

# BudgetTO

## Corporate Services

January 16, 2026

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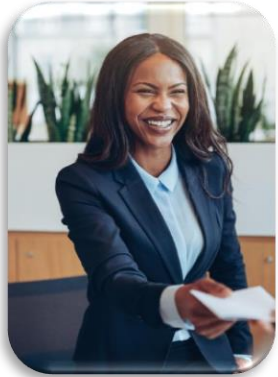


# Vision Statement: Corporate Services



Enabling City Divisions, Agencies, Corporations and external partners to deliver the programs and services that residents and businesses rely on, through enterprise-wide leadership that improves service experiences, modernizes, sustains and protects critical technology and real estate assets, and drives climate action, in an effective and efficient manner.

# Corporate Services



## Customer Experience

Connect the public to City services, programs and information, and drive responsive service experiences across all channels (digital, phone, in-person)



## Corporate Real Estate Management

Provide access to safe, clean and operational City facilities, ensuring they are economically and environmentally sustainable



## Fleet Services

Ensure the City has safe, available, reliable and environmentally sustainable fleet assets and Island Ferry Service, to meet service delivery requirements



## Technology Services

Enable delivery of and access to City services by efficiently and strategically deploying resilient, reliable and secure technology solutions



## Toronto Cyber Security

Strengthen the cyber security posture of the City and its agencies and corporations, build a cyber smart workforce and minimize the risk of major cyber incidents

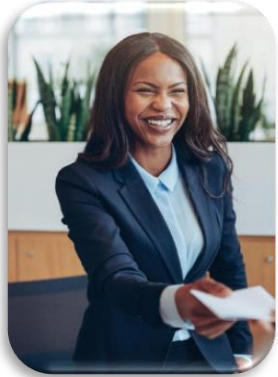


## Environment, Climate & Forestry

Lead and support the development and implementation of community and corporate-wide policies and programs to advance the City's overall sustainability outcomes



# Corporate Services: Scope of Delivery



## Customer Experience

- 24/7 access to non-emergency City services, programs & information
- Over 528,800 service requests submitted in 2025
- Drive a focus on customer experience at the core of service delivery



## Corporate Real Estate Management

- Life cycle asset management of over 450 facilities
- Manage over 1,000 leases
- Provide City-wide project management, property management and operational services
- Negotiate real estate transactions that enable transit, housing, and other key priorities



## Fleet Services

- Steward over 8,000 fleet assets – the largest municipal fleet in Canada and one of the most specialized and diverse in North America.
- Maintain the network of fuel and electric charging sites for City vehicles
- Operate City's year-round ferry service, with over 1.4 million passengers annually



## Technology Services

- Lead/manage technology assets, contracts, new programs, solutions across 50+ Divisions, Agencies and Corporations
- Manage \$200M of hardware assets, and 1,200 enterprise, business, and public solutions
- Manage 800+ networked facilities, 2 data centres, 1,900 servers, providing 24/7/365 hybrid hosting, secure connectivity and digital workplace collaboration services



## Toronto Cyber Security

- Enhance cyber resiliency & intelligence capabilities
- Provide cyber awareness training to staff
- Provide 24/7 cyber threat monitoring, management, and cyber incident response services







## Environment, Climate & Forestry

- Lead and coordinate actions, across the City's Divisions, Agencies and Corporations, to reduce emissions and enhance corporate and community climate resilience
- Manage a healthy, growing and resilient urban forest and ravine system, retaining ecological integrity

# Services and Outcomes

## Strategic Outcomes

 <b>Housing</b>	 <b>Mobility</b>	 <b>Climate Action</b>
All Torontonians have access to <b>housing that is safe, affordable and suitable to their needs.</b>	Toronto's <b>transportation network is accessible, resilient and reliable</b> , where residents and businesses are <b>connected</b> to vibrant communities.	Toronto's <b>climate action initiatives mitigate the impact of climate events</b> on the well-being and prosperity of residents and businesses.
 <b>People &amp; Neighbourhoods</b>	 <b>Equity</b>	
All Torontonians <b>feel safe and secure</b> , and <b>live in healthy, inclusive and culturally rich neighbourhoods.</b>	Toronto's <b>economy is resilient and prosperous</b> with opportunities for residents and businesses.	All Torontonians have <b>equitable access to City services</b> and <b>poverty is mitigated</b> , especially for Indigenous, Black and equity-seeking groups.

## Corporate Outcomes

 <b>A Well Run City</b>	
Toronto's <b>municipal operations are effective, efficient and resilient</b> in order to support service delivery.	Toronto's <b>residents and businesses can conveniently transact and interact with their municipal government</b> where, when and how they want.
 <b>Financial Sustainability</b>	
Toronto's <b>funding for services is adequate and sustainable</b> to meet the needs of Toronto residents and businesses in the near and long term.	Toronto's <b>tax dollars are invested in services with the highest value</b> for residents and businesses.

# 2026 Budget Overview

Operating Budget							
(in \$ Millions)	2025 Budget	2025 Projection*	2026 Budget	Change from 2025 Budget		Outlook	
				\$	%	2027	2028
Revenues	\$229.0	\$234.2	\$245.5	\$16.5	7.2%	\$229.1	\$233.3
Gross Expenditures	\$646.4	\$642.5	\$679.9	\$33.5	5.2%	\$721.5	\$752.7
Net Expenditures	\$417.4	\$408.3	\$434.4	\$17.0	4.1%	\$492.4	\$519.3
Approved Positions**	3,103.7	N/A	3,212.7	109.0	3.5%	3,241.7	3,251.7

\*Projection based on 9-Month Variance

\*\*Year-over-year comparison based on approved positions

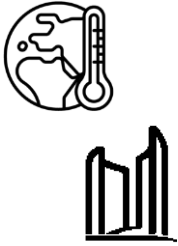
10-Year Capital Budget and Plan			
(in \$ Millions)	2026	2027-2035	Total
Gross Expenditures	\$576.1	\$4,536.2	\$5,112.3
Debt	\$297.0	\$2,543.9	\$2,840.9
Recoverable Debt	\$9.5	\$237.3	\$246.8
Note: Includes 2025 carry forward funding			

# 2026 Key Risks and Challenges



## TALENT

- **Need for Skilled Talent:** Ongoing need to attract and retain specialized workforce with niche expertise (e.g., technology, skilled trades).
- **Workforce Renewal:** Succession planning to maintain operational continuity and protect City assets and information amid an aging workforce.



## SUSTAINABILITY & RESILIENCE

- **Community & Government Leadership:** Balancing the need to drive community-wide climate actions with affordability. Policy and stable, long-term funding from all levels of government and business communities critical to achieving community-wide goals – intergovernmental funding uncertainty.
- **Aging Assets:** Increases the risk of failure and unreliability of the City's corporate assets supporting program and service delivery. This drives the need for continued investment to maintain stable operations while incorporating resiliency efforts.
- **Cyber Security:** Increased levels and sophistication of cyber attacks as we continue to digitize.
- **Cost Volatility:** Due to external factors, including tariffs, inflationary pressure, market shift to cloud and software-as-a-service, and the impact on capital and operating programs, including sustainment costs.



## ASSET LIFECYCLE MANAGEMENT

- **Asset Age & SOGR Needs:** SOGR needs outpacing funding, with aging assets and cost escalations.
- **Balancing Priorities:** Competing capital priorities, balancing new needs while optimizing existing assets to realize asset best use and value.



## SERVICE EXPERIENCE

- **Organizational Capacity:** To adopt modern technology and tools to transform service delivery, while maintaining service continuity.
- **Public Expectations:** Increasing public expectations for faster, more responsive and engaging service delivery, balanced against finite resources.

# 2026 Priority Actions



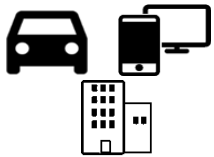
## TALENT

- **Invest in Staff:** Through skills development programs, advanced technical training, and apprenticeship and co-op programs, including for the skilled trades, while complementing enterprise level diversity, equity and inclusion initiatives.
- **Focus on Succession Planning:** To proactively build and preserve critical institutional knowledge.
- **Build talent pipeline** and recruit critical positions and niche roles that align with the City's strategic priorities



## SUSTAINABILITY & RESILIENCE

- **Policy, Planning, and Support Programs:** Outcome focused approach to climate resilience, with emphasis on affordability, including support programs to encourage energy transition, and circular economy roadmap.
- **Deliver More Zero Emission Vehicles and Supporting Infrastructure:** Transition traditionally-fueled medium and heavy-duty vehicles to EVs, supported by a strategy for public and workplace EV charging infrastructure.
- **Technology and Cyber Resilience:** Invest in modernized data centres and monitoring capabilities, including IT Disaster recovery to mitigate enterprise risk and maintain business continuity for critical services, and continue to elevate overall cyber maturity across all agencies and corporations.
- **Focus on Preventative Maintenance:** For our buildings, technology, fleet, and trees, to proactively protect and prevent critical issues for our assets



## ASSET LIFECYCLE MANAGEMENT

- **Reduce the Total Cost of Ownership:** Across corporate assets through improvements to life cycle asset management, preventative maintenance, and asset rationalization to focus limited resources on those assets critically needed to support the delivery of public services.
- **Leverage Multi-Year Contracts:** As an ongoing tool to manage potential cost escalations and achieve greater price certainty.



## SERVICE EXPERIENCE

- **Closing the Loop:** To improve customer service, satisfaction and trust, including improving the handling of inter-divisional service requests.
- **Harness the Power of Data:** Through an enterprise data platform and AI program to launch real time service performance dashboards, supported by digital policies and tools to advance safe, responsible, equitable use of data and AI solutions.
- **Leverage Technology:** To deliver exceptional customer experience through the City's digital front door – the 311 app and web experience.



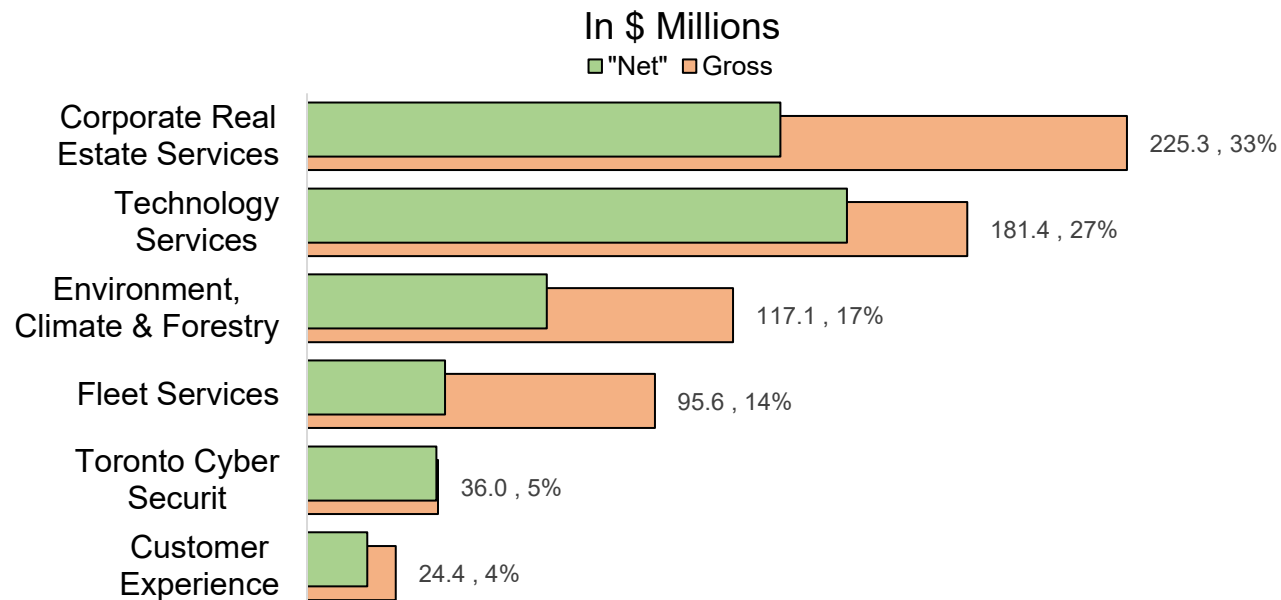
# 2026 Operating Budget Submission

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Corporate Services

# 2026 Operating Budget - \$679.9 Million Gross (\$434.4 Million Net)

## 2026 Operating Expenditures



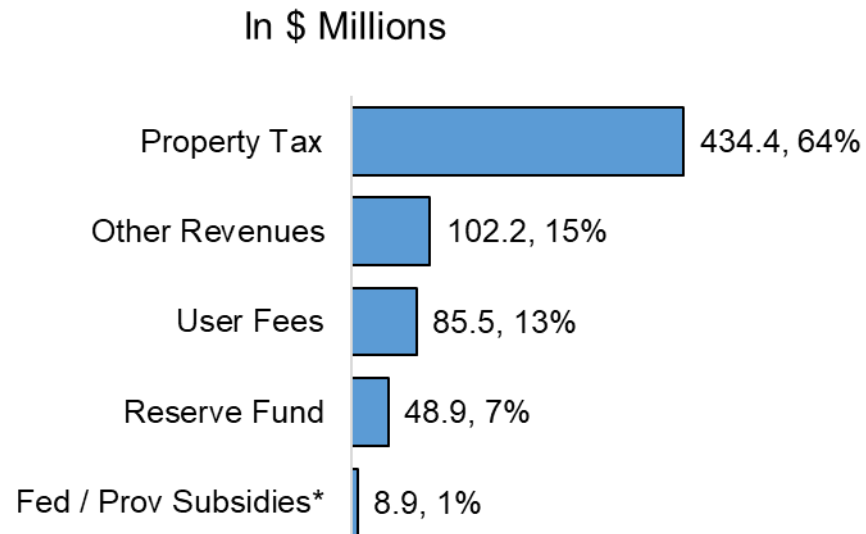
## Key Points

### The 2026 Operating Budget:

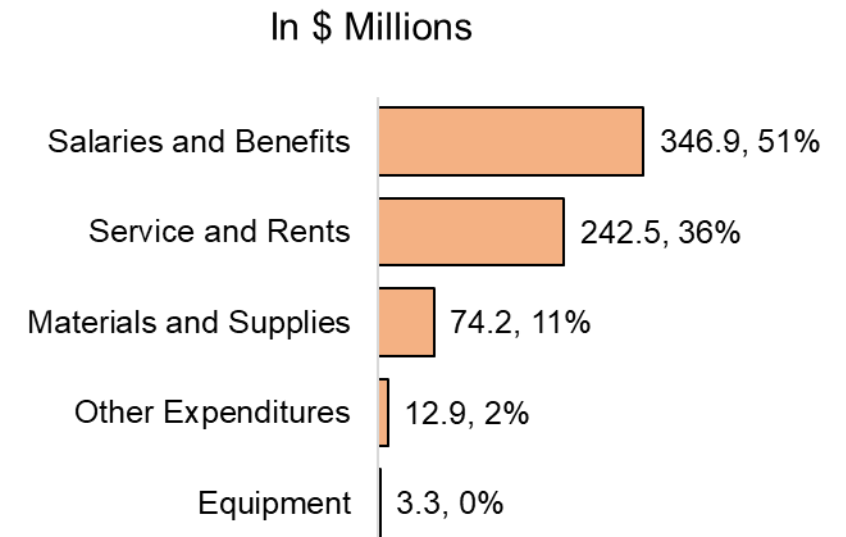
- Supports legislative and health & safety requirements through **life-cycle asset management services** across over 450 City-owned facilities, 8,000 fleet assets and 5 ferry vessels.
- Provides **Climate Action** leadership and support through development and implementation of strategic community and corporate-wide environment, climate and energy policies and programs to advance the City's overall sustainability outcomes and net zero goals.
- Addresses **resiliency** through cyber resiliency and cyber intelligence, investments in technology and people to mitigate enterprise risk, maintain business continuity, and access to non-emergency City services, programs and information 24 hours a day, seven days a week.
- Enables the **modernization of government** through digitization of City services and operationally effective use of City real estate.

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

## Where the Money Comes From (\$679.9 Million)



## Where the Money Goes (\$679.9 Million)



# 2026 Net Operating Budget

(In \$ Millions)	2025 Budget	2025 Projection*	2026 Base Budget	2026 New/Enhanced	2026 Budget	Change vs. 2025 Budget	
By Program	\$	\$	\$	\$	\$	\$	%
<b>Net Expenditures</b>							
Corporate Real Estate Management	127.1	123.4	130.1		130.1	3.0	2.4%
Customer Experience	15.2	15.1	16.5		16.5	1.3	8.6%
Environment, Climate & Forestry	60.2	59.5	64.9	1.0	65.9	5.7	9.4%
Fleet Services	37.3	35.7	37.9		37.9	.7	1.9%
Technology Services	143.9	141.5	148.4		148.4	4.4	3.1%
Toronto Cyber Security	33.7	33.2	35.6		35.6	1.8	5.4%
<b>Total Net Expenditures</b>	<b>417.4</b>	<b>408.3</b>	<b>433.4</b>	<b>1.0</b>	<b>434.4</b>	<b>17.0</b>	<b>4.1%</b>

\*Projection based on 9-Month Variance



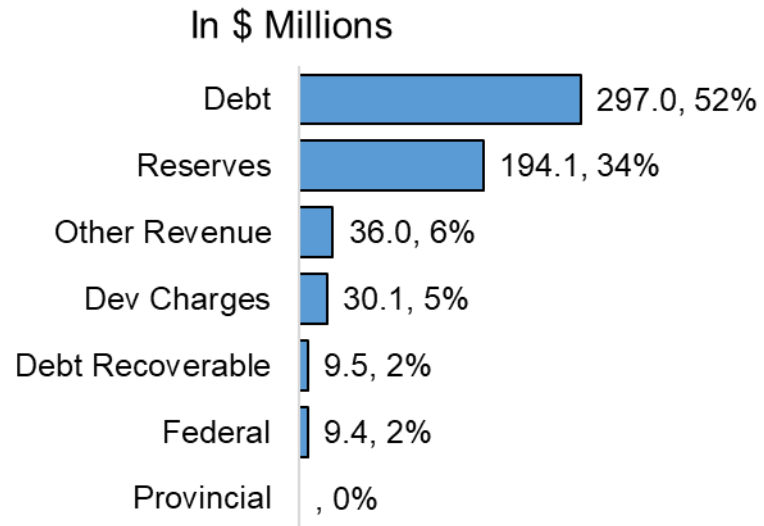
# 2026-2035 Capital Budget and Plan Submission

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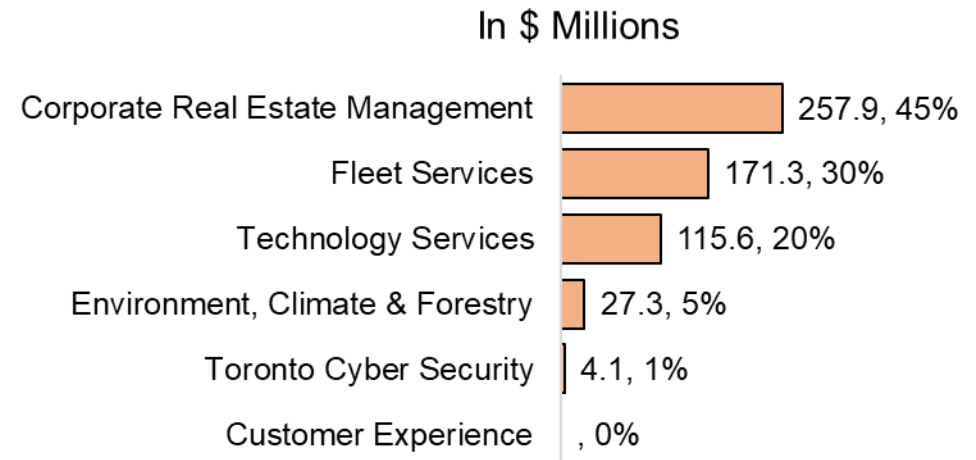
Corporate Services

# 2026 Capital Budget Breakdown






## Where the Money Comes From (\$576.1 Million)



## Where the Money Goes (\$576.1 Million)

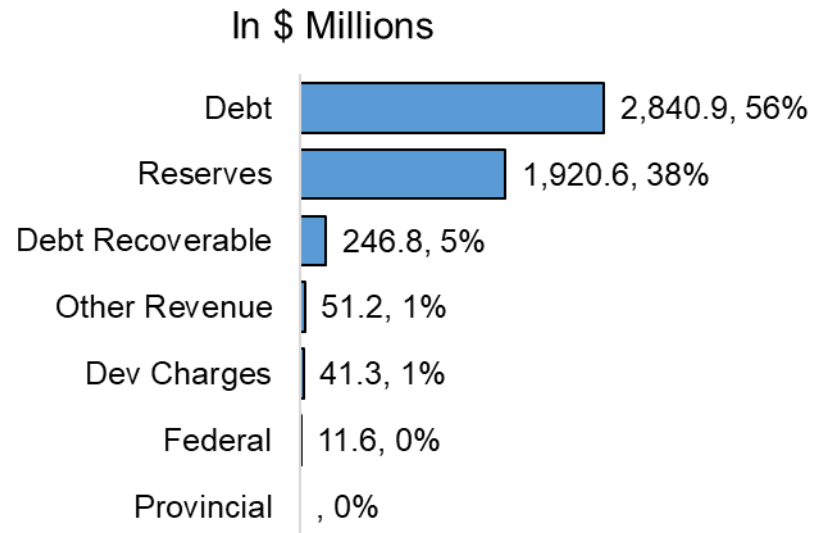


# \$5,112.3 Million 10-Year Gross Capital Program

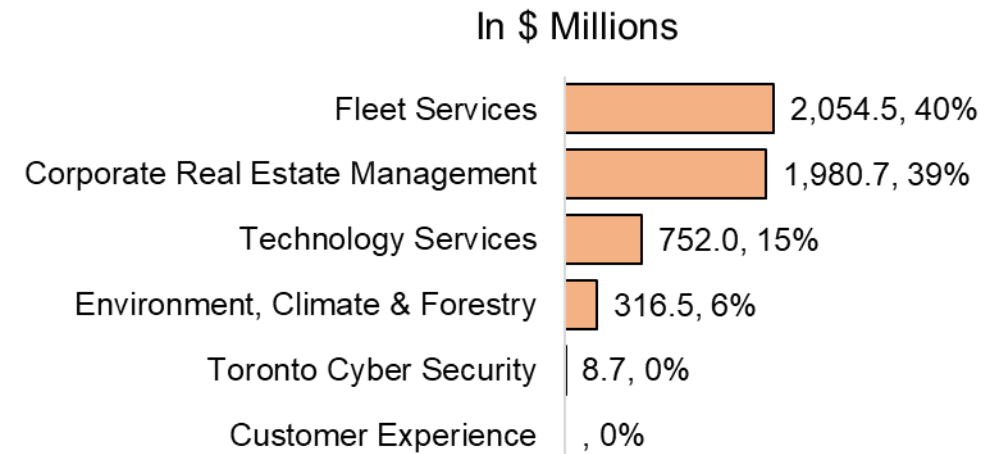
				
<b>Life Cycle Asset Management</b>	<b>Strategic Real Estate Development</b>	<b>Climate Action</b>	<b>Tools &amp; Technology</b>	<b>Resilience</b>
\$2,918.0 M 57.1%	\$641.7 M 12.6%	\$1,085.1 M 21.2%	\$421.4 M 8.2%	\$46.4M 0.9%
<ul style="list-style-type: none"> <li>• Facility State of Good Repair (Incl. DVP and Gardiner Re-allocation, TO Live)</li> <li>• Fleet Replacement</li> <li>• Technology Life Cycle Asset Management</li> <li>• Accessibility for Ontarians with Disabilities Act (AODA)</li> </ul>	<ul style="list-style-type: none"> <li>• New Etobicoke Civic Center</li> <li>• Workplace Modernization Program</li> <li>• Property Acquisition for Strategic City Building</li> <li>• Relocation of Fire Hall 332 to 55 John Street (Metro Hall)</li> <li>• Old City Hall</li> </ul>	<ul style="list-style-type: none"> <li>• Net Zero Carbon Plan Program</li> <li>• Sustainable Energy Plan Financing</li> <li>• Climate Resiliency</li> <li>• Sustainable Fleet Plans</li> </ul>	<ul style="list-style-type: none"> <li>• Software development &amp; purchases</li> <li>• Customer Experience Improvements</li> <li>• Facility Security Infrastructure</li> <li>• Cyber Investments</li> <li>• Enterprise Capabilities</li> </ul>	<ul style="list-style-type: none"> <li>• Energy Conservation &amp; Demand Management</li> <li>• Building Automation System</li> <li>• Energy Audits</li> <li>• Electrical Resiliency</li> </ul>

# 2026-2035 Capital Budget Breakdown

## Where the Money Comes From (\$5,112.3 Million)

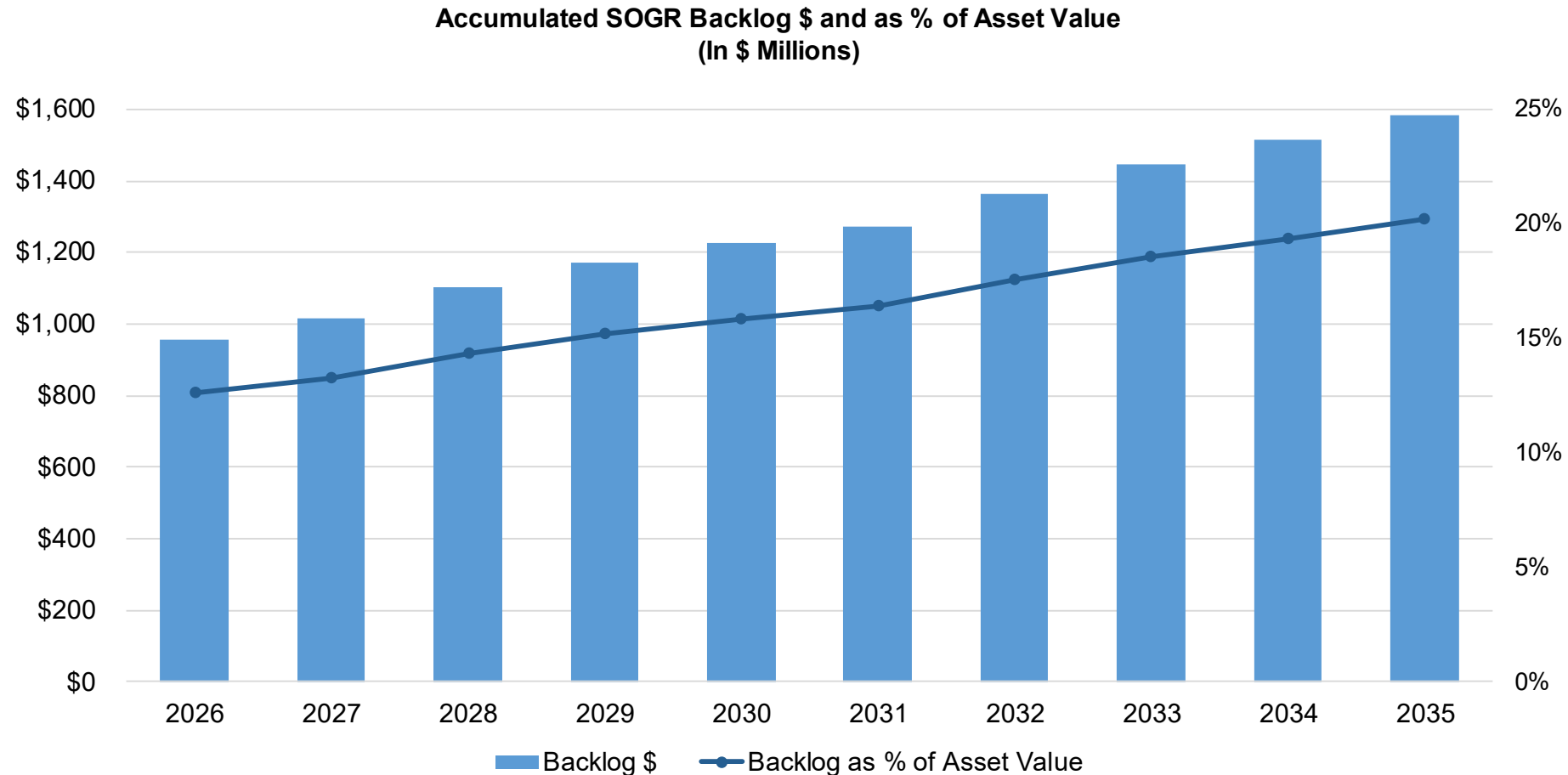


## Where the Money Goes \$5,112.3 Million)





# State of Good Repair (SOGR) Backlog



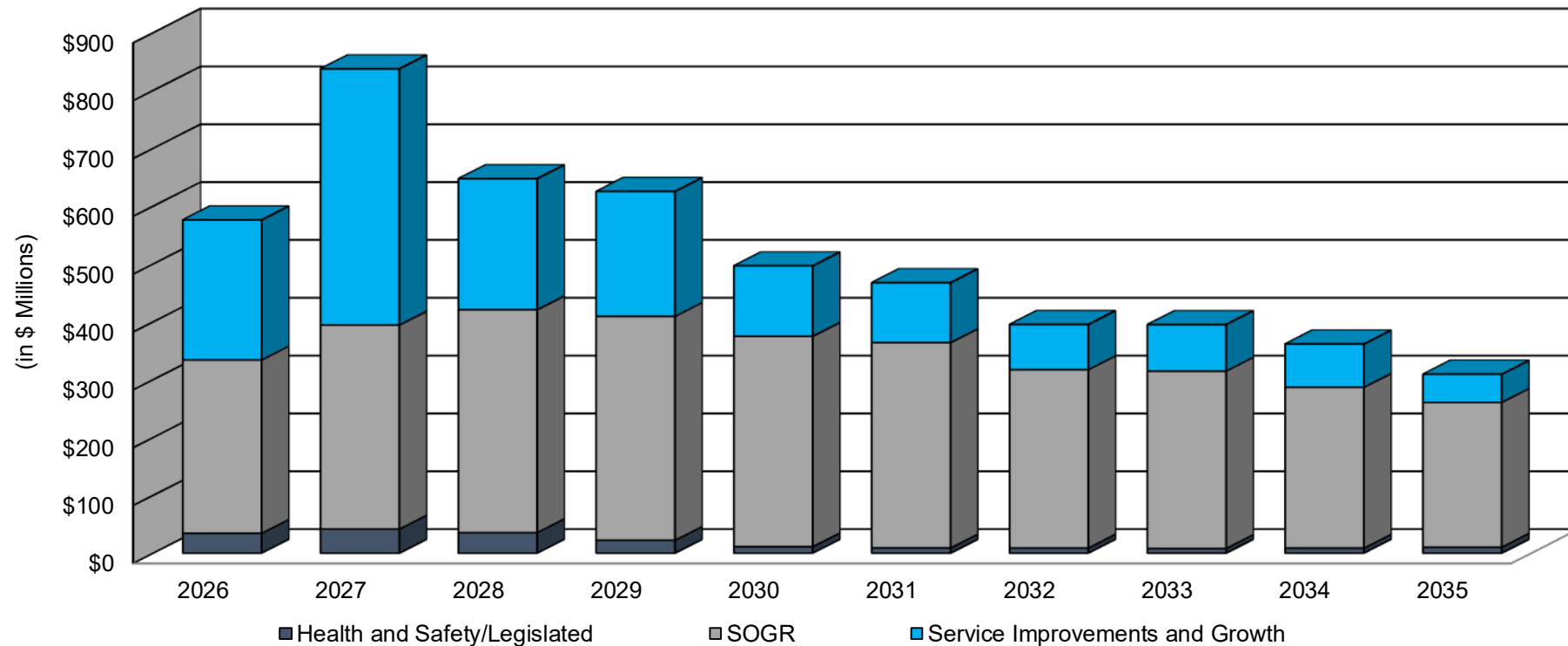
(in \$ Millions)	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Backlog \$	\$955.9	\$1,013.6	\$1,100.5	\$1,169.6	\$1,224.5	\$1,272.0	\$1,362.1	\$1,447.7	\$1,513.2	\$1,584.9
Backlog as % of Asset Value	12.6%	13.3%	14.3%	15.2%	15.8%	16.4%	17.5%	18.6%	19.4%	20.2%

# Appendices

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Corporate Services

# 2026-2035 Capital Budget and Plan by Project Category



	2026-2035 Tabled Capital Budget and Plan by Category										
(in \$ Millions)	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total
Health and Safety/Legislated	34.3	41.6	35.4	22.2	11.1	8.9	8.8	8.1	8.6	10.2	189.3
SOGR	299.7	352.8	385.3	387.1	363.9	355.1	308.4	306.7	278.1	250.5	3,287.6
Service Improvements and Growth	242.1	443.1	226.6	216.1	121.8	103.6	78.1	80.4	74.9	48.6	1,635.5
<b>Total</b>	<b>576.1</b>	<b>837.5</b>	<b>647.4</b>	<b>625.4</b>	<b>496.8</b>	<b>467.7</b>	<b>395.3</b>	<b>395.2</b>	<b>361.7</b>	<b>309.4</b>	<b>5,112.3</b>

# Capital Delivery Constraints - \$1,642.4 Million

Project Name by Divison	Non-Debt Funding	Debt Required	Cash Flow (In \$ Millions)									
			2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
<b>Corporate Real Estate Management</b>												
Nathan Phillips Square Preservation		65.3		0.5	4.6	16.6	23.1	20.5				
Mel Lastman Square Revitalization		51.0		1.0	11.0	22.0	17.0					
843 Eastern Avenue Fleet Garage Renewal		42.0		2.1	14.7	18.9	6.3					
TO Live SOGR		115.1	9.6	8.8	8.8	6.7	3.6	4.4	0.5	9.9	23.5	39.4
10-Yr Unsubmitted SOGR Backlog		1,330.0	73.4	140.8	152.0	163.6	178.0	190.0	175.1	46.1	66.3	144.7
<b>Technology Services</b>												
SAP ECC Payroll Modernization Ph 2		30.1			7.5	22.7	0.0					
Network Modernization Phase 2 &3		8.8			3.7	1.7	1.7	1.7				
<b>Total Delivery Constraints (Not Included)</b>		<b>1,642.4</b>	<b>82.9</b>	<b>153.2</b>	<b>202.3</b>	<b>252.1</b>	<b>229.8</b>	<b>216.6</b>	<b>175.6</b>	<b>56.0</b>	<b>89.8</b>	<b>184.1</b>



# Thank you

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