

BudgetTO

Development and Growth Services

January 14, 2026

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Vision Statement: Development and Growth Services

Development and Growth Services strives to plan and deliver complete, inclusive communities and supports by driving faster development reviews and housing delivery, notably supportive, affordable and rent-controlled housing, through a centralized, streamlined approach that aligns with the City's strategic growth goals.

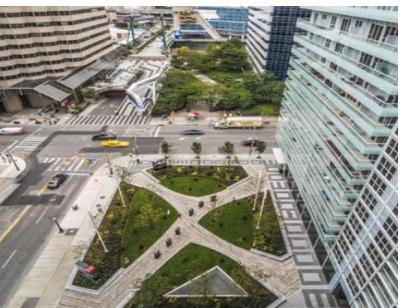


Development and Growth Services



City Planning

- Leads citywide and area-based policy development, champions design excellence, and delivers innovative research initiatives on land use issues, providing expert planning advice on housing, environmental sustainability, community and economic development, urban design, heritage conservation and transportation.



Development Review Division

- Delivers an efficient, collaborative and transparent service dedicated to building a more equitable, inclusive and sustainable Toronto. Through the review of development applications, helps shape the city's growth, ensuring that new homes, services, public spaces and infrastructure support complete, livable and resilient communities across the city. The work directly contributes to economic and cultural vitality, job growth, and social cohesion. It also advances environmental sustainability and climate resilience.



Waterfront Revitalization

- Leads the Waterfront Revitalization Initiative on behalf of the City of Toronto. Working with Federal and Provincial partners and Waterfront Toronto, as well as other stakeholders such as CreateTO, the Toronto Regional Conservation Authority and Ports Toronto, to ensure that plans, agreements and approvals are in place to advance revitalization along the waterfront. Key functions include administering project funding, coordinating approvals, managing the City's review of infrastructure designs and advancing tri-government partnerships and involves coordinating/catalyzing/facilitating the delivery of transformational projects.

Development and Growth Services



Housing Secretariat

- Develops policies and implements programs focused on creating new homes including rent-controlled and affordable homes; preserving existing housing stock; improving housing stability for marginalized Torontonians; and helping residents access and maintain safe, sustainable and affordable homes while providing financial stewardship and oversight of the community housing stock including Toronto Community Housing Corporation (TCHC) and Toronto Seniors Housing Corporation (TSHC).

Housing Development Office (HDO)

- Responsible for prioritizing and optimizing how the City uses its assets to create housing that serves the entire spectrum of housing needs. It works with CreateTO, TCHC, and CREM to coordinate activities to ensure that various City resources are maximized. The HDO also works with different levels of government to create alignment and a shared interest in addressing the housing shortage in Toronto.

Development and Growth Services



Toronto Building

- Enforces provincial and municipal building regulations and bylaws, where Toronto Building's primary responsibilities are established through the Building Code Act, such as reviewing and issuing building permits and conducting mandatory inspections of construction to verify that work is in compliance with the Building Code and building permits.



Policy Planning Finance & Administration

- Provides centralized financial and administrative business operations shared services and corporate leadership support to Infrastructure Services and Development & Growth Services divisions and Deputy City Managers so they can focus on providing services to Toronto's residents and businesses.

Services and Outcomes

Strategic Outcomes

Housing

All Torontonians have access to **housing that is safe, affordable and suitable to their needs**.

Mobility

Toronto's **transportation network is accessible, resilient and reliable**, where residents and businesses are **connected** to vibrant communities.



Climate Action

Toronto's **climate action initiatives mitigate the impact of climate events** on the well-being and prosperity of residents and businesses.

Corporate Outcomes

A Well Run City



Toronto's **municipal operations are effective, efficient and resilient** in order to support service delivery.

Toronto's **residents and businesses can conveniently transact and interact with their municipal government** where, when and how they want.

People & Neighbourhoods

All Torontonians **feel safe and secure**, and live in **healthy, inclusive and culturally rich neighbourhoods**.



Equity

Toronto's **economy is resilient and prosperous** with opportunities for residents and businesses.

All Torontonians have **equitable access to City services** and **poverty is mitigated**, especially for Indigenous, Black and equity-seeking groups.



Financial Sustainability

Toronto's **funding for services is adequate and sustainable** to meet the needs of Toronto residents and businesses in the near and long term.

Toronto's **tax dollars are invested in services with the highest value** for residents and businesses.

2026 Budget Overview

\$ Millions	2025 Budget	2025 Projection*	2026 Budget	Change v. 2025 Budget		OUTLOOK	
				\$	%	2027	2028
Revenues	\$466.6	\$441.9	\$478.3	\$11.7	2.5%	\$491.4	\$495.9
Gross Expenditures	\$1,044.8	\$1,020.2	\$1,075.5	\$30.7	2.9%	\$1,105.6	\$1,117.7
Net Expenditures	\$578.2	\$578.2	\$597.2	\$19.0	3.3%	\$614.2	\$621.8
Approved Positions**	1,676.0	N/A	1,681.0	5.0	0.3%	1,695.0	1,695.0

*Projection based on 9 Month Variance

**YoY comparison based on approved positions

10 Year Capital Budget & Plan

\$ Millions	2026	2027-2035	Total*
Gross Expenditures	\$707.8	\$3,402.1	\$4,109.9
Debt	\$293.3	\$2,438.3	\$2,731.6

Note: Includes 2025 carry forward funding

* 10 Year Capital Plan includes funding of \$2.1B for TCHC (including repayment)

2026 Key Risks and Challenges



People & Neighbourhoods

- Continuing to advance development in major districts in an uncertain development market (e.g. Downsview, Woodbine, waterfront, TOCs).
- Provincial policy changes and associated regulations continue to shape City resourcing and capacity considerations, requiring flexibility in aligning and advancing priority actions.



Housing and affordability

- Preserving existing and aging rental housing stock while advancing efforts to achieve the HousingTO target of 65,000 new rent-controlled homes approved by 2030.
- Market changes, changing construction costs and funding challenges pose significant risks to housing projects and development and building permit application review volumes.
- Growing housing affordability gap driven by rental costs and insufficient incomes particularly for households who rely on provincial and federal policy and incomes supports (i.e. minimum wage rates, social assistance, pensions, etc.).



Service Delivery and A Well-Run City

- Expedite the implementation of a modernized integrated business management system to optimize service delivery.
- Policy and program changes stemming from other levels of government require the City to adjust business processes and disrupts progress in advancing service delivery and technology improvements.

2026 Priority Actions



People & Neighbourhoods

- Deliver complete communities by aligning cross-divisional leadership, building partnerships and advancing integrated data-driven policies.
- Unlock missing middle and midrise housing by advancing policy initiatives, including as-of-right zoning for Avenues and Major Streets.
- Enhance and expand the Priority Development Review Stream to expedite approvals for affordable housing and projects that drive economic growth and job creation.



Housing and Affordability

- Continue to explore policy and implement financial tools that support the acceleration of housing starts and increase the supply of new homes across the housing continuum.
- Enhance intergovernmental and strategic partnerships to achieve HousingTO Plan's targets.
- Strengthen services and investments focused on eviction prevention and improving housing stability for renters.
- Establish and operationalize a three-year housing delivery workplan, including prioritization of the Toronto Builds Portfolio to accelerate housing delivery.

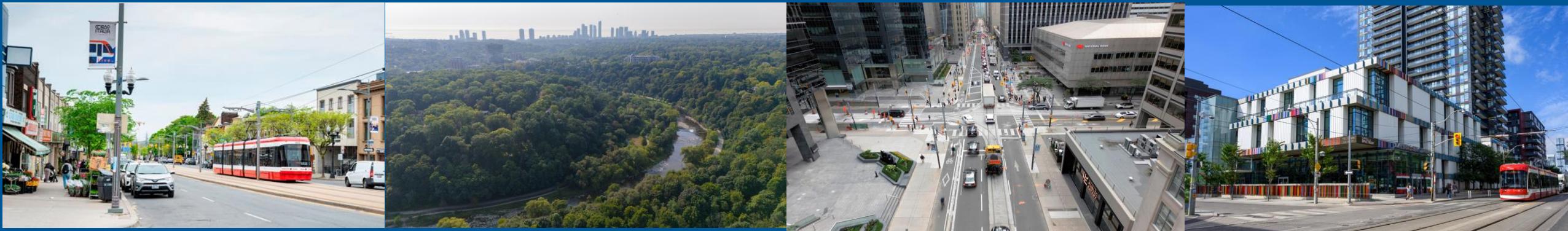


Service Delivery and A Well-Run City

- Accelerate technology upgrades to drive efficiency and service improvements, including leveraging AI capability.
- Foster enhanced collaboration with industry and non-profit stakeholders to advance housing initiatives.
- Advancing missing middle projects through development of pre-approval designs.
- Optimizing organizational capacity and alignment with evolving needs.

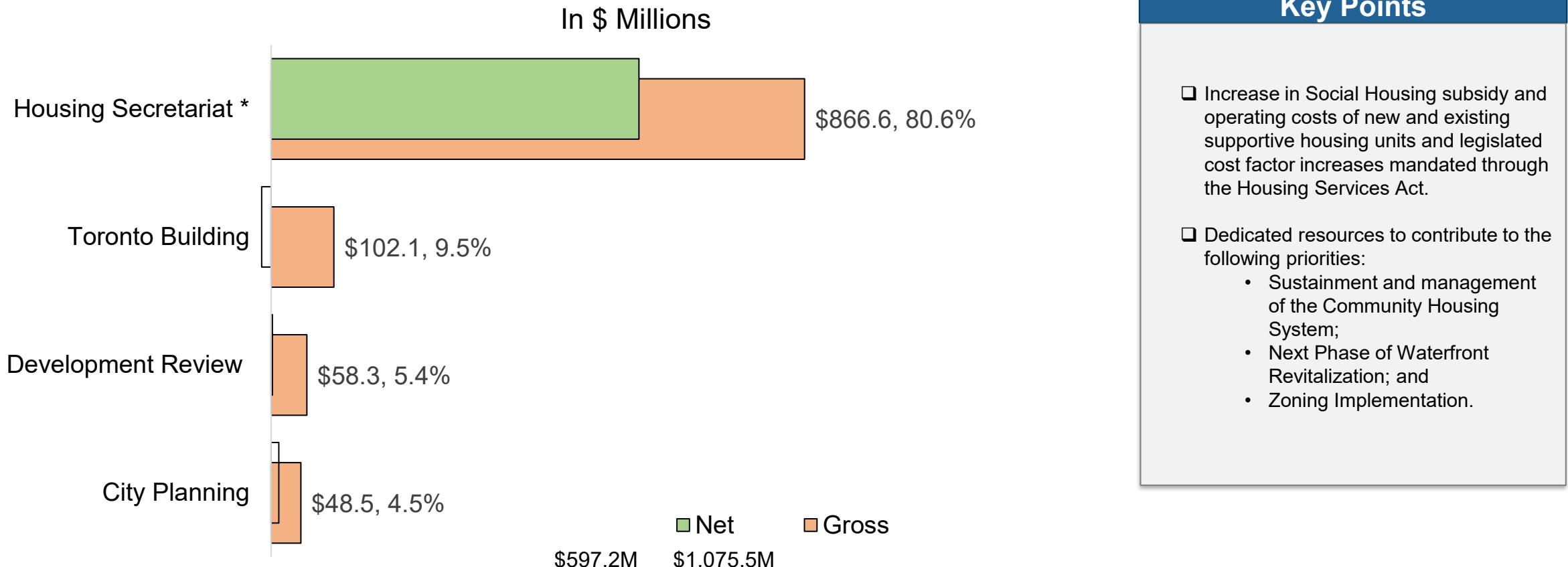
2026 Operating Budget Submission

Development and Growth Services



2026 Operating Budget - \$1.1 Billion Gross (\$597.2 Million Net)

2026 Operating Expenditures



* Includes operating subsidy of \$377.8M to TCHC/TSHC.

How the 2026 Operating Budget is Funded and Where the Money Goes

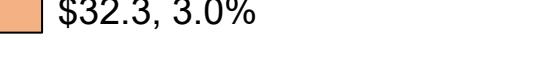
Where the Money Comes From (\$1.1 Billion)

In \$ Millions

Property Tax		\$597.2, 55.5%
User Fees		\$159.1, 14.8%
Federal Subsidies		\$134.4, 12.5%
Prov Subsidies		\$126.6, 11.8%
Reserve Funds		\$50.1, 3.9%
Other Revenues		\$8.1, 1.5%

Where the Money Goes (\$1.1 Billion)

In \$ Millions

Subsidies to Non-Profit Agencies (Non-TCHC)		\$409.8, 38.1%
Subsidies to TCHC and TSHC		\$377.8, 35.1%
Salaries and Benefits		\$232.4, 21.6%
Service and Rent		\$32.3, 3.0%
Other Expenditures		\$17.5, 1.6%
Equipment, Materials and Supplies		\$3.6, 0.4%
Contribution to Reserve Funds		\$2.1, 0.2%

2026 Net Operating Budget

(In \$ Millions)	2025 Budget	2025 Projection*	2026 Base Budget	2026 New / Enhanced	2026 Budget	Change v. 2025 Budget	
By Program	\$	\$	\$	\$	\$	\$	%
Net Expenditures							
City Planning	11.0	12.9	12.7	0.0	12.7	\$1.7	15.3%
Toronto Building	(15.8)	(15.8)	(15.4)	0.0	(15.4)	\$0.4	(2.6%)
Housing Secretariat**	581.9	580.4	597.6	0.0	597.6	\$15.8	2.7%
Development Review	1.1	0.7	2.3	0.0	2.3	\$1.2	106.2%
Total Net Expenditures	\$578.2	\$578.2	\$597.2	\$0.0	\$597.2	\$19.0	3.3%

*Projection based on 9 Month Variance

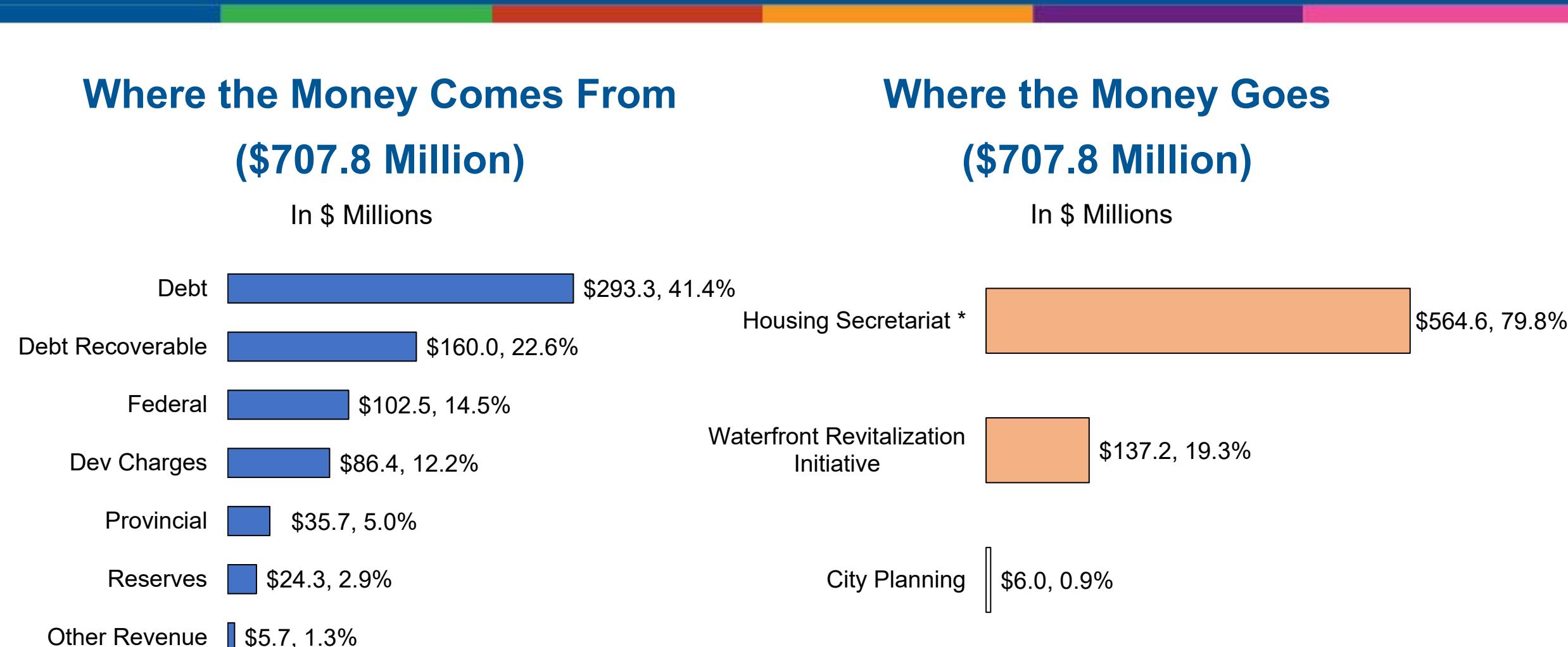
**Housing Secretariat Includes funding to TCHC/ TSHC (incremental \$3.25M for 2026)

2026-2035 Capital Budget and Plan Submission

Development and Growth Services

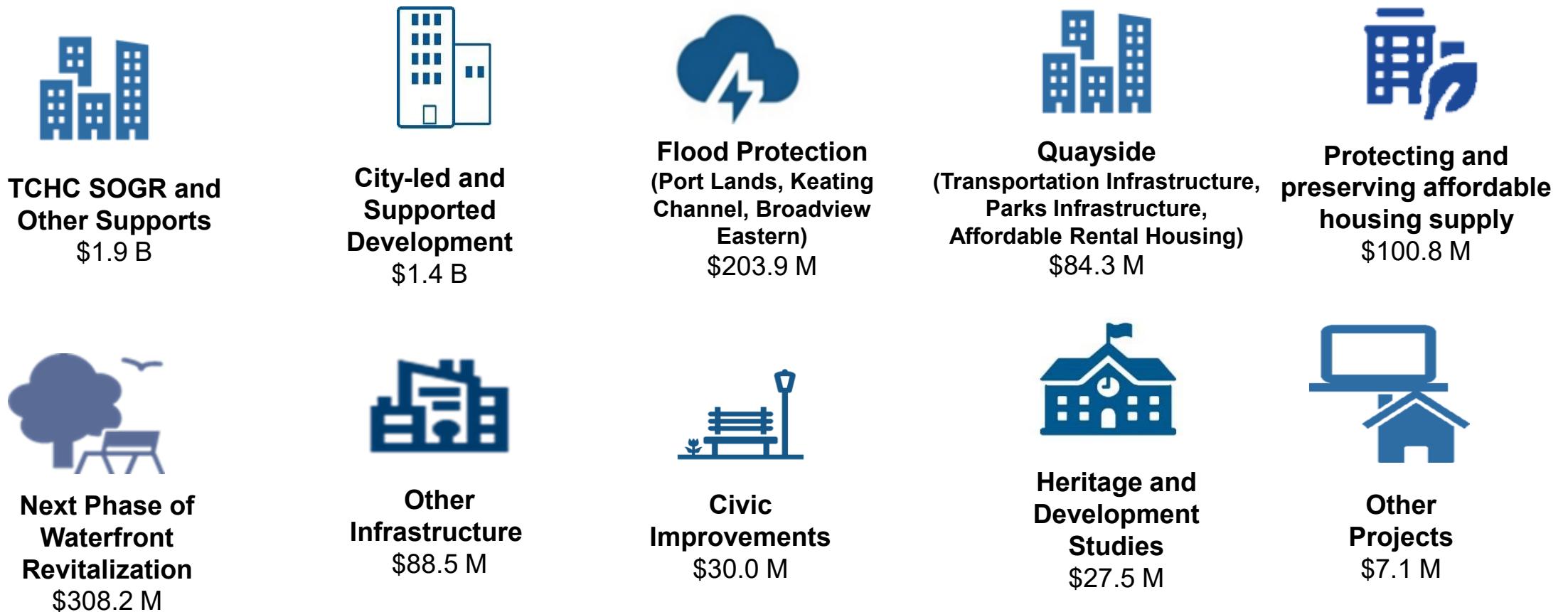


2026 Capital Budget Breakdown



* Includes funding of \$364.2M to TCHC (including repayment)

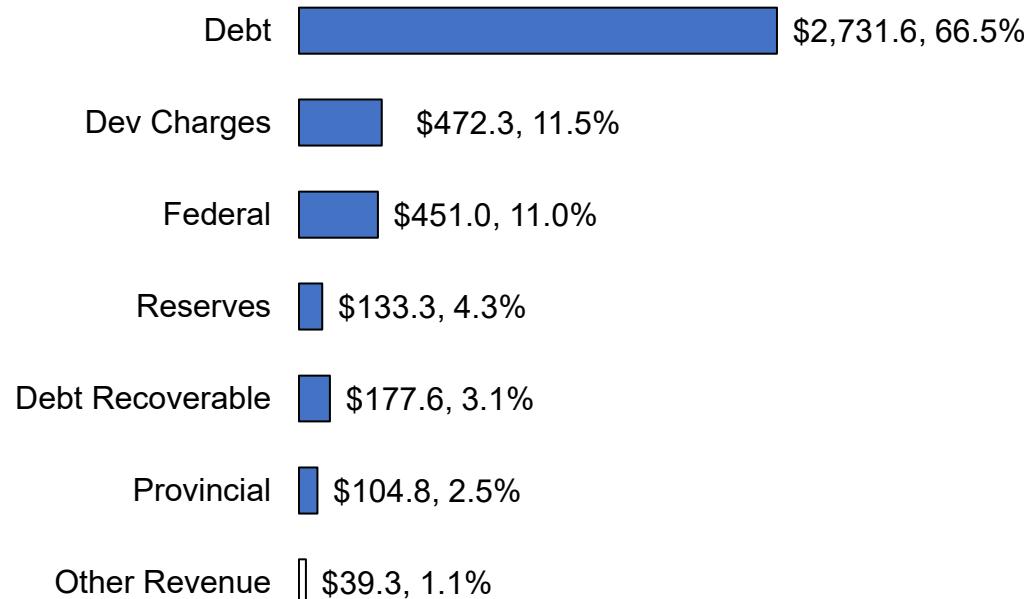
\$4.1 Billion 10-Year Gross Capital Program



2026-2035 Capital Budget Breakdown

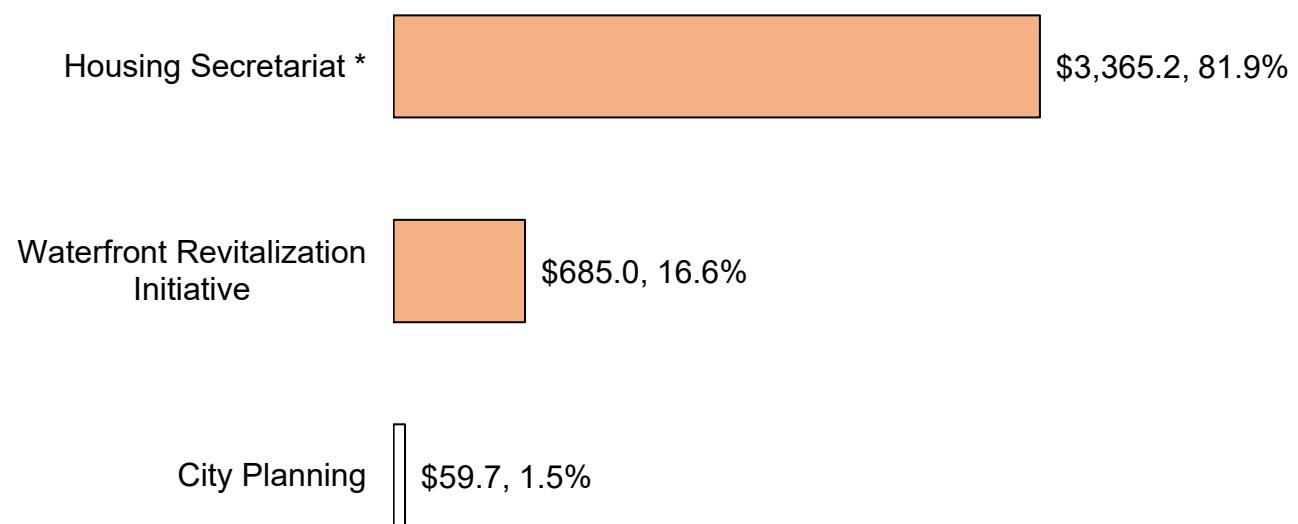
Where the Money Comes From (\$4.1 Billion)

In \$ Millions



Where the Money Goes (\$4.1 Billion)

In \$ Millions



*Includes funding of \$2.1B to TCHC (including repayment).

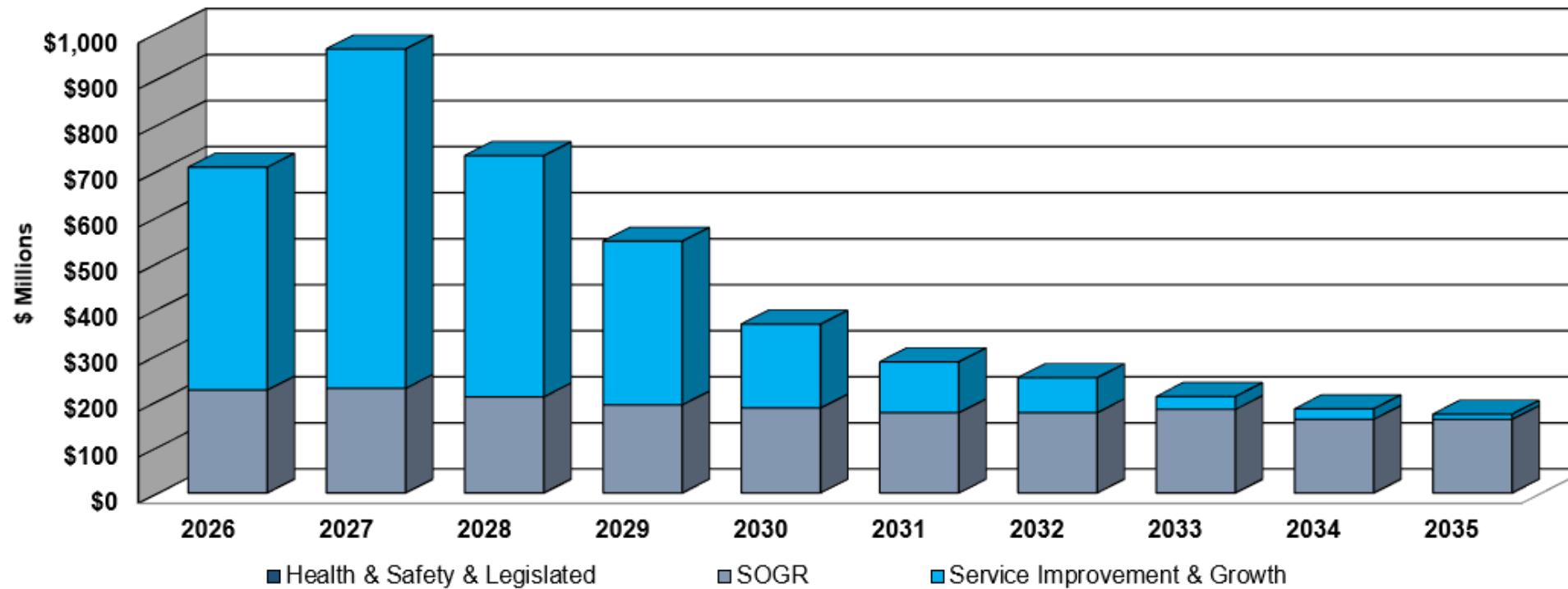
Thank you

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Appendices

Development and Growth Services

2026-2035 Capital Budget and Plan by Project Category



2026 - 2035 Staff Recommended Capital Budget and Plan by Category											
\$ Millions	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total *
Health & Safety & Legislated	0.3	0.2	0.4	0.2	0.2	0.2	0.2	0.4	0.2	0.2	2.2
SOGR	223.6	227.1	208.5	191.2	184.6	174.4	174.4	181.4	160.0	160.0	1,885.1
Service Improvement & Growth	483.9	737.2	524.1	355.5	182.1	110.3	76.0	27.9	22.7	10.9	2,530.5
TCHC Repayment					(127.5)			(180.3)			(307.9)
Total	707.8	964.5	733.0	546.9	239.3	284.8	250.5	29.3	182.8	171.1	4,109.9

- Includes projects related to TCHC/TSHC of approx. \$2.1B (including repayment)
- The drop in 2030 and 2033 for Service Improvement and Growth expenditures reflects cash inflows from completed TCHC development projects.

Capital Delivery Constraints - \$11.6 Billion

Project Name by Division	Total Project	Non-Debt Funding	Debt Required	Cash Flow (In \$ Millions)									
				2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Waterfront Revitalization Initiative	657.0	375.0	282.0		73.0	73.0	73.0	73.0	73.0	73.0	73.0	73.0	73.0
Non Port Lands Infrastructure and Public Realm	69.0	14.0	55.0		8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0
Port Lands Infrastructure and Public Realm	588.0	361.0	227.0		65.0	65.0	65.0	65.0	65.0	65.0	65.0	65.0	65.0
Housing Secretariat	10,928.8		10,928.8	2,575.6	694.7	1,325.0	1,604.1	809.9	738.1	730.6	727.7	964.9	758.3
City-led Rental Development (includes public developer sites, TCHC development capital, Regent Park Energy Inc. and other projects on public land)	4,537.7		4,537.7	243.0	356.6	623.6	648.8	422.1	410.7	467.2	459.3	472.8	433.4
City-supported Rental & Homeownership Development (includes projects on proponents' land, such as community housing providers)	752.5		752.5	52.6	51.6	104.6	103.6	102.6	102.6	58.6	58.6	58.6	58.6
Protecting and preserving affordable housing supply (includes MURA, MTH and other repair programs)	453.2		453.2	45.3	45.3	45.3	45.3	45.3	45.3	45.3	45.3	45.3	45.3
TCHC/TSCHC SOGR	5,185.4		5,185.4	2,234.6	241.1	551.5	806.3	239.8	179.4	159.4	164.4	388.1	220.9
Total Needs Constraints (Not Included)	11,585.8	375.0	11,210.8	2,575.6	767.7	1,398.0	1,677.1	882.9	811.1	803.6	800.7	1,037.9	831.3