



# Building Connections

FY23 Annual Impact Report

## Introduction

# Land Acknowledgement

We want to acknowledge the land ULI Toronto works 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.

As an industry with access to some of the most highly prized land in the country, we have an opportunity to collaborate with Indigenous Nations to build better communities; a greater understanding of land developers' and Indigenous peoples' roles in land stewardship, place-making and place-keeping; and economic opportunities for Indigenous peoples.

We are on this path through our educational programming, the Diversity, Equity, Inclusion, and Reconciliation Council, and an inaugural workshop series with senior industry executives to advance education, engagement, and economic reconciliation.



## Introduction

# Message from the Executive Director

The Urban Land Institute (ULI), is a global organization with over 45,000 members worldwide with a mission to shape the future of the built environment for transformative impact in communities worldwide. ULI Toronto is the local District Council supported by its 2,100 members locally who are professionals in every sector of real estate development and land use, from private enterprise to public service.

This year, ULI Toronto District Council once again broke records for activity, attendance, member engagement, global connections, and local impact. Our programs also offered a glimpse of the organization's new multi-year strategy to better serve our members' professional demands and address our region's greatest challenges.

We've partnered with Toronto design office [Frontier](#) to create this Impact Report, which serves as both a record of our recent accomplishments and a roadmap for our complex and multi-faceted organization. This year's report is slimmed down to focus on highlights, but is a gateway to the rich and diverse range of initiatives and programs you'll find online.

ULI Toronto District Council serves multiple interests as the home of the real estate and development industry across

the Greater Golden Horseshoe, serving the private sector, not-for-profit, and public-sector professionals dedicated to shaping the built environment for transformative impact.

To many, we are the go-to source for timely insights into the ever-shifting economic and political landscape of this urban region. Others look to us to connect the dots and make sense of the disparate and multi-disciplinary ecosystem of professionals who wrestle with land-use challenges and opportunities to advance the responsible use of urban (and suburban) land. Yet others look to ULI Toronto District Council to challenge us all to do better in pursuit of the public good while steering clear of pointed advocacy.

I hope this report brings to life the ways ULI Toronto District Council and its constituencies are inspiring, connecting, and leading and that you take full advantage of all that we have to offer in 2024.

---

**Richard Joy**  
*Executive Director,  
ULI Toronto*

**Richard Joy**  
*Executive Director*



## Staff



**Alexandra Rybak**  
*Senior Director*



**Bdour Abu Qubu**  
*Senior Associate*



**Thameena Curtis**  
*Manager (2021 - 2023)*



**Jenny Estremadoyro**  
*Senior Associate*



**Krystal Gonez-Sebrun**  
*Manager*



**Marissa Irene Uli**  
*Associate*

Michelle Ackerman  
District Council Chair



## Introduction

# Message from the District Council Chair

In 2023 we welcomed all of ULI to Toronto as we hosted the first international Spring Meeting since the 1980's. It was the largest Spring Meeting to date and provided us with an opportunity to show some of the ways Toronto is leading the international conversation around city building while making meaningful advancements on the issues defining our generation.

We spent time further weaving Diversity, Equity, and Inclusion, Truth & Reconciliation, affordable housing, climate resiliency, and public policy changes into our programming and activities. We also invested in improved storytelling and outreach to our Toronto industry constituents.

With our sixty-five online and in-person programs and activities in FY23 attracting over fourteen thousand registrations, or an average of over two hundred per event, we further established ULI Toronto District Council's position as home of the industry in the Greater Golden Horseshoe.

We also exceeded expectations for corporate sponsorship at both the District Council level and for the ULI Spring Meeting, reaching our \$2 million target ahead of schedule. And we have seen incredible participation and engagement from across the industry's disciplines and along the career spectrum with special emphasis on engaging more senior leaders, university and college students, and early-career professionals.

I'd like to thank Richard Joy, ULI Toronto's Executive Director, our entire District Council staff, and all the volunteers who help us deliver these programs. I'd also like to thank our sponsors, who are so important to helping us make this progress. Our goal is to help you feel at home when engaging with us—the place where we all come together to advance our careers, businesses, city, and region. I hope you find valuable insight in the experiences and stories in this annual report and the positive industry impact we're making within the communities we serve.

A handwritten signature in black ink, appearing to be 'MA', with a horizontal line underneath.

**Michelle Ackerman**

*Consultant, Kilmer Group  
District Council Chair, ULI Toronto*



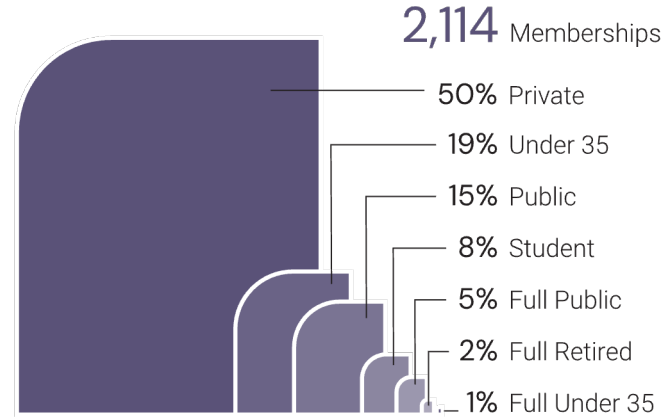
# ULI Toronto District Council at a Glance

Members by Sector & Discipline

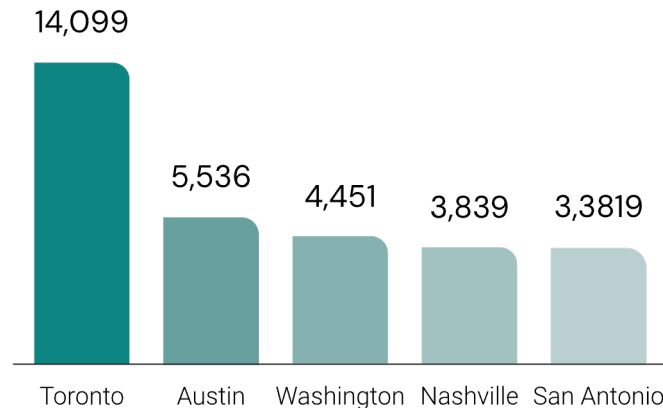


- Development (28%)
- Urban Planner (13%)
- Consultant (13%)
- Architecture & Design (12%)
- Financial (9%)
- Academic (8%)
- Government (3%)
- Engineering (3%)
- Communications Professionals (3%)
- Law Firm (3%)
- Corporate Executive (3%)
- Other (2%)

Membership Types



Event Attendance by District Council



Key Stats



**65**  
Events in FY23



**29%**  
Event attendance increase from FY22 to FY23



**210**  
Average event attendance for 37 virtual and 31 in-person events



**404**  
Total speakers (53% female and 34% BIPOC)



**233**  
Volunteer committee members



## Impact Story

# A role for everyone in making homes affordable

Housing affordability has become an urgent industry and national priority. ULI Toronto District Council has brought significant attention to the issue, including exploring how the private sector can deliver more affordable rental homes faster through the [Affordable Housing Leadership Council](#). We hosted two week-long webinar series, [Affordable Housing in the GTA: Right Track? Wrong Track?](#) and [How to Put Affordable in the Missing Middle?](#), and six special programs to unpack an avalanche of legislative and public-policy reforms at the provincial and federal level. With support from the [ULI Terwilliger Centre](#), we hosted our first [Homeless to Housed](#) program, which profiled

innovative US models for delivering housing through partnerships between public, private, and not-for-profit organizations.

We will continue to spotlight this issue through a report by the Leadership Council, National Housing Week programming, and a featured spot at ULI's [Annual Trends Event](#).

## Impact Highlight



# 17

Private-sector developers are engaged in ULI Toronto District Council Affordable Housing Leadership Council

[Read More: Affordable Leadership Council](#) →

## Impact Story

# Environment, Social, and Governance (ESG)



This year, ULI Toronto District Council's ESG-related programming represented a third of all our events. Our sold-out second-annual symposium, [Delivering on the "S" in ESG](#), embraced the idea that, as the world's most diverse city, Toronto must become the global leader in leveraging real estate and development to address social challenges. Working with the University of Toronto School of Cities, we also convened a landmark workshop for GTA municipal officials on [More Equitable and Inclusive Land Use Planning](#).

### ESG efforts are focused on:

- 1 Defining & advancing industry Truth & Reconciliation leadership
- 2 Housing that is accessible to people of all ages and abilities
- 3 Confronting anti-Black racism in city building
- 4 Overcoming the 'Canadian Experience' barrier for newcomer professionals
- 5 Decarbonizing and adapting to more extreme weather

To learn more about these efforts  
continue reading





## ESG Contribution

# Bringing industry along a shared path to Truth & Reconciliation

We continue navigating the intersection of real estate and development with Truth & Reconciliation. In addition to ongoing educational programming, a collaboration with [Shared Path](#), Allied, and Westbank saw thirty-one companies participate in our first Truth & Reconciliation leadership cohort. Launched in June 2022, the workshop series is building knowledge, networks, and concrete opportunities to support this historic national priority. These include proactively expanding relationships with the region's First Nations treaty holders and enabling economic reconciliation actions through private real-estate and public-infrastructure development.

## Impact Highlight

# 31

Companies participating in three-part Truth & Reconciliation workshop series

## ESG Contribution

# Meaningful employment for newcomer professionals

Our [Women's Leadership Initiative \(WLI\)](#) opened an important DEI frontier by focusing on the underleveraged and often overlooked pool of GTA professionals who have domestic (or equivalent) educational backgrounds but lack Canadian experience. This was powerfully conveyed through [The Newcomers' Journey in City Building: A Night of Connecting and Storytelling](#).

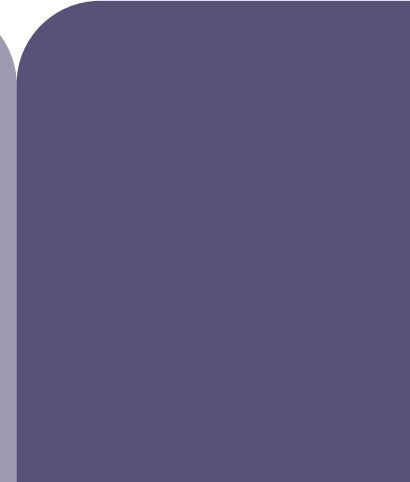
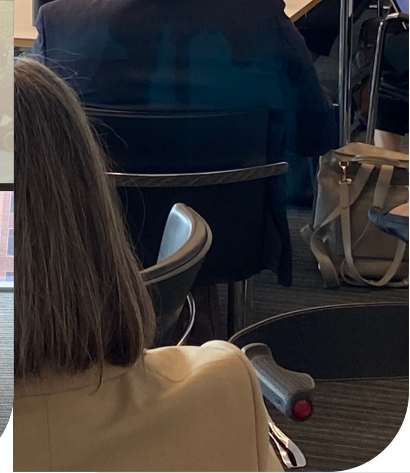




## ESG Contribution

# Housing that is accessible to people of all ages and abilities

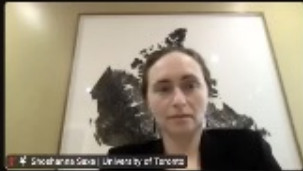
ULI Toronto District Council helped launch the [Accelerating Accessibility Coalition \(AAC\)](#), a first-of-its-kind leadership initiative to challenge home builders (and governments) to make new homes more physically accessible. In less than a year, this coalition has signed on thirty-three organizations and received close to \$200,000 in grant funding. Partnerships with Sunnybrook Research Institute, Seneca College, and The Daniels Corporation will contribute research, video storytelling, and a business and social case for change to help advance the coalition's mission.



## ESG Contribution

# Decarbonizing & adapting to more extreme weather

The geography of housing supply emerged as a dominant theme in FY23, including a second Curtis Infrastructure Initiative grant to advance Transit Oriented (suburban) Communities, Missing Middle housing, and district energy's role in decarbonizing Toronto. We again participated in the global ULI Net Zero Imperative cohort and continued our exploration of mass-timber construction. Expect ULI Toronto District Council to deepen its climate and carbon focus in FY24 as we explore European leadership in decarbonizing the sector, the circular economy, carbon pricing, and fast-evolving opportunities in Clean and PropTech.



## ESG Contribution

# Positive outcomes for Black Torontonians amid rising land values

With a ULI Building Healthy Places Initiatives grant, we supported the Uncovering the Displacement of Toronto's Black Populations project—with a full report to be released in FY24. Leveraging this work, ULI Toronto District Council will conduct a Technical Assistance Panel (TAP) to identify ways to protect affordability and reduce Black-resident displacement in Transit-Oriented Communities.



## Impact Story

# Keeping you up-to-date on public-policy shifts and economic trends

There have been more profound changes to Ontario public policy in the past twelve months than in recent memory. ULI Toronto District Council delivered diverse programs and perspectives to explain, interpret, and contribute insights into the impact of these changes—from shifting approvals processes to strong-mayer powers—on land and housing development. Forty-seven senior public officials joined with hundreds of industry leaders at the ninth annual Meet the Chief Planners event, with speakers

debating how to best align record population growth, an acute shortage of housing, and the geography of supply. The Annual Trends in Real Estate event remains a cornerstone of our economic programming, offering analysis and industry perspectives from across North America. Other events zeroed in on segments of our sector, including the future of mall sites, construction-cost relief, and the business and social opportunities of Transit-Oriented Communities.



## Impact Highlight



# 47

Senior public officials attended annual Meet the Chief Planners dinner



## Impact Story

# Honing skills and knowledge for that first and next career step

From high school to mid-career, ULI members want gateways to their first or next step in a career in land development. ULI delivered access to knowledge, networking, mentoring, and the chance to flex leadership muscles with focused initiatives at each career stage. We continued its version of the global [UrbanPlan](#) program in FY23, with high-school students rolling up their sleeves to tackle land-use challenges.

year's [Mentorship program](#) cohort, the largest yet, benefitted from diverse, personalized relationships and networking, with a new group-mentorship component coming to FY24's program.

Our affinity committees, Women's Leadership Initiative (WLI) and Young Leaders Group (Connect Committee) drive opportunities to advance careers in a complex industry.

The in-depth [Curtner Urban Leadership Program](#) brought exuberance to its curriculum this year, finding ways to infuse civic challenges with community joy. Twenty-nine participants from across sectors and disciplines collaborated to produce solutions that they presented to 114 industry peers registered for an in-person town-hall. This



## Impact Highlight

# 114

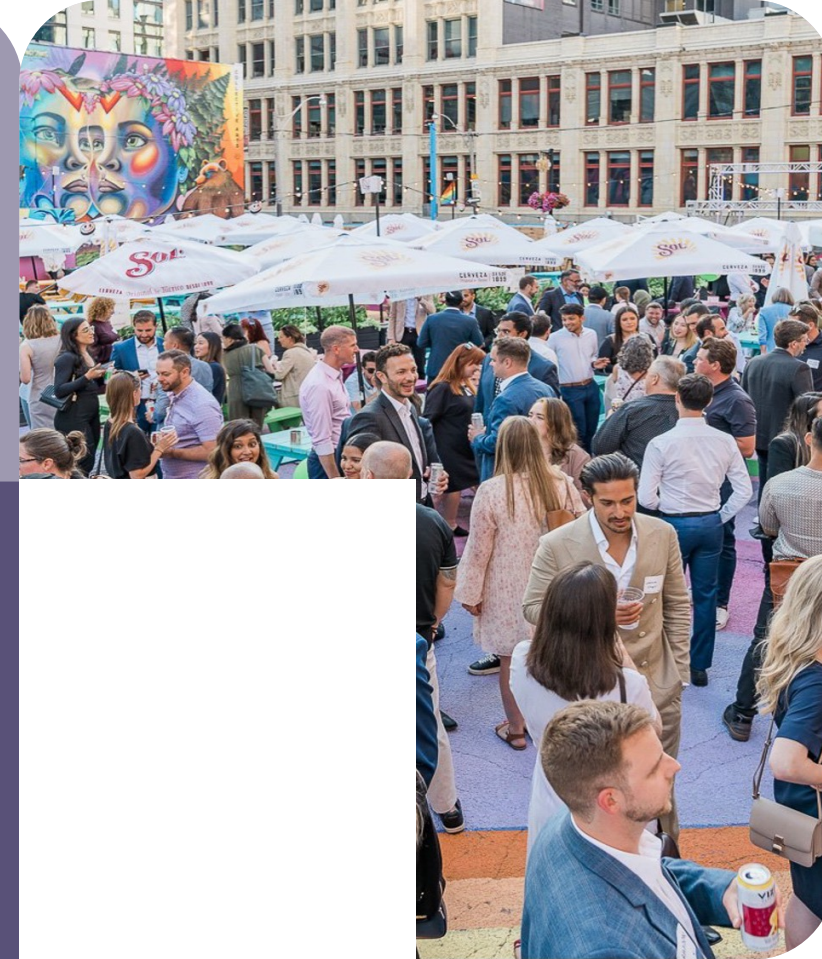
mentors and mentees  
matched in the  
Mentorship program

## Impact Story

# Expanding opportunities through local and global connections

ULI Toronto District Council delivered on its promise to build bridges across disciplines, career stages, and sectors like never before. We brought 646 Toronto-area professionals together with 4,173 American and international delegates at the record-breaking three-day ULI Spring Meeting we hosted. The international conference involved a slate of global speakers and tours of thirty sites across the city.

Throughout the year, our [ULI Connect](#) and Membership Committees offered the ultimate in cool, behind-the-curtain tours, ranging from the annual bike tour with Toronto's Chief Planner to members-only hard-hat visits at The Well, the Wellington Destructor site, Mirvish Village, and Villiers Island. And what better way to meet new friends and prospective employers and clients than through the social events our committees delivered, from a ski trip to a Book Club without the Books to winter and summer socials that attracted a total of 1,019 registrants?



## Impact Highlight

# 4,819

attendees at ULI Spring Meeting in Toronto—23% more than past four meetings in US

# 1,019

Registrants for Summer and Winter Socials







# FY23 Annual Sponsors

## Diamond Sponsor



## Platinum Sponsor



## Gold Sponsor

Adamson Associates  
Architects  
Altus Group  
ARUP  
Borden Ladner  
Geravis  
Carpenters Union  
CentreCourt  
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CPP Investments  
Daniels  
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DiamondCorp  
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Hullmark  
Kilmer Group  
Manulife Investment  
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QuadReal  
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Weston Consulting

## WLI Sponsor

BTY  
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## Bridge Sponsor

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## FY23 District Council Leadership

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Kilmer Group



**Samantha Martin**  
Co-Chair –  
Communications  
CreateTO



**Tobias Oriwol**  
Co-Chair – Program  
Tricon Residential



**Denine Das**  
Co-Chair – Diversity &  
Inclusion  
Infrastructure Ontario



**Kevin Stolarick**  
Co-Chair – Curtner Urban  
Leadership Program  
Toronto Metropolitan  
University



**Renee Gomes**  
Chair for Mission  
Advancement  
DiamondCorp



**John Lilly**  
Co-Chair – Membership  
Render Developments



**Casey Gallagher**  
Co-Chair – Sponsorship  
CBRE



**Anna Ritacca**  
Co-Chair – Women’s  
Leadership Initiative  
BEL+RIT urbanism



**Shwaan Hutton**  
Co-Chair – Mentorship  
Graywood Developments



**Andrew Garrett**  
Vice Chair  
IMCO (Ontario Pensions)



**Joe Svec**  
Co-Chair – Membership  
SvecGroup Limited



**Philip Smith**  
Co-Chair – Sponsorship  
Oxford Properties Group



**Saira Muzaffar**  
Co-Chair – Women’s  
Leadership Initiative  
BTY Group



**Chris Markovic**  
Co-Chair – Mentorship  
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**Ali Abbas**  
Treasurer  
PricewaterhouseCoopers  
LLP



**Laura Sellors**  
Co-Chair – Outreach  
Frontier Design Inc.



**Jordan Kemp**  
Co-Chair – Connect  
Dream Asset Management  
Corp.



**Chantal Lee**  
Co-Chair – Student  
Committee  
LEA Consulting Ltd.



**Christine Raissis**  
Chair – Urban Plan  
Program



**Emma West**  
Past Global Chair  
Bousfields Inc.



**Jonathan Tinney**  
Co-Chair – Outreach  
SvN Architects + Planners



**Stephanie Rosales**  
Co-Chair – Connect  
QuadReal



**Clarence Qian**  
Co-Chair – Student  
Committee  
Distrikt Development



**Vakis Boutalis**  
Co-Chair –  
Communications  
kg&a



**Heela Omarkhail**  
Co-Chair – Program  
The Daniels Corporation



**Vickey Simovic**  
Co-Chair – Connect  
RioCan REIT



**Ossie Airewele**  
Co-Chair – Curtner Urban  
Leadership Program  
BDP Quadrangle

## FY23 District Council Leadership

# Advisory Board



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Partner, Urban  
Strategies Inc.



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Mobility Network,  
University of Toronto



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AGF Management Ltd.



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Gerofsky Development



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Partner, Bousfields Inc.



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**Richard Florida**  
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CEO,  
Toronto Artscape Inc.



**Salima Rawji**  
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University Development  
Corporation



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& Building, City of  
Mississauga



**Courtney Cooper**  
Alate Partners



**Andrew Garrett**  
Senior Principal, Real  
Estate, IMCO (Ontario  
Pensions)



**Norm Li**  
Principal, Norm Li



**Rob Spanier**  
President, Spanier Inc



**Richard Whyte**  
EllisDon



**Carlyle Coutinho**  
CEO, Enwave Energy  
Corporation



**Derek Goring**  
Chief Executive Officer,  
Northcrest Developments



**Gregg Lintern**  
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Director, City of Toronto



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Investments, Fengate Asset  
Management



**Leslie Woo**  
Chief Executive Officer,  
CivicAction + CivicAction  
Leadership Foundation



**Jan De Silva**  
Former President & CEO,  
Toronto Region Board of  
Trade



**Jennifer Keesmaat**  
CEO,  
The Keesmaat Group



**Heather MacDonald**  
Executive Lead, Burlington  
Land Partnership, City of  
Burlington



**David Stewart**  
Phase 3 Real Estate  
Partners



**Yvonne Yeung**  
Director, Development, Transit  
Oriented Communities,  
Infrastructure Ontario



**Zahra Ebrahim**  
Co-Founder, Monumental



**Les Klein**  
Principal, BDP Quadrangle



**Terry Olynyk**  
President and Managing  
Director, Multiplex  
Construction Canada Ltd



**Nicole Swerhun**  
Managing Principal,  
Third Party Public Inc.

## FY23 District Council Leadership

# Governance Committee



**Emma West**  
Chair  
Partner, Bousfields Inc.



**Les Klein**  
Principal, BDP Quadrangle



**Peter Ballon**  
Global Head of Real Estate, CPP Investment Board



**Anne Morash**  
Senior Vice President, Multi-Residential, GWL Realty Advisors



**Derek Goring**  
Chief Executive Officer, Northcrest Developments



**Mark Noskiewicz**  
Retired Partner, Goodmans LLP



**Mark Kindrachuk**  
President, Intermarket Developments, Inc.



**John O'Bryan**



**Nadia King**  
CFO, PricewaterhouseCoopers GmbH WPG.



**Rob Spanier**  
President, Spanier Inc



**Leslie Woo**  
Chief Executive Officer, CivicAction + CivicAction Leadership Foundation

# Incoming Board Members



**Brendan Whitsitt**  
Imprint Development



**Melissa Daly-Buajitti**  
CBRE



**Danielle Feidler**  
Fire Up Culture



**Sam Lem**  
kg&a



**Denine Das**  
Infrastructure Ontario



**Joe Svec**  
Choice Properties Limited Partnership



**Jonathan Tinney**  
SvN Architects + Planners



**Jordan Kemp**  
Dream Asset Management Corp.

# FY23 Financials

Revenue	FY2022	FY2023
Registration Fees	\$318,224	\$325,578
Membership Dues Transfer	\$125,977	\$95,700
Sponsorship Revenue	\$955,602	\$721,379
Other	\$16,242	\$55,000
Grant	\$39,830	\$326
Ottawa	(\$62,268)	–
Spring Meeting	–	\$363,577
Contract	–	–
<b>Total Revenue</b>	<b>\$1,393,607</b>	<b>\$1,561,559</b>

Reserves	FY2022	FY2023
	\$593,480	\$789,996

Expenses	FY2022	FY2023
Salaries and Fringe	\$562,540	\$625,037
Travel	\$24,689	\$29,811
Contracted Personal Service	\$114,599	\$114,661
Meetings	\$236,341	\$369,877
Telephone	\$8,367	\$8,589
Postage & Printing	\$4,569	\$8,779
Office Supplies	\$8,323	\$13,341
Rent	\$54,961	\$54,961
Sponsor Recognition/Awards	\$38,310	(\$25,542)
Miscellaneous	\$13,439	\$9,276
Investment Allocation	\$120,902	\$169,391
<b>Total Expenses</b>	<b>\$1,186,948</b>	<b>\$1,378,179</b>

## FY23 Highlights

**\$1,561,559**

Total Revenue

**\$1,378,179**

Total Expenses

**\$789,996**

Total Reserves



# Connect with us!

**ULI Toronto District Council**  
500-30 St Patrick Street  
Toronto, ON M5T 3A3  
647-258-0017

[toronto@uli.org](mailto:toronto@uli.org)  
[@uli\\_toronto](#)

