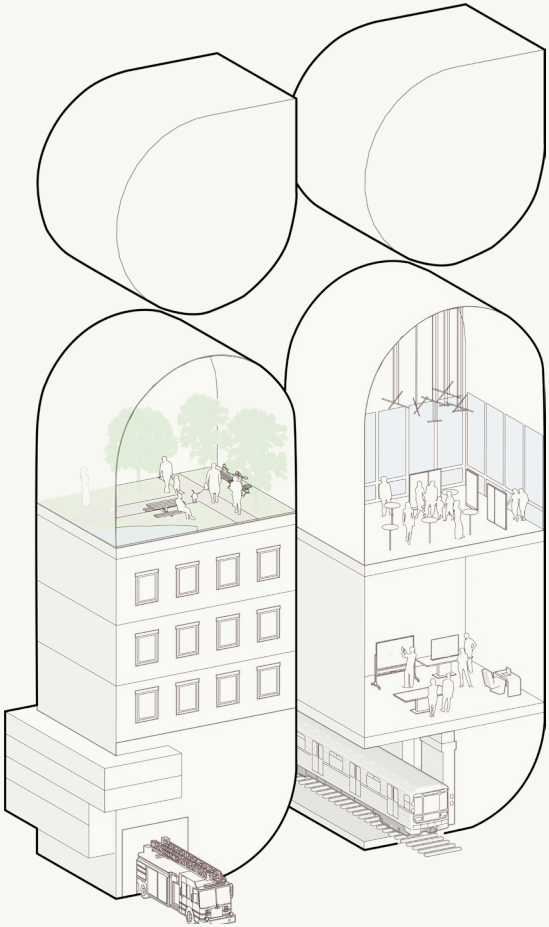
INFRASTRUCTURE INSTITUTE

ANNUAL REPORT

2021-2022



Director's Letter

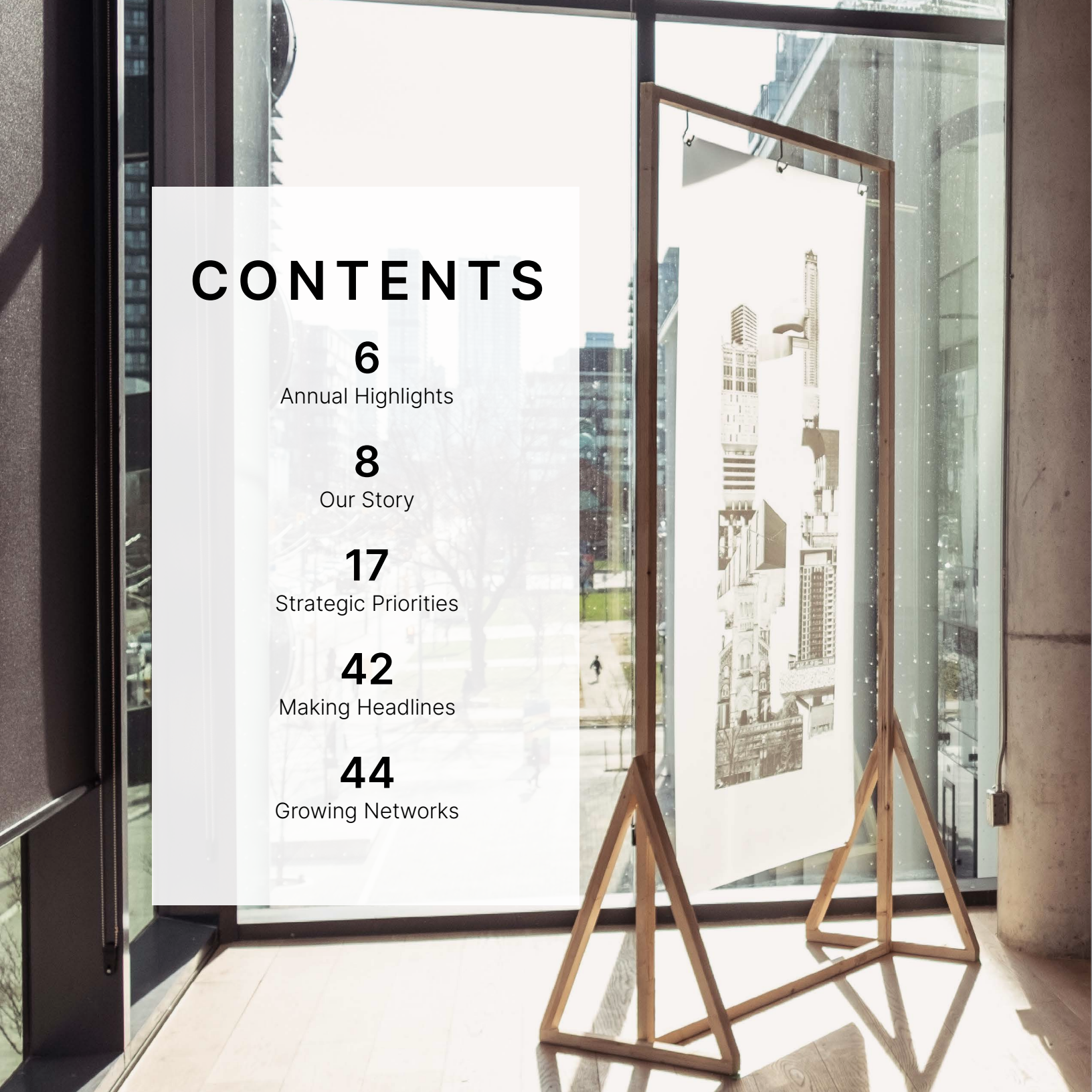
It's exciting that we've reached a point where we need an annual report to capture the full breadth of our team's activity. Our organization emerged in the midst of a pandemic, which exposed the systemic gaps in how social services, housing and transit infrastructure are currently delivered. These sectors have been stretched thin for decades, but the pandemic amplified an urgency for change, and a demand for creative urban solutions.

The pivotal opportunity that arose was receiving the support needed to kick-start the Infrastructure Institute. While we have operated as the Creative Mixed-Use Building Initiative under the School of Cities since 2019, 2021 was the year of significant growth. With the Institute's establishment came the hiring of a full multidisciplinary team, the expansion of our social purpose real estate initiatives, a focus on transit-oriented communities, and engagement in the realm of exhibitions. Overall, our approach is to see high quality infrastructure as a cornerstone of complete communities.

I'm proud to present to you the first ever annual report of the Infrastructure Institute, which has been a long-time in the making. We are very much a start-up, piloting creative solutions to providing infrastructure that have been proven to work and exploring promising new strategies. I hope that this annual report is both an inspiration and invitation to move forward in building our cities together.

Sincerely,

Matti Siemiatycki, Director
Infrastructure Institute, School of Cities
University of Toronto



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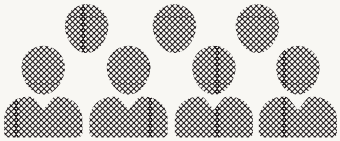
Growing Networks

Infrastr
Institut
+(plus)
An exhibition of unexpected creative mixed-use buildings that foster community
World Urban Pavilion
Regent Park 2022
TORONTO
infrastructure institute

ANNUAL HIGHLIGHTS

2021-2022



Our team grew by over

200%

with 7 new multi-disciplinary staff members

600+

New visitors to our

new website

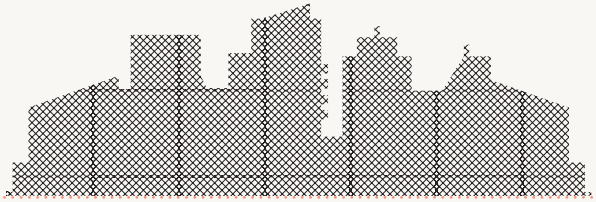
from over

30

countries

Ran second year of the **social purpose real estate** (SPRE) training modules with

200+ **registrations** & 60 **avg attendees per session**



Launched Accelerator

Completed **Organizational Readiness Program** with

23 **Accepted groups**

26% of which continued on to the **Accelerator Program**

GROWTH

TRAINING & CAPACITY BUILDING

UNIVERSITY OF TORONTO | SCHOOL OF CITIES | Infrastructure Institute

6 new advisory / research projects

- [x] PHASE 2 EMERGENCY MIXED-USE STUDY
- [x] PHASE 3 EMERGENCY MIXED-USE STUDY
- [x] LAND VALUE CAPTURE CIB STUDY
- [x] RETAIL LAND STUDY ESRI PARTNERSHIP
- [x] BRIDGING GAPS REPORT - CMHC
- [ ] DIXON HALL REDEVELOPMENT

2 new publications

& 20+ Media features

2 public exhibitions

including the launch of the **World Urban Pavilion 2022**

International virtual panel with

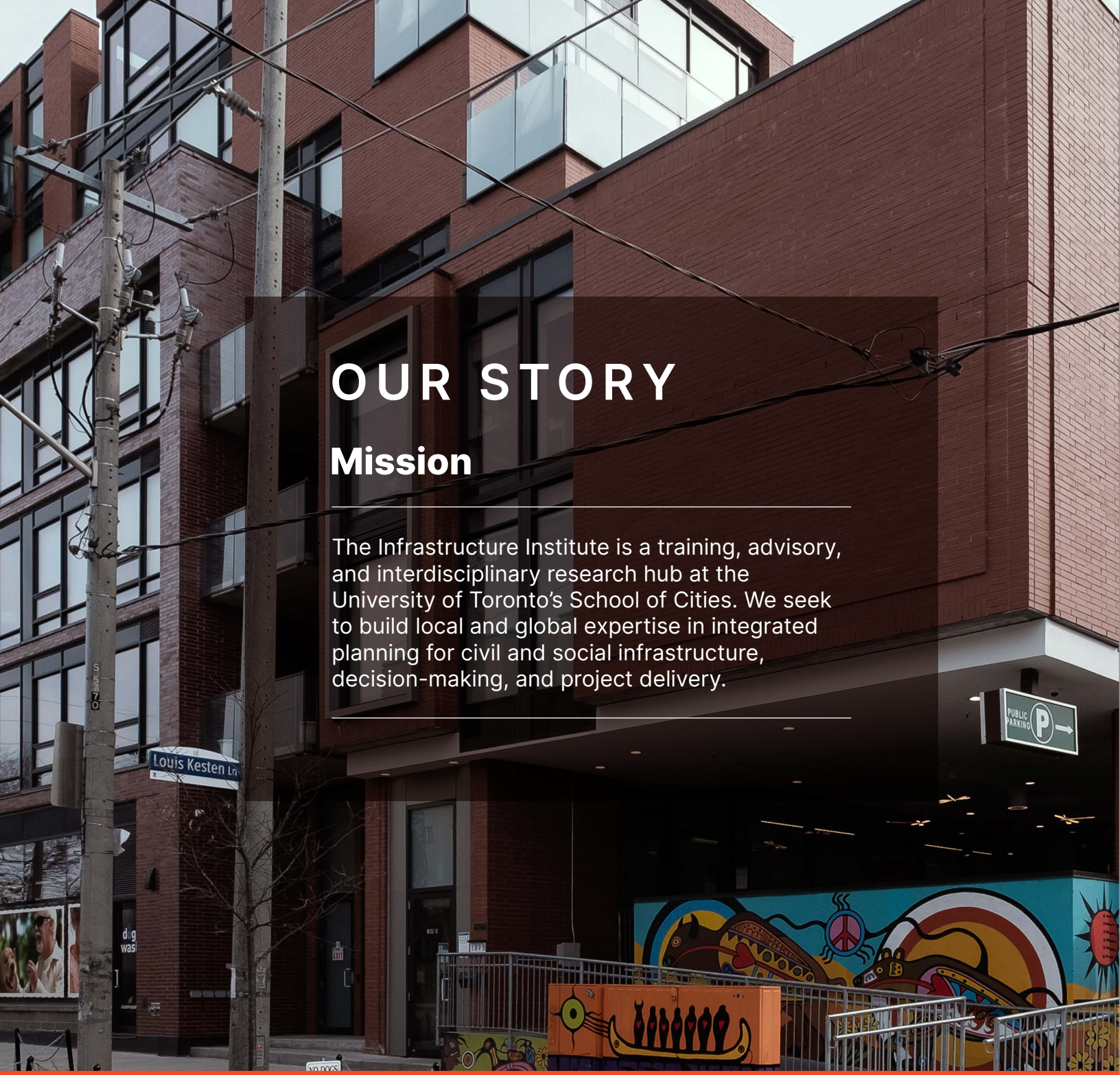
100+ attendees

Trans-Atlantic Dialogue International conference in Denmark featuring

creative mixed-use

ADVISORY & RESEARCH

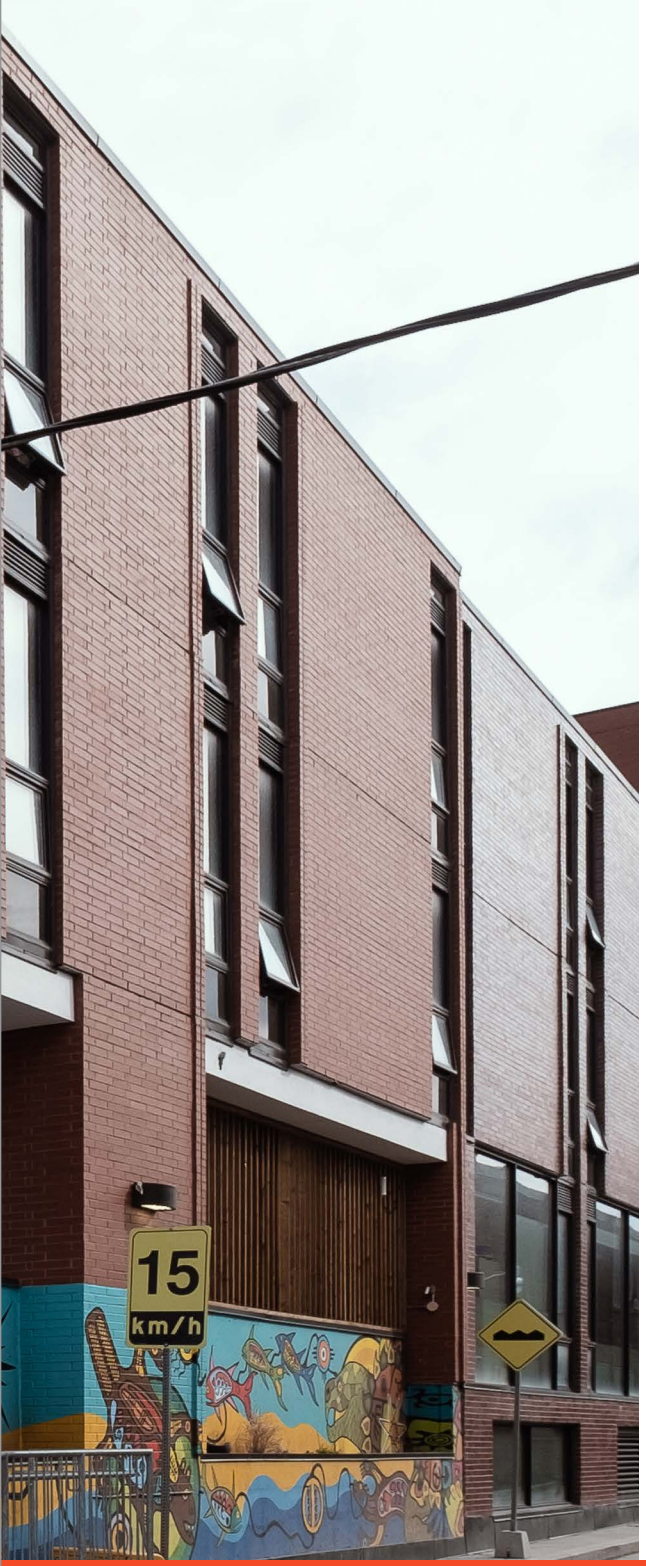
ENGAGEMENT



OUR STORY

Mission

The Infrastructure Institute is a training, advisory, and interdisciplinary research hub at the University of Toronto's School of Cities. We seek to build local and global expertise in integrated planning for civil and social infrastructure, decision-making, and project delivery.



Guiding Principles

Listen first, create together.

We convene and empower our partners, clients, and program participants from various sectors to succeed in building more resilient cities and communities.

Evidence-based intervention.

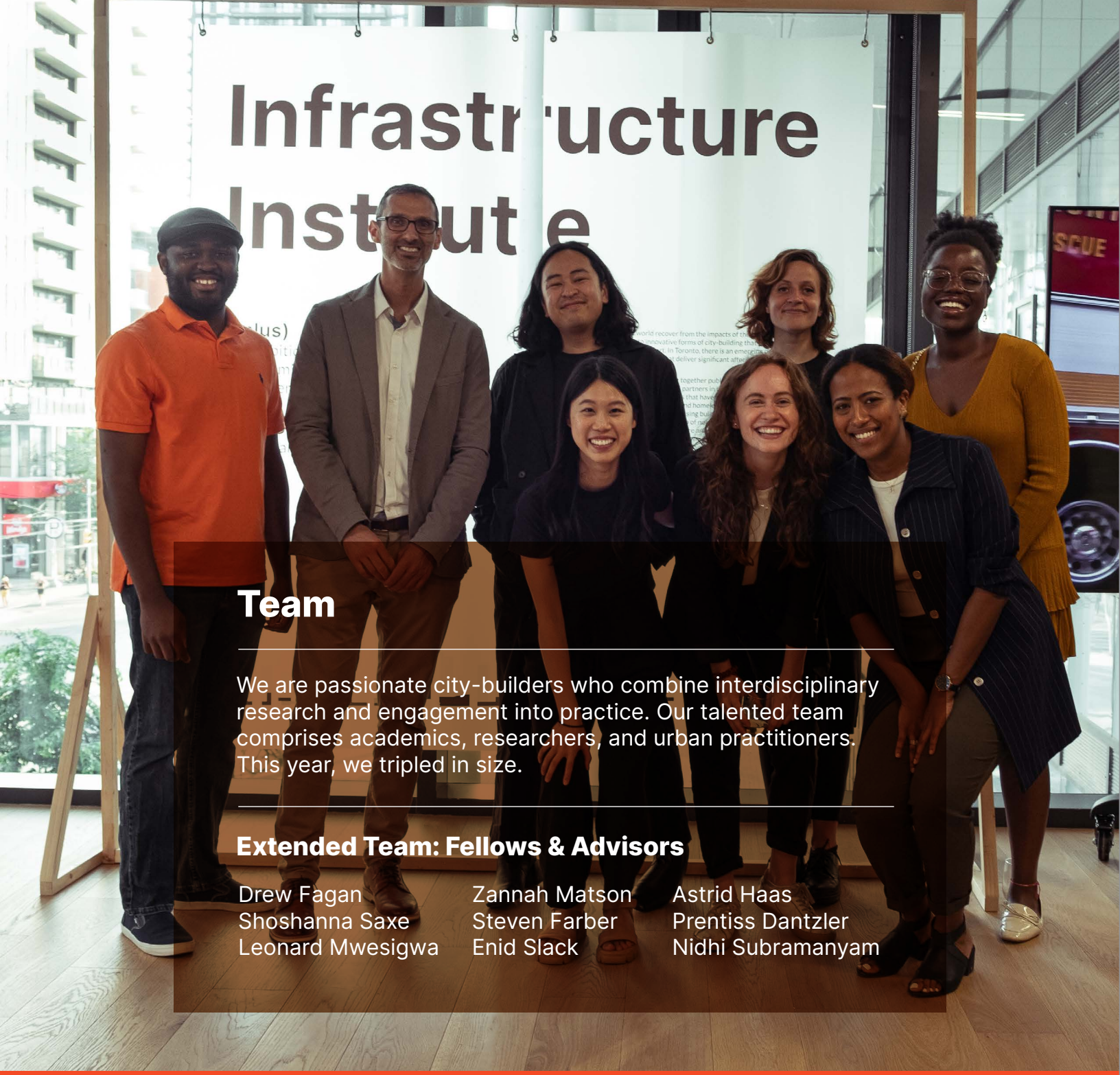
We develop urban solutions based on critical thinking and a deep foundation of research, open-minded to promising new ideas and technologies.

Building communities up.

We strive for impact in our local communities by supporting city-building activities where all voices are heard, particularly traditionally excluded groups.

Sharing knowledge.

We seek to share best practices and resources in an accessible manner to ensure the practical application of valuable knowledge and learnings.



Team

We are passionate city-builders who combine interdisciplinary research and engagement into practice. Our talented team comprises academics, researchers, and urban practitioners. This year, we tripled in size.

Extended Team: Fellows & Advisors

Drew Fagan
Shoshanna Saxe
Leonard Mwesigwa
Zannah Matson
Steven Farber
Enid Slack
Astrid Haas
Prentiss Dantzler
Nidhi Subramanyam

Matti Siemiatycki
DIRECTOR

Helen Ketema
PROJECT LEAD

Sarah Chan
URBAN DESIGN ASSOCIATE

Phat Le
ARCHITECTURAL DESIGNER

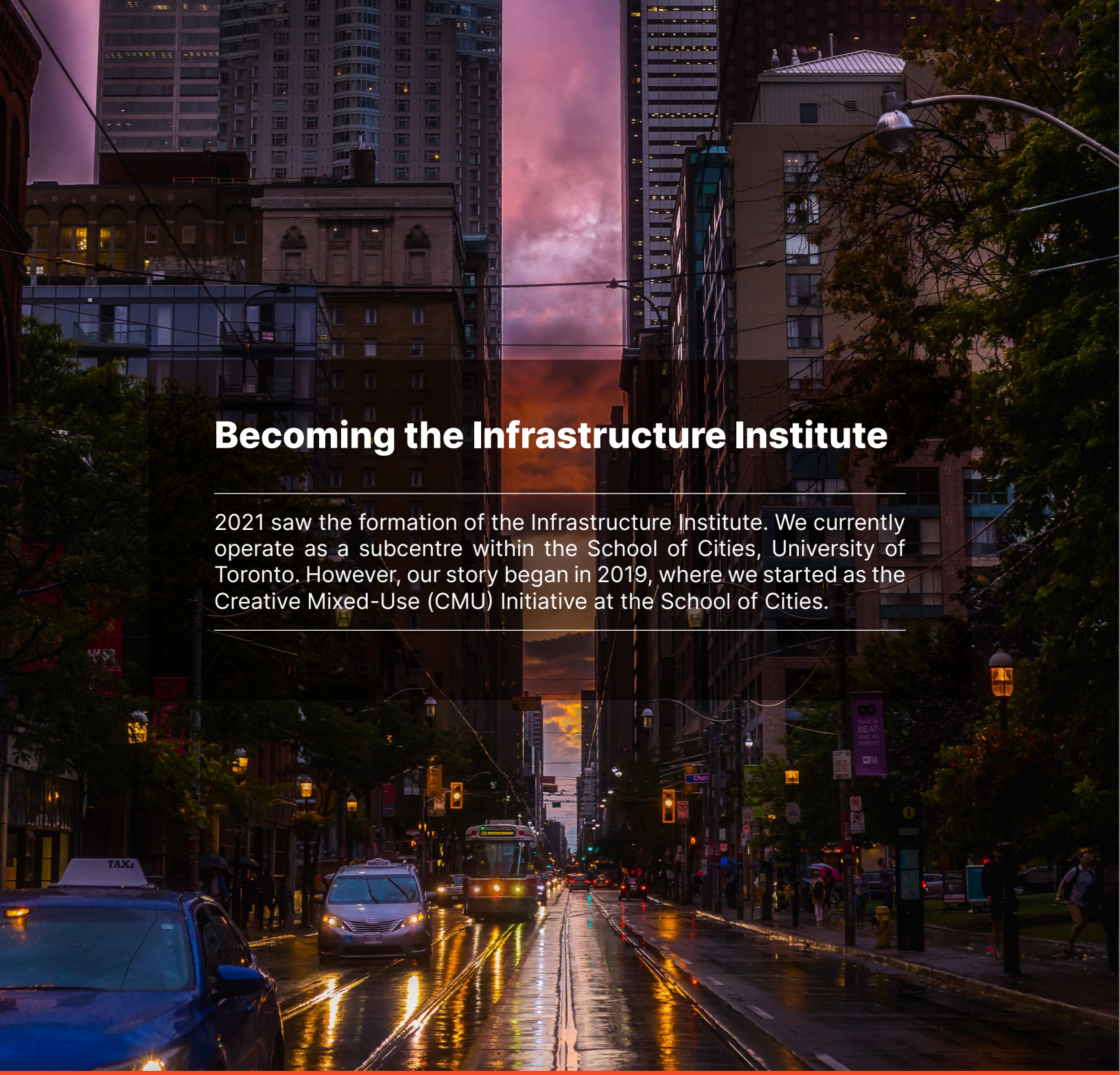
Alix Aylen
PROGRAM LEAD

Maddie Barnes Planer
PROJECT OFFICER

Alexandra Lambropoulos
PROJECT OFFICER

Yinnon Geva
POST-DOCTORAL FELLOW

Robert Arku
RESEARCH FELLOW



Becoming the Infrastructure Institute

2021 saw the formation of the Infrastructure Institute. We currently operate as a subcentre within the School of Cities, University of Toronto. However, our story began in 2019, where we started as the Creative Mixed-Use (CMU) Initiative at the School of Cities.

Starting Out: Creative Mixed-Use Initiative

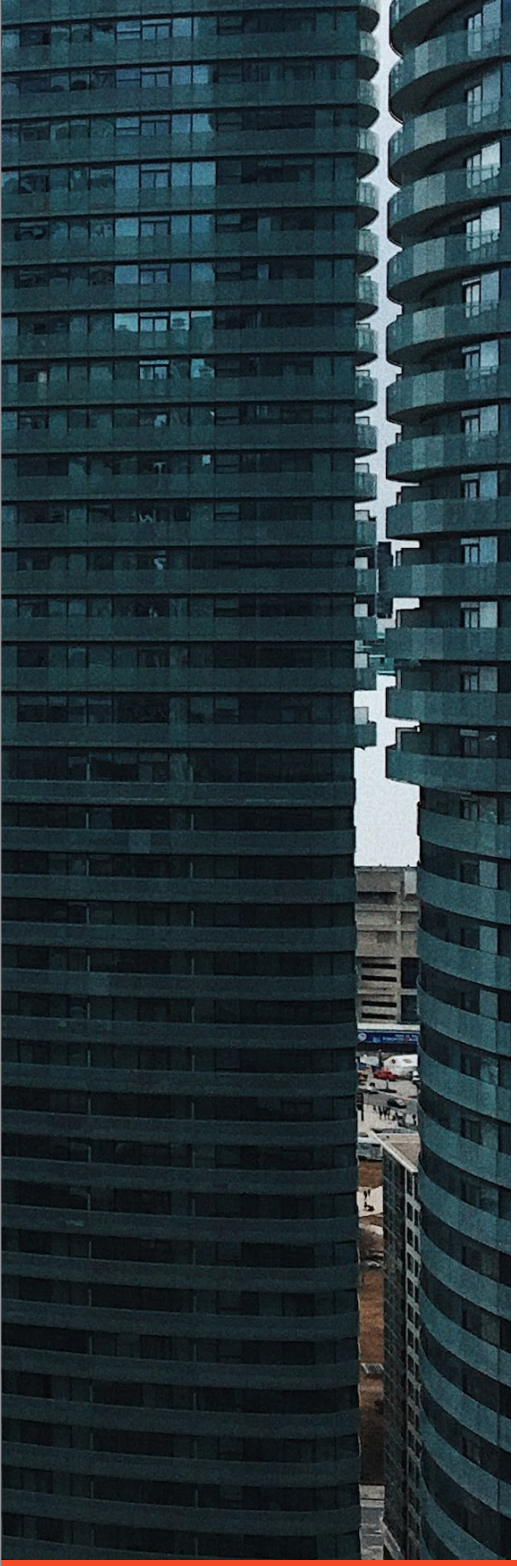
The objective of the Creative Mixed-Use Initiative was to accelerate partnerships between public, private, and not-for-profit organizations to deliver mixed-use projects that responded to the needs of the community.

Our practice under the CMU Initiative was informed by years of research on mixed-use cases within the Greater Toronto Area. Under the initiative, our work comprised convening and matchmaking stakeholders in the non-profit, public, and private sectors in addition to advisory work for non-profit and public sector clients.

Early projects included the creation of Parcel, a matchmaking platform intended to connect potential real estate development partners together, early studies on integrating emergency facilities into creative mixed-use facilities, and the development of an implementation framework for the City of Brampton's Community Hubs model. We continue to collaborate with many of our early partners today.

In addition to our project work, engagement with diverse city-builders was (and still remains) a key part of the CMU Initiative. This included over 60 interviews with key stakeholders involved in real estate, revealing that many non-profit organizations desire to secure their own future by building equity into their own buildings while real estate developers often see non-profits as lacking the real estate knowledge and capacity required for successful partnerships. These findings led to the formation of the first Social Purpose Real Estate (SPRE) Training Modules in winter of 2021, a program designed to enhance the capacity of non-profit organizations in becoming partner-ready for development partnerships.

The Infrastructure Institute's role of co-chair for the regional Social Purpose Real Estate Reference Group, in partnership with the United Way and the City of Toronto, also began under the CMU Initiative.



Establishing the Institute

With significant funding secured in the late 2021, the Infrastructure Institute was founded. This has allowed a fluorishing of activity, which has mostly been an expansion the work pursued under the CMU Initiative. Since the establishment of the Institute, the work has now been structured into three Strategic Priorities:

1. Advisory & Research
2. Training & Capacity Building
3. Engagement

Within this structure, we continue to carry out advisory work with non-profit and public-sector clients, have expanded much of our social purpose real estate programming, and have begun a series of exhibitions for widespread sharing of our key learnings. The remainder of this annual report celebrates the Infrastructure Institute's first year, highlighting achievements, current work, and future ambitions.

LIFEBREATH
BLOCK 30
ARTWORKS TOWER
YOU ARE HERE
PAINTBOX

YEAR IN REVIEW

STRATEGIC PRIORITIES

All three of our strategic priorities have made significant progress. This section provides a summary of the achievements made in addition to the future outlook for the year ahead.

Advisory & Research

Training & Capacity Building

Engagement

Advisory & Research

The past year of advisory and research work included both a continuation of collaborations with existing partners and new partnerships.

Completed

- Phase 2 & 3 of Emergency Mixed-Use Concept Study
- CMHC Bridging Gaps Report
- CIB Study: Paying for Transit-Oriented Communities through Land Value Capture Mechanisms
- Rethinking Retail Land Portfolios Partnership Study

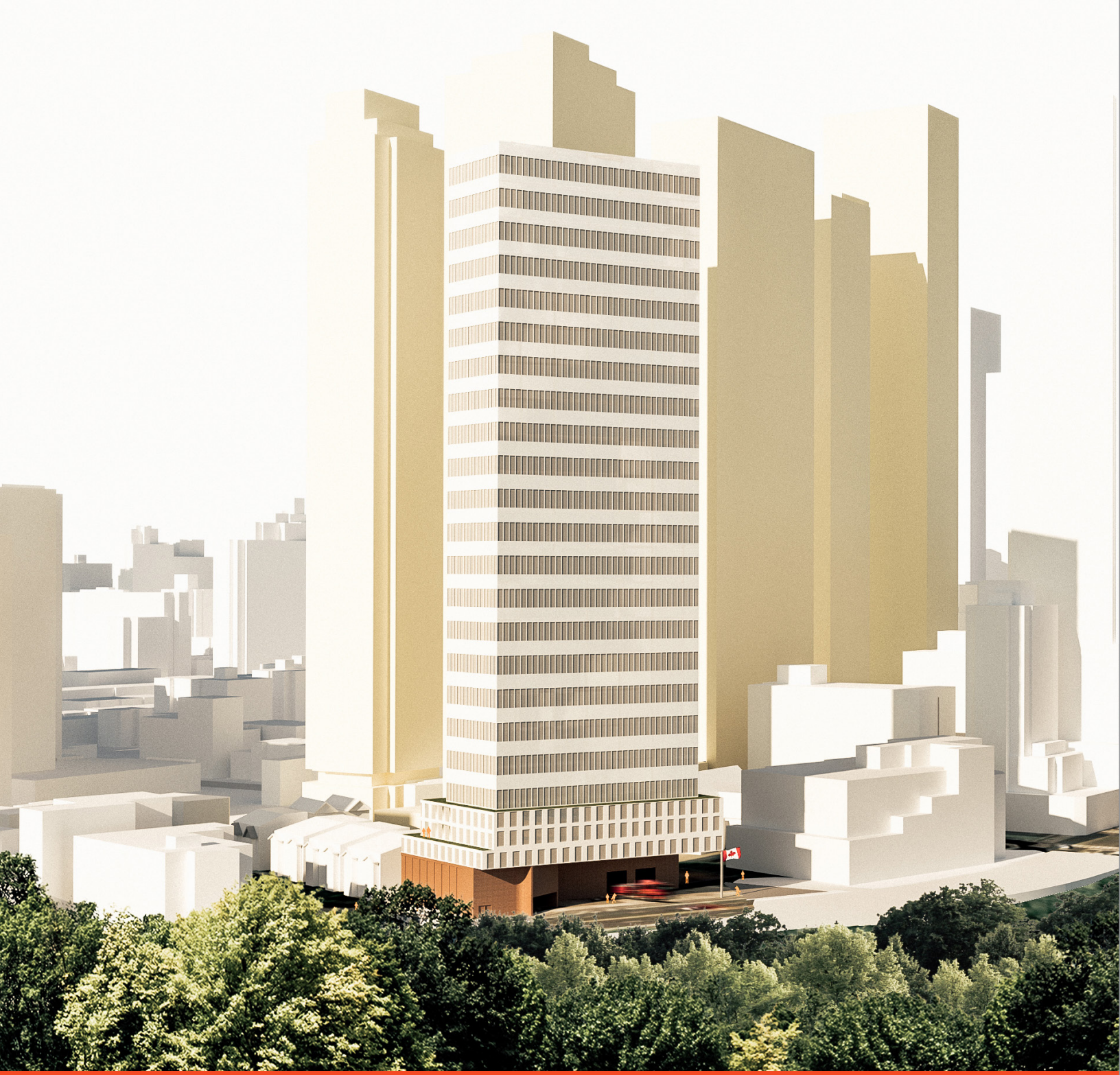
Projects in progress

- Ongoing CreateTO partnership
- Dixon Hall Site Redevelopment
- New Infrastructure Fellowship

5
Projects completed

5
New & ongoing partnerships

60+
Stakeholders engaged in project work



Emergency Mixed-Use Concept Study

Ongoing work with CreateTO, the City of Toronto's real estate agency, moved into the realm of conceptual design as two high development potential sites were selected for Phase 3 of the study. Our team produced six demonstration concepts between the selected sites. The demonstration concepts varied in scale and complexity, with all proposals integrating a new fire hall designed to contemporary fire hall standards while holding various levels of affordable housing units. Some concepts, when the site configuration and design allowed, also introduced new public space interventions and community uses.

The emergency mixed-use demonstration concepts were presented to leadership at Toronto Fire and received much enthusiasm. Similarly, one round table among City Planning was held, with a consensus among attendees that the emergency mixed-use model has promising potential. The demonstration concepts were also shown to the general public for the first time at the World Urban Pavilion launch in Regent Park, where it was also well-received.

Our team has pushed this project closer to implementation through the design of six thoughtful development scenario. Potential next steps include socializing the demonstration concepts with key stakeholders at the City of Toronto, led by CreateTO. Please visit our work webpage for updated news.

6
Demonstration Concepts Developed

2
Exhibition Displays

4
Media Appearances

STRATEGIC PRIORITY 1:
ADVISORY & RESEARCH

CMHC Bridging Gaps: Exploring opportunities to connect capital with affordable housing

Our team at the Infrastructure Institute was retained by the Canada Mortgage and Housing Corporation (CMHC) and pursued a research project in a new partnership with Social Venture Connexion (SvX). Through issuing a survey completed by over 30 Canadian affordable housing developers, conducting in-depth interviews with 24 stakeholders (17 of whom belonged to the non-profit housing sector), and case studies, our team produced a 'developer journey map'. This journey map outlined the key capacity and capital barriers faced by developers of affordable housing and when they occurred in the development process.

The report provides recommendations on how to support the ecosystem of players involved in the delivery of affordable housing. They include the wrap-around services identified by the interviewees, such as matchmaking, networking, and various capacity supports.

Read full report here.

54
Stakeholders consulted

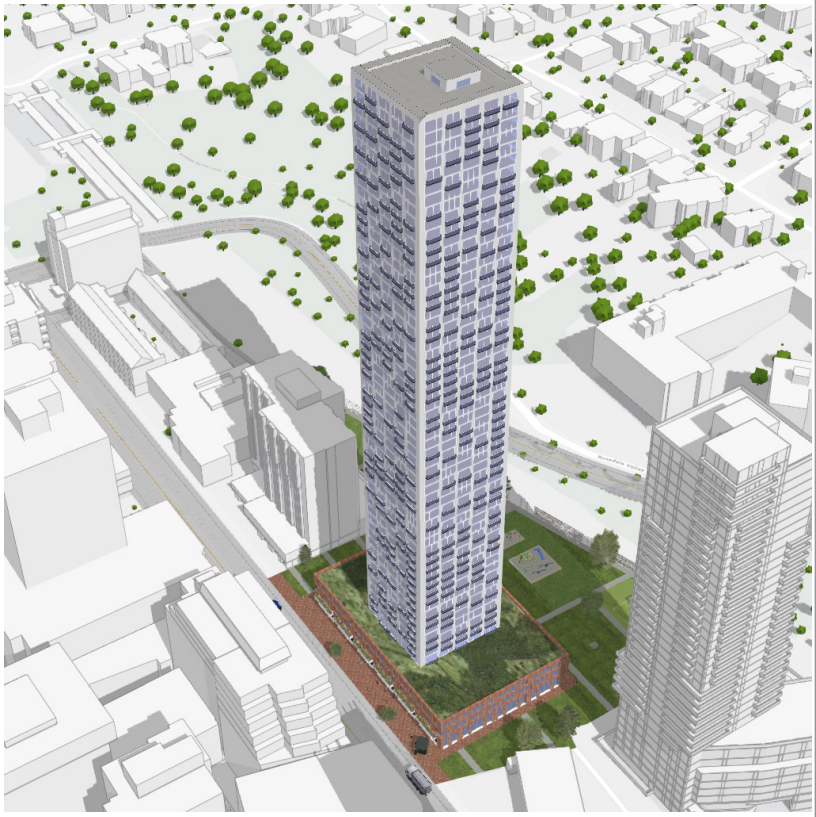
17
Non-profit housing sector informants

400 m

CIB Study: Paying for Transit-Oriented Communities through Land Value Capture Mechanisms

The Infrastructure Institute was also retained by the Canada Infrastructure Bank to conduct a study on the potential of capturing increased land value from new transit infrastructure. This model can accelerate the development of critical public infrastructure at the heart of transit-oriented communities. Land value capture allows governments to reclaim a portion of increases in land value due to public investment and to reinvest the revenue for community benefit.

The study identified various land value capture tools, documented the policy landscape, and examined what's possible in terms of revenue flows to fund high-quality public services. Canadian cities are engaged in the biggest transit infrastructure development boom in a generation. These projects should lead to communities that are dense and mixed use, with affordable housing, schools, recreation centres, libraries, daycares, and parks, and that feature employment opportunities both during construction and after completion.



Rethinking Retail Land Portfolios: How to Grow Housing Supply

In a partnership with Esri Canada, the Infrastructure Institute explored the potential of private land portfolios towards the delivery of affordable housing and other social infrastructure. We took six major retail chains that operate across Toronto, and using Esri ArcGIS software, generated hypothetical development scenario on their underused sites in the city. The results were stunning, revealing enormous potential to build housing and to provide spaces for social infrastructure. Sites occupied by these six large retail chains alone could deliver a total of 68,576 housing units. If even 10% were affordable units, this would translate into approximately 7,000 units.

We produced both a paper and an interactive Storymap to present our findings and recommendations on how public bodies, non-profit organizations, and private landowners can work together to mobilize private owners of large real estate portfolios. Private landowners can significantly expand their role in the delivery of housing supply, including affordable housing, without compromising public needs or their interests.

To read the full report or to view the Storymap please visit our project page.

Training & Capacity Building

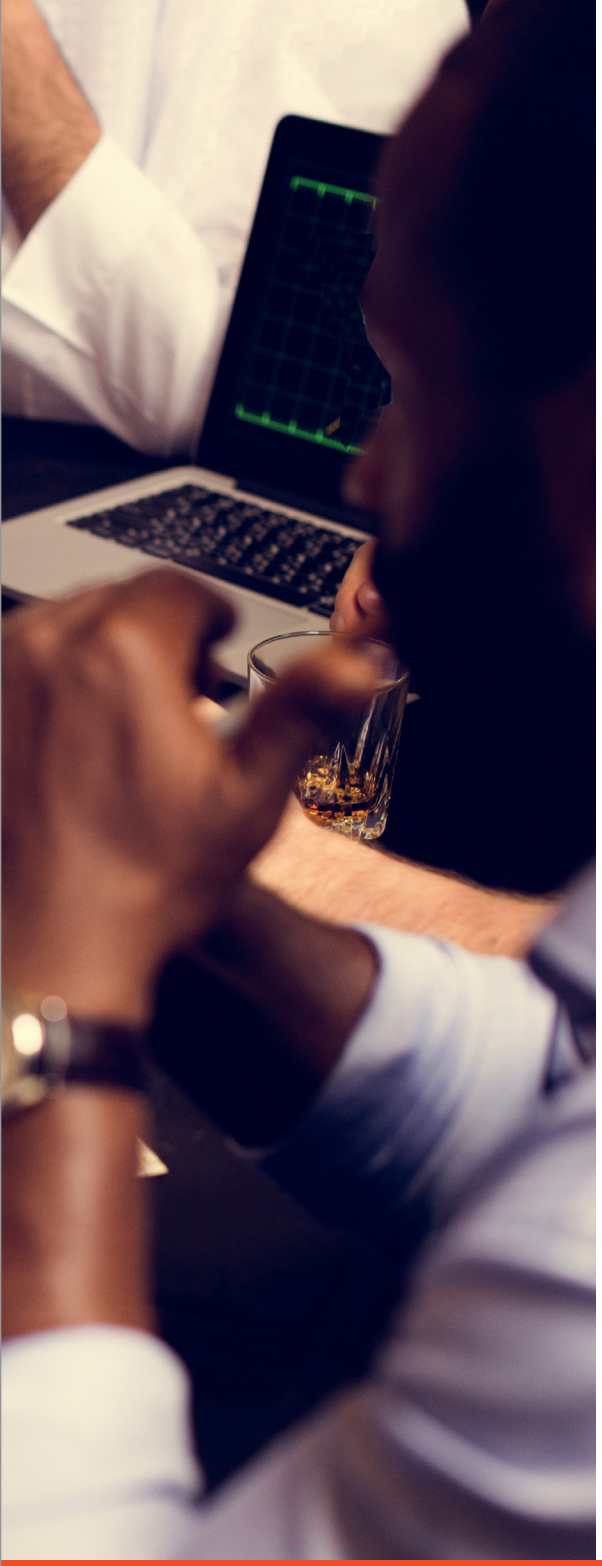
The focus of the Training & Capacity Building Strategic Priority focused primarily on social purpose real estate (SPRE), with returning programming and one new major initiative.

Completed

- Second consecutive year running the SPRE Training Modules
- Organizational Readiness Program (Accelerator)

Programming in progress

- Accelerator Program



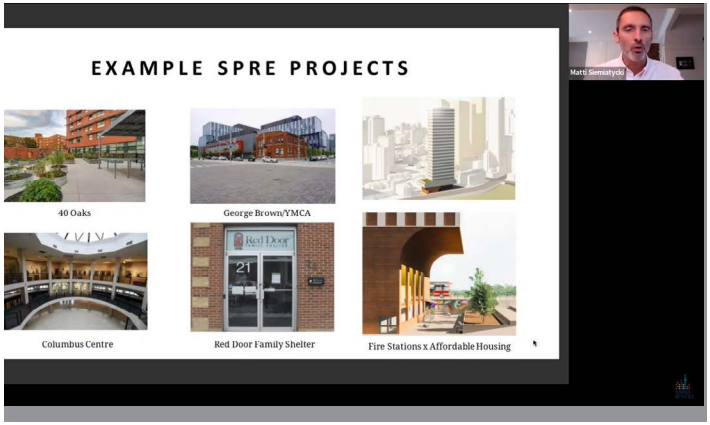
"It was eye opening to see the similarities and differences between organizations, and lots of food for thought in terms of organizational readiness...as part of an organization that is growing right now, that's evolving over time, and at what point are we ready with the structure that we have... I'm really glad there was a space to ask questions and get answers"

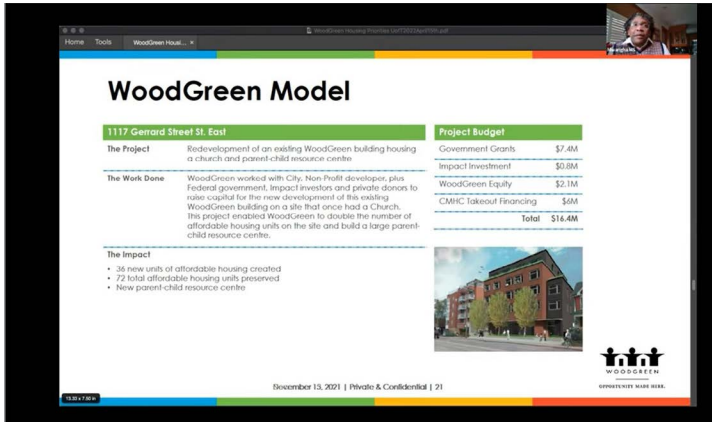
PARTICIPANT OF ORGANIZATIONAL READINESS PROGRAM, NON-PROFIT ORGANIZATION

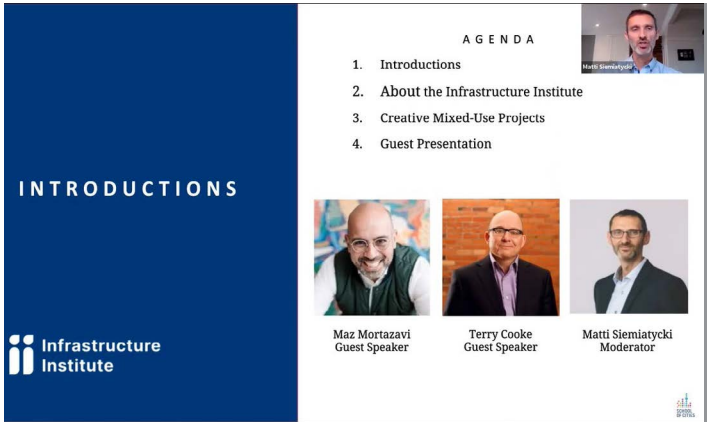
Kira Gerwing
Why Social Purpose Real Estate?
Affordability
Community Ownership
Entrepreneurial NFP model
Environmental Performance

Jeanhy Shim
Social Purpose Real Estate (SPRE)
Training Modules 2.0
Date: Tuesday, April 5th, 2022
Topic: Attracting Investors, Capital, and Securing Grants
Speakers: Jeanhy Shim and Mukhtar Latif, Crosswalk Communities
UNIVERSITY OF TORONTO
SCHOOL OF CITIES
Infrastructure Institute
crosswalkcommunities

Ryan Collins-Swartz ...
SKETCH Working Arts
finding home
sketch
25
1996 – 2021
Tapestry
COMMUNITY CAPITAL


Matti Siemiatycki
EXAMPLE SPRE PROJECTS
40 Oaks
George Brown/YMCA
Columbus Centre
Red Door Family Shelter
Fire Stations x Affordable Housing


WoodGreen Model
1117 Gerrard Street St. East
The Project
Redevelopment of an existing WoodGreen building housing a church and parent-child resource centre
The Work Done
WoodGreen worked with City, Non-Profit developer, plus Federal government, Impact investors and private donors to raise capital for the new development of this existing WoodGreen building on a site that once had a Church. This project enabled WoodGreen to double the number of affordable housing units on the site and build a large parent-child resource centre.
The Impact
36 new units of affordable housing created
72 total affordable housing units preserved
New parent-child resource centre
Project Budget
Government Grants $7.4M
Impact Investment $0.8M
WoodGreen Equity $2.1M
CMHC Takeout Financing $6M
Total $16.4M
November 13, 2021 | Private & Confidential | 21


INTRODUCTIONS
Infrastructure Institute
AGENDA
1. Introductions
2. About the Infrastructure Institute
3. Creative Mixed-Use Projects
4. Guest Presentation
Maz Mortazavi
Guest Speaker
Terry Cooke
Guest Speaker
Matti Siemiatycki
Moderator

STRATEGIC PRIORITY 2:
TRAINING & CAPACITY BUILDING

Social Purpose Real Estate (SPRE) Training Modules

The Social Purpose Real Estate (SPRE) Training Modules were hosted for the second consecutive year, funded by United Way. Similar to the 2021 launch year, the modules were extremely popular, with over 200 registrants and an average of 60 attendees per session. This year, however, the modules were expanded into six sessions (previously four). All participants who completed the end survey rated the program 4 or 5 stars on level of satisfaction.

200+
Registrations

60
Average participants per session

4-5
star rating given by all participants on level of satisfaction

> "[We are] a volunteer run non-profit but not a developer so I'm a bit of an interloper. I came to learn and to understand. We've been looking at for profit rental developments to find affordable housing for senior women... I've learned so much and have so many ideas buzzing around my head as to new avenues to pursue and how we might look to improve our organizational structure. Thank you!"
>
> **PARTICIPANT, NON-PROFIT ORGANIZATION**

Collaborators
Sponsors
ORGANIZATIONAL READINESS PROGRAM
ACCELERATOR PROGRAM
Participant Programs
Mentors
Service Providers

STRATEGIC PRIORITY 2:
TRAINING & CAPACITY BUILDING

Social Purpose Real Estate Accelerator

The Infrastructure Institute launched the Accelerator this year, a major initiative to help groups pursuing a SPRE project through the challenging pre-development phase. It comprises two parts: The Organizational Readiness Program and the Accelerator Program.

The Organizational Readiness Program was completed this past year, which was intended to help participants assess their organization's capacity to develop a SPRE project. It was designed as a preparatory course to complement the Accelerator Program. The program was popular, with 23 organizations accepted and 33 applications. Participants largely regarded the program as successful; in the feedback survey, all participants gave high satisfaction ratings and would recommend the program to other similar groups. 89% of the participants also reported feeling ready to pursue a SPRE project at program completion, in contrast to only 32% of participants at the beginning of program.

The next area of work in the Training & Capacity Strategic Priority is the much-anticipated launch of the core Accelerator Program. 8 non-profit groups have been accepted into the first Accelerator cohort.

30+
Applications

89%
Participants feeling ready to pursue SPRE at program end (Org Readiness)

Engagement

This past year, the Infrastructure Institute undertook the planning, curation, and content development of exhibitions as a new Strategic Priority.

Exhibitions

- **April 21 2022** - Grand Opening World Urban Pavilion in Regent Park
- **July 7 2022** - Infrastructure Institute +(Plus) Exhibition Launch
- **June 22 2022** - Infrastructure Institute +(Plus) International Panel Discussion

Conferences

- **2022 Trans-Atlantic Dialogue,** Roskilde University, Denmark

Ongoing / Initiatives in progress

- **2022/2023** Major Exhibition
- Co-chair of Regional SPRE Network

Crombie Park Apartments / Downtown Alternative School / St. Michael Catholic School
Housing + Schools

The Regent Park Journey

Task 03
1. What uses are complementary to one another?
2. Write your anwser on the window.

STRATEGIC PRIORITY 3:
ENGAGEMENT

Grand Opening - World Urban Pavilion in Regent Park

APRIL 21 2022

The Infrastructure Institute was honoured to have worked on the launch exhibition of the World Urban Pavilion's grand opening, a collaboration between the UN Habitat, the Urban Economy Forum, and CMHC, powered by Daniels.

World Urban Pavilion

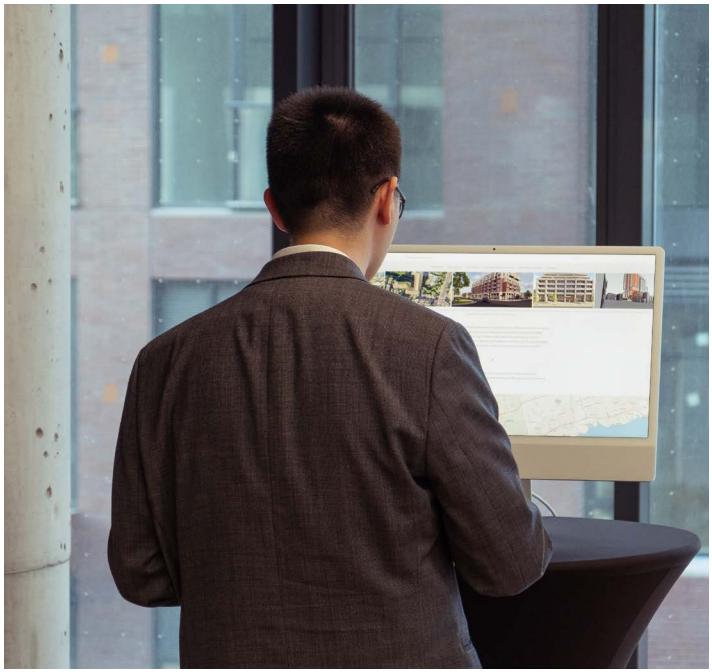
DUEAST CONDOMINIUMS
ONE PARK PLACE
PAINTBOX

STRATEGIC PRIORITY 3:
ENGAGEMENT

Infrastructure Institute +(Plus) Exhibition Launch

JULY 07 2022

Our feature exhibition was also held at the World Urban Pavilion. Our theme explored the unique stories and partnerships leading to creative mixed-use, which often bring unexpected public, private, and non-profit uses in the same building. View online exhibit here.



Task 03
1. What uses are complementary to one another?
2. Write your answer on the window.

Infrastructure Institute

1960
1990
2000
2010
2020
I ♥ REGENT PARK

STRATEGIC PRIORITY 3:
ENGAGEMENT

Trans-Atlantic Dialogue Conference, Roskilde University, Denmark

JUNE 09-11 2022

The Infrastructure Institute supports scholarship on various topics in infrastructure and urbanism through our network of researchers and fellows who work across both local and global contexts. This year saw the continuation of research on creative mixed use. Yinnon Geva, postdoctoral fellow at the Institute, presented his work examining 54 Creative Mixed-Use projects in Toronto at the Trans-Atlantic Dialogue conference at Roskilde University, Denmark. By mapping common motivations for collaboration, how they are supported by risk mitigation strategies and spatial solutions, this paper examined how collaboration can help create more social purpose uses in contemporary cities.

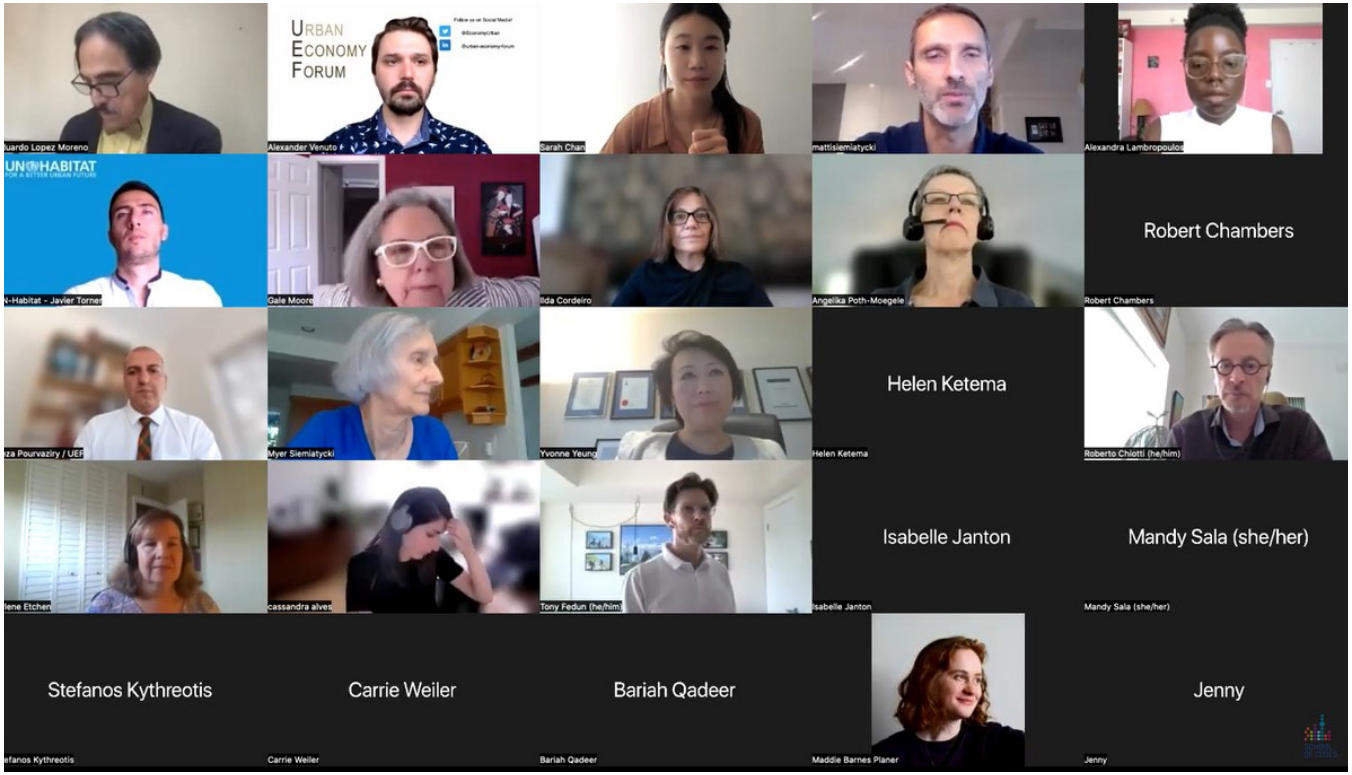
STRATEGIC PRIORITY 3:
ENGAGEMENT

Infrastructure Institute +(Plus) International Panel Discussion

JUNE 22 2022

The +(Plus) Exhibition Launch was planned in two parts, including an international panel discussion on innovative approaches to urban spaces. To watch the recording of the event, please click here.

100+
Virtual attendees



CANADA

RCMP costs hammering small towns in Alberta

By **Jennifer Henderson, Local Journalism Initiative Reporter** St. Albert Gazette
Tue., Sept. 28, 2021 | 3 min. read

REAL ESTATE

How the Beer Store and five other big retailers could help solve Toronto's housing crisis

A U of T study says six popular brands own enough land to create nearly 70,000 homes.

By **Tess Kalinowski** Real Estate Reporter
Wed., July 20, 2022 | 3 min. read

Does the GTA Need New Highways?

The Agenda with Steve Paikin
November 12, 2021

Share

TORONTO | News

City council considers ending minimum parking space requirement on new builds

YEAR IN REVIEW

MAKING HEADLINES

We've had over 20 features in TV, radio, print media, and podcasts.

TORONTO STAR

THE GLOBE AND MAIL

FINANCIAL POST

tvo

PMN Press Releases / Business Wire News Releases

Grand Opening of the World Urban Pavilion in Regent Park

Business Wire

Apr 21, 2022 • April 21, 2022 • 7 minute read • Join the conversation

Canada needs to be more strategic when planning infrastructure spending

MATTI SIEMIATYCKI AND **DREW FAGAN**
CONTRIBUTED TO THE GLOBE AND MAIL
PUBLISHED DECEMBER 22, 2021

High-frequency passenger service 'positive' for Smiths Falls, but many questions remain

"If someone is announcing improvements to inter-city rail, it must be an election year."

Blair Crawford
Jul 15, 2021 • July 15, 2021 • 4 minute read • 5 Comments

THE ARCHITOURIST

A Toronto approach to mixed-use development

DAVE LEBLANC >
TORONTO
SPECIAL TO THE GLOBE AND MAIL
PUBLISHED MAY 17, 2022
UPDATED MAY 18, 2022

Low-speed chase: Why Ontario communities are pursuing a new kind of vehicle

They're small. They're slow. And they're electric. Proponents say low-speed vehicles can help the province go green — but will Ontarians get behind the wheel?

Written by Josh Sherman
Jul 6, 2021

Share

GOVERNMENT, INFRASTRUCTURE

‘Gestation’ period main reason for project delays: study

Grant Cameron October 28, 2021

How can transit play a part in Canada’s pandemic recovery?

If we're going to emerge from COVID-19 with a more equitable and environmentally sustainable society, experts say, we should make a transit a priority. Here's what the federal parties are promising

Written by Justin Chandler
Sep 16, 2021

Share

February 17, 2022

URBAN PLANNING AND ANTI-BLACK RACISM IN CANADA: REFLECTIONS ON THE PAST AS A WAY TO PROMOTE A BETTER FUTURE

Feds set to begin procurement process for Toronto-Quebec City high-frequency rail corridor

By Nick Westoll · Global News
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By Ian Austen

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Jon Willing
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YEAR IN REVIEW

GROWING NETWORKS

Fostering an ecosystem of mission-aligned real estate professionals, non-profits, and public players is essential to our work. Our network has significantly grown this past year through both informal and formal initiatives, including new programs, events, and our launch of online engagement.

Deepened Partnerships

In addition to the continuation of current partnerships, we have also grown a network of social purpose real estate stakeholders. They include real estate professionals, capital intermediaries, non-profit and charity organizations, developers, and public bodies. We are eager to build out an ecosystem of players that can help address the key challenges faced by those pursing SPRE.

Online Engagement

This past year, we took massive steps forward in building a virtual presence. This included the launch of our new website, sharing the SPRE training sessions publicly, and establishing a newsletter while simultaneously building a mailing list.

Our efforts have resulted in significant expansion of our local and global reach. Despite the recent arrival into the online realm, our website has had 593 unique visitors from over 30 different countries and over 1000 views on the SPRE training sessions.

WEBSITE LAUNCH

593
New Visitors

30+
Countries Reached

ONLINE RESOURCES

1000+
Views on SPRE Training Modules

NEWSLETTER LAUNCH

100+
Newsletter signups

Infras
Institu
+(plus)
An exhibition of unexpected
creative mixed-use buildings
that foster community
World Urban Pavilion
Regent Park 2022
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