

## 2026 Budget Notes

# Seniors Services and Long-Term Care

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### Description

Seniors Services and Long-Term Care (SSLTC) is responsible for service planning and strategic coordination of City services for seniors. As leaders in high-quality and ground-breaking initiatives for healthy aging, SSLTC delivers a range of services and programs to seniors in Toronto including:

- Directly operating ten Long-Term Care Homes (LTCHs) providing 24-hour resident-focused and safe care within a welcoming environment.
- Community support programs such as Homemakers and Nurses Services (HMNS), Supportive Housing (SH), Adult Day Programs (ADPs), and Seniors Services Unit to deliver on the Toronto Seniors Strategy, including improving access to City services for seniors and fostering partnerships with the Seniors Service sector in Toronto.

### Why We Do It

Seniors Services and Long-Term Care is committed to ensuring eligible adults and seniors have access to City operated long-term care homes and community services that are inclusive, available, diverse and resident-focused which contribute to improved health outcomes and quality of life.

We want seniors to maintain their independence and stay in their homes as long as possible (i.e. age in place) with support and access to integrated City services that are timely, inclusive and comprehensive.

*The City of Toronto aims to deliver these outcomes equitably, efficiently and with excellent customer service to help improve the lives of Torontonians and work to earn their trust and confidence.*

*For further information about Seniors Services and Long-Term Care, please visit: <https://www.toronto.ca/city-government/accountability-operations-customer-service/city-administration/staff-directory-divisions-and-customer-service/seniors-services-long-term-care/>*

#### Program/Agency:

**Nicole Welch**

General Manager

Tel: (416) 338-7435

Email: [nicole.welch@toronto.ca](mailto:nicole.welch@toronto.ca)

#### Corporate:

**Karin Dahm**

Manager, Financial Planning

Tel: (416) 392-8167

Email: [karin.dahm@toronto.ca](mailto:karin.dahm@toronto.ca)

## What Service We Provide

### Long-Term Care Homes:

**Who We Serve:** 2,600+ diverse residents requiring 24-hour nursing and personal care. Long-term care residents come from 70+ countries of origin, 89% are dependent or require extensive assistance with the activities of daily living, 84% use mobility devices, and 72% have moderate to very severe cognitive impairment.

**What We Deliver:** Nursing and personal care, behavioural support programs, medical services, dietetics, and food services along with recreational programming, spiritual and religious care, volunteer programs, diverse and inclusive 2SLGBTQI+ care and services within ten directly operated long-term care homes offering resident-focused care and services for permanent and short-stay admissions.

**Resources (gross 2026 operating budget):** \$436.1 million

### Seniors Services and Community Programs:

**Who We Serve:** Toronto's diverse older adults, seniors, their caregivers, community organizations and City of Toronto agencies, boards, corporations, and divisions who provide municipal services for seniors.

Community Programs: 2,200+ clients with limited financial resources requiring assistance to live independently with supports such as household activities (HMNS); 500+ seniors residing in designated buildings requiring assistance with personal support (SH), and social programs and connection with community peers (ADPs).

**What We Deliver:** Lead the Toronto Seniors' Strategy, facilitate information and resource sharing across the seniors' services sector, coordinate the multi-sectoral Accountability Table; and leverage lived experience of Toronto Seniors' Forum members to advance age-equity initiatives.

Community support programs such as adult day programs, supportive housing services, tenancy support and homemakers and nurses' services for vulnerable individuals who reside in the community, these programs are vital in helping individuals maintain their independence and ensure they receive the right level of support at the right time and in the right setting.

**Resources (gross 2026 operating budget):** \$15.0 million

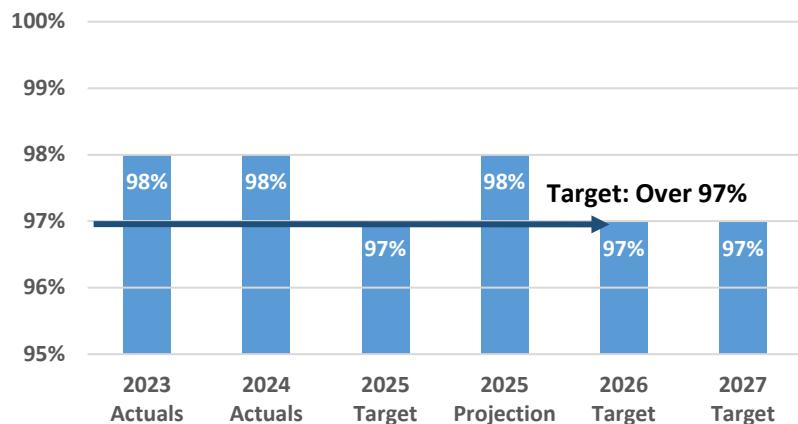
## Budget at a Glance

2026 OPERATING BUDGET			
In \$ Millions	2026	2027	2028
Revenues	\$335.4	\$335.4	\$337.6
Gross Expenditures	\$451.1	\$470.4	\$488.9
Net Expenditures	\$115.7	\$135.0	\$151.3
Approved Positions	3,621.3	3,621.3	3,665.7

2026-2035 10-YEAR CAPITAL PLAN			
In \$ Millions	2026	2027-2035	Total
Gross Expenditures	\$40.2	\$498.7	\$538.9
Recoverable Debt	\$5.8	\$402.2	\$408.0
Note: Includes 2025 carry forward funding			

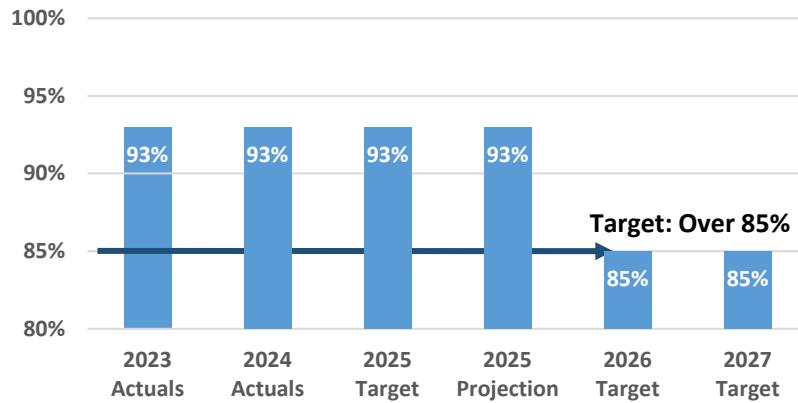
## How Well We Are Doing – Behind the Numbers

### Occupancy Rate for Long-Stay Program



- The provincial standard for long-term care home occupancy is 97%. Senior Services and Long-Term Care (SSLTC) consistently exceeds this benchmark by working closely with Ontario Health's Home and Community Care Support Services.
- This partnership ensures timely admissions and smooth transitions for new residents, helping maintain high occupancy while prioritizing quality care and resident well-being.

### Customer Satisfaction Rates Long-Term Care Homes



- SSLTC regularly measures satisfaction through annual 'Your Opinion Counts' surveys in all ten homes, inviting residents, clients, and their families to share feedback on the care and services they receive.
- This input drives many of the quality improvement initiatives such as resident menu sampling, improved clothing labeling for new residents, and expanded evening recreation programs, ensuring services reflect what matters most to those we serve.
- The goal is to maintain resident satisfaction at 85% or higher over the next three years, reinforcing the commitment to continuous improvement and person-centered care.

## How Well We Are Doing

Service	Measure	2024 Actual	2025 Target	2025 Projection	2026 Target	2027 Target
<b>Outcome Measures</b>						
LTC Homes	Customer Satisfaction Rates LTC Homes	93%	Over 85%	93%	Over 85%	Over 85%
Community and Seniors Services	Customer Satisfaction Rates Adult Day Program	96%	Over 85%	Over 85%	Over 85%	Over 85%
Community and Seniors Services	Customer Satisfaction Rates Supportive Housing Program	98%	Over 85%	Over 85%	Over 85%	Over 85%
Community and Seniors Services	Customer Satisfaction Rates Home Makers and Nurses Services Program	95%	Over 85%	Over 85%	Over 85%	Over 85%
<b>Key Service Level Measures</b>						
LTC Homes	Resident Care Index	107.5	106.9	106.9	106.9	106.9
Community and Seniors Services	LTC Homes Occupancy Rate	98%	Over 97%	Over 97%	Over 97%	Over 97%
Community and Seniors Services	Clients Assisted through Community-Based Programs	2,546	3,065	2,750*	3,065	3,065

Comments: Clients assisted through community-based programs operated with reduced services during 2024 and 2025, reflecting the gradual recovery of service needs following the pandemic. Current plans are being implemented to rebuild and expand our client base across all programs.

## EXPERIENCES, CHALLENGES AND PRIORITIES

### Our Experience and Success

- Received the City Manager's Innovation Award for efforts to meet the World Resources Institute's Cool Food Pledge. With the support of food vendor Sysco, the City's ten long-term care homes have added more plant-based and non-beef protein foods to the resident menu, lowering annual ground beef purchases by 2,300+ kg this year, as Toronto works towards reducing greenhouse gas emissions from municipal food procurement by 25% by 2030.
- CareTO is the City's person-centred approach to care and continues to roll out division wide. There are more than 830 residents living in four CareTO homes. Currently, SSLTC provides an average of 3.44 direct hours of nursing care per resident per day, an increase from 3.14 hours in 2024.
- In line with CareTO, the province has announced a new Improving Dementia Care Program to improve care for residents living with dementia, using emotion-based models of care designed to support well-being, prioritize needs, and foster close relationships among care partners, including family members.
- Launched City-wide engagement to gather insights from seniors and older adults to support the development of the next Toronto Seniors' Strategy. Over 5,600+ people responded to the Your Experience Matters online survey and more than 500 seniors and caregivers attended in-person workshops and pop-up events to share their current plans to age in place and provide feedback on actions they want the City to take in developing the next 10-year focused Toronto Seniors' Strategy.
- Celebrated 50 years of exemplary care and service at Castleview Wychwood Towers, the City's largest long-term care home with 456 culturally diverse residents ranging in age from 24 to 105.
- Supported eligible long-term care residents to vote during the provincial and federal elections by providing on-site polling stations in each home. For those residents unable to go to the main floor polling station, bedside voting was made available, as elections staff was accompanied by long-term care staff and went to each resident home area to ensure that residents who wanted to vote had the opportunity to do so.
- Presented Excellence in Volunteering Awards to 12 individuals, including a resident volunteer, who support long-term care residents to maintain as active, independent, and high quality of life as possible by augmenting and complementing services provided by staff. SSLTC has approximately 1,400 volunteers who contributed over 84,000 hours of service last year. In addition, three youth volunteers received Provincial Student Volunteer Awards for their contributions to long-term care residents.
- Six buses of long-term care residents from seven City homes participated in the Pride Parade alongside volunteers and staff members, recognizing and celebrating the trailblazing members of the 2SLGBTQI+ community and demonstrating SSLTC's commitment to improving inclusive care and services for Toronto's diverse seniors.

### Key Challenges and Risks

- Toronto has a diverse and aging population. People needing admission to long-term care have high acuity and complex care needs. City-run long-term care homes have over 7,700 people on the waiting list according to Ministry of Long-Term Care and Ontario Health data.
- State of Good Repair cost escalation funding is required to maintain all sites, regardless of the age of the infrastructure, while redeveloped sites are brought online.

### Priority Actions

#### Excellence in Care and Service

- Pursue continuous quality improvement to enhance resident and client-centered outcomes, adapt to regulatory changes, and respond to clinical complexity while ensuring adherence to best practices.
- Enhance resident and staff experiences through the implementation of CareTO culture change.

#### Integrated Care and Service Continuum

- Lead the development of the third Toronto Seniors' Strategy.
- Build on City, Ministry, community, and sector partnerships to plan for and respond to the needs of Toronto's aging and diverse population.

#### Thriving Workforce

- Expand talent acquisition channels to recruit, train, develop, and retain interprofessional team members.
- Offer staff training, education, and development opportunities and support people leaders with the resources and tools needed for success.

**CITY STAFF PREPARED BUDGET**

The City Manager and Chief Financial Officer and Treasurer have prepared the following budget:

1. The 2026 Operating Budget for Seniors Services and Long-Term Care of \$451.131 million gross, \$335.422 million revenue and \$115.709 million net for the following services:

**Service:**

	<b>Gross Expenditures (\$000s)</b>	<b>Revenue (\$000s)</b>	<b>Net Expenditures (\$000s)</b>
Long-Term Care Homes	436,145.2	323,666.1	112,479.1
Community and Seniors Services	14,985.6	11,755.9	3,229.7
<b>Total Program Budget</b>	<b>451,130.8</b>	<b>335,422.0</b>	<b>115,708.8</b>

- The 2026 staff complement for Seniors Services and Long-Term Care of 3,621.3 positions comprised of 1.0 capital position and 3,620.3 operating positions.

2. The 2026 Capital Budget for Seniors Services and Long-Term Care with cash flows and future year commitments totaling \$471.575 million as detailed by project in [Appendix 5a](#).
3. The 2027-2035 Capital Plan for Seniors Services and Long-Term Care totalling \$67.295 million in project estimates as detailed by project in [Appendix 5b](#).
4. That all third-party funding included in the 2026 Budget be subject to the execution of an agreement or receipt of funding. If such agreement or funding is not in place by 2026 or forthcoming, the approval to spend must be reassessed by City Council relative to other City-funded priorities and needs in future budget processes.

# **2026**

# **OPERATING BUDGET**

## 2026 OPERATING BUDGET OVERVIEW

Table 1: 2026 Operating Budget by Service

(In \$000s)	2024 Actual	2025 Budget	2025 Projection*	2026 Base Budget	2026 New/ Enhanced	2026 Budget	Change vs. 2025 Budget
By Service	\$	\$	\$	\$	\$	\$	\$
<b>Revenues</b>							
Community & Seniors Services	9,952.8	11,488.2	9,995.8	11,755.9		11,755.9	267.7
Long-Term Care Homes	305,327.5	319,844.4	320,082.5	323,666.1		323,666.1	3,821.7
<b>Total Revenues</b>	<b>315,280.2</b>	<b>331,332.6</b>	<b>330,078.3</b>	<b>335,422.0</b>		<b>335,422.0</b>	<b>4,089.4</b>
<b>Gross Expenditures</b>							
Community & Seniors Services	13,431.0	14,802.7	13,543.9	14,985.6		14,985.6	182.9
Long-Term Care Homes	365,473.5	412,618.7	408,490.7	436,145.2		436,145.2	23,526.5
<b>Total Gross Expenditures</b>	<b>378,904.5</b>	<b>427,421.4</b>	<b>422,034.6</b>	<b>451,130.8</b>		<b>451,130.8</b>	<b>23,709.4</b>
<b>Net Expenditures</b>	<b>63,624.2</b>	<b>96,088.8</b>	<b>91,956.4</b>	<b>115,708.8</b>		<b>115,708.8</b>	<b>19,619.9</b>
<b>Approved Positions**</b>	<b>3,624.3</b>	<b>3,623.3</b>	<b>N/A</b>	<b>3,621.3</b>		<b>3,621.3</b>	<b>(2.0)</b>

\*2025 Projection based on 9-Month Variance

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

## KEY DRIVERS

**Total 2026 Budget** expenditures of \$451.131 million gross reflect an increase of \$23.709 million in spending above 2025 budget, predominantly arising from:

- Salaries and benefits adjustments and wage enhancement for personal support workers.
- Inflationary increase for contracted services and equipment costs to align with experience.

## EQUITY IMPACTS OF BUDGET CHANGES

**Positive Equity Impact:** Seniors Services and Long-Term Care's (SSLTC's) 2026 Operating Budget will generate a positive equity impact on equity-deserving populations while maintaining SSLTC's commitment to advancing equitable, culturally safe, and high-quality care for vulnerable seniors, their families and caregivers, and staff. SSLTC serves over 2,600 residents in ten long-term care homes, 67% of whom live with dementia, 38% of whom require financial assistance, and who collectively represent 63 countries of origin, as well as 2,500+ low-income seniors in the community. Many of these individuals experience intersecting forms of discrimination, including ageism, ableism, sexism, homophobia, and racism, which negatively affect health, identity, belonging, safety, and overall well-being. To address these inequities, SSLTC applies an equity lens to remove systemic barriers, embed inclusive practices, and strengthen organizational capacity through staff training focused on anti-Black racism, 2SLGBTQI+ inclusion, and Indigenous health and health equity outcomes. These efforts ensure that vulnerable seniors have improved access to City services and health supports while fostering dignity, belonging, and security for all those connected to our care.

## 2026 OPERATING BUDGET KEY COST DRIVERS

The 2026 Net Operating Budget for Seniors Services and Long-Term Care of \$115.709 million is \$19.620 million, 20.4% greater than the 2025 Net Budget. Table 2 below summarizes the key cost drivers for the 2026 Budget.

**Table 2: 2026 Key Cost Drivers**

(In \$000s)	2026				2027 Annualized Impact (Net)
	Revenues	Gross Expenditures	Net Expenditures	Positions**	
<b>2025 Projection*</b>	<b>330,078.3</b>	<b>422,034.6</b>	<b>91,956.4</b>		<b>N/A</b>
<b>2025 Budget</b>	<b>331,332.6</b>	<b>427,421.4</b>	<b>96,088.8</b>	<b>3,623.3</b>	<b>N/A</b>
<b>Key Cost Drivers:</b>					
<b>Prior Year Impacts</b>					
Reversal of One-Time Provincial Funding	(6,715.3)		6,715.3		
<b>Salaries and Benefits</b>					
Salaries and Benefits Adjustments		15,994.5	15,994.5	(1.0)	19,331.8
Personal Support Workers Wage Enhancement	3,432.3	3,432.3			
<b>Non-Salary Inflation</b>					
Contract Cost Escalations		4,097.8	4,097.8		(5.7)
Utilities		(0.1)	(0.1)		
<b>Revenue Changes</b>					
Provincial Funding	6,963.4		(6,963.4)		(122.1)
<b>Other Changes</b>					
409.0	335.0		(74.0)		155.2
<b>Sub Total Key Cost Drivers</b>	<b>4,089.4</b>	<b>23,859.4</b>	<b>19,770.0</b>	<b>(1.0)</b>	<b>19,359.2</b>
<b>Affordability Measures</b>		(150.0)	(150.0)	(1.0)	(27.6)
<b>Total 2026 Base Budget</b>	<b>335,422.0</b>	<b>451,130.8</b>	<b>115,708.8</b>	<b>3,621.3</b>	<b>19,331.6</b>
<b>2026 Budget</b>	<b>335,422.0</b>	<b>451,130.8</b>	<b>115,708.8</b>	<b>3,621.3</b>	<b>19,331.6</b>
<b>Change from 2025 Budget (\$)</b>	<b>4,089.4</b>	<b>23,709.4</b>	<b>19,620.0</b>	<b>(2.0)</b>	<b>N/A</b>
<b>Change from 2025 Budget (%)</b>	<b>1.2%</b>	<b>5.5%</b>	<b>20.4%</b>	<b>(0.1%)</b>	<b>N/A</b>

\*Based on 9-Month Variance

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

## Key Base Drivers:

### Prior Year Impacts:

- Reversal of one-time Provincial funding provided for compliance with Ontario Fire Code requirements.

### Salaries and Benefits:

- Salaries and Benefits adjustments and alignment to base staffing.
- Wage enhancements for personal support workers which is fully funded by the Province.

### Non-Salary Inflation:

- Increases in contracted services and equipment due to inflationary pressures to align with experience.

### Revenue Changes:

- Increase in funding from the Province mainly related to the base Level-of-Care per diem funding envelope to maintain the existing level of care set by the Ministry of Long-Term Care in City operating long-term care homes and in Direct Care Staffing funding to meet the Ministry of Long-Term Care's direct nursing hours per resident per day.

### Other Changes:

- Realignment of non-salary expenditures and other revenues to reflect historical experience.

## Affordability Measures

**Table 3: Affordability Measures**

Recommendation	Savings Type	Equity Impact	2026				2027 (Incremental)		
			Revenues	Gross Expenditures	Net Expenditures	Positions	Gross Expenditures	Net Expenditures	Positions
Strategic Workforce Alignment	Efficiency Savings	No Impact		(150)	(150)	(1.0)	(28)	(28)	
<b>Total Affordability Measures</b>				(150)	(150)	(1.0)	(28)	(28)	

Affordability measures are specific actions taken by Senior Services and Long-Term Care that achieve cost reductions without impacting service levels for City Divisions and the public.

- **Strategic Workforce Alignment:** Following a review of home-specific implementation strategies, a vacant non-union position is no longer required as the associated work is already being performed within the homes. This results in savings of \$0.150 million.

### **Note:**

For additional information, please refer to [Appendix 4](#) for Operating Program Provincial/Federal Funding Streams by Funding Source.

## 2027 AND 2028 OUTLOOK

Table 5: 2027 and 2028 Outlook

(In \$000s)	2026 Budget	2027 Incremental Outlook	2028 Incremental Outlook
<b>Revenues</b>			
Provincial Funding		122.1	92.1
Operating Impacts of Capital			2,100.9
Inter-divisional Recoveries		6.7	4.5
Other Revenues		(118.0)	
<b>Total Revenues</b>	<b>335,422.0</b>	<b>10.9</b>	<b>2,197.6</b>
<b>Gross Expenditures</b>			
Salaries and Benefits		19,331.8	15,613.2
Operating Impact of Capital			2,831.9
Inter-divisional Charges		43.9	45.2
Other Adjustments		(33.3)	(9.4)
<b>Total Gross Expenditures</b>	<b>451,130.8</b>	<b>19,342.5</b>	<b>18,480.8</b>
<b>Net Expenditures</b>	<b>115,708.8</b>	<b>19,331.6</b>	<b>16,283.3</b>
<b>Approved Positions</b>	<b>3,621.3</b>		<b>44.4</b>

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## Key Outlook Drivers

The 2027 Outlook with total gross expenditures of \$470.473 million reflects an anticipated \$19.342 million or 4.3% increase in gross expenditures above the 2026 Operating Budget. The 2028 Outlook expects a further increase of \$18.481 million or 3.9% above the 2027 Outlook.

These changes arise from the following:

- **Salaries and Benefits:** Anticipated increase in salaries and benefits related to contractual obligations and hiring positions.
- **Operating Impacts of Capital:** Operation of 34 new beds at Kipling Acres long-term care home (2028).

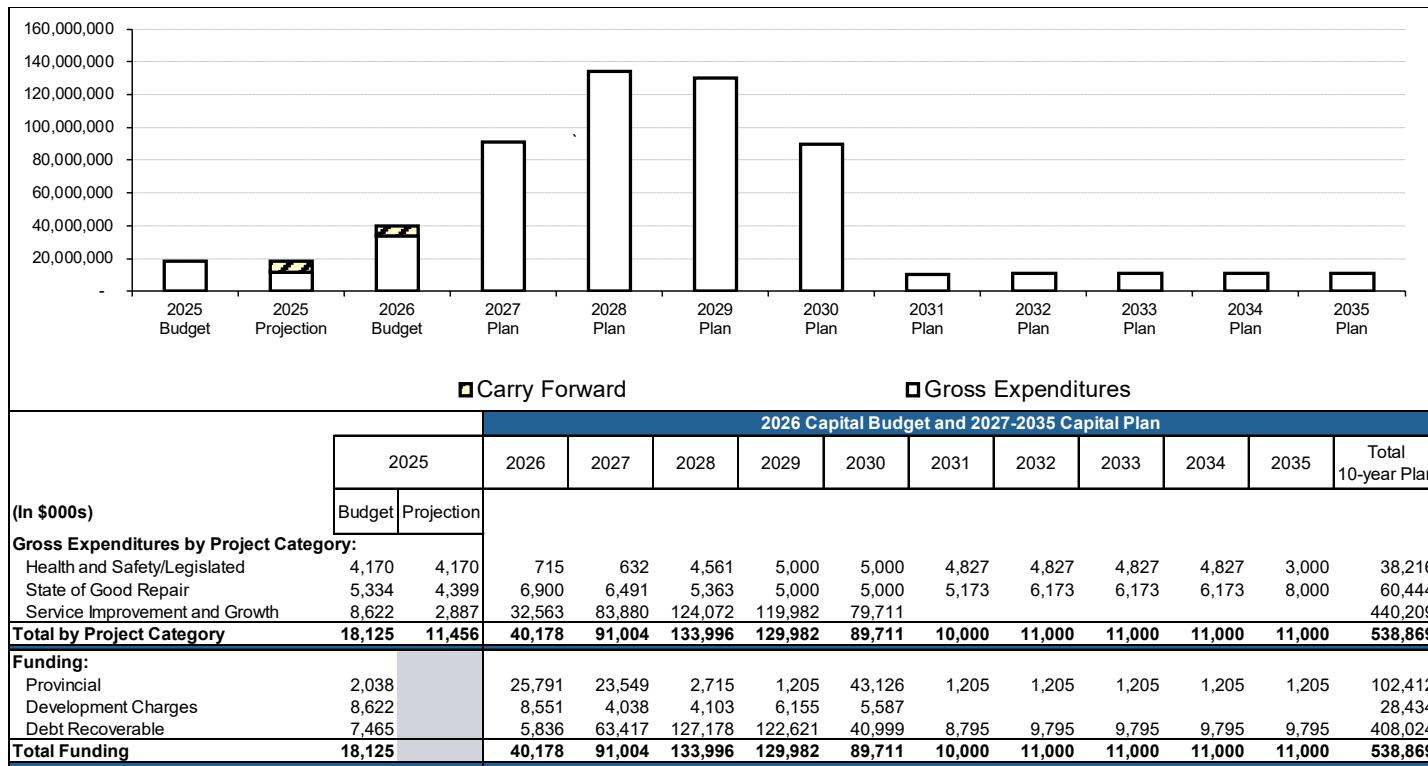
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# **2026-2035**

# **CAPITAL BUDGET AND PLAN**

## 2026-2035 CAPITAL BUDGET AND PLAN OVERVIEW

Chart 1: 10-Year Capital Plan Overview



### Project Updates (-\$0.2 Million)

The 2026-2035 Capital Budget and Plan reflects the following changes to existing projects over the nine common years (2026-2034):

- Deferral of the 4610 Finch Avenue East project to realign cash flows with the revised estimated construction timelines.
- \$3.7 million – Increase in State of Good Repair projects to address identified capital needs.
- \$(3.9) million - Decrease in Health and Safety projects to align with capacity to deliver.

### New Projects (\$11.8 Million)

The 2026-2035 Capital Budget and Plan includes the following key new project:

- \$11.8 million - Kipling Acres Shell Space project to add 34 new beds at the Kipling Acres long-term care home.

#### Note:

For additional information, please refer to [Appendix 4b](#) for Capital Program Provincial/Federal Funding Streams by Projects, [Appendix 5](#) for a more detailed listing of the 2026 and 2027-2035 Capital Budget and Plan by project; [Appendix 6](#) for Capacity to Deliver Review; and [Appendix 7](#) for a Summary of Capital Delivery Constraints, respectively.

**2026-2035 CAPITAL BUDGET AND PLAN****\$538.9 Million 10-Year Capital Program**

		
<b>Aging Infrastructure</b>	<b>Health and Safety</b>	<b>Service Improvement and Growth</b>
<b>\$60.5 M</b> 11.2%	<b>\$38.2 M</b> 7.1%	<b>\$440.2M</b> 81.7%
Roofing / Flooring / Windows	Fire Alarm	4610 Finch Avenue East <input checked="" type="checkbox"/>
Building Automation Systems	Boilers	Kipling Acres Shell Space
Internal upgrades	Life Safety Systems	
Exterior Maintenance	HVAC	

- Project supports Climate Resiliency and/or Greenhouse Gas (GHG) Reduction\*

**How the Capital Program is Funded**

<b>City of Toronto</b>		<b>Provincial Funding</b>		<b>Federal Funding</b>
<b>\$436.5 M</b> 81.0%		<b>\$102.4 M</b> 19.0%		<b>\$0.0 M</b> 0.0%
Recoverable Debt - City Building Fund	\$ 265.5 M	Long-Term Care Capital Funding Program*	\$ 87.9 M	
Recoverable Debt - Debt Servicing Reserve*	\$ 142.5 M	Minor Capital Program	\$ 12.0 M	
Development Charges	\$ 28.4 M	Strategic Priorities Infrastructure Fund	\$ 2.5 M	

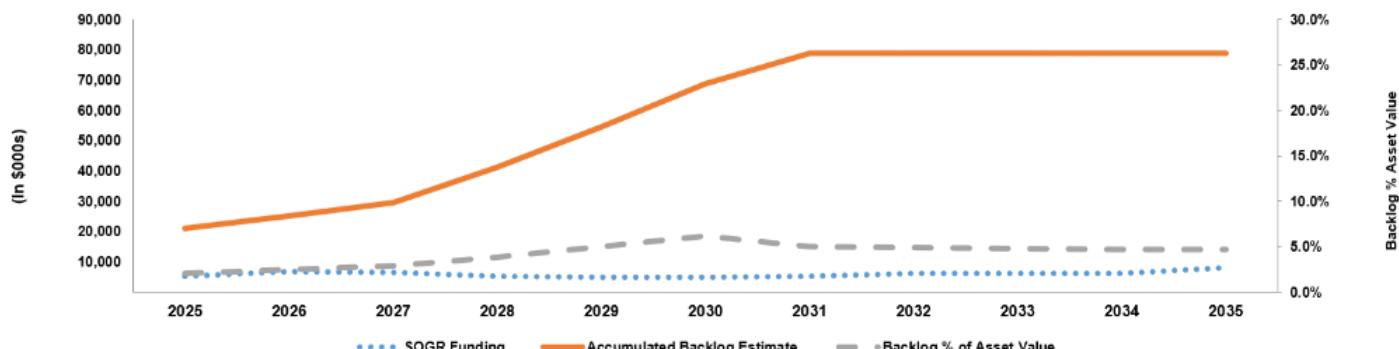
\*The Long-Term Care Capital Funding Program will provide up to \$226.8 million to support the redevelopment of 4610 Finch Avenue East. This includes \$84.3 million in upfront provincial funding to be received prior to first resident occupancy and \$142.5 million in recoverable debt amortized over 25 years at a rate of \$77.70 per bed. The 378-bed long-term care facility is expected to be completed by December 2030.

## STATE OF GOOD REPAIR (SOGR) FUNDING AND BACKLOG

The chart below depicts the SOGR funding and accumulated backlog estimates for key asset classes in Seniors Services and Long-Term Care.

**Chart 2: Total SOGR Funding and Backlog**

State of Good Repair (SOGR) Funding and Backlog



(In \$000s)	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
<b>SOGR Funding</b>	5,334	6,900	6,491	5,363	5,000	5,000	5,173	6,173	6,173	6,173	8,000
<b>Accumulated Backlog Estimate</b>	20,887.0	24,990.4	29,502.2	41,085.5	54,585.5	68,752.2	78,752.2	78,752.5	78,752.5	78,752.2	78,752.2
<b>Backlog % of Asset Value</b>	2.1%	2.5%	2.9%	3.9%	5.0%	6.2%	5.0%	4.9%	4.8%	4.7%	4.6%
<b>Total Asset Value</b>	991,795	1,011,631	1,031,863	1,064,331	1,085,617	1,107,330	1,565,104	1,596,406	1,628,335	1,660,901	1,694,119

- The capital maintenance program ensures all ten long-term care homes remain in a state of good repair, addressing life safety issues proactively and preventing costly major repairs in the future. This approach safeguards residents and staff while preserving the integrity and functionality of the facilities.
- The 2026-2035 Capital Budget and Plan allocates a total of \$60.444 million over 10 years, including \$6.900 million in 2026 to ensure the safety, security and comfort of residents as well as mitigate risks to the City while complying with the Ministry of Long-Term Care requirements.
- While the 10-Year Capital Plan includes an investment of \$60.444 million in SOGR for the next 10 years, it is still anticipated that the backlog will increase from \$20.887 million in 2025 to \$78.752 million in 2035, representing 4.6% of the total replacement asset value estimated to be \$1.694 billion by 2035.
- With the Long-Term Care Capital Funding Program, the Division will advance its capital redevelopment plan and the state of good repair backlog is anticipated to reach a steady state from 2031 and onwards, when 4610 Finch Avenue East project is completed and enters into service.
- Seniors Services and Long-Term Care will continue to refine these estimates based on planned condition assessments of its asset inventory and the SOGR backlog analysis including asset values during annual budget process in future years.

## OPERATING IMPACT OF COMPLETED CAPITAL PROJECTS

Approval of the 2026 Capital Budget will impact the 2028 Operating Budget by a total of \$0.731 million net arising from completing the Kipling Acres Shell Space project, as shown in Table 6 below.

**Table 6: Net Operating Impact Summary**

Projects	2026 Budget		2027 Plan		2028 Plan		2029 Plan		2030 Plan		2026-2030		2026-2035	
	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions
<b>New Projects - 2026</b>														
Kipling Acres Shell Space					730.9	44.4	760.2		58.5		1,549.6	44.4	1,842.0	44.4
<b>Sub-Total: New Projects - 2026</b>					<b>730.9</b>	<b>44.4</b>	<b>760.2</b>		<b>58.5</b>		<b>1,549.6</b>	<b>44.4</b>	<b>1,842.0</b>	<b>44.4</b>
<b>Total (Net)</b>					<b>730.9</b>	<b>44.4</b>	<b>760.2</b>		<b>58.5</b>		<b>1,549.6</b>	<b>44.4</b>	<b>1,842.0</b>	<b>44.4</b>

Previously Approved projects:

- 4610 Finch Avenue East Redevelopment: It is currently expected that the new long-term care beds will replace existing ones, resulting in no additional operating costs. However, a review of redevelopment projects and current bed allocations is underway. If any of the new beds are deemed additional capacity, future operating impacts will occur. All costs and benefits associated with the completion of the capital project over the 10-year planning horizon will be carefully identified.

The 2026-2035 Capital Budget and Plan includes the following key new project:

- Kipling Acres Shell Space: This project is expected to add 34 new beds to the Kipling Acres Long-Term Care Home once completed in 2028. This will result in a net operating impact of \$0.731 million in 2028 and require an additional 44.4 positions to support the enhanced service level.

Any future operating impacts will be reviewed each year and be considered as part of future year budget processes.

## APPENDICES

## Appendix 1

### 2026 Operating Budget by Category

Category (In \$000s)	2024 Actual	2025 Budget	2025 Projection*	2026 Budget	2026 Change from 2025 Budget	
	\$	\$	\$	\$	\$	%
Provincial Subsidies	251,011	265,059	264,458	266,109	1,050	0.4%
User Fees and Donations	63,063	65,433	64,378	68,179	2,746	4.2%
Sundry and Other Revenue	1,009	656	1,083	908	252	38.5%
Inter-Divisional Recoveries	197	185	159	227	41	22.4%
<b>Total Revenues</b>	<b>315,280</b>	<b>331,333</b>	<b>330,078</b>	<b>335,422</b>	<b>4,089</b>	<b>1.2%</b>
Salaries and Benefits	309,190	356,709	350,544	375,964	19,255	5.4%
Materials and Supplies	30,712	34,864	31,474	34,660	(204)	(0.6%)
Equipment	6,453	6,209	6,893	7,325	1,116	18.0%
Service And Rent	29,775	26,743	29,901	30,271	3,528	13.2%
Contribution To Reserves/Reserve Funds	1,333	1,410	1,410	1,384	(26)	(1.9%)
Other Expenditures	17	54	31	31	(23)	(43.1%)
Inter-Divisional Charges	1,423	1,432	1,781	1,497	65	4.5%
<b>Total Gross Expenditures</b>	<b>378,904</b>	<b>427,421</b>	<b>422,035</b>	<b>451,131</b>	<b>23,709</b>	<b>5.5%</b>
<b>Net Expenditures</b>	<b>63,624</b>	<b>96,089</b>	<b>91,956</b>	<b>115,709</b>	<b>19,620</b>	<b>20.4%</b>

\*2025 Projection based on 9-Month Variance

## **Appendix 2**

### **Summary of 2026 Service Changes**

N/A

## **Appendix 3**

### **Summary of 2026 New/Enhanced Requests Included in Budget**

N/A

## Appendix 4a

### Operating Program Provincial/Federal Funding Streams by Program

Fund Name - Program (in \$000s)	2026 Budget	2027 Outlook	2028 Outlook
<b>Provincial Funding</b>			
<i>Level of Care</i>	157,713	157,713	159,366
<i>Direct Care</i>	65,473	65,473	65,473
<i>PSW Permanent Wage Enhancement</i>	10,932	10,932	10,932
<i>Pay Equity</i>	6,478	6,478	6,478
<i>Supportive Housing</i>	5,633	5,705	5,757
<i>Homemakers &amp; Nurses Services</i>	4,240	4,240	4,240
<i>Behavioral Supports Ontario</i>	3,034	3,034	3,034
<i>Infection Prevention and Control Personnel and Training</i>	2,536	2,536	2,536
<i>Behavioral Specialized Unit</i>	2,126	2,126	2,126
<i>Hiring More Nurse Practitioners</i>	2,092	2,092	2,092
<i>Comprehensive Minor Capital</i>	1,806	1,806	1,806
<i>Adult Day Services Program</i>	1,512	1,562	1,602
<i>High Intensity Needs Claims</i>	1,001	1,001	1,001
<i>Integrated Technology Solutions Program</i>	846	846	846
<i>Supporting Professional Growth Fund</i>	345	345	345
<i>Laboratory Services Funding</i>	179	179	179
<i>Equalization Adjustment</i>	139	139	139
<i>Palliative Care Interdisciplinary</i>	23	23	23
<b>Sub-Total: Provincial Funding</b>	<b>266,109</b>	<b>266,231</b>	<b>267,976</b>
<b>Federal Funding</b>			
<b>Sub-Total: Federal Funding</b>			
<b>Total Funding</b>	<b>266,109</b>	<b>266,231</b>	<b>267,976</b>

## Appendix 4b

### Capital Program Provincial/Federal Funding Streams by Project

Fund Name - Project (in \$000s)	2026 Budget	2027-2035 Plan	Total
<b>Provincial Funding</b>			
<i>Building SOGR</i>	1,205	10,846	12,051
<i>SPIF Community Parkland</i>	1,564	935	2,499
<i>4610 Finch Ave East Redevelopment</i>	23,022	61,319	84,341
<i>Kipling Acres Shell Space</i>		3,519	3,519
<b>Sub-Total: Provincial Funding</b>	<b>25,791</b>	<b>76,620</b>	<b>102,412</b>
<b>Federal Funding</b>			
<b>Sub-Total: Federal Funding</b>			
<b>Total Funding</b>	<b>25,791</b>	<b>76,620</b>	<b>102,412</b>

## Appendix 5

### 2026 Capital Budget; 2027-2035 Capital Plan Including Carry Forward

Projects (In \$000s)	2026 Budget	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	2034 Plan	2035 Plan	2026-2035 Total	Health and Safety/Legislated	SOGR	Service Improvement and Growth
4610 Finch Ave East	31,573	77,131	119,982	119,982	79,711						428,379			428,379
Building Health & Safety	715	632	4,561	5,000	5,000	4,827	4,827	4,827	4,827	3,000	38,216			
Building SOGR	4,767	5,216	5,363	5,000	5,000	5,173	6,173	6,173	6,173	8,000	57,036			
Kipling Acres Shell Space	990	6,749	4,091								11,830			11,830
SPIF Community Parkland	2,133	1,276									3,409			
<b>Total Expenditures (including carry forward from 2025)</b>	<b>40,178</b>	<b>91,004</b>	<b>133,996</b>	<b>129,982</b>	<b>89,711</b>	<b>10,000</b>	<b>11,000</b>	<b>11,000</b>	<b>11,000</b>	<b>11,000</b>	<b>538,869</b>	<b>38,216</b>	<b>60,444</b>	<b>440,209</b>

- Project supports Climate Resiliency and/or Greenhouse Gas (GHG) Reduction

## Appendix 5a

### 2026 Cash Flow and Future Year Commitments Including Carry Forward

Projects (In \$000s)	2026 Budget	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	2034 Plan	2035 Plan	Total 2026 Cash Flow and FY Commitments	Previously Approved	Change in Scope	New with Future Year
4610 Finch Ave East	31,573	77,131	119,982	119,982	79,711						428,379	428,379		
Building Health & Safety	715	632	2,561	3,000	3,000	2,242					12,151	12,151		
Building SOGR	4,767	5,216	2,675	2,665	484						15,806	15,806		
Kipling Acres Shell Space	990	6,749	4,091								11,830	11,830		
SPIF Community Parkland	2,133	1,276									3,409	3,409		
<b>Total Expenditure (including carry forward)</b>	<b>40,178</b>	<b>91,004</b>	<b>129,308</b>	<b>125,647</b>	<b>83,195</b>	<b>2,242</b>					<b>471,575</b>	<b>459,745</b>		<b>11,830</b>

## Appendix 5b

### 2027-2035 Capital Plan Including Carry Forward

Projects (In \$000s)	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2033 Plan	2034 Plan	2035 Plan	2027-2035 Total	Health and Safety/Legislated	SOGR	Service Improvement and Growth
Building Health & Safety		2,000	2,000	2,000	2,585	4,827	4,827	4,827	3,000	26,065	26,065		
Building SOGR		2,688	2,335	4,516	5,173	6,173	6,173	6,173	8,000	41,230		41,230	
<b>Total Expenditures</b>		<b>4,688</b>	<b>4,335</b>	<b>6,516</b>	<b>7,757</b>	<b>11,000</b>	<b>11,000</b>	<b>11,000</b>	<b>11,000</b>	<b>67,295</b>	<b>26,065</b>	<b>41,230</b>	

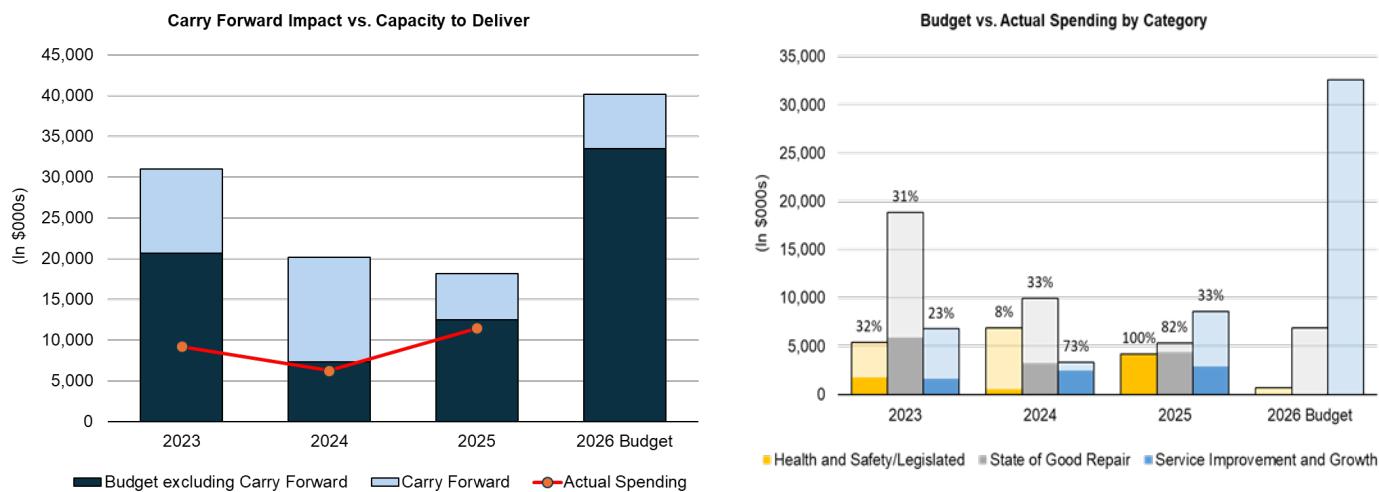
## Appendix 6

### Capacity to Deliver Review

The 10-Year Plan has been developed with consideration of historically demonstrated capacity to deliver within any given year of a 10-Year plan. In addition, a review was undertaken to ensure budgets align with the capacity available in the market to deliver on capital projects and assets.

A key component in determining an appropriate level of annual cash flow includes evaluating historical capacity to deliver by project categories (Chart 3 below) and assessing projected 2025 underspending that will be carried forward into the 2026-2035 Capital Budget and Plan.

**Chart 3 – Capacity to Deliver**



### Impact of Capacity to Deliver Review on the 10-Year Plan

- Senior Services and Long-Term Care's actual spending over the previous three years, from 2023 to 2025, has averaged \$8.969 million per year or 39%. The division experienced relatively low spending in 2023 and 2024 due to ongoing resourcing and supply chain challenges following the COVID-19 recovery. This included a reduced number of bidders on state of good repair and health and safety projects due to lack of available trades, supply chain issues, and labor and equipment shortages which caused delayed completion of projects and significant cost escalations.
- The projected spending for 2025 as of the third quarter is \$11.456 million or 63% of the 2025 Capital Budget. Noticeable improvements were made in state of good repair and health and safety projects. Spending challenges were primarily due to schedule adjustment to comply with regulatory requirements.
- Based on the review of historical capital spending and an assessment of capacity to deliver, \$6.669 million in capital spending originally cash flowed in 2025 has been deferred to 2026. Adjustments to the 10-Year Capital Plan are noted below:
  - State of Good Repair projects have been recast in the 10-year plan with cash flows reflecting the realistic capacity to deliver and consideration of increasing critical repairs needed to keep aging homes legislatively compliant and in good repair.
  - 2026 cash flow funding requirements are largely attributable to the 4610 Finch Avenue East project (2023-2030), which has been re-aligned based on a review of updated project deliverables and timelines. The project is anticipated to be completed in 2030.

## Appendix 7

### Summary of Capital Delivery Constraints

Projects	Total Project Cost	Non-Debt Funding	Debt Required	Cash Flow (In \$ Millions)									
				2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
<b>NOT INCLUDED</b>													
<i>Castleview Wychwood Towers Redevelopment</i>	547	131	416			2	3	11	43	217	217	54	
<i>Fudger House Redevelopment</i>	30	22	8							1	2	5	22
<i>Lakeshore Lodge Redevelopment</i>	91	26	65						1	1	4	14	71
<i>Seven Oaks Redevelopment</i>	299	56	243		1	2	6	24	118	118	30		
<b>Total Needs Constraints (Not Included)</b>	<b>967</b>	<b>234</b>	<b>732</b>		<b>1</b>	<b>4</b>	<b>9</b>	<b>34</b>	<b>162</b>	<b>337</b>	<b>251</b>	<b>74</b>	<b>93</b>

In addition to the 10-Year Capital Plan of \$538.869 million, Seniors Services and Long-Term Care (SSLTC) has identified \$966.855 million in capital delivery constraints as reflected in the table above.

In total, the City has four SSLTC homes planned for redevelopment presented above: Castleview Wychwood Towers, Fudger House, Lakeshore Lodge, and Seven Oaks. These long-term care homes, which are directly operated by the City, require redevelopment to meet current design standards.

- Construction of Fudger House will extend beyond the 2035 timeline to 2038 with additional project costs of \$243.681 million, resulting in a total capital delivery constraint of \$273.600 million.
- Construction of Lakeshore Lodge will extend beyond the 2035 timeline to 2037 with additional project costs of \$89.065 million, resulting in a total capital delivery constraint of \$180.000 million.

Based on the above update, the total capital delivery constraint to redevelop the four SSLTC homes by 2038 is \$1.300 billion.

The new Ontario's Long-Term Care Home Capital Funding Program (CFP) supports the new or redevelopment of long-term care beds. SSLTC is actively assessing potential sites with the goal to advance implementation of its capital redevelopment plan.

## Appendix 8

### Inflows and Outflows to/from Reserves and Reserve Funds

#### 2026 Operating Budget

N/A

### Inflows and Outflows to/from Reserves and Reserve Funds

#### 2026-2035 Capital Budget and Plan

N/A

## Appendix 9

### Glossary

**Approved Position:** Permanent or temporary position that support the delivery of City services and service levels in annual budget.

**Actuals:** An actual financial amount paid (or received) for the delivery of City services (these exclude any commitments to be paid in the future).

**Capacity to Deliver** Ability to deliver projects as demonstrated by historic spending patterns and approved contractual obligations.

**Capital Budget and Plan:** A Capital Budget and Plan is the City's 10-year strategy to acquire/build assets or extend the useful lives of existing assets. The Capital Budget is the first year of approved cash flows and future year's commitments and the remaining nine years include project estimates.

**Capital Delivery Constraints:** The capital needs that cannot be accommodated within the capital plan that the Division or Agency has the capacity to deliver.

**Complement:** Positions that support the delivery of City services and service levels as approved by Council.

**Efficiencies:** Reductions in the cost of delivering a service without a reduction in service level.

**New/Enhanced Service Priorities:** New and enhanced service changes resulting in an increase in service levels from what was previously approved by Council.

**Operating Budget:** An Operating Budget is the City's annual plan to provide services to the residents of Toronto; the budget includes all revenues and expenses needed to provide services.

**Operating Impact of Completed Capital Projects:** The Operating Budget Impact of Capital is the change in operating expenditure and/or revenue, which is projected to occur during the implementation of a capital project and/or when a capital project is completed. These changes should be documented on a Business Case Form in the appropriate category.

**Rate-Supported Budget:** Budget fully funded by user fees such as Solid Waste, Toronto Water and Toronto Parking Authority.

**Salary and Benefit Adjustments:** General increases related to contractual obligations, such as cost of living, step increases, pay for performance and progression pay.

**State of Good Repair (SOGR):** The cost of maintaining assets to ensure that they can support the delivery of City services and meet service outcomes.

**Tax-Supported Budget:** Budget funded by property taxes.

**User Fees:** Includes all program-generated fees and rental revenue for the use of its services (such as the TTC fare, ice rental fees and various City permits).