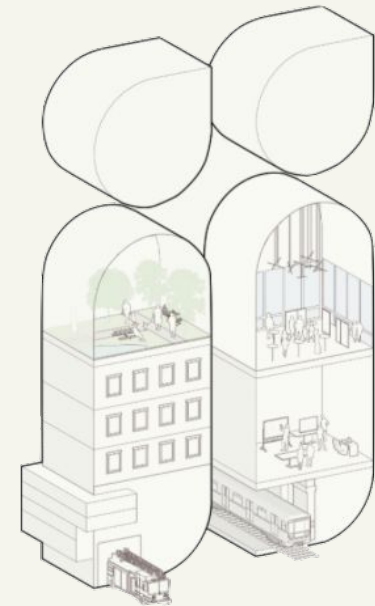


National Social Purpose Real Estate (SPRE) Organizational Readiness

Info session for applicants

August 18, 2026 | 12 to 1 PM EST



Land Acknowledgement

We are situated on Indigenous lands of many First Nations. This sacred land has been a site of human activity for over 15,000 years, serving as the home of Indigenous people and nations long before the colonial documentation of time.

I wish to acknowledge this land on which the University of Toronto operates.

For thousands of years it has been the traditional land of the Wendat Nation, the Seneca, and the Mississaugas of the Credit. Today, this meeting place is still the home to many Indigenous people from across Turtle Island and we are grateful to have the opportunity to work on this land.

Before We Begin

- Meeting is being recorded
- Close captions are available
- Q&A will happen at the end
- Please mute your microphone

Agenda

- Introduction to the Infrastructure Institute
- Meet the Program Team
- Organizational Readiness Overview
- Application Process
- Q&A

Infrastructure Institute

The **Infrastructure Institute** is a training, advisory and interdisciplinary research hub at the University of Toronto's School of Cities.

Our goal is to build local and global expertise in planning for civil and social infrastructure, decision-making and delivery.

Our vision is to refine collaboration between public, private, and the not-for-profit sectors and become Canada's hub for infrastructure training and interdisciplinary knowledge.



Meet the Infrastructure Institute Staff

Director



Matti Siemiatycki,
Director

Program Team



Raisa Masud,
Program Lead



Alexandra Lambropoulos,
Urban Planner

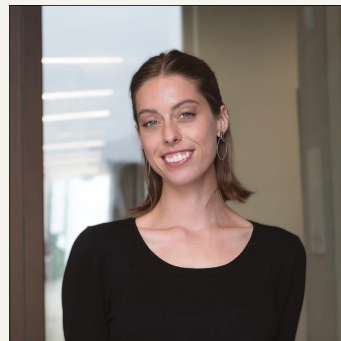


Luisa Duarte Milani,
Project Assistant

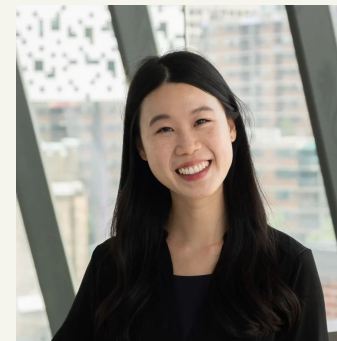


Tait Gamble,
Project Coordinator

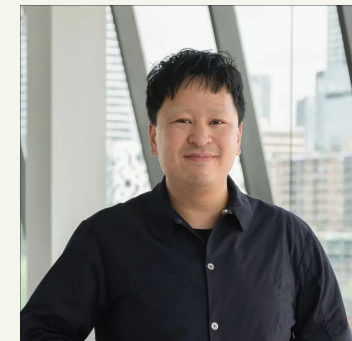
Operations and Services Team



Eva Hellreich,
Communications Officer



Sarah Chan,
Planning & Design Lead



Phat Le,
Architectural Designer

Who's in the room?

- Where are you joining from?
- What type of project are you considering exploring through the Organizational Readiness program? E.g. affordable housing, community services, arts and cultural space, etc.
- Do you have a project site in mind?



National SPRE Organizational Readiness

Social Purpose Real Estate (SPRE):

Property owned and/or operated by mission-driven organizations for the purpose of community benefits.

National SPRE Organizational Readiness: program that supports organizations assess their internal capacity to pursue a social purpose real estate project.

- With support from industry experts alongside the II team, organizations will learn about the development process, governance, project financing and feasibility



Are you a non-profit, faith-based or grassroots organization exploring social purpose real estate?

The National SPRE Organizational Readiness Program is a **free, public program** for **non-profit organizations** in Canada who are looking to assess project feasibility and organizational capacity to develop a Social Purpose Real Estate (SPRE) project.

By the end of the program, organizations will be able to:

- Articulate the vision and purpose of their SPRE project and a clear road map of their project's next steps;
- Understand organizational strengths and needs-areas to develop a SPRE project;
- Navigate the development approvals process and local political and land use policy context;
- Determine potential project financing strategies and funding opportunities;
- Develop an internal decision-making structure and governance model to shepherd their project forward;
- Evaluate opportunities for long-term operational and financial sustainability.

Development timeline



Organizational Readiness by the Numbers

- Since 2022, we've run **4 cohorts** of Organizational Readiness
- **160+ organizations** have participated across our SPRE programming
- This will be our **first national Organizational Readiness cohort!**
- **Past projects include:**
 -  A non-profit arts hub assessing the feasibility of developing its first community arts hub
 -  A youth social services organization is determining different partnerships and capital stack strategies to redevelop its heritage building
 -  A rural affordable housing society developing 50 units of deeply affordable housing, looking for strategies to approach building management and procurement strategies

Program Commitment

The National SPRE Organizational Readiness program is a synchronous, virtual program, composed of:

6 Weekly Sessions

- Running from October 1st - November 5th, 2026
- Weekly Thursdays, 1:00PM-3:00PM EDT/EST
- Sessions are 2 hours

Participation

- 2-3 members of your organization must be able to participate

Program Offerings

- Program Wiki: Updated weekly with curriculum materials, slide decks, recordings, and resources
- Program workbooks to advance your project thinking
- Opportunity to collaborate with UofT Master of Science in Planning students on planning rationale, which will involve a connection call to share more about your organization and project goals
 - 💡 Partnership with students has flexibility to ensure product supports your key questions and project goals, as well

Organizational Readiness Timeline

- 
- **Applications Close** September 4
 - **Confirm your Participation** September 18th
 - **October 1** Session 1 | Mission, Community, and Project Fit
 - **October 8** Session 2 | Processes, Governance, Organizational Capacity
 - **October 15** Session 3 | Planning, Policy and Process
 - **October 22** Session 4 | Costs, Early Stage Funding & Financing SPRE Construction
 - **October 29** Session 5 | Feasibility & Long-term Sustainability
 - **November 5** Session 6 | Wrap Up (Final Session)

Organizational Readiness Application

- **Due by September 4th**
- Hosted on Google Forms
- 4 main components:
 1. Contact Information
 2. Project Details
 - Site and project details (if known)
 - Project partners (funders, consultant team, if relevant)
 3. Opt in/out for Student Support
 4. Commitment to Program Participation

National SPRE Organizational Readiness Application

The National SPRE Organizational Readiness Program is a free, public program for non-profit organizations in Canada who are looking to assess project feasibility and organizational capacity to develop a Social Purpose Real Estate (SPRE) project. By the end of the 6-week program, participating groups have a better understanding of their capacity to develop a SPRE project and an action plan to address any areas needing strengthening.

Applications will be accepted from July 15 until September 4. The program will take place online between October 1 through November 5 (6 consecutive weeks). Applications will be approved on a rolling basis with limited capacity so we encourage you to apply early.

Any and all information shared with the Infrastructure Institute for the purposes of this application will be kept completely confidential.

Details:

The National SPRE Organizational Readiness program is a 6 weeks program consisting of:

- Programming from October 1st 2026 – November 5th 2026
- 2-Hour weekly online sessions from 1-3 PM EST
- Access to a program website with resources & materials to support further learning
- The program will be conducted entirely in English

Eligibility:

The National SPRE Organizational Readiness programs is open to all groups that are:

- Able to commit to the full 6-week program;
-

Have either a confirmed project site OR a project concept to assess through the program

- A registered charity or nonprofit organization;
- Based in Canada (organizations from all provinces and territories are eligible; please note the program will be delivered entirely in English, and we encourage francophone applicants to consider their comfort engaging in an English-language learning environment);

If you have any questions, please contact **Raisa Masud, Project**

Lead: rais.masud@mail.utoronto.ca

More details on our programs are available on the [Infrastructure Institute's website](#).

Part 1: Contact Info

Contact Information	
Organization Name * Your answer	Type of Organization: * ☐ Registered nonprofit ☐ Registered charity ☐ Other:
Primary Contact Name * Your answer	Organization's mission * Your answer
Primary Contact Email Address * Your answer	City * Your answer
Organization's Website and/or Social Media Page * Your answer	Province/Territory * Choose
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Part 2: Project Details

Program Details and Commitment

Tell us more about your organization and the SPRE project idea that you've started exploring.

Tell us more about your organization and why you are interested in the Organizational Readiness program. *(i.e. adding affordable housing units to your space, developing a new community hub, partnering with a daycare, etc...)* *

Your answer

Is there a specific project you are hoping to explore through the program? If you have a specific project in mind, please share details (i.e. uses, number of residential units, etc.) *

Your answer

Do you have **confirmed funding** for your project? If yes, please elaborate (e.g. funding stream name, funder name, how do you plan to use this fund, etc.) *

Note: Secured funding is not a requirement to participate in the Organizational Readiness program.

Your answer

Have you **applied for funding**? If yes, please elaborate (which funds, who are the funders, what is your application status, etc.) *

Your answer

Do you have a **confirmed site** for your project **or a site that you have in mind**? If yes, please elaborate (what is your relationship to this site, where is it located, what is the current condition of the site, etc.) *

Note: Having a confirmed site is not a requirement to participate in the Organizational Readiness program.

Your answer

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Part 3: Project Partners

Partners

Are you partnering with other groups/ professionals for this project? *

☐ Yes

☐ No

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Project partner not required for participation in Organizational Readiness.

Describe partners

Who are the other groups/ professionals your organization is partnering with? *

☐ Architecture firm

☐ Planning firm

☐ For-profit developer

☐ Non-profit developer

☐ Other non-profit service provider

☐ Government

☐ Other: _____

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Part 4: Student collaboration

Student Support Services

As part of the National SPRE Organizational Readiness Program there is an opportunity to * work with students from the Master of Science in Planning (MScPl), at the University of Toronto. This is only offered to organizations who have a confirmed site.

The student support is part of one of the core courses for the MScPl program. This course provides students the opportunity to apply their skills in real-world consulting teams, which could look like supporting non-profit organizations participating in the Infrastructure Institute's Organizational Readiness program. Through direct engagement, students may conduct needs assessments, analysis of planning context, and outline next steps tailored to the organizations' stage and capacity. Deliverables may combine policy analysis and planning guidance.

Would your organization be interested in collaborating with students in the course to conduct a needs assessment or outline next steps for your project?

Note: Answering yes will not automatically mean you will be working with a student, this matching is to be determined. Additionally, if you are currently working with a consultant (e.g. architects) collaborating with students may not be the best option for you.

☐ Yes

☐ No

☐ Maybe

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Part 5: Program Commitment

Program Participation

There is space for 1-3 representatives from each organization to participate in this program. We recommend that one staff/volunteer and one board member participate in the program, however, this is open to what will work best for your organization. *

Please share the name of the person(s) that will be participating, and their role within the organization.

Your answer

Is your team able to commit to the full 6-week program? *

☐ Yes

☐ No

☐ Other: _____

How did you find out about this program? *

☐ Infrastructure Institute Instagram

☐ Infrastructure Institute LinkedIn

☐ Infrastructure Institute Newsletter

☐ Program Alumni

☐ Referral from United Way Greater Toronto

☐ Referral from The Housing Transformation Centre

☐ Referral (other)

☐ Other: _____

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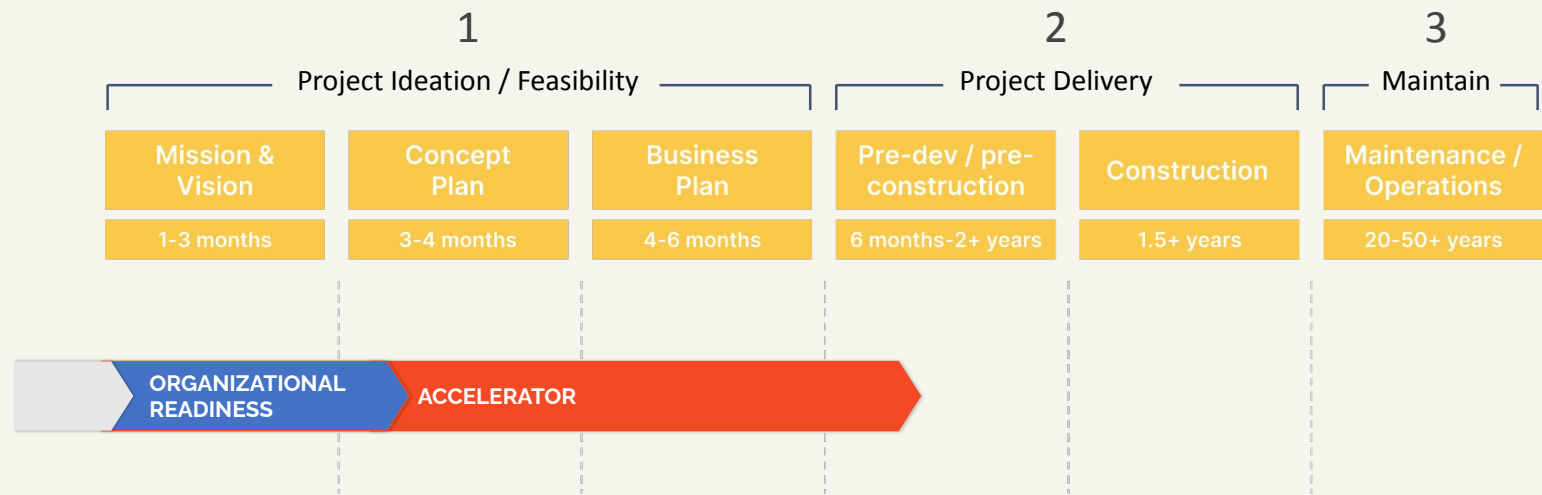
Submit

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Coming up: 2027 SPRE National Accelerator

- Next cohort begins in January 2027
 - Education, networking opportunities, co-taught with industry leaders to support Canadian non-profit, charitable or faith based organizations through the pre-development phase of their mission-driven projects.
 - Must have a project site or project partner to participate
 - 6 months of Bi-weekly sessions
 - Applications open in October 2026



Q&A

Please introduce yourself with your name and organization

Thank you to our funders



Community Housing
Transformation Centre

Centre de transformation
du logement communautaire



United Way
Greater Toronto



**CATHERINE
DONNELLY
FOUNDATION**

Contact Info

Let's stay in touch! Please reach out to:

Raisa Masud, Project Lead
raisa.masud@utoronto.ca