



Re:RA9.3

Update on Strategic Plan for CreateTO

November 25, 2019

CREATE TO

Transforming
Toronto's Real Estate

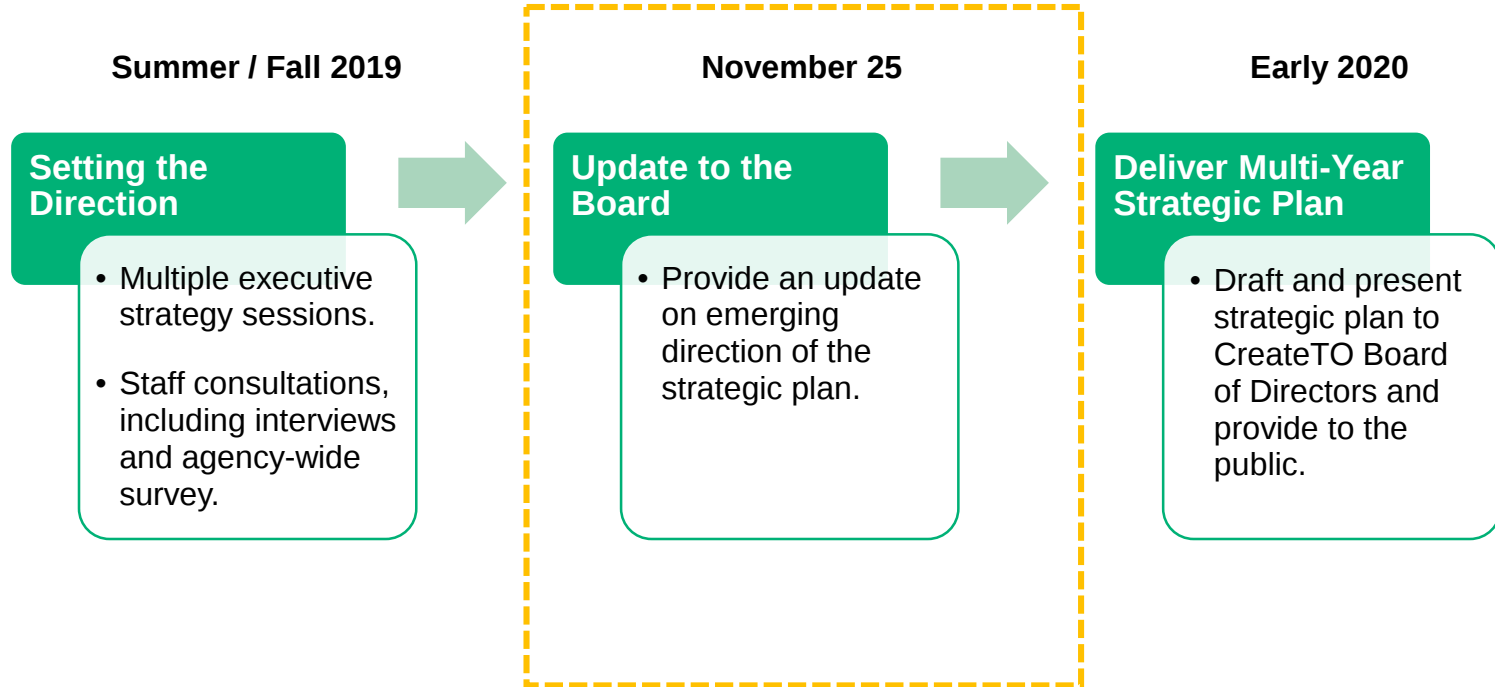
Summary

- CreateTO staff are in the process of preparing the agency's first Multi-Year Strategic Plan.
- This presentation provides a high-level summary of the Plan's emerging directions, including the following:
 - **Vision, Mission and Values;**
 - **Strategic Priorities** - The actions we will take to deliver results for Toronto;
 - **Organization Priorities** – The actions we will take to enable our performance as an agency.
- In early 2020, staff will bring forward the Plan for Board consideration. It will build on these directions and provide more information on our priorities, resources, and how we will track our progress.

Why now?

- CreateTO is approaching its second anniversary and the strategic plan will provide the following:
 - Communicate CreateTO's strategic mandate.
 - Present who we are, what we value, our key priorities and our plan to deliver on our mandate over the coming years.
 - Identify opportunities to continue to develop the agency's service model.
 - Align with the City of Toronto's new corporate strategic plan and the City's new real estate model.

Strategic Planning Process





1

Vision, Mission and Values

Vision

To be a leader in innovative real estate solutions that deliver meaningful community and financial benefits to Toronto and its residents.



CREATE TO

Mission

**We create new and better
uses for the City's real estate
to unlock the potential of
Toronto.**



CREATE TO

Values

Work Together

We believe in open, collaborative relationships, working across City divisions, agencies and corporations and with the broader public, private, and not-for-profit sectors to achieve win-win solutions for all stakeholders.

Embrace New Thinking

We foster a culture of innovation where people are encouraged to consider new and creative solutions to apply to City programs and development opportunities, in order to achieve the best outcomes.

Deliver Results

We serve as a centre of real estate expertise, equipped with a multi-disciplinary team that brings a broad range of relevant experience to deliver solutions and projects that further city-building goals.

Be Fiscally Responsible

We are mindful of our obligation to deliver financially responsible, sustainable solutions that unlock value for the City and respect taxpayer dollars.

Nurture Our People

We value our diverse and talented team, and strive every day to foster a workplace built on integrity, trust and respect. Together, we look to create opportunities and solutions to build a better future.





2

Strategic & Organizational Priorities

Strategic Priorities

Provide Real Estate Expertise

Serve as Toronto's centre of excellence for real estate asset management.

Facilitate City Building

Leverage Toronto's real estate portfolio to create new and better opportunities for the benefit of the City and its residents.

Deliver Affordable Housing

Work with our partners to create and advance solutions that meet the vital housing needs of Torontonians.

Support Port Lands Development

Advance the long-term vision for a sustainable new community in the heart of Toronto.

Organizational Priorities

Support Our People

Create an organizational culture where staff are inspired to innovate and have the opportunity to thrive.

Strengthen Partnerships

Be an effective partner in Toronto's new integrated real estate model.

Engage Our Stakeholders

Establish trust with the public and other stakeholders.

Build for the Future

Continue to build a business model that is valued and sustainable.

Strategic Priorities

Provide Real Estate Expertise

Serve as Toronto's
centre of excellence
for real estate asset
management.



- Advance the city-wide portfolio strategy and associated asset strategies, including an Office Optimization Strategy.
- Continue to build out CreateTO's knowledge base on the City's real estate portfolio and client needs.
- Be the “go-to experts” for insights related to the City's real estate assets (e.g., policy alternatives).

Strategic Priorities

Facilitate City Building

Leverage Toronto's real estate portfolio to create new and better opportunities for the benefit of the City and its residents.



- Advance major city building projects, such as Danforth Garage, Etobicoke Civic Centre and other key initiatives.
- Identify, prioritize and advance new projects that make better use of underutilized land assets to achieve city-building outcomes.
- Work with City, industry and community partners, such as the Toronto Parking Authority and the Toronto Lands Corporation, to bring forward innovative real estate solutions.

Strategic Priorities

Deliver Affordable Housing

Work with our partners to create and advance solutions that meet the vital housing needs of Torontonians.



- Deliver the first 11 Housing Now sites and identify additional sites in the portfolio to support affordable housing.
- Work with TCHC and the City to develop a plan for TCHC development functions to transfer to CreateTO and/or the City, as per Council direction.

Strategic Priorities

Support Port Lands Development



Advance the long-term vision for a sustainable new community in the heart of Toronto.

- Be a responsible steward for City assets in the Port Lands and support ongoing flood protection work by Waterfront Toronto.
- Position CreateTO to be a thought leader and partner in the future development of Toronto's Port Lands.

Organizational Priorities

Support Our People



Create an organizational culture where staff are inspired to innovate and have the opportunity to thrive.

- Develop a talent management plan to ensure all staff have the opportunity to achieve their full potential.
- Build organizational capacity to respond to new and emerging opportunities.
- Encourage innovation and collaboration from across the organization.

Organizational Priorities

Strengthen Partnerships

Be an effective partner in Toronto's new integrated real estate model.

Work with the Corporate Real Estate Management (CREM) division and other City partners to develop a shared understanding of CreateTO's roles and responsibilities and our evolving mandate for the future.



CREATETO

Organizational Priorities

Engage Our Stakeholders



Establish trust with
the public and
other stakeholders.

- Be proactive in telling CreateTO's story and engaging with decision-makers, new and existing partners and the public.
- Strengthen reporting and communications with our Board and Council.

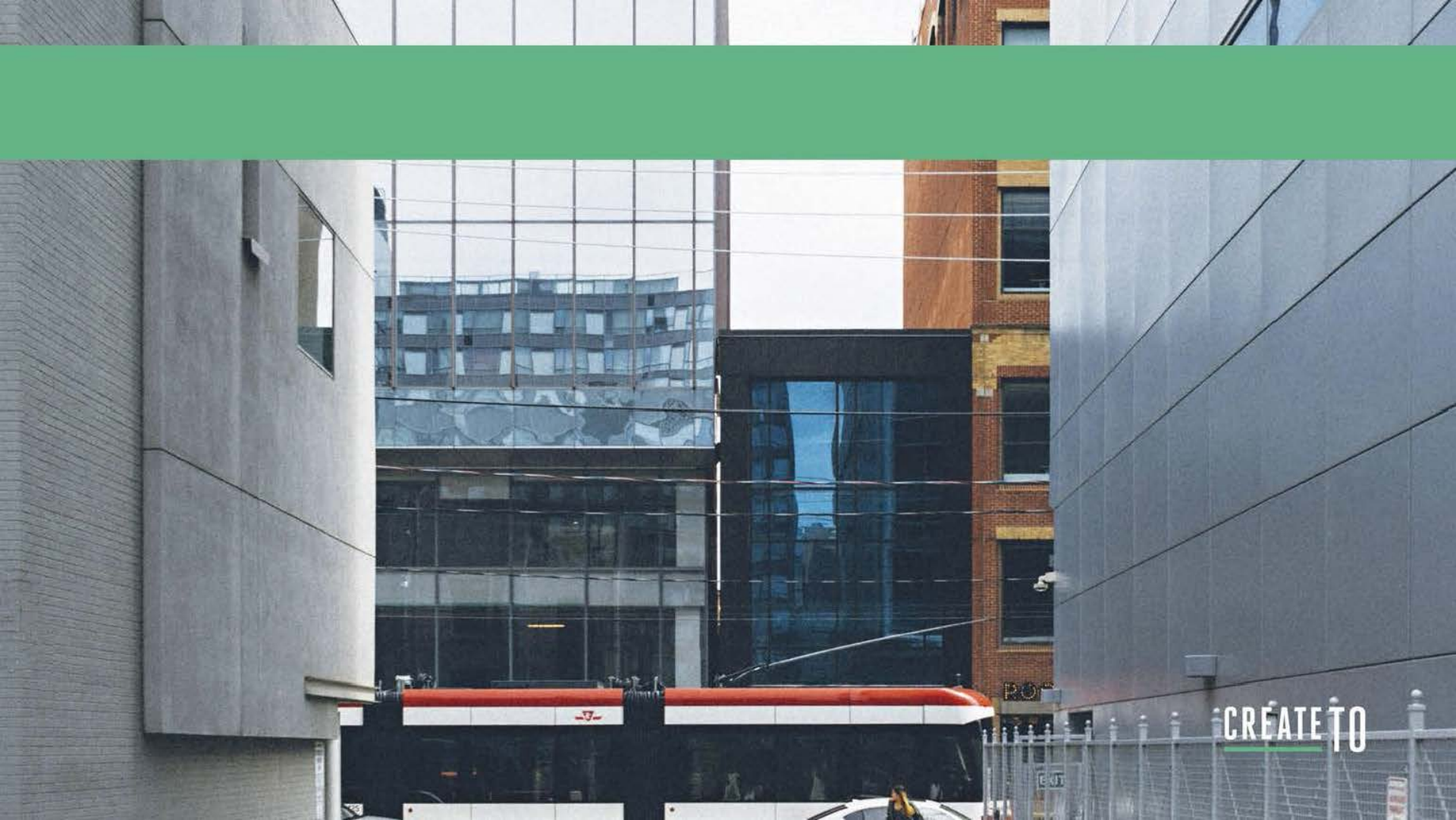
Organizational Priorities

Build for the Future



Continue to build a business model that is valued and sustainable.

- Bring forward a City/CreateTO Relationship Framework for Council approval, that establishes the foundation and direction for CreateTO.
- Work with the City to implement financial solutions that will sustain the agency and support it in delivering new functions and City projects.



CREATE TO