

# Webinar

## ULI Toronto: Open House: Curtner Urban Leadership Program Free Webinar

Date: September 16, 2024

00:00:01 --> 00:00:05: My folks, as people are coming in, we're going to  
 00:00:05 --> 00:00:09: begin with a new video that speaks to UL Eyes  
 00:00:09 --> 00:00:10: Impact.  
 00:00:10 --> 00:00:13: Hope you like it and we'll start right after that.  
 00:00:21 --> 00:00:24: It's the mission of the Urban Land Institute to shape  
 00:00:24 --> 00:00:28: the future of the built environment for transformative impact.  
 00:00:28 --> 00:00:30: That's what we do at ULI Toronto.  
 00:00:32 --> 00:00:34: Our members work in all aspects of land use.  
 00:00:35 --> 00:00:37: Uli is a catalyst.  
 00:00:37 --> 00:00:40: It's a catalyst for people who in themselves are thought  
 00:00:40 --> 00:00:45: provoking, They're interesting, they're purposeful, they're  
 engaged and they want  
 00:00:45 --> 00:00:47: to have an impact on the world.  
 00:00:48 --> 00:00:51: The Toronto region is definitely a stronger, more robust place  
 00:00:51 --> 00:00:55: because of the championship role that the Urban Institute  
 Toronto  
 00:00:55 --> 00:00:57: has played in elevating the status of women in the  
 00:00:57 --> 00:00:58: industry.  
 00:00:59 --> 00:01:02: Our industry has a responsibility to meaningfully contribute.  
 00:01:02 --> 00:01:05: To the social fabric of our communities and to be  
 00:01:05 --> 00:01:07: a climate change leader.  
 00:01:08 --> 00:01:13: In Toronto, ULI helps deliver climate change and resiliency  
 that  
 00:01:13 --> 00:01:15: is equitable and valuable.  
 00:01:17 --> 00:01:20: ULI Toronto help mid career professionals reach the next  
 stage  
 00:01:20 --> 00:01:22: of their careers as city builders.  
 00:01:23 --> 00:01:27: ULI Toronto is an entry point and a launching pad.  
 00:01:27 --> 00:01:30: For our next generation of leaders to find their place  
 00:01:30 --> 00:01:32: in this very complex industry.

00:01:33 --> 00:01:36: ULI Toronto brings global best practices to our city and  
00:01:36 --> 00:01:38: shows our city's innovations to the world.  
00:01:38 --> 00:01:39: Of real estate.  
00:01:39 --> 00:01:43: ULI creates really good conversations about important public  
policy subjects  
00:01:43 --> 00:01:44: for our members.  
00:01:45 --> 00:01:48: It brings leading developers across our city together to  
wrestle  
00:01:48 --> 00:01:50: with the prices of affordability.  
00:01:50 --> 00:01:54: We need solutions for our industry, tenants and newborn.  
00:01:54 --> 00:01:54: Buyers alike.  
00:01:55 --> 00:01:58: The ULI network is incredibly effective in bringing in key  
00:01:58 --> 00:02:02: stakeholders to build solutions to support Black communities.  
00:02:02 --> 00:02:05: I'm proud to work alongside ULI in seeking to accelerate  
00:02:05 --> 00:02:10: accessibility and ensure that our built environments meet  
everyone's needs  
00:02:10 --> 00:02:11: for access.  
00:02:11 --> 00:02:14: ULI Toronto is well positioned to help the real estate  
00:02:14 --> 00:02:18: and development industry identify opportunities to meet a  
generational need  
00:02:18 --> 00:02:19: to advance truth.  
00:02:19 --> 00:02:21: Justice and reconciliation.  
00:02:21 --> 00:02:25: ULI demonstrates the unique power in leveraging the built  
environment,  
00:02:25 --> 00:02:29: whether that's private real estate development or public  
infrastructure, for  
00:02:29 --> 00:02:31: the benefit of a more competitive and equitable city.  
00:02:32 --> 00:02:35: I am so excited as ULI Chair to celebrate these  
00:02:35 --> 00:02:38: positive solutions that our real estate.  
00:02:38 --> 00:02:39: Development.  
00:02:39 --> 00:02:41: Community has brought forward for Toronto.  
00:02:42 --> 00:02:47: At ULI Toronto, we connect, we inspire, and we lead.  
00:02:52 --> 00:02:53: Thank you.  
00:02:53 --> 00:02:54: That is.  
00:02:55 --> 00:02:59: Our most recent ULI video that that speaks to our  
00:02:59 --> 00:03:00: impact story.  
00:03:00 --> 00:03:01: We hope you enjoyed it.  
00:03:02 --> 00:03:03: My name is Richard.  
00:03:03 --> 00:03:05: Joy and I'm the Executive Director of ULI Toronto.  
00:03:06 --> 00:03:08: This is a unique webinar.  
00:03:08 --> 00:03:10: Most of our webinars are a little more.  
00:03:10 --> 00:03:11: Formal, more polished.  
00:03:11 --> 00:03:14: This one's going to be a bit more casual.

00:03:14 --> 00:03:17: It really is designed to help those of you who  
00:03:17 --> 00:03:20: are joined our art this this session, who are kicking  
00:03:20 --> 00:03:24: the tires perhaps of our current urban leadership program to  
00:03:24 --> 00:03:26: learn a little bit more about that program.  
00:03:26 --> 00:03:31: And we hope after, after this encourage many of you  
00:03:31 --> 00:03:35: to actually sign up and, and, and apply for, for  
00:03:35 --> 00:03:40: the cohort of 2024-2025, which will kick off next month.  
00:03:41 --> 00:03:43: So first of all, we're, you know, hoping that you  
00:03:43 --> 00:03:45: might become a member if you want to go to  
00:03:45 --> 00:03:46: the next slide.  
00:03:47 --> 00:03:49: There's a number of reasons to become a member.  
00:03:49 --> 00:03:52: And if you if you aren't a member and you  
00:03:52 --> 00:03:54: do join this month and you can join by the  
00:03:54 --> 00:03:55: way, and pay monthly.  
00:03:56 --> 00:03:58: You don't have to pay the whole freight in one  
00:03:58 --> 00:03:59: go.  
00:03:59 --> 00:04:02: And you get a special products like our weekly roundup,  
00:04:03 --> 00:04:05: which has become a very, very popular web and web  
00:04:05 --> 00:04:09: sorry, e-mail product that gives you kind of the highlights  
00:04:09 --> 00:04:11: of the news stories of the week.  
00:04:11 --> 00:04:14: That was that we only send to our members.  
00:04:14 --> 00:04:18: Next slide as we get going here, again, this is  
00:04:18 --> 00:04:20: the Kurtner program.  
00:04:21 --> 00:04:23: We always begin with the land acknowledgement and just in  
00:04:23 --> 00:04:26: the interest of time today, I'm not going to read  
00:04:26 --> 00:04:29: that land acknowledgement, but I do want to point people  
00:04:29 --> 00:04:31: who are joined to three programs in the next slide  
00:04:32 --> 00:04:34: that are coming up that are in the Truth and  
00:04:34 --> 00:04:35: Reconciliation space.  
00:04:36 --> 00:04:38: 1 is coming up on the 27th of September, which  
00:04:39 --> 00:04:42: speaks to how various companies are leading the way in  
00:04:42 --> 00:04:46: the truth and Reconciliation space and perhaps inspiration for  
your  
00:04:46 --> 00:04:48: company if you were not yet in that space, which  
00:04:49 --> 00:04:50: many companies aren't yet.  
00:04:51 --> 00:04:56: We also have a a cultural competency training session that  
00:04:56 --> 00:05:01: is now going open to all members and there's only  
00:05:01 --> 00:05:05: 30 slots and that's happening in October 22nd Room 1  
00:05:05 --> 00:05:12: full intensive day around Indigenous cultural competency, a  
must attend  
00:05:12 --> 00:05:12: event.  
00:05:12 --> 00:05:15: If you haven't attended something similar to this, I certainly

00:05:15 --> 00:05:16: will be there.

00:05:17 --> 00:05:21: And finally we have Chief Claire Salt speaking at a

00:05:21 --> 00:05:24: members only event on the 12th of November.

00:05:24 --> 00:05:28: She's the fairly recently, only just less than a year

00:05:28 --> 00:05:31: elected as the chief of the Mississaugas.

00:05:31 --> 00:05:34: And of course they are our treaty holders for most

00:05:34 --> 00:05:36: of the well for the 416 and and much of

00:05:36 --> 00:05:37: the greater Golden Horseshoe.

00:05:38 --> 00:05:42: So a really unique opportunity to hear from the political

00:05:42 --> 00:05:44: leadership of the Mississaugans.

00:05:45 --> 00:05:48: Next slide please, I'm not going to again just if

00:05:48 --> 00:05:50: you could just scroll through.

00:05:50 --> 00:05:51: These these are our.

00:05:51 --> 00:05:54: Our sponsors and in every program we thank our sponsors

00:05:54 --> 00:05:56: and, and, and, and most of in all our programs

00:05:56 --> 00:05:59: going forward, I will do a better job of that.

00:05:59 --> 00:06:01: But again, in the interest of time, I'm just going

00:06:01 --> 00:06:02: to go through them very quickly next.

00:06:02 --> 00:06:02: Slide.

00:06:04 --> 00:06:06: And that brings us to where I wanted to get

00:06:06 --> 00:06:07: to and it's twelve O 6.

00:06:07 --> 00:06:10: So we're in good time to begin to introduce to

00:06:10 --> 00:06:13: you the Kertner program for those of you who, again,

00:06:13 --> 00:06:17: who are kicking the tires of this program are looking

00:06:17 --> 00:06:19: to perhaps join us in the coming year.

00:06:20 --> 00:06:25: So it's my pleasure to introduce Ozzy Orwelli, who's the

00:06:25 --> 00:06:30: he's, he's, he's the residential and oh gosh, my notes

00:06:30 --> 00:06:34: are just sliding off here a little bit.

00:06:35 --> 00:06:39: Residential and mixed-use lead of the BDP Quadrangle

00:06:40 --> 00:06:43: Company.

00:06:43 --> 00:06:45: And he's the steering committee and chair of the Kerner

00:06:45 --> 00:06:47: Urban Leadership Program.

00:06:47 --> 00:06:49: And Ozzy's going to tell you a little bit about

00:06:49 --> 00:06:52: the program at a high level.

00:06:52 --> 00:06:55: We'll speak a bit more about one of the some

00:06:55 --> 00:06:55: of the years that have been, especially the year that

00:06:55 --> 00:06:57: just was.

00:06:57 --> 00:06:59: We're going to go a little bit deeper there with

00:06:59 --> 00:07:02: the outgoing Dean that you'll meet in a second.

00:07:02 --> 00:07:05: And then we will introduce you, we hope to the

00:07:05 --> 00:07:08: new Dean, incoming Dean, Greg Linton and, and, and a

00:07:08 --> 00:07:08: little bit about what next year, what you can expect

00:07:08 --> 00:07:09: next year.

00:07:09 --> 00:07:11: So Ozzy, with that, I'll turn it over to you.

00:07:12 --> 00:07:14: Thank you very much, Richard.

00:07:15 --> 00:07:16: As Richard noted, I'm Ozzy Orwelle.

00:07:17 --> 00:07:20: It's been a pleasure to be chair of this unique

00:07:20 --> 00:07:22: Mid career program over the past several years.

00:07:23 --> 00:07:25: But first, just the origins of the program.

00:07:25 --> 00:07:28: The The program is sponsored by BDP Quadrangle in memory

00:07:28 --> 00:07:30: of its founding partner, Brian L Koerner.

00:07:31 --> 00:07:35: The program reflects many of Brian's passions, including city building,

00:07:35 --> 00:07:36: mentorship, collaboration.

00:07:37 --> 00:07:42: Participants have the opportunity to provide leadership on critical Toronto

00:07:42 --> 00:07:46: issues over the course of eight months of the program.

00:07:46 --> 00:07:47: Working in teams.

00:07:47 --> 00:07:51: Participants will be able or will be responsible for sharing

00:07:51 --> 00:07:56: their expertise and advice in developing recommendations and industry best

00:07:56 --> 00:07:56: practice.

00:07:57 --> 00:08:02: Participants will be exposed for thought leaders across key disciplines

00:08:02 --> 00:08:06: and land development leaders will be will have the opportunity

00:08:06 --> 00:08:11: to collaborate with top industry peers from real estate disciplines

00:08:11 --> 00:08:15: to engage in solving real land use challenges within defined

00:08:15 --> 00:08:20: region of Toronto involving key stakeholders from private, public, non

00:08:20 --> 00:08:21: profit community sectors.

00:08:22 --> 00:08:23: Just a case, a few examples.

00:08:23 --> 00:08:28: In past years, we've dived into challenges relation to DEI

00:08:28 --> 00:08:30: within within the programme.

00:08:31 --> 00:08:35: We've looked at placemaking and place keeping more recently looked

00:08:35 --> 00:08:39: at aspects around how we can bring joy into our

00:08:39 --> 00:08:40: practices.

00:08:40 --> 00:08:43: So tackling civic challenges with community joy with a specific

00:08:44 --> 00:08:44: theme.

00:08:44 --> 00:08:47: And then on to more recently around the challenges related

00:08:47 --> 00:08:48: to housing.

00:08:48 --> 00:08:51: So without further ado, I will hand over to the

00:08:51 --> 00:08:54: past Kernel Urban Leadership programme.

00:08:55 --> 00:08:57: Share via Richard.

00:08:57 --> 00:08:58: Back to you, Richard.

00:08:58 --> 00:08:59: Sure, sure, sure.

00:08:59 --> 00:09:02: So let's just you spoke exactly if you want to

00:09:02 --> 00:09:03: scroll through the slides.

00:09:03 --> 00:09:04: Just a bit.

00:09:04 --> 00:09:08: Those are some of the the the marketing if you

00:09:08 --> 00:09:12: go back to the marketing slides go back, back please

00:09:12 --> 00:09:13: back there we go.

00:09:13 --> 00:09:16: Those are some of the market we are, this is

00:09:16 --> 00:09:16: year 9.

00:09:16 --> 00:09:19: So those are only four of the last eight years.

00:09:21 --> 00:09:26: Some of the programs have focused on specific geographies within

00:09:26 --> 00:09:28: the city, as Ozzie mentioned.

00:09:28 --> 00:09:33: Some have focused more on broader public policy opportunities like

00:09:33 --> 00:09:36: the intensification of the yellow belt, which the city started

00:09:37 --> 00:09:38: working on some years ago.

00:09:38 --> 00:09:42: And we contributed to some of that thinking, some pretty

00:09:42 --> 00:09:44: important contributions I might add.

00:09:45 --> 00:09:48: And then as well as things like community joy, which

00:09:48 --> 00:09:50: was a more of a, a, a thematic idea around

00:09:51 --> 00:09:53: how we make sure that in doing all these serious

00:09:54 --> 00:09:56: things that we do in our work, that we don't

00:09:56 --> 00:10:00: forget that we're building cities where people live and thrive

00:10:00 --> 00:10:02: and have fun and enjoy themselves.

00:10:02 --> 00:10:05: And, and that was a very interesting year.

00:10:05 --> 00:10:09: And if you go forward through those slides, you'll saw

00:10:09 --> 00:10:12: a montage of some of the sort of experiential elements

00:10:12 --> 00:10:14: a lot of these programs have.

00:10:14 --> 00:10:18: You'll be exposed to thought leaders in inside of a

00:10:18 --> 00:10:19: kind of an.

00:10:19 --> 00:10:20: Office.

00:10:20 --> 00:10:24: Environment, but we always like to round out our programs

00:10:24 --> 00:10:27: with a lot of of experiential hands on boots on

00:10:27 --> 00:10:30: the ground kind of and in some cases as is

00:10:31 --> 00:10:35: this one people recognize that's the Montreal Expo site.

00:10:35 --> 00:10:38: We, we that was the one we did in precursor

00:10:38 --> 00:10:41: to the community joy because there's a city that really

00:10:41 --> 00:10:42: gets joy well is Montreal.

00:10:43 --> 00:10:45: And so that that year we had a field trip  
00:10:45 --> 00:10:48: and which which is always an option as we go  
00:10:48 --> 00:10:48: forward.  
00:10:49 --> 00:10:53: Next slide is I think now getting us to Kevin  
00:10:53 --> 00:10:59: and Kevin Stellarek is the outgoing after now four years  
00:10:59 --> 00:11:01: of shepherding this program.  
00:11:02 --> 00:11:05: We were so lucky to have him through some very,  
00:11:05 --> 00:11:08: very challenging years, including the earliest pandemic years  
and all  
00:11:08 --> 00:11:11: the way through and out of the pandemic.  
00:11:12 --> 00:11:15: Kevin has LED last year's program, which is what he's  
00:11:15 --> 00:11:18: going to speak to and he's going to introduce you  
00:11:18 --> 00:11:21: to some of the cohort members from last year.  
00:11:22 --> 00:11:24: And then if we have Greg?  
00:11:24 --> 00:11:26: And I'm not sure if he's on board yet.  
00:11:26 --> 00:11:29: If not, I will speak to his slides, but we'll  
00:11:29 --> 00:11:32: introduce you to Greg Linton, who's the incoming Dean for  
00:11:32 --> 00:11:34: the next coming year.  
00:11:34 --> 00:11:35: So Kevin with that.  
00:11:35 --> 00:11:35: Over to you.  
00:11:36 --> 00:11:36: Great.  
00:11:36 --> 00:11:37: Thank you, Richard.  
00:11:37 --> 00:11:38: OK, go ahead.  
00:11:38 --> 00:11:39: Go to the next one.  
00:11:41 --> 00:11:45: So this past year, Ozzy already mentioned some of what  
00:11:45 --> 00:11:48: we've done in the past, in prior years.  
00:11:48 --> 00:11:50: And this year we knew we were going to focus  
00:11:50 --> 00:11:55: on housing, specifically on social housing and trying to  
understand  
00:11:55 --> 00:11:57: affordability, what was going on.  
00:11:57 --> 00:11:59: As we were working on that, we picked up a  
00:12:00 --> 00:12:03: new mayor who, you know, I got the surprise mayor  
00:12:03 --> 00:12:06: and but and one of the things that Mayor child  
00:12:06 --> 00:12:10: was really talking about was government taking a more  
active  
00:12:10 --> 00:12:13: role in helping to create affordable housing.  
00:12:13 --> 00:12:18: And so that became the focus for for the year  
00:12:19 --> 00:12:21: for the for the program.  
00:12:22 --> 00:12:25: We ended up spending nine months.  
00:12:25 --> 00:12:27: We also some of the leadership things and some of  
00:12:27 --> 00:12:28: the other stuff.  
00:12:28 --> 00:12:31: So we had industry leaders talking every every month as  
00:12:31 --> 00:12:35: well and bringing in panels and people right and working

00:12:35 --> 00:12:38: on and then the putting people in teams and working  
00:12:38 --> 00:12:39: on different ideas.  
00:12:39 --> 00:12:43: So we ended up presenting kind of quickly, but did  
00:12:43 --> 00:12:48: a good president very engaged, I would say presentation with  
00:12:48 --> 00:12:52: with the mayor and the teams presented some of the  
00:12:52 --> 00:12:56: highlights of their ideas of what they thought was important  
00:12:57 --> 00:12:58: for the city.  
00:12:58 --> 00:13:01: We're still in the process of working with the mayor's  
00:13:01 --> 00:13:04: office on getting things happening within City Hall and within  
00:13:04 --> 00:13:07: staff and, you know, trying to to take all of  
00:13:07 --> 00:13:08: that forward.  
00:13:08 --> 00:13:11: But it was a wonderful opportunity for everybody to really,  
00:13:11 --> 00:13:13: I always say it's a great opportunity to spend some  
00:13:13 --> 00:13:15: time thinking kind of deep thoughts about this stuff that  
00:13:15 --> 00:13:17: you get a luxury of being able to spend even  
00:13:17 --> 00:13:19: just a day a month on an important topic.  
00:13:20 --> 00:13:23: And then you know, and really see what you've developed  
00:13:23 --> 00:13:24: takes take root.  
00:13:24 --> 00:13:26: And so that was really great.  
00:13:26 --> 00:13:28: And so, so that was the focus that we had  
00:13:29 --> 00:13:30: for this past year.  
00:13:30 --> 00:13:31: Go ahead and go to the next one.  
00:13:32 --> 00:13:35: We have, as we said, we have 4 of the  
00:13:35 --> 00:13:41: participants who were all somewhat volunteered, somewhat  
00:13:41 --> 00:13:45: a little bit both about some of the recommendations around  
00:13:45 --> 00:13:48: housing and the issues there.  
00:13:48 --> 00:13:51: And so Zach and Ellie are going to talk a  
00:13:51 --> 00:13:55: little bit about that, and then Zoe and Archana are  
00:13:55 --> 00:13:58: going to talk a little bit more just about their  
00:13:58 --> 00:14:00: general experiences with the program.  
00:14:01 --> 00:14:04: We are perfectly on time according to Richard's run of  
00:14:04 --> 00:14:05: show.  
00:14:05 --> 00:14:08: So we have about 20 minutes when we're done.  
00:14:08 --> 00:14:11: And then when we're done with that, we'll continue.  
00:14:11 --> 00:14:13: So I don't know Zach and Ellie, I don't know  
00:14:13 --> 00:14:16: if you 2 figured out who was going to talk  
00:14:16 --> 00:14:19: first, but one of you, the stage is yours exactly  
00:14:19 --> 00:14:20: because he's unmuted.  
00:14:21 --> 00:14:22: Yeah, good afternoon, Kevin.  
00:14:22 --> 00:14:26: Appreciate the assist and welcome everyone to this  
incredible webinar.



00:14:27 --> 00:14:29: And I'll say for those on the call who are  
00:14:29 --> 00:14:33: interested in applying to the current urban leadership  
program, please  
00:14:33 --> 00:14:35: do it and don't get tied up and caught up  
00:14:35 --> 00:14:36: in oh, am I mid career?  
00:14:37 --> 00:14:38: Am I an emerging?  
00:14:38 --> 00:14:39: Forget about all those words.  
00:14:40 --> 00:14:42: You've probably been working in land use planning and real  
00:14:42 --> 00:14:44: estate much longer than you're giving yourself credit for.  
00:14:45 --> 00:14:47: And I'm coming from the experience of working in social,  
00:14:47 --> 00:14:50: on social infrastructure, on social housing prior with over  
seven  
00:14:50 --> 00:14:53: years of experience working on social housing at a more  
00:14:53 --> 00:14:54: program and operational level.  
00:14:55 --> 00:14:58: But it was a very humbling experience to work with  
00:14:58 --> 00:15:03: multidisciplinary professionals who are coming from various  
orders of government  
00:15:03 --> 00:15:05: across the privacy of the nonprofit sector.  
00:15:06 --> 00:15:09: And you would have to check yourself repetitively in terms  
00:15:09 --> 00:15:12: of whatever fact you could share or not share your  
00:15:12 --> 00:15:16: understanding of the policy landscape and ultimately your  
understanding of  
00:15:16 --> 00:15:20: this ongoing crisis of a lack of affordable housing.  
00:15:20 --> 00:15:23: So I believe Ellie will speak more about what our  
00:15:23 --> 00:15:26: team, our ulai Tap team presented to the mayor in  
00:15:26 --> 00:15:26: June.  
00:15:27 --> 00:15:29: But in terms of experience, this is probably one of  
00:15:29 --> 00:15:32: the best experiences I've ever had in terms of balancing  
00:15:32 --> 00:15:35: the opportunity to network with really smart and caring  
people.  
00:15:35 --> 00:15:38: But at the same time, being able to learn from  
00:15:38 --> 00:15:41: industry professionals who came in and were very thoughtful  
and  
00:15:41 --> 00:15:44: very helpful in terms of providing their perspective.  
00:15:44 --> 00:15:47: And they were very raw and very honest about why  
00:15:47 --> 00:15:49: housing is not getting built right.  
00:15:49 --> 00:15:52: Because for some of us who either work in government  
00:15:52 --> 00:15:54: or in the nonprofit sector, folks are pointing at the  
00:15:54 --> 00:15:57: private sector saying they should do more, Private sector is  
00:15:57 --> 00:15:59: pointing at government saying they should do more, and the  
00:15:59 --> 00:16:02: nonprofit sector saying government should do more.  
00:16:02 --> 00:16:03: And the private sector doesn't really care.  
00:16:03 --> 00:16:05: So we can't really talk to them.

00:16:05 --> 00:16:06: I'm not saying they do.

00:16:06 --> 00:16:08: I'm not saying they do, I'm not saying they don't.

00:16:09 --> 00:16:11: What I am saying is when you put all these

00:16:11 --> 00:16:14: folks with these different experiences in a room together, what

00:16:14 --> 00:16:17: you do is you provide a sandbox for multidisciplinary, multi

00:16:18 --> 00:16:21: sectoral folks who just have a conversation, put their shoulders

00:16:21 --> 00:16:23: down, put pen to path, come up with some great

00:16:23 --> 00:16:24: ideas.

00:16:24 --> 00:16:27: And I think what I liked about this program the

00:16:27 --> 00:16:29: most is being able to have us all work together

00:16:29 --> 00:16:30: with community.

00:16:31 --> 00:16:33: I think that's the important piece here.

00:16:33 --> 00:16:35: None of this housing is being built unless it's being

00:16:35 --> 00:16:40: built with communities, Indigenous communities, Black communities, diverse communities, modernized

00:16:40 --> 00:16:44: communities, communities who come from backgrounds with disability.

00:16:44 --> 00:16:47: Working with communities is the only way.

00:16:47 --> 00:16:49: I believe ultimately we're going to crack the code of

00:16:49 --> 00:16:50: this ongoing crisis.

00:16:51 --> 00:16:55: And it's understanding from land use planning and planning perspective,

00:16:55 --> 00:16:57: placemaking, and how important that is.

00:16:57 --> 00:16:59: And I think what Ellie and our team shared, the

00:16:59 --> 00:17:02: UL attack team, is we did not try to reinvent

00:17:02 --> 00:17:02: the wheel.

00:17:03 --> 00:17:06: We tried to work through things we think already trying

00:17:06 --> 00:17:09: to work, and how do we enhance those processes?

00:17:10 --> 00:17:14: And ultimately, coming from my social infrastructure lens, I found

00:17:14 --> 00:17:17: it so refreshing to see how folks in government and

00:17:17 --> 00:17:20: the private sector were so willing and able and had

00:17:20 --> 00:17:25: the emotional competence, not the emotional intelligence, the emotional competence

00:17:25 --> 00:17:27: required to work with communities.

00:17:28 --> 00:17:30: So I encourage everyone to apply and I hope to

00:17:30 --> 00:17:33: jump into a few sessions and provide support through the

00:17:33 --> 00:17:35: new year because I find excuses to be around Greg

00:17:35 --> 00:17:38: Linton and he's probably known by me, but that's, that's

00:17:38 --> 00:17:39: a joke for another day.

00:17:40 --> 00:17:41: I'll pass it off to to Ellie to, to share

00:17:41 --> 00:17:43: a lot more about what we what we present to

00:17:43 --> 00:17:44: the mayor.

00:17:47 --> 00:17:48: Thanks, Zach.

00:17:48 --> 00:17:51: And that that was a great, great overview of the

00:17:51 --> 00:17:53: program that benefits.

00:17:53 --> 00:17:54: Why should folks should apply?

00:17:56 --> 00:17:57: I'll speak a little more.

00:17:57 --> 00:18:00: So I think Alex shared the bio in the chat,

00:18:00 --> 00:18:02: so I won't spend time on that.

00:18:02 --> 00:18:04: Folks can read that and reach out if they want

00:18:04 --> 00:18:07: to chat about anything I do at IO or anything

00:18:07 --> 00:18:08: in my background.

00:18:08 --> 00:18:08: Happy to do that.

00:18:10 --> 00:18:13: So I'll chat a little bit about some of the

00:18:13 --> 00:18:19: kind of cohort theme issues that we discussed throughout,

00:18:19 --> 00:18:23: throughout

00:18:19 --> 00:18:23: the eight months that we spent as part of as

00:18:23 --> 00:18:26: part of Curtner as well as kind of the some

00:18:26 --> 00:18:30: of the solutions that we pitched to the mayor.

00:18:31 --> 00:18:35: So in terms of issues, obviously the theme was housing

00:18:35 --> 00:18:39: affordability, you know, so 1 issue that came up is

00:18:39 --> 00:18:42: really about defining it and what it means.

00:18:42 --> 00:18:45: And so we looked at, you know, when we when

00:18:45 --> 00:18:50: we see market housing in today's environment, what kind of

00:18:50 --> 00:18:54: households is that targeting and who does that leave out

00:18:54 --> 00:18:55: right.

00:18:55 --> 00:19:00: And when we look at who's excluded, we see that

00:19:00 --> 00:19:05: that sort of catchment or that spectrum has really grown

00:19:05 --> 00:19:07: in the last decade.

00:19:08 --> 00:19:13: Whereas if traditionally, you know, decades ago maybe it

00:19:13 --> 00:19:17: was

00:19:13 --> 00:19:17: more focused on the low income side, kind of bottom

00:19:17 --> 00:19:21: quartile or bottom 30%, we've gone to a state where

00:19:21 --> 00:19:25: that's much wider now and we're seeing sort of middle

00:19:25 --> 00:19:26: income households.

00:19:26 --> 00:19:30: So, you know, in the GTA, median household income is

00:19:30 --> 00:19:31: something like 90K.

00:19:33 --> 00:19:35: So, so even those kinds of households now are the

00:19:35 --> 00:19:39: ones being targeted through programs like Housing Now

00:19:39 --> 00:19:43: where the

00:19:39 --> 00:19:43: city is actually helping subsidized that kind of housing.

00:19:44 --> 00:19:49: So, you know, when thinking about solutions, you know,

00:19:49 --> 00:19:53: public

00:19:49 --> 00:19:53: sector only has that so much capacity in dollars to

00:19:53 --> 00:19:54: go around.

00:19:54 --> 00:19:58: How do we think about kind of good value, value

00:19:58 --> 00:20:03: for money initiatives that make sense for the low income

00:20:04 --> 00:20:06: side and middle income side?

00:20:09 --> 00:20:12: So on the middle income side, how do we come

00:20:12 --> 00:20:15: up with solutions that sort of minimize the need for

00:20:15 --> 00:20:20: because really middle income housing should be delivered

00:20:20 --> 00:20:24: without much

00:20:24 --> 00:20:29: taxpayer support, You know, on the low income side, given

00:20:29 --> 00:20:32: where the required subsidies are at in today's environment,

00:20:32 --> 00:20:37: does

00:20:37 --> 00:20:41: it make sense to focus on initiatives like MURA and

00:20:41 --> 00:20:46: Vancouver's Rent Rental rental housing fund that kind of

00:20:46 --> 00:20:49: focuses

00:20:49 --> 00:20:52: on allowing out for profits to acquire existing rental buildings

00:20:52 --> 00:20:54: and maintaining that affordability versus trying to build a

00:20:54 --> 00:20:59: brand

00:20:59 --> 00:21:03: new building now with, you know, at a cost of

00:21:03 --> 00:21:04: \$1000 per square foot or, you know, whatever it is

00:21:04 --> 00:21:08: we're at these days.

00:21:08 --> 00:21:11: So so that was kind of one area discuss.

00:21:11 --> 00:21:14: Another area was and that's Zach's earlier point around the

00:21:14 --> 00:21:16: interdisciplinary nature.

00:21:16 --> 00:21:20: And you know, really if you any one person depending

00:21:20 --> 00:21:23: on the field they come from, could speak to housing

00:21:23 --> 00:21:26: affordability from their perspective.

00:21:26 --> 00:21:29: What we found helpful was having actually dedicated

00:21:29 --> 00:21:34: sessions.

00:21:34 --> 00:21:38: So we actually had, you know, one session that was

00:21:38 --> 00:21:40: talking about it from the design perspective and how do

00:21:40 --> 00:21:45: we think about functional design that makes good use of

00:21:45 --> 00:21:50: space.

00:21:50 --> 00:21:53: Another section session was focus more on the entitlement

00:21:53 --> 00:21:58: side

00:21:58 --> 00:22:02: and making sure that development approvals timely because

00:22:02 --> 00:22:07: we all

00:22:07 --> 00:22:10: know time is money.

00:22:10 --> 00:22:15: Another one focused on financing and kind of what does

00:22:15 --> 00:22:20: the underwriting look like from a lender's perspective and as

00:22:20 --> 00:22:25: well as from investors and the equity side.

00:22:25 --> 00:22:30: Looking at the construction side as well and looking at

00:22:30 --> 00:22:35: some of the recent innovations there, both in terms of

00:22:35 --> 00:22:40: construction methods, but also in terms of FIM and

00:22:40 --> 00:22:45: construction

00:22:07 --> 00:22:07: modeling.

00:22:07 --> 00:22:11: And we were able to get some cool visualizations of

00:22:11 --> 00:22:15: how that looks like on the ground from Multiplex, their

00:22:15 --> 00:22:19: office, which was quite neat, as well as the operation

00:22:19 --> 00:22:24: side and kind of post construction and occupancy, what that

00:22:24 --> 00:22:25: picture looks like.

00:22:25 --> 00:22:28: So again, anyone sitting in any one of those silos

00:22:28 --> 00:22:31: could tell, you know, this is the solution to housing

00:22:31 --> 00:22:32: affordability.

00:22:32 --> 00:22:36: But kind of having all those sessions back-to-back really

00:22:36 --> 00:22:39: allowed

00:22:39 --> 00:22:42: us to see how they're all sort of connected and,

00:22:42 --> 00:22:45: and the importance of having, in order to really tackle

00:22:45 --> 00:22:49: housing affordability, there's no kind of silver bullet.

00:22:49 --> 00:22:52: And you really do need people with different skill sets

00:22:52 --> 00:22:53: that are kind of a different components along the value

00:22:53 --> 00:22:56: chain.

00:22:56 --> 00:22:58: And only by kind of bringing everyone together will you

00:22:58 --> 00:22:59: be able to arrive at a more meaningful solution.

00:22:59 --> 00:23:02: So those are some of kind of the things I

00:23:02 --> 00:23:04: wanted to touch on in terms of issues and things

00:23:04 --> 00:23:08: we looked at throughout partner in terms of the solution

00:23:08 --> 00:23:10: that sort of our team focused on and just a

00:23:10 --> 00:23:12: little bit on how that works.

00:23:12 --> 00:23:14: And we were basically put into different teams.

00:23:15 --> 00:23:20: Each team tried to take a different angle at answering

00:23:20 --> 00:23:24: kind of the the top question, which was city as

00:23:24 --> 00:23:28: a builder and sort of how, how can the city

00:23:28 --> 00:23:34: make a difference in terms of of delivery of affordable

00:23:34 --> 00:23:34: housing.

00:23:36 --> 00:23:39: So our team kind of focused on the Housing Now

00:23:39 --> 00:23:42: program given to Zac's point, we try not to recreate

00:23:42 --> 00:23:43: the wheel.

00:23:44 --> 00:23:48: So leveraging that and the existing policy frameworks to see

00:23:48 --> 00:23:51: how we we can do that better and kind of

00:23:51 --> 00:23:54: looking at the Housing Now process and it was, we

00:23:54 --> 00:23:57: were grateful to have Paul and the team as well

00:23:57 --> 00:24:00: is not on the call today, but he was able

00:24:00 --> 00:24:03: to give us some inside scoop because he, he works

00:24:03 --> 00:24:06: at Creatio, not, not on the Housing Now program, but

00:24:06 --> 00:24:09: it was helpful to kind of get his insights.

00:24:10 --> 00:24:13: And you know, what we learned about the Housing Now

00:24:13 --> 00:24:16: process is that fundamentally there seems to be kind of  
00:24:16 --> 00:24:20: a mismatch between, you know, market conditions and the  
market  
00:24:20 --> 00:24:22: and the length of a market cycle and sort of  
00:24:23 --> 00:24:26: the length of a typical kind of transaction through Housing  
00:24:26 --> 00:24:26: Now.  
00:24:27 --> 00:24:30: So, you know, with Housing Now, we might take a  
00:24:30 --> 00:24:34: site, kind of assess a zoning envelope that is feasible  
00:24:34 --> 00:24:36: based on current market conditions.  
00:24:37 --> 00:24:41: And then, you know, we go and get it redesignated  
00:24:41 --> 00:24:45: or rezoned and, and once we finish that, then we  
00:24:45 --> 00:24:48: take it to market and there's a transaction.  
00:24:49 --> 00:24:52: And what we found is that by the time you,  
00:24:52 --> 00:24:55: you jump through all those hoops, you go to market,  
00:24:55 --> 00:24:58: you kind of screen a bunch of developers who are  
00:24:58 --> 00:24:59: bidding on the site.  
00:24:59 --> 00:25:02: You get to a point where like the assumptions you  
00:25:02 --> 00:25:05: had in your feasibility stage are no longer relevant because  
00:25:05 --> 00:25:07: the market has completely changed.  
00:25:07 --> 00:25:10: So now the developer that you did choose is now  
00:25:10 --> 00:25:13: needing to go back and ask for variance or rezone  
00:25:13 --> 00:25:14: it again.  
00:25:16 --> 00:25:18: So we took that process and said, OK, how do  
00:25:19 --> 00:25:22: we how do we better align it between the transaction  
00:25:22 --> 00:25:25: process and what a typical market cycle is.  
00:25:27 --> 00:25:32: And what our recommendation ultimately was is to actually  
start  
00:25:32 --> 00:25:37: at the transaction phase and kind of put it on  
00:25:37 --> 00:25:41: the developers to bid something to for them to bid  
00:25:41 --> 00:25:46: a zoning envelope that they deem is feasible and then  
00:25:46 --> 00:25:51: not lock in the zoning until until later until downstream.  
00:25:51 --> 00:25:56: So actually leveraging some of the Bill 185 Planning Act  
00:25:56 --> 00:26:01: exemptions that were granted to post secondary institutions  
to be  
00:26:01 --> 00:26:05: able to apply that affordable housing sites like Housing Now.  
00:26:08 --> 00:26:11: And hopefully taking out some of that some of those  
00:26:11 --> 00:26:14: applications that could just all be bundled up as part  
00:26:15 --> 00:26:15: of site plan.  
00:26:17 --> 00:26:20: And then also on the financing side, trying to pre  
00:26:20 --> 00:26:25: qualify as much as possible the developers bidding on the  
00:26:25 --> 00:26:25: site.  
00:26:25 --> 00:26:29: So that when it comes to CMHC application, that timeline  
00:26:29 --> 00:26:33: that CMHC has to spend on underwriting is, is, is

00:26:33 --> 00:26:37: just kind of focused on the project specific elements versus  
00:26:37 --> 00:26:40: the kind of applicant as, as a whole in terms  
00:26:40 --> 00:26:45: of their, you know, financial capacity and and past  
experience.

00:26:45 --> 00:26:47: So I'm gonna say at a high level that was  
00:26:48 --> 00:26:50: yeah, Kevin, I was just gonna wrap up here, OK,  
00:26:51 --> 00:26:53: at a high level that was kind of some of  
00:26:53 --> 00:26:56: the issues discussed and and our work here on housing  
00:26:56 --> 00:26:57: now.  
00:26:57 --> 00:26:58: So I know it's.  
00:26:58 --> 00:27:00: Really to take so much time and get a shorter  
00:27:00 --> 00:27:02: and shorter and shorter and shorter.  
00:27:02 --> 00:27:04: So thank you.  
00:27:04 --> 00:27:04: That was great.  
00:27:06 --> 00:27:11: Archana, are you or is that what you're next, right,  
00:27:11 --> 00:27:12: You're muted.  
00:27:14 --> 00:27:17: But yeah, sure, I'll jump in part of some of  
00:27:17 --> 00:27:20: the things that I was going to speak to my  
00:27:20 --> 00:27:23: fellow cohort members have already covered.  
00:27:24 --> 00:27:28: But I would, I would say that I'll focus on  
00:27:28 --> 00:27:32: a little bit of how our days were planned and  
00:27:32 --> 00:27:35: why I was drawn to the program.  
00:27:35 --> 00:27:39: It's definitely the the topic, it's the urban crisis of  
00:27:39 --> 00:27:43: housing affordability and the key question, how to ease the  
00:27:43 --> 00:27:47: rental cost of rental housing at the lower end of  
00:27:47 --> 00:27:48: market.  
00:27:48 --> 00:27:51: And can that be achieved by having government in the  
00:27:51 --> 00:27:52: business of housing development?  
00:27:52 --> 00:27:57: Or should it be other players like nonprofits, co-ops, and  
00:27:57 --> 00:27:58: the days?  
00:27:58 --> 00:28:01: Over the eight months of time, as my predecessor said,  
00:28:02 --> 00:28:05: we had an opportunity to learn about every aspect of  
00:28:05 --> 00:28:10: affordable housing, whether it was close attention to policy,  
landscape  
00:28:10 --> 00:28:14: or financing and economics of housing projects or the role  
00:28:14 --> 00:28:15: of all sectors.  
00:28:16 --> 00:28:18: And what can be what.  
00:28:18 --> 00:28:22: What role can and what strengths each sector can bring  
00:28:22 --> 00:28:25: to the table Because we know there's no silver bullet  
00:28:25 --> 00:28:28: when it comes to addressing housing affordability.  
00:28:29 --> 00:28:32: But we also had a deep dive into deep diving  
00:28:32 --> 00:28:35: sessions like how can we leverage land that is available,

00:28:36 --> 00:28:39: government land that's available and in a way that brings  
00:28:39 --> 00:28:44: units faster by employing some construction methods like  
mass timber  
00:28:44 --> 00:28:46: that is currently in place.  
00:28:46 --> 00:28:48: So a lot of good sessions.  
00:28:48 --> 00:28:52: I will say that our days were packed.  
00:28:52 --> 00:28:57: We started at 830, ended at 5 and seem seems  
00:28:57 --> 00:28:58: like long days.  
00:28:58 --> 00:29:01: But I have to say learning never exhaust the mind.  
00:29:01 --> 00:29:06: So I left inspired after each session and the sessions  
00:29:06 --> 00:29:10: we're focused and it's a very good mix of having  
00:29:10 --> 00:29:16: hearing from industry peers, but also having an engaging like  
00:29:16 --> 00:29:22: also having engaging sessions with industry leaders from  
private public  
00:29:22 --> 00:29:27: sector and sessions focused on more, you know, solutions.  
00:29:27 --> 00:29:31: Whether it's learning from the past and having a tour  
00:29:31 --> 00:29:34: of Saint Lawrence neighbourhood with our, you know, City of  
00:29:34 --> 00:29:39: Toronto's chief, former chief planner Paul Bedford and  
Suzanne from  
00:29:39 --> 00:29:43: Saint Lawrence neighbourhood committee or whether it was  
learning from  
00:29:43 --> 00:29:46: Annabelle one about VNS social housing model.  
00:29:46 --> 00:29:52: So it kind of captured a good spectrum of topics.  
00:29:52 --> 00:29:56: And also let's not forget we can learn a lot  
00:29:56 --> 00:29:59: about a lot about what worked in the past.  
00:29:59 --> 00:30:03: So to me, it was every session, like Zach mentioned,  
00:30:03 --> 00:30:10: very engaging and having cohort member from multiple,  
multiple disciplines,  
00:30:10 --> 00:30:16: architects, urban planners, including people who work in  
private development  
00:30:16 --> 00:30:17: industry.  
00:30:17 --> 00:30:22: So was really that perspective, one thing that resonated me  
00:30:22 --> 00:30:26: was not only the knowledge about this issue, this topic,  
00:30:26 --> 00:30:31: but also personal stories and how leaders became the  
leaders  
00:30:31 --> 00:30:32: that they are.  
00:30:33 --> 00:30:37: So that was really something that they shared their personal  
00:30:37 --> 00:30:41: stories and you know, it drives you home in terms  
00:30:41 --> 00:30:44: of what what made them go down the path that  
00:30:44 --> 00:30:45: they are on.  
00:30:45 --> 00:30:49: So All in all, engaging, rewarding experience and I would  
00:30:49 --> 00:30:54: definitely encourage all of you are here contemplating  
whether to



00:30:54 --> 00:30:58: join or not, but you're in, you'll be in for  
00:30:58 --> 00:30:58: a treat.  
00:30:59 --> 00:30:59: Thank you.  
00:31:01 --> 00:31:06: Anna, I never heard on time and I will be  
00:31:06 --> 00:31:07: quick, OK.  
00:31:07 --> 00:31:10: A lot of people have talked about the the housing  
00:31:10 --> 00:31:12: aspect or the topic aspect.  
00:31:13 --> 00:31:16: And I wanted to also mention the the leadership aspect  
00:31:16 --> 00:31:18: in some of, in some of the the sessions that  
00:31:18 --> 00:31:21: we did, which I thought was really good.  
00:31:23 --> 00:31:25: Because a lot of what I came into this was  
00:31:25 --> 00:31:28: the perspective of the people the housing is for as  
00:31:28 --> 00:31:31: well as the people who are planning for the housing  
00:31:31 --> 00:31:32: together.  
00:31:32 --> 00:31:37: And both of those things take collaboration, which takes time,  
00:31:37 --> 00:31:41: which takes which takes engagement, which I work for a  
00:31:41 --> 00:31:45: firm called Lura which focuses on engagement.  
00:31:45 --> 00:31:49: So obviously that was a big foundational thread for me.  
00:31:49 --> 00:31:53: But when it came from the to the leadership aspect,  
00:31:53 --> 00:31:56: some of the work that we did was looking at  
00:31:56 --> 00:32:01: our own leadership styles, but then bringing us together as  
00:32:01 --> 00:32:05: a group in terms of who had opposite styles of  
00:32:05 --> 00:32:05: you.  
00:32:07 --> 00:32:10: And needing to be able to think through and work  
00:32:10 --> 00:32:13: through some of the, the thinking of next steps.  
00:32:13 --> 00:32:17: With that in mind, knowing that within your work and  
00:32:17 --> 00:32:21: within communities and probably also within your personal  
lives and  
00:32:22 --> 00:32:25: your family dynamics, you will always have to also work  
00:32:25 --> 00:32:29: with people who might not have the same, the same  
00:32:29 --> 00:32:32: working style as you, which was I thought was a  
00:32:32 --> 00:32:36: really great secondary component to the learning that we  
were  
00:32:36 --> 00:32:38: also doing through the.  
00:32:38 --> 00:32:41: So just to give you an understanding that there's the  
00:32:41 --> 00:32:45: leadership component as well as the the topics and impact  
00:32:45 --> 00:32:46: and where we need to go next.  
00:32:47 --> 00:32:51: One of the other sessions that really stood out for  
00:32:51 --> 00:32:55: me was from Heather Gray Wolf, who is now with  
00:32:55 --> 00:32:59: IO and has a background from the development perspective  
as  
00:32:59 --> 00:33:03: well as working in community and bringing all of that  
00:33:03 --> 00:33:07: to sort of the next threads of of the path

00:33:07 --> 00:33:07: forward.

00:33:08 --> 00:33:11: And I thought it was really impactful for the work

00:33:11 --> 00:33:13: that we all need to do in the industry, no

00:33:13 --> 00:33:15: matter the sector that you're in.

00:33:16 --> 00:33:19: And what we were able to do with those eight

00:33:19 --> 00:33:23: months as well in each of those sessions is get

00:33:23 --> 00:33:26: a different piece of the pie just to get an

00:33:26 --> 00:33:30: understanding from all the various aspects of the industry, which

00:33:30 --> 00:33:34: we know need to work together in order to move

00:33:34 --> 00:33:35: things forward.

00:33:36 --> 00:33:39: And then you also have the opportunity to dive deeper

00:33:39 --> 00:33:42: into one thing that you like more or less, but

00:33:42 --> 00:33:46: it still gives you an overview or an understanding as

00:33:46 --> 00:33:47: a base element.

00:33:47 --> 00:33:51: Particularly for me, the finance side is very new to

00:33:51 --> 00:33:52: me.

00:33:52 --> 00:33:55: So at least having the session on pro forma was

00:33:55 --> 00:33:59: very, very helpful and not something I do in my

00:33:59 --> 00:33:59: day-to-day.

00:33:59 --> 00:34:02: But definitely the understanding is, is super helpful.

00:34:03 --> 00:34:06: So yeah, I would say the other aspect for me

00:34:06 --> 00:34:09: going in my hesitation was can I do my work

00:34:09 --> 00:34:12: and still participate in this program.

00:34:13 --> 00:34:17: And absolutely, yes, as Arshana was saying and a few

00:34:17 --> 00:34:22: of the other colleagues were saying too, like you, you

00:34:22 --> 00:34:25: do feel inspired and you are able to give the

00:34:25 --> 00:34:30: time to something that's going to align with your work,

00:34:30 --> 00:34:33: but also be a little bit different.

00:34:33 --> 00:34:36: And I think that's what sparks innovation and and can

00:34:36 --> 00:34:40: continue to keep us passionate about the work that we're

00:34:40 --> 00:34:40: doing.

00:34:41 --> 00:34:43: So hopefully that's helpful for everyone here.

00:34:43 --> 00:34:44: Kevin, back over to you.

00:34:45 --> 00:34:45: Thank you.

00:34:45 --> 00:34:49: So I'm gonna I'm gonna quick wrap up because we're

00:34:49 --> 00:34:52: out of time, but we're perfectly on time to UI

00:34:52 --> 00:34:54: standard and that is 2 two things.

00:34:54 --> 00:34:56: One is is I think we said what we found

00:34:56 --> 00:34:58: when it came to housing is it takes everybody the

00:34:58 --> 00:35:01: wonderful thing it's gonna it's gonna take us all right.

00:35:01 --> 00:35:03: And the wonderful thing about the Kurtner program is that's

00:35:03 --> 00:35:05: who the participants are.

00:35:05 --> 00:35:07: So if you notice looking at the BIOS, even of

00:35:07 --> 00:35:10: the four people that that we had on the panel

00:35:10 --> 00:35:12: now, but going back and looking at the full kind

00:35:13 --> 00:35:15: of 30 people that are participating, you really get a

00:35:16 --> 00:35:18: chance to meet with and work with a wide range

00:35:18 --> 00:35:21: of people from across kind of real estate.

00:35:21 --> 00:35:25: Not, you know, I mean private public community

00:35:25 --> 00:35:26: organizations, municipalities,

00:35:25 --> 00:35:26: right.

00:35:27 --> 00:35:29: So it's a, it's a really great mix of people

00:35:29 --> 00:35:30: that you get.

00:35:30 --> 00:35:34: And so that networking opportunity and the ability to spend

00:35:34 --> 00:35:37: the one month or one day a month, but focusing

00:35:37 --> 00:35:40: in on a particularly interesting topic, right, I think are

00:35:40 --> 00:35:42: two really important things.

00:35:43 --> 00:35:44: And so, Richard, am I going back to you?

00:35:45 --> 00:35:45: No, that's right.

00:35:45 --> 00:35:46: I will.

00:35:46 --> 00:35:48: I will just quickly bridge to Greg.

00:35:48 --> 00:35:52: But Kevin, thank you for that and thank you to

00:35:53 --> 00:35:58: the cohort representatives for a really great bit of colour

00:35:58 --> 00:36:03: and texture to help people understand aspects of the

00:36:04 --> 00:36:06: program.

00:36:04 --> 00:36:06: Zoe, I really appreciate your mentioning about the whole

00:36:06 --> 00:36:06: workload

00:36:06 --> 00:36:06: piece.

00:36:06 --> 00:36:09: One of the things we try to do is keep

00:36:09 --> 00:36:13: the workload mostly to the days that you are are

00:36:13 --> 00:36:14: participating.

00:36:14 --> 00:36:17: That's the one day a month, that one Friday a

00:36:17 --> 00:36:19: month which you need to be at.

00:36:19 --> 00:36:22: So your employer absolutely needs to clear you for that

00:36:22 --> 00:36:26: day a month and understand that that you're required to

00:36:26 --> 00:36:26: be there.

00:36:26 --> 00:36:29: But we over the years, we've really tried to dial

00:36:29 --> 00:36:33: down the in between homework to a really big, a

00:36:33 --> 00:36:34: really minimal.

00:36:34 --> 00:36:37: The other thing that Zoe mentioned maybe maybe just before

00:36:37 --> 00:36:39: Greg, because you mentioned it and I'll, I'll, I'll jump

00:36:39 --> 00:36:41: on it, go 2 slides forward if I could.

00:36:42 --> 00:36:45: You mentioned the leadership formal leadership component.

00:36:46 --> 00:36:51: So here we bring in a leadership coach, Vanessa Yudelman,

00:36:51 --> 00:36:56: who's got a very polished program that she delivers in  
00:36:56 --> 00:37:01: various different shapes and forms to senior executives.  
00:37:01 --> 00:37:06: And you'll get 2 half days of Vanessa as part  
00:37:06 --> 00:37:07: of this program.  
00:37:07 --> 00:37:10: There's really a bolt on to the program.  
00:37:10 --> 00:37:13: It's not in itself part of the theme per SE.  
00:37:13 --> 00:37:17: It's more leadership writ large, generic leadership, but it  
really,  
00:37:17 --> 00:37:19: really popular part of the program.  
00:37:19 --> 00:37:21: And Zoe mentioned that we were going to speak to  
00:37:21 --> 00:37:23: that later, but I wanted to cut quickly speak to  
00:37:23 --> 00:37:24: that just while it was hot.  
00:37:25 --> 00:37:30: So with that, we'll now turn to Greg Linturn, our  
00:37:30 --> 00:37:31: incoming Dean.  
00:37:32 --> 00:37:35: We're very excited to have attracted as we have in  
00:37:36 --> 00:37:39: the past, just incredible leadership to this role.  
00:37:39 --> 00:37:43: Greg, of course, most all of us will know, is  
00:37:43 --> 00:37:47: just coming off an amazing tenure as a chief planner  
00:37:47 --> 00:37:50: at the City of Toronto into his retirement.  
00:37:51 --> 00:37:54: But nobody goes gently into retirement when you and I  
00:37:54 --> 00:37:55: hears about it.  
00:37:55 --> 00:37:58: So we got our hooks into Greg early and he  
00:37:58 --> 00:38:02: very graciously agreed to take on something that is, I  
00:38:02 --> 00:38:05: think in his own word, something new, different.  
00:38:06 --> 00:38:09: And so we're excited for all whole bunch of reasons,  
00:38:10 --> 00:38:13: but in particular, I think he's identified a focus for  
00:38:13 --> 00:38:17: the coming year, which I know he'll speak to, which  
00:38:17 --> 00:38:21: I think is absolutely zeitgeist, absolutely on point and we  
00:38:21 --> 00:38:24: this is a focus that we need to be taking  
00:38:24 --> 00:38:24: right now.  
00:38:25 --> 00:38:25: So.  
00:38:25 --> 00:38:26: You'd be coming in at a.  
00:38:26 --> 00:38:26: Great time.  
00:38:26 --> 00:38:29: So with that, Greg, over to you.  
00:38:30 --> 00:38:30: Thanks, Richard.  
00:38:31 --> 00:38:35: Yeah, it's an exciting opportunity for me.  
00:38:35 --> 00:38:41: And maybe interestingly enough, this is maybe about  
teaching an  
00:38:41 --> 00:38:43: old dog some new tricks.  
00:38:43 --> 00:38:47: But the, the the program this year is going to  
00:38:47 --> 00:38:50: be centred around innovation.  
00:38:50 --> 00:38:54: And what we mean by that, just to unpack it

00:38:54 --> 00:38:59: a little bit, because for many people that that's a  
 00:38:59 --> 00:39:04: loaded term, but it's really about understanding how you as  
 00:39:04 --> 00:39:09: a professional can first of all, learn about new trends,  
 00:39:10 --> 00:39:15: new innovation practices and policy that are out there to  
 00:39:15 --> 00:39:20: create better buildings and spaces and places in our cities.  
 00:39:22 --> 00:39:25: But also how you can build your capacity to be  
 00:39:25 --> 00:39:29: an innovation leader in your organizations.  
 00:39:29 --> 00:39:34: And I think Zoe mentioned this, that kind of run  
 00:39:34 --> 00:39:39: this program on two rails, a content rail about innovation,  
 00:39:39 --> 00:39:43: but also a culture rail or a practice or a  
 00:39:43 --> 00:39:47: leadership skill rail, if you will, where you as as  
 00:39:48 --> 00:39:53: a member of your organization can develop your skill set  
 00:39:53 --> 00:39:58: around and you can pick any number of specific qualities  
 00:39:58 --> 00:40:01: that you may be working on, but how do you  
 00:40:02 --> 00:40:04: develop your judgement?  
 00:40:04 --> 00:40:08: In your organization in a way that can become that  
 00:40:08 --> 00:40:11: you can become an influencer in your organization.  
 00:40:12 --> 00:40:16: How can you develop your courage, which we all know,  
 00:40:16 --> 00:40:19: we all need some courage to sponsor these kinds of  
 00:40:19 --> 00:40:20: conversations.  
 00:40:20 --> 00:40:23: How can you use humility?  
 00:40:23 --> 00:40:27: How can you use, you know, temperance?  
 00:40:28 --> 00:40:32: How can you use your integrity to advance new ideas  
 00:40:32 --> 00:40:33: in your organization?  
 00:40:33 --> 00:40:37: And what we want to do is through the course  
 00:40:37 --> 00:40:41: of the term extending over 8 sessions is really dig  
 00:40:42 --> 00:40:46: into in a multidisciplinary fashion, how we can look at  
 00:40:46 --> 00:40:53: what's going on with existing trends, social, economic,  
 environmental trends.  
 00:40:53 --> 00:40:57: Understand that all of the old ways don't necessarily produce  
 00:40:58 --> 00:41:00: this the the results that we want.  
 00:41:00 --> 00:41:03: And in fact, may not take us forward into new  
 00:41:03 --> 00:41:09: areas that will meaningfully address such things as housing  
 affordability,  
 00:41:09 --> 00:41:13: how to build complete communities, how to adaptively reuse  
 and  
 00:41:13 --> 00:41:17: create really truly flexible spaces and places so that they  
 00:41:17 --> 00:41:20: can be used through a life cycle of land use  
 00:41:21 --> 00:41:23: trends that are playing out.  
 00:41:23 --> 00:41:26: So how can we do all that, but also using  
 00:41:26 --> 00:41:31: those areas or those disciplines, using those as examples,  
 how  
 00:41:31 --> 00:41:35: can I as an individual, how it can I as

00:41:35 --> 00:41:39: a team member become an innovation leader in my in  
00:41:39 --> 00:41:40: my organization?  
00:41:41 --> 00:41:45: And we've been busy mapping out buckets, if you will,  
00:41:45 --> 00:41:49: of areas that we want to dive into, bringing in  
00:41:49 --> 00:41:55: key players and leaders in respective organizations, hearing  
from them  
00:41:55 --> 00:41:59: about what it takes in their organization, both from a  
00:41:59 --> 00:42:04: leadership skill point of view, but also what is new,  
00:42:04 --> 00:42:08: what is being brought forward that will truly change the  
00:42:08 --> 00:42:12: way we try to approach some of these problems.  
00:42:13 --> 00:42:15: And some of the buckets that we're in the process  
00:42:15 --> 00:42:17: of mapping out include housing.  
00:42:17 --> 00:42:21: Of course they include not just housing alone, but how  
00:42:21 --> 00:42:24: do we build mixed-use communities?  
00:42:25 --> 00:42:29: You think about transit oriented development and  
communities that we  
00:42:29 --> 00:42:31: want to inspire across the region.  
00:42:31 --> 00:42:36: How do we do that more effectively the the whole  
00:42:36 --> 00:42:39: area of climate and adaptation?  
00:42:40 --> 00:42:43: We want to get into a little bit of that  
00:42:43 --> 00:42:47: the the idea of Labor pool, labor training.  
00:42:48 --> 00:42:52: What are what are young people learning at school?  
00:42:52 --> 00:42:57: What are they learning in university that's going to make  
00:42:57 --> 00:43:02: them better around bringing innovation into the center of of  
00:43:02 --> 00:43:04: their lives?  
00:43:06 --> 00:43:08: Planning a session about the money, of course, because we  
00:43:08 --> 00:43:11: need new ways and more creative ways to to deal  
00:43:11 --> 00:43:13: with all the financial aspects of real estate.  
00:43:15 --> 00:43:17: Trying to bring it all together in terms of community.  
00:43:18 --> 00:43:20: Lots of ideas around that.  
00:43:20 --> 00:43:23: And I think the output at the end of the  
00:43:23 --> 00:43:26: day is both a a top ten list, if you  
00:43:26 --> 00:43:29: will, of areas that could clearly point the way to  
00:43:29 --> 00:43:33: more innovative practice or policy, but also a top ten  
00:43:33 --> 00:43:36: list about you and how you can take away a  
00:43:37 --> 00:43:42: whole repertoire or skill set around innovation culture and  
innovation  
00:43:42 --> 00:43:45: leadership so that you can take that back into your  
00:43:46 --> 00:43:49: organization or in fact, into your career path and use  
00:43:50 --> 00:43:54: that as a stepping stone to your own personal professional  
00:43:54 --> 00:43:54: growth.  
00:43:55 --> 00:43:59: So that's what we're anticipating for the year, innovation  
leadership,

00:43:59 --> 00:44:03: building a culture of innovation in the real estate industry.  
00:44:03 --> 00:44:07: And frankly, I'm really looking forward to it as as  
00:44:07 --> 00:44:10: Zach mentioned in a pre call for this, one of  
00:44:10 --> 00:44:14: his best advertising lines was you leave the day hungry  
00:44:14 --> 00:44:14: and tired.  
00:44:15 --> 00:44:17: And I thought, well, that's vulnerable.  
00:44:17 --> 00:44:18: That's vulnerability.  
00:44:18 --> 00:44:22: If you're to admit that you're that you're, you're learning  
00:44:22 --> 00:44:26: that much that you're, that you're you're your tank is  
00:44:26 --> 00:44:27: full.  
00:44:27 --> 00:44:29: So with that, I'll I'll shift it back to to  
00:44:30 --> 00:44:33: Richard and I think we're going to have some questions  
00:44:33 --> 00:44:34: and answers.  
00:44:34 --> 00:44:35: Yeah, yeah.  
00:44:35 --> 00:44:35: Great.  
00:44:35 --> 00:44:36: Thanks, Greg.  
00:44:36 --> 00:44:37: That's perfect.  
00:44:38 --> 00:44:42: And as mentioned, I spoke to the leadership piece that  
00:44:42 --> 00:44:45: that before you did come on.  
00:44:45 --> 00:44:46: So that's great as well.  
00:44:47 --> 00:44:51: A reminder here on the screen of the applications and  
00:44:51 --> 00:44:54: we'll put that link back in just one more time,  
00:44:54 --> 00:44:57: if you could, just to make sure that anybody who's  
00:44:57 --> 00:44:59: looking for it can find it easily.  
00:45:00 --> 00:45:01: We're, we're a good time.  
00:45:01 --> 00:45:06: And, and, and if there's any questions, we deliberately use  
00:45:06 --> 00:45:09: this web format as opposed to our sort of more  
00:45:09 --> 00:45:12: formal one to allow anybody that is, is joined just  
00:45:12 --> 00:45:15: to go off camera if you want or just go  
00:45:15 --> 00:45:17: off mute if you want.  
00:45:17 --> 00:45:20: And if we've got maybe 5-10 minutes for some questions,  
00:45:20 --> 00:45:22: if there are any otherwise, we'll wrap up a bit  
00:45:22 --> 00:45:22: early.  
00:45:23 --> 00:45:24: Go ahead.  
00:45:31 --> 00:45:31: I probably should have.  
00:45:32 --> 00:45:33: I should have got people.  
00:45:33 --> 00:45:34: Oh yes, Mark, go ahead.  
00:45:34 --> 00:45:34: I can see you went off me.  
00:45:35 --> 00:45:36: You can, you can see me and you can hear  
00:45:36 --> 00:45:36: me.  
00:45:36 --> 00:45:40: So first of all, congratulations to last year's cohort.  
00:45:41 --> 00:45:44: It was about a year ago, I think, that I

00:45:44 --> 00:45:46: was invited to come and be a guest.

00:45:46 --> 00:45:47: Who are you, Mark?

00:45:48 --> 00:45:50: Oh, sorry, Mark.

00:45:50 --> 00:45:56: Mark Richardson Housing Now volunteer and the Chief Technology Officer

00:45:56 --> 00:46:01: at Rich Analytics and Open Data, Open government innovation, Civic

00:46:01 --> 00:46:07: tech person around mapping and GIS projects for the affordable

00:46:07 --> 00:46:10: housing world in the City of Toronto.

00:46:11 --> 00:46:16: Formerly Greg Linturn's nemesis, but now that he's retired, we're

00:46:16 --> 00:46:21: buddies and we're really want to say congratulations because we

00:46:21 --> 00:46:24: were there very early on and we haven't seen the

00:46:24 --> 00:46:26: final product yet.

00:46:26 --> 00:46:29: So I wasn't clear how can we see that final

00:46:29 --> 00:46:29: report?

00:46:29 --> 00:46:31: Is that final report available?

00:46:32 --> 00:46:35: There's there's no report that per SE that for for

00:46:35 --> 00:46:39: this year and and not every year has a written

00:46:39 --> 00:46:42: report, but we can certainly speak.

00:46:42 --> 00:46:42: To.

00:46:42 --> 00:46:45: We can talk offline and and talk to you about

00:46:45 --> 00:46:46: some of the the outputs.

00:46:46 --> 00:46:50: So if there isn't a formal report, I think we

00:46:50 --> 00:46:54: need to do something that would capture all this information

00:46:54 --> 00:46:55: while it's still fresh.

00:46:56 --> 00:46:59: And next spring.

00:46:59 --> 00:47:02: The call for speakers is open right now for the

00:47:02 --> 00:47:04: housing conference.

00:47:04 --> 00:47:08: That's going to happen with the Twilliger Center in Atlanta

00:47:08 --> 00:47:12: in March, and there's also the spring meeting in Denver,

00:47:12 --> 00:47:13: I think, next year.

00:47:14 --> 00:47:18: So I would love to work with anybody who's interested

00:47:18 --> 00:47:22: from last year's Curtner program who wants to maybe create

00:47:22 --> 00:47:26: a presentation or a panel that we could pitch to

00:47:26 --> 00:47:28: those 2025 sessions at the UI.

00:47:28 --> 00:47:30: Just to just to round you out for those of

00:47:30 --> 00:47:33: you who are listening, you may not be as in

00:47:33 --> 00:47:35: under the hood of Uli as Marcus, but those are

00:47:36 --> 00:47:36: two.

00:47:37 --> 00:47:40: Sash 1 is a 1 is a housing conference that



00:47:40 --> 00:47:44: happens every year by the ULI rotating around North America,

00:47:44 --> 00:47:45: usually USC.

00:47:45 --> 00:47:46: Particularly affordable housing.

00:47:46 --> 00:47:47: And affordable housing.

00:47:47 --> 00:47:47: Sorry.

00:47:47 --> 00:47:48: Thank you.

00:47:48 --> 00:47:52: And the other is our our rotating spring and fall.

00:47:52 --> 00:47:55: Meetings We just had a spring meeting in.

00:47:55 --> 00:48:01: 2023 in Toronto, we're at 4000 Americans up here in

00:48:01 --> 00:48:04: 5010 DS almost total.

00:48:04 --> 00:48:08: So those are those are opportunities to reach out to

00:48:08 --> 00:48:12: Mark and maybe present some Made in Canada affordable housing

00:48:12 --> 00:48:13: solutions.

00:48:13 --> 00:48:17: Well, particularly to capture like all the things that the

00:48:17 --> 00:48:21: panelists just talked about, what they learned, how they learned

00:48:21 --> 00:48:23: it, like I think that's super valuable.

00:48:24 --> 00:48:27: And then maybe tie it into the the tap that

00:48:27 --> 00:48:31: we did that you guys did for affordable rentals in

00:48:31 --> 00:48:34: black communities with a Jane and Finch area.

00:48:35 --> 00:48:38: You've created two really good affordable housing pieces, and I

00:48:38 --> 00:48:41: think we need to throw a spotlight on that.

00:48:41 --> 00:48:42: OK, fair enough.

00:48:42 --> 00:48:45: Maybe I guess one of my colleagues to put the

00:48:45 --> 00:48:48: link to that TAP report, that Jane Finch TAP report

00:48:48 --> 00:48:51: that just came out this summer if people are wanting

00:48:51 --> 00:48:51: to know.

00:48:51 --> 00:48:52: OK, thanks.

00:48:52 --> 00:48:54: Mark, I just want to say congratulations to everybody.

00:48:54 --> 00:48:56: I'm I'm super glad that it's worked out the way

00:48:56 --> 00:48:56: it has.

00:48:57 --> 00:48:58: Thank you and thanks for all the work you.

00:48:58 --> 00:48:59: Do in this space.

00:49:00 --> 00:49:02: Any other any other questions or comments?

00:49:08 --> 00:49:09: I see a comment here.

00:49:11 --> 00:49:17: OK, so I can find a great program to connect.

00:49:17 --> 00:49:18: Thanks Russell.

00:49:18 --> 00:49:22: Former participant and board member last year seemed to program

00:49:22 --> 00:49:25: some made into a presentation of the mayor.

00:49:25 --> 00:49:26: Are there any expectations this year?  
00:49:27 --> 00:49:32: Well, not quite identified yet, Justin, but I think undoubtedly  
00:49:32 --> 00:49:37: we will take our recommendations to some kind of capstone.  
00:49:37 --> 00:49:40: The capstone with the presentation of the mayor may not  
00:49:40 --> 00:49:41: be repeated.  
00:49:41 --> 00:49:41: I don't know.  
00:49:42 --> 00:49:44: Although the mayor has asked me to meet with her,  
00:49:44 --> 00:49:47: which I'm doing in early October and I will be  
00:49:47 --> 00:49:49: talking to her about our innovation program.  
00:49:49 --> 00:49:52: So maybe I'll try to get another opportunity for an  
00:49:52 --> 00:49:57: audience with this with this, but it isn't been determined  
00:49:57 --> 00:50:00: what what that final presentation format will be yet.  
00:50:01 --> 00:50:05: And I think, Richard, because we're kind of bucketing this  
00:50:05 --> 00:50:09: out a little bit in advance, there's room for some  
00:50:09 --> 00:50:13: Co creation from the group as well so that we  
00:50:13 --> 00:50:18: can not only have participation from our guests, but certainly  
00:50:18 --> 00:50:22: a lot of engagement and participation from the cohort.  
00:50:23 --> 00:50:24: Another question, thank you.  
00:50:24 --> 00:50:28: Another question about Toronto centric, no, you know, I  
mean  
00:50:28 --> 00:50:31: inevitably a lot of things we talked about have a  
00:50:31 --> 00:50:35: a certain centricity around the big city in the middle  
00:50:35 --> 00:50:36: of the GTA, yes.  
00:50:37 --> 00:50:39: But this is very much always been in mind for  
00:50:39 --> 00:50:42: the most part to be something that that would have  
00:50:42 --> 00:50:45: relevance at any part of the greater Golden Horseshoe.  
00:50:45 --> 00:50:48: And I think in this particular year that should definitely  
00:50:48 --> 00:50:49: be the case.  
00:50:49 --> 00:50:51: I don't think innovation doesn't have a a boundary.  
00:50:51 --> 00:50:55: So, so hopefully that answers that question.  
00:50:57 --> 00:50:58: So you need a relevant experience in Toronto or Canada  
00:50:58 --> 00:51:00: or can someone apply with international experience?  
00:51:01 --> 00:51:04: Please apply and we'll, we'll, we'll have a look.  
00:51:04 --> 00:51:07: But I mean, I think if, if you're a professional  
00:51:07 --> 00:51:11: in our industry with international experience, we definitely are  
going  
00:51:11 --> 00:51:12: to be interested in, in you.  
00:51:12 --> 00:51:15: And in fact, one of the things that you and  
00:51:15 --> 00:51:19: I outside of this program is very committed to is  
00:51:19 --> 00:51:25: the integration of internationally trained professionals or  
newcomer professionals who  
00:51:25 --> 00:51:29: may have had their education in Canada, but but otherwise  
00:51:29 --> 00:51:33: outside of Canada as where they reside either or or

00:51:33 --> 00:51:36: of those two things are very interesting for us as  
00:51:37 --> 00:51:37: you ally.  
00:51:37 --> 00:51:39: So you may want to reach out to us as  
00:51:39 --> 00:51:41: you ally more broadly than just this program.  
00:51:41 --> 00:51:44: But the answer is almost certainly yes.  
00:51:47 --> 00:51:47: OK.  
00:51:47 --> 00:51:49: I'm not seeing any more questions coming in.  
00:51:49 --> 00:51:52: So I am going to suggest that we have the  
00:51:52 --> 00:51:53: program dates been set.  
00:51:53 --> 00:51:54: Yeah, OK.  
00:51:54 --> 00:51:55: Sorry.  
00:51:55 --> 00:51:55: Good one.  
00:51:56 --> 00:51:57: Yes, they have.  
00:51:58 --> 00:52:00: We have the very first date, do we not, Alex?  
00:52:04 --> 00:52:04: Yes, we do.  
00:52:04 --> 00:52:06: Generally they're the last Friday of each month, but I  
00:52:06 --> 00:52:08: will put them into the chat in a moment.  
00:52:09 --> 00:52:09: OK.  
00:52:09 --> 00:52:11: We'll put them in the chat and we'll also we'll  
00:52:11 --> 00:52:14: do, we'll send around an e-mail with all the dates  
00:52:14 --> 00:52:16: I think to everybody who's registered for this so that  
00:52:16 --> 00:52:17: you have those.  
00:52:17 --> 00:52:20: Dates going into next May as well.  
00:52:20 --> 00:52:22: That's a really excellent question, so.  
00:52:23 --> 00:52:23: We'll get that.  
00:52:24 --> 00:52:27: So with that, I know there is one final slide  
00:52:27 --> 00:52:30: that speaks to some upcoming programming, some of which  
I've  
00:52:30 --> 00:52:32: already spoken to Indigenous programming.  
00:52:32 --> 00:52:36: We've got this week a really excellent session back to  
00:52:36 --> 00:52:39: school Coles notes of all the public major public policy  
00:52:39 --> 00:52:42: changes in the last recent couple of years or so.  
00:52:43 --> 00:52:46: Just a refresher for you as you're getting back into  
00:52:46 --> 00:52:47: your headspace this fall.  
00:52:48 --> 00:52:53: We have a members only breakfast with the very much  
00:52:53 --> 00:52:57: on point with the Chair of the Planning and Housing  
00:52:57 --> 00:53:00: committee on October the what is it?  
00:53:01 --> 00:53:04: I can't see 8th there it is and and many,  
00:53:04 --> 00:53:08: many more programs on our on our website.  
00:53:08 --> 00:53:09: So please tune in.  
00:53:10 --> 00:53:13: But with that, I will bid everybody a great week.  
00:53:13 --> 00:53:17: Thank you again to everybody who participated, Greg and

Kevin

**00:53:17 --> 00:53:19:** and all our cohort members.  
**00:53:20 --> 00:53:21:** Great session and we hopefully.  
**00:53:21 --> 00:53:23:** We'll see many of you tuned in.  
**00:53:23 --> 00:53:26:** As cohort members in October, thank you.

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