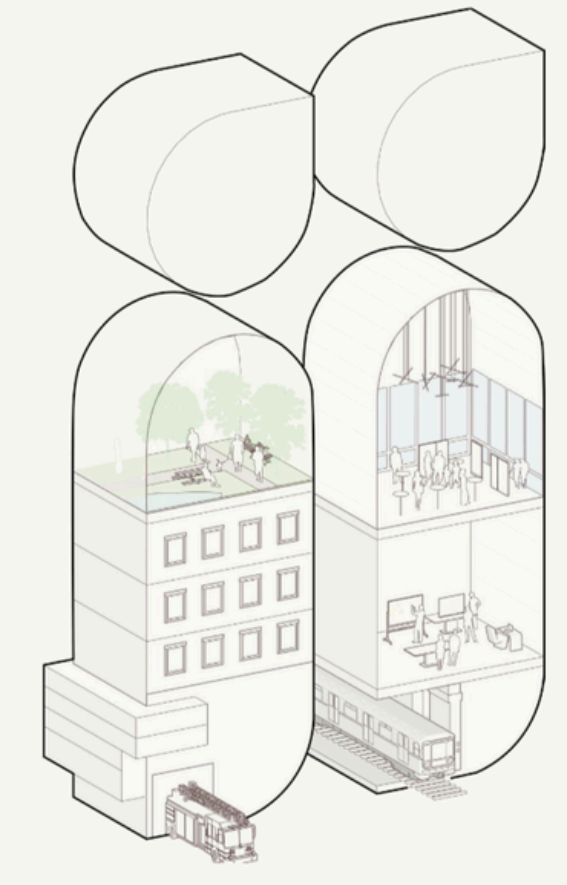
2027
Social Purpose Real Estate National Accelerator
Program Package



Welcome to the 2027 SPRE National Accelerator Program!

This package presents an overview of the Accelerator as well as the supports and resources that will guide your work and learning throughout the program.

Program Values

The Accelerator Program is grounded in principles that guide how we work and learn together:

- **Equity and Inclusion** – We center diverse voices, experiences, and contexts in everything we do.
- **Collaboration** – We believe innovation thrives when we work together and share knowledge.
- **Lifelong Learning** – We foster curiosity, reflection, and ongoing growth.
- **Community Impact** – We focus on outcomes that strengthen communities and advance social purpose.

Program Aims

To bring these values to life, the curriculum and structure of the Accelerator are intentionally designed to:

- **Be responsive to participants' needs** through tailored curriculum design.
- **Support network-building** among peers, mentors, and sector leaders.
- **Foster co-creation** by involving participants in shaping discussions and outcomes.
- **Provide mentorship** to guide organizations throughout their learning journey.

Onboarding Materials

In addition to this package, please review, **complete and submit the following documents by the first session on January 14, 2027.** We can also discuss each item and answer any questions that your organization might have at the **Meet-and-Greet session on December 10, 2026.**

1. Accelerator Program Intake Survey (linked here)
2. School of Cities Waiver (sent via email)
3. School of Cities Non-Disclosure Agreement (sent via email)

Program Structure

The Accelerator Program will take place over a 6-month period starting on **January 14, 2027,** and ending on **May 20, 2027**. The core program curriculum will be delivered online.

The full program consists of the following:

- **Bi-weekly sessions:** Bi-weekly online sessions covering the core curriculum on Thursdays, 1:00PM-3:00PM Eastern Time.
- **Program Supports:** Organizations may receive one or more program supports based on needs assessment, completion of course requirements, and availability of supports.

Overview of Program Supports

Throughout the program, participants will have access to a range of supports designed to deepen learning and provide tailored guidance:

- **Mentorship:** Participants engage with expert facilitators and peers across the country to explore innovative governance, financial, legal, and design strategies that strengthen long-term sustainability and community impact. The Accelerator fosters a supportive environment where participants co-create solutions, refine their business cases, and build the networks needed to realize their development vision.
- **Design & Planning Office Hours:** Drop-in sessions with our urban designer, architect, and planners. Ask questions, get resource guidance, or navigate challenges (no in-depth planning or design services provided). All are welcome.
- **Brown Bag Presentations:** Participants will present their projects before the cohort, exchange insights with peers, and receive real-time feedback from the program team and field experts.

Wrap Around Services

Each Accelerator participant is unique in their approach to affordable housing development, capacity and project stage. To ensure each team can maximize the benefits of the Accelerator and access relevant support, each organization will undergo a formal Needs Assessment with the program team. Based on the assessment, the current status of the project and the completion of necessary tasks and information available, the organization may receive an opportunity to attend group workshops led by advisory consultants on the following topics:

- A **Business Plan** to present to potential partners, investors and funders
- A **draft pro forma** detailing how the project will develop and sustain itself;
- **Visuals** (I.e. massing study or infographics) to illustrate the nature of the project (depending on the details that can be confirmed by the program's midpoint);

Coffee Chats

Organizations may receive the opportunity to connect with subject matter experts for a 30-minute coffee chat based on area of need, availability of experts, and completion of program requirements.

Program Resources

A variety of resources will be shared throughout the program to support the core curriculum and additional program components listed above.

- **Design and Planning Office Hours:** Drop-in sessions with our urban designer, architect, and planners. These sessions will let organizations ask specific questions about their projects. Dates: Sign up via Calendly here.
- **Program Page:** All program materials are housed on a Notion site (curriculum overview, resources, handouts, slide decks, recordings). The Notion will be regularly updated throughout the duration of the program, from January-May 2027. **We recommend bookmarking this page now!** Link here.
- **Program Workbook:** The program workbook includes bi-weekly exercises to be completed after each session. The workbook includes tools, reflections and resources to support your project development and progress through the program.

Accelerator Program Expectations

Active participation from all participants is essential to foster meaningful dialogue and a collaborative learning environment. We ask that you come to each session prepared to engage fully and continue that engagement between sessions by completing assigned tasks and prep work.

Over the next six months, we will be working closely together as a team. Our goal is to create a welcoming, inclusive space for everyone. Please be mindful and respectful of differences in lived and living experiences, and recognize how your own background shapes your perspectives. Engage with others—whether cohort members, facilitators, external guests, or program staff—with care, respect, and consideration at all times.

Attendance

All sessions will be held online to ensure that participants can join regardless of geography. We understand that unexpected conflicts can arise, but to get the most value from the program it's important that **at least one representative from your organization attends every session.** Completion of the Program Workbook—which is closely aligned with the curriculum—is also essential for organizational learning. **Groups are expected to work through the workbook bi-weekly** alongside the sessions and complete each section to the best of their knowledge.

*Organizations that miss more than **two** sessions and do not complete the workbook regularly will not be eligible for certain program benefits, including mentorship and advisory workshops.*

To keep sessions conversational and collaborative**, a maximum of three participants per organization should attend each session** unless otherwise stated. We understand that different team members may attend different sessions based on topic, so we encourage you to establish strong internal communication to ensure your team stays aligned and up to date on session content and next steps.

Time commitment between sessions

The Accelerator requires a time commitment beyond the scheduled program sessions. In addition to attending sessions, participants are expected to complete prep work, work through the program workbook, join workshops and Mentorship sessions, and prepare for the brown bag presentation. While we will incorporate some of this work into session time, please plan to dedicate additional hours outside of sessions to fully engage with the Accelerator.

Core Program Curriculum

The following program curriculum will be delivered during the synchronous bi-weekly online sessions and led by the Infrastructure Institute's team as well as guest presenters. Additional resources, case studies, recordings and curriculum materials will be posted to the Program Page throughout the Accelerator.

0. Program Kick Off

(December 10, 2026)

Informal meet and greet, an opportunity to get familiar with the program team and participants in the cohort.

Session 1. Kickoff & Visioning: Building Your Development Toolkit

(January 14, 2027)

The first session sets the foundation for the program by introducing the participating organizations and their initiatives, outlining available supports, and guiding each organization in setting clear, tailored objectives for the six-month journey. Participants will be introduced to the program's journey map and the range of supports and services available to them.

This session will also highlight the importance of aligning each project with the organization's mission and community needs. SPRE projects are most successful when they are rooted in community support and strongly connected to an organization's core values. By the end of this session, organizations should be able to clearly articulate how their SPRE project advances their mission.

About the Guest Speaker



Matti Siemiatycki
Director of the Infrastructure Institute
Professor of Geography and Planning at the University of Toronto

Matti Siemiatycki is the Director of the Infrastructure Institute at the School of Cities, University of Toronto, and Professor in the Department of Geography & Planning. Matti's work focuses on delivering large-scale infrastructure projects, evidence based infrastructure investment decisions, and the effective integration of infrastructure into the fabric of cities. His recent studies explore transit policy decisions, the value for money of public-private partnerships, the development of innovative mixed-use buildings as a form of place based infrastructure policy, and the diversity gap in the infrastructure industry workforce. Matti consults widely on infrastructure policy and is a frequent media commentator on infrastructure and city planning.

Session 2. Building Your Foundation: Capacity Assessments and Core Concepts

(January 28, 2027)

In this session, organizations will be presented with foundational concepts in real estate and community development. Organizations will be presented with the SPRE Glossary, which includes key industry terms that are widely used in Real Estate development and will be discussed throughout the program.

The session will also cover the importance of assessing internal organizational capacity to develop a Real Estate project. Developing a SPRE Project requires the commitment of a strong team, clear roles, and decision-making processes. There are several approaches to consider when developing your team's capacity to deliver a project, and not all require that this capacity be developed internally. Organizations also need to consider risk, which is intrinsic to any Real Estate development. The session will also cover how to build capacity in order to manage unforeseen risks.

About the Guest Speakers



Mylene Vincent
Founder and CEO
Pivot Housing Solutions | pivothousing.ca
Leveraging her years of commitment to the affordable housing sector, Mylène has emerged as a visionary leader, grounded and fearless, with unparalleled development skills. She has earned a reputation for thinking outside the box, consistently crafting innovative solutions tailored to the unique needs of each project she supports. Mylène's top-notch analytical skills, adaptability, creativity and focus on solutions have made her into a development professional with an unparalleled ability to turn your project from concept to reality.

Session 3. Business Planning & Pro Forma Basics

(February 11, 2027)

One of the better ways of building trust among board members and investors is having a clear plan for how to build and operate a SPRE project. This session will introduce organizations to business planning essentials and proforma. These two instruments lay the groundwork for a financially sound project. While grants and fundraising play a key role, identifying revenue-generating opportunities can help strengthen both the project and the organization over time. This session will explore creative and strategic approaches to business planning, helping non-profits build sustainable models that support financial proformas, advance real estate goals, and ensure the long-term impact of their work.

About the Guest Speakers



Chris White
Principal, Parcel Economics
Chris is an experienced market advisor valued for his insights on complex development projects and major revitalization initiatives, which effectively balance ambitious city-building efforts in economic reality.



Ryan Taylor
Associate, Parcel Economics
Ryan brings a strong understanding of urban planning processes to market analysis with a particular focus on affordable housing policy and economics.

Session 4. Planning Foundations: Navigating Approvals & Delivering Your Project (February 25, 2027)

Urban planning regulations shape project timelines, costs, and feasibility. This session introduces key planning and approvals concepts relevant to real estate development. Participants will explore how zoning, land use policies, and municipal processes impact their project, and will receive guidance on how to prepare for planning meetings and navigate city systems.

About the Guest Speaker



Marko Maric
Senior Planner, SHS Inc.

Marko is a Senior Planner at SHS. Marko's interest in planning has always been rooted in tackling the complex issue of housing affordability. He is driven by a desire to see high quality mixed-income communities that are truly accessible to everyone – both financially and socially. Marko comes from both municipal and consulting backgrounds, and has a very wide-reaching portfolio of projects under his belt, from expanding cycling infrastructure in Hamilton to helping intensify Ontario's rural hamlets with designs that incorporate new urbanist ideals.

Session 5. Designing with Purpose: Building for Sustainability, Culture & Cost (March 11, 2027)

Urban planning and architectural requirements have a significant impact on project timelines and costs. This session will introduce key planning concepts relevant to real estate development and guide participants through the planning approval process. Because planning regulations vary by region, the session will include region-specific discussions to address local considerations.

Participants will also explore high-level architectural concepts to help them engage effectively with design professionals, as well as an overview of sustainability standards and how design choices can influence both short- and long-term costs.

About the Guest Speaker



Samantha Eby
Executive Director
Rehousing | ReHousing.ca
She is an architect and researcher based in Toronto. She is a Co-founder and the Executive Director of ReHousing, a nonprofit organization focused on supporting housing creation through applied research, consultation, and education. She is also the Director of this—office, an architecture and spatial research practice. Samantha holds a Master of Architecture from the University of Toronto and a Bachelor of Architectural Studies from the University of Waterloo. Her work investigates how design, policy, financing, and ownership structures intersect to shape the built environment, with particular attention to housing and affordability.

Session 6. Legal Frameworks & Development Partnerships

(March 25, 2027)

One of the biggest challenges organizations face in the pre-development phase is navigating the legal considerations and risks that come with a social purpose real estate project. This session will feature a lawyer experienced in housing development who will explain how and when to engage legal support, key liability issues to address at each stage of a project, and what to consider when becoming a landlord or establishing a separate legal entity for a new development.

The session will also explore different types of development partnerships—particularly short-term arrangements—and highlight how differing decision-making timelines between organizations can affect these collaborations. By the end of the session, participants will feel more confident defining partnership terms and knowing when to seek legal guidance to move their SPRE projects forward successfully.

About the Guest Speakers



Rob Fisher

Program Manager, Thriving Non-Profits & Scale Collaborative

From international diplomacy to systems change, Rob's work has focused on enabling people and organizations to access resources, strengthen operations, and achieve meaningful outcomes. As Program Manager at Thriving Non-Profits and Scale Collaborative, Rob leads initiatives that help non-profit leaders and impact practitioners reimagine sustainability and shift from scarcity to sustainability. He has co-developed national capacity-building programs, mobilized over $1 billion in social procurement spending, supported the launch of Canada's first social finance guarantee pool, and built collaborative ecosystems that are changing how communities access resources, capital, and opportunity.



John Fox

Partner,Head Affordable and Social Housing

Robins Appleby LLP

A former development executive, John brings a unique blend of legal and business thinking to his clients. He specializes in real estate development, social and affordable housing, and construction. John's practice always involves the development of real estate – from acquisition, investment vehicles, financing, and construction. He acts for private developers, public sector actors, not-for-profits, and co-ops. Recently, John represented Habitat for Humanity in negotiating a contribution agreement from a private developer intended to seed a land trust, which will develop housing in the local ward and across Toronto.

Session 7. Predevelopment Funding & Financing Strategies

(April 8, 2027)

There are many ways mission-driven organizations can successfully operate SPRE projects after construction. This session will cover important considerations for internal governance for successfully operating affordable housing projects. Participants will be presented with case studies discussing challenges in operating affordable housing. Organizations will also be presented with alternatives to traditional property ownership models, such as long-term partnerships with other organizations, that can make a SPRE project viable.

About the Guest Speakers



Julie Favreau

President and Founder, Fi3

Julie Favreau is recognized for her mastery of ESG issues, her strategic vision and her unifying approach to stakeholders. She has worked on the revitalization of heritage buildings, major urban revitalization projects and the creation of Quebec's first commercial real estate impact investment fund. She is a lawyer, a member of the Quebec Bar and holds a degree in strategic management from Harvard University. She sits on the boards of the Women's YWCA and Olympic Park.



Carley Bringeland

Manager of Business Development Commercial Real Estate, Vancity Community Investment Bank (VCIB)

Carley works with developers, non-profit housing providers, and brokers to structure and deliver commercial real estate financing that supports both financial viability and community outcomes. In her role, Carley plays a leadership role within VCIB's Commercial Real Estate team, leading the origination and advancement of complex transactions, including construction loans, extensions, and CMHC-insured financings. She partners closely with internal credit, risk, and legal teams to move projects from early structuring through approval and funding, with a particular focus on housing and community-oriented real estate initiatives.

Session 8. Procurement + Development Management

(April 22, 2027)

Dive into the landscape of early-stage funding with a focus on predevelopment support. This session will demystify key funding streams—including grants, loans, and forgivable capital—and guide participants through eligibility criteria, timelines, and documentation requirements. Participants will learn how to prepare compelling applications and what funders look for at this stage. Case examples will highlight how others have bridged the gap from concept to shovel-ready.

About the Guest Speaker



Curtis Whiley
Founder and CEO
Upper Hammonds Plains CLT

Curtis Whiley is a sixth-generation African Nova Scotian with deep roots in the historic community of Upper Hammonds Plains. With over 12 years of public service, Curtis has worked extensively on housing and land titles initiatives, including his time at the Nunavut Housing Corporation. Currently serving as the Director of the Land Titles Initiative, Curtis has played a critical role in resolving long-standing land ownership issues for African Nova Scotian communities.

Session 9. Getting to Yes: Navigating Community Engagement & Government Approvals

(May 6, 2027)

Build confidence engaging with community members and government stakeholders. This session will explore how to foster trust, secure buy-in, and navigate municipal processes (e.g., planning approvals, public consultations). Participants will practice framing their value proposition for diverse audiences—from NIMBY neighbours to city planners—and learn strategies to identify allies, preempt pushback, and co-design engagement plans.

About the Guest Speaker



Kelly Lin
Principal Advisor
Terra Social Purpose Real Estate

A lifelong advocate for housing for all, she has spent more than 20 years helping communities across Canada turn bold ideas into affordable and inclusive homes. Through partnerships with governments, non-profits, Indigenous communities, and the private sector, she and her teams have delivered over 15,000 homes and community facilities that strengthen social connection and economic opportunity. With a background in real estate finance and development, Kelly designs innovative, socially driven financing models to help scale affordable housing and community infrastructure nationwide.

Session 10. Project Pitches

(May 20, 2027)

This session explores the spectrum of funding opportunities—from traditional grants to social finance tools like community bonds. Participants will hear directly from fundraisers and social impact investors about what they look for in a pitch: a strong narrative, clear outcomes, and alignment with community values. You'll also explore the communications strategies required to launch a community bond campaign or secure an impact investment—including how to tell your story in a way that mobilizes support and unlocks capital.

This session will also break down the "dos and don'ts" of fundraising—from how to build relationships with funders, to common mistakes to avoid when making your ask.

Schedule

#	Date	Topic/Title	Notes
Kick Off			
0	Dec 10, 2026	Virtual Mixer	Complete **onboarding survey** by December 4
Phase 1: Foundations — vision, capacity, planning, and project setup.			
1	Jan 14, 2027	Kickoff & Visioning: Building Your Development Toolkit	Complete **Work book Session 1** by January 27
2	Jan 28, 2027	Building Your Foundation: Capacity, Mission & Partnerships	Complete **Work book Session 2** by February 10
3	Feb 11, 2027	Business Planning & Pro Forma Basics	Complete **Work book Session 3** by February 24
4	Feb 25, 2027	Planning Foundations: Navigating Approvals & Delivering Your Project	Complete **Work book Session 4** by March 10
5	Mar 11, 2027	Designing with Purpose: Building for Sustainability, Culture & Cost	Complete **Work book Session 5** by March 24
Phase 2: Delivery & Mobilization — legal structures, governance, funding, and engagement			
6	Mar 25, 2027	Legal Frameworks & Development Partnerships	Complete **Work book Session 6** by April 7
7	Apr 8, 2027	Predevelopment Funding & Financing Strategies	Complete **Work book Session 7** by April 21
8	Apr 22, 2027	Procurement + Development Management	Complete **Work book Session 8** by May 5
9	May 6, 2027	Getting to Yes: Community Engagement & Approvals	Complete **Work book Session 9** by March 19
10	May 20, 2027	Project Pitches	Complete **Work book Session 10**

Accelerator Program Team



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Thank You!