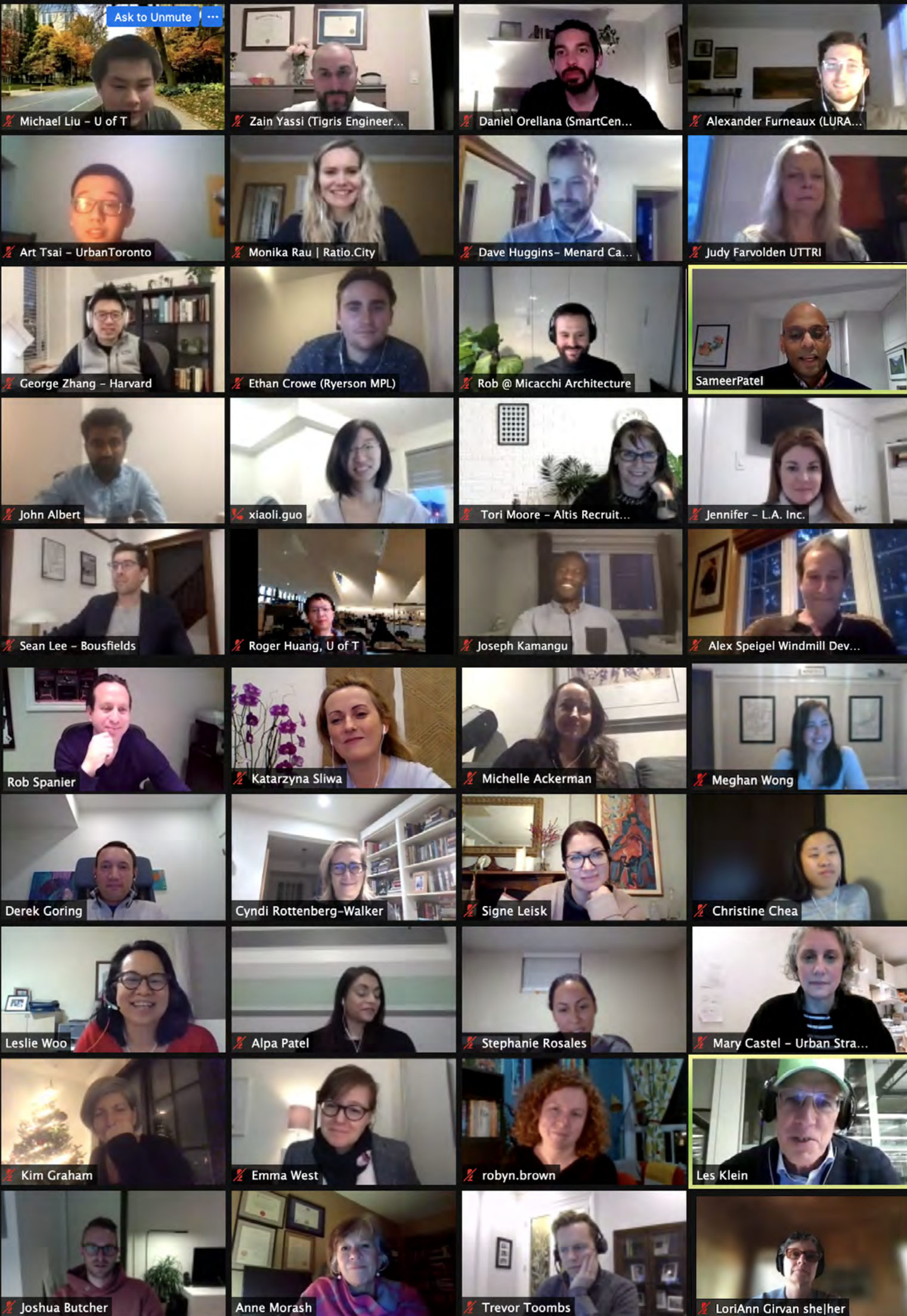


Toronto

# FY21 Impact Report

THE NEW URGENCY





# Message From The Local District Council 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.*

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
- Whose Land and Whose Law? Indigenous Land Rights: Examining the Duty to Consult & Accommodate
- 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 unprecedent 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!

*E. West*

EMMA WEST  
Partner  
Bousfields Inc.

## Toronto Staff



**Bdour Abu Qubu**  
Associate



**Richard Joy**  
Executive Director



**Denise Ng**  
Senior Associate



**Krystal Sebrun**  
Manager



**Alexandra Rybak**  
Director



**Jen Sapkowski**  
Senior Associate





# Message From The Global Urban Land Institute Chair

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

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

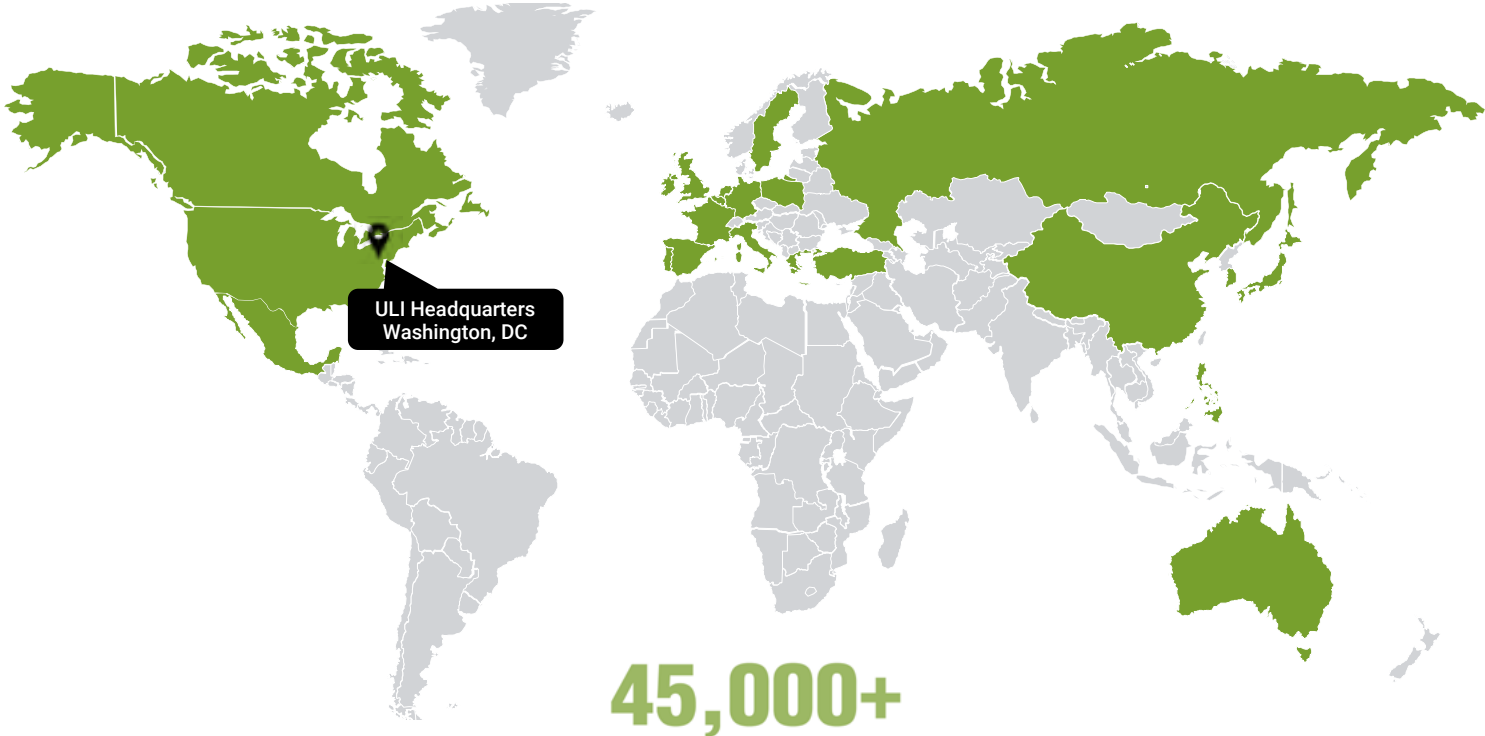
## THE MISSION OF THE URBAN LAND INSTITUTE

Shape the future of the built environment for transformative impact in communities worldwide



# Urban Land Institute (ULI) Global

The Urban Land Institute is a global nonprofit education and research institute dedicated to shaping the future of the built environment for transformative impact in communities worldwide. 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.



ULI members representing all aspects of the real estate and land use industry in 82 countries



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



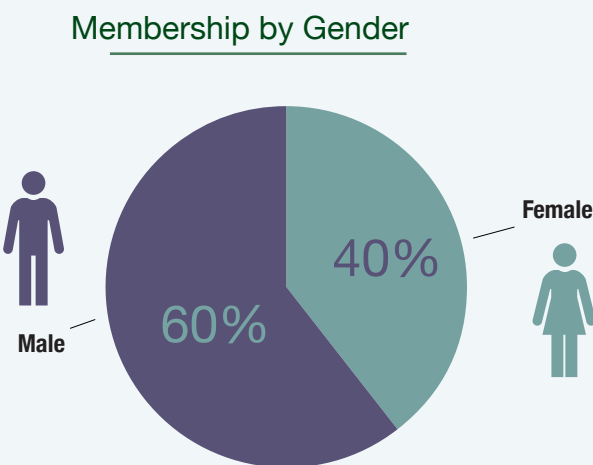
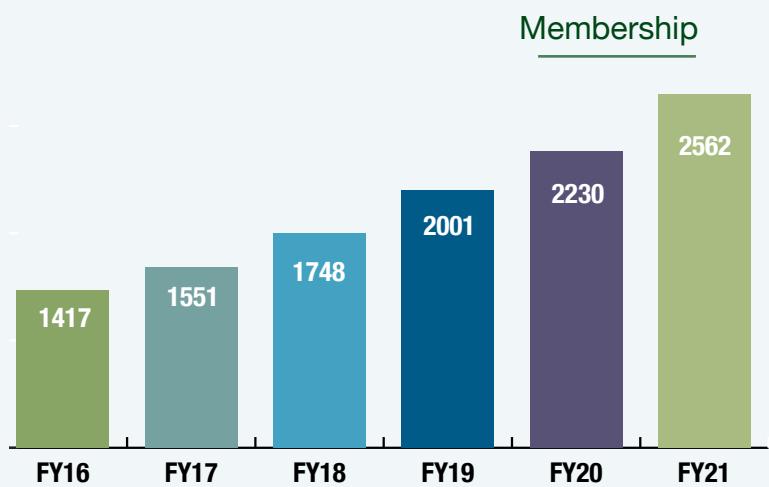
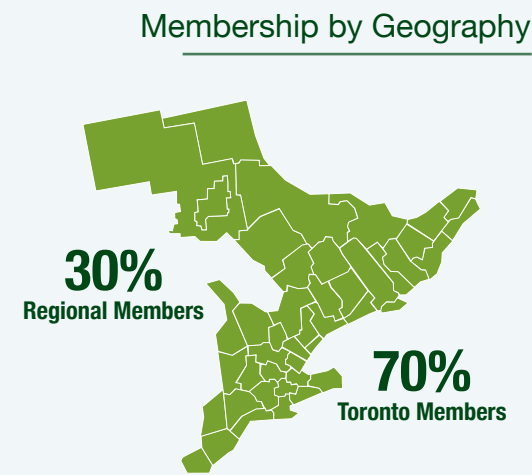
best practices for equitable and sustainable land use through content, education, convening, mentoring, and knowledge sharing



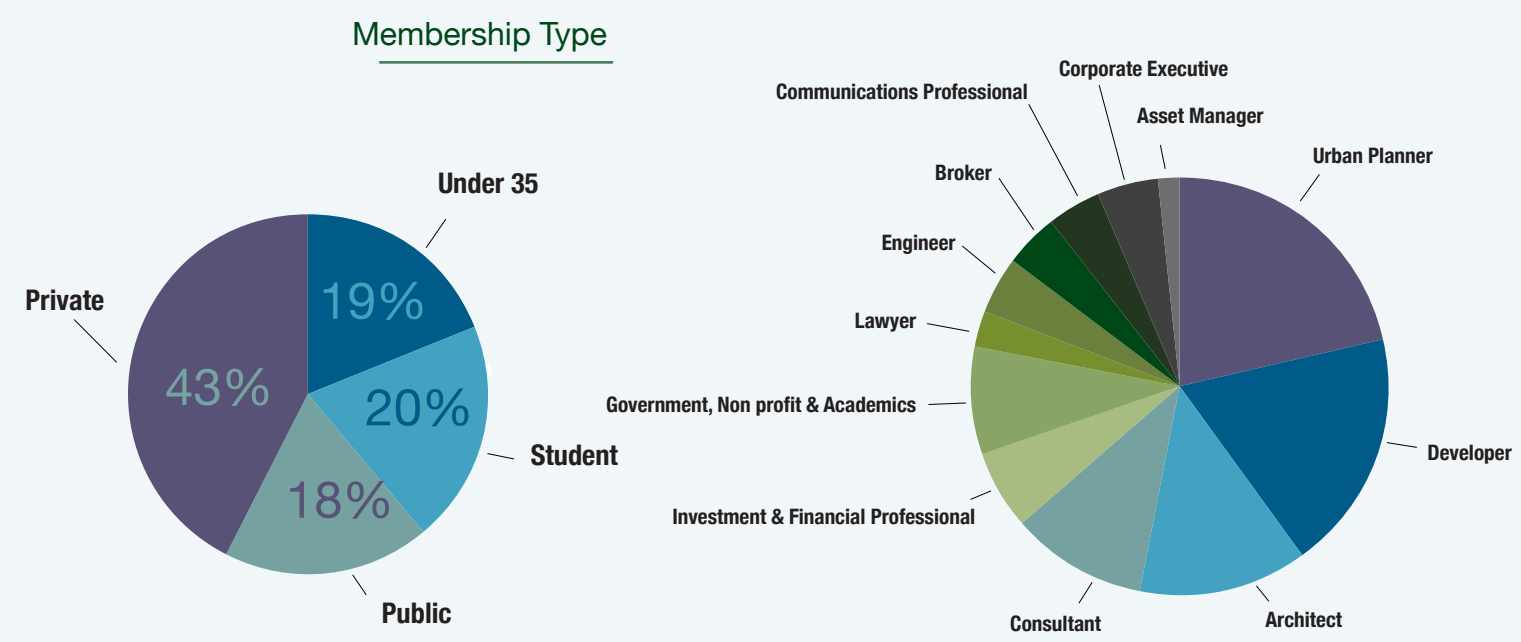
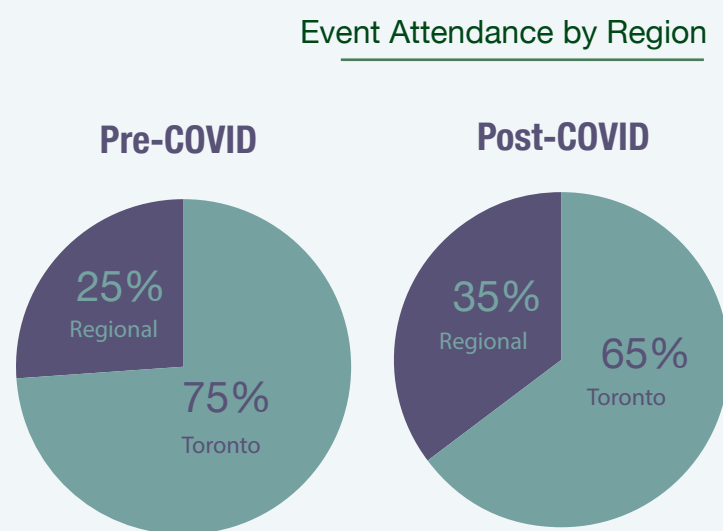
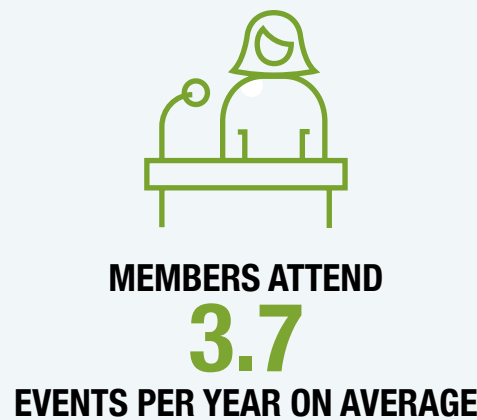
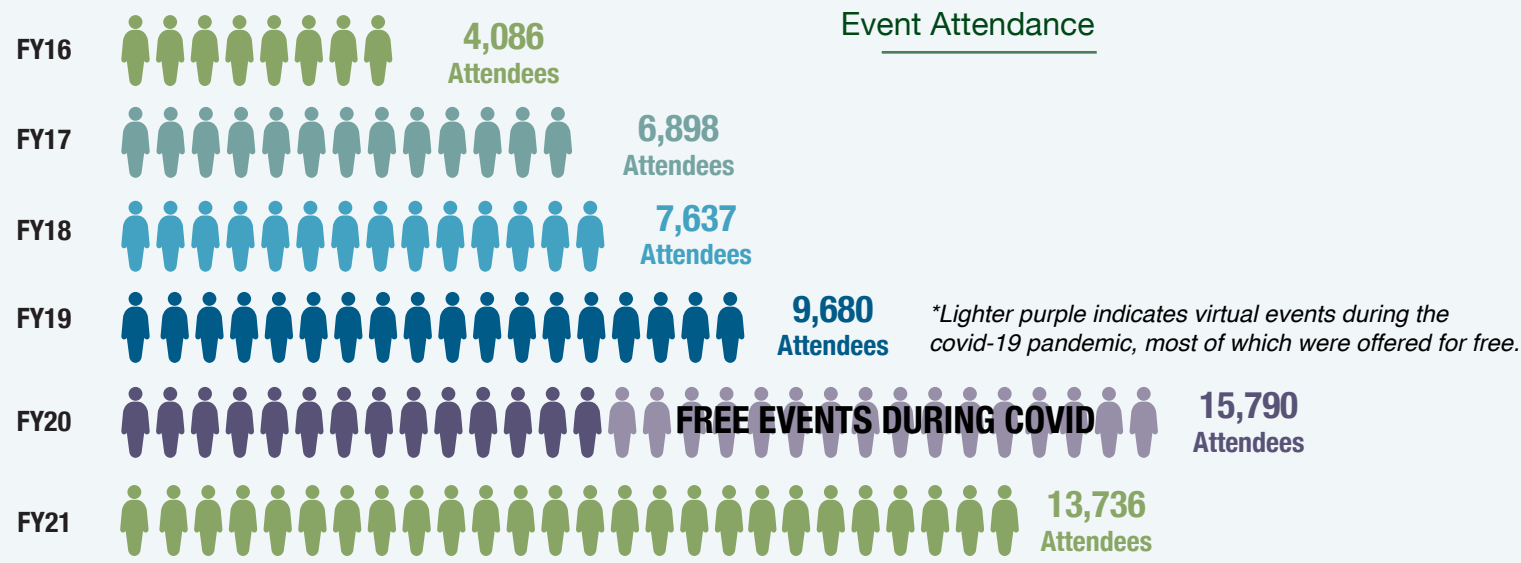
in solving community and real estate challenges through applied collective global experience and philanthropic engagement

# 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.



*\*As of July 1 2021, ULI is expanding its collection of member demographic data to include more broad gender categories, which we will report on in future years*





# ULI Toronto Timeline

## 2005-2014

### FOUNDATION

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).

## 2014-16

### GROWTH

Grew local District Council membership to 1,492. Hosted 26 events with 3,773 registrations, including the first ever Meet the Chief Planners and Symposium. Female membership grew to 33%, Under 35 to 45% and additional growth in public sector and regional membership. Expanded social media presence to largest in global network.

## 2016-18

### COMMUNITY IMPACT

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.

## 2018-20

### CAPACITY BUILDING

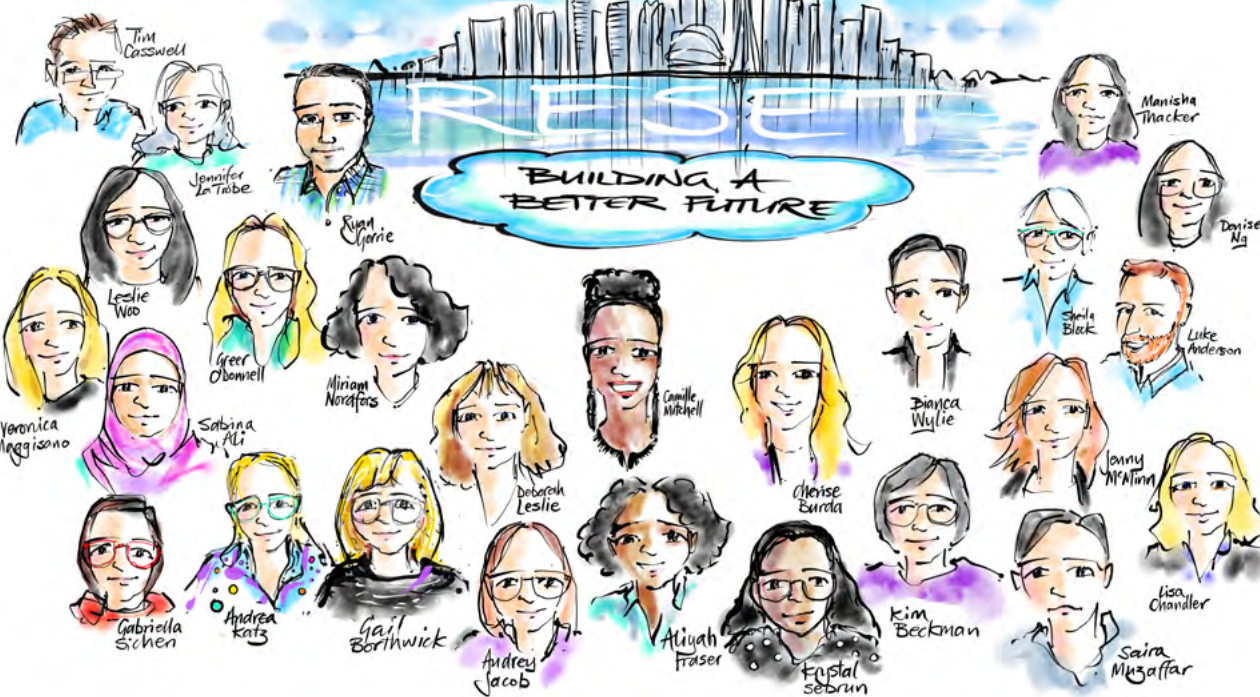
Set the stage for Toronto's first global ULI conference (2020 Spring Meeting) including securing over 2 million in sponsorship. Membership grew to 2,000 and we hosted 88 events with over 9,600 registrations. Greater educational focus to programming.

## 2020-22

### ENVIRONMENTAL, SOCIAL AND CORPORATE GOVERNANCE (ESG)

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.





## 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 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.

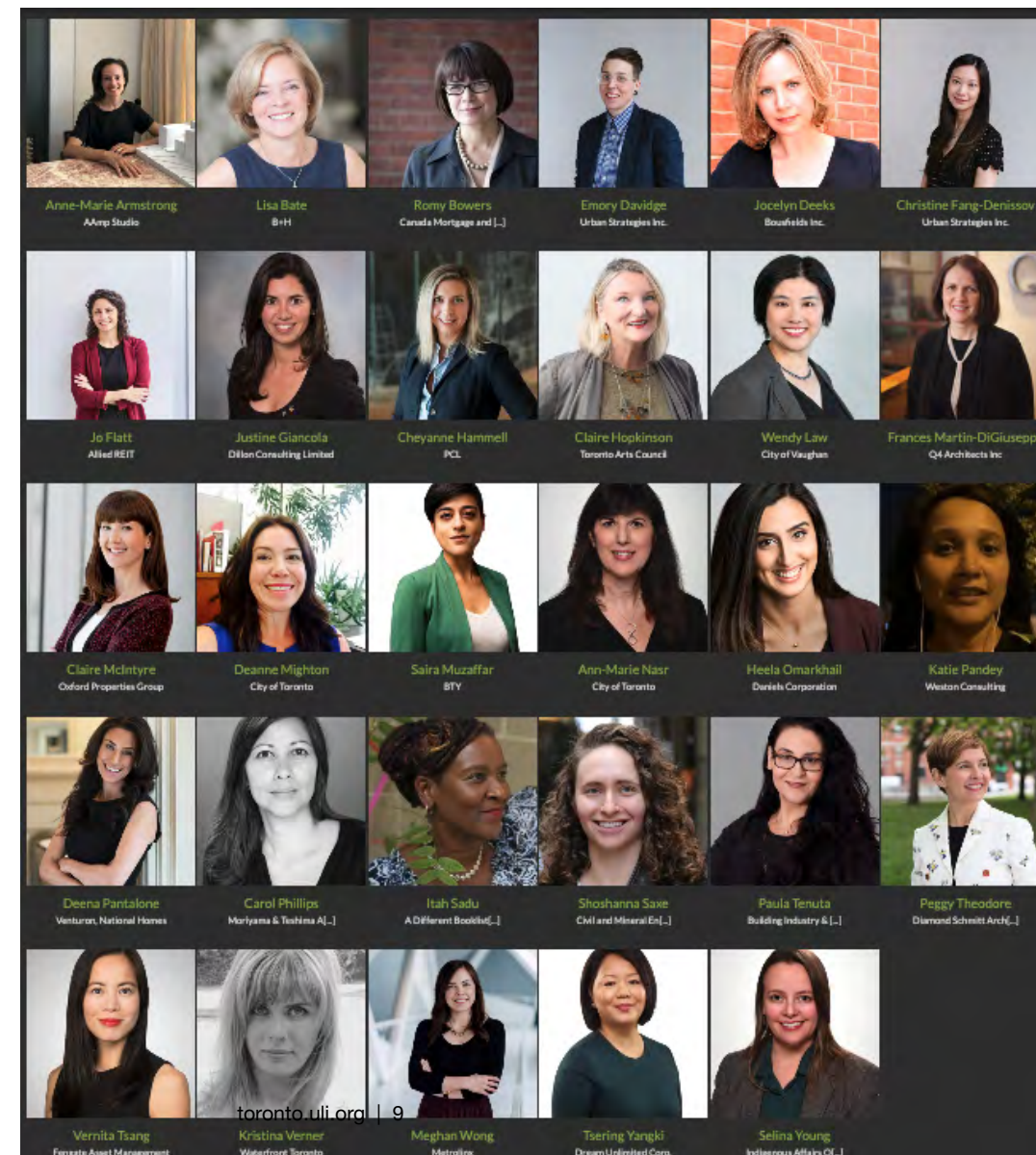


## Mentorship Program

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 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.





# 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.

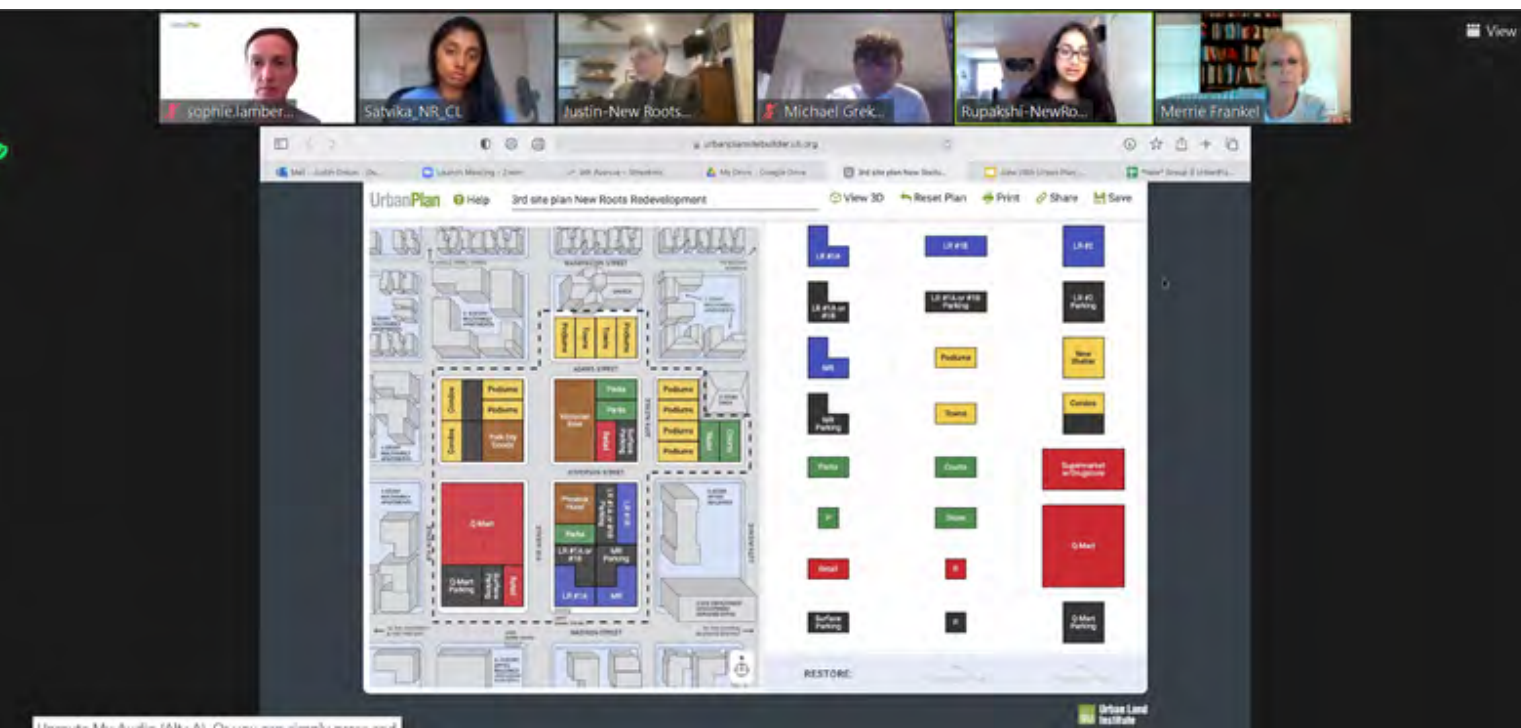


## Brampton Riverwalk Project Analysis Session (PAS)

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.



# Getting to Transit-Oriented Communities Initiative



**Growth**  
2/3 is outside of TO  
3/4 are immigrant families

**Public Health**  
\$4 billion annual costs due to physical inactivity & obesity

**Affordability**  
1/3 to 1/2 of after-tax income is spent on cars

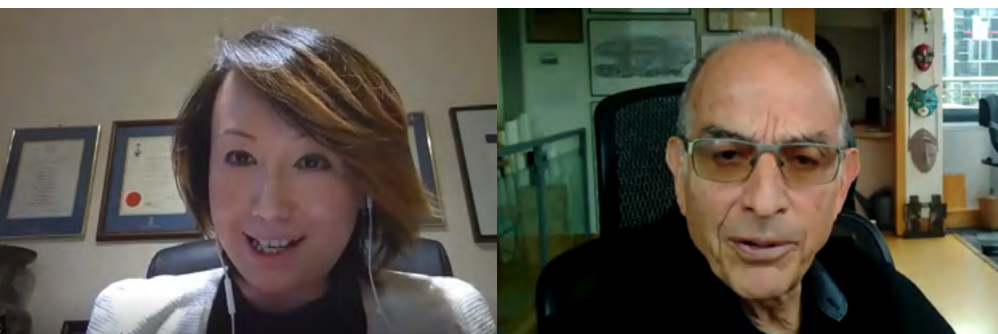
**Transit Investments**  
\$45+ billion for RER, LRT and Subway

7.6 million population & 4.7 million jobs in 2020

13 million population & 6.3 million jobs in 2041

Source: Statistics Canada

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 Workshop + 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."



What are the "values lost" in our traditional implementation process?

What are the "new values" that can be created through collaboration?

## Curtner 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. 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.

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.



Kevin Stolarick  
Dean, Curtner Urban Leadership Program







## 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.

# 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.

## 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.

Units	SFA/Unit	Total SFA	Price/Unit	Revenues
30	700	21,000	\$400,000	\$12,000,000
18	950	17,100	\$575,000	\$10,350,000
4	1200	4,800	\$750,000	\$3,000,000
52		42,900		\$25,350,000
52			\$460,000	\$23,920,000
				\$28,470,000

## 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.



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.

*Stephanie Rosales, QuadReal Property Group  
and Vickey Simovic, Metrolinx*



## 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.



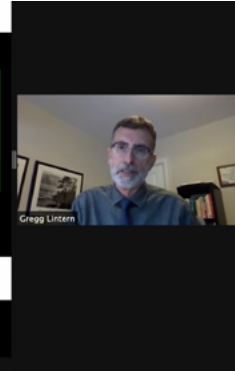
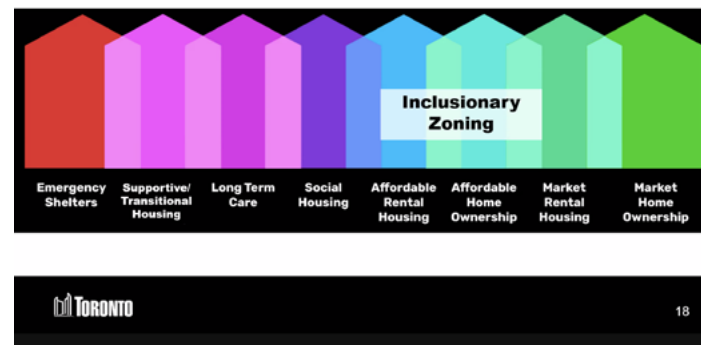


# Programming

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.

## 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.



## 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.

## 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.



On April 30th, ULI hosted its 7th annual regional program for the professional land use community. In this year's virtual format, the goal of the program was to inspire an open dialogue with the region's Chief Planners to reflect on critical questions that challenge urban professionals in these unprecedented times. Featuring the Hon. Steve Clark, Minister of Municipal Affairs and Housing, award-winning placemaker and author, Jay Pitter, a Planner Panel discussion, and over 35 senior planning officials from across the GGH.



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.

Jay Pitter  
Author and award-winning placemaker

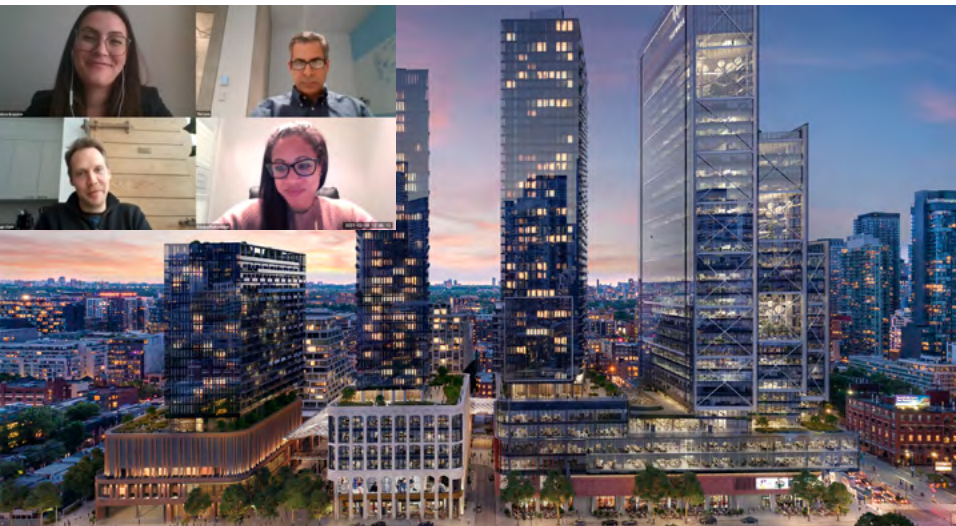


# Member Engagement

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.





# Diversity, Equity & Inclusion (DEI)

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.

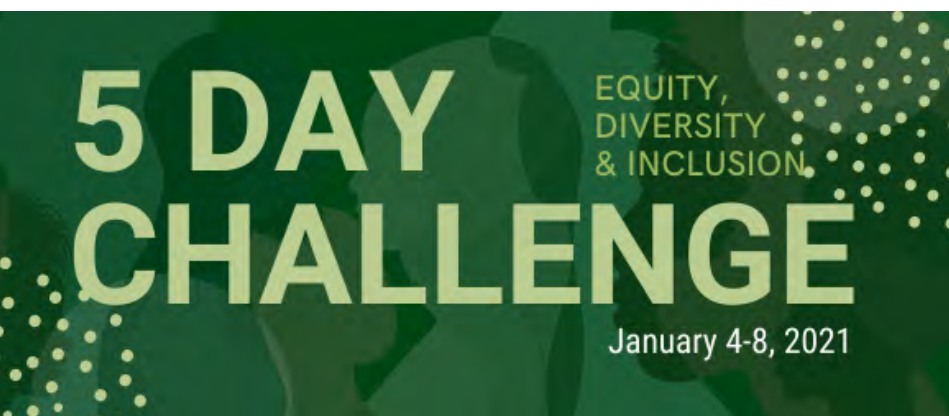


## Whose Land and Whose Law?

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 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.



## Redressing Black Displacement in Canada: Black History Month Celebration

On February 1, ULI Toronto hosted its first Black History Month event exploring the impacts of displacement and urban renewal on Black communities and landmarks across Canada. Advocates from North Preston, Toronto, and Vancouver outlined how their communities have endured the effects of urban renewal, how they're overcoming past injustices, and how they're rebuilding and reimagining their communities for future generations.

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.





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*In FY22 we look forward to welcoming people back to in person*














# FY21 District Council Leadership

 <b>Emma West</b> Chair Bousfields Inc.	 <b>Cyndi Rottenberg-Walker</b> Vice-Chair, Chair of Mission Advancement Urban Strategies Inc.	 <b>Alpa Patel</b> Treasurer PwC	 <b>Les Klein</b> Past Chair Quadrangle
 <b>Renée Gomes</b> Program Co-Chair First Gulf	 <b>Bader Elkhatab</b> Program Co-Chair CentreCourt	 <b>Jeanhy Shim</b> Diversity & Inclusion Co-Chair Housing Lab TO	 <b>Emory Davidge</b> Diversity & Inclusion Co-Chair Urban Strategies Inc.
 <b>Laura Sellors</b> Outreach Co-Chair Entro	 <b>Andrew Garrett</b> Outreach Co-Chair Investment Management Corporation of Ontario	 <b>Joshua Butcher</b> ULI Connect Co-Chair Bousfields Inc.	 <b>Stephanie Rosales</b> ULI Connect Co-Chair QuadReal
 <b>Meghan Wong</b> Women's Leadership Initiative Co-Chair Metrolinx	 <b>Kim Beckman</b> Women's Leadership Initiative Co-Chair Davies Howe LLP	 <b>Kim Graham</b> Communications Co-Chair kg&a	 <b>Mary Castel</b> Communications Co-Chair Urban Strategies Inc.
 <b>Terry Olynyk</b> Membership Co-Chair Multiplex	 <b>Katarzyna Sliwa</b> Membership Co-Chair Dentons Canada LLP	 <b>Lisa Chandler</b> Sponsorship Co-Chair Oxford Properties Group	 <b>Ruth Fischer</b> Sponsorship Co-Chair CBRE Limited
 <b>Phil Smith</b> Sponsorship Co-Chair Oxford Properties Group	 <b>Yvonne Yeung</b> Special Projects City of Brampton		












## Incoming Board Members

 <b>Arthur Ho-Wong</b> Outreach Co-Chair Habitat for Humanity	 <b>Sameer Patel</b> Diversity, Equity & Inclusion Co-Chair Tate Economic Research	 <b>Vakis Boutsalis</b> Communications Co-Chair kg&a	 <b>Vickey Simovic</b> Connect Co-Chair Metrolinx
 <b>Christine Chea</b> Diversity, Equity & Inclusion Co-Chair Mattamy Homes	 <b>Courtney Cooper</b> Advisory Board Member Alate Partners	 <b>Zahra Ebrahim</b> Advisory Board Member Monumental	 <b>David Stewart</b> Advisory Board Member Cadillac Fairview
 <b>Grace Lee Reynolds</b> Advisory Board Member Artscape	 <b>Laurie Payne</b> Advisory Board Member Osmington Gerofsky Development		

## Advisory Board

 <b>Derek Goring</b> Chair Northcrest Developments EVP, Development	 <b>Sean Blake</b> Carpenters' District Council of Ontario Representative	 <b>Bob Blazeovski</b> DiamondCorp President & COO	 <b>Jeffrey Brown</b> Porter Airlines EVP, Chief Financial Officer
 <b>Carlyle Coutinho</b> Enwave Energy Corporation President & CEO, East Region	 <b>Jan De Silva</b> Toronto Region Board of Trade President & CEO	 <b>Judy Farvolden</b> University of Toronto Transportation Research Institute Executive Director & President	 <b>Richard Florida</b> University of Toronto Author, The New Urban Crisis
 <b>Andrew Garrett</b> Investment Management Corporation of Ontario (IMCO) Executive Director	 <b>Jennifer Keesmaat</b> The Keesmaat Group CEO	 <b>Ashley Lawrence</b> Brookfield Managing Director, Real Estate	 <b>Jason Lester</b> DREAM Unlimited Vice Chairman, Development
 <b>Norm Li</b> Norm Li Principal	 <b>Gregg Lintern</b> City of Toronto Chief Planner & Executive Director	 <b>Heather MacDonald</b> City of Burlington Chief Planner & Director, City Building	 <b>Duncan Osborne</b> Cadillac Fairview Executive Vice President, Investments
 <b>Salima Rawji</b> CreateTO Vice President, Development	 <b>Amar Singh</b> Toronto Lands Corporation Planner	 <b>Rob Spanier</b> Spanier Group President	 <b>Nicole Swerhun</b> Swerhun Inc. Principal
 <b>Michael Turner</b> Oxford Properties Group President	 <b>Andrew Whittemore</b> City of Mississauga Commissioner, Planning & Building	 <b>Richard Whyte</b> Toronto Civil Division, EllisDon Chief Estimator	 <b>Leslie Woo</b> CivicAction + CivicAction Leadership Foundation Chief Executive Officer

## Governance Committee

 <b>Derek Goring</b> Chair Northcrest Developments SVP, Development	 <b>Mark Kindrachuk</b> Intermarket Developments Inc. President	 <b>Nadia King</b> PwC Partner	 <b>Anne Morash</b> GWL Realty Advisors Inc. SVP, Multi-Residential
 <b>John O'Bryan</b> CBRE Limited Honorary Chairman Slate Office REIT Chairman	 <b>Rob Spanier</b> Spanier Group President	 <b>Emma West</b> Bousfields Inc. Partner	 <b>Peter Ballon</b> CPPIB Vice President
 <b>Gary Berman</b> Tricon Capital Group President & CEO	 <b>Mark Noskiewicz</b> Goodmans LLP Partner	 <b>Leslie Woo</b> CivicAction + CivicAction Leadership Foundation Chief Executive Officer	



# Financials

Revenue	FY19	FY20	FY21
Registration Fees	\$340,476	\$204,880	\$230,749
Membership Dues Transfer	\$61,310	\$89,575	\$140,808
Sponsorship Revenue	\$689,064	\$710,167	\$428,117
Other	\$7,205	\$68,733	\$150
Grant	\$15,189	\$4,625	\$51,371
Contract			
Total Revenue	\$1,113,244	\$1,077,979	\$851,195

Expenses	FY19	FY20	FY21
Salaries and Fringe	\$461,872	\$512,556	\$619,269
Travel	\$33,909	\$23,716	\$53
Contracted Personal Service	\$89,856	\$56,052	\$32,131
Meetings	\$367,129	\$345,324	\$28,456
Telephone	\$6,601	\$6,072	\$11,488
Postage & Printing	\$38,696	\$21,621	\$242
Office Supplies	\$11,311	\$17,176	\$6,221
Rent	\$20,497	\$33,771	\$54,799
Sponsor Recognition & Awards***	\$32,560	\$25,883	\$24,313
Miscellaneous	\$3,407	\$-3,646	\$16,260
Investment Allocation**		\$55,327	\$111,597
Total Expense	\$1,065,838	\$1,093,853	\$904,829

<b>Reserves</b>	<b>\$452,073</b>	<b>\$440,456</b>	<b>\$386,822</b>
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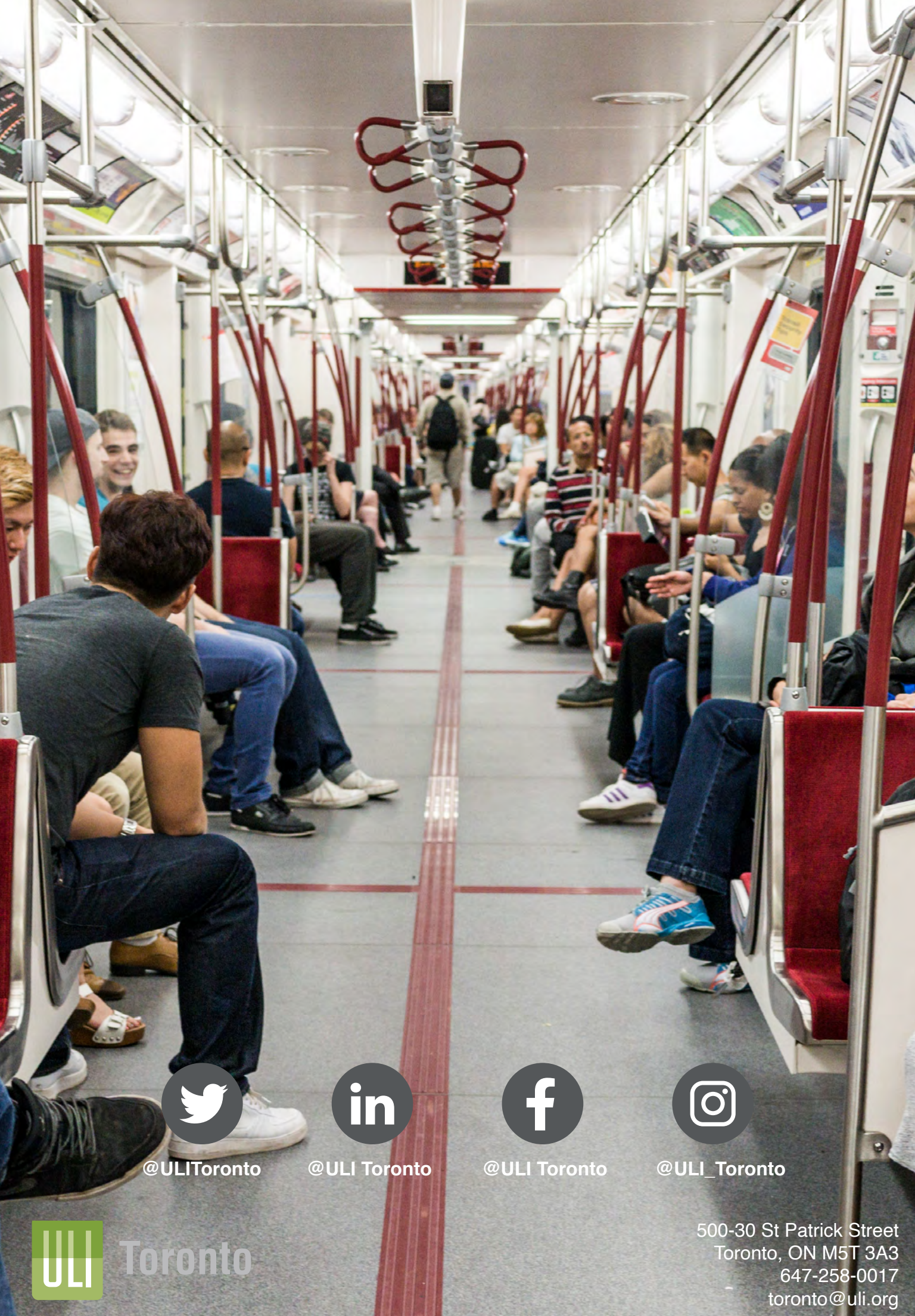
\*Analysis prepared by management not subject to third party audit or review.

\*\*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.







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Toronto

500-30 St Patrick Street  
Toronto, ON M5T 3A3  
647-258-0017  
toronto@uli.org