CREATE TO

REPORT FOR ACTION

CreateTO 2026 Operating Budget

Date: October 8, 2025
To: The Board of Directors of CreateTO
From: Chief Executive Officer
Wards: All

SUMMARY

As the City of Toronto's real estate agency, CreateTO applies a strategic city-wide lens to Toronto's real estate holdings, develops City buildings and lands for municipal purposes and delivers real estate solutions to advance City Council's key public policy goals and meet the program needs of City divisions, agencies, and corporations.

CreateTO is a self-sustaining agency and submits a net zero budget to the City of Toronto.

Toronto has more than 8,400 properties within its real estate portfolio. CreateTO offers creative and strategic approaches to solving some of our city's most pressing challenges, from building affordable homes and inclusive communities, to creating cultural and employment opportunities, driving economic prosperity, achieving our climate goals, and increasing our collective quality of life.

RECOMMENDATIONS

The Chief Executive Officer recommends that the Board of Directors of CreateTO approve CreateTO's 2026 Operating Budget and direct the Chief Executive Officer to submit the budget to the City of Toronto as part of the 2026 budget process.

FINANCIAL IMPACT

CreateTO is a self-sustaining agency and submits a net zero budget to the City of Toronto.

The 2026 expenditure budget of $16.26 million represents an increase of $0.87 million gross, $0 net.

Table 1: 2026 Budget Compared to 2025 Budget

(in Millions)	2026 Budget	2025 Budget	Change
	$	$	$
Revenue			
Advisory & Operations Management[1]	9.49	9.66	(0.17)
Port Lands Management[2]	6.77	5.73	1.04
	16.26	15.39	0.87
Expenditures			
Salaries and benefits[3]	14.05	13.28	0.77
Office services & other[4]	1.25	1.11	0.14
Professional fees	0.35	0.35	-
Marketing & promotion	0.21	0.25	(0.04)
Project investigative costs	0.40	0.40	-
	16.26	15.39	0.87
Net Budget	-	-	-
Staff Complement	96	96	-

1. Advisory & operations management revenue is received by CreateTO to explore, address, and solution real estate requests from Divisions, Agencies, Corporations, City Council and City leadership. This work can range from project investigative work on potential development opportunities, providing advice related to portfolio strategies and developing new strategies to address the short and long-term real estate needs of DACs to support service delivery.

2. Port Lands management revenue is received to support the day-to-day property management and asset management functions in the Port Lands.

3. Salaries and benefits have increased by $0.77 million primarily due to the cumulative impact of cost-of-living increases, the annualized impact of 2025 hires, offset by the increase in chargebacks to deliver City capital projects. See table 3 below for details.

Table 3: Key items contributing to the Human Resources increase over the 2026 budget

COLA @ 2.00% per City guidance	$0.65M
Annual impact 2025 hires / parental leaves	$1.13M
City capital project delivery chargebacks*	($1.01M)
Total Increase	**$0.77M**

* Chargebacks are subject to Council approval of DAC capital budgets and may change as projects are reviewed and prioritized.

4. Office services & other consists of Information Technology (IT) costs, telecommunications, and office expenses. Costs have increased by $0.14 million primarily due to higher IT software and hardware costs.

DECISION HISTORY

Budgets for CreateTO are required to be submitted on an annual basis to the Board of Directors, and ultimately to City Council for approval.
https://www.toronto.ca/legdocs/municode/toronto-code-215.pdf

COMMENTS

In 2026, CreateTO will continue to identify, evaluate, and provide strategic real estate solutions to meet the needs of the City of Toronto. The resources supported by the 2026 CreateTO Operating Budget will be deployed to execute on the following priorities:

1. **Advancing the delivery of housing:** The city continues to face an unprecedented housing crisis. Developing housing solutions to help Toronto realize the targets set by the Mayor and City Council is one of CreateTO's top priorities. CreateTO will continue to champion the City's vision of providing affordable housing on City-owned land through the Toronto Builds Framework and will identify opportunities to meet the vital housing needs of Torontonians by working with our City partners to bring forward a wide range of housing solutions on City-owned sites, creating a vision for underutilized properties and moving them through the planning process. Priority projects for 2026 include: Breaking ground on 931 Yonge Street, the continued development of a complete community at Bloor Kipling (Six Points) with a groundbreaking for Block 5 and beginning construction on 1113-1117 Dundas Street West, the first City-owned site to be considered for the delivery of affordable and market housing in the form of mass timber.

2. **Activating public land for City program needs:** CreateTO is continually analyzing the City's real estate portfolio to explore new ways to make better use of the City's real estate assets. The agency works closely with our partners across all the City Divisions, Agencies and Corporations to develop real estate

solutions to help address their capital real estate needs in order to expand, enhance and improve programs and services to the residents of Toronto. This work enables the delivery of services such as fire halls, shelters, community spaces and delivers on a range of Council-directed policy priorities, including environmental sustainability, Truth and Reconciliation, economic development, community health and wellbeing, and diversity, equity and inclusion. Priority projects for 2026 include: the shoreside infrastructure work at the Jack Layton Ferry Terminal, finding an operator for Lamport Stadium and progressing the Demand & Capacity Study for Toronto Paramedics Services.

3. **Supporting Port Lands Development:** As the largest landowner in the Port, CreateTO is committed to making sure this unique downtown district delivers maximum value for the people of Toronto. The area, which is one of the largest and most valuable undeveloped pieces of real estate in North America, is undergoing massive transformation with new uses being unlocked to better serve Toronto residents and visitors. The agency manages more than 70 tenants across the Port that provide important supplies and services to the downtown core. CreateTO is also continuing to advance the long-term vision to create sustainable new communities in the Port within McCleary District and Ookwemin Minising and is supporting further development of the film industry through projects like Basin Media Hub. Priority projects for 2026 include: continuing to advance planning and due diligence for the McCleary District, ongoing management of area-wide dockwalls and planning for newly flood protected lands.

CONTACT

Jaspreet Hansra-Kulasingam, Chief Financial Officer and Executive Vice President, Port Lands Management, 416-981-3765, jhansrakulasingam@createto.ca

SIGNATURE

Vic Gupta
Chief Executive Officer