



MAY 15, 2023 | TORONTO
RESILIENCE SUMMIT

Event Summary and Key Findings



About the Urban Land Institute

The Urban Land Institute is a global, member-driven organization comprising more than 48,000 real estate and urban development professionals dedicated to advancing the Institute's mission of shaping the future of the built environment for transformative impact in communities worldwide.

ULI's interdisciplinary membership represents all aspects of the industry, including developers, property owners, investors, architects, urban planners, public officials, real estate brokers, appraisers, attorneys, engineers, financiers, and

academics. Established in 1936, the Institute has a presence in the Americas, Europe, and Asia Pacific regions, with members in 84 countries.

Drawing on the work of its members, the Institute recognizes and shares best practices in urban design and development for the benefit of communities around the globe.

More information is available at uli.org. Follow ULI on [Twitter](#), [Facebook](#), [LinkedIn](#), and [Instagram](#).

About the Urban Resilience Program

ULI's Urban Resilience program is focused on how buildings, cities, and communities can be more resilient to the impacts of climate change and other environmental vulnerabilities. The program works with ULI members to provide technical assistance, advance knowledge through research, and

catalyze the adoption of transformative practices for real estate and land use policy.

For more information, visit uli.org/resilience.

CONTENTS

2

Overview: 2023 ULI Resilience Summit

- Summit Themes3
- Attendees’ Professions4
- Attendees’ Home Regions4
- Attendees’ Reflections5
- Resilience Summit Impacts5

6

Session Summaries

- Welcome and Land Acknowledgment6
- Keynote: Building Healthier, Greener,
Cooler Cities.....7
- People Track8
- Process Track9
- Places Track10

11

Acknowledgments and Sponsors

- Program Committee11
- Sponsors11



Overview: 2023 ULI Resilience Summit

ULI's fourth annual Resilience Summit brought together leaders in the field of real estate and resilience to share solutions that protect communities and investments from future climate risks. Hosted by the [ULI Urban Resilience program](#), the event was held May 15, 2023, in Toronto, in conjunction with the Institute's annual Spring Meeting. This exclusive event examined the intersections between climate shocks and stresses and uplifted solutions that reduce vulnerability to climate change while enhancing economic opportunity, environmental performance, and social equity.



The 2023 Resilience Summit was held at Daniels Spectrum, a community cultural hub in the Regent Park neighborhood of Toronto. Through community consultation and collaboration with private and public organizations, the space was developed as part of a broader neighborhood revitalization initiative undertaken by the city of Toronto and was awarded ULI's Global Award for Excellence in 2016.

[Learn more.](#)

ULI looks forward to hosting its fifth annual Resilience Summit on April 12, 2024, in New York City.

SHOCKS are sudden and extreme events, or disasters.

STRESSES are long-term social, economic, and environmental issues that undermine system responses to hazards. Stresses can increase a community's vulnerability to shocks and limit its ability to bounce back after a major event.

[Learn more.](#)

As global temperatures continue to rise and cities continue to experience extreme climate events, addressing the underlying chronic stresses that prevent communities and real estate markets from thriving—such as the lack of affordable housing, a growing wealth gap, and isolation—is critical.

The 2023 Resilience Summit brought together over 300 attendees representing sectors of the real estate industry, including owners, developers, engineers, architects, government officials, and academics. Attendees engaged with global experts and participated in collaborative conversations with industry leaders from across the real estate value chain to exchange ideas, learn new skills, and build valuable partnerships. They were able to

- Explore how centering people in the development process can lead to more successful climate-ready places and spaces;
- Examine emerging standards and best practices for inclusive climate-resilient development; and
- Identify opportunities to future-proof existing buildings to mitigate both the climate and housing crises.

“ULI continues to lead in creating a space for cross-disciplinary collaboration on climate change. Thank you for bringing us all together.”

— Joy Sinderbrand, senior vice president for capital programs, New York Housing Authority

Summit Themes

Discussions at the 2023 Resilience Summit focused on the transformation of people, processes, and places. Speakers and attendees explored the social dynamics central to enhancing the resilience of real estate markets and communities; examined how processes can evolve to be more risk informed and inclusive; and investigated how the long-term economic and social value of buildings and cities can be protected as the climate changes.

Key themes from the day's discussions included the following:

- **Climate change is not a future problem.** Throughout the summit, there was an acknowledgment that the climate is already changing—and many firms are responding accordingly. Panelists noted that insurance companies are lowering the limits offered, raising deductibles, and increasing premiums to keep up with the increasingly severe impacts of climate change. Likewise, leading investors are evaluating climate risk alongside other real estate risks in an effort to manage risk and leverage opportunity. Governments, too, are taking action, improving their capacity to assess baseline and future risk and planning for mitigative action through initiatives like zoning reviews. These entities are not alone. Community members around the globe are becoming their own climate activists, like those in Philadelphia's Eastwick neighborhood who are generating their own solutions to persistent flooding.
- **Climate change is a threat multiplier.** Speakers emphasized the interconnectedness of acute shocks and chronic stressors. From disasters that are increasing in frequency and intensity to the billions that global markets are losing in worker productivity to the ever-growing housing crisis, climate change is a threat multiplier. Throughout the day, panelists called for and shared examples of resilience efforts that address climate risk and its cascading impacts, including the social, economic, and environmental stressors that increase vulnerability and keep communities and markets from thriving.
- **Quantitative and qualitative data are needed to understand climate challenges and opportunities.** Speakers agreed on the need for data-informed climate solutions. The insurance industry is leveraging artificial intelligence (AI) and data analytics to predictively determine high-risk areas, and investors are similarly looking to specialized consultants and software providers to better understand their long-term climate risk. The data is imperfect and not without its own uncertainty, but understanding baseline

assumptions and variables can lead to enhanced decision-making. To aid in transparency, governments around the globe are starting to compel disclosure of climate risk. Qualitative data was noted to be equally important as scientific or quantitative data. The public and those with lived experience carry with them their own cache of data, and cities like Houston and Boston are quickly finding that community members are intimately familiar with their climate risks—and opportunities.

- **Solutions must balance climate mitigation, climate adaptation, and equity.** Throughout the day, summit speakers demonstrated that the objectives of decarbonization, resilience, and equity are not mutually exclusive. For example, growth can be supported by both hard and soft infrastructure; fostering resilience to physical climate risks; enhancing community adaptive capacity; and paying environmental dividends. Similarly, decarbonizing the built environment can preserve affordable housing units while also protecting occupants from the temperature extremes of climate change. Speakers acknowledged that while finding these synergies is critical to efficiently and effectively combating the climate crisis, sometimes tradeoffs must occur—making it all the more important to balance the objectives of mitigation, adaptation, and equity.
- **Innovation is most valuable when it is repeatable and scalable.** The scale of the climate crisis requires both innovation and the ability to scale up those innovations for global impact. Speakers shared examples of such innovation: a Toronto public library integrated within private development that began as a pilot and is quickly becoming a trend; the process of quantifying climate risk for a single asset advancing to portfolio-wide risk reduction methodologies; the potential for \$50 trillion in environmental, social, and governance (ESG) assets under management by 2025; and 6,000 net zero units coming soon to just 11 acres in Vancouver. Attendees agreed that this progress is inspiring, but there is more work to be done.
- **Partnerships are critical.** Every Resilience Summit session touted the importance of partnerships. Whether they are between philanthropic, public, and private entities or between developers, local governments, and community members, these collaborations have the potential to create jobs, accelerate investment, and catalyze the transformation of spaces and places.

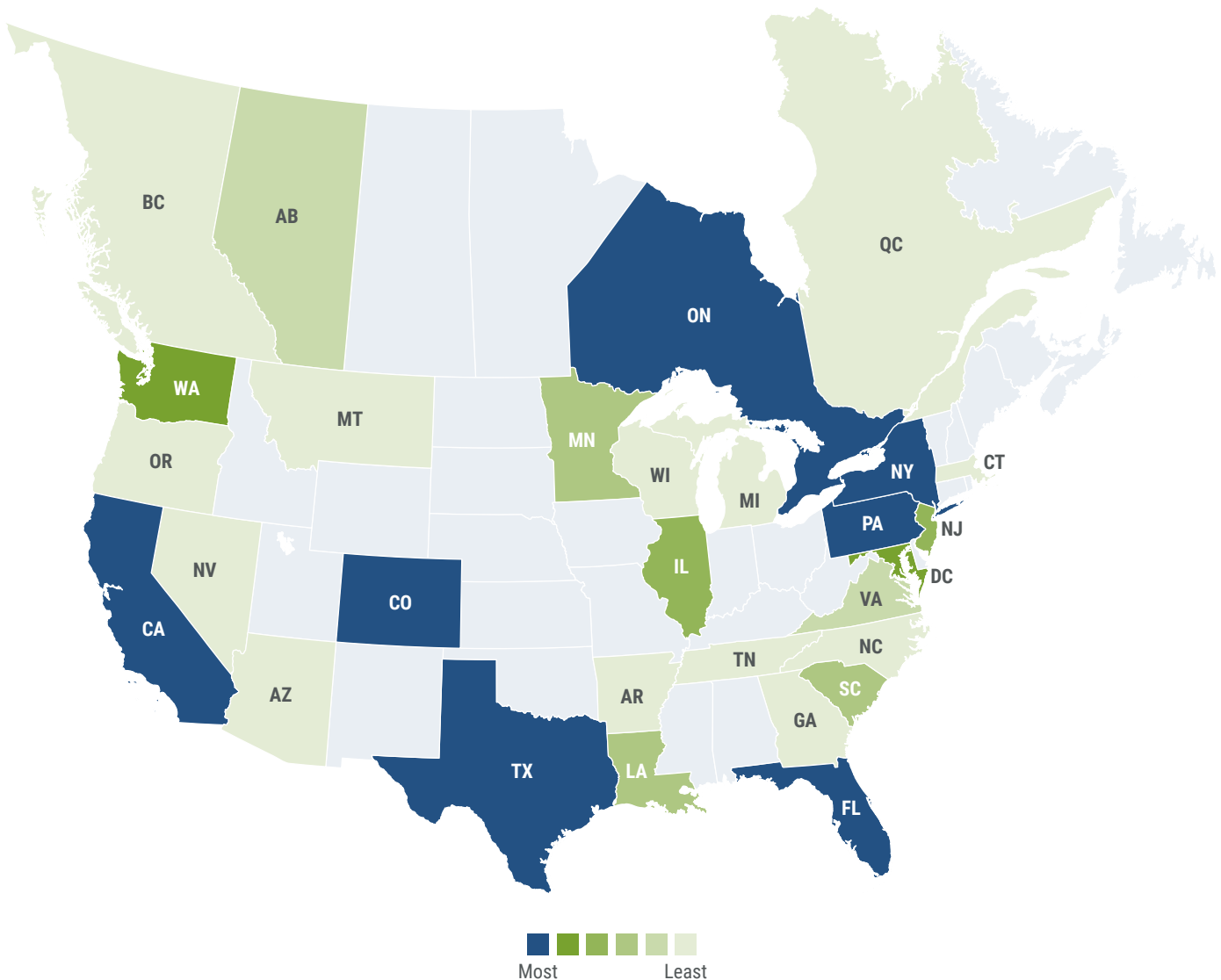
Attendees' Professions

The 300-plus Resilience Summit attendees represented a wide range of professional backgrounds, including the following:

- Academics
- Architects and designers
- Attorneys
- Brokers
- Consultants
- Developers
- Engineers
- Financial analysts
- Investment fund managers
- Investor/owners
- Lenders
- Marketing and communications professionals
- Public officials
- Urban planners

Attendees' Home Regions

A map of attendance percentages by North American state/province. Given the Toronto-based setting, the 2023 Resilience Summit was largely attended by individuals from the United States and Canada, with some global representation from the United Kingdom, Japan, and Brazil.



Attendees' Reflections

Resilience Summit attendees shared the following reflections:

"The Resilience Summit was such a great prelude to the Spring Meeting. I loved the idea of progress over perfection and can't wait for the ASTM Guide for Property Resilience Assessment."

—Fiona Lyons, director, Cumming Group

"The Resilience Summit was a game-changer! It focused on strategies to make our cities more resilient in the face of climate change, natural disasters, and other challenges. The sessions highlighted the importance of adaptive planning, infrastructure resilience, and community engagement in creating sustainable and inclusive urban environments. I was truly inspired by the diverse perspectives and groundbreaking projects presented during the event. It reinforced my belief in the power of collaboration and interdisciplinary approaches to tackle the complex urban issues we face today."

— Christa Stoneham, chief executive officer and president, Houston Land Bank

"The summit was very well structured and very valuable."

—George Fan, vice president/senior risk consultant, Marsh Advisory

"It was an excellent day for learning and connection."

—Ilana Judah, associate principal—resilience, climate, and sustainability, Arup



"Great day today attending the fourth annual ULI Resilience Summit at Daniels Spectrum in Toronto! Starting with an impactful statement ('Choose progress over perfection'), continuing with strategies to create social value and community engagement for mutual benefit, and ending with climate-ready buildings delivered through retrofits, the session approached the subject of resilience with different lenses and at different scales."

—Alecsandra Parvu, senior architect, Arcadis

"Excellent sessions. First time attending. Will attend the next events."

—Resilience Summit attendee

"There were so many portable learnings to bring together all the solutions we need to manage in a warming world!"

—Resilience Summit attendee

"I learned a lot at the summit and found both the relationship building and content extremely valuable."

—Resilience Summit attendee

Resilience Summit Impacts

- Ninety-seven percent of Resilience Summit survey respondents will apply what they learned at the event to their work.
- Ninety-seven percent of Resilience Summit survey respondents will share insights or materials from the event with their colleagues.
- Ninety-five percent of Resilience Summit survey respondents feel more motivated to promote resilience in real estate and land use after attending the Resilience Summit.

Session Summaries

Welcome and Land Acknowledgment

The Resilience Summit began with a land acknowledgment by Richard Joy, executive director of ULI Toronto, who spoke of the history of the land on which Daniels Spectrum was built. Joy acknowledged the land's significance as the ancestral territory of many nations, including the Mississaugas of the Credit, the Anishnabeg, the Chippewa, the Haudenosaunee, and the Wendat peoples, in addition to a number of other First Nations, Inuit, and Métis peoples.

In acknowledgment of this history, and to support the work of Indigenous nations and their partners, attendees were encouraged to join ULI in contributing to two organizations: SpruceLab's Earth Tending program and the Squamish Nation's Climate Action Strategy. Earth Tending is a part-time, paid green infrastructure employment training program for unemployed/underemployed Indigenous peoples in Greater Toronto. The Squamish Nation's Climate Action Strategy will guide the Squamish Nation's work over the next 30 years to reach the global deadline of net zero emissions by 2050.

Following Joy's address, Ron Pressman, ULI global chief executive officer, welcomed all summit attendees. He emphasized how critical resilience and sustainability are to the Institute's mission priorities and to the organization's overarching mission of shaping the future of the built environment for transformative impact in communities worldwide.

"It was a treat to attend the Urban Land Institute Resilience Summit. Great content, panelists, and networking opportunities."

— Monika Serrano, resilience program manager,
Turner Construction Company



Richard Joy delivers the opening land acknowledgment.

Keynote: Building Healthier, Greener, Cooler Cities

The Urban Resilience program hosted Elizabeth Yee, the Rockefeller Foundation's executive vice president of program strategy, as the opening keynote speaker at this year's summit.

Early in her address, Yee posed the following question:

How can we make people healthier in a world with higher temperature and more extreme climate events?

This difficult question guided the discussion, with Yee focusing on the need to prioritize progress over perfection. Because climate change is a complex issue, she emphasized the importance of making progress and implementing relatively simple solutions in lieu of developing a single comprehensive one. To this point, Yee shared numerous examples from her work at the Rockefeller Foundation in which progress-focused solutions to extreme heat have helped build resilience in vulnerable communities around the world. The Rockefeller Foundation has seen similar success with expanding access to clean energy and managing microloans for local businesses and community leaders.

With 350 cities with populations exceeding 200 million people where summer temperatures are on average more than 95 degrees, this extreme heat affects the health of all residents, particularly children, the elderly, and other vulnerable groups. Much of the work that the Rockefeller Foundation is engaged in centers on tactical solutions that scale.

Yee noted that an opportunity exists to take seed capital from philanthropic organizations to attract more federal and private dollars to resilience projects once there are established data and proof of concept. Through her work, she discovered that a key factor in implementation has been identifying communities that are excited and ready to experiment. Pilot projects create proving grounds for testing solutions offering opportunities for data collection and analysis, which can be used to advocate for policy change.

Jeff Hébert, president of HR&A, joined Yee onstage for a fireside chat following her powerful presentation. Hébert and



Jeff Hébert and Elizabeth Yee engage in their keynote conversation.

Yee touched on what it means to deliver resilience, especially in communities that are vulnerable to climate hazards. Acknowledging that designing for resilience is not always the top priority due to funding and timing constraints, Yee stressed that resilience can be delivered only when there is stakeholder engagement that includes committed community leaders.

The session closed with a positive perspective and optimistic outlook on the future of resilience in global communities. Yee encouraged the audience to think about what transformations in cities can look like and stated that we all have a responsibility to participate in this pursuit of healthier, greener, and more resilient cities.

“There were so many interesting and meaningful talks during the Resilience Summit, from social infrastructure to climate risk adaptation design. Let's continue these conversations!”

— Helena Ariza, ESG and climate resiliency program manager, Nova Group, GBC

CONCURRENT SESSIONS

Concurrent sessions followed the keynote at the 2023 Resilience Summit. Attendees were invited to select one of two sessions to attend. Each track grouping aligned with one of the three themes of the day: people, processes, or places.

People Track

Climate shocks and stressors affect communities with increasing frequency and intensity. Regulatory change, resource availability, and reputational and market shifts add further risk and complexity to the climate crisis. The sessions within the people track aimed to address how communities are increasing their collective adaptive capacity and social and economic resilience and how real estate leaders can harness the social shifts exposed by the post-pandemic market for greater climate resilience.

PLACES FOR PEOPLE: SHIFTING MARKETS AND THE SOCIAL DRIVERS BEHIND THEM



In this panel discussion, **Ilana Judah**, associate principal, climate and sustainability at Arup, moderated a discussion among

- **Laura Craft**, head of global ESG strategy at Heitman;
- **Liza Stiff**, vice president, innovation and design at TAS; and
- **Annelly Zonena**, project manager, strategic initiatives for the city of Toronto

about the shifting real estate market and the ways in which social infrastructure can not only mitigate climate risk but also build a sense of community and the social ties that make for prosperous spaces and places.

The panelists' discussion centered on current conditions in the global and North American real estate markets, defining social infrastructure's significance to communities, and methods for developing both physical and social resilience. Citing examples such as the Resilience Summit event venue, Daniels Spectrum, and the Campbell in Toronto's Junction Triangle, the panelists offered insights into the successful development of social infrastructure. In this regard, the panelists emphasized the importance of starting early and

including as many voices from the community as possible to better understand the environmental and social challenges that social infrastructure must address, the need for a political champion, and the value of partnerships.

CREATING SOCIAL VALUE: CO-BENEFITS OF CLIMATE RESILIENCE



This panel, focused on strategies that create social and economic value across sectors and direct capital toward historically under-invested communities, featured:

- **Jennifer Horne**, founding partner of Urban Campus and Core;
- **Matthew Kwatinetz**, director of the NYU Urban Lab; and
- **Denis Murphy**, CFO of Nch'kay Development Corporation.

Panelists began by discussing the connection points between the "S" in ESG and governance tools—such as deed restrictions, community benefit agreements, and land trusts—that embed social outcomes in the transaction. Speakers specifically touted the power of public/private partnerships (P3s), sharing how such partnerships can be leveraged to maximize the value of social outcomes. The panelists offered specific advice when it comes to engaging in P3s, including the importance of engaging community members to identify needs, ceding positions of power to community leaders with a vested interest in the long-term success of the project, and aligning values across partners. These critical steps underscore the importance of the pre-development phase to ensuring impactful outcomes.

Panelists rooted this discussion in projects from their own portfolios, including Urban Campus and Core's resilient renovations at the North Nashville Boys & Girls Club and Nch'kay Development Corporation's Señák Development, the largest net zero development in Canada.

Process Track

The real estate industry and the communities in which real estate practitioners operate are evolving their traditional processes to more effectively assess and address climate risk. The Process Track highlighted both the necessity and the means of assessing physical climate risk and engaging community members to identify solutions that mitigate risk and create social, environmental, and economic co-benefits.

RISK ASSESSMENT FOR A CHANGING CLIMATE



As moderator, **Anne Peck**, vice president and head of ESG+R at TA Realty, facilitated a discussion among

- **George Fan**, vice president and senior risk consultant at Marsh Advisory;
- **Jason Thistlewaite**, associate professor at the University of Waterloo;
- **Bill Tryon**, chief strategy officer and principal at Partner Engineering and Science Inc.; and
- **Jessica Weyandt**, senior associate, due diligence, engineering at Revantage (Blackstone)

on emerging processes that firms can use to identify hazards, assess vulnerability, and select mitigative actions.

Panelists began by sharing how real estate, insurance, and the public sector are each grappling with climate risk management. They emphasized that historic data is not indicative of future climate events, pointing to the use of new technologies in pursuit of better climate data. Panelists also noted the role of regulators and emerging disclosure requirements as further motivation for market uptake of climate risk assessment.

To help real estate leaders better assess and address physical climate risk, the panelists previewed the forthcoming ASTM Property Resilience Assessment Guide as one methodology ripe for adoption. Panelists emphasized that the forthcoming ASTM methodology is only a set of guidelines

and that there is no universal methodology or standard for risk assessment. However, real estate practitioners can leverage the ASTM guide—and similar risk assessment processes—to inform their due diligence processes and make more informed business decisions.

LEARNING FROM LOCALS: COMMUNITY ENGAGEMENT FOR MUTUAL BENEFIT



In this session, moderator **Wendell Joseph**, project planner at Toole Design, was joined by panelists:

- **Samantha Beckerman**, senior development manager at Brookfield Properties;
- **Sheila Boudreau**, owner/principal of SpruceLab;
- **Carolyn Moseley**, executive director of Eastwick United; and
- **Jordana Vasquez**, senior manager for climate resilience and equity at the Resilient Cities Network

who shared examples of successful community engagement tactics from real estate and the nonprofit sector, resilience projects that center community stakeholders as drivers in planning, and lessons learned for incorporating a wider array of voices into resilient urban development.

Vasquez set the stage for the discussion by making a crucial distinction between community outreach and community engagement: outreach tends to be focused on awareness building whereas engagement is sustained over time and is typically more mutually beneficial.

Drawing from examples in Houston, Toronto, Philadelphia, and San Francisco, the panelists discussed best practices in community engagement, including making information and meetings accessible to a wide range of audiences, compensating community collaborators, recognizing lived experience as expertise, and creating sustained engagement throughout the life of the project. Panelists agreed that when it comes to community engagement, reconciliation and healing are integral to building trust and resilience.

Places Track

The buildings that exist today will represent two-thirds of the global building stock by 2040—and many are ill prepared for the climate of the future. Compounding the consequences of a changing climate is the growing housing crisis and the lack of access to affordable housing. The Places Track examined how to prepare existing buildings for increasingly frequent and severe weather events and increase access to housing—at an affordable price—that will help communities thrive as the climate changes.

THE POWER OF RETROFITS: CREATING CLIMATE-READY BUILDINGS



Moderator **Ryan Kurlbaum**, senior associate and senior project designer at Perkins&Will, shared the stage with panelists

- **Aaron Berg**, director, energy-efficient investments for the Canada Infrastructure Bank;
- **Amber Galko**, senior resilience reviewer for the city of Boston; and
- **Gautami Palanki**, senior vice president, ESG strategy for the Howard Hughes Corporation

who shared examples of successful retrofit projects alongside design strategies that property owners can implement to protect their assets from climate change impacts such as extreme weather.

While acknowledging the intricacies and challenges of retrofitting, the panelists offered expert advice from their own projects and experiences, including Perkins&Will's Resilient SEE-PR, Canada Infrastructure Bank's Building Retrofits Initiative, Boston's Coastal Resilience Design Guidelines and Coastal Flood Resilience Zoning Overlay, and Howard Hughes Corporation's Pier 17. Panelists stressed the importance of building a common language among financiers, policymakers, and building scientists, noting that the power of collaboration is key to successful retrofits.

Looking beyond the building, Palanki highlighted that climate resilience does not just stem from fortifying physical infrastructure, but also from intentionally incorporating social infrastructure such as open and public spaces. These spaces can provide areas for rest and recreation as well as enhance community resilience in concert with building retrofits.

SAFE, AFFORDABLE, ATTAINABLE: POLICIES AND STRATEGIES TO ADDRESS THE HOUSING AND CLIMATE CRISIS



This panel, led by moderator **Cherise Burda**, executive director of city building at Toronto Metropolitan University, featured panelists

- **Krista Egger**, vice president, Building Resilient Futures at Enterprise;
- **Lauralyn Johnston**, manager at Tower Renewal; and
- **Joy Sinderbrand**, senior vice president for capital programs at the New York City Housing Authority

who acknowledged the dual housing and climate crises and the need for solutions in each space to intersect. The panelists highlighted projects and policies concerned with preserving and creating climate-resilient attainable and affordable housing, including Toronto's Tower Renewal Program, Enterprise's Les Maisons de Bayou Lafourche, Gulf Coast Housing Partnership, and the New York City Housing Authority's Hurricane Sandy recovery efforts.

Acknowledging that financing is often a challenge, speakers highlighted property assessed clean energy (PACE) financing, U.S. Department of Housing and Urban Development (HUD) Community Development Block Grants, low-income housing tax credits, and green banks as common sources of funding and previewed HUD's Green and Resilient Retrofit Program as a new opportunity for multifamily housing owners. Building on this discussion and the responsible stewardship of limited resources, panelists emphasized the need to identify strategies that "multisolve" for electrification, resilience, and health outcomes.

Acknowledgments and Sponsorships

Program Committee

ULI would like to thank the following members who served on the 2023 Resilience Summit Program Committee for contributing their time and expertise.

Heidi Creighton, vice president, sustainability, Skanska USA Commercial Development

Amy Erixon, president, global investment management, Avison Young

Jeff Hébert, president, HR&A Advisors

Richard Joy, executive director, ULI Toronto

Paul Kulig, principal, urban design and transit, Perkins&Will

Anne Peck, vice president, head of ESG+R, TA Realty

Ailey Roberts, vice president, sustainable investing, BentallGreenOak

Katie Wholey, associate, Boston resilience leader, Arup



Sponsors

ULI is grateful for the generous support of the 2023 Resilience Summit provided by these organizations:

SILVER



FRIEND



To learn more about ULI's Urban Resilience program and opportunities for partnership and involvement with future events, including the Resilience Summit in 2024, contact resilience@uli.org.



MAY 15, 2023 | TORONTO RESILIENCE SUMMIT

Event Summary and Key Findings



Urban Land Institute
2001 L Street, NW
Suite 200
Washington, DC 20036-4948
uli.org