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2020 Highlights



**CREATE TO**

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## Leadership Message



LEFT  
Ron Carinci  
Chair

RIGHT  
Steven Trumper  
CEO

### 2020 was a notable and demanding year for CreateTO.

In the third year of our existence as the City’s strategic real estate agency, we, and the entire world, were confronted with a global pandemic that brought unprecedented challenges to our organization and our City.

The pandemic forced us to think differently and to harness our expertise to advance key initiatives on behalf of the City, including the delivery of affordable housing, which is priority number one within CreateTO’s mandate today.

Together with the Housing Secretariat and City Planning, our team is advancing the City’s Housing Now and Modular Housing Initiatives. To date, 17 underutilized transit-oriented City properties have been identified as Housing Now sites, and will be repurposed for mixed-used communities that deliver much needed affordable housing. We hope to break ground on our first project in 2022.

On the Modular Housing front, 100 new permanent homes were created in 2020, with a further 150 in development this year. These housing initiatives present exciting opportunities for the City, but they are also just one aspect of the work we’re doing as we continue to evolve into our role.

Our primary objective is to more effectively utilize the City’s real estate assets to provide community benefits and City-building opportunities within a sustainable financial model. We employ a collaborative approach that includes consultation with the community, local Councillors and City divisions.


To that end, we are engaging partners in communities across the city and are actively working to support vulnerable and equity-seeking groups in areas hardest hit by the COVID-19 pandemic. Through development of projects like the new Tamil Community Centre in northeast Scarborough and the acquisition of the Metrolinx LRT land in the Jane and Finch neighbourhood for a new community hub, we are working to provide improved access to City-owned community space while at the same time providing these communities with an opportunity to tailor programming specific to their needs.

Internally, we created a Diversity, Equity and Inclusion Committee to ensure our activities are filtered through an equity and inclusionary lens and that our staff experience a safe and welcoming work environment. Similarly, we established a Wellness Committee focused on the physical and mental well-being of our staff in the context of the pandemic and a remote work environment.

The events of 2020 taught us a lot about ourselves and society. Our organization is young and growing, and there’s much work to be done. But we’re excited about the opportunities before us and we look forward to sharing the journey with you.

Ron Carinci  
Chair

Steven Trumper  
Chief Executive Officer



## Who We Are

As the City of Toronto's real estate agency, CreateTO looks for new and better ways to use the City's real estate assets to deliver community and economic benefits for the City and the people who call it home.



## Our Mission

8,446  
properties on 28,823 acres of land

**Toronto has more** than 8,400 properties within its real estate portfolio. CreateTO, working together with the City's Corporate Real Estate Management (CREM) division, is continually looking for new and better ways to use those assets and deliver value to the City (e.g. through the delivery of City-building initiatives such as affordable housing, transit-oriented developments, new parks, and supporting City service delivery.)

As part of the centralized City-wide real estate model, the agency is a steward of the City's real estate assets. The agency leverages its real estate expertise to lead a City-wide real estate strategy, identify opportunities to modernize and harmonize operations, drive service delivery for programs, and maximize real estate value in the pursuit of social, economic, environmental, and program benefits.

Since the agency's inception in 2018, CreateTO has generated over \$2.2 billion in value creation for the City through strategic real estate planning and more effective use of City-owned assets – value that has been invested into City priorities such as affordable housing, community and civic space, and improved services for the people of Toronto.

## Our Successes

# Housing Now

17 sites

4,667  
affordable rental  
units

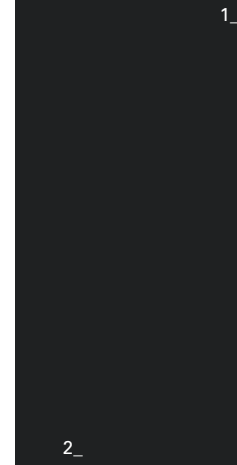
Increasing the supply of affordable and market rental housing, while creating complete communities that provide new community facilities and greater access to transit, services and employment, is a key priority for the City of Toronto. The Housing Now Initiative, approved by City Council in December 2018, is one component within the City's housing plan.

To date, CreateTO along with our City partners, has identified 17 Housing Now sites, which will deliver approximately 4,667 affordable rental units in mixed-income communities across Toronto.

Recognizing the urgent need to increase affordable rental housing options for residents, which became more acute due to the COVID-19 pandemic, six of these sites were added into the Housing Now Initiative in May 2020 through the introduction of the Phase 2 properties.

Additional progress achieved across the program over the past year includes:

- the selection of development partners for the properties at 50 Wilson Heights Boulevard, 777 Victoria Park Avenue and 705 Warden Avenue;
- the introduction of online consultation sessions to engage local communities, Councillors and impacted stakeholders;
- enhancing the City-building output through the introduction of Community Benefit Plans and higher accessibility requirements; and
- the implementation of a visual tracking tool to monitor progress of the initiative.



- 1\_ Midtown shops at Yonge Street and Davisville Avenue
- 2\_ Canoe Landing Playground
- 3\_ Bike lanes on Sherbourne Street
- 4\_ Don Mills Road and Eglinton Ave. East
- 5\_ Scarborough Centre Station
- 6\_ Mural at Carlton and Jarvis Streets

# Modular Housing

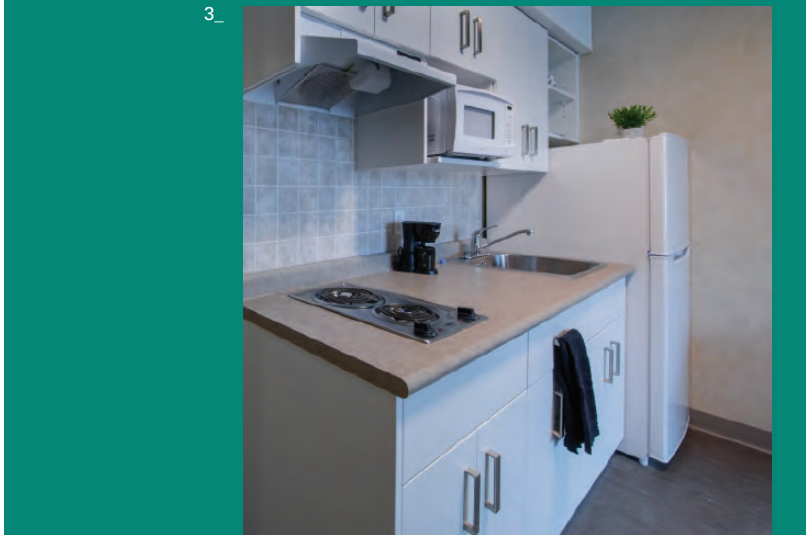
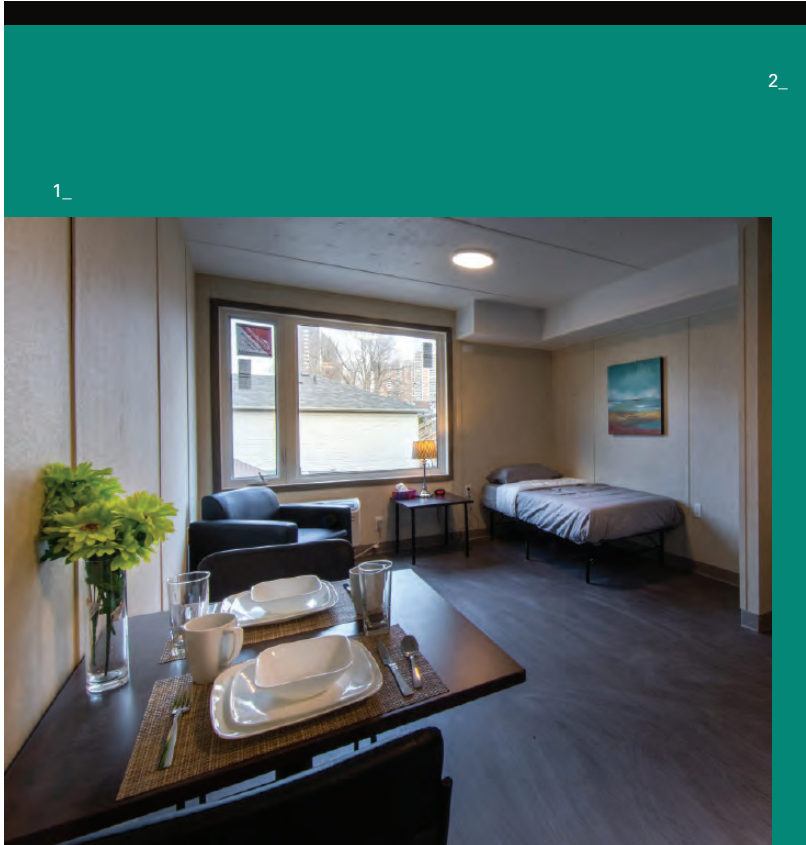
100 modular housing units

In the spring of 2020, City Council directed an interdivisional City team including CreateTO, the Housing Secretariat, Corporate Real Estate Management, City Planning and Toronto Buildings, to expedite the delivery of 250 new permanent homes for individuals experiencing homelessness using modular construction.

The Modular Housing Initiative – part of the City’s HousingTO 2020-2030 Action Plan – is an innovative and cost-effective way to build small-scale infill housing while providing a rapid, dignified response to connect people experiencing homelessness with homes and the appropriate supports to help them achieve housing stability.

The first two properties, located at 11 Macey Avenue in Scarborough and 321 Dovercourt Road in the City’s west end, received municipal approvals and underwent manufacturing and construction within nine months of being approved by City Council. Together, the sites on Macey Avenue, which officially opened on December 19, 2020, and Dovercourt Road, which opened on January 28, 2021, created 100 new permanent homes.

In addition to the housing units, the three-storey prefabricated modular buildings include a common room, dining room, program space and administrative offices. Both sites provide support services to tenants and are staffed 24/7. A further 150 homes will be created through Phase 2 of the initiative this year.



- 1\_ View of a modular unit at 11 Macey Avenue
- 2\_ Artist’s rendering of the modular building at Trenton and Cedarvale Avenues
- 3\_ Built-in kitchen facilities include a microwave, fridge and stovetop
- 4\_ View of a modular unit at 321 Dovercourt Road
- 5\_ All suites are equipped with a full bathroom

# Modern TO

## 8 City-owned properties to be unlocked for re-development

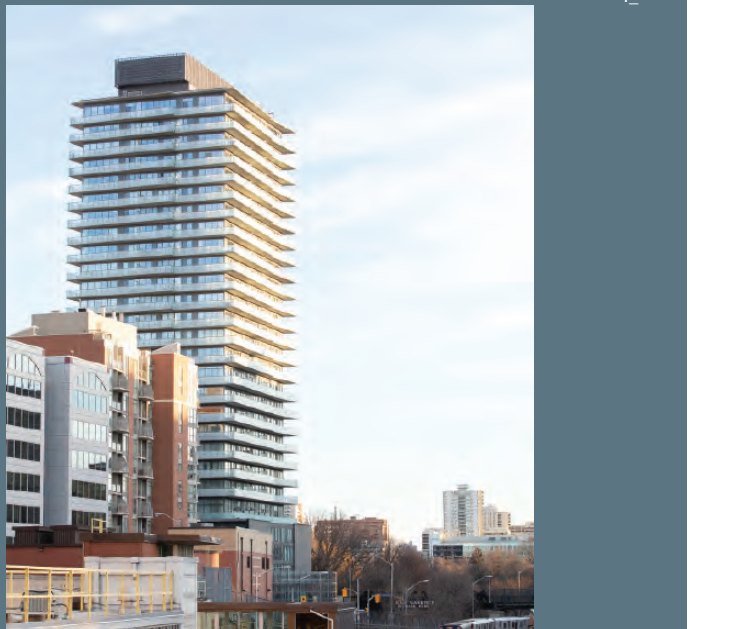
The ModernTO program – one of the first significant portfolio plans designed by CreateTO – aims to modernize City workspaces, reduce square footage by 1 million sq. ft. and generate over \$1.2 billion in value for the municipality.

Working with the City’s Corporate Real Estate Management team, CreateTO prepared an initial business case and implementation plan for the office portfolio in 2020, with a key update report being adopted by Executive Committee in November. CreateTO also took the lead in developing conceptual visions and massing concepts for the eight City-owned properties that are to be unlocked through the program in order to achieve key city building initiatives.

Additional areas of focus included:

- Developing a plan to relocate or accommodate all existing non-office uses;
- Consulting with City planning, local councillors, existing occupants and major stakeholders in order to understand the site context and identify site specific needs;
- Consulting with City divisions, agencies and corporations to determine identified program needs that could be accommodated;
- Preparing initial conceptual designs and massing concepts to determine potential built-form, heights and densities for each site; and
- Preparing site-specific business cases and implementation plans and proposed portfolio outcomes based on identified priorities.

Significant progress was made in these areas in 2020 with the goal of adopting a plan and beginning implementation following public consultations and Council direction in 2021.



- 1\_ Pedestrian bridge at St. Michael’s Hospital
- 2\_ Yonge-Dundas Square
- 3\_ Toronto Coach Terminal
- 4\_ Larry Sefton Park
- 5\_ Davisville Station

*Note: The photos seen here were taken in the neighbourhoods surrounding the eight City sites. For more information, see: <https://createto.ca/city-council-approves-modern-to>*

# City Building

30%  
affordable housing at  
260 Adelaide

Identifying opportunities to address program needs while creating a range of City-building benefits is the reason CreateTO was established. The following projects are a sample of the agency's ongoing efforts to ensure the best use of the City's real estate assets.

**260 Adelaide St. West and 229 Richmond St. West**  
The proposed redevelopment of 260 Adelaide St. West, combined with the strategic acquisition of 229 Richmond St. West, will create numerous city-building opportunities, including 30 per cent affordable housing, the construction of a new fire station, an EMS post, 10,000 square feet of community space, along with securing the largest new City park in the downtown core in decades.

**Tamil Community Centre**  
Working with a steering committee including representatives of the Tamil community, CreateTO identified a suitable location in northeast Scarborough for the development of a new not-for-profit community facility on the City-owned property at 311 Staines Road and led all aspects of this project including the lease negotiation.

**Etobicoke Civic Centre**  
New civic and community infrastructure, including a recreation centre, library, childcare facility and public square are among the benefits that will be delivered through the establishment of this new civic centre, which will provide much needed services and act as a catalyst for the revitalization of Etobicoke City Centre.



- 1\_ Canoe Landing Park
- 2\_ Coxwell Early Learning and Child Care Centre
- 3\_ Dedicated bike lanes
- 4\_ Toronto Fire Station
- 5\_ Public art installation at CityPlace

# Port Lands

500,000  
GFA of studio and  
production space  
  
A new waterfront  
park

Throughout 2020, CreateTO continued to support the development of the Port Lands as one of the most important film studio and media hubs in the country. The proposed Basin Media Hub, which was put out to market in 2020, is located on an 8.9-acre waterfront development parcel and is expected to provide up to 500,000 GFA of new studio and production space. This project, in addition to ongoing expansion projects at Pinewood Studios and Studio City, address an acute shortage of studio space and contribute to Toronto's capacity for film and media production.

CreateTO continued to actively manage its property portfolio across the Port Lands, including tenant relations, state of good repair, and marketing and leasing activity.

CreateTO worked with the City and Waterfront Toronto to advance the long-term revitalization of the broader Port Lands area, including the \$1.25 billion flood protection project. The agency also initiated business planning for the long-term use of CreateTO and City-owned lands in Villiers Island and other precincts.

In addition, substantial progress was made towards the creation of the new Leslie Slip Lookout Park at 12 Leslie Street with the launch of a design competition. When completed, this project will beautify this former industrial land for public use and complement the natural heritage system to the south.



1\_



2\_



3\_

4\_



5\_

- 1\_ Groundbreaking at Studio City Toronto
- 2\_ View of the Ship Channel from Leslie Slip Lookout Park
- 3\_ Leslie Slip Lookout Park
- 4\_ Basin Media Hub
- 5\_ Rendering of Basin Media Hub



## Priority Actions

### Deliver Affordable Housing

Continue to work with our City partners to create and advance solutions that meet the vital housing needs of Torontonians. In particular, CreateTO will continue to execute the Housing Now and Modular Housing mandates by moving sites through the due diligence process, the marketing process (as applicable), and by continuing to identify additional sites to support these key initiatives.



### Portfolio Strategy

Advance the City-wide Portfolio Strategy and associated asset strategies. In particular, CreateTO will continue to advance the Office Optimization Strategy (ModernTO), add sites to the Housing Now Initiative (Phase 3) and develop a plan to optimize the City-wide parking portfolio.



### Facilitate City Building

Continue to leverage Toronto's real estate portfolio to create new and better opportunities for the benefit of the City and its residents. In particular, CreateTO will continue to advance projects such as the Etobicoke Civic Centre, 260 Adelaide and Memorial Park.



### Support Port Lands Development

Continue to advance the long-term vision for a sustainable new community in the heart of Toronto, by acting as a responsible steward of City assets in the Port Lands and supporting the ongoing flood protection work by Waterfront Toronto.



### Advance Environmental Sustainability

The City continues to develop and implement innovative policies and programs and inspires the community to address climate change and make Toronto one of the most environmentally sustainable cities in the world. CreateTO is committed to advancing this work through its partnership with Enwave and the City's Environment and Energy Division to develop low-carbon thermal energy networks and efficient buildings like the District Energy Plan for the new Etobicoke Civic Centre precinct.



# Board of Directors

Our Board of Directors for CreateTO represent a diverse group of public and private sector partners who provide experienced insight and support to carry out the vision for the organization.



Ron Carinci  
Chair



Sandra Levy  
Vice Chair



Councillor Paula Fletcher  
Director



Deputy Mayor Ana Bailão  
Director



Marni Dicker  
Director



Dennis Fotinos  
Director



Allison Mendes  
Director



Marcie Zajdeman  
Director

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