CREATE TO

REPORT FOR ACTION

CreateTO 2027 Operating Budget

Date: October 23, 2026
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 a real estate portfolio of more than 8,400 properties, which can help solve some of our city's most pressing challenges. As the City of Toronto's strategic real estate agency, CreateTO applies a city-wide lens to meeting the program needs of City divisions, agencies and corporations, developing City buildings and lands for municipal purposes and unlocking opportunity in the Port Lands.

RECOMMENDATIONS

The Chief Executive Officer recommends that the Board of Directors of CreateTO approve CreateTO's 2027 Operating Budget and direct the Chief Executive Officer to submit the budget to the City of Toronto as part of the 2027 budget process.

FINANCIAL IMPACT

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

The 2027 expenditure budget of $16.74 million represents an increase of $0.48 million gross, $0 net.

Table 1: 2027 Budget Compared to 2026 Budget

(in Millions)	2027 Budget	2026 Budget	Change
	$	$	$
Revenue			
Advisory & Operations Management[1]	9.82	9.49	0.33
Port Lands Management[2]	6.92	6.77	0.15
	16.74	16.26	0.48
Expenditures			
Salaries & Benefits[3]	14.42	14.05	0.37
Office services & other[4]	1.50	1.25	0.25
Professional fees	0.35	0.35	-
Marketing & promotion	0.21	0.21	-
Project investigative costs[5]	0.26	0.40	(0.14)
	16.74	16.26	0.48
Net Budget	-	-	-
Staff Complement	96	96	-

1. Advisory & operations management revenue is received by CreateTO to support day-to-day operating activities, advance early-stage investigative work on housing projects, and advisory work performed 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. Revenue generated through Port Lands management supports the ongoing stewardship, property management, and asset management of the area. CreateTO leads these efforts to maximize economic value, foster employment opportunities, and support strategic investments in infrastructure and public spaces.

3. Salaries and benefits have increased by $0.37 million primarily due to the cumulative impact of cost-of-living increases and other salaries & benefits increases, offset by the increase in chargebacks to deliver City capital projects. See table 2 & 3 below for details.

Table 2: Salaries & Benefits

(in Millions)	2027 Budget $	2026 Budget $	Change $
Salaries & Benefits	21.41	20.01	1.40
Capital project chargebacks	(6.99)	(5.96)	(1.03)
Salaries & Benefits	**14.42**	**14.05**	**0.37**

Table 3: Key contributors to Salaries & Benefits increase over the 2027 budget

(in Millions)	$
COLA & Merit-based increases	0.92
Vacancy Assumption Changes	0.22
Change in Group benefits	0.15
Maternity Leave Impact	0.11
City capital project delivery chargebacks*	(1.03)
Total Increase	**0.37**

* 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 $0.25 million primarily due to higher IT costs

5. Project investigative costs represent funding required to support initial feasibility analysis prior to bringing projects/strategies to council for approval. The 2027 amount has been adjusted to reflect lower historical spend.

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 2027, CreateTO will continue to deliver strategic real estate solutions that meet the needs of the City of Toronto. The resources supported by the 2027 CreateTO Operating Budget will be deployed to:

- **Activate public land for City program needs**: As the city grows and its demographics evolve, CreateTO will work across City Divisions, Agencies and Corporations in providing real estate solutions for the programs and services Toronto residents need, now and in the future. Priority projects for 2027 include: long-term planning for emergency services, Long Term Care, and advancing the redevelopment of Scadding Court.

- **Deliver affordability across the housing spectrum:** CreateTO will continue to advance the development of affordable housing on City-owned land through the Toronto Builds Framework, by delivering a wide range of housing solutions. Priority projects for 2027 comprises of: Build Canada Homes funded priorities including 805 Wellington, 1113-1115 Dundas Street West, C1 Bayfront, Bloor Islington and 158 Borough, advancing the impactful social medicine model of housing through development of Dunn House 2 and 3, and supporting opportunities to meet a wide range of community needs at 770 Don Mills Road.

- **Advance economic opportunity in the Port Lands:** As the largest landowner in the Toronto Port Lands, CreateTO is committed to ensuring this unique downtown district delivers maximum value for the people of Toronto, through the creation of new neighbourhoods, destinations and economic opportunities. Priority projects for 2027 include: advancing planning and due diligence for development lands, dockwall rehabilitation, interim activation programming and meanwhile uses, and the strategic management of a tenant portfolio that supports Toronto's critical industrial base.

CONTACT

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SIGNATURE

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