



SUMMARY REPORT | 2024



Reimagining & Mobilizing the Future of Buildings, the Built Environment, and Urban Communities

EXPLORE. LEARN. RETHINK. ACT.

*“Working together, we could
reduce energy consumption in
our buildings by 50 per cent.”*

– Peter Love, President of Love Energy Consultants

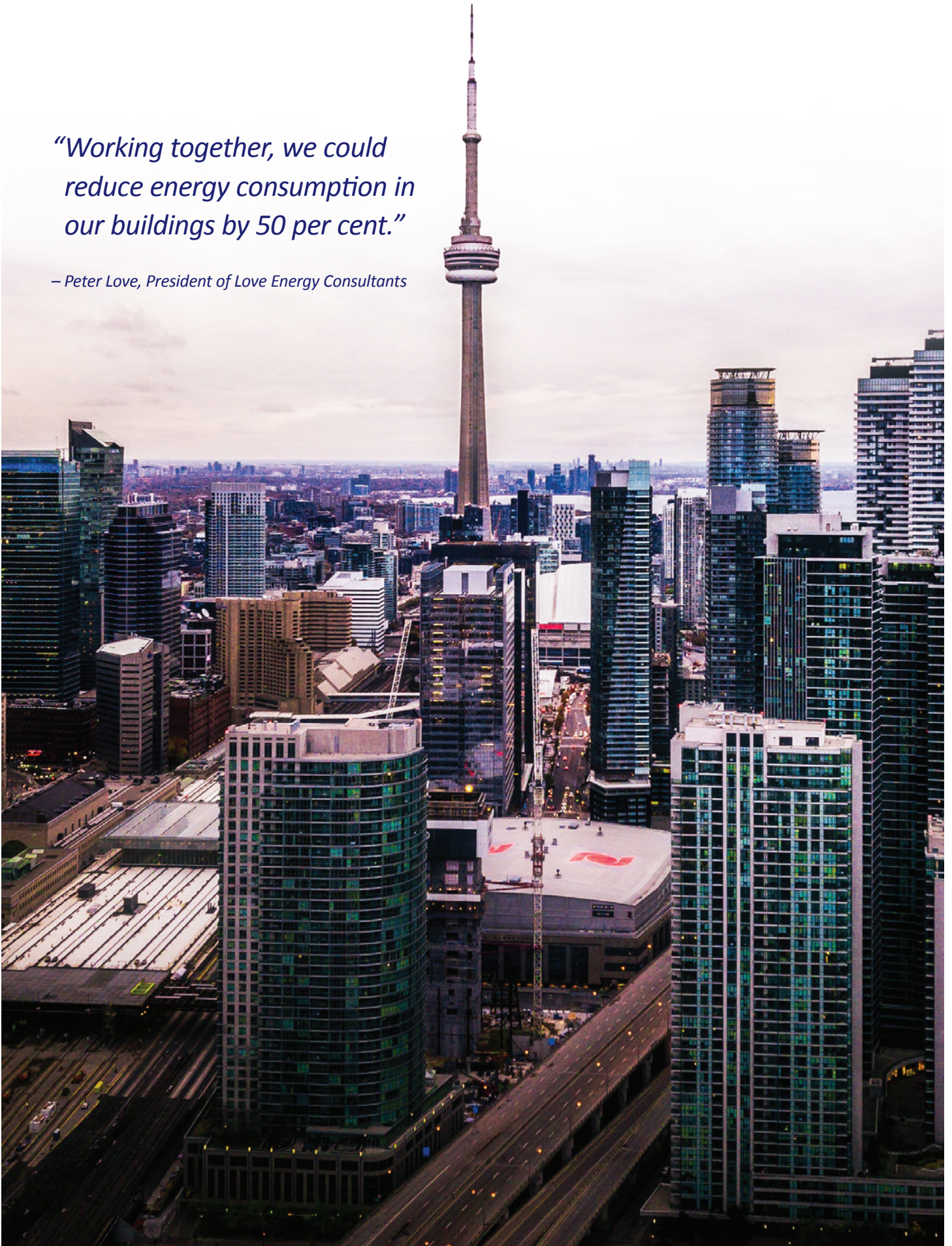


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PART I:

ACCELERATING THE FUTURE FORWARD PATH WITH A CROSS-SECTION OF INDUSTRY LEADERS AND TRUSTED EXPERTS

On February 15, 2024, RSI hosted the Future of Buildings and the Built Environment event in Microsoft Canada's new tech-first headquarters at 81 Bay Street in Toronto. More than 90 industry-recognized leaders and experts in commercial-residential and institutional real estate design, development, financing, construction, operations, technology, and sustainability participated in the event to support The Futures Action Initiative.

Catalyzed by a stellar group of expert speakers, the topics ranged from active performance management and intelligent controls to retrofitting existing buildings to reach net zero, designing and constructing zero-carbon buildings, and learning to integrate the needs of local communities. As many of the delegates made clear, we have an urgent need for greater collaboration and cooperation across professions, corporations, and institutions.

Aidan Grove-White, StrategyCorp's Vice-President of Land and Infrastructure Development Group, got things off to a dramatic start by saying, "Desperate times call for temporary measures!"

His point was simple: Canada's transition to net zero will require a greater willingness to take chances, experiment, pilot projects, embrace risk, and explore new ways of solving old problems. But as he – and other participants – also made clear, "There's a lot more room for creativity than we've ever seen."



The Futures Action Initiative

RSI created The Futures Action Initiative to enhance leaders' ability to understand, prepare for, and mobilize actions to address the challenges of disruptions that impact the future sustainability and resilience of their organizations and communities. It began with an investigative article published in 2023, *Reimagining the Future of Buildings and Work*, which provides an overview of converging trends and issues reshaping the future of buildings, organizations, and the "new normal" for the modern workforce. It also explores how leaders and innovators harness the power of adaptability, mitigation, and innovation, and use the tools of futures thinking, to design the buildings, communities, and workplaces of tomorrow.





“Working together, we could reduce energy consumption in our buildings by 50 per cent.”

– Peter Love, President of Love Energy Consultants

The day-long gathering was a welcome opportunity to share both familiar and new ideas on how to tackle the great task that lies ahead: nothing less than preventing the climate crisis from destroying life as we know it.

As overwhelming as it sounds, real solutions are at hand. They include a wide variety of changes big and small, tried and untried, about how we construct buildings, heat and cool them, and generally make them and their surrounding communities more livable and healthier.

“The reason we’re here is to share diverse perspectives, as well as bold and innovative ideas to speed the transition,” said Peter Henderson, the event’s emcee. He added, “This forum is about ecosystems and building pathways to the future.”

“It will be a painful process,” admitted RSI chair Patrick Gossage. “But we’re here to discuss how this confluence of disruptions can be a catalyst for change.”



PART II:

FIRESIDE CHAT - ACTIONS FOR REVITALIZING DOWNTOWNS OF CITIES



Ana Bailão

Head of Affordable Housing
& Public Affairs Dream
Unlimited Corp



Aidan Grove-White

Vice President of Strategy
Corp's Land & Infrastructure Development
Practice Group (Vice Chair, RSI)

*“Rather than us versus them,
we must remember we are all part
of the solution.”*

– Ana Bailão

The day began with a conversation between Ana Bailão, Head of Affordable Housing and Public Affairs with Dream Unlimited Corp. (and former Toronto City Councillor and Deputy Mayor), and Aidan Grove-White, RSI Vice-Chair. Bailão began by pointing out the need to break free from the proverbial silos and work together. “Collaboration can happen only with a change in attitude,” she said.

She also worried about the health of downtown. “There’s a lack of activity,” she said. “There’s less reason for us to go downtown. And I don’t think we’re going back to working five days a week. What we have right now isn’t working.”

Grove-White emphasized the need for bold, untested, and even experimental policies to revitalize the city and its downtown core. “Toronto is struggling a little bit after the pandemic,” he declared. “Vacancy rates are 20 per cent, the highest in my lifetime. And transit use is only 80 per cent of pre-pandemic ridership.

But Grove-White also pointed out the legacy of the COVID-19 shutdown included some unexpectedly positive effects. “I fell in love with my own

neighbourhood during the pandemic,” he said, reflecting on how Torontonians now spend more time in their neighbourhoods than they did before the pandemic.

Bailão talked passionately about the critical impact of urban development on community well-being and advocated for a stronger relationship between the public and private sectors. She also felt the economic downturn and housing affordability crisis have led to calls for innovative solutions such as converting commercial spaces into residential units. Despite calls to eliminate it, Bailão insisted the “carbon tax needs to continue.” But she reminded delegates, “In the development business, the math needs to work.” Speaking of world cities, she praised Lisbon for the speed at which it redeveloped its waterfront and Paris for how quickly it transformed its downtown into a pedestrian-friendly precinct where people and bicycles take precedence over cars and trucks.

*“We’re actually not using our
downtown. It is time to start
rethinking it.” – Aidan Grove-White*



PART III:

CONNECTING THE DOTS AND A CALL FOR COLLECTIVE ACTION



Yasmin Glanville

*CEO, Futurist and Chief Strategist,
CTR Inc. (Founder & Director, RSI)*

Converging Issues & Change Catalysts Impacting Built Environments

Everyone. Everything. Everywhere

COVID, Climate Change, Extreme Weather, Power Outages, Food Insecurity. Housing Shortages, Demographic shifts, Economic instability. Tech and AI. Cybersecurity. Geo-political disruptions. Social unrest. Cultural collisions.

Yasmin Glanville, CEO, Futurist and Chief Strategist, CTR Inc. and RSI Founder, called her talk, “Connecting the Dots: A Systems View of the Future of Buildings and the Built Environment, Energy and Climate and Work and Education.” Highlighting the links between buildings, climate, energy, work, and education, she suggested solutions in one area can often have profound impacts in other areas. This deep interconnectedness must form the basis for a more holistic approach to sustainability.

Glanville also identified global challenges we face such as the pandemic, climate change, food insecurity, demographic shifts, and the influx of climate and war refugees. These issues underscore

the urgent need for better planning, human-centered design, construction methods, and management of our built environment.

Glanville then emphasized technology's role in addressing these challenges.

Future-Shaping Technology Innovations

Technological progress, Glanville argued, plays an accelerator role for addressing many of these challenges and creating more adaptable and resilient communities. It will also speed up the creation of entrepreneurial ventures that will help implement innovative solutions and enable us to deal with social, environmental, and economic challenges.



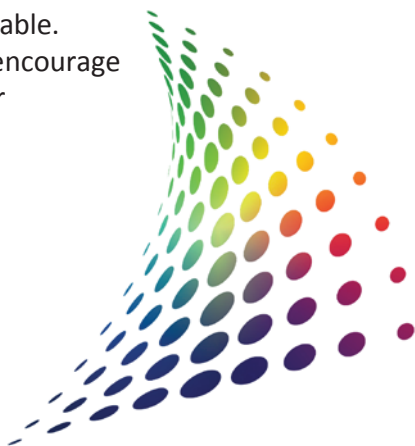
Siloed thinking no longer fits the new realities of this tech-powered shift paradigm.

The convergence of technology innovations, such as AI, VR, remote communication platforms, SmartTech, and more, are reshaping the future of how we design, build, and experience the spaces around us. Siloed thinking no longer fits the new realities of this tech-powered shift paradigm.

Some of these tech-powered innovations are described in a 2024 article written by Shanthi Rajan, Founder and CEO of Linarc, published in Buildings.

“Connect the dots between obstacles and solutions, explore innovative ideas, but remain focused on the achievable.”

Glanville urged attendees to “connect the dots” between obstacles and solutions, and to explore innovative ideas but to remain focused on the achievable. This, she said, would encourage doable outcomes over prolonged analysis.



Technological Innovations

Augmented Reality (AR) and Virtual Reality (VR) in Design and Visualization

AR and VR technologies redefine how stakeholders engage with projects. Conversely, VR will enable stakeholders to virtually walk through buildings that exist in the digital realm.

Building Information Modeling (BIM) Advancements

BIM, a cornerstone in the architecture, engineering, and construction (AEC) industry, will go from a static model to a dynamic, data-rich system. Integrating real-time data and the Internet of Things (IoT).

Sustainability-Driven Innovations

Technologies facilitating green building design, energy optimization, and material recycling will take centre stage as the industry embraces its role in creating environmentally conscious structures, reducing the carbon footprint and contributing to a more resilient and sustainable built environment.

Global Collaboration Platforms

Cloud-based solutions with real-time collaboration features enable teams across the globe to work seamlessly, fostering innovation and diversity in design and construction practices.

(Source: “7 Technological Innovations Shaping the Future of Architecture, Engineering and Construction in 2024,” published in Buildings, by Shanthi Rajan, Founder & CEO of Linarc.)



PART IV:

FUTURE PROOFING ACCELERATORS – PANEL AND OPEN FORUM



Moderated by: Steven Pacifico

Executive Director, Zero Carbon Buildings Accelerator, Program Toronto 2030 District



Steven Pacifico kick-started the discussion with a brief description of the Toronto 2030 District, a private-public initiative committed to achieving a low-carbon future. Their focus is reducing buildings' operational greenhouse gas emissions. After an extensive research phase, identifying pathways to decarbonization, they are now piloting projects to help provide precedent for the building sector.

He then moderated a dynamic discussion among industry-recognized leaders in building design, development, operations, sustainability, insurance and technology. They covered a lot of ground and concluded with a few key actions that can be mobilized now!





Karenolan

*Vice President of Sustainability,
Energy & Smart Technology,
Cadillac Fairview*

Karenolan, Vice President of Sustainability, Energy & Smart Technology at Cadillac Fairview, shared insights on international sustainability standards and the importance of integrating innovative technologies within large corporate environments to achieve sustainability goals. She emphasized the critical role of sustainable investment committees in implementing corporate sustainability measures. “We’re dealing with a lot of challenges to reach sustainability,” she said. “We need more people at the table to bring different perspectives.”

“We need to be nimble, especially because there’s so much more that we need to do.”



Dermot Sweeney

*Architect, Founder and
President, Sweeney&Co
Architects Inc.*

Dermot Sweeney, Founder and President of Sweeney&Co Architects Inc., highlighted his firm's commitment to green building design, showcasing several LEED Platinum, WELL Building, and Wired Score Certified projects. He discussed the importance of innovative architectural designs that reduce carbon footprints and also promote health and wellness for occupants. *“If we don’t learn to live by sharing less space,”* Dermot Sweeney warned, *“it’s game over.”* Though the message was blunt, it was greeted with some applause.

“Zoning is a major cause for concern. Urban planning is far too concerned about the automobile and far too little about building reasonable, livable communities. We are now in some cases trying to correct 70 years of car-centric planning. The assumption that everyone will easily be able to operate their own car and that all these cars can afford easy access to all that we need has long been untrue. Beyond that, we have alienated the use and encouraged or in fact demanded use of the car. Transit is as a result grossly inefficient in gathering people and bringing them to more efficient transit such as trains or subways. We’ve impoverished ourselves, both financially and in life through isolation, alienation, and sprawl. The average cost of maintaining infrastructure per capita is beyond our means. The car is simply out of the reach of many at an average of more than \$16,000 per annum of after-tax dollars. Perhaps as importantly but seldom discussed by planners is the separation of commuters from their families, often more than two hours per day.”

“We as a society need to learn how many more persons can live well on a lot less land.”





Bill MacGowan

*Smart Sustainable/Hybrid
Building Practice Lead, Cisco
Canada*

Bill MacGowan, Smart Sustainability/Hybrid Building Practice Lead with Cisco Canada, talked about the convergence of IT and operational technology in buildings, highlighting the progress of open data communication standards and the importance of designing buildings with sustainability, space optimization, and employee experience in mind. He stressed the need for a holistic approach to smart buildings that includes energy management and sustainability as core components. "We're all working in silos," he argued. "To deliver better results, we've got to go horizontal. We've got to collaborate. The cheese is moving. We've got to rally round the why."

"Sustainability is our North Star. We have to turn the office into a talent and collaboration centre."



Chris Snider

Founder, CEO, The Snider Group

Chris Snider, Founder and CEO of The Snider Group, offered perspectives on insurance risk control within the building sector, focusing on business resilience, continuity planning, and supply chain risk analysis. He underscored the importance of risk identification and reduction in managing the insurance risk profile of commercial properties. Chris Snider, who calls himself a "risk engineer," offered compelling insights into how often well-meaning business and building owners solve one problem while creating another. He tells the story of a firm that installed solar panels on its roof, only to find out afterward that they were too heavy for the roof to support. In response, roofing material was removed and replaced with rigid foam insulation. Unbeknownst to company officials, the switch meant that the building went from a non-combustible rating to combustible, which led to a significant increase in insurance fees.

His advice is simple:

"Slow down and think before you do anything."



PART V:

KEY INSIGHTS FOR ACTION

The Problem of Urban Sprawl: The challenges posed by uncontrolled expansion of suburbia into rural lands, low-density development, and increased reliance on automobiles are significant. The discussion emphasized the environmental, social, and economic impacts of sprawl, including higher greenhouse gas emissions, loss of biodiversity, and exacerbated social inequalities. This underscores the need for innovative urban planning solutions that prevent sprawl while promoting sustainable and equitable growth.

And it reinforces the need to invest in and speed up research, development, and implementation of future-ready urban planning, policies, and solutions to address pressing challenges like climate change and urban sprawl. This includes the critical need for a rapid switch to renewable energy, sustainable practices, and setting ambitious carbon reduction targets.

Immediate action is seen as essential for mitigating the most severe effects of climate change and ensuring a resilient and thriving future.

Integrating Sustainable Design with Economic Viability: There is a balancing act between pursuing ambitious sustainability goals while adhering to clients' capital budgets. There is a growing need for creative solutions that do not compromise on sustainability or architectural innovation.

The Role of Technology in Sustainable Development: Technology plays a pivotal role as an enabler in achieving sustainable building practices. That includes everything from remote learning capabilities to advanced temperature control systems.

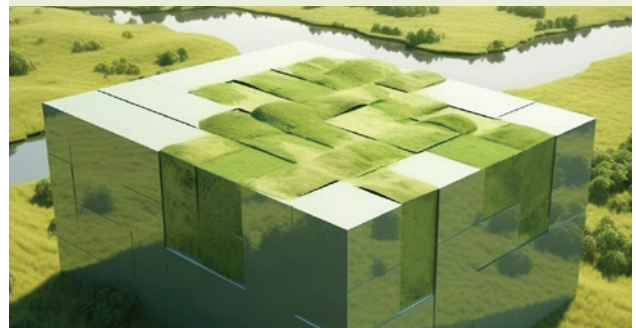
SmartTech Sustainable Real Estate Projects

Cisco Projects

- ASHRAE (American Society of Heating, Refrigeration and Air-conditioning Engineers) HQ full scale retrofit: Atlanta, Georgia
<https://www.youtube.com/watch?v=jCiMAtStiuU>
- Emera Power: HQ full scale retrofit: Halifax, Nova Scotia
https://youtu.be/JcRiLJ_6tXc
- Cisco HQ, Penn1: full scale office retrofit: NYC
<https://www.youtube.com/watch?v=Sr9wfaQaLa8>

Other:

- Toronto Western Hospital is being retrofitted with a low carbon energy retrofit that will supply about 85 per cent of its heating and cooling needs.
- Fairmont Royal York has just completed the largest heritage hotel retrofit in North America, achieving *Zero Carbon Building - Performance Standard™ certification.
- The Well becomes the latest addition to Enwave's Deep Lake Water Cooling (DLWC) system, a more flexible, sustainable alternative to conventional heating and cooling.



Dermot Sweeny added, “There are many great technological advancements with many examples being Canadian that are available to architects, engineers, and developers and building owners. These include detailed analysis and tracking of actual energy consumption such as CircuitMeter, stripping the huge amount of waste heat out of grey and black water for use in the building or community with Sharc Energy systems, utilizing Lite Zone sealed double-glazed windows that achieve R10 to R19 and dramatically increase envelope performance so as not to limit access to natural light. There are many more from both Canada and around the world. We need many more carrots and less sticks to ensure these technologies are utilized. We also need far greater Canadian investment in growing awareness and developing sustainable technologies.”

“Since the pandemic, real estate has faced the acceleration of space compression and lack of tenant experience,” said Bill MacGowan. “Cisco Systems’ Digital Impact Office exemplifies the power of innovation and collaboration, leading the way in smart, sustainable, hybrid real estate. We encourage clients to embed new use cases and technology early in the strategy phase, design accordingly, and ensure the construction process delivers lasting, high-performance results at the time of ribbon cutting. We also challenge the Canadian market to get out of the box, be bold, and be two steps ahead and identify the big problems coming down the pipe.”

Adapting to Global Challenges: We need to better understand and address converging issues such as the pandemic, climate change, power outages, food insecurity, demographic shifts, and the influx of climate and war refugees. These issues highlight the need for buildings and urban environments to be adaptable and resilient.

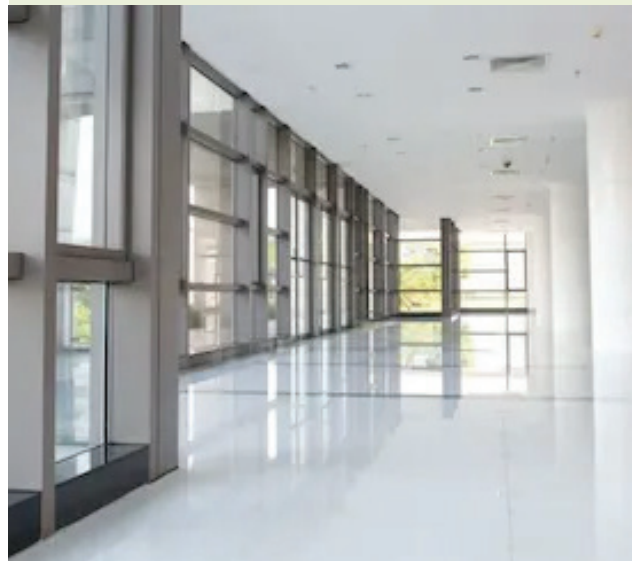
The Future of Work and Education Spaces:

The discussion touched on work and education in the decades ahead with special attention on the interconnectedness of buildings, climate, energy, work, and learning. Spaces will need to be more flexible, sustainable, and conducive to changing lifestyle and work patterns.

Canada’s national downtown office vacancy rate hit a record high of 19.4% in the final quarter of 2023, hampered by particularly soft demand in Toronto, according to CBRE’s just-released Q4 2023 Canada Office Figures.

Toronto’s downtown office vacancy rate rose to 17.4% from 15.8% just a quarter earlier. This was largely due to new supply; the city saw 624,550 sq. ft. of new office space delivered in Q4 alone. The 1.1 million sq. ft. of new office space constructed in 2023 contributed to the most negative net absorption Toronto has seen in a year since 2020: a loss of 2.7 million sq. ft.

Source: CBRE, January 9, 2024, Press Release



Forming Strategic Partnerships & Consortiums:

A recurring theme was the importance of forming partnerships and alliances across sectors to accelerate meaningful change at scale. We must work together to chart a new path forward to tackle the complex sustainability and resiliency challenges of urban neighbourhoods and city developments in Canada.

One successful industry example is the Climate Smart Buildings Alliance, a joint initiative of Mattamy Homes, Ellis Don, and RBC-Royal Bank. It is a coalition of building sector leaders aimed at accelerating the pathway to net zero and driving climate action across the industry. Designed as a think-and-do tank, CSBA works with industry collaborators, governments, researchers, and innovators to test ideas, prototype new solutions, and drive climate smart systems change.

Dermot Sweeny noted that there are good things happening at major rapid transit stations/stops where the land is being used for high- and medium-density housing development. This occasionally includes a high percentage of affordable or assisted housing that the market alone cannot afford to create. The federal and provincial governments have eliminated the HST for rental housing, which will help as well. Canada Mortgage and Housing Corporation (CMHC) is also providing lower interest rates and high LTV Loans but demanding more sustainable buildings and related benefits.

Green Leadership: Green leadership in driving the transition toward environmental sustainability was a focal point of discussion. Panelists explored how individuals, organizations, and governments can lead by example, influencing public policy, inspiring collective action, and fostering innovation in green technology. The role of green leaders in advocating for sustainable development and building cross-sector partnerships for a more sustainable and equitable future was highlighted.

Accelerate Development of Smart Communities:

Discussions highlighted the importance of creating smart communities that leverage technology for improved sustainability, efficiency, and resident well-being. This includes the use of smart grids, IoT devices, and automation to optimize energy use and enhance living conditions.

The Centre for the Sustainable Built Environment, at The University of Toronto, has done extensive research showing that we can meet our climate goals and reduce embodied GHG emissions, including changes in the urban form (e.g., infill, densification of urban centres, retrofitting existing buildings), building design, reductions in material GHG intensity, infill, and circularity. Paper Link: <https://csbe.civmin.utoronto.ca/research/future-infrastructure-growth-model/>





Construction is the biggest driver of global carbon emissions. In fact, the World Green Building Council explains that buildings and construction account for *“39% of all carbon emissions in the world.”*

WHAT CAN BE DONE NOW?

- **Learn to break down silos**, whether corporate, institutional or academic, and work collaboratively and cooperatively.
- Government rebates are good, but **a lot more education has to happen**. Green companies that install HVAC system controls that are able to save owners hundreds of thousands of dollars annually still face stiff resistance.
- Despite growing understanding, even passion, for sustainability, property owners still overlook the need to complete their pro forma over the lifespan of their building. It is **critical when developing a business case for a retrofit or new construction to conduct a lifecycle analysis, which includes the cost of carbon**. Though landlords agree that more tenants than ever are asking for green leases; they are slow to adapt to these new realities.
- **Innovative Future-proofing Construction Materials:** Sustainable low carbon construction materials are not only environmentally friendly but also contribute to the energy efficiency and durability of buildings. Examples include green concrete, recycled steel, and insulation options.

What is green concrete?

Green concrete is a type of concrete that substitutes a portion of traditional cement with eco-friendly industrial waste materials, such as fly ash, blast slag, and silica fume.

These industrial waste materials have the same essential properties as cement but are far more sustainable. And since they don't end up in landfills, green concrete also reduces the amount of waste produced yearly.

Traditional concrete production involves quarrying, crushing, and heating limestone and clay to high temperatures, releasing vast amounts of carbon dioxide into the atmosphere. (Source: What Is Green Concrete? Best Applications and Advantages (thisisconcrete.com))



- It's **time corporate health and safety committees** invite insurance experts to join their ranks. There's much they could learn. Non-experts tend to focus on the need to live up to the provisions of building and fire codes. They remain largely unaware that these documents enshrine minimum standards, not necessarily those demanded by the insurance industry during a time of climate crisis.
- Governments must develop a willingness to take chances, **explore new ways of doing things, and launch pilot projects**. Same old, same old is no longer an option. And time is of the essence.
- The construction industry **must speed up its adoption of sustainable materials** such as wood building, recycled steel, and green concrete.
- **Replace outdated zoning regulations** that encourage sprawl and car-dependency with rules that mandate increased density. Allow multiple units in single residential structures located in established neighbourhoods.
- Transform the traditional office into what has been called "a talent and collaboration centre." That means **enhanced flexibility, a greater degree of domesticity, and more opportunities to collide collaboratively**.
- **Learn to live compactly, share space, take up less room**, and live more cooperatively. This includes getting around via public transit and bicycles, for example, rather than driving.
- Force **developers to stop building glass-clad towers that have low insulation values** and that make no sense in a time of global warming. Delegates argued that more efficient technology exists, but builders have little incentive to up their game. The missing ingredient? Leadership.

What is a green lease?

There are no specific requirements for a lease to be considered "green." Green lease provisions are terms that promote a building's improved energy performance and encourage sustainable behaviours by both owners and occupiers including works, waste management, and energy procurement, and sometimes wider goals like generating social value. It could be any combination of property management objectives.

Source: Gowlingwlg. What is a green lease in 2023?



- **Accelerate the transition toward a 100% ban on burning fossil fuels** for heating in major cities. Government rebates for heat pumps should be expanded and extended to speed the transition away from natural gas and oil. In addition, cities need to provide access to existing sewers for the extraction of heat energy that can be used to eliminate or greatly reduce the need for burning natural gas, etc. Costs and value can be shared.
- **Invest in R&D, transformation incentives, and collaborative practices.** Working in silos and in isolation is not necessarily good. We need all key parties at the same table if we are to reach our 2030 ESG and other future-proofing sustainability goals.

Together, we can mobilize the path to a net zero carbon future and more resilient, integrated, and vibrant communities everywhere.

THE FUTURE OF HEAT PUMPS

Heat pumps, powered by low-emission electricity, are the central technology in the global transition to secure and sustainable heating. Heat pumps currently available on the market are three to five times more energy efficient than natural gas boilers. They reduce households' exposure to fossil fuel price spikes, which has been made all the more urgent by the ongoing global energy crisis. Over one-sixth of global natural gas demand is for heating buildings; in the European Union, this number is one-third. Many heat pumps can also provide cooling, which eliminates the need for a separate air conditioner for the 2.6 billion people who will live in regions requiring heating and cooling by 2050.



Heat pumps have the potential to reduce global carbon dioxide emissions by at least five hundred million tonnes in 2030.

Source: IEA Report – The future of heat pumps



PART VI:

MARKETPLACE SPOTLIGHT



ATLAS-APEX ROOFING

Founded in 1928, Atlas-Apex Roofing is the premier provider of the complete range of Industrial, Commercial, and Institutional (ICI) roofing services across Canada.



With over 900 full-time roofing professionals staffing 15 full-service regional branches, we are qualified and experienced with all roof types, systems, and sizes to service our valued customers from coast to coast.

From minor repairs to complete roof replacements and everything in between, our expertise, experience, and customer service ensure we deliver on time, on budget, and to the highest standards in the industry.

ENER3

Ener3 helps building owners and managers increase energy efficiency and decrease buildings' greenhouse gases all while saving thousands of dollars. Commercial and multi-residential buildings account for around 35% of all energy use; about half of that consumption comes specifically from residential units. Ener3 optimizes and maintains HVAC systems by adding automation and applying building science. Our solution learns the building's heating/cooling habits and adjusts to the building's specific system needs in real time. This minimizes CO₂, electricity, and gas all while maintaining occupancy comfort. With Ener3, it's not just about energy efficiency; it's a holistic solution that aligns environmental responsibility with significant cost savings.



AMP ENERGY

We are an Emerging Energy Transition Supermajor, reimagining the future of energy through technology-enabled solutions at scale. Since 2009 we have built, have in construction or under contract 7+GW of solar, wind, and storage infrastructure.

Our portfolio is comprised of renewable energy assets paired with battery storage, stand-alone battery storage, and a growing portfolio of green hydrogen developments. Alongside our proprietary and disruptive grid-edge digital technology platform, Amp X, which utilizes artificial intelligence and machine learning to drive scale globally, we are an emerging energy transition supermajor.

Based in Canada, with operations in North America, Australia, Japan, Spain, the UK, and India our international team brings deep expertise, innovation, and thought leadership to every aspect of the energy industry.



PART VII:

RSI 2024 FUTURES ACTION PARTNERS & SPONSORS



TORONTO HYDRO CORPORATION

The Corporation is a holding company that wholly owns two subsidiaries: Toronto Hydro-Electric System Limited (THESL) — distributes electricity; and Toronto Hydro Energy Services Inc. — provides streetlighting and expressway lighting services in the city of Toronto.

The principal business of the Corporation and its subsidiaries is the distribution of electricity by THESL, which owns and operates the electricity distribution system for Canada's largest city. Recognized as a Sustainable Electricity Leader™ by Electricity Canada, it has approximately 791,000 customers located in the city of Toronto and distributes approximately 17 per cent of the electricity consumed in Ontario.



SWEENY&CO ARCHITECTS

Since its inception in 1988, **Sweeny&Co Architects** has focused on collaborating with owners, investors, and tenants to achieve exceptional results. Whether attaining higher than expected density, designing unique amenities that attract tenants and improves lease rates, or implementing sustainable and health and wellness features, we have partnered with our clients to create higher real estate values. Development Consulting, Planning, Urban Design, Architecture, and Interior Design Services are complemented by the many professional consultants and contractors with whom they collaborate to design and build award winning buildings. Sweeny&Co's reputation and expertise in adaptive reuse, sustainability, and city building is balanced with extraordinary new developments in residential, institutional, retail, and hospitality markets. The Toronto-based team of 60 professionals brings passion and creativity to design environments that elevate the human experience.



CADILLAC FAIRVIEW

Cadillac Fairview is one of the largest owners, operators, investors, and developers of best-in-class office, retail, multi-family residential, industrial, and mixed-use properties in North America. CF creates and cultivates innovative spaces and experiences that bring people together in inspiring ways. Wholly owned by the Ontario Teachers' Pension Plan, with assets under management of more than \$30 billion, CF manages over 35 million square feet of leasable space at 68 landmark properties across Canada, including Toronto-Dominion Centre, CF Toronto Eaton Centre, Tour Deloitte, CF Carrefour Laval, CF Chinook Centre, and CF Pacific Centre.



RSI 2024 FUTURES ACTION PARTNERS & SPONSORS



2030 DISTRICT TORONTO

The Toronto 2030 District is a private-public initiative committed to achieving a low-carbon future. Toronto District 2030 is a broad stakeholder network comprised of property owners and managers, tenants, utilities, government, service providers and civil society within downtown Toronto. The focus is on reducing operational greenhouse gas emissions from buildings aligned with global, national, regional, and municipal goals.



TOBEN

Since 2005, TOBEN has been breaking the status quo in the Toronto catering industry through transformative cuisine, outstanding event management, and an unsurpassed dedication to its clients. TOBEN provides full-service catering and event management for corporate and private clientele, in-office daily meal programs, the TOBEN Food Truck, and an at-home dining vertical. With a commitment to sustainable business practices across their culinary and events teams, TOBEN is delighted to be a food sponsor for the RSI Future Action Initiative.



BOMA

BOMA Canada facilitates national initiatives and the exchange of ideas that support our member associations in the promotion of education, advocacy, recognition of excellence and networking.

BOMA Canada's mission is to represent the Canadian commercial real estate industry on matters of national concern, to develop a strong communications network between its local associations, BOMA International and other real estate associations, and promote professionalism of its members through education programs and effective public relations activity.

BOMA Canada is an affiliated member of BOMA International, a federation of 93 BOMA U.S. associations, BOMA Canada, and its 11 regional associations and 13 BOMA international affiliates.



RSI 2024 FUTURES ACTION PARTNERS & SPONSORS



FORESIGHT CANADA

Foresight is Canada's largest cleantech innovation and adoption accelerator. Our audacious goal is that Canada be the first G7 country to reach net zero by accelerating cleantech innovation and driving the adoption of climate solutions. Since inception, we have supported 1,090+ ventures and collaborated with 2,000+ stakeholders, rightsholders, and partners through domestic and international engagement. Find out more at www.foresightcac.com and follow on Twitter @ForesightCAC.



CREATIVE TRANSITION RESOURCES INC (CTR)

Creative Transition Resources Inc. (CTR) is a multi-disciplined management and communications consultancy. We empower leaders to future-proof and evolve their businesses and communities by developing and executing innovative, forward-thinking strategies, value-creating actions and solutions at scale to thrive into the future.

We have done this type of work on both the client and consulting side of business for corporate, government, and entrepreneurial organizations and leaders for decades in North America, Europe, and around the world.



SOUTHERN HARBOUR LTD.

Southern Harbour Ltd. (SHL) is a specialist infrastructure systems risk consultancy providing individualized and independent risk advisory services to clients who will make strategic decisions based on our advice. We operate across the Americas, Europe, the Middle East, and North Africa, with practice and research focused on climate risk, decarbonization, supply chain risk, and post-conflict/disaster rehabilitation. Our investigations are entirely evidence-based and can be used to support material disclosures and independent audits from risk identification through final risk transfer as well as capability projection and strategy development.



RSI 2024 FUTURES ACTION PARTNERS & SPONSORS



FVB ENERGY INC.

FVB Energy Inc. is a full-scope engineering and management consulting company specializing in Low Carbon District Energy systems (DES), Energy Master Planning, steam-to-hot-water conversions, Combined Heat and Power (CHP), and renewable energy technologies. Established in Sweden in 1970 and in North America in 1980, FVB brings more than 40 years of study, design, installation, and operational experience based on successful systems across North America. Our geographic reach is extensive from work in 38 U.S. states, 12 Canadian provinces and territories, and 21 countries. Our work has been on the forefront of the growth of district energy in the U.S., Canada, Sweden, and the Middle East.

FVB has been at the forefront of energy innovation since the North American offices opened, has completed hundreds of DES studies, and played a key role in the implementation of more than 25 new District Energy systems in Canada alone, America and around the world.

Sustainability and innovation are a top priority for FVB Energy. Our focus is to advocate for and develop sustainable district energy solutions, renewable energy, and infrastructure transformations to help our clients build sustainable communities. District Energy is our only business, and FVB is widely regarded as an innovator and pioneer of District Energy in North America.

STRATEGIC PARTNERS



ABOUT RETHINK SUSTAINABILITY INITIATIVES (RSI)

Rethink Sustainability Initiatives (RSI) is a trusted think-do accelerator that uses foresight, collaboration, and systems thinking to shape a thriving future. We bring together leaders and experts from business, institutions, and communities to discover and use scalable sustainability and resiliency solutions. We convene and partner with leaders and experts across all sectors, to rethink, discover, and use innovative and scalable strategies and actions for shaping a more positive, sustainable, and resilient future, together.

RSI is a not-for-profit organization, incorporated in 2011 to discover, unlock, and shape scalable solutions to the sustainability and resilience challenges facing our world. www.rethinksustainability.ca



PART VIII:

VISUAL HIGHLIGHTS: CONNECTING LEADERS TO SHAPE THE FUTURE



FOR MORE INFORMATION AND TO CONTINUE THE DISCUSSION

If you are interested in discussing this report, learning more about future proofing challenges, solutions, and opportunities for collaboration, sharing your own action-focused insights or other action partnership opportunities, send us a note at:

Communications@rethinksustainability.ca

For more information about RSI: www.rethinksustainability.ca

Thank you.

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Connecting Leaders
to Shape the Future