

2025 CreateTO Annual Objectives and Work Plan

Date: January 16, 2025

To: Board of Directors, CreateTO

From: Chief Executive Officer, CreateTO

Wards: All

REASON FOR CONFIDENTIAL INFORMATION

This report deals with personal matters about an identifiable individual and deals with a proposed or pending acquisition or disposition of land by the Board of Directors of CreateTO and/or the City.

SUMMARY

This report seeks approval from the Board of Directors of CreateTO on the organization's Annual Objectives and performance objectives for the Chief Executive Officer. This report also provides CreateTO's anticipated 2025 Work Plan.

CreateTO's 2025 Annual Objectives and the corresponding performance objectives of the Chief Executive Officer for 2025 are provided in Confidential Attachment 1.

CreateTO's 2025 Work Plan, with key milestones and target deliverables, is provided in Confidential Attachment 2.

RECOMMENDATIONS

The Chief Executive Officer, CreateTO recommends that the Board of Directors, CreateTO:

1. Approve CreateTO's 2025 Annual Objectives and the performance objectives for the Chief Executive Officer for 2025, as detailed in Confidential Attachment 1.
2. Request that the Chief Executive Officer, CreateTO, report back to the Board in 2025 if there are substantive updates to the Work Plan outlined in Confidential Attachment 2, such as additional City Council direction on the implementation of the City's housing plan.

3. Direct that Confidential Attachment 1 remain confidential in its entirety, as it deals with personal matters about an identifiable individual and deals with a proposed or pending acquisition or disposition of land(s) by the Board of Directors, CreateTO, and/or the City.
4. Direct that Confidential Attachment 2 remain confidential in its entirety, as it deals with a proposed or pending acquisition or disposition of land(s) by the Board of Directors, CreateTO, and/or the City.

FINANCIAL IMPACT

There are no financial impacts arising from the adoption of the recommendations.

DECISION HISTORY

On March 8, 2024, the Board of Directors, CreateTO, adopted Item RA10.3, 2024 CreateTO Annual Objectives. The Board approved in principle Annual Objectives for CreateTO and performance objectives for the CEO, as well as received CreateTO's anticipated work plan for 2024.

<https://secure.toronto.ca/council/agenda-item.do?item=2024.RA10.3>

COMMENTS

2025 Annual Objectives

This report proposes a set of corporate objectives and a project work plan for 2025 that is aligned to CreateTO's [2023-2027 Strategic Plan](#) and City Council priorities. The final Board-approved 2025 Annual Objectives will set the performance objectives for the Chief Executive Officer.

Corporate and organizational objectives are strategic areas of work that aim to enhance and improve the business functioning of CreateTO as an agency of the City of Toronto. A summary of the Annual Objectives for each strategic direction is provided in Table 1. Detailed objectives, along with the specific deliverables and metrics for the Chief Executive Officer, are provided in Confidential Attachment 1.

Table 1: CreateTO Strategic Directions and Summary of Corresponding 2025 CEO Objectives

CreateTO Strategic Direction	Summary of 2025 CEO Objective
1. Build a foundation to deliver results - Keep setting new standards for efficient and successful policy development, project delivery, and public reporting. - Work across divisions, asset classes and geographies. - Offer innovative approaches & clear processes.	In 2025, CreateTO will align its mandate with the City's housing policy and initiatives. CreateTO will leverage City lands and partnerships to support program delivery (such as affordable housing, shelters, and emergency services) to support the creation of complete communities. Additionally, CreateTO will implement new tools and processes to boost organizational capacity and productivity, leveraging technology and fostering a culture of continuous improvement.
2. Maximize the potential of our real estate portfolio - Strive for a world-leading approach to asset management. - Utilize the City's portfolio for positive short-term impact & the pursuit of the City's long-term vision. - Help address the City's strategic city-building outcomes through the strategic use of real estate. (housing, climate action, facilitating job creation, cultural investment, driving equity & inclusion)	CreateTO will implement the 2025 project work plan (as detailed in Confidential Attachment 2), revised based on project prioritization and funding, and as directed by the City. Additionally, CreateTO will develop portfolio plans and strategies to identify underused assets that can be leveraged for Council priorities, such as Housing, City Building, and Municipal Service Delivery requirements of City Divisions, Agencies, and Corporations.
3. Elevate our partnership approach - We exist in relation to our partners. - Deliver bold & impactful real estate solutions through a city-wide lens. - Intentional & seamless collaboration with valued City, public & private sector partners. - Ensure we are working efficiently & effectively towards shared goals.	In 2025, CreateTO will expand Indigenous engagement by implementing the next phase of actions to establish an agency-wide Indigenous engagement strategy, in alignment with the City of Toronto's Reconciliation Action Plan. CreateTO will establish processes and procedures to ensure strong two-way communication and engagement with the City of Toronto, emphasizing effective and timely decision making, solution-focused outcomes, and strengthened relationships at all levels.

CreateTO Strategic Direction	Summary of 2025 CEO Objective
4. Inspire internal success - Continue to build a multi-disciplinary team supported by an internal culture & processes that bring out the best in people. - Be known for our ability to recognize, engage and develop talent. - Make it clear that people can build their careers here as they help build our city.	CreateTO will implement 2025 People and Culture actions to foster a desirable recruitment and retention environment, ensuring governance and best practices for related policies and programs. CreateTO will implement the 2024 Internal Communications Strategy actions to promote an inclusive workplace and align with CreateTO's purpose, mission, and values. CreateTO will continue to develop its external communications approach to align with its Strategic Plan and the City's key public policy priorities.
5. Contribute to the City's financial strength - Be good stewards of our municipal lands. - Provide prudent management of our own organization.	In 2025, CreateTO will continue to operate at a net-zero operating cost to the City and will prioritize actions that grow both income and cash flow. CreateTO will identify and negotiate multiple complex deals on behalf of the City of Toronto to maximize outcomes and achieve the best possible value for Torontonians.

Once approved, CreateTO's 2025 Annual Objectives will be cascaded through the organization to inform performance objectives for staff.

2025 Work Plan

The 2025 Work Plan includes project work to be undertaken by CreateTO staff and is based on priorities set by City Council. These include: the City's housing plan, ModernTO, and other city-building initiatives. It also includes portfolio and Port Lands-specific projects.

The full list of these projects and their 2025 target milestones are set out in Confidential Attachment 2 to this report. One of the Chief Executive Officer's performance objectives will be to deliver the 2025 Work Plan.

The 2025 Work Plan details the anticipated project work CreateTO will undertake in 2025. It is important to note that this Work Plan is subject to change due to several factors. These include any new or changed City Council direction, changes to the City's housing plan or related policies, and other external or market conditions. These

changes may result in the removal, addition, or amendment of some projects. As a result, it is recommended that CreateTO's Chief Executive Officer report back to the Board in 2025 if there are substantive updates to the Work Plan.

CONTACT

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SIGNATURE

Vic Gupta
Chief Executive Officer

ATTACHMENTS

Confidential Attachment 1 - CreateTO 2025 Annual Objectives
Confidential Attachment 2 - CreateTO 2025 Work Plan