

A photograph of the Toronto skyline featuring the CN Tower and Rogers Centre, reflected in water, under a cloudy sky.

BudgetT0

2025 City of Toronto Budget Summary

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A Message from the City

Mayor's Message



February 11, 2025



Mayor Olivia Chow

The 2025 Budget makes important investments in building more homes faster, getting Toronto moving with historic investments in the TTC and traffic agents, feeding more kids through expanded school food programs and summer camps, and keeping Toronto safe by investing in anti-violence initiatives, including city-wide crisis response and more front line emergency responders.

This budget reflects the input from thousands of residents from every corner of Toronto who shared their thoughts at in-person and virtual consultations, during telephone town halls, in surveys and letters, and at Budget Committee meetings. I want to thank everyone who took the time to participate and share their thoughtful suggestions, feedback and immense love for this city. They want their time back, to feel safe again, know City services are there for them and be able to stay in this city that we all love. This Budget does just that.

For the first time in generations, Toronto is back in the housing business, supporting 18 not-for-profit rental housing projects to build 6,000 new affordable homes. Another 8,000 rental homes will be built because we're cutting the cost to build and thousands more homes will remain affordable forever as we help tenants establish co-ops, land trusts and other forms of co-ownership and joint management. We're deploying more RentSafe inspectors to prevent cruel and illegal renovations, while getting more people housed by investing in shelters, the rent bank and tenant support teams.

We're feeding more kids so they can grow up healthy and strong: 24,000 kids in school and 31,000 kids at camp. Pools, splash pads and wading pools will be open longer and more libraries will be open seven days a week with longer hours. Artists and festivals are getting more support to boost main street business and foster a sense of belonging in our communities.

We're hiring more paramedics, fire fighters, police officers, and community crisis workers so that help is there when you need it the most. Gang diversion programs, apprenticeships, after school activities and more local jobs will help prevent youth violence.

We're getting Toronto moving by expanding the number of traffic agents, freezing transit fares for the second year in a row, increasing service, ordering new Line 2 subway cars and making much needed repairs and upgrades. These transit infrastructure investments – the largest ever – is thanks to the Ontario-Toronto New Deal, support from the government of Canada and the City Building Fund.

I want to thank the residents of Toronto for their immense contributions, City staff for their long hours and dedication, and Budget Committee Chair Councillor Shelley Carroll, Chief Financial Officer and Treasurer Stephen Conforti and the Executive Director of the Financial Planning Division, Althea Hutchinson, for their leadership – my sincerest gratitude for your contributions to a successful 2025 Budget process.

And thank you to all the Councillors who held budget town halls with hundreds of local residents sharing their views and ideas. It's clear Torontonians love our city and want to work together to make changes that will make lives better for themselves and all their neighbours.

The City Budget is always about choices and, as Mayor, I refuse to avoid the hard ones. We must choose to fix what's broken. We must choose to address our shared challenges and work to build a better life for Torontonians – to build a city that is more caring, affordable, and safe, where everyone belongs.

Thank you.

A handwritten signature in black ink, reading "Olivia Chow".

Mayor Olivia Chow
City of Toronto

Chief Financial Officer and Treasurer's Message



February 24, 2025



Stephen Conforti

The 2025 Budget continues Toronto's multi-year journey toward enhanced financial sustainability, long-term stability and resilience while prioritizing what we heard was most important to Torontonians – making life affordable, getting Toronto moving, enhancing community services and keeping people safe.

This year's Budget includes an \$18.8 billion Operating Budget (\$16.6 billion tax-supported; \$2.2 billion rate-supported) and a historic \$59.6 billion 10-year Capital Budget and Plan (2025-2034).

Toronto continues to benefit from the New Deal agreement with the Province, with \$402 million in operating funding support in its second year. The \$1.9 billion relief from the Gardiner Expressway and Don Valley Parkway upload has been strategically reinvested in transit, transportation infrastructure rehabilitation, and critical housing and recreation projects. Additionally, \$1.3 billion for new Line 2 subway cars is supported by funding from the Federal Canada Public Transit Fund and provincial contributions.

The 2025 Operating Budget faced an opening pressure of \$1.2 billion. We addressed this through continued actions from our long-term financial plan, strategic bridging measures consistent with our multi-year approach and by finding \$680 million in reductions and offsets through our internal review process. This is the second City Budget in our multi-year journey that sets the City up to achieve enhanced financial stability and sustainability.

International credit rating agencies have recognized our efforts; for the first time in more than two decades, S&P Global upgraded the City's credit rating from

AA to AA+. Maintaining a high-quality credit rating provides the City with access to lower long-term borrowing costs for investments in infrastructure, ensuring Toronto's services for residents and businesses remain affordable and sustainable.

The City's Capital Budget and Plan (2025-2034) is the largest ever 10-year capital investment at \$59.6 billion, reflecting a \$9.8 billion increase from the previous plan. It prioritizes state of good repair, with \$32.4 billion (54 per cent) allocated to maintain and improve infrastructure, while also supporting initiatives to reduce greenhouse gas emissions by an estimated 160,725 tonnes. It will make key investments in transit, mobility, housing, community improvements, flood protection and net-zero efforts.

I want to thank the thousands of residents who helped to shape this budget through an online survey, in-person and virtual consultations, telephone town halls, budget presentations, emails and letters. The 2025 Budget reflects community priorities and ensures that our investments align with what we heard from Toronto residents.

My sincerest thanks as well to members of the Toronto Public Service for their tireless efforts and outstanding work, including, Althea Hutchinson, Executive Director of the Financial Planning Division, and Members of Council for their leadership to support the 2025 Budget process.

Sincerely,

A handwritten signature in dark ink, appearing to read "Stephen Conforti".

Stephen Conforti
Chief Financial Officer and Treasurer
City of Toronto

2025 Budgets Overview

2025 Operating and Capital Budgets

Overview

The Tax and Rate Supported 2025 Operating Budget and the 2025 – 2034 Capital Budget and Plan enable the City of Toronto to provide over 150 distinct services, often reflecting the services provided 24 hours a day, 7 days a week that residents, businesses and visitors of Toronto rely on.

The 2025 Budget includes:

- **\$18.8 billion** in tax and rate-supported operating budgets
- **\$59.6 billion** in capital investments over 10 years (2025–2034)

As the largest city in Canada, Toronto's challenges are systemic and complex. These challenges include but are not limited to, having access to limited revenue tools, delivering services that provide regional benefits in the absence of commensurate funding, operating the largest public transit systems, growing demand for service, and providing the most shelter beds per capita.

Toronto, as Canada's economic engine, generates substantial national benefits. These include nearly \$60 billion in planned capital investments, hosting national and international headquarters and events, contributing billions annually in sales and income taxes, and serving as a major gateway for immigration. The City of Toronto delivers services, initiatives and projects that far exceed the traditional role of municipal government substantially benefiting other orders of government.

The City employs a multi-year financial planning and budgeting practice that is transparent, accessible, and focused on service outcomes and accountability. This approach prioritizes public needs and ensures resources are used efficiently for effective service delivery and stewardship of City assets. Grounded in good governance, the City's budgeting practices aim to secure a financially stable and sustainable future for the City of Toronto.

The 2025 Operating Budget seeks to balance increased demand for services with the City's commitment to fiscal responsibility. The 2025 Operating Budget was developed in collaboration with the Mayor and the Budget Chair, focusing on:

- Maintaining and preserving services relied upon by Torontonians.
- Supporting new investments informed by public consultation.
- Developing a multi-year strategy to address the financial challenges.
- Implementing Long-Term Financial Plan initiatives.

The 2025-2034 Capital Budget and Plan focuses on achievability and affordability by:

- Increasing critical state of good repair (SOGR) investments to flatten the growing SOGR Backlog curve.
- Leveraging the City Building Fund to support transit and housing demands.
- Maximizing growth-related funding tools to support investments.

- Applying a whole-of-government approach, reallocating Gardiner Expressway funds, and leveraging federal funding for investments in the transit system.
- Maintaining the debt service ratio below 15% annually.
- Strengthening climate-focused capital planning through an enhanced carbon budget lens under the [TransformTO Net Zero Strategy](#).

The City of Toronto 2025 Budget was adopted on February 11, 2025, and reflects the input of more than 50,000 residents who attended virtual, in-person and telephone town halls, participated in consultation meetings, spoke to Budget Committee members, and wrote to Members of Council.

The 2025 Tax and Rate Supported Operating Budget and the 10-year Capital Budget and Plan are summarized below:

Table 1: 2025 Tax and Rate Operating Budget and 2025-2034 Capital Budget & Plan

Total Tax and Rate Supported Budget and Plan (\$ Millions)	Operating Budget		Capital Budget and Plan			
	2025		2025		2025-2034	
Programs	Gross	Net	Gross	Debt	Gross	Debt
City Operations	9,052	3,333	2,116	840	21,159*	10,276
City Agencies	5,095	3,033	1,877	277	19,059	3,830
Corporate Accounts and Capital Financing	2,461	(728)	N/A			
Total Tax Supported Budget	16,608	5,639	3,993	1,117	40,218	14,106
Rate Supported Programs**	2,241	0	1,252		19,379	
Total Tax & Rate	18,849	5,639	5,245	1,117	59,597	14,106

Note: Figures above exclude the Special Levy for Scarborough Subway and City Building Fund

**Includes \$0.805 million for Corporate Capital Initiatives*

***2025 Gross Expenditure Operating Budget includes capital reserve contribution to fund the 10-Year Capital Plan*

2025 OPERATING BUDGET

Tax and Rate Supported Budget Overview

Toronto's 2025 balanced Tax and Rate Supported Operating Budget totals \$18.8 billion, as summarized in Table 2. This includes:

- \$16.6 billion (gross) and \$5.6 billion (net) for the Tax Supported Operating Budget
- \$2.2 billion for the Rate Supported Operating Budget, covering Toronto Water, Solid Waste Management Services, and the Toronto Parking Authority

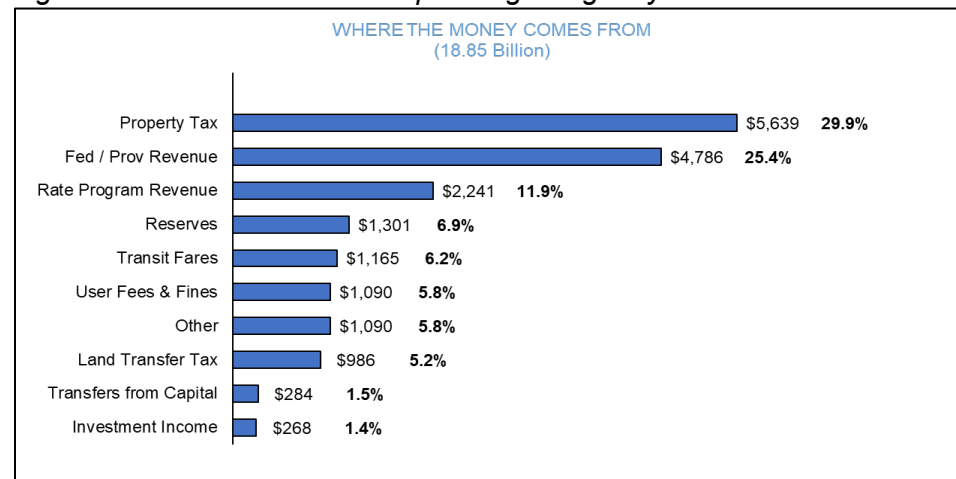
Compared to 2024, the Tax Supported Operating Budget reflects a \$1.8 billion (12.2%) increase in gross expenditures, while the Rate Supported Budget has increased by \$105 million (4.9%).

Table 2: 2025 Gross Operating Budget

	2024		2025			Change from 2024	
(\$ Millions)	Budget	Projection	Base	New & Enh.	Total	Inc/(Dec)	%
Tax Supported Programs	14,802	14,720	16,511	97	16,608	1,806	12.2%
Rate Supported Programs	2,136	2,150	2,241	-	2,241	105	4.9%
City of Toronto Total	16,938	16,870	18,752	97	18,849	1,911	11.3%

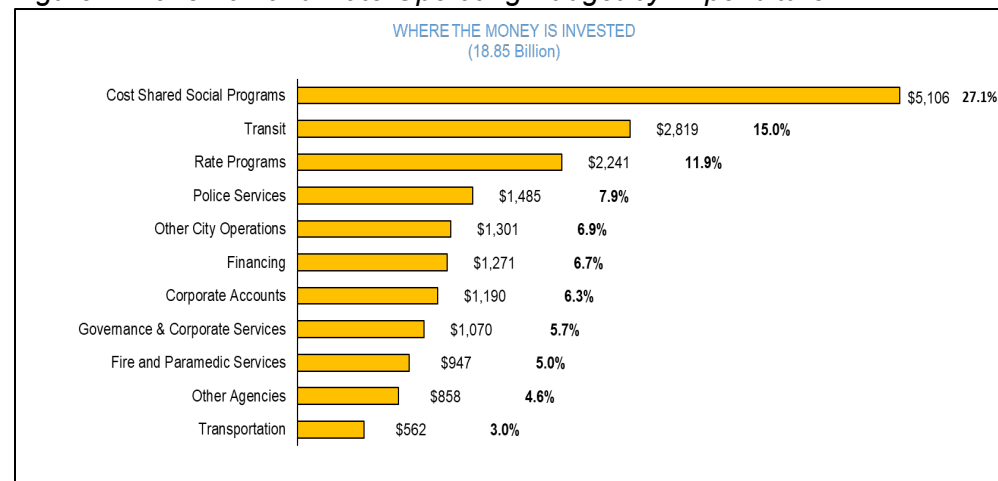
Note: Figures exclude the Special Levy for Scarborough Subway and City Building Fund

Figure 1: 2025 Tax and Rate Operating Budget by Revenue



On the revenue side, most of the funding comes from property taxes (\$5.6 billion or 29.9%), and Federal and Provincial funding (\$4.8 billion or 25.4%). Reserves, TTC fares, user fees, charges, fines, and other revenues included in the 2025 Operating Budget total \$8.4 billion. Municipal Land Transfer Tax (MLTT) revenue totals \$986 million and represents 5.2% of the City's revenues.

Figure 2: 2025 Tax and Rate Operating Budget by Expenditure



The 2025 Tax and Rate Supported Operating budget primarily allocates funds to cost-shared social programs (\$5.1 billion or 27.1%), transit (\$2.8 billion or 15.0%), and emergency services (\$2.4 billion or 12.9%).

While maintaining the services Torontonians rely on, this budget also addresses key priorities, including new investments in getting Toronto moving, keeping people safe, making life affordable, and strengthening community services. In addition to maintaining current programs and services, the 2025 Operating Budget also provides funding of \$98.8 million gross for added investments.

Table 3: Summary of Added Investments During the 2025 Budget Process

Category (\$000s)	Staff Prepared 13-Jan-25	Mayor's Proposed 31-Jan-25	Council Amended 11-Feb-25	Total Investment
Getting Toronto Moving	17,972	0	0	17,972
Keeping People Safe	33,287	0	1,260	34,547
Making Life Affordable	17,585	1,731	127	19,444
Providing Community Services	21,448	0	1,525	22,973
Multiple	3,734	0	80	3,814
Total:	94,026	1,731	2,992	98,749

The 2025 Operating Budget supports 65,554 positions across City Programs and Agencies to deliver current and new/enhanced services. This represents a net increase of 2,501 positions over 2024, including:

- 438 positions to support delivering capital projects in areas such as parks, community centres and facilities, city buildings, water and wastewater assets, roads and bridges, transit and housing; and
- 2,063 in tax and rate supported programs to support operational investments across key areas, including but not limited to:
 - 660 positions to support *Getting Toronto Moving* in the Toronto Transit Commission and Transportation Services to improve transit operations and mobility infrastructure.
 - 532 positions to support *Keeping People Safe* in Toronto Police Service, Toronto Fire Services, and Shelter Support to enhance emergency response and meet legislative requirements.
 - 524 positions to support *Providing Community Services* in Parks, Forestry and Recreation, and other community-facing programs to improve access to services and public spaces.
 - 276 positions to support *Making Life Affordable* in housing services and related programs to ease financial pressures for Torontonians.

Tax Supported Budget Overview

The City's 2025 Tax Supported Operating Budget totals \$16.6 billion gross and \$5.6 billion net. While this reflects a year-over-year gross expenditure increase of \$1.8 billion, over \$1.1 billion of that amount is attributed to Federal and Provincial flow-through funding and internal City transfers. When these pass-through and internal items are excluded, the year-over-year increase is a more modest \$0.7 billion or approximately 4.7%, highlighting the City's continued focus on fiscal restraint and efficiency while addressing growth and increased demands for services.

The Tax-Supported 2025 Gross Operating Budget primarily allocates funds to Cost-Shared Social Programs (30.7%), Transit (17.0%), and Emergency Services (14.6%), with the remaining (37.7%) allocated to other City Programs and Agencies.

The main revenue sources are Property Taxes (34.0%) and Federal and Provincial revenues (28.8%), with the remaining (37.2%) generated through fees, investments, and reserve draws.

Tax Supported Budget – Corporate Accounts

The 2025 budget includes a budget for Corporate Accounts with gross expenditures and revenues totalling \$2.5 billion and \$3.2 billion, respectively. The Corporate Accounts, which include Capital and Corporate Financing, and Non-Program Expenditures and Revenues, form part of the City's overall Operating Budget. The Corporate Accounts also include the 2025 Operating Budgets for the Association of Community Centres and Arena Boards of Management.

Tax Supported Budget – Residential Property Tax Impacts

The 2025 Operating Budget includes a 5.4% increase to the City's residential tax rate which represents an increase of \$210 annually for the average assessed value of a Toronto home. It also includes 1.5% increase to the City Building Fund levy which is an incremental increase of \$58 annually. Together, these result in a total residential tax increase of 6.9%.

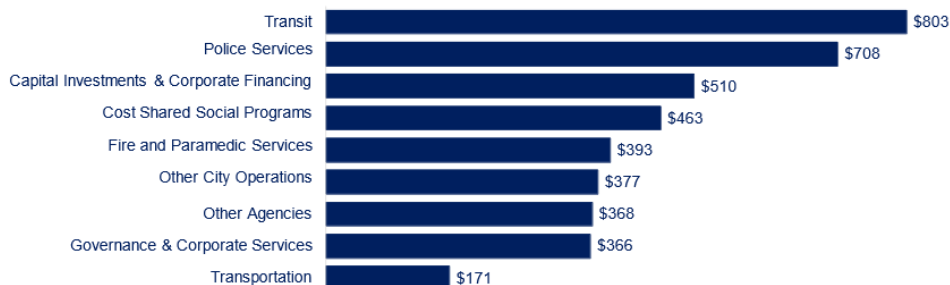
When translated into an average tax bill of \$4,160 for the average value of a home assessed at \$0.692 million, the chart below shows how 2025 property taxes will be spent based on the 6.9% residential property tax rate increase.

Figure 3: How Your Tax Dollar Works for You in 2025

2025 Tax Increase for Average Home

The average home in Toronto has an assessed value of \$692,031.*

The 2025 municipal property tax bill on this home would be \$4,160.**



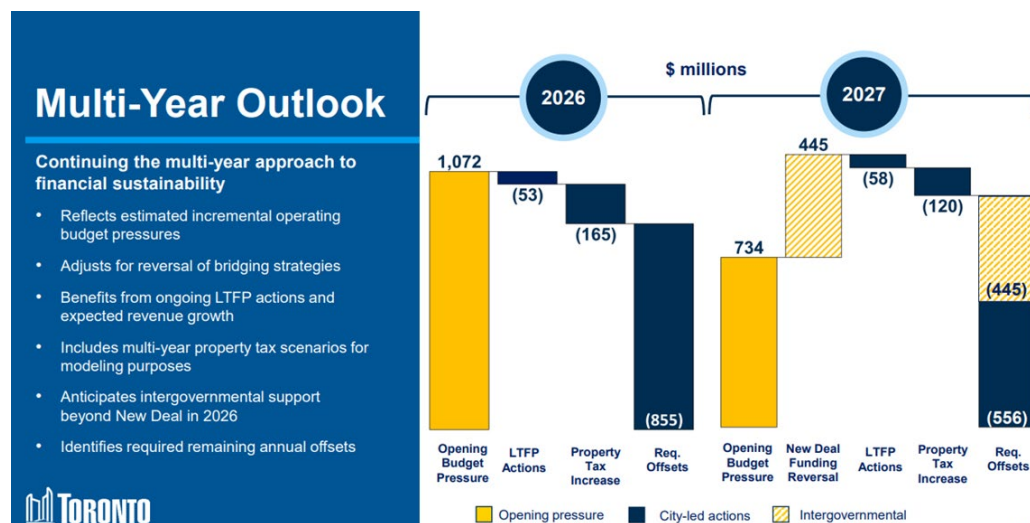
*As the Province postponed the 2021 reassessment, 2025 property values are the same assessed values as 2020 (which uses evaluation dates of January 1, 2016), conducted by the Municipal Property Assessment Corporation (MPAC), unless the property experienced relevant changes such as renovations, improvements or demolitions.
 **Excludes provincial education property taxes



Outlook for 2026 and Beyond

As we look beyond 2025, there are still significant financial pressures in the City's finances. The multi-year outlook approach has been developed to advance on fiscal sustainability over the next two years through a number of strategies that included intergovernmental funding support, Long-Term Financial Plan actions, and estimated property tax increases. This approach relies on the key intergovernmental promises that have been made to the City of Toronto. Without federal and provincial funding support, there will be profound, material and sustained impacts on City services and capital spending. The details of a multi-year approach are illustrated in the chart below.

Figure 4: Multi-year Outlook



The City will continue to monitor financial pressures and funding support throughout 2025 and update assumptions for future budgets accordingly. The City cannot continue to deliver the services that are shared intergovernmental priorities and benefit the region and are shared intergovernmental priorities, and cannot address financial pressures without appropriate funding from other orders of government.

2025 – 2034 CAPITAL BUDGET AND PLAN

Tax and Rate Supported Budget and Plan Overview

The 2025 - 2034 Capital Budget and Plan is the largest ever 10-year capital plan with a \$9.8 billion increase over the previous year's 10-year capital plan. This plan includes: \$4.9 billion investment in transit and mobility, \$2 billion in key projects for community services, and \$2.9 billion in other investments, including Flood protection and Net Zero initiatives.

The 2025 – 2034 Capital Budget and Plan is built on financial sustainability, leveraging a 1.5% levy increase for the City Building Fund to support transit and housing initiatives, maximizing non-debt financing strategies, and maintaining a 15% debt service ratio.

The City of Toronto's 2025 - 2034 Tax and Rate Supported Capital Budget and Plan totals \$59.6 billion. Capital projects for the Tax Supported Programs comprise 67% or \$40.2 billion (including funding of \$0.8 million for Corporate capital initiatives) of the 10-year capital plan, with the remaining funding of \$19.4 billion or 33% allocated to Rate Supported Programs.

Table 4: 2025 - 2034 Tax and Rate Supported Capital Budget and Plan

(\$ Millions)	2024		2025 Budget		Total 2025 - 2034	
	Budget	Actual YE Projection	Gross	Debt	Gross	Debt
Tax Supported Programs	4,923	3,664	3,992	1,117	40,218	14,106
Rate Supported Programs	1,446	1,129	1,253	0	19,380	0
City of Toronto Total	6,369	4,793	5,245	1,117	59,598	14,106

The City's 2025 Tax and Rate Supported Capital Budget is \$5.2 billion. The 2025 – 2034 future years plan of \$54.3 billion will form the basis for developing future capital budgets, in accordance with the City's multi-year financial planning and budgeting policies and practices.

Figure 5: 10-year Tax and Rate Capital Budget and Plan by Revenue (\$59.6B)

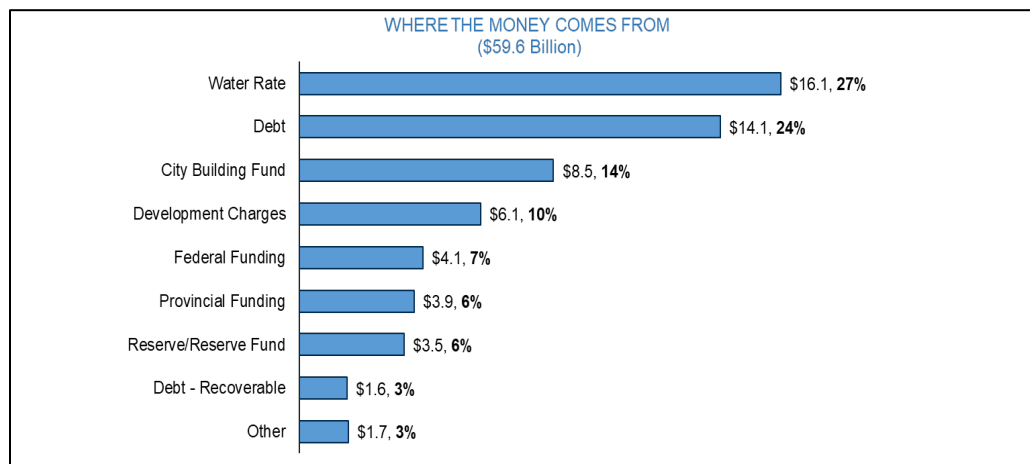
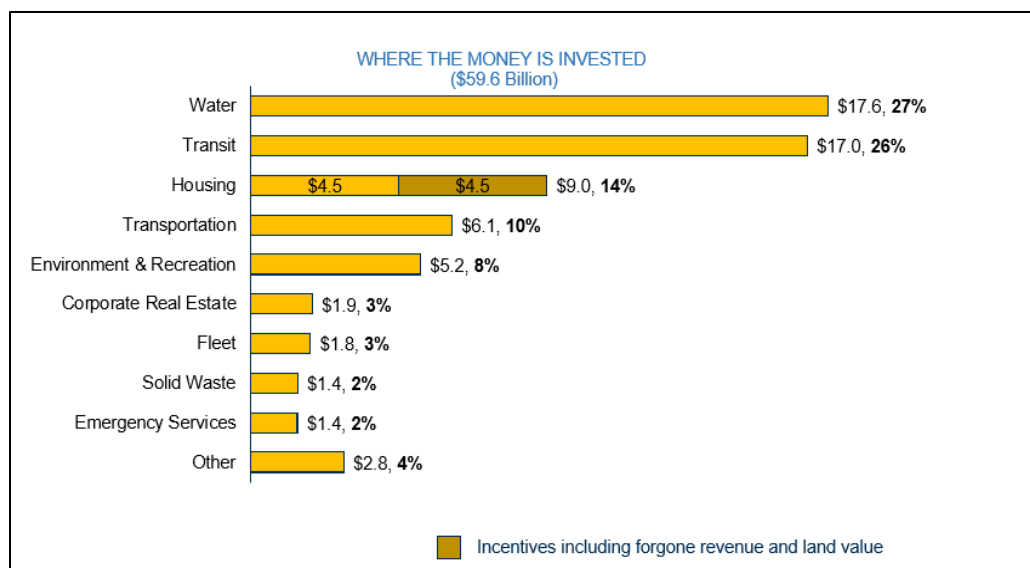


Figure 6: 10-year Tax and Rate Capital Budget and Plan by Expenditure (\$59.6B)



The 2025 - 2034 Tax and Rate Supported Capital Budget and Plan invests a total of \$17 billion in transit, \$6.1 billion in transportation, and \$9 billion in housing, and it is developed using a Climate Lens which supports the City to achieve its desired environmental outcomes.

The City Building Fund will provide \$8.5 billion dedicated to transit initiatives and housing projects.

Despite the added investment, critical state of good repair, service improvement initiatives, and transit expansion projects totalling \$42.2 billion remain unfunded over a 10-year planning period.

City's State of Good Repair (SOGR) Backlog

The City has stewardship over a vast asset inventory to support service delivery: roads, expressways, bridges, traffic signal controls, water and wastewater treatment facilities, distribution and collection pipes, reservoirs, pumping stations, subways, streetcars, buses, civic centers, recreation facilities, social housing buildings, parkland, and other lands. This infrastructure, excluding land, is currently estimated to be worth over \$178.1 billion, based on replacement cost estimates.

Figure 7: City Physical Infrastructure



The City's capital program is driven largely by the cost of maintaining these physical assets in a state of good repair. Managing the accumulated SOGR Backlog is a key capital strategic objective and priority for the City to ensure that current assets are able to support the delivery of City services and meet service outcomes.

This metric provides the City with year-over-year comparisons and trends that assist in determining how best to apply scarce resources in making strategic investments to reduce the City's SOGR Backlog by Program/Agency and/or by asset type. By employing this metric, the City can measure its progress in achieving SOGR objectives and conversely, can determine where additional investments are required. Details of the SOGR Backlog trend and percentage of total asset value for each Program and Agency can be found in their respective 2025 Budget Notes.

In addition to the SOGR Backlog metric, the City's capital planning process includes the use of comprehensive asset value condition assessments by asset type; decision support tools to rank and prioritize reinvestment needs; and debt funding scenario analysis. Since 2019, the City has also adopted the Corporate Asset Management Policy to coordinate the management of all infrastructure assets, with the Asset Management Plan (AMP) outlining the strategy for managing the City's infrastructure portfolio.

These actions taken together improve asset lifecycle management, more accurately identify the SOGR needs in the City's portfolio and reflect the City's strategic commitment to address the infrastructure deficit in a holistic fashion.

The 2025–2034 Tax and Rate Supported Capital Budget and Plan will invest \$32.4 billion or 54% of the total \$59.6 billion planned capital investments in SOGR projects to maintain assets in a state of good repair.

This is made available by utilizing the City's own revenue tools as well as leveraging a whole-of-government approach. The plan represents an increase of \$6 billion (23%) compared to last year's 10-Year capital plan of \$26.4 billion.

The \$6 billion increase over last year's capital plan includes funding from the Gardiner Funding Reallocation, with \$1.8 billion dedicated to SOGR. Table 5 provides a breakdown of the allocation of this new resource to programs and agencies with the greatest needs.

Table 5: New SOGR Funding Linked to the Gardiner Funding Reallocation

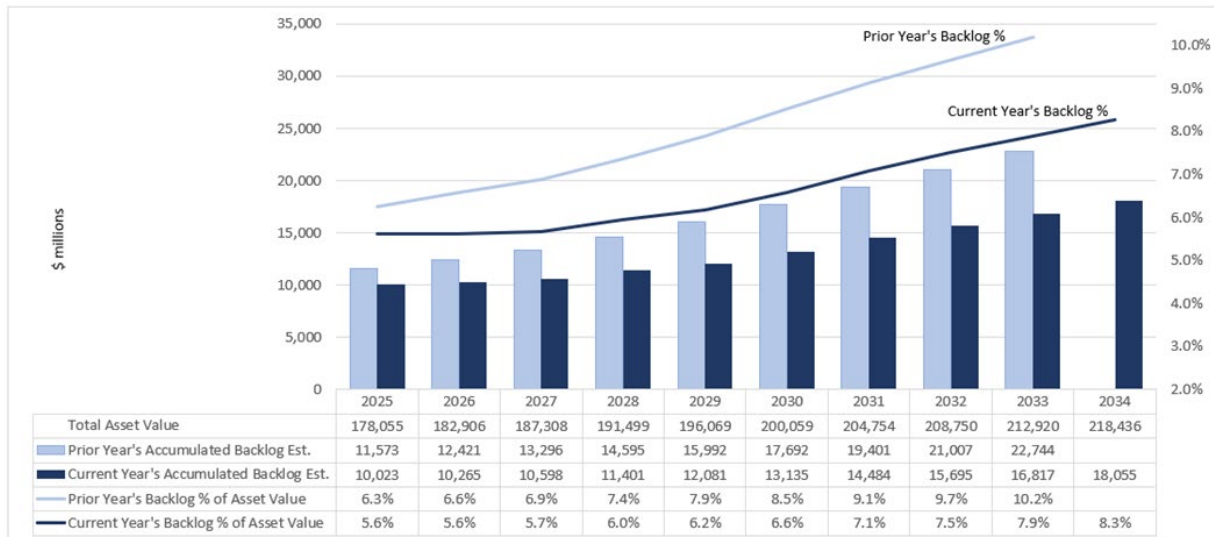
Program/Agency (\$M)	Reallocation of Gardiner Funding
Toronto Transit Commission	500
Parks, Forestry and Recreation	400
Transportation Services	350
Toronto Community Housing Corporation	300
Corporate Real Estate Management	200
Total 2025-2034 SOGR Funding	1,750
Prior Year Gardiner Funding Reallocation: Local Road and Critical Interim Road Rehabilitation	30
Total SOGR Funding Linked to the Gardiner Reallocation	1,780
Prior Year Gardiner Funding Reallocation: Outdoor Recreation and Amenity Improvements	20
Broadview Eastern Flood Protection	100
Total Gardiner Funding Reallocation	1,900

Although the total accumulated SOGR Backlog is projected to increase from \$9.4 billion at the end of 2024 to \$18.1 billion by the end of 2034, with the backlog as a percentage of asset value rising from 5.4% to 8.3%, this represents a \$4.7 billion reduction compared to last year's 10-year forecast of \$22.7 billion.

As shown in the Chart below, the previous year's 10-year SOGR Backlog was projected to reach 10.2%. The City's commitment to reduce the backlog is demonstrated by an increase in SOGR investments in the amount of \$4.252 billion; this will bring the SOGR Backlog percentage down to 9.1%. The reallocation of Gardiner Expressway funding further amplifies the City's effort to reduce the SOGR Backlog through the allocation of an additional \$1.8 billion

investment. This resulted in a combined \$6 billion investment in SOGR projects for critical infrastructure needs. This additional investment further reduces the SOGR Backlog percentage to 8.3% by the end of 2034.

Figure 8: 10-Year Capital SOGR Backlog – Flattening the Curve



As summarized in Table 6 below, the accumulated balance for Tax Supported Programs will increase by \$10.2 billion, which will be offset by a \$1.5 billion decrease in the Rate Supported Programs, consequently, the overall accumulated backlog balance will increase by \$8.6 billion over the 10 years.

Table 6: SOGR Backlog Summary

SOGR Backlog (\$M)	2025 (beg. bal.)	2025 (1 Year)	2029 (5 Year)	2034 (10 Year)	2024-2034 Change
Tax Supported Programs	6,984	7,685	10,795	17,140	10,156 ▲
Rate Supported Programs	2,434	2,338	1,286	915	(1,518) ▼
Total SOGR Backlog (Tax & Rate)	9,418	10,023	12,081	18,055	8,638 ▲
Total Asset Value	173,351	178,055	196,069	218,436	45,085
SOGR as % Asset Value	5.4%	5.6%	6.2%	8.3%	

The City has adopted a range of capital investment strategies to address the ongoing challenges posed by its accumulated SOGR Backlog. These efforts have led to significant progress in key areas such as Toronto Water, Parks, Forestry and Recreation and Toronto Parking Authority. Additionally, the City has substantially increased SOGR funding for transit and housing through the adoption of City Building Fund, as well as in partnership with other levels of government to leverage innovative strategies and collaborations.

The City will continue to advance capital infrastructure investments and explore sustainable long-term financing strategies to address ongoing SOGR needs. A balance between SOGR and growth and service improvement capital funding priorities is necessary to maintain the City's current \$178.1 billion of assets in a state of good repair while also improving and adding assets to meet service demand and growth of the City. As previously noted, these strategies will include:

- Leveraging the City Building Fund extension to mitigate growing pressure in transit and housing, consistent with the City's approved capital funding strategy;
- Continue to explore opportunities to partner with other orders of government to fund major capital projects, in addition to the Gardiner/Don Valley Parkway upload agreement.
- Continue to enhance the capital prioritization process to integrate with the City's asset management planning for all City infrastructure.

2025 - 2034 Tax Supported Capital Budget and Plan

The Tax-Supported 2025-2034 Capital Budget and Plan, totalling \$40.2 billion, reflects a \$7.2 billion increase over the previously approved 10-year capital plan with additional priority investments in transit, housing, and community services. Capital projects are financed by various sources, with the City prioritizing and maximizing the use of external and non-debt funding before resorting to debt issuance. The Tax-Supported 2025- 2034 Capital Budget and Plan will require \$14.1 billion in all combined forms of debt financing. After offset by Capital from Current as part of the non-debt financing strategies, the base tax levy funded debt will be \$10.5 billion over the 10-year capital plan.

The Tax-Supported 2025-2034 Capital Budget and Plan invests \$17 billion in transit, \$6.1 billion in transportation, and \$4.5 billion in housing (plus a further \$4.5 billion provided through foregone revenues for housing initiatives). The plan represents a \$5.4 billion increase in SOGR investments, which will flatten the backlog growth curve over the next 10 years when compared to last year's 10-year capital plan. The added SOGR investments are made available by a combination of the City's own funding and other orders of government, including the reallocation of Gardiner Expressway funding.

The 10-year Capital Budget and Plan incorporates a carbon budget lens with an enhanced focus on climate in the decision-making process. The City's investment in climate mitigation and adaptation actions aims at reducing ~160,725 tonnes/CO₂ while improving resilience to climate change.

2025 Tax Supported Capital Budget

The Tax Supported Capital Budget for the year of 2025 totals \$4 billion, which requires \$1.1 billion in debt funding, as shown in the charts below and includes \$2.3 billion or 58% dedicated to SOGR projects.

Figure 9: 2025 Tax Supported Capital Budget by Revenue

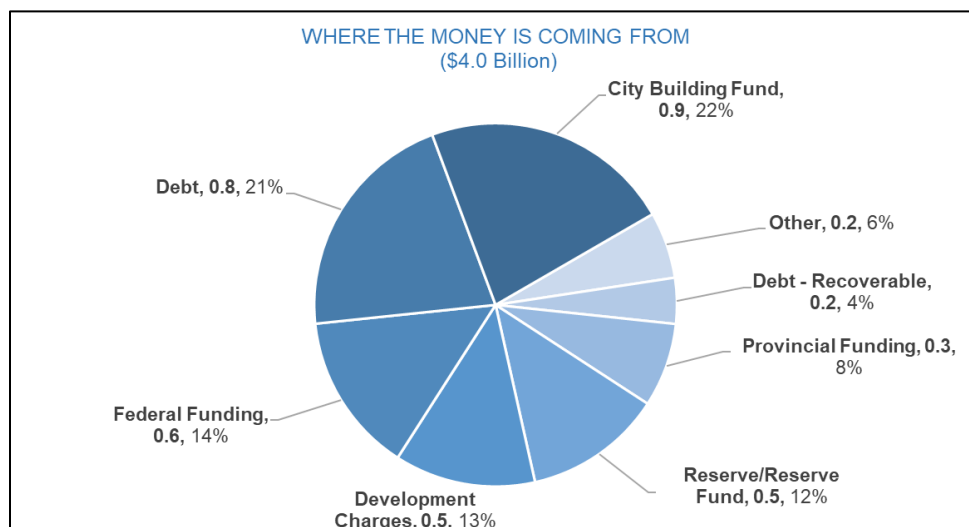
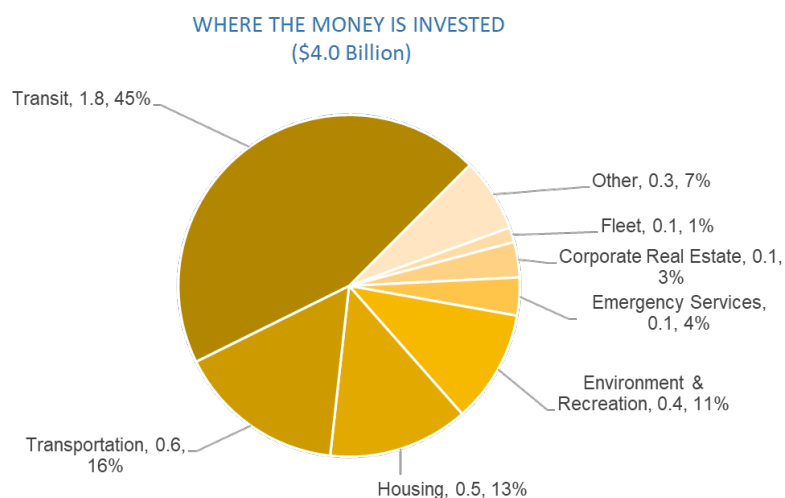


Figure 10: 2025 Tax Supported Capital Budget by Expenditure



The 2025 Tax Supported Capital Budget allocates the majority of funding as follows:

- \$1.8 billion or 45% to transit capital projects,
- \$0.6 billion or 16% to transportation,
- \$0.5 billion or 13% to housing, and
- \$0.4 billion or 11% to environment and recreation,

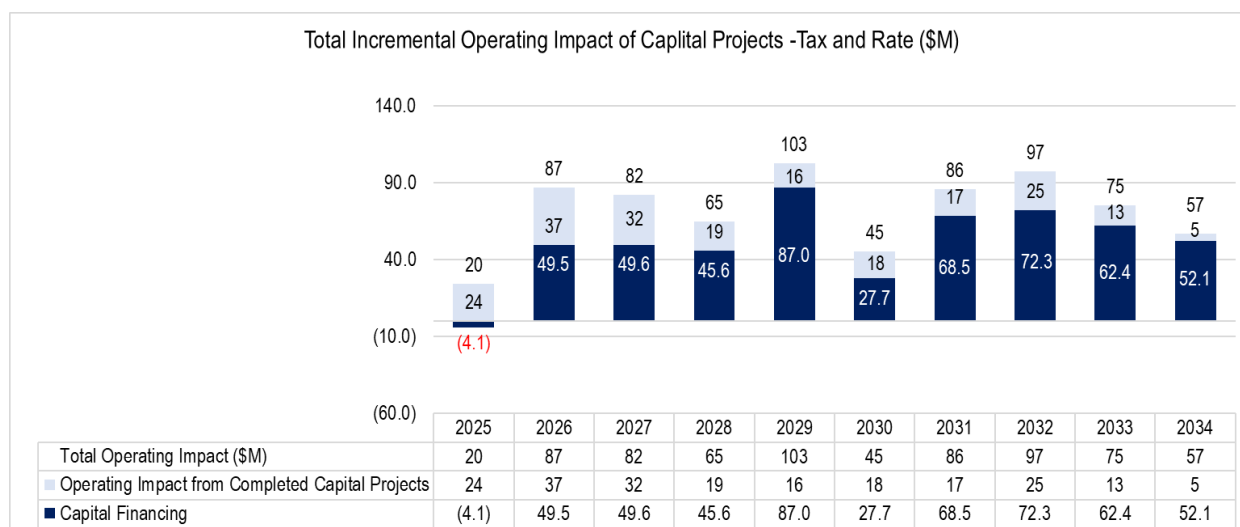
Capital Budget Impact on the Operating Budget

Every year, the operating impact of capital projects is one of the key drivers of the annual operating budget pressure. The approval of capital projects impacts the annual Operating Budget in the following ways:

- Over the 10-year period, the capital financing cost paid from the operating budget will increase by \$511 million by the year 2034. It includes principal and interest payments on issued debt to finance the capital plan and direct contribution from the operating budget to finance pay-as-you-go capital projects.
- In addition, the City also has an operating impact from completed capital of \$206 million. This includes ongoing maintenance and program costs for new infrastructure and rehabilitated or expanded facilities, and costs to sustain new technology, partially offset by efficiency savings from capital investments that reduce operating costs.

By year 2034, the total incremental operating impact from the above two factors is expected to total \$717 million, with the annual impact shown in the chart below:

Figure 11: Incremental Impact on Operating Budget –Tax & Rate Programs (\$M)

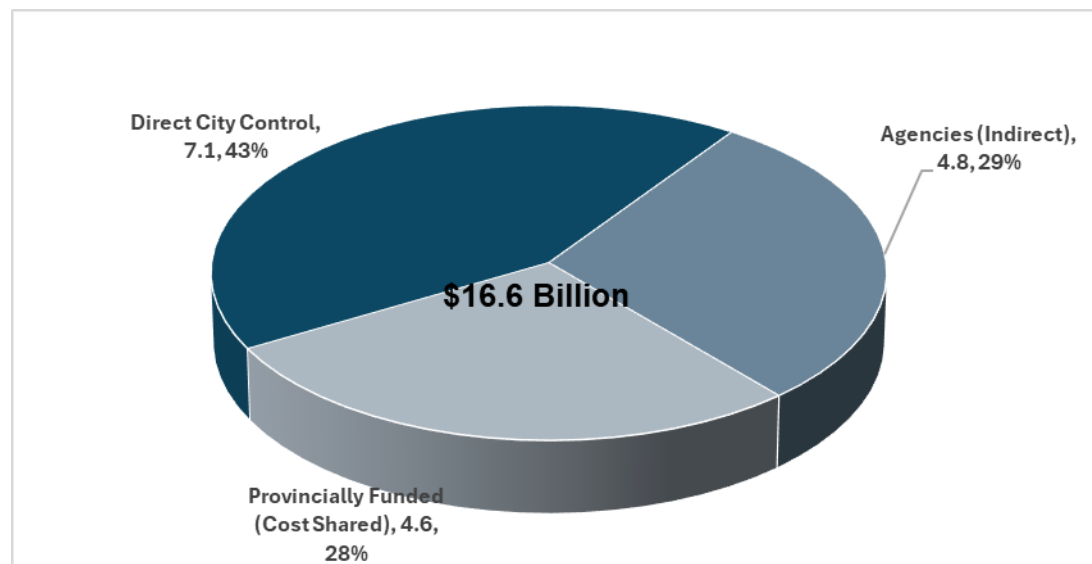


As the need for capital investment grows, the cost of servicing the debt and operating costs from completed capital projects will continue to grow and compete for funding for City services.

Funding Management

City Council has direct control of 43% of the Tax Supported Budget (\$Billions):

Figure 1: City Council Control of the Budget



Direct City Control

- Customer Experience
- Accountability Offices
- City Clerk's Office
- City Manager's Office
- Court Services
- Engineering & Construction Services
- Environment & Climate
- Toronto Emergency Management
- Technology Services
- Mayor's Office
- Office of the CFO and Treasurer
- Policy, Planning, Finance & Administration
- Parks, Forestry & Recreation
- Social Development, Finance & Administration
- Toronto Paramedic Services
- Housing Secretariat
- Corporate Accounts
- City Council
- City Planning
- Economic Development & Culture
- Corporate Real Estate Management
- Fire Services
- Fleet Services
- Office of the Chief Information Security Officer
- Legal Services
- Municipal Licensing & Standards
- Financial Operations & Control
- Toronto Building
- Transit Expansion
- Transportation Services

Agencies (Indirect Control)

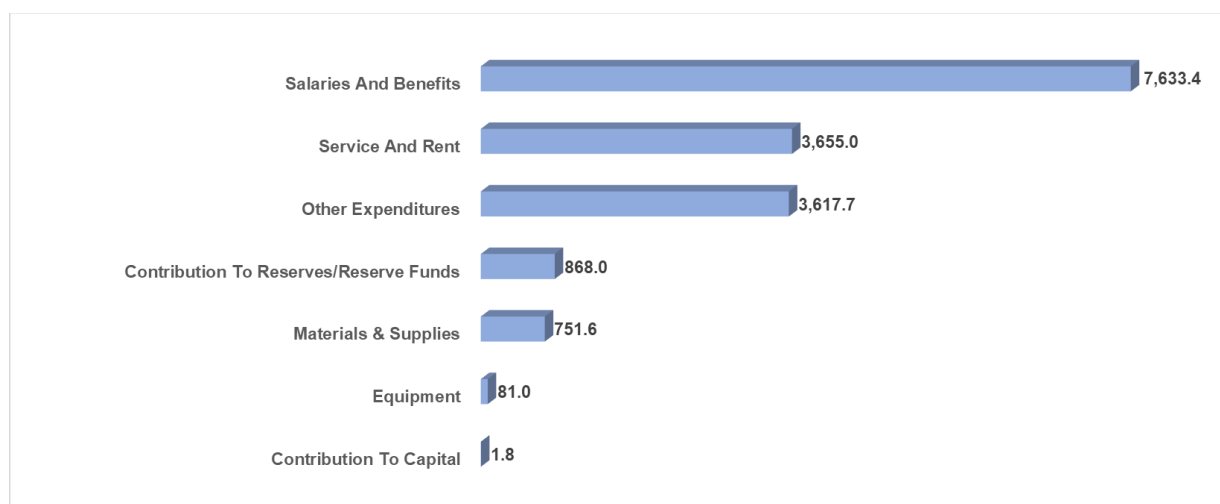
- Exhibition Place
- Heritage Toronto
- TOLive
- Toronto & Region Conservation Authority
- Toronto Police Service (Inc. Board)
- Toronto Public Library
- Toronto Transit Commission (Inc. Wheel Trans)
- Toronto Zoo
- Sankofa Square
- Create TO
- Toronto Atmospheric Fund

Provincially Funded

- Children's Services
- Seniors Services and Long-Term Care
- Toronto Shelter and Support Services
- Toronto Employment & Social Services
- Toronto Public Health

Summary of Expenditures by Category – Tax Supported 2025 Operating Budget (\$16.6 Billion):

Figure 2: Summary of Expenditures by Category – 2025 Tax Supported Operating Budget



Aligning the City's Budget to the Province of Ontario's Reporting Regulation and Accrual Accounting

On an annual basis, the City publishes its Adopted Budget as part of the [Budget Book](#), to set its priorities and cash funding requirements for the year. At the end of the fiscal year, the City publishes its [Consolidated Financial Statements](#), based on full accrual accounting following Public Sector Accounting Standards (PSAS) to demonstrate the organization's ongoing fiscal responsibility to Torontonians.

The Budget Book is a "forward-looking" document that states the City's planned operating and capital expenditures for the upcoming fiscal year. The City prepares the budget information in this document using the cash basis of accounting and in accordance with section 228 of the *City of Toronto Act, 2006* (Act). Due to legislative requirements, the Budget Book provides a balanced budget, which does not result in a surplus or deficit, but allows the City to finance its planned operating and capital expenditures through the use of revenue sources, such as property taxes, utility charges, grants from other orders of government, and other user fees.

In contrast to the Budget Book, the City's consolidated financial statements, prepared on an annual basis, present aggregated financial information that demonstrates the City's accountability for its resources, obligations and finances. The consolidated financial statements present how the City used its approved budgeted revenues to finance its actual expenditures during the year, in addition to the City's resources available to provide services and the long-term obligations and commitments the City will or will likely settle in future fiscal periods. The City's consolidated financial statements are prepared in accordance with PSAS, using the full accrual basis of accounting based on recognition criteria outlined in the accounting standards. The budget values presented in the City's Consolidated Statement of Operations and Accumulated Surplus are presented on the same basis, with full reconciliation to the City's approved cash budget presented in the [Notes to the Financial Statements and the City's Annual Financial Report](#).

Recognizing that the City's budget is intended to allow the City to raise funds required for operating and capital expenditures, Ontario Regulation 286/09 (Regulation) allows the City to exclude the following accrual accounting based adjustments:

- Amortization of tangible capital assets: costs associated with the declining value of an asset resulting from the passage of time (the asset useful life during which benefits are derived);
- Post-employment benefit expenses: benefits earned by the City's employees in the current year, but not paid for until at, or beyond, retirement; and
- Solid waste landfill closure and post-closure expenses: costs associated with anticipated closure and post-closure activities (also known as asset retirement obligations for landfills).

The below table provides an overview of the City's approved budget for 2025 and reflects management's best estimate of adjustments that the Regulation requires from both reporting and City Council's approval purposes. Not all PSAS differences between the cash-based budget and full accrual accounting-based financial statements are incorporated into the Ontario Regulation Report approved by City Council. For example, the City budgets for and charges capital expenditures against its capital budget but a significant portion of those expenditures are capitalized as part of the City's Tangible Capital Asset balances on the Statement of Financial Position. When the adjustments from the Ontario Regulation Report are factored in, the City's approved budget will result in a net deficit of \$1.8B:

	\$000's
City Council adopted tax and rate supported expenditure budget (Note 1)	19,273,559
Add:	
Amortization of tangible capital assets	1,696,000
Estimated increase in post-employment benefits	158,000
Estimated decrease in asset retirement obligations for solid waste landfill closure and post-closure costs	(19,000)
Tax and rate supported expenditure budget, net of adjustments per Ontario Regulation 286/09	21,108,559
City Council adopted tax and rate supported revenue budget (Note 1)	19,273,559
Annual deficit, net of adjustments per Ontario Regulation 286/09 – December 31, 2025	1,835,000

Note 1: The budget includes the City's tax and rate-supported programs, in addition to the City's Agencies and Corporations, such as the Toronto Transit Commission and Toronto Community Housing Corporation.

Because the City's balanced budget process outlines anticipated sources and uses of funds in the current year, the exclusion of the above expenses does not immediately impact the City's ability to generate sufficient funding to finance its annual operating and capital expenditure requirements.

The excluded expenses meet financial reporting requirements, based on public sector accounting standards; as a result, the value impacts the accumulated surplus reported in the City's audited consolidated financial statements. The accumulated surplus for the City represents its cumulative net investment in tangible capital assets.

About Toronto

Profile on Toronto

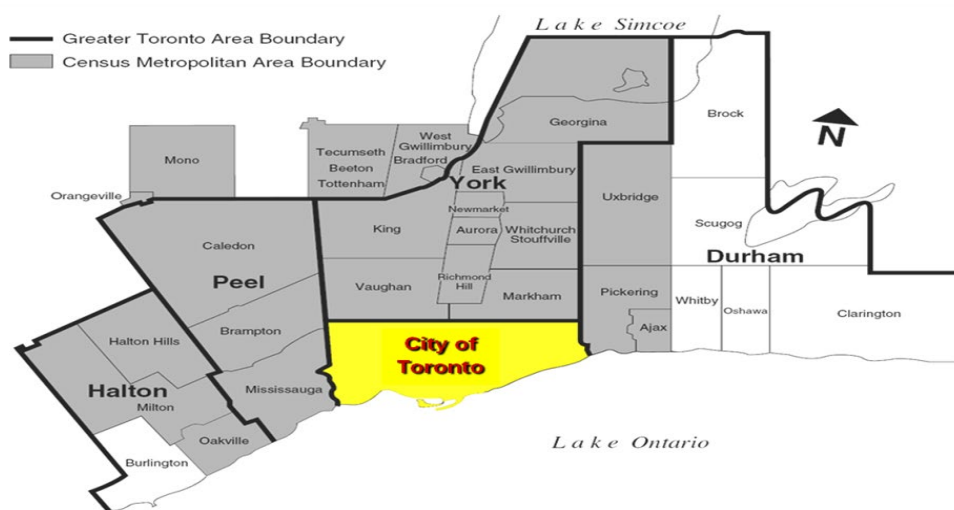
City of Toronto, GTA and CMA

The City of Toronto is Canada's largest city with a population in excess of 3 million residents. It is the heart of a large urban agglomeration of 7.2 million called the Greater Toronto Area (GTA). The City has one of the most ethnically diverse populations in North America. According to 2021 Census data, more than half (55.7%) of the population belongs to a visible minority group.

The City of Toronto is the major economic engine of the country. The City is both the political capital of the Province of Ontario and the corporate capital of Canada. As well, it is the major centre for culture, entertainment and finance in the country. The City is home to more national and internationally ranked companies than any other city in Canada.

The GTA is one of the largest regional economies in North America, characterized by concentrated and fast-growing finance-related industries and highly specialized knowledge-based jobs. An estimated \$443 billion of goods and services (2024 – in chained \$2017 dollars) are produced in the Toronto Census Metropolitan Area (CMA). The City of Toronto accounts for \$215 billion (2024 - in chained 2017 dollars). As well, the City accounts for 25% of Ontario's GDP and about 9% of the country's economic output. Toronto CMA is also the location of 692 Canadian Head Offices, the most in Canada.

Figure 1: Map of City of Toronto GTA and CMA



In addition to the modern network of highways and transcontinental railway lines that traverse the City of Toronto, local businesses are also well served by two airports: Pearson International Airport, the largest in Canada and Billy Bishop Toronto City Airport which is located near the

¹ Greater Toronto Area (GTA) refers to the City of Toronto plus the surrounding regions of Durham, York, Peel and Halton which include four upper tier and 24 lower tier municipalities. Ontario Ministry of Finance Population Projections

² Toronto CMA (Census Metropolitan Area) refers to the municipalities assigned by Statistics Canada on the basis of labour market and commuting criteria. It comprises the City of Toronto and 23 other municipalities.

downtown core. Union Station, the City's central, multimodal transportation hub is the busiest, multimodal, passenger transportation hub in Canada, serving over approximately 300,000 travellers daily. It is connected to numerous methods of travel, including subway, commuter rail, commuter bus, passenger rail and bicycle. A major revitalization has recently been completed to improve the quality and capacity of pedestrian movement, restore heritage elements and to transform Union Station into a major destination for shopping, dining and visiting.

Figure 2 - Summary Economic City of Toronto

Economic Statistics	2021	2022	2023	2024	2025
Population	2,917,666	2,983,889	3,130,201	3,273,119	3,301,566
Assessment Base (\$Mil)	755,777	766,257	774,719	785,030	797,905
Unemployment rate (%)	9.2	7.0	6.4	8.4	8.2
Employment (000s) - residents	1,392.1	1,531.6	1,642.0	1,647.8	1,679.1
Labour force (000s)	1,538.1	1,646.0	1,754.3	1,798.1	1,829.6
Local real GDP (\$Mil, 2017)	184,006	200,722	213,532	214,618	219,843
Local nominal GDP (\$Mil, 2017)	198,608	230,839	255,807	264,530	276,789
Income support caseloads - average monthly	64,475	73,415	85,405	102,000	115,000 (budget)
Value of building permits (\$Mil)	11,631	12,022	12,256	15,723	13,836
Housing Starts	17,959	20,864	28,827	18,715	18,404

Sources: Statistics Canada, Municipal Affairs and Housing, CMHC, Economic Development & Culture for GDP calculations.

Land Use by Zoning Category

Approximately 47.1%, or 303.7 square kilometers, of the City's total area of 644.5 square kilometers is subject to residential zoning. The next highest category is Open Space representing 20.1% of the City's total area or 129.9 square kilometers, followed by Employment, Industrial representing 15.7%, or 101.4 square kilometers.

Figure 3 – Land use by Zoning Category

Zoning By-law – Zone Category	Area (square kilometers)	Percentage of City of Toronto Area
Residential	303.7	47.1%
Residential Apartment	21.2	3.3%
Utility and Transportation	33	5.1%
Open Space	129.9	20.1%
Commercial, Commercial Residential & Commercial Residential Employment	38.2	5.9%
Employment Industrial	101.4	15.7%
Institutional	14.7	2.3%
<i>Unassigned</i>	2.3	0.4%
Total City of Toronto Area	644.5	100.0%

Source: Source: City of Toronto, City Planning Division: Zoning and Municipal Parcel data, August 2019

Key Employment Sectors

Toronto has one of the most diverse economies in North America and provides companies with an equally rich mix of partners, suppliers and talented professionals to meet the demands of business today.

The Financial Services sector is emerging as the one of Toronto's highest growth industries with a large and highly concentrated workforce. The Toronto region is home to the functional head offices of the five major banks in Canada and the majority of foreign banks/subsidiaries/branches in Canada. According to a July 6, 2023 Conference Board of Canada report entitled "The Impact of Toronto's Financial Sector", the financial sector is the largest private sector contributor to GDP in Toronto, second largest in Ontario and the third largest in Canada. It ranks as the second largest financial centre in North America next to New York, and seventh largest globally in terms of employment. Also, according to the report, the financial sector provided more than \$267 billion in credit to small and medium-sized enterprises in Canada in 2018. Canada's largest five banks – Royal Bank of Canada (RBC), Toronto Dominion Bank (TD), Scotiabank, Bank of Montreal (BMO) and Canadian Imperial Bank of Commerce (CIBC) – are among the largest banks in the world based on market capitalization.

Toronto Region is home to one of the most vibrant biotechnology clusters in the world. The Discovery District is a downtown research park with 7 million square feet of facilities — Canada's largest concentration of research institutes, business incubators and business support services. The Medical and Related Sciences (MaRS) project, the Faculty of Pharmacy building at the University of Toronto, and the Centre for Cellular and Biomolecular Research (CCBR) help give the Discovery District its name.

Continued investment in the Arts, Entertainment and Recreation sector is vitally important for the attraction of tourists and film production to the City. Toronto has undergone a 'cultural renaissance' with the unprecedented building and architectural transformation of close to a dozen major arts and cultural institutions, including the Michael Lee-Chin Crystal (an expansion of the Royal Ontario Museum), the Art Gallery of Ontario, Ripley's Aquarium of Canada, the Toronto International Film Festival, the Four Seasons Centre for the Performing Arts which is the home of the National Ballet of Canada and the Canadian Opera Company, and the Gardiner Museum of Ceramic Art. The production of domestic and foreign film and television is a major local industry employing over 35,000 local workers. Some 1,500 projects in film, television, commercial and music videos were logged in 2021, and three major film studio projects were announced in 2021 for the Port Lands and Downsview areas. Toronto contains the headquarters of the major English language Canadian television networks such as the *Canadian Broadcasting Corporation (CBC)*, *CTV News Network (CTV)*, *Citytv*, and *Global Television Network*. Toronto is home to two national daily newspapers (*Globe and Mail* and *National Post*), two local daily newspapers (*Toronto Star* and *Toronto Sun*), and a lengthy list of ethnic newspapers/magazines, and community papers.

The Toronto-Waterloo Innovation Corridor is one of the large largest technology clusters in North America, employing over 200,000 people at approximately 15,000 technology companies. Shopify Inc. and Uber Technologies Inc. are two technology-related companies that announced large investments in the City of Toronto in recent years. Toronto has a vibrant web start-up scene and growing mobile application development community. Google Canada has several offices in the Greater Toronto Area but has plans to amalgamate staff in one central location at 65 King Street East. The office was completed in 2022. Likewise, Microsoft Canada has recently

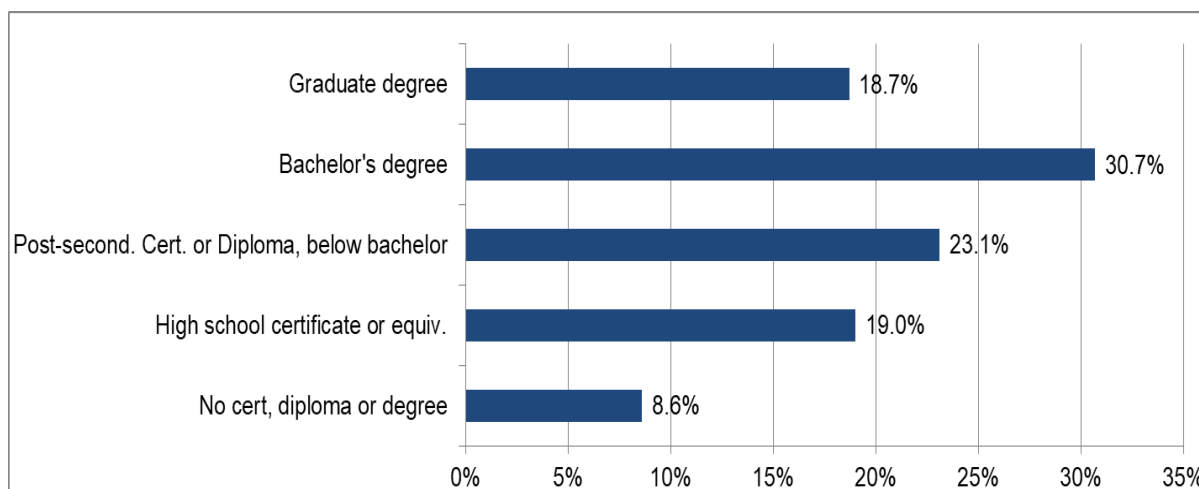
located its Canadian headquarters to CIBC Square (81 Bay Street) when construction was completed in 2022. Three of the world's largest social networking sites - LinkedIn Canada, Facebook Canada and Twitter Canada have also established their head offices in Toronto.

The backbone of the technology sector in the Toronto CMA is its telecommunication infrastructure. Home to two of the three largest telecommunications companies in Canada as well as to smaller service providers, Toronto is connected by sophisticated high-speed networks. A critical mass of talent and a growing number of experienced developers have also helped Toronto become a successful mobile application development hub. Mobile development camps, incubators for mobile start-ups, and investments in Toronto mobile firm mean that mobile companies continue to thrive here.

Workforce/Education

Toronto has a large, educated, skilled and multilingual workforce. Toronto is home to five public universities (University of Toronto, York University, Toronto Metropolitan University, Université de l'Ontario français and Ontario College of Art and Design), and four community colleges (Centennial, Seneca, Humber and George Brown). According to the 2021 Census and illustrated in Figure 4, approximately 72.5% of City of Toronto residents aged 25-64 have post-secondary degrees, diplomas or certificates.

Figure 4: Population Aged 25 – 64 By Education Level Achieved



With an estimated **1.8 million labour force** in the City of Toronto, it continues to be an important hub for employment in the Greater Toronto Area. However the surrounding regions are changing rapidly in that they are experiencing growth in manufacturing and other types of employment and thus transforming themselves from residential suburbs to employment destinations. The rest of the GTA has now also become a net importer of labour from the surrounding regions beyond the GTA. According to the 2021 Census, slightly more than half of Toronto residents (54%) commute to work by motor vehicle as a driver and more than 60% as driver or passenger. Toronto residents are also more than three times as likely to take transit to work as the Canadian average.

Economic Growth Forecast for Toronto

According to the Conference Board of Canada, in its January 28, 2025, publication "Major City Insights – Toronto", following estimated real gross domestic product (GDP) growth of 1.1% in 2024, Toronto's economy is forecasted to record stronger real GDP growth of 2.2% in 2025 and 2.6% in 2026. Lower borrowing costs are expected to support greater consumer and business investment spending in 2025. While the outlook for domestic demand is positive, the outlook for

global demand is less certain. The threat of tariffs by its largest trade partners in the United States has not been incorporated into the Conference Board forecast, but it represents a downside risk to the positive near-term outlook for Toronto.

Employment growth in Toronto CMA has slowed since recording robust growth of 4.7% in 2022, with growth slowing to 2.9% in 2023 and 1.6% in 2024 and mirroring the sluggish GDP growth in those years. Employment growth is expected to tick up slightly in 2025 to 1.7% before falling back to 1.0% growth in 2026, according to the Conference Board forecast.

Even though the Bank of Canada (BOC) reduced interest rates throughout the second half of 2024, mortgage rates were still high by the end of 2024. The Conference Board of Canada is forecasting that lower borrowing costs will soften the decline in the residential market in 2025, and as a result, housing starts contract by a much smaller 1.7% to around 41,190 units in 2025, compared to a decline of 11.7% to 41,890 units in 2024.

Overall, following an estimated 2.3% decline in 2024, Toronto's construction sector is forecast to see 3.2% growth in 2025 and 4.9% growth in 2026, according to the Conference Board of Canada.

Social Assistance Caseload

The number of cases and people on social assistance are largely associated with the unemployment rate, and to a certain extent, population and participation rate. The City's Social Assistance, Ontario Works (OW), caseload has followed a similar historical trend as its unemployment rate (although lagging by anywhere from 6 to 12 months).

Caseload declined with the onset of the 2020 pandemic as residents who might otherwise have required social assistance were able to access federal income support programs and fewer refugee claimants settled in Toronto as borders were closed. Since the Canada Emergency Response Benefit ended in October 2021, caseload has increased steadily and is expected to hit 109,000 by the end of 2024, 76% higher than the low point of 62,100 in September 2021. Growth has been mainly driven by increased rates of migration, with a third of recipients being in Canada less than 3 years versus 18% pre-pandemic. The average monthly caseload is expected to be 102,000 for 2024 compared to a budget of 96,000 cases. The 2025 caseload budget was set at 115,000 cases, representing an increase of 19,000 cases over the 2024 budget.

Transit Conventional Ridership Projections

The Toronto Transit Commission (TTC) projects 421.5 million conventional rides in 2024, up from actual ridership of 396.3 million in 2023. In 2025 and 2025 ridership is expected to recover further to 439.4 million in 2025 and 450.4 million in 2026.



City Council

2022 - 2026



Mayor
Olivia Chow
416-397-CITY (2489)



Beaches-East York
Brad Bradford
416-338-2755
Suite B 28/29



Davenport
Alejandra Bravo
416-392-7012
Suite C 42/43



Don Valley East
Jon Burnside
416-397-9256
Suite B 32/33



Don Valley North
Shelley Carroll
416-338-2650
Suite A 3/4



Don Valley West
Rachel Chernos Lin
416-395-6408
Suite A 12/13



Eglinton-Lawrence
Mike Colle
416-338-2500
Suite A 19/20



Etobicoke Centre
Stephen Holyday
416-392-4002
Suite B 27/28



Etobicoke-Lakeshore
Amber Morley
416-397-9273
Suite C 48



Etobicoke North
Vincent Crisanti
416-397-9255
Suite C 55/56



Humber River-Black Creek
Anthony Perruzza
416-338-5335
Suite C 40/41



Parkdale-High Park
Gord Perks
416-392-7919
Suite A 14/15



Scarborough-Agincourt
Nick Mantas
416-392-1374
Suite A 1/2



Scarborough Centre
Michael Thompson
416-397-9274
Suite B 30/31



Scarborough-Guildwood
Paul Ainslie
416-392-4008
Suite C 51/52



Scarborough North
Jamaal Myers
416-338-2858
Suite A 8/9



Scarborough-Rouge Park
Jennifer McKelvie
Deputy Mayor
416-338-3771
Suite B 24/25



Scarborough Southwest
Parthi Kandavel
416-392-4052
Suite A 10/11



Spadina-Fort York
Ausma Malik
416-392-4044
Suite C 53/54/57



Toronto Centre
Chris Moise
416-392-7903
Suite A 5/6/7



Toronto-Danforth
Paula Fletcher
416-392-4060
Suite C 44/45



Toronto-St. Paul's
Josh Matlow
416-392-7906
Suite A 17/18



University-Rosedale
Dianne Saxe
416-392-4009
Suite C 46/47



Willowdale
Lily Cheng
416-395-6411
Suite B 35/36



York Centre
James Pasternak
416-392-1371
Suite A 21/22



York South-Weston
Frances Nunziata
416-392-4091
Suite C 49/50



Ward Number and Name	Councillor
1. Etobicoke North	Councillor Vincent Crisanti
2. Etobicoke Centre	Councillor Stephen Holyday
3. Etobicoke-Lakeshore	Councillor Amber Morley
4. Parkdale-High Park	Councillor Gord Perks
5. York South-Weston	Councillor Frances Nunziata
6. York Centre	Councillor James Pasternak
7. Humber River-Black Creek	Councillor Anthony Perruzza
8. Eglinton-Lawrence	Councillor Mike Colle
9. Davenport	Councillor Alejandra Bravo
10. Spadina-Fort York	Councillor Ausma Malik

Ward Number and Name	Councillor
11. University-Rosedale	Councillor Dianne Saxe
12. Toronto-St. Paul's	Councillor Josh Matlow
13. Toronto Centre	Councillor Chris Moise
14. Toronto-Danforth	Councillor Paula Fletcher
15. Don Valley West	Councillor Rachel Chernos Lin
16. Don Valley East	Councillor Jon Burnside
17. Don Valley North	Councillor Shelley Carroll
18. Willowdale	Councillor Lily Cheng
19. Beaches-East York	Councillor Brad Bradford
20. Scarborough Southwest	Councillor Parthi Kandavel
21. Scarborough Centre	Councillor Michael Thompson
22. Scarborough-Agincourt	Councillor Nick Mantas
23. Scarborough North	Councillor Jamaal Myers
24. Scarborough-Guildwood	Councillor Paul Ainslie
25. Scarborough-Rouge Park	Councillor Jennifer McKelvie

City Governance Structure

Toronto's governance relies on a relationship built on trust and confidence between the Toronto Public Service, Torontonians, and City Council. Providing good government is critical to earning and improving trust and confidence.

Trust, confidence, and good government require a set of relationships to work well. The results when they do is a shared vision for Toronto, strategies to deliver on that vision, and valued municipal services.



Council:

$$1 \text{ Mayor} + 25 \text{ Councillors} = 26 \text{ Votes}$$



*Table 1: Council and Organization Governance***Council Governance**

- * Executive Committee
- * 9 Standing Committees
- * 7 City Corporations
- * 2 Partnered Corporations
- * 112 Boards of Management
- * 10 Quasi-Judicial & Adjudicative Boards

Organization Governance*** *City Operations***

- 36 Programs
- 4 Accountability Offices
- 33,761 Positions

*** *Agencies:***

- 15 Agencies
- 31,792 Positions

City Council

[City Council](#)

Committees Reporting to City Council

[Audit Committee](#)

[Board of Health](#)

[Budget Committee](#)

[Civic Appointments Committee](#)

[Corporations Nominating Panel](#)

[Economic and Community Development Committee](#)

[Executive Committee](#)

[General Government Committee](#)

[Infrastructure and Environment Committee](#)

[Planning and Housing Committee](#)

[Striking Committee](#)

Community Councils

[Etobicoke York Community Council](#)

[North York Community Council](#)

[Scarborough Community Council](#)

[Toronto and East York Community Council](#)

Other Boards and Committees

[Aboriginal Affairs Advisory Committee](#)

[Bid Award Panel](#)

[Board of Health - Budget Committee](#)

[Board of Health - Performance Appraisal of the Medical Officer of Health](#)

[Board of Health - Strategic Plan Development Committee](#)

[Budget Subcommittee at City Hall](#)

[Budget Subcommittee at Etobicoke Civic Centre](#)

[Budget Subcommittee at North York Civic Centre](#)

[Budget Subcommittee at Scarborough Civic Centre](#)

[City-School Boards Advisory Committee](#)

[Compliance Audit Committee](#)

[Confronting Anti-Black Racism Advisory Committee](#)

[CreateTO](#)

[CreateTO - Human Resources Committee](#)

[Dangerous Dog Review Tribunal](#)

[Debenture Committee](#)

[Exhibition Place](#)

[FIFA World Cup 2026 Subcommittee](#)

[Film, Television and Digital Media Advisory Board](#)

[Housing Rights Advisory Committee](#)

[Labour Relations Subcommittee](#)

[Long-Term Care Committee of Management](#)

[Members of the Toronto Atmospheric Fund](#)

[Nominating Panel - Administrative Penalty Tribunal](#)

Other Boards and Committees

[Nominating Panel - Committee of Adjustment](#)

[Nominating Panel - Compliance Audit Committee](#)

[Nominating Panel - Dangerous Dog Review Tribunal](#)

[Nominating Panel - Multi-Tenant House Licensing Tribunal](#)

[Nominating Panel - Property Standards Committee](#)

[Nominating Panel - Rooming House Licensing Commissioner and Deputy Commissioner](#)

[Nominating Panel - Sign Variance Committee](#)

[Nominating Panel - Toronto Licensing Tribunal](#)

[Nominating Panel - Toronto Local Appeal Body](#)

[Property Standards - Etobicoke York Panel](#)

[Property Standards - North York Panel](#)

[Property Standards - Scarborough Panel](#)

[Property Standards - Toronto and East York Panel](#)

[Property Standards Committee](#)

[Service Excellence Committee](#)

[Sign Variance Committee](#)

[Subcommittee on Metrolinx's Ontario Line Construction](#)

[TO Live](#)

[TO Live - Environmental, Social and Governance Committee](#)

[TO Live - Finance and Audit Committee](#)

[TO Live - Human Resources and Stakeholder Relations Committee](#)

[Toronto Accessibility Advisory Committee](#)

[Toronto Atmospheric Fund](#)

[Toronto Francophone Affairs Advisory Committee](#)

[Toronto Investment Board](#)

[Toronto Music Advisory Committee](#)

[Toronto Parking Authority](#)

[Toronto Parking Authority - Audit and Risk Management Committee](#)

[Toronto Preservation Board](#)

[Toronto Transit Commission](#)

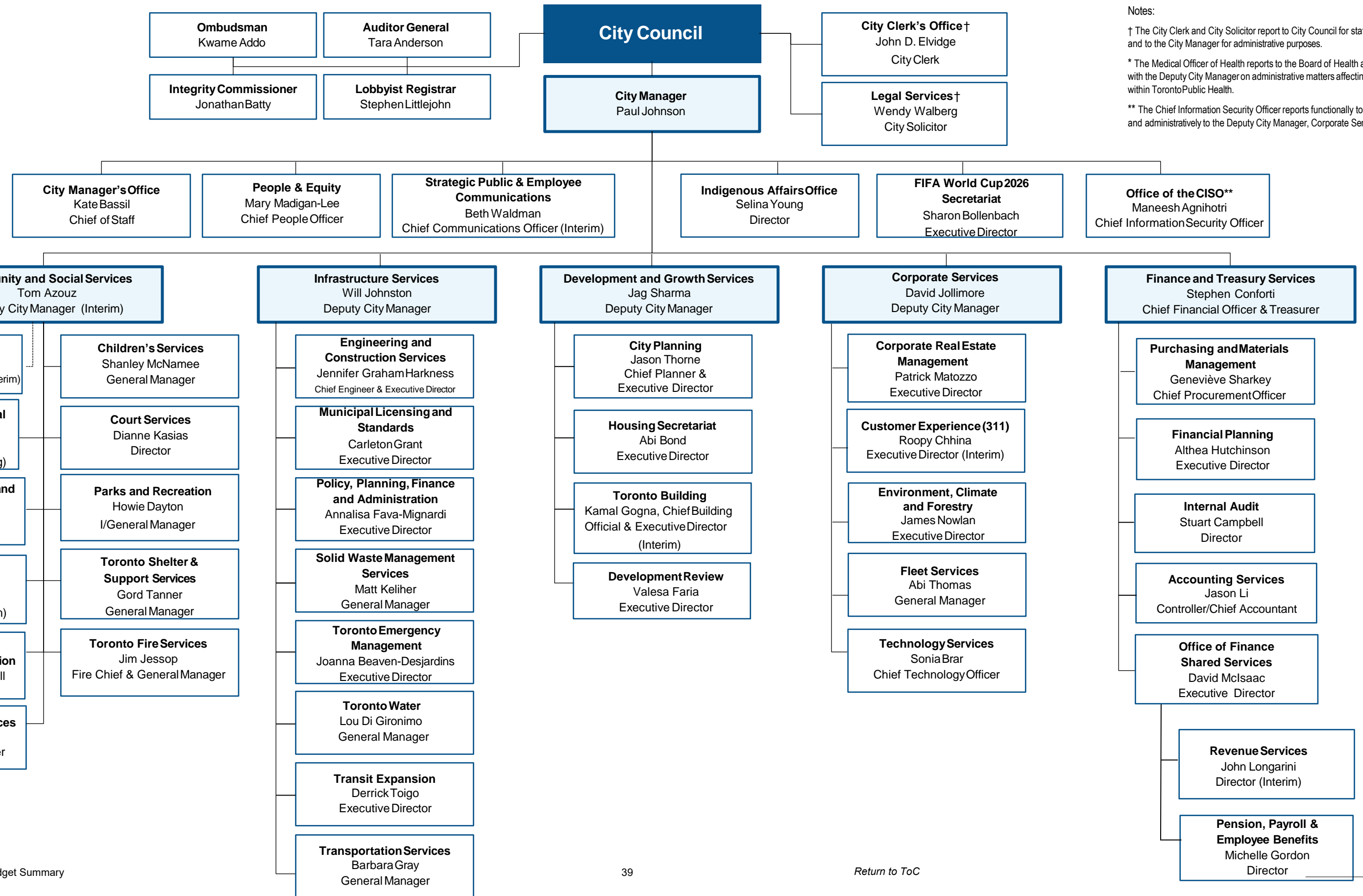
[Toronto Transit Commission - Audit & Risk Management Committee](#)

[Toronto Transit Commission - Human Resources Committee](#)

[Toronto Zoo](#)

[Tribunals Nominating Panel](#)

[Two-Spirit, Lesbian, Gay, Bisexual, Transgender and Queer Advisory Committee](#)



Notes:

† The City Clerk and City Solicitor report to City Council for statutory purposes and to the City Manager for administrative purposes.

* The Medical Officer of Health reports to the Board of Health and coordinates with the Deputy City Manager on administrative matters affecting City employees within TorontoPublic Health.

** The Chief Information Security Officer reports functionally to the City Manager and administratively to the Deputy City Manager, Corporate Services.

TORONTO CITY OF TORONTO AGENCIES AND CORPORATIONS

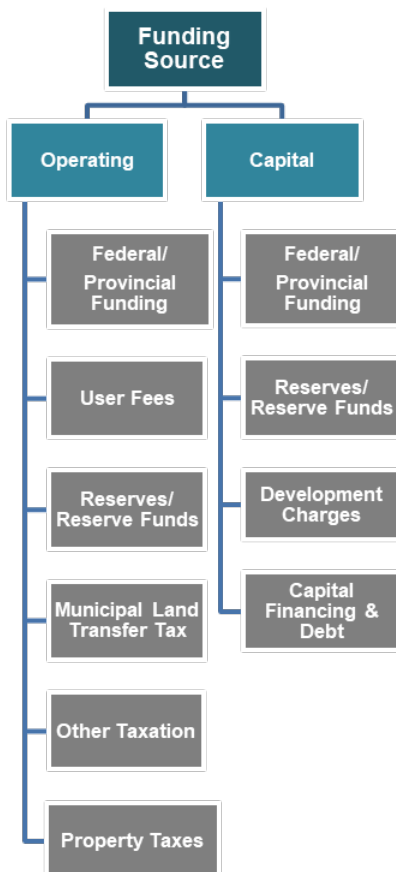
Agencies		Corporations		Adjudicative Bodies
Service Agencies		City Corporations (7)	Partnered Corporations (2)	Quasi-Judicial & Adjudicative Boards (10)
<ul style="list-style-type: none"> ➤ City of Toronto Long-Term Care Committee of Management ➤ CreateTO ➤ Exhibition Place Board of Governors ➤ Heritage Toronto ➤ TO Live ➤ Toronto Atmospheric Fund ➤ Toronto Board of Health and Toronto Public Health ➤ Toronto Investment Board ➤ Toronto Police Services Board and Toronto Police Service ➤ Toronto Public Library Board ➤ Toronto Transit Commission ➤ Toronto Zoo Board of Management ➤ Sankofa Square Board of Management 		<ul style="list-style-type: none"> ➤ Build Toronto Inc. ➤ Casa Loma Corporation ➤ Lakeshore Arena Corporation ➤ Toronto Community Housing Corporation ➤ Toronto Hydro Corporation ➤ Toronto Port Lands Company (Toronto Economic Development Corporation) ➤ Toronto Seniors Housing Corporation 	<ul style="list-style-type: none"> ➤ Toronto Pan Am Sports Centre Inc. ➤ Waterfront Toronto (Toronto Waterfront Revitalization Corporation) 	<ul style="list-style-type: none"> ➤ Administrative Penalty Tribunal ➤ Committee of Adjustment ➤ Committee of Revision ➤ Compliance Audit Committee ➤ Dangerous Dog Review Tribunal ➤ Property Standards Committee ➤ Multi-Tenant House Licensing Tribunal ➤ Sign Variance Committee ➤ Toronto Local Appeal Body ➤ Toronto Licensing Tribunal
Partnered Agency <ul style="list-style-type: none"> ➤ Toronto and Region Conservation Authority 		Community-Based Boards: <ul style="list-style-type: none"> ➤ Arena Boards of Management (8): <ul style="list-style-type: none"> • George Bell Arena • Larry Grossman Forest Hill Memorial Arena • Leaside Memorial Community Gardens Arena • McCormick Playground Arena • Moss Park Arena • North Toronto Memorial Arena • Ted Reeve Community Arena • William H. Bolton Arena ➤ Community Centre Boards of Management (AOCCs) (10): <ul style="list-style-type: none"> • 519 Church Street Community Centre • Applegrove Community Complex • Cecil Community Centre • Central Eglinton Community Centre • Community Centre 55 • Eastview Neighbourhood Community Centre • Ralph Thornton Community Centre • Scadding Court Community Centre • Swansea Town Hall Community Centre • Waterfront Neighbourhood Centre ➤ 84 Business Improvement Area (BIA) Boards of Management 		
		Notes: Updated: January 2025		

City Finance in Context

Revenues

The City funds both its Operating and Capital Budgets through various sources; the chart below provides a detailed presentation of how our Operating and Capital budgets are funded. It also represents the order of funding that the City would consider before ultimately using property taxes as the funding source of last resort, as the City makes every effort to maximize all other sources first.

Figure 1: Funding Sources



The City's major funding sources of the 2025 Tax-Supported Operating Budget of \$16.6 billion gross are detailed in Table 1 to follow. The Rate-Supported Operating budget (for Solid Waste Management, Toronto Water and Parking Authority) of \$2.2 billion gross is funded largely from user charges. Combined, the 2025 Tax & Rate Supported Operating Budget totals \$18.8 billion gross.

Table 1: Funding Sources (in millions)

(\$Millions)	2025
Property Tax Levy	5,638.6
Provincial Subsidies	3,163.6
Federal Subsidies	1,530.8
Transit Fares	1,165.3
Other User Fees, Permits & Donations	842.0
MLTT	986.1
Fines & Penalties	247.7
Contributions From Reserves/Reserve Funds	1,392.4
Interest & Investment Income	267.5
Transfers From Capital	284.4
Sundry and Other Revenues	1,090.0
Sub-Total – Tax Supported Revenues (\$Millions)	16,608.5
Sub-Total Rate-Supported Revenues (\$Millions)	2,240.6
Tax & Rate-Supported Revenues (\$Millions)	18,849.1

Provincial Subsidies & Federal Subsidies

The City receives grants and subsidies from other orders of government, which are mainly for mandated programs such as Social Assistance, Child Care, Public Health, Social Housing, some Transit capital funding and Covid-19 funding. Provincial/Federal grants and subsidies represent about 28% of its Tax-Supported Operating Budget in 2025.

User Fees

User fees are traditionally the City's third largest source of funding for the Operating Budget after Grants and Subsidies from Other Governments. The City collects approximately \$2.0 billion in user fee revenues annually through thousands of individual user fees. The largest component is TTC passenger fares, which is budgeted in 2025 to be \$1.2 billion, an increase of \$81 million over 2024 budgeted revenues.

As a result of a comprehensive User Fee Review in 2011, the City Council approved a new corporate policy for establishing the initial and annual price of a user fee and determining the amount that should be recovered.

A new funding system for Solid Waste Management Services, the volume-based rate structure, was implemented on November 1, 2008, to fund the service objective of 70% waste diversion. This funding plan transforms Solid Waste Management (garbage, recycling, green bin, litter prevention, landfill management and other diversion programs) from being property-tax-based to user-fee-based, and its fees are now part of the City's Utility Bill, together with the water charges. The entire Solid Waste Management program is now funded from revenue other than property taxes (representing user fees, funding from Waste Diversion Ontario, and sales proceeds from recyclable materials).

Reserves and Reserve Funds

Reserves and Reserve Funds are monies set aside by Council to finance future expenditures for which it has authority to spend money, to defend the City against an unbudgeted or unforeseen event that may result in a budget deficit such as an economic downturn, to smooth out future program expenditures which may fluctuate from one year to the next, or to accumulate funds for future capital requirements or contingent liabilities.

Toronto Municipal Code, Chapter 227 - Reserves and Reserve Funds - provides all pertinent information regarding the City's reserves and reserve funds, including definitions, the authority to establish new reserves and reserve funds, closing out inactive reserves and reserve funds, as well as the use and administration of reserves and reserve fund monies.

While the reserve fund balances would appear to be a large sum, it should be noted that the majority of these funds are committed to special purposes. Reserves and Reserve Funds are explained in depth under the section [“Reserve and Reserve Fund Management”](#).

Growth Funding Tools

Growth funding tools (GFTs) help fund the infrastructure and services required to accommodate growth from new developments and redevelopments. With a projected 20 per cent increase in population, or about 700,000 more people over the next thirty years, the City needs a plan to pay for our growth today and in the future. To accommodate this growth and ensure a livable city, the City uses GFTs to invest in infrastructure and services like roads, transit, water and sewer systems, community centres, parks, housing and childcare. Recently, a series of legislative changes have impacted how municipalities are able to apply GFTs, encompassing Development Charges, Community Benefits Charges, and Parkland Dedication or Cash-in-Lieu of this requirement.

The largest source of GFT revenue, Development Charges, are fees collected from developers at the time a building permit is issued and represent an important source of funding for the Capital Budget. The fees help pay for the cost of growth-related, eligible capital projects (and related operating costs). Most municipalities in Ontario use development charges to ensure that the cost of providing infrastructure to service new development is not imposed on existing residents and businesses in the form of higher property taxes.

At its meeting on July 19, 2022, the City Council adopted a new development charges bylaw (EX34.1) that came into effect on August 15, 2022, and the rate schedules have been fully phased in. The City is in the process of initiating a new comprehensive review of Development Charges, including creating an updated Background Study and reviewing associated policies.,

The following categories of services are eligible for varying pre-determined portions of development charge revenues:

Table 2: Categories of Services Eligible for Pre-Determined Portions of Development Charge Revenues – Non-Rental Properties

<ul style="list-style-type: none"> • Spadina Subway Extension -3.2% • Transit (Balance) – 38.5% • Parks and Recreation – 14.7% • Library – 2.0% • Housing Services, Shelter – 0.0% • Housing Services, Affordable – 0.0% • Police – 0.6% • Fire – 0.2% • Ambulance Services – 0.8% • Development-related Studies - 0.2% 	<ul style="list-style-type: none"> • Long-Term Care – 1.7% • Child Care – 0.9% • Waste Diversion – 0.7% • Roads & Related 21.2% • Water – 3.3% • Sanitary Sewer – 8.1% • Storm Water Management – 3.9%
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Table 3: Categories of Services Eligible for Pre-Determined Portions of Development Charge Revenues – Rental Properties

<ul style="list-style-type: none"> • Spadina Subway Extension -3.5% • Transit (Balance) – 39.3% • Parks and Recreation – 14.6% • Library – 2.5% • Housing Services, Shelter – 0.0% • Housing Services, Affordable – 0.0% • Police – 0.7% • Fire – 0.3% • Ambulance Services – 0.7% • Development-related Studies - 0.2% 	<ul style="list-style-type: none"> • Long-Term Care – 0.2% • Child Care – 1.1% • Waste Diversion – 0.1% • Roads & Related 18.4% • Water – 4.4% • Sanitary Sewer – 10.7% • Storm Water Management – 3.3%
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The Community Benefits Charge (CBC) is a new tool under the [Planning Act](#), replacing former Section 37 density bonusing. The previous authority under Section 37 density bonusing permitted increased height and/or density in exchange for community benefits. Under updated legislation, CBCs can now be levied on developments and redevelopments that are at least five storeys in height and have at least ten residential units.

In contrast to the former Section 37 framework, which was negotiated on a site-by-site basis, the CBC cannot exceed four percent of the appraised land value at the time of building permit issuance. The City anticipates that CBCs will result in significantly less revenue than the previously collected Section 37 density bonusing tool, despite applying to a broader range of developments.

In instances where land is proposed for development or redevelopment for residential purposes within a Parkland Acquisition Priority Area as defined in *Chapter 415-Article III* of the *Toronto Municipal Code*, land may be conveyed to the City for park or other public recreational purposes at an Alternative Parkland Dedication Rate of one hectare for each 600 net residential units proposed.

For sites that are:

- five hectares or less in area, the parkland dedication requirement is capped at a maximum of 10 per cent (10%) of the land
- greater than five hectares in area, the parkland dedication requirement is capped at a maximum of 15 per cent (15%) of the land

For all developments that have both residential and non-residential uses, the parkland dedication requirement is calculated proportionally and a rate of two per cent (2%) is applied to all non-residential uses.

The City may also require a payment of cash-in-lieu of parkland, or a combination of land for park purposes and cash-in-lieu, to the total value of the parkland dedication that would otherwise be required for conveyance.

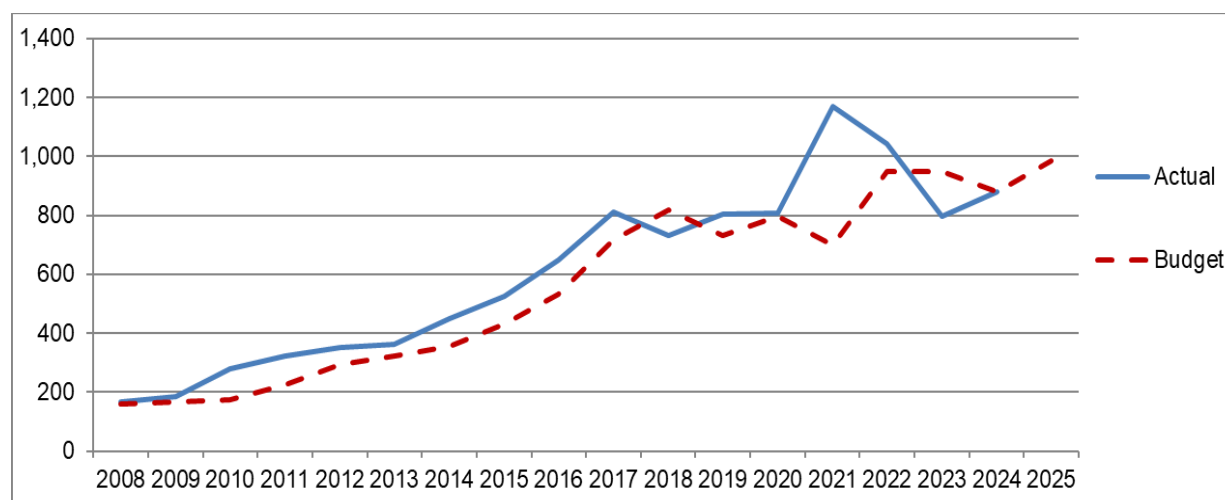
Municipal Land Transfer Tax and Other Taxation

The *City of Toronto Act, 2006* provides the City with legislative authority to levy taxes other than property taxes. The Municipal Land Transfer Tax (MLTT) was implemented on February 1, 2008, and the Personal Vehicle Tax (PVT) on September 1, 2008. On December 16, 2010, however, City Council approved the termination of the City's Personal Vehicle Tax (PVT) effective January 1, 2011. On January 31, 2018, City Council approved a mandatory 4% Municipal Accommodation Tax for hotels and individuals offering short-term rentals.

In 2025, budgeted gross MLTT revenues were \$986 million (including transaction fees).

The chart that follows (Figure 2) illustrates how actual revenues from 2008-2022 compare with budgeted revenues for the same period. Budgeted revenues are also included for 2025.

Figure 2: Budget v/s Actual Revenue (\$Million)



Note: 2024 Projected Actual

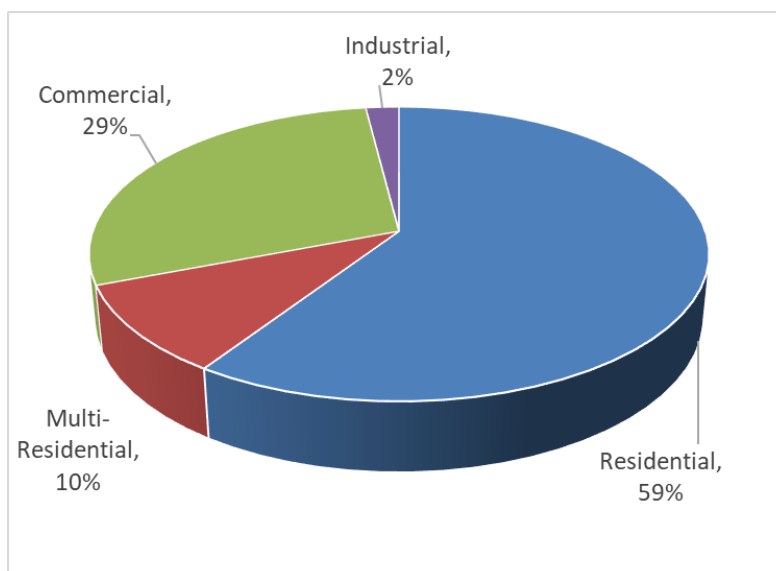
The City has implemented a Third-Party Sign Tax since 2009 and currently collects approximately \$10 million in revenue per year.

Property Tax Levy

Property tax revenue is the City's single largest source of revenue. The City collects approximately \$5.6 billion from residential and business property owners for municipal purposes, which represents 34% of its total tax-supported Operating Budget.

Each year, the City is required by provincial legislation to establish tax rates that raise property tax revenues in the amount of the City's budgetary requirement. In addition, the City is also required to levy and collect property taxes for school purposes at the education tax rates set by the Province.

Figure 3: 2024 Municipal Property Tax Levy \$5.639B



The table below illustrates the 2025 taxes payable for the average household in Toronto with an assessed value of \$692,031:

Table 4: 2025 Taxes Payable for the Average Household

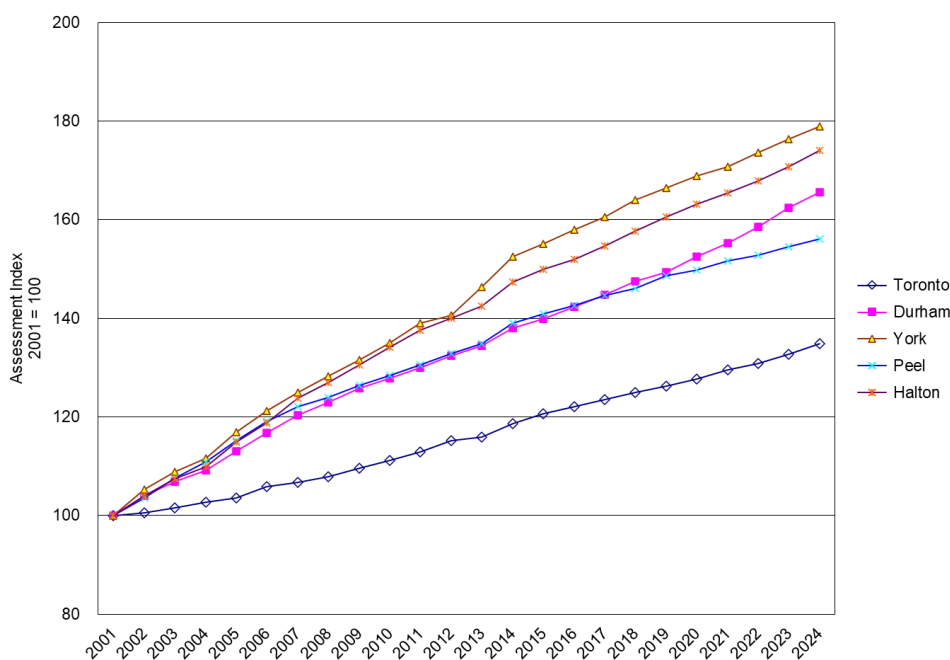
	2025 Tax Rate	2025 Property Tax
Municipal Taxes	0.60187%	\$4,160

The amount of property taxes payable by a property is determined by multiplying the Current Value Assessment (CVA) of a property by the applicable tax rate for that class of property (e.g., residential, commercial, industrial, or multi-residential) subject to any legislative or Council-mandated adjustments. The total tax rate for a class consists of a municipal tax rate necessary to meet the City's budgetary requirement, and the education tax rate necessary to raise the amount required by the Province for education funding.

The Municipal Property Assessment Corporation (MPAC), a provincial agency, is responsible for property assessment in Ontario and preparing the assessment rolls for municipalities on a Current Value Assessment (CVA) basis. The CVA of a property represents an estimated market value, or the amount that the property would sell for in an open market, arm's length sale between a willing seller and a willing buyer at a fixed point in time.

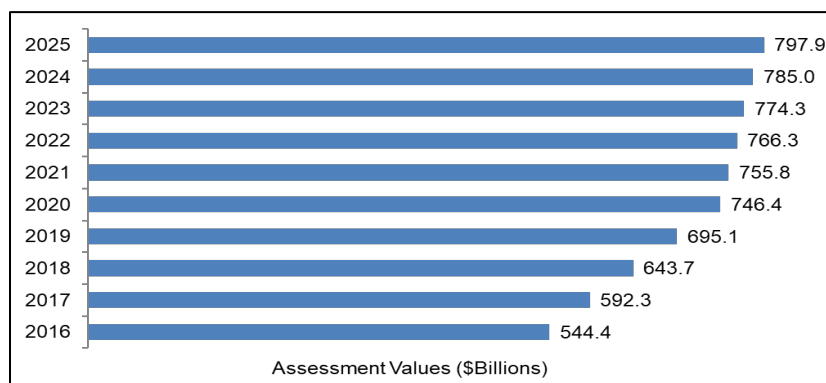
Over the last two decades, the GTA experienced strong economic and population growth following the recession of the early 1990s. The Toronto region (CMA) contains a number of the fastest-growing municipalities in Canada. The bulk of associated assessment increases are in the surrounding areas in the GTA. For example, from 2001 to 2024 the rest of the GTA had cumulative assessment increases of 50% or higher: York Region: 79%, Halton Region: 74%, Peel Region: 56%, and Durham Region: 66%. By contrast, Toronto's property assessment in 2024 is just 35% above its 2001 level, partly due to the conversion of certain industrial properties into residential properties. This trend is illustrated in Figure 4 to follow:

Figure 4: Property Tax Assessment Growth



The graph in Figure 5 shows total assessment values for all property types in the City of Toronto for each year 2016 through 2025. It is to be noted that the change in assessment value from 2020 to 2025 is due to assessment growth only. The current assessed values were fully phased in by 2020.

Figure 5: Total Assessment Value in the City of Toronto



Note: property tax assessment per annual City of Toronto tax levy bylaw

Figure 6 shows the City of Toronto's tax ratios by property type (multi-residential, commercial and industrial) vs Provincial Threshold ratios from 2016 to 2025 (projected). The Tax ratio for the commercial class is the only one exceeding the provincial thresholds, as shown in the chart.

Figure 6: City of Toronto's Tax Ratios by Property Type

Toronto's Tax Ratios vs. Provincial Threshold Ratios

	Taxation Years										Provincial Threshold Ratios
	2016 Taxation Year	2017 Taxation Year	2018 Taxation Year	2019 Taxation Year	2020 Taxation Year	2021 Taxation Year	2022 Taxation Year	2023 Taxation Year	2024 Taxation Year	2025 Taxation Year (proj)	
Multi-residential	2.90	2.66	2.46	2.28	2.10	2.05	1.96	1.90	1.80	1.74	2.00
Commercial	2.90	2.85	2.81	2.74	2.65	2.61	2.58	2.50	2.39	2.31	1.98
Industrial	2.90	2.83	2.76	2.71	2.62	2.59	2.51	2.51	2.50	2.50	2.63
Small Business	2.50	2.49	2.44	2.43	2.43	2.43	2.19	2.12	2.03	1.97	

Source: 2025 Budget (after Levy and City Building Fund Levy Increases)

Beginning in 1998, Ontario municipalities whose commercial, industrial or multi-residential tax ratios exceeded threshold ratios established by the Province were restricted from passing on municipal property levy increases to those classes. Since 2004, the Ontario Government made adjustments to the municipal rules under the Ontario Property Tax System, which amongst other things, allowed tax rate increases on the restricted non-residential classes to be up to 50% of the tax rate increase for the residential tax class. Although the relaxing of the restriction on non-residential classes is not permanent, it does provide partial relief from the budgetary levy restrictions imposed by Provincial legislation.

In 2005, the Council adopted a policy under the 'Enhancing Toronto's Business Climate' initiative to reduce the tax ratios for the commercial, industrial and multi-residential tax classes to 2.5-times the residential tax rate by 2020 (a 15-year plan). The plan also provided for an accelerated reduction in tax rates for small businesses, with a ratio target of 2.5-times the residential rate by 2015.

The small business target tax ratio of 2.5 was achieved in 2015 through graduated tax rates, according to the plan, and has further decreased since then.

Since 2024, all ratios have reached the Council target ratio of 2.5 and no policy ratio reductions are recommended for 2025.

Other City efforts to enhance competitiveness have resulted in a successful agreement with the provincial government to reduce Business Education Tax (BET) rates (for Toronto businesses) closer to the average of surrounding GTA municipalities, creating a new, fair water rate structure for industrial and manufacturing companies and continuing the relief of development charges for the city's commercial industry.

Tax relief for low-income seniors and disabled persons, as well as charities and similar organizations, are also provided. The 2025 Budget increases the income threshold to \$60,000 to assist an anticipated 2,300 additional households this year. Tax relief policies in effect for 2025 include:

Residential Property Tax Increase Cancellation Program

This program gives low-income seniors and low-income persons with a disability the opportunity to apply for a cancellation of property tax increases.

To qualify for a cancellation of a property tax increase for 2025, the applicant must:

- Have a combined household income of \$60,000 or less
- Have a residential assessment of \$975,000 or less for 2025
- Be in receipt of disability benefits or meet the below requirements:
 - Be 60-64 years of age and be in receipt of a guaranteed income supplement under the *Old Age Security Act*; if widowed, be in receipt of the spouse's allowance under the [*Old Age Security Act*](#);
- Be 65 years of age or older

Residential Property Tax Increase Deferral Program

This program gives low-income seniors and low-income persons with a disability the opportunity to apply for a deferral of property tax increases.

To qualify for a deferral of a property tax increase, the applicant must:

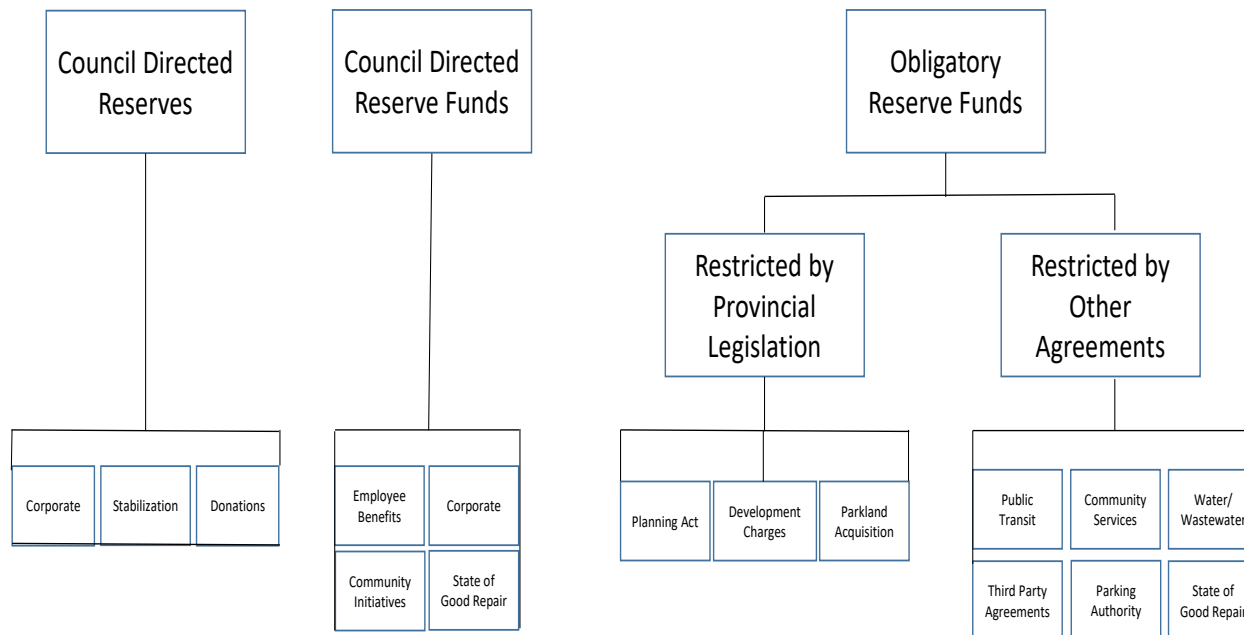
- Have a combined household income of \$60,000 or less
- Be in receipt of disability benefits or meet the below requirements:
 - Be 50 years of age or older and be receiving either a pension or a pension annuity resulting from a pension plan under the *Income Tax Act (Canada)*;
 - Be 60-64 years of age and be in receipt of a Guaranteed Income Supplement under the *Old Age Security Act*; if widowed, be in receipt of the Spouse's Allowance under the [*Old Age Security Act*](#);
 - Be 65 years of age or older;

Reserve and Reserve Fund Management

The City maintains approximately 275 active Reserves and Reserve Funds (including Obligatory Reserve Funds) that are classified into three major categories, namely Council-Direct Reserves, Council-Directed Reserve Funds and Obligatory Reserve Funds, or Deferred Revenues. They are sub-divided into 16 sub-categories according to the nature of their purposes.

The main difference between Reserves and Reserve Funds is that earnings from the investment of Reserve Funds must be allocated to and form part of the reserve fund, while earnings from Reserves flow to the Operating Budget as investment revenue. In addition, Reserve Funds are restricted to fund specific purposes set out by bylaws, legislation or agreements. The Chart below shows our structure:

Figure 1: Reserves & Reserve Funds Structure



Council-Directed Reserves and Reserve Funds

Council Directed Reserves and Reserve Funds are made up of several major categories: Corporate, Employee Benefits, Stabilization for Operations, Corporate, State of Good Repair (Capital), Community Initiatives and Donations. These funds have been set aside by Council to earmark revenues to finance a future expenditure for which it has authority to spend money, to defend the City against “rainy days”, e.g. economic downturn or other extraneous reasons resulting in a budget deficit, to smooth out future program expenditures which may fluctuate from one year to the next, or to accumulate funds for future capital requirements.

Council Directed Reserve Sub-Categories

- **Corporate** - Reserves that provide funding for capital and operating items of a corporate nature. The Reserves with the largest balances are: Capital Financing, Working Capital and Vehicle & Equipment Replacement.
- **Stabilization** – Reserves that provide funding to stabilize the City's budgets from year to year due to various unanticipated financial pressures. The stabilization reserves with the largest balances are: Water/Wastewater, Assessment Appeal and Tax Rate.
- **Donations** – Reserves that provides funding for various projects.

Council Directed Reserve Fund Sub-Categories

- **Employee Benefits** – Reserve Funds for the employee benefit costs of employees and retirees, as directed by Council. The reserve funds with the largest balances are: Employee Retiree Benefits, Sick Leave and Worker's Compensation.
- **Corporate** - Reserve Funds for capital and operating items of a corporate nature, as directed by Council. The reserve funds with the largest balances are: Strategic Infrastructure Partnership, Land Acquisition and Transit Infrastructure.
- **Community Initiatives** - Reserve Funds that provide funding for a variety of grants programs, as directed by Council. The reserve funds with the largest balances are: Childcare Capital Cost, Child Care Expansion and Capital Revolving – Affordable Housing.
- **State of Good Repair** – Reserve Funds for the rehabilitation and major repair of City assets, as directed by Council. The reserve funds with the largest balances are: Waste Management, Solid Waste Perpetual Care and Public Realm.

Obligatory Reserve Funds (namely Deferred Revenues)

Funds that are set aside for specific purposes by legislation, regulation or agreement and may only be used in the conduct of certain programs or the completion of specific work are reported as Deferred Revenues (previously Obligatory Reserve Funds). These include funds received from the other orders of government, Development Charges from third parties earmarked for certain purposes, e.g. Transit, Social Housing, Parkland Acquisition, Long Term Care Homes and Services. These amounts are recognized as liabilities in the year the funds are deposited, and received into revenue in the fiscal year the related expenditures are incurred or services

performed. These funds are all committed, for uses including funding the City's priority capital needs like transit expansion.

Obligatory Reserve Fund Sub-Categories (Also known as Deferred Revenues)

- **Development Charges** – Reserve Funds that hold funding received from real estate developers that will be used offset the capital cost of providing growth-related municipal infrastructure that may be required as a result of the new development. The reserve funds with the largest balances are: Parks & Recreation, Transit and Water.
- **Community Services** – Reserve Funds for specific community services by legislation, regulation or agreement. The reserve funds with the largest balances are: National Child Benefit, Social Housing Federal and Kids @Computers Scholarship Project.
- **Parkland Acquisition/New Development** – Reserve Funds that provide funding for the acquisition of parkland and/or other public recreational purposes, including the erection of buildings and the acquisition of machinery for park or recreational purposes. The reserve funds with the largest balances are: Alternative Parkland Dedication, City-Wide Land Acquisition and South District Local Land.
- **Third Party Agreements** - Reserve Funds that provide funds for purposes established in agreements with a third party. The reserve funds with the largest balances are: Section 16, Gardiner West and Public Realm Improvement.
- **Public Transit Funds** – Funds received from Other Orders of Government that are specific to public transit expansion. The reserve funds with the largest balances are: MoveOntario 2020, Toronto-York Spadina Subway Extension and Canadian Strategic Infrastructure.
- **State of Good Repair** – Reserve Funds that are set aside by reason of legislation, regulation or agreement for the rehabilitation and major repair of City assets. The reserve funds with the largest balances are: Building Code Act Service Improvement and Harbourfront Parkland.
- **Water/Wastewater** – Reserve Funds that are set aside by reason of legislation, regulation or agreement for water/wastewater Reserve Funds capital projects. The reserve funds with the largest balances are: Wastewater Capital and Water Capital.
- **Parking Authority** - Reserve Funds that are set aside by legislation, regulation or agreement with the Toronto Parking Authority. The reserve funds with the largest balances are: Parking Authority Shopping Mall Rented Properties and Parking Payment In Lieu.
- **Planning Act** – Reserve Funds that hold and dispense funds collected under the Provincial Planning Act. The reserve funds with the largest balances are: Section 37, Section 45 and Transportation Cash-in-Lieu.

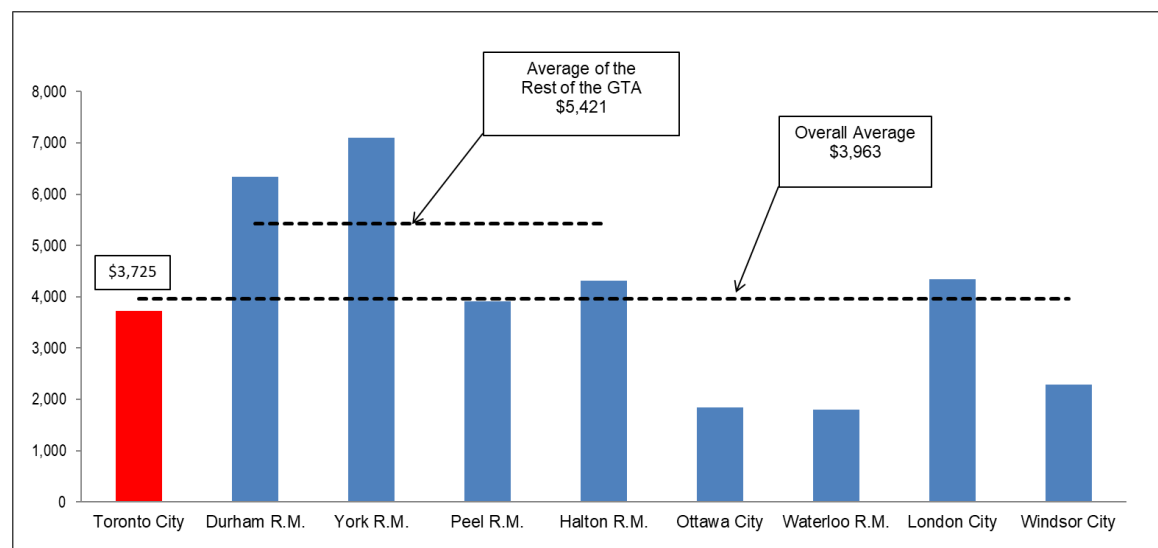
Table 1: Major Reserves & Reserve Funds/Groups With Major Revenue Sources and Services Provided

Reserve Type	Major Funding Source(s)	Services Provided
Capital Financing	Prior Year Surplus revenue.	Funding primarily for priority transit and transportation projects and other major city building projects.
Development Charges	Property Developers.	Funding for all growth related municipal infrastructure.
Donations	Citizen and corporate donations.	Funding for a wide variety of projects across all program areas.
Employee Benefits	Non-Program Operating Budget.	Funding for employee benefits costs for employees and retirees.
Land Acquisition	Proceeds from sale of lands.	Multiple accounts used by individual programs or all programs to help fund the acquisition of land.
Parkland Acquisition	Contributions from Property Developers for cash in lieu of parklands.	Funding is used by Parks, Forestry & Recreation Division to acquire property for parklands.
Section 37	Contributions from property owners as set out in a development agreement under Section 37 of the Provincial Planning Act.	Funds are used by the City for a wide variety of community improvements identified in site specific bylaws.
Stabilization	Program operating contributions.	Holds funds to stabilize the City's program budgets from year to year due to various unanticipated financial pressures.
State of Good Repair	Program operating contributions.	A variety of SOGR program/project specific accounts existing to hold funds for the rehabilitation and major repair of major city assets, as directed by Council.

Strategic Infrastructure Partnership	One-time monetization of a corporate hydro bond.	Provides funding for major infrastructure programs (ie. transit and waterfront) in partnership with other orders of government and major environmental capital projects with external funding partners.
Tax Rate Stabilization	Prior Year Surplus revenue.	Provides funding for any future operating deficit.
Transit	Funding from provincial and federal orders of government.	Funding for replacement and new transit vehicles and related infrastructure.
Vehicle & Equipment	Program operating contributions.	Vehicles and equipment for all major programs
Waste Management	Fees charged to households for waste collection. Fees collected at solid waste transfer stations.	Funding for development and operation of city's waste facilities.
Water/Wastewater Capital	Net revenues from water/wastewater operations.	Holds funding for water/wastewater capital projects.
Working Capital	Prior Year Surplus revenue.	Holds funding to stabilize the City's budgets from year to year due to various unanticipated financial pressures.

Toronto's 2023 reserve per capita of \$3,725 was considerably less than the rest of the GTA (\$5,421) and the average of all of the cities and municipalities shown in the chart below (\$3,963). The City has established long-term reserve strategies for major reserves, e.g. employee benefits reserves, landfill sites and water and wastewater stabilization reserves, and makes sure that adequate funds are in place by determining needs and establishing contribution policies.

Figure 2: Comparison of Per Capita Reserves and Reserve Fund Balances as at December 31, 2023



Sources: Ontario Ministry of Municipal Affairs & Housing – 2023 FIR
Regional data consolidated for upper and lower tiers
Balances include Obligatory Reserve Funds/Deferred Revenues

Figure 3: Reserves and Reserve Funds Matrix (by major reserve fund grouping)

PROGRAM/R&RF CATEGORY	Corporate	Stabilization	Community Services	Donations	Development Charges	Parkland Acquisition	Third Party Agreements	Public Transit	Water/Wastewater	Parking Authority	Planning Act	Employee Benefits	State of Good Repair
Affordable Housing Office	X	X	X		X						X	X	
Children's Services	X		X		X						X	X	X
City Council	X											X	
City Planning	X						X				X	X	
Courts Services	X	X										X	
Economic Development & Culture	X	X	X	X			X				X	X	X
Emergency Medical Services	X				X							X	
Facilities Management	X											X	X
Finance	X	X			X		X				X	X	
Fire	X			X	X							X	
Fleet Services	X											X	
Long-Term Care Homes & Services	X		X		X						X	X	X
Municipal Licensing & Standards	X		X									X	
Parks, Forestry & Recreation	X			X	X	X	X				X	X	X
Police	X				X							X	
Public Health	X				X							X	
Shelter, Support & Housing Admin.	X	X			X						X	X	X
Social Development	X	X	X		X							X	
Solid Waste Management Services	X				X							X	X
Technical Services	X											X	
Toronto Building	X											X	
Toronto Parking Authority	X									X		X	
Toronto Water	X	X			X				X			X	
Transit	X	X			X		X	X				X	
Transportation Services	X	X			X			X			X	X	X
Zoo	X											X	X

Major reserves groups' projected 3-year balances are included in *Appendix 1*. For individual reserve and reserve fund projected 3-year balances, please refer to – [Contributions to and Withdrawals from Reserves/Reserve Funds](#), as part of the 2025 Budget launch materials.

Figure 4 shows that the City has \$13.5 billion in deferred revenues and reserves balances as of September 30, 2024. **98.4% of these balances are fully committed** and include:

- \$7.6 billion in legally mandated reserves with legislated, contractually bound, capital plan or Council-directed commitments. For example, provincial legislation restricts use of growth-related funds to specific purposes (e.g. Development Charges Act, Planning Act).
- \$5.7 billion in committed reserves supporting 10 year capital and operating plans.
- The remaining amount of \$210 million is required to be reserved for:
 - emergency purposes such as extreme weather events; or
 - one-time backstop purposes in the event senior-level funding is not received

The uncommitted amount of City's Reserves and Reserve Funds represents 1.6% of the total Reserves and Reserve Fund balance.

Figure 4: City's Reserves and Reserve Funds

City Reserves and Reserve Funds	Balance Sept. 30/24 \$ Billions
Legally Mandated Reserve Funds	
Deferred Revenue (Externally Restricted)*	7.60
10-Year Capital Plan Commitments	
Reserves Committed in Capital & Operating Plans	5.70
Mandated / Committed Reserves	13.30
Remaining Reserves	
Emergency Reserves	0.21
Total City Reserves / Reserve Funds	13.51

**Also represents commitments in Capital Plan*

RESERVE / RESERVE FUNDS SUMMARY
(by Reserve Cost Centre Group)

Reserve ~ Corporate

	2025	2026	2027
Opening Balance	3,742,557	3,759,063	4,350,454
Rate Model Contributions	479,340	554,664	629,452
Contributions - Operating	815,972	801,440	786,200
Withdrawals - Operating	-665,359	-219,073	-148,221
Withdrawals - Capital	-459,630	-354,341	-474,966
Debt Servicing Costs	-153,816	-191,300	-231,546
Net Activity	16,507	591,391	560,919
Ending Balance	3,759,063	4,350,454	4,911,373

Reserve ~ Donations

	2025	2026	2027
Opening Balance	2,092	2,027	2,027
Withdrawals - Operating	0	0	0
Withdrawals - Capital	-65	0	0
Net Activity	-65	0	0
Ending Balance	2,027	2,027	2,027

Reserve ~ Stabilization

	2025	2026	2027
Opening Balance	650,762	626,197	400,760
Contributions - Operating	78,498	70,948	75,948
Withdrawals - Operating	-103,064	-296,385	-91,980
Net Activity	-24,565	-225,437	-16,032
Ending Balance	626,197	400,760	384,727

Reserve ~ Water & Wastewater

	2025	2026	2027
Opening Balance	61,144	63,862	63,892
Contributions - Operating	5,789	5,789	6,789
Withdrawals - Operating	0	0	0
Withdrawals - Capital	-3,072	-5,759	-10,170
Net Activity	2,717	30	-3,380
Ending Balance	63,862	63,892	60,512

Reserve Fund ~ Building Code Act Service Improvement

	2025	2026	2027
Opening Balance	232,694	212,575	192,255
Withdrawals - Operating	-22,334	-22,334	-22,334
Net Activity	-22,334	-22,334	-22,334
Interest Income	2,215	2,014	1,811
Ending Balance	212,575	192,255	171,732

RESERVE / RESERVE FUNDS SUMMARY
(by Reserve Cost Centre Group)

Reserve Fund ~ Community Initiatives

	2025	2026	2027
Opening Balance	141,602	154,752	158,641
Contributions - Operating	20,320	20,320	20,320
Withdrawals - Operating	-2,507	-2,507	-2,507
Withdrawals - Capital	-6,137	-15,483	-18,346
Net Activity	11,676	2,330	-533
Interest Income	1,474	1,559	1,584
Ending Balance	154,752	158,641	159,692

Reserve Fund ~ Community Services

	2025	2026	2027
Opening Balance	49,864	37,109	24,231
Withdrawals - Operating	-13,187	-13,183	-9,913
Net Activity	-13,187	-13,183	-9,913
Interest Income	433	305	193
Ending Balance	37,109	24,231	14,511

Reserve Fund ~ Corporate

	2025	2026	2027
Opening Balance	3,343,705	3,152,574	3,808,597
Rate Model Contributions	519,340	584,664	659,452
Contributions - Operating	816,142	801,440	786,200
Withdrawals - Operating	-665,529	-219,073	-148,221
Withdrawals - Capital	-739,588	-354,341	-474,966
Debt Servicing Costs	-153,816	-191,300	-231,546
Net Activity	-223,451	621,391	590,919
Interest Income	32,320	34,633	41,041
Ending Balance	3,152,574	3,808,597	4,440,556

Reserve Fund ~ Development Charges

	2025	2026	2027
Opening Balance	2,835,531	2,827,391	2,476,108
Contributions – Forecasted	694,284	674,107	670,944
Withdrawals - Operating	-6,352	-6,053	-5,554
Withdrawals - Capital	-682,657	-1,000,744	-1,076,016
Debt Servicing Costs	-41,588	-44,979	-48,630
Net Activity	-36,313	-377,669	-459,256
Interest Income	28,174	26,386	22,465
Ending Balance	2,827,391	2,476,108	2,039,317

Reserve Fund ~ Employee Benefits

	2025	2026	2027
Opening Balance	651,082	623,418	599,247
Contributions - Operating	87,442	95,938	97,433
Withdrawals - Operating	-121,447	-126,191	-130,566
Net Activity	-34,005	-30,254	-33,133
Interest Income	6,341	6,083	5,827
Ending Balance	623,418	599,247	571,941

RESERVE / RESERVE FUNDS SUMMARY
(by Reserve Cost Centre Group)

Reserve Fund ~ Parking Authority

	2025	2026	2027
Opening Balance	2,626	2,653	2,679
Withdrawals - Operating	0	0	0
Net Activity	0	0	0
Interest Income	26	27	27
Ending Balance	2,653	2,679	2,706

Reserve Fund ~ Parkland Acq / New Development (Section 42)

	2025	2026	2027
Opening Balance	907,353	886,123	794,140
Contributions – Forecasted	36,300	36,300	36,300
Withdrawals - Operating	0	0	0
Withdrawals - Capital	-66,453	-136,643	-159,295
Net Activity	-30,153	-100,343	-122,995
Interest Income	8,923	8,360	7,326
Ending Balance	886,123	794,140	678,471

Reserve Fund ~ Planning Act

	2025	2026	2027
Opening Balance	710,397	682,907	617,913
Withdrawals - Operating	-207	-89	-89
Withdrawals - Capital	-34,215	-71,376	-42,831
Net Activity	-34,422	-71,465	-42,920
Interest Income	6,932	6,472	5,965
Ending Balance	682,907	617,913	580,958

Reserve Fund ~ Prov Gas Tax Revenues for Public Transit

	2025	2026	2027
Opening Balance	567	-177,656	-355,612
Withdrawals - Operating	-91,600	-91,600	-91,600
Withdrawals - Capital	-86,623	-86,356	-86,492
Net Activity	-178,223	-177,956	-178,092
Interest Income	0	0	0
Ending Balance	-177,656	-355,612	-533,704

Reserve Fund ~ State of Good Repair

	2025	2026	2027
Opening Balance	321,166	338,018	338,686
Rate Model Contributions	83,064	64,789	60,766
Contributions – Forecasted	8,656	8,990	10,174
Contributions - Operating	128,770	114,925	68,416
Withdrawals - Operating	-104,521	-81,947	-51,226
Withdrawals - Capital	-56,747	-63,542	-46,589
Debt Servicing Costs	-45,649	-45,915	-50,959
Net Activity	13,573	-2,698	-9,418
Interest Income	3,280	3,367	3,340
Ending Balance	338,018	338,686	332,608

RESERVE / RESERVE FUNDS SUMMARY
(by Reserve Cost Centre Group)

Reserve Fund ~ Third Party Agreements

	2025	2026	2027
Opening Balance	471,234	244,259	-29,174
Withdrawals - Operating	-20,499	-20,316	-7,701
Withdrawals - Capital	-210,036	-253,117	-320,008
Net Activity	-230,535	-273,433	-327,709
Interest Income	3,560	0	0
Ending Balance	244,259	-29,174	-356,883

Reserve Fund ~ Toronto Transit Commission (TTC) Fund

	2025	2026	2027
Opening Balance	6,578	6,644	6,711
Net Activity	0	0	0
Interest Income	66	66	67
Ending Balance	6,644	6,711	6,778

Reserve Fund ~ Water / Wastewater

	2025	2026	2027
Opening Balance	1,605,927	2,364,443	2,936,417
Rate Model Contributions	1,077,731	1,108,005	1,142,682
Contributions - Operating	1,084,766	1,123,160	1,164,516
Withdrawals - Operating	-10,000	0	0
Withdrawals - Capital	-1,413,734	-1,685,564	-1,698,054
Net Activity	738,763	545,601	609,144
Interest Income	19,753	26,372	32,410
Ending Balance	2,364,443	2,936,417	3,577,970

Credit Ratings

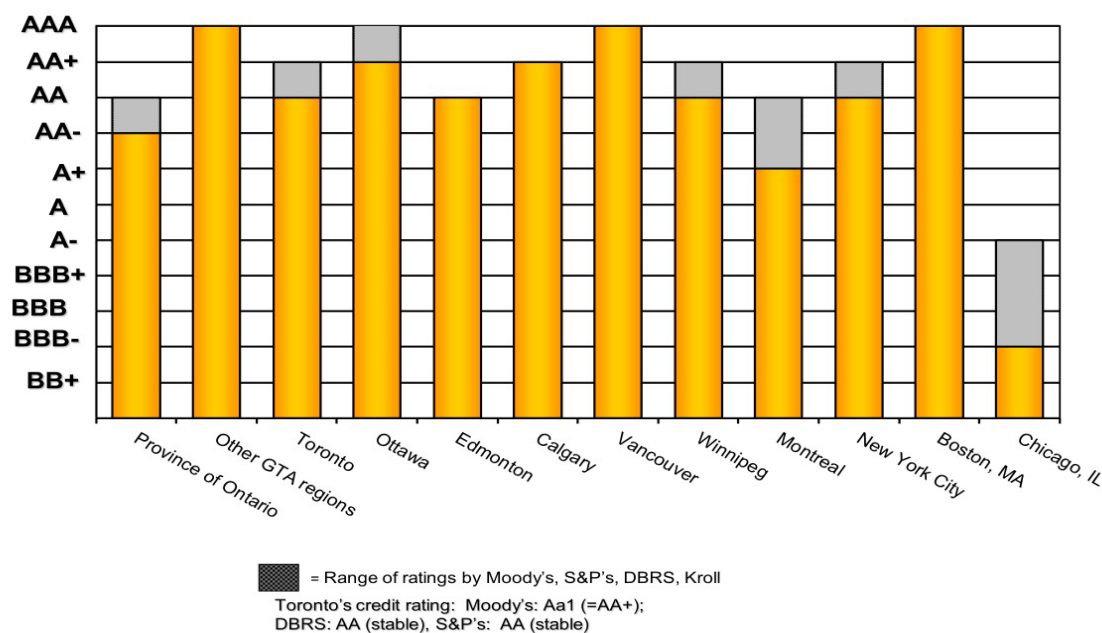
The City of Toronto is an important participant in global financial markets. Maintaining a high quality credit rating ensures the City is able to access capital markets at the most cost-effective interest rates.

Credit rating agencies assess the City's financial position by comparing it with other cities and regions. A number of factors affect the credit rating such as the quality of management, strength of the economy, level of reserves, state of repair of assets, debt levels, etc. For example, if a municipality's current and projected debt levels appear high, it will have a negative impact on its credit rating. On the other hand, if debt levels are low, this will have a positive impact. The credit rating essentially indicates the City's ability to pay its current and future obligations.

Credit ratings affect the City's ability to borrow and its cost of borrowing. A good credit rating translates to a greater investor interest and lower borrowing cost. Many large institutional investors may have policies that prevent them from investing in debt below a certain credit rating. Thus, maintaining a good credit rating has the potential of reaching a larger number and greater quality of investors. Furthermore, a low credit rating often results in having to offer a high interest rate in order to entice investors. A good credit rating will allow the City to borrow at low interest rates while maintaining investor appeal.

The City's credit rating remains comparable to other large North American cities such as New York, Ottawa, Calgary and Edmonton.

Figure 1: City of Toronto Credit Rating in Comparison to Other Jurisdictions



The range of ratings noted in grey in Figure 1 (above) represents the credit rating differential among the major credit ratings (Moody's, S&P, DBRS, Fitch & Kroll).

The City of Toronto's current credit ratings are:

- Aa1 with a stable outlook from Moody's Investor Service – Oct. 9, 2024
- AA with a stable trend from DBRS Morningstar - November 1, 2024
- AA+ with a stable outlook from S&P Global - October 22, 2024

Table 1: History of City of Toronto's Credit Rating

Credit Rating Agency	1997 and Prior	1998-2001	2002-2023	2024
DBRS Morningstar	AAA	AA (High)	AA (Stable)	AA (Stable)
S&P Global	AA+ / AAA	AA+	AA (Stable)	AA+(Stable)
Moody's Investors Services	Aa2	Aa2	Aa1 (Stable) (Equivalent to AA+)	Aa1 (Stable) (Equivalent to AA+)

Credit Rating agencies regularly issue assessment reports regarding industries and individual issuers. Below are some excerpts from those reports that generally explain the strong credit rating held by the City of Toronto:

"Toronto's large and diversified economy provides support to the revenue base. The City's economy represents approximately 10% of the national economy. The City also benefits from ongoing population growth, diverse economic structure, and expanding business investment. Population growth in the Toronto region has remained above the provincial average in recent years."

- DBRS Morningstar

"The stable outlook reflects our expectation that the city's government will remain committed to sustainably funding operating and capital needs, as demonstrated through strong and stable operating performance and a moderate debt burden. We also expect that after-capital deficits will remain below 10% of total revenues with continued access to robust reserves."

- S&P Global

"The credit profile of the City of Toronto (Aa1 stable) reflects its critical role in the Canadian economy as its largest city, with significant economic diversity and a large tax base. We expect that the city's debt burden will increase only modestly and is supported by rising sinking fund balances and strong debt affordability (Exhibit 1), as well as excellent liquidity and wealth metrics. The city benefits from unique revenue-generating powers, including the municipal land transfer tax, which allow it to access additional revenue sources".

- Moody's Investors Services

Capital Financing and Debt

Under the *City of Toronto Act*, borrowing is permitted to fund capital expenditures and prohibited for operating expenditures. The goal of capital financing is to optimize funding from all sources, such as federal and provincial funding, development charges and donations funding, before using reserves and debt financing. Toronto's debt level has grown in recent years due to increasing capital infrastructure needs.

Long-term debt is typically issued three to five times a year with debt terms of 10, 20 and 30 years. Debt term is guided primarily by the useful life (or amortization) of underlying infrastructure projects the debt finances and market conditions. The useful life of the capital asset must be equal to or exceed the debt term. The City's long-term debt maintains strong credit ratings from Moody's, Standard & Poor's and DBRS as follows:

Moody's	Standard & Poor's	DBRS
Aa1/Stable	AA+/Stable	AA/Stable

Gross long-term outstanding sinking fund debt was \$11.0 billion with a sinking fund balance estimated at \$2.9 billion as at the end of 2024. Debt will primarily finance key transportation and housing projects. The City makes regular interest payments and annual sinking fund contributions for the purpose of debt retirement upon sinking fund debt maturity. Figure 1a shows the annual interest and sinking fund contributions for existing sinking fund debt and Figure 1b shows the annual sinking fund debt maturity profile.

Figure 1a: 2025 to 2034 Interest and Sinking Fund Contributions as of December 31, 2024

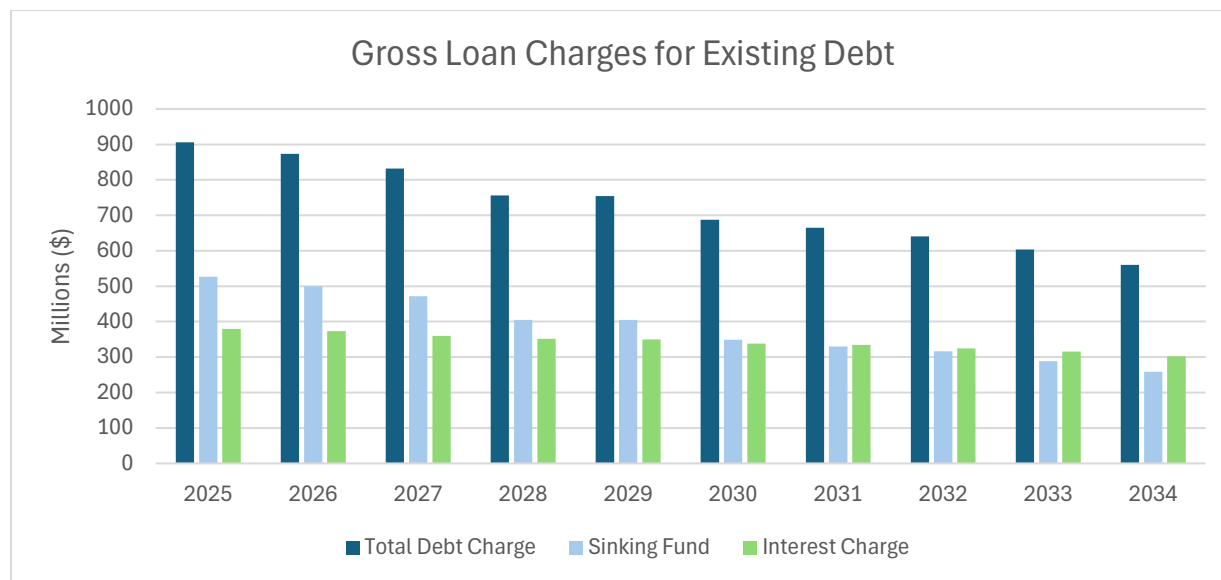
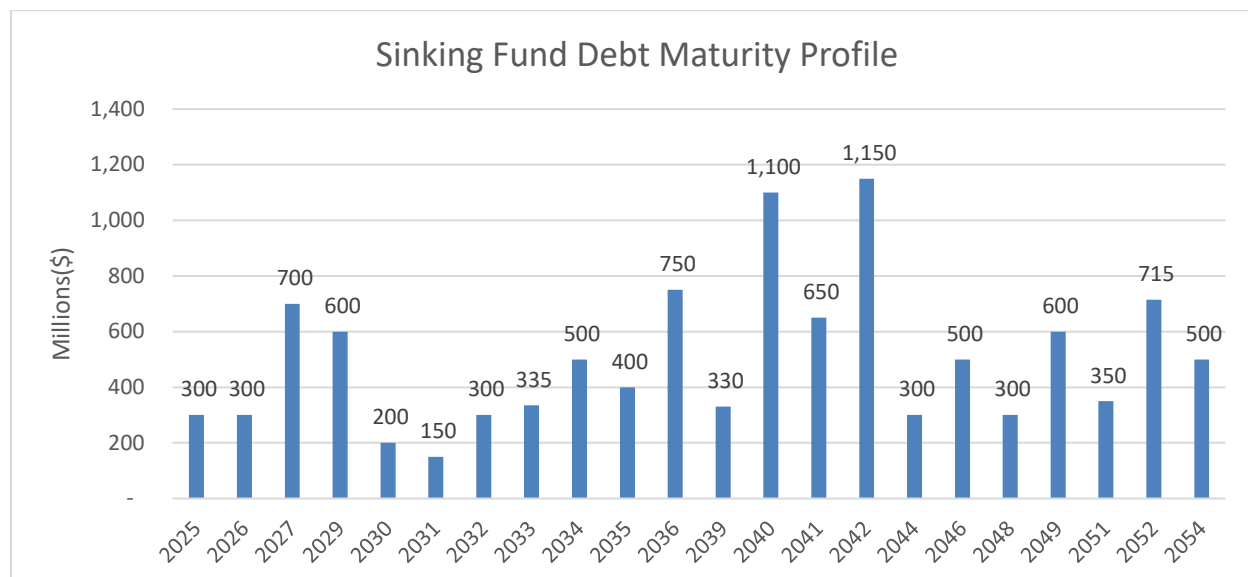


Figure 1b: Sinking Fund Debt Maturity Profile as of December 31, 2024

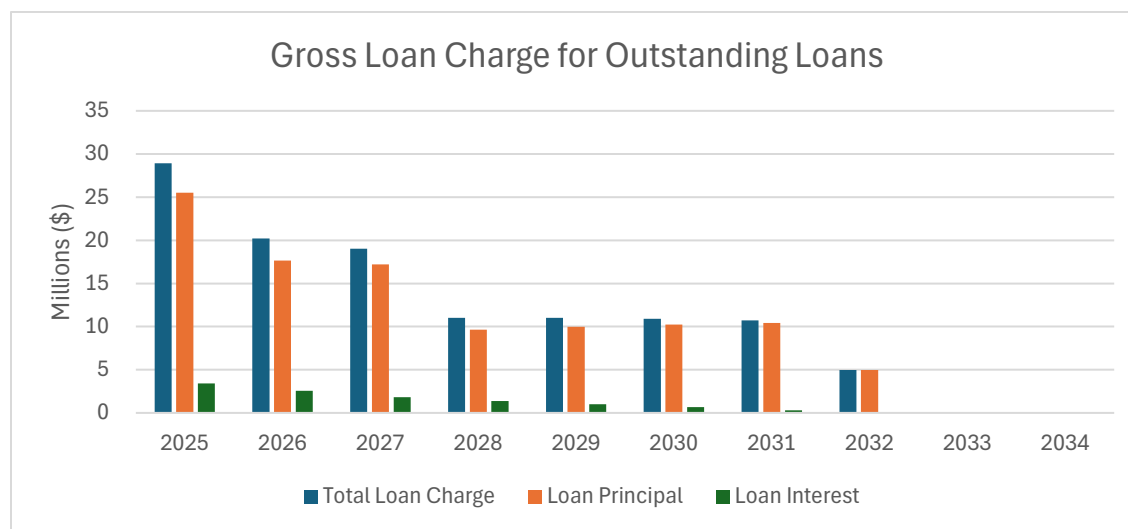


The City's Green Bond program commenced in 2018 and the Social Bond program was established in 2020. During 2024, the City issued \$1 billion worth of bonds, which includes a \$200 million Green bond and a \$200 million Social bond.

The City's investor relations program is essential in accessing debt markets at cost effective interest rates. City Council has approved debt issuance of up to \$2 billion in each year during the period 2022 to 2026. Future City Council will approve debt issuance authority for years 2027 and beyond.

At the end of 2024, the City also had \$111.9 million in outstanding loans. The City makes regular interest payments and principal payments on the outstanding loans as per the loan agreements. Figure 2 shows the annual interest and principal payments for outstanding loans.

Figure 2: 2025 to 2034 Interest and Principal Payments for outstanding City of Toronto Loans



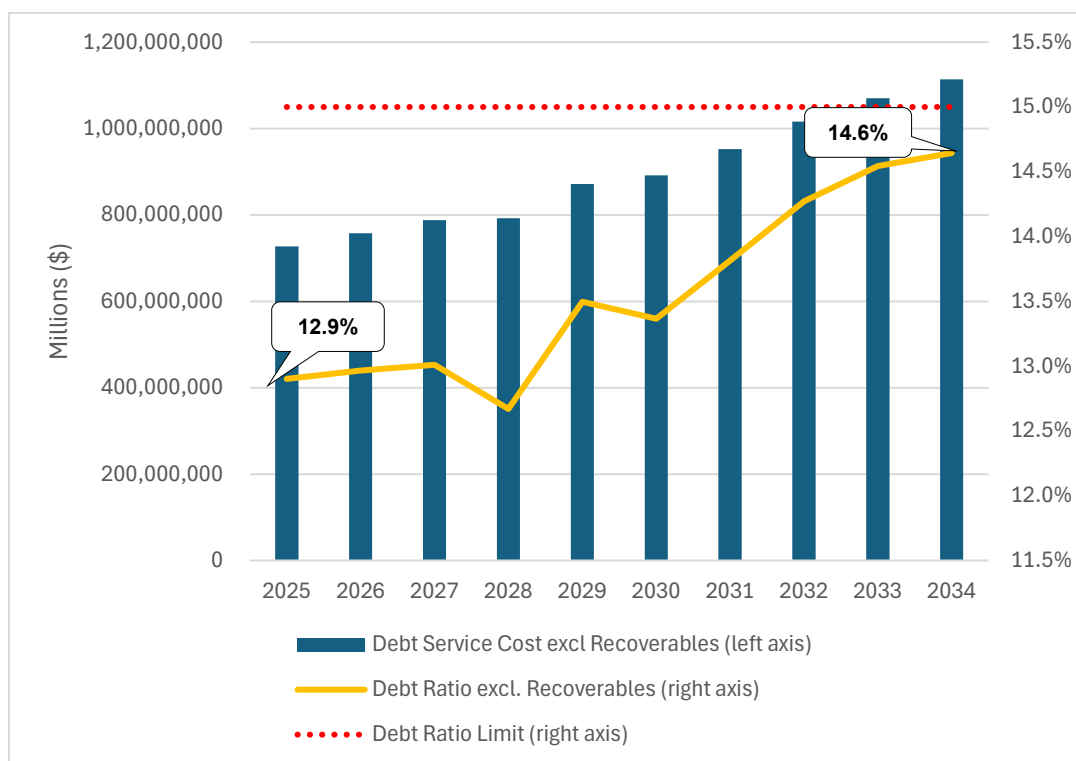
Debt Service – Policy Limit:

City Council has ultimate authority in setting borrowing capacity and restrictions under the City of Toronto Act, which exempts it from the provincial Municipal Act requirement that generally limits long-term borrowing of other municipalities to 25 per cent of most "own-source" revenues (excluding development charges). City Council approved a debt service limit such that the tax supported debt servicing cost (annual principal and interest payments) would not exceed 15 per cent of property tax revenues.

As shown in Figure 3, the City is expected to have a debt servicing cost to Property Tax Levy ratio of 12.9 per cent in 2025. The ratio is expected to peak in 2034.

To meet its borrowing obligations, the City budgets debt service charges (principal and interest cost) in its Operating Budget. In 2025, the tax supported debt service charge is budgeted to be \$727.5 million.

Figure 3: 2025 to 2034 Tax Supported Debt Services as a percentage of the Property Tax Levy (line graph – right vertical axis) and debt service charges (bar graph – left vertical axis)



Investment Activities and Capital Markets

The City's Long Term Fund, Sinking Fund, and Short Term Fund each have a different purpose for achieving the City's financial goals and objectives. The Long Term Fund and the Sinking Fund are governed by the Toronto Investment Board (Board) whereas the Short Term Fund is managed by City staff. All funds are administered by City staff and governed by the Council-approved Investment Policy. The City also manages and administers other smaller funds where assets are not owned by the City (e.g. Trust Funds).

The Long Term Fund is positioned to fund the City's future reserve and reserve fund requirements and therefore has a longer term investment horizon.

The Sinking Fund is used for retiring the City's debt as it becomes due and payable.

The Short Term Fund is primarily focused on ensuring that adequate liquidity is maintained to meet the immediate cash flow requirements of the City's daily operations.

Long Term Fund and Sinking Fund Asset Mix

New regulations established in 2018 permitted the City to invest in a broader range of investments to earn a higher risk-adjusted return. The Council-approved Investment Policy now allows a portion of the Long Term Fund and Sinking Fund to be allocated to Global Equity and Real Assets. Table 1 shows the previous, current and target asset mix of the Long Term Fund and the Sinking Fund. Both funds are currently transitioning to the target asset mix.

Table 1: Previous, Current, and Target Asset Mix (based on Market value)

Asset	Previous Asset Mix	Long Term Fund Asset Mix as at Dec 31, 2024	Sinking Fund Asset Mix as at Dec 31, 2024	Target Asset Mix
Fixed Income (incl. cash)	100%	70%	69%	70%
Global Equity	-	21%	20%	20%
Real Assets	-	6%	6%	10%
Cash/ Short Term Fund	-	3%*	5%**	0%

* Pending additional investment in real assets

**Pending investment in additional real assets, upcoming maturity in February 2025, and periodic asset mix rebalancing.

Long Term Fund and Short Term Fund

In 2024, investment earnings, which includes the annual earned interest income and realized capital gains and losses on the portfolio of City managed funds, totalled \$597.6 million. These earnings were allocated to eligible reserve funds (\$104.1 million) and the Operating Budget after deducting investment expenses (\$8.5 million) in accordance with the Council-approved interest allocation policy.

The 2024 distribution of investment earnings is summarized in Table 2 to follow:

Table 2: Investment Portfolio Earned Income for the Year 2024 (\$ millions, unaudited)

Portfolio	Average Fund Balance	Earned Income	Earned Return on Capital*
1. Long Term Fund	\$4,660.8	\$284.8	6.1%
2. Short Term Fund	\$6,402.8	\$312.8	4.9%
Total General Funds	\$11,063.6	\$597.6	5.4%

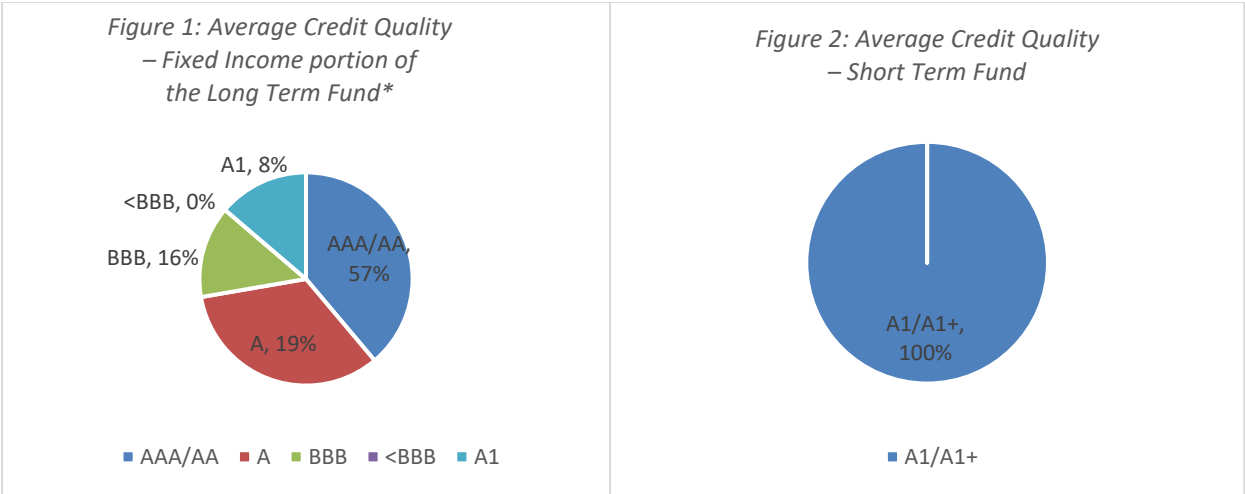
* Earned Return on Capital includes earned interest income and realized capital gain only.

In 2024, the Long Term Fund produced \$284.8 million of investment income. Both the fixed income and equity investments generated positive market returns in 2024, however had mixed results against their benchmarks. While fixed income managers outperformed their respective market benchmarks (year-over-year) by 1.3 per cent, equity managers underperformed the benchmark by 8.4 per cent. Overall, the Long Term Fund, on a market value basis, had a 1-year return of 9.1 per cent.

The Short Term Fund earned \$312.8 million and provided a favorable variance that was mainly due to higher than forecasted short term deposit interest rates resulting from a higher average Bank of Canada policy rate than expected in 2024.

The total earned gross investment income for 2024 was \$597.6 million which was higher than the \$444.2 million earned in 2023. Also, Board expenses in 2024 were \$8.5 million (\$1.7 million lower than budgeted). This underspending was mainly due to a delay of investment in real assets. However, investment income allocation to reserve funds was \$104.1 million, which was slightly higher than budgeted. As a result, total investment income less Board expenses and contribution to eligible reserve funds was \$343.7 million more than budgeted. (These amounts are unaudited and subject to final adjustments).

The City's Short Term Fund and Long Term Fund continue to exhibit high credit quality. Figures 1 and 2 to follow show as of December 31, 2024 breakdown of the City's Long Term Fund and Short Term Fund by credit ratings for funds' exposure in fixed income securities and short-term holdings (including deposits).



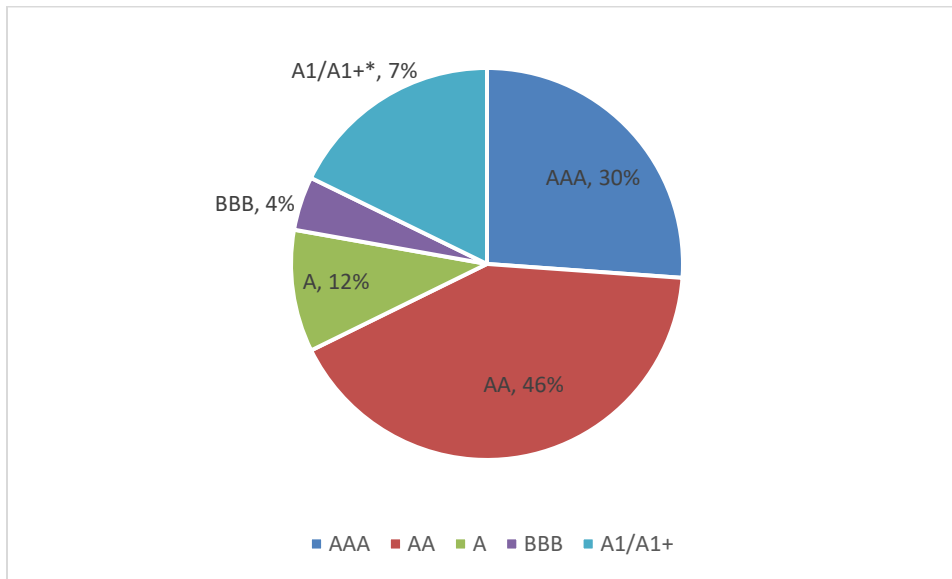
**Fixed income securities (including short term holdings) equities, and real assets represent about 70%, 21%, and 6% of the total Long Term Fund respectively*

Sinking Fund

A Sinking Fund is required by legislation when a municipality issues long-term debt with a fixed maturity. The City is required to make annual contributions to the Sinking Fund and invest those funds to earn and accumulate sufficient funds to retire the debt at maturity. The City contributed \$497 million to the Sinking Fund in 2024. Additional contributions from the City to the Sinking Fund will be made annually during the period of 2025 to 2055.

Sinking Fund assets as at December 31, 2024 were \$2.9 billion to satisfy debt of \$11 billion maturing between 2024 and 2054. The bulk of these assets are invested in high quality fixed income securities as shown in Figure 3 below. In 2024, while fixed income managers outperformed the market benchmark (year-over-year) by 0.5%, equity managers underperformed the market benchmark by 9.8%. Although the performance against benchmarks were mixed, the Sinking Fund overall 1-year return, on a market value basis, generated positive market return of 6.4 per cent in 2024.

Figure 3: Average Credit Quality – Fixed Income Portion of Sinking Fund



*A1/A1+ rating is the cash deposits pending investment in real assets and a maturity in February 2025

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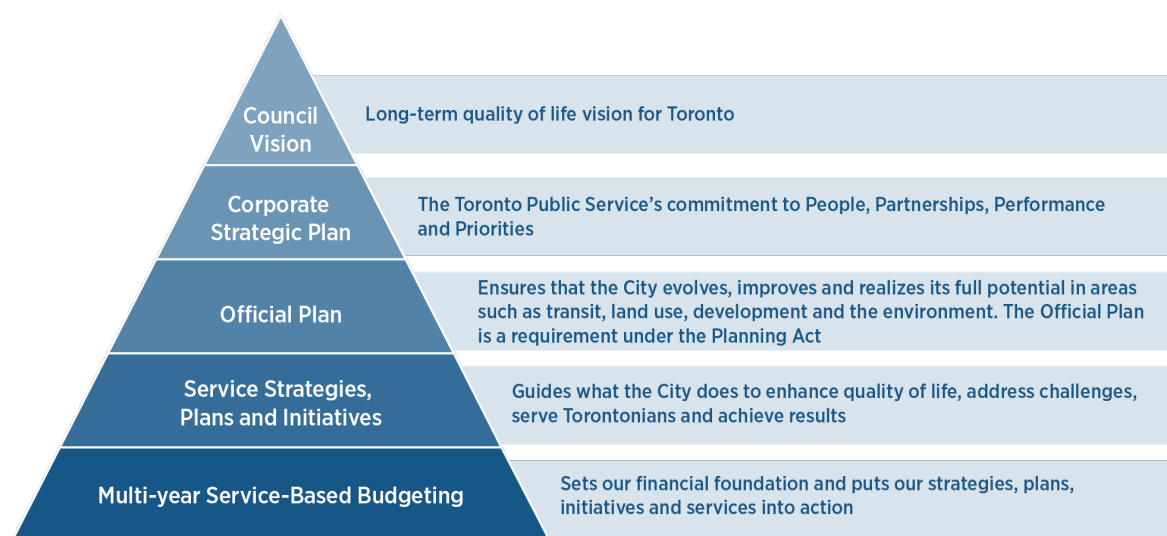
Strategic Planning and Performance Framework

Overview

The City of Toronto strategic planning framework aligns City Council's vision, the Official Plan, service strategies, plans, initiatives, and multi-year budgeting to deliver, monitor, and report on priorities and outcomes. This integrated approach ensures alignment with budgeting and performance management activities, simplifying how the City delivers its services and meets its goals.

The framework incorporates leading practices from municipalities worldwide and supports strategic decision-making by both Council and the Toronto Public Service. It enhances transparency, accountability and operational alignment with the City's strategic directions and long-term financial sustainability objectives.

Figure 1: Strategic Planning Framework



Corporate Strategic Plan

Toronto Public Service's Corporate Strategic Plan outlines the City's highest priorities, providing a shared understanding of the work needed to ensure the deliver of a high quality of life for residents, businesses and visitors. It also aims to build trust and confidence among Torontonians, City Council and staff.

Guided by City Council's vision, Toronto's motto and the Toronto Public Service's mission, the plan identifies our organization's strategic focus areas. It reflects our commitment to people, partnerships, and performance. The Plan highlights six key priorities for the Toronto Public Service, along with expected results, strategies and initiatives required to fulfil Council's directives. Together, these elements help focus the City's leadership and provide staff with clear direction on how their work contributes to the City's long-term goals.

Equity and Reconciliation

The City recognizes the barriers presented by discrimination and the disadvantages faced by equity-deserving groups and vulnerable populations. The City strives to sustain equity in government, including how we measure impact, make financial decisions, and deliver services. In everything we do, we strive to achieve equitable outcomes for our residents.

The City of Toronto's 10-year [Reconciliation Action Plan \(2022-2032\) \(RAP\)](#) guides its actions to advance truth, justice and reconciliation. The commitments outlined in the RAP build upon and are informed by:

- The strategic directions provided in the City's [Statement of Commitment to the Aboriginal Communities of Toronto](#) (2010).
- The Calls to Action set out in the [Truth and Reconciliation Commission of Canada's Report](#) (2015)
- The principles outlined in the [United Nations Declaration on the Rights of Indigenous Peoples](#) (2007), and;
- The Calls for Justice from the [National Inquiry into Missing and Murdered Indigenous Women and Girls](#) (2019)

A report will be presented to City Council sometime in 2025 on the progress of the Reconciliation Action Plans implementation, including any recommended changes and strategic actions reflecting First Nations, Inuit, and Métis community priorities.

Corporate Priorities

Our corporate priorities define key areas we will focus on to enhance the performance of our organization. Achieving success in these priorities will result in a more resilient, effective and efficient City government, one that is equipped to address challenges and seize emerging opportunities.

Corporate Priorities encompass 'Performance Results,' which represent our aspirations for how we will perform as an organization. These results are managed by the City through regular performance reviews, progress assessments and adjustments to strategies as needed, ensuring alignment with long-term goals and that the City's actions and resources are optimized for successful implementation.

Financial Sustainability

We will work collaboratively and build partnerships to ensure value and affordability for taxpayers while adequately funding municipal services and infrastructure. We will prioritize necessary investments in the city and continuously improve our financial health. Our approach will be grounded in making informed financial decisions and effectively managing resources to secure Toronto's long-term financial stability.

Performance Results:

- Residents and businesses will see value from their municipal taxes, rates and user fees.
- The City's budget will become a more efficient and effective tool to help support strategic, multi-year decision-making and manage Toronto's priorities.

- Enhanced public trust and confidence through financial information and systems that offer a consistent, accurate and transparent view of City finances.
- Improved asset management and the efficient use of City assets will reduce costs and improve service delivery.
- A financially agile and resilient organization that is responsive to change.
- Improved overall financial health and sound financial management.
- Strong partnerships with other orders of government and the private sector that address and fund shared outcomes.

A Well-Run City

We will cultivate a committed, engaged and diverse workforce. Our goal is to improve the lives of residents, businesses and visitors by providing simple, reliable and connected services that anticipate changing needs. We will build trust and confidence in local government through transparent and effective governance.

Performance Results:

- Employees are proud, passionate and committed to their work.
- A public service that reflects diversity of the population we serve and is inclusive, accessible and welcoming to everyone.
- Employees who support continuous improvement and embrace innovative approaches to their work.
- Simple, reliable, efficient and equitable services that anticipate changing customer needs.
- Services designed with the customer in mind allowing residents, businesses and visitors to interact with the City where, when and how they choose.
- Shared services across City divisions and agencies that reduce costs, create economies of scale, increase service efficiency and effectiveness, and improve customer satisfaction.
- An open, responsive, accountable and transparent municipal government, where residents have an opportunity to be heard and participate in the City's decision-making processes.
- The City's decision-making processes prioritize the needs of equity-seeking groups.

Strategic Priorities

Our strategic priorities focus on improving the quality of life for Torontonians. Success in these priorities will result in a more livable, healthy, safe, prosperous, affordable and resilient Toronto.

Strategic Priorities include 'Quality of Life Results,' which are aspirations for the wellbeing of our residents, businesses, communities, and the city as a whole. Achieving these results requires the joint effort of many partners – including governments, community groups, organizations, schools, private sector groups and individuals – as we address local and global challenges.

Maintain and Create Housing That's Affordable

We are committed to a city where families and individuals live in safe, stable and affordable housing with respect and dignity.

Quality of Life Results:

- People live in stable housing that is safe, suitable to their needs and have the individualized support they need to help them maintain housing.

- A wider range of affordable housing options is available across Toronto to meet the needs and demand of low- and moderate-income individuals and families.
- Those without housing have access to a full range of shelter and housing options.

Keep Toronto Moving

We are committed to a city with safe, affordable and accessible transportation choices for people and goods.

Quality of Life Results:

- An inclusive and equitable city-wide transportation network that offers reliable and affordable travel choices, connecting people to places and activities they value, while supporting the efficient delivery of goods.
- Safer streets by design, where people can be active and healthy, and where fatalities and injuries are eliminated.
- A greener and more resilient city, with transportation options that reduce environmental impacts and are adaptable to future challenges and smart city innovations.

Invest in People and Neighbourhoods

We are committed to a city that protects and improves the quality of life for all, including safety, health, and social and economic well-being and inclusion.

Quality of Life Results:

- The impacts of poverty on Toronto's residents are mitigated.
- There are opportunities for all, including Toronto's diverse Indigenous and equity-seeking communities.
- All residents have a sense of belonging and live in healthy, diverse, culturally rich, and cohesive communities.
- Individuals and communities feel safe and secure.
- A vibrant and growing economy that enables businesses to thrive and provides meaningful employment opportunities for an expanding workforce.
- The City continuously invests in and delivers safe and sustainable infrastructure that enhances the quality of life of the people of Toronto.

Tackle Climate Change and Build Resilience

We are committed to fighting climate change and preparing our city government, our economy, our ecosystems, and our communities, especially the most vulnerable communities, for a changing climate.

Quality of Life Results:

- Toronto survives, adapts and thrives in the face of climate change.
- Reduced local greenhouse gas emissions fight climate change, improve health, foster economic growth, and promote social equity.
- The City protects and invests in its ecosystems, natural spaces, land, air and water

- Public and private assets, infrastructure, and buildings are responsibly managed to address the risks posed by climate change, and are designed and maintained to reduce greenhouse gas emissions.
- Residents and businesses take action to tackle climate change and build resilience in their neighbourhoods.
- A more circular economy diverts waste from landfill, reduces greenhouse gas emissions and is resilient to future challenges.

Corporate Performance Management System

The Toronto Public Service uses corporate performance management methods and tools to effectively manage our programs and services in a consistent manner. The Corporate Performance Management System focuses on five key areas:

1. Service Review and Improvement
2. Service-based Budgets
3. Performance Measurement and Accountability
4. Leadership Performance and Staff Development
5. Enterprise Risk Management

Figure 2: Corporate Performance Management System



Service Review and Improvement - The City undertakes service reviews to ensure we are delivering services that align with the current and future needs of Toronto's communities. These reviews provide a mechanism for effective and efficient service delivery, while fostering a culture of continuous improvement, innovation, flexibility, and integration to better serve the public. Service reviews focus on both the "what" and "how" of service delivery. They involve evaluating program costs, benefits and outcomes to achieve the best value for money.

Excellence Toronto is our corporate-wide continuous improvement initiative. It provides a roadmap for improvement efforts, a recognition system for excellence within the City, and helps us tell our story as a public service. In addition to Excellence Toronto, the City undertakes targeted service review and improvement initiatives as needed.

Service-Based Budgets - The City has transitioned from division-based plans and budgets to service-based plans and budgets. This shift moves away from a traditional, departmental view of government, to one that focuses on the services delivered to the public. Service-based budgets assess each service on what is being delivered, rather than who delivers it. Clear information about City services enhances public awareness of the costs involved and supports robust discussions on their continued value. Service-based budgets enable staff to provide improved information and advice to Council ensuring strategic decision-making and informed investment decisions.

Service Levels - Service levels reflect specific outputs that define levels of services being delivered between staff, Council, and the public. Service levels ideally express two key components: what is to be achieved (measurable service objectives) and how often it is to be achieved (expression of volume). Service levels are presented annually during budget deliberations and may include parameters such as frequency, turnaround time, accuracy, and customer satisfaction against industry or legislated service standards, benchmarks, and best practices. As part of the budget process, City Council is provided with [target service levels](#) for the upcoming budget year, and actual service levels are reported as key accomplishments to achieve service objectives and outcomes with support from the prior year's operating budgets.

Performance Measurement and Accountability - The City uses Results Based Accountability (RBA) as a performance management and accountability framework. RBA is a data-driven, decision-making process that quickly translates talk into action. It identifies barriers to innovation, fosters collaboration and consensus, and uses data and transparency to ensure accountability for both the wellbeing of people and program performance. Measuring performance helps us understand the value we are delivering to Torontonians, determines whether we are achieving results, and informs us how to take necessary action.

Leadership Performance and Staff Development - Leadership performance and staff development aim to improve staff engagement and productivity helping to build a high-performing organization. It focuses on enhancing skills and talent across all levels, from front-line staff to executive leadership. The performance and development of our people – the Toronto Public Service – is critical to how well we work as an organization and deliver value to residents, businesses and visitors, as well as how we serve City Council. To deliver services effectively, our workforce must be resilient, adaptable to change, and focused on continuous improvement and innovation. The organization will cultivate these capabilities through ongoing learning and development, fostering a culture of leadership performance and accountability.

Enterprise Risk Management - The methods and processes used to manage and mitigate risks are critical to the performance of our organization. Enterprise Risk Management (ERM) is a structured, continuous process for identifying and assessing risks, choosing responses, taking action, and monitoring progress. It helps the City effectively manage uncertainty and respond to risk in ways that enhance the likelihood of positive outcomes. A Risk Management Policy and Framework will create a consistent approach to risk management across the organization. It will support more effective and integrated risk management by ensuring that processes, responsibilities, and accountabilities are understood and the necessary arrangements for managing risk are in place. The framework will guide City staff to integrate risk management practices into daily decision-making.

Corporate Strategic Plan Implementation

Implementation of the Corporate Strategic Plan is led by the Senior Leadership Team, including the City Manager (CM), Deputy City Managers (DCMs), and the Chief Financial Officer and Treasurer (CFO) with support from across the organization. Divisional service and work plans, along with the execution of strategies and initiatives, are used by the Corporate Leadership Team, composed of all division heads, to manage their divisions' work efforts in alignment with and advancing the Corporate Strategic Plan. A City Strategy Map is employed to assist with this implementation, offering a visual summary of the City's major strategies, their key components and how they interrelate.

In conclusion, the Corporate Strategic Planning Framework and the Corporate Performance Management System help clarify and strengthen accountability between Council, staff and the public. They focus the City's leadership and staff on achieving results that improve the quality of life for residents and businesses, as well as the overall performance of the organization.

Council's Vision for the City of Toronto

Toronto is a caring and friendly city.

We have opportunities to sustain and enrich our lives and reach our highest potential. Our diversity is valued and celebrated and our communities are a source of pride. We are actively involved in the social, cultural and political life of the city.

Toronto is a clean, green and sustainable city.

We integrate environmental stewardship into our daily activities. We maintain and improve the health of the environment for present and future generations.

Toronto is a dynamic city.

As the nation's leading economic engine, we are a centre of innovation and growth with a strong international presence. Our dynamic city is well positioned to succeed in the world economy.

Toronto invests in quality of life.

We invest in quality of life – socially, economically, culturally and environmentally – to make Toronto a desirable place to live, prosper and visit.

Mission

To serve a great city and its people.

Motto

Diversity Our Strength

Toronto is one of the most diverse cities in the world. We value the contributions made by everyone and believe that the diversity among our people has strengthened Toronto.

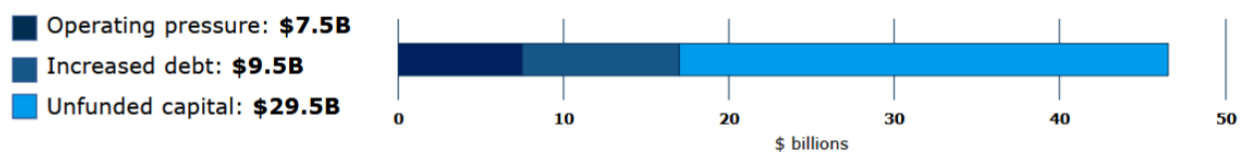
The City's Long-Term Financial Plan

2023 Financial Update

Following the 2023 Budget, with support of an independent third-party, the City updated its financial model to assess the long-term fiscal risks anticipated in the next ten-year period. A [Financial Update and Outlook](#) was presented to City Council in March 2023, which indicated that the City faced a combined operating and capital pressure of \$46.5 billion over 10 years, as outlined in Figure 1 below, with the most significant fiscal challenge being the City's unfunded capital program. The analysis represented the City's first 10-year consolidated operating and capital financial model.

As the economic engine of Canada, the City of Toronto delivers services, initiatives and projects that far exceed the traditional role of municipal government, and which substantially benefit the region and other orders of government. In addition, the City has been faced with growing demands for services and infrastructure, for which the City is not able to capture the benefits of growth. This is unlike the provincial and federal governments, whose funding tools are indexed with the growth of the economy, such as income and sales taxes. Rather, the City is unable to keep up with the costs of delivering both the upfront infrastructure requirements associated with growth, or the ongoing and sustained demand for services.

Figure 1 – Ten-Year Total Fiscal Pressure, \$46.5 billion



Summary of LTFP

In 2023, City Council adopted the [Updated Long-Term Financial Plan](#) (LTFP). While the City currently has limited revenue tools and strategies available under the *City of Toronto Act*, the LTFP made every effort to identify actions the City could pursue on its own to address the City's fiscal challenges. The LTFP considered immediate and long-term opportunities, including options to review operating expenditures, financial incentives, new and existing revenue tools, capital prioritization, and asset transactions.

However, the City's existing revenue tools do not match the complexity or the level of expenditures incurred. To truly address the City's fiscal risks, it requires continued collaborative efforts between the City and other orders of government.

Actions Taken to Enhance Financial Sustainability

City Council directed staff to undertake a series of follow-up actions in support of the City's long-term financial sustainability, including implementation of new revenue tools, completion of report backs, development of implementation plans, and intergovernmental advocacy efforts.

Since the adoption of the Updated LTFP, there has been significant and tangible progress made, including the introduction of new revenue tools such as the graduated Municipal Land

Transfer Tax and the Municipal Non-Resident Speculation Tax, and as it pertains to intergovernmental funding relationships.

Of the 42 individual directions by Council, 32 have been completed as of January 2025 (76%). This reflects completion of an additional 7 items from the 2024 budget process. The remainder are currently in progress. Specific updates on all individual action items are provided as part of an annual budget briefing note titled "[Updated Long-Term Financial Plan: Annual Status Update](#)".

In addition to the specific directions by City Council, staff have also implemented actions in alignment with the principles outlined with the LTFP. This includes:

- Implementing a multi-year budget strategy with a focus on long-term financial stability and sustainability;
- Continued review of procurement-related initiatives including procurement strategies, contract compliance and strategic sourcing;
- Development of a capital prioritization framework which has informed the 2025 budget process by enabling greater strategic allocation of available capital funds using a consistent set of guiding principles and processes;
- Enhanced prioritization and investment in state of good repair, with \$32.4 billion allocated to maintain and improve infrastructure;
- A range of affordability measures including line-by-line reviews, program and agency evaluations, identification of efficiencies and revenue adjustments, all of which are consistent with the principles and recommendations adopted as part of the LTFP; and
- Global research conducted on fiscal frameworks in comparable global cities, to inform ongoing intergovernmental discussions ([Research Paper](#)).

Further, the LTFP helped to inform discussions between the Government of Ontario and the City of Toronto, focused on achieving long-term financial stability and sustainability for the city. As part of the [New Deal Agreement](#), the Province and the City have committed to continuing to work together to advance any additional efficiency and value-for-money measures that were identified as part of the LTFP.

Specific Actions in the 2025 Budget

The 2025 Operating Budget includes \$41 million in direct financial benefits associated with actions identified during the LTFP:

- Implementation of a Graduated Municipal Land Transfer Tax for high-value residential homes, effective January 1, 2024 (\$23.0 million in 2025);
- Implementation of a Municipal Non-Resident Speculation Tax on foreign buyers of residential property, effective January 1, 2025, at a rate of 10 percent of the value of consideration for the purchase of property (\$10.0 million in 2025); and

- Increased revenue resulting from on-street parking rate increases which were made possible due to the removal of the on-street parking rate cap (\$8 million in 2025).

The 2025 Budget also reflects the support obtained as part of the New Deal Agreement, including a total of \$1.2 billion in operating support over three years (2024-2026) and \$3 billion in capital support. The Province has committed to reviewing Toronto's longer-term financial sustainability by 2026.

Future Actions

Additional financial benefits will be realized in 2026 and future years from further implementation or expansion of action items. The LTFP continues to be leveraged to guide decision-making and intergovernmental discussions, with a focus on long-term planning and financial sustainability.

Budget Modernization

Budget Modernization is an approach to planning and budgeting that responds to citizens' demand for greater accountability and transparency for their tax dollars. The plans and budgets are built from the customers' point of view (service based), adopt a longer-term view (multi-year), and focus on performance. The ultimate goal of a multi-year service-based budget is to invest tax dollars in services with the highest value and to demonstrate this value to Torontonians.

The benefits of this approach are:

- Performance focused organization – The focus on performance and service value leads to greater collaboration and integration of service delivery across the organization.
- Alignment of longer-term objectives with longer-term funding plans – Greater certainty is provided to the public about the future direction of taxes and other revenue sources.
- Improved accountability and transparency over spending plans and the timing of implementation of strategic priorities.
- Strategic Council conversations – Council is equipped with the information to make service investments with the highest value.
- Clear public communication – Greater trust and confidence in the public sector when residents and businesses experience and understand the value received for their tax dollars.

To support this approach, the City utilizes a performance measurement framework called Result Based Accountability (RBA) as part of the Corporate Performance Management System outlined in the Corporate Strategic Plan. RBA enables a data-driven, decision-making process to align resource allocations, help take action to solve problems, provide ongoing monitoring and reporting of results, and helps us understand the value we are delivering to Torontonians.

Multi-Year Service-Based Planning and Budgeting Process

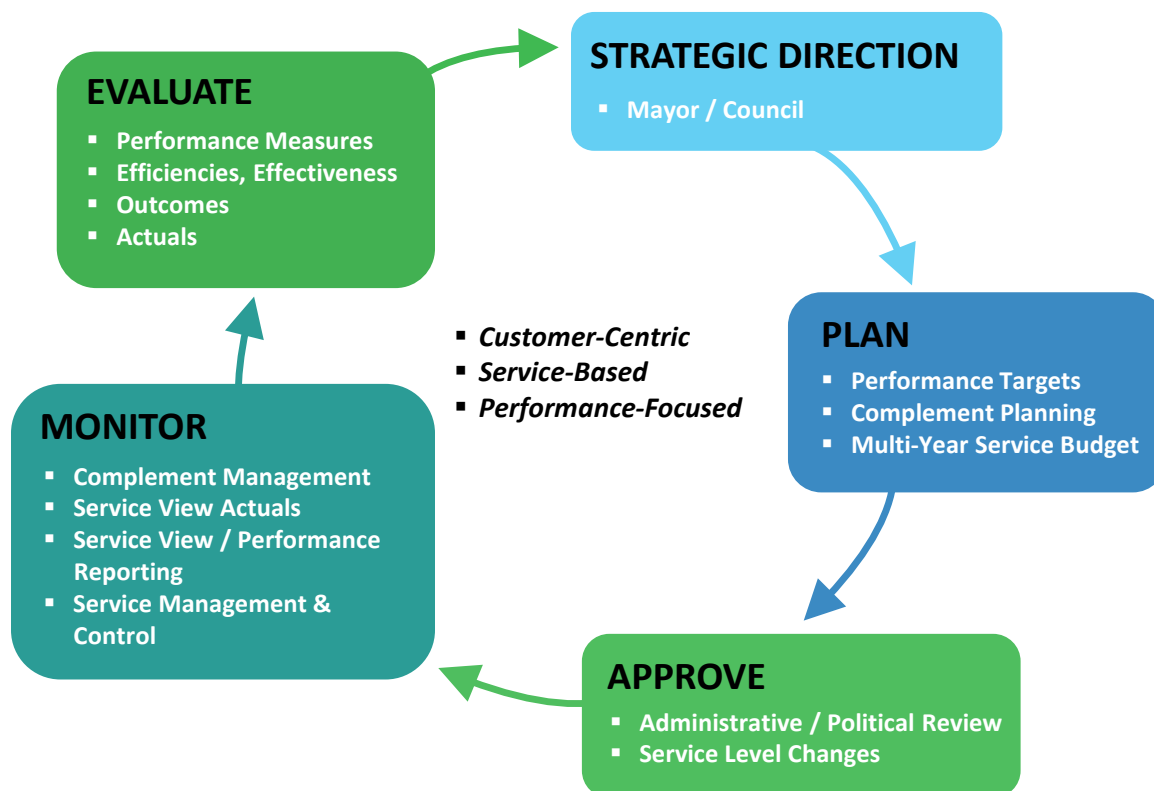
The City's planning and budgeting process establishes a longer-term focus regarding the allocation of resources required to deliver the services, service levels and capital infrastructure needed by the community, and to accomplish the Mayor and Council's goals and priorities for its term of office.

City Council has adopted a number of critical strategies and plans, including the Long-Term Financial Plan, Vision Zero Road Safety Plan, and the TransformTO Net Zero Strategy, to address current challenges and implement initiatives that will create economic stability, social equity, long-term environmental sustainability and a healthy city. These high-level overarching documents have been developed to guide decision-making and assist in long term budget planning and are taken into consideration during the budget process.

The financial planning cycle incorporates key elements of management accountability that begins with the strategic directions established by the Mayor and Council.

Figure 1: Toronto Planning and Budgeting Cycle

Toronto's Planning and Budgeting Cycle



The strategic direction ensures a strong alignment between the Mayor and Council priorities and the City's planning and budgeting processes. The budget cycle incorporates ongoing monitoring and regular reporting and assessment of service performance and strategic initiatives. Regular budget variance and progress reports help Council and the management team focus resources and effort toward underperforming activities, as well as help to identify continuous improvement opportunities at the City.

The City's financial planning and budgeting process is designed to ensure the management of public resources are done in the most effective manner while ensuring the City's short-term goals and long-term financial health are sustainable. The Financial Planning and Budgeting process has the following key elements:

- Engages stakeholders in priority-setting through public consultation.

- Has a long-term perspective for planning and budgeting that promotes service and fiscal sustainability.
- Is service-based and performance-focused: it focuses budget decisions on service objectives, service levels, results and outcomes using performance targets and metrics.
- Emphasizes the evaluation of service performance so that planned results are achieved.
- Establishes roles and responsibilities for Standing Committees, the Budget Committee and Executive Committee.

This approach establishes and reinforces the relationship between Council priorities and strategic actions with program-level plans and strategies; and enables Programs and Agencies to set achievable objectives with realistic timeframes and provides a more efficient, systematic and consistent methodology to allocate resources across all services and capital investment initiatives.

Multi-Year Budgeting

Multi-year budgeting strengthens the link between budgeting and strategic priorities and enables Council to assess the long-term financial implications of current and proposed operating and capital budgets, budget policies, tax policies and assumptions.

The multi-year service-based budgeting approach also enables Programs and Agencies to set achievable objectives with realistic timeframes and provides a more efficient, systematic and consistent approach to allocate resources across all services and capital projects. Based on the Mayor and Council's strategic priorities and budget forecasts, the 10-Year Capital Budget and Plan and the 3-Year Operating Budget and Plan are established and reaffirmed each year. The 10-year Capital Budget and Plan present the City's long-term vision with regard to strategic capital investments in critical infrastructure and amenities. The 3-Year Operating Budget and Plan outlines service priorities for the upcoming budget year and provides an outlook for the subsequent two years.

The annual Capital and Operating Budgets outline planned funding and spending for the year and provides the authority to Programs and Agencies to proceed with expenditure for approved capital projects and service delivery.

The annual budget process incorporates the following key elements:

- The 10-Year Capital Budget and Plan and the 3-Year Operating Budget and Plan are reaffirmed each year to appropriate funds for a 1-year operating and capital budgets.
- The City Manager and the Chief Financial Officer and Treasurer review all Program and Agency Budgets to ensure compliance with budget directions and guidelines and that resources are allocated to Council's approved strategies and program priorities for the most effective delivery of services.
- Public budget hearings and deputations are held as part of the Budget Committee review process.

- The Mayor presents the proposed Rate and Tax-Supported Operating and Capital Budgets to City Council. City Council must consider and adopt the Budget within 30 days.

Reporting and Monitoring

The City has established a common approach to the monitoring and reporting of financial and non-financial information, including staff complement and performance measures. The principles, protocols and practices that guide the monitoring and reporting of budget and performance information ensure consistency; enhance the financial management of the City's affairs; and support fiscally responsible decision-making.

Monitoring of the approved Operating and Capital Budgets occurs on an ongoing basis to assess outcomes against budget, assess performance, guide decision-making and provide transparency and accountability for how resources are managed. Budget monitoring identifies variances from plans; changing patterns or circumstances that need corrective actions; and assess the extent to which resources are being used efficiently and effectively in contributing to strategic goals, service outcomes and Council's priorities.

Pursuant to prudent financial management practices and budgetary control, the quarterly and year-end operating and capital variance reports are submitted to the Executive Committee and Council to provide information on how approved operating and capital funds are spent, and on an exception basis, identify issues that require direction and/or decisions by the Mayor and City Council.

ENHANCING DECISION MAKING AND INSIGHTS

The City of Toronto continues to advance its commitments towards transparency and accountability by pro-actively publishing a wide range of dashboards and data sets. Collectively, this data, research and information contribute to the broader goals of improving service performance and enabling evidence-based research and policy making.

[Toronto's Dashboard](#) is an interactive data visualization tool identifying key indicators about the City of Toronto and its services. In addition, the City provides links to various additional data sets, and dashboard visualizations, including:

Business and Economy

- [Toronto's Economic Dashboard](#). Offers users a bird's eye view of Toronto's economy, including data on financial, labour market, real estate and transportation activity. The Toronto Economic Dashboard is updated weekly.

City Building and Mobility

- [Vision Zero Dashboard](#). Allows users to track progress the City is making on a variety of different safety initiatives to accomplish Toronto's Vision Zero goals.
- [Wellbeing Toronto](#). Allows users to select datasets at the neighbourhood level and have the results appear instantly as a map, tables and graphs. Users can also view services and facilities at a neighbourhood level such as schools, community centres, and libraries.

Climate Action and Resilience

- [Sector-Based Emissions Inventory Dashboard](#) (SBEI). Tracks Toronto's progress toward its greenhouse gas (GHG) reduction targets from three key sectors including buildings, transportation and waste.

Housing and Homelessness

- [Daily Shelter and Overnight Usage](#). Provides a daily snapshot of the occupancy and capacity of the shelter system.
- [Deaths of People Experiencing Homelessness](#). An interactive dashboard providing the latest available data by the City of Toronto.
- [Housing TO Action Plan 2020-2023 Dashboard](#). This dashboard provides an annual update on the City's progress towards meeting the HousingTO targets.
- [Toronto Housing Data Hub](#). Provides information and data related to affordable rental housing and rental replacement housing in Toronto.
- [Shelter System Flow Dashboard](#). Allows users to access information about people experiencing homelessness who are entering and leaving the City of Toronto shelter system.

- [Shelter System Requests for Referrals](#). Reports monthly average data from central intake to the shelter system on the numbers of calls handled, the number of calls that received referrals, and the number of callers who are unmatched to shelters.

[Social Housing Wait List Reports](#). Reports include quarterly updates showing activity on the centralized waiting list for subsidized housing administered by the City of Toronto.

Public Health and Community Safety

- [Community Safety & Wellbeing on Transit](#). Launched as part of the SafeTO initiative, this dashboard provides monthly updates about community safety and wellbeing on Toronto's transit system.
- [Integrated Respiratory Diseases](#). This dashboard provides an overview of case and institutional outbreak activity for COVID-19 and influenza, and other respiratory pathogens causing institutional outbreaks in the City of Toronto.
- [Pandemic Data](#). Comprised of data sets from Toronto Public Health including COVID-19, vaccine data, wastewater surveillance, and data related to other integrated respiratory diseases.
- [Population Health Status Indicator \(PHSI\) Dashboard](#). Developed by Toronto Public Health, this is an interactive data visualization tool that provides highlights and key information on population health status indicators for the City of Toronto.
- [Toronto Overdose Information System](#). An interactive dashboard that provides timely information on overdose activity, with a current focus on opioids.
- [Toronto Police Public Safety Data](#). Provides users with access to information on major crime indicators, traffic, and shooting and firearm discharges provided by the Toronto Police Service.

All of the above dashboards and data visualizations are part of the City's ongoing commitment towards proactive disclosure and transparency. In addition to the interactive dashboards listed above, the City produces various static dashboard reports, including [The Municipal Housing Target Dashboard](#), which tracks the City's quarterly progress to achieve the Municipal Housing Target to 2031, and the [311 Toronto \(CXD-311\) annual key metrics report](#) identifying the latest 311 key metrics.

Visitors are encouraged to view the [City's Open data portal](#) which also provides a rich source of data sets from across the organization.

PERFORMANCE MEASUREMENT AND BENCHMARKING INITIATIVES

In 2024, the City of Toronto received Platinum-level certification from the World Council on City Data (WCCD) for its accomplishment of ISO 37120 – Indicators for Sustainable Cities. This achievement marks the City's tenth consecutive year of this prestigious certification. Additionally, Toronto obtained certifications for ISO 37122 – Indicators for Smart Cities and ISO 37123 – Indicators for Resilient Cities, further underscoring its commitment to innovation and urban resilience.

Beyond its ongoing participation in the ISO 37120 series, the City accepted an invitation from Standardized Urban Metrics (SUM) to become an early adopter and World Premiere City to pioneer the implementation of the newest standard on city indicators, ISO 37125 – Environmental, Social and Governance (ESG) Indicators for Cities. Toronto was the first city globally to announce its intent to implement ISO 37125 with SUM.

A Canadian-led, global innovation, the ISO 37120 Series (i.e. ISO 37122, ISO 37123, ISO 37125), is being implemented by the WCCD in more than forty countries. It contains fully numeric key performance indicators to measure city services and quality of life, underpinned by standardized definitions and methodologies. The WCCD was founded in Toronto in 2014 and helps communities of all sizes worldwide embrace standardized, independently verified and globally comparable city data to become more sustainable, resilient, prosperous, inclusive and smart.

As a Foundation City of the WCCD, Toronto was among the first twenty cities globally to implement ISO 37120 in 2014 and remains the host city for the WCCD's global headquarters. The City is part of a network of more than one hundred global cities – including 30 Canadian – that collect, share and use data to make effective and transformative decisions. Platinum certification is the highest level of recognition awarded by the WCCD, highlighting the City's dedication to high-calibre, globally standardized and independently verified city data.

The commitment to the year-over-year certifications aligns with the City's broader strategic plan, including the support and validation of its Sustainable Debenture Program, a vital funding source for Toronto's 10-year capital plan. By adhering to internationally recognized ESG and urban sustainability benchmarks, the City strengthens investor confidence and ensures long-term financial resilience while advancing sustainability, smart city innovation, and climate adaptation efforts.

Toronto's leadership in the adoption of globally standardized performance indicators places it at the forefront of sustainable and resilient urban governance. As it continues to enhance its benchmarking initiatives through ISO 37120, ISO 37122, ISO 37123, and ISO 37125, the City reaffirms its commitment to data transparency, accountability, and evidence-based policymaking to drive future prosperity and livability for all residents.

TORONTO IN INTERNATIONAL RANKINGS AND REPORTS

Toronto is home to more than three million people whose diversity and experiences make this great city Canada's leading economic engine and one of the world's most diverse and livable cities. As the fourth largest city in North America, Toronto is a global leader in technology, finance, film, music, culture, innovation and climate action, and consistently places at the top of international rankings due to investments championed by its government, residents and businesses. When considering these rankings conducted by third parties, it is important to carefully review the methodologies, data sources, frequency, and context for each of the comparative ranking reports described below.

World's Best Cities – Resonance Consultancy

In 2024, Resonance Consultancy named Toronto 23rd of 100 global cities in a study titled World's Best Cities Report. The report ranks major cities of metropolitan areas with populations over one million by using a combination of statistical performance and qualitative evaluations in six categories: place, programming, prosperity, product, people and promotion.

Global Cities Report – Kearney

In 2024, the Kearney Global Cities Report released the combined Global Cities Index (GCI) and the Global Cities Outlook (GCO). The Global Cities Index (GCI) captures the current state of global leadership, identifying metrics including business activity, human capital, information exchange, culture experiences, and political engagement. The Global Cities Outlook (GCO) identifies cities on the rise and includes metrics related to personal well-being, economics, innovation, and governance. In 2024, the combined (GCI and GCO) rank placed Toronto 34th of 156 global cities.

Global Financial Centres Index 35

The Global Financial Centres Index (GFCI 34) report provides information about the future growth of financial centres in the world. The most recent report from 2024 reviewed 121 financial centres, and includes measures provided the World Bank, the Economist Intelligence Unit, the OECD and the United Nations. Toronto ranks 23rd of 121 global financial centres.

Economist Intelligence Unit (EIU) Global Liveability Index

The EIU study released in 2024 placed Toronto 12th out of 173 most livable cities in the world. The ranking included a wide range of categories relating to stability, healthcare, culture & environment, education, and infrastructure.

Quality of Living City Ranking – Mercer

In 2024 Quality of Living City Ranking Report, which assesses cities based on the practicalities of daily life for international workers and their families, Toronto ranked 13th out of 241 global cities. The report reviews various factors, including housing, recreation, socio-cultural environments, traffic, air quality and access to education.

FINANCIAL POLICIES

Overview

The City of Toronto's financial policies provide a framework to assist in the decision-making process and are based on principles that will ensure strong financial management, sustainability of resources, and consistent adoption and adherence of practices across the organization. These policies provide City Programs and Agencies with agility to effectively manage service delivery and capital programs for which they are accountable, while ensuring transparency, accountability and financial control.

Basis of Budgeting

In accordance with the *City of Toronto Act, 2006*, the City adopts a balanced operating budget annually. The City of Toronto develops its budgets on a modified cash requirements basis, differing from the City's consolidated financial statements, which adhere to full accrual accounting. Key differences include:

- Exclusion of non-cash transactions, such as actuarial valuation changes affecting the City's employee benefits liabilities balance and amortization expenses.
- Recognition of cash-based funding sources, including reserve draws.
- Debt issuance recorded as revenue in the capital budget as a liability in financial statements.

Any in-year budget adjustments affecting revenues or expenditures must maintain balance and require Council.

Basis of Accounting

The City of Toronto's financial statements comply with Canadian generally accepted accounting principles (GAAP) established by the Public Sector Accounting Board ("PSAB") of the Chartered Professional Accountants of Canada ("CPAC"). Transactions are recorded on an accrual basis, meaning:

- Revenues are recognized when services are provided, or obligations met.
- Expenses are recorded when incurred.
- Assets are recognized when future economic benefits exist.
- Liabilities reflect legal or constructive obligations.

Bridging the Basis of Budgeting and Accounting:

Some of the differences between the cash requirements basis of budgeting and full accrual basis of accounting are:

Budget reporting	Financial reporting
Tangible capital assets shown as expenditures as acquired/developed.	Tangible capital assets shown as assets, and amortized over their useful lives.

Budget reporting	Financial reporting
Employee benefit expenses shown as expenses as paid.	Employee benefit expenses are recognized over an employee's service-life in the period(s) in which an employee renders the required services to earn such benefits. The related cost is estimated based on an actuarial valuation performed by a licensed actuary.
Insurance and environmental liabilities recorded as paid.	Insurance and environmental expenses are recognized in the period in which the underlying legal obligation arises. These estimates are dependent on factors, such the actuarial estimates related to the likelihood and valuation of the City's future obligations to settle insurance claims or remediate contaminated sites.
Costs incurred to retire tangible capital assets are recognized in the year(s) the costs are incurred.	The City assesses whether it has a legal obligation to retire a tangible capital asset, such as the removal of asbestos from City buildings. In the event the obligation exists, the City recognizes the total expected retirement costs as a liability upon the acquisition, purchase, or construction of the tangible capital asset.
Debt issuances shown as revenues in the capital budget.	Debt issuances shown as liabilities.
Principal payments on debt shown as debt charges in the operating budget.	Principal payments shown as reductions of liabilities.
Amounts contributed to reserve or reserve funds shown as expenditures and amounts drawn as revenues.	Amounts that will be used to satisfy legislative or contractual requirements in future fiscal periods are recorded as deferred revenue. Changes to reserves or discretionary reserve funds are not considered as sources of revenue or expenditures and therefore eliminated.

Operating Budget Policies

Multi-Year Service-Based Budgeting

The City adopts a one-year balanced operating budget, with a two-year outlook, ensuring alignment with Council priorities. The budget is presented on a service basis, linking financial and performance information.

a) Service-Based View and Service Levels

The Operating Budget shall be presented on a service-view basis to provide more relevant financial and non-financial information to the public in order to facilitate the assessment of service performance and guide meaningful discussion on service issues and support decision making. Also, as part of the budget process, City Council is provided with [target service levels](#)

for the upcoming budget year, and actual service levels are the reported results of key accomplishments to achieve service objectives and outcomes with the support of the prior year operating budgets.

b) Budget Adoption

In compliance with the *City of Toronto Act, 2006*, the City will adopt a one-year operating budget each year. The municipal property tax rates will also be set by council annually. In the second year, and each subsequent year to which the multi-year budget applies, the Mayor and City Council will review proposed adjustments to the budget.

c) Balanced Service Budget

The total operating budget for the City, adopted in any given year, must be balanced; which means that estimated revenues must be equal to estimated expenditures. Any change to the operating budget that results in adjustments to gross expenditure; total revenue and/or net expenditure (tax supported funding); associated staff complement count; and associated changes to services and/or service levels must ensure that the budget remains balanced.

d) Estimates of Expenditures and Revenues

Each year, the City adopts the following components of the Operating Budget, which establishes the spending limit for each Program and Agency and considers:

- i. Total gross expenditures required to fund the cost of providing services at the approved service level;
- ii. Total revenue as summed by the non-tax revenue sources;
- iii. Net expenditure, which represents the level of tax funding required to balance the Operating Budget;
- iv. Associated Service Levels; and
- v. Associated Complement

e) In-Year Budget Adjustments

In-year adjustments to the approved operating budget and the impact on the following two years of the multi-year plan will be considered under the following circumstances:

- External factors such as provincial or federal impacts on the City's budget, or changes imposed by legislation.
- Unforeseen changes to forecasting assumptions that affect costs, service demand/volume, or revenue projections.
- Mayor and/or Council-directed changes to priorities, services or service levels.
- Response to budget guidelines and directions.

All budget reallocations and transfers are reported to City Council through either a staff report or the Quarterly Variance Reporting process. All in-year adjustments need sign-off by Division Heads before inclusion in a quarterly variance report for Council approval. Below are the current practices:

- Operating budget expenditure reallocations / transfers impacting net expenditures between City programs or services require Mayor and Council approval.
- Operating budget expenditure reallocations / transfers that are less than \$500,000 within services for the same program requires the approval of the Chief Financial Officer and Treasurer.
- Capital budget adjustments between projects less than \$250,000 requires the approval of the Chief Financial Officer and Treasurer.

f) Budget Monitoring and Reporting

Monitoring of the approved operating budget will occur on an ongoing basis to identify variances from plans; changing patterns or circumstances that need corrective actions; and assess the extent to which resources are being used efficiently and effectively in contributing to the City's strategic priorities.

Variance reports will be submitted quarterly to Standing Committees and Council and will include both financial and non-financial information that will assess performance, guide decision-making and provide transparency and accountability in managing resources.

Salary Cost Planning

As with any service organization, personnel costs are a significant part of the total operating budget of the city.

- The salary and benefit budget will include all known costs for collective agreements, step and progression pay increases, and fringe benefits.
- Salary budgets should be adjusted for vacancies that will not be filled and for staff turnover.

Revenue Policy

The revenues received by the City of Toronto include property tax, user fees and charges, grants and subsidies, interest income and donations.

- **Diversified Revenue Sources** — Diversified and stable revenue sources will be encouraged in order to improve the city's ability to handle the impact of short-term revenue fluctuations and uncertainty, and to better distribute the cost of providing services.
- **One-Time Revenues** — One-time revenues will be used for appropriate purposes such as early debt retirement, and capital expenditures. The use of one-time revenues to fund ongoing expenditures will be restricted to extraordinary situations, which must be approved by council on a case-by-case basis.
- **User Fees and Charges** — Where it is determined that a service provided by a program or agency confers a direct or special benefit to users of the service, the City will establish fees and charges at a level reasonably related to the full cost of providing the services, except where application of the full cost recovery principle conflicts with the City's policy objectives, or other conditions exist that would justify the exception.
- **Surplus Management** — Any operating surplus (cash-based) realized by the City at year-end, will be allocated to the Capital Financing Reserve Fund, and to finance any under-funded liabilities, and any other discretionary reserves or reserve funds. The

City's cash-based surplus differs from the Annual Surplus recognized in the City's Statement of Operations.

Capital Budget Policies

Capital Expenditures generally include any expenditure on an asset acquired, constructed or developed with the intention of being used beyond the current budget year. Capital Expenditures also include major improvements, which alter or modernize an asset in order to substantially prolong its useful life or improve its physical output or service capacity.

The city's Corporate Asset Management Policy provides the framework to develop a whole of government asset management approach that will ensure long-term asset sustainability; demonstrate a commitment to good stewardship of the City's infrastructure assets; and support improved accountability and transparency to the community through the adoption of appropriate asset management practices.

A 10-Year Capital Plan will be updated annually as part of the budget process. The 10-Year Capital Plan will address capital needs that fulfil the City's strategic priorities, maintains existing infrastructure in a state of good repair (SOGR), and invests in new infrastructure to ensure sustained delivery of approved services and service levels. Key principles of the capital budget policies include the following:

- Each year the City will adopt a rolling 10-year capital plan including cash flow requirements for the fiscal year, plus future-year cash flow commitments for multi-year projects; and will approve in principle a capital plan for the ensuing 9 years which will form the basis for preparing future years' capital budgets.
- Projects included in the capital budget and plan must be supported by business cases that must demonstrate that acquisition and/or creation of capital assets are properly planned; that capital assets are justified based on cost-benefit analysis; that the most effective financing option is selected; and that risks along with mitigating strategies are identified.
- All projects will be evaluated annually to assess readiness to proceed, including capacity to deliver and spend with a view to adjusting planned cash flow estimates to reflect actual spending experience.
- The use of debt financing will be restricted to fund long-term capital improvements. Other funding sources must be maximized to reduce reliance on debt.
- All capital projects will be prioritized based on urgency and cost-benefit implications. Projects are prioritized within the following categories:
 - Health and Safety — projects that demonstrate health and safety hazards risks
 - Legislated — projects that are required to comply with Provincial or Federal legislation.
 - State of Good Repair — these projects provide for major maintenance of capital assets, and the repair or replacement of existing assets.
 - Service Improvement — projects that support and improve service delivery.
 - Growth-Related — projects that support growth and development across the city.

2025 Budget Process

The City employs a multi-year financial planning and budgeting practice that is transparent, accessible, and focused on service outcomes and accountability. This approach prioritizes public needs and ensures that value is achieved through the efficient use of resources for the most effective delivery of City services and stewardship of City assets. Grounded in good governance, the City's budgeting practices aim to ensure a financially stable and sustainable future for the City of Toronto.

Public Consultations on the 2025 Budget

Budget consultation began on October 1, 2024, to gather input from residents for the 2025 proposed budget. The consultations invited residents to:

- Learn about City services, the budget, and the funding relationship with federal and provincial governments.
- Discuss the current and upcoming fiscal challenges and pressures.
- Identify City services for potential budget increases or decreases and explain why.
- Provide input on actions the City could take to achieve long-term financial goals.

Budget consultations were held both virtually and in-person and included an online survey and community discussion groups. By providing a variety of participation options, residents were able to engage in ways that suited their circumstances and their ability to participate in the City's budget process.

An extensive communications and advertising strategy promoted multiple opportunities for the public to participate. Communications tactics included print, online and out-of-home advertisements, traditional radio, organic and paid social media, a Councillor toolkit, articles in City e-newsletters and a webpage on toronto.ca/budget. Ads were translated for media outlets serving newcomers and communities for whom English is not a first language. Additional social media advertisements were targeted in mid-October to reach areas of the city where survey responses were low.

In total, there were 12,001 online survey responses, 9,165 open-text responses, 763 participants in virtual and in-person meetings, and 13 community discussions with Indigenous, Black and equity-deserving residents. During the public consultations, residents indicated support for investments in transit, affordable housing and making Toronto safer, which is reflected in the \$97 million in new investments included in the 2025 Budget.

Additional details on key observations and themes from the public consultations on the 2025 budget are available from the Public Consultations on the 2025 Budget briefing notes with the raw data set accessible through Toronto's Open Data catalogue.

Following the launch of the 2025 Budget process in January 2025, three telephone town halls were held to receive additional resident feedback. Two town halls were open to the public with one town hall dedicated to residents from Toronto Community Housing Corporation and Toronto Senior's Housing Corporation. The town halls had 12,970 participants across the three events. In addition, members of Toronto City Council hosted budget town halls with constituents in their wards.

Equity Responsive Budgeting

Equity Responsive Budgeting (ERB) is a process that supports the City's equity and reconciliation goals by assessing the impacts of budget decisions on Indigenous, Black, and equity-deserving groups, considering their unique needs and barriers. The City of Toronto uses ERB within the budget process to help inform Council of the impact of approved policies, strategies, and service plans, and to analyze how service level changes, revenue shifts, and investments affect these communities.

Equity-deserving groups refers to communities facing significant challenges due to institutional and societal barriers to access, opportunities and resources, resulting from disadvantage and discrimination. Indigenous and Black communities are specifically mentioned due to the ongoing need for reconciliation and reparations.

The 2025 Staff Prepared Operating Budget was developed in the context of a challenging fiscal environment with the objective of maintaining service levels for residents. The City sought to minimize impacts on residents, particularly for Indigenous, Black and equity-deserving communities, recognizing that these groups are disproportionately affected during times of economic downturns. Where adjustments were necessary the budget aimed to strengthen service delivery to these communities.

For the 2025 budget submissions, key components of the Equity Responsive Budgeting (ERB) process were refreshed to help City leadership and divisional ERB contributors apply a critical equity lens, particularly for Indigenous, Black, and equity-deserving communities. Updates included a redesigned qualitative ERB worksheet with more prescriptive questions to encourage systemic analysis on how investments advance the City's equity and reconciliation goals in measurable ways. Additionally, targeted Equity Lens training sessions were enhanced to strengthen contributors' capacity to integrate the tool into their broader equity analysis.

The 2025 Staff Prepared Operating Budget prioritizes maintaining essential services while minimizing negative impacts on residents. The 2025 Staff Prepared Operating Budget included proposals with positive equity impacts in areas such as, emergency services, transit and accessibility, housing and shelters, infrastructure, and support for youth. A full list of budget proposals with equity impacts is available from the [2025 Budget Briefing Note – Equity Impacts in the 2025 Staff Prepared Budget](#).

Authority of Mayor to Propose Budget

As of November 23, 2022, amendments to the *City of Toronto Act, 2006 (COTA)* grant the Mayor specific powers and duties as Head of Council. The Mayor can:

- Appoint the municipality's chief administrative officer.
- Hire certain municipal department heads and reorganize departments.
- Create committees of Council, assign their functions and appoint committee Chairs and Vice-Chairs.
- Propose the municipal budget, subject to Council amendments and veto/override process.

While the Mayor may propose the municipal budget, Council retains authority over the adoption of revenue sources, including tax levies, user fees and direct taxes. Council also maintains authority over matters where the Mayor declares an interest in writing.

The 2025 Budget proposed by the Mayor was developed with a multi-year strategy that will achieve long-term stability and sustainability.

Budget Development and Review

The development of the 2025 Budget was impacted by systemic and complex fiscal challenges, including limited revenue tools, growing demand for services and the need to maintain essential infrastructure. The City continues to deliver services with regional benefits – such as operating the largest public transit systems and providing the most shelter beds per capita – without commensurate funding. Rising inflation, higher borrowing costs, and deferred capital maintenance further compound these challenges.

Proactive measures will support long-term financial sustainability, but continued partnering with provincial and federal governments is essential to expanding critical services in emergency response, housing, transit, and shelter services. The 2025 Budget was developed in collaboration with the Mayor and the Budget Chair, balancing increased service demands and infrastructure needs with affordability and fiscal responsibility.

The City's budget process incorporates the rate supported (utility) and tax supported budgets and involves a collaborative process between the Mayor, Budget Committee, City Administration, Program and Agency staff. The process includes the following phases:

- 1) Budget submission
- 2) Administrative review
- 3) Budget Committee review
- 4) Mayor Proposed Budget
- 5) Council adoption of the budget

Budget Submission

City Programs and Agencies develop their 2025 budgets based on instructions and guidelines issued by the City Manager and the Chief Financial Officer, and the direction of the Mayor. The Operating Budget focuses on maintaining current service levels. The 10-Year Capital Budget and Plan submission is reviewed against citywide affordability targets to ensure debt impacts remain within limits while maintaining a 15% debt service ratio annually. Programs and Agencies must balance investments in state-of-good-repair projects with funding for service improvements and growth-related initiatives that address service gaps, priorities, and future modernization efforts.

Administrative Review

City staff collaborate with Programs and Agencies during the administrative review process to establish predictable capital spending and debt limits, focusing on project readiness and capacity to deliver, as well as assessing projects based on needs and benefits. The review also evaluates operating spending for compliance with directions, service-based and equity-responsive budgeting, actual expenditures, revenues and complement, business case cost/benefit justification for funding requests and service level impacts.

This approach incorporates resource allocation, prioritization, outcomes, service performance, evaluation of internal and external factors, and cost analysis, to arrive at a preliminary budget and plan for operating and capital, while ensuring alignment with the budget principles.

Budget Committee Review

The Budget Committee is responsible for hearing public presentations and providing advice to the Mayor on the operating and capital budgets; and making recommendations to Council on any operating or capital budgets in which the Mayor has a pecuniary interest.

The Budget Committee undertook a detailed review of City Program and Agency expenses and revenues; explored key issues; considered additional new/enhanced services and capital requests, taking into account the public's input through the deputation process. In addition, public participation was also encouraged through virtual town-hall meetings conducted by City Councillors to educate constituents and receive input on the preliminary budgets. These actions encourage public participation in the budget decision-making process prior to Budget Committee recommendations to the Mayor on the 2025 Operating and Capital Budget.

Mayor Proposed Budget

As is legislatively required by *Section 226.14 (2)* of the *City of Toronto Act, 2006*, the Mayor prepares a proposed budget for the City and presents the budget to City Council for its consideration. The 2025 Operating and Capital Budget was presented by the Mayor to the City Clerk and Members of Council on February 1, 2025, and was made available on the City's public website.

Council Adoption of Budget

The final stage of the budget process ends with Council considering a budget that implements the City's priorities in a fiscally sustainable manner. Council considered and debated the Mayor's budget, along with budget-related items within Council authority at a special meeting on February 11, 2025. The Mayor did not exercise the power to veto under *Subsection 226.14(4)* of the *City of Toronto Act, 2006* and the budget was deemed adopted.


2025 Rate and Tax Supported Operating and Capital Budget Schedule

Figure 1: 2025 Rate and Tax Operating and Capital Budget Schedule

Activity	Rate and Tax Budget
Public Consultations	October 1-30, 2024
Budget Launch - Budget Committee	January 13, 2025
Budget Committee Presentations and Review	January 15-17, 2025
Budget Committee - Telephone Townhalls	January 15 & 23, 2025
Budget Committee - Public Presentations	January 22 & 22, 2025
Budget Committee - Final Review	January 24, 2025
Mayor Proposed Budget	February 1, 2025
City Council Adopted Budget	February 11, 2025

* Telephone Townhalls led by the Mayor, Budget Chair and City staff provided another touch point for public consultations during the 2025 Budget process.

The 2025 Operating Budget and the 2025 – 2034 Capital Budget and Plan enable the City of Toronto to provide over 150 distinct services, supported by capital assets and infrastructure relied upon by Toronto residents, businesses, and visitors.

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City's 2025 Operating Budget and 2025-2034 Capital Budget and Plan

City Budget Summary by City Programs and Agencies

Operating Budget

The 2025 Operating Budget seeks to balance increased demand for services with the City's commitment to fiscal responsibility. The 2025 Operating Budget was developed in collaboration with the Mayor and the Budget Chair, focusing on:

- Maintaining critical services and service levels.
- Prioritizing investments aligned with community feedback.
- Continuing multi-year strategy to enhance fiscal sustainability aligned with the updated Long-Term Financial Plan

The 2025 Operating Budget includes new investments to strategically support added investments in transit, affordable housing, and public safety.

The 2025 Operating Budget provides funding for a staff complement of 65,554 to deliver current and new/enhanced services and service levels.

Please refer to Appendices 1.1.1 to 1.1.5 & 1.2.1 for the 2025 Net, Gross, Revenue, Staff Complement, Budget Summary by Commitment Group and 2025 New and Enhanced Priority details by City Program and Agency.

Capital Budget

Consistent with annual actions, a systematic review of every Program and Agency's 10-year Capital Plan was undertaken to more realistically match cash flow spending to project activities and timing, especially in the first 5 years of the Capital Plan's timeframe. In addition, maximizing non-debt financing strategies, leveraging the City Building Fund as a recoverable debt and implementing stage-gating for capital provided additional debt capacity while maintaining 15% debt service ratio.

The 2025-2034 Capital Budget and Plan continues to balance the City's growing infrastructure needs while taking into consideration capital delivery capacity and affordability. The 2025- 2034 Capital Budget and Plan prioritize State-of-Good-Repair (SOGR) investments to flatten the SOGR curve, and advance investments towards transit and traffic improvement as well as housing and community services to meet the diverse and growing needs from population growth, rising costs, and delivery of Council priorities.

Please refer to Appendices 2.1.1 to 2.1.3 for the 2025 - 2034 Capital Budget and Plan by City Program/Agency, Category and Funding Source

**CITY OF TORONTO
2025 TOTAL OPERATING BUDGET
NET EXPENDITURES**

(In \$000's)	2024		2025 Total Budget	Outlooks		Change from 2024 Budget	
	Budget	Projection		2026 Plan	2027 Plan	Incr / (Dcr)	%
Community and Social Services							
Children's Services	94,780	93,378	94,778	96,250	96,800	(2)	(0.0%)
Court Services	(62,015)	(70,743)	6,492	6,601	6,755	68,507	110.5%
Economic Development and Culture	83,546	84,014	92,029	93,840	97,098	8,483	10.2%
Fire Services	539,305	550,030	548,425	559,568	565,795	9,119	1.7%
Toronto Paramedic Services	113,108	111,938	130,445	166,688	164,753	17,337	15.3%
Seniors Services and Long-Term Care	80,753	64,657	80,753	99,132	100,495		0.0%
Parks, Forestry & Recreation	345,269	364,587	380,939	429,139	444,462	35,670	10.3%
Social Development, Finance & Administration	111,146	110,830	121,499	125,852	128,742	10,352	9.3%
Toronto Employment & Social Services	82,196	82,196	90,499	113,922	115,709	8,303	10.1%
Toronto Shelter and Support Services	241,178	229,393	241,988	369,473	774,191	810	0.3%
Sub-Total Community and Social Services	1,629,268	1,620,281	1,787,846	2,060,463	2,494,801	158,579	9.7%
Infrastructure Services							
Engineering & Construction Services	1,911	5,420	1,911	2,065	2,666	0	0.0%
Municipal Licensing & Standards	27,523	18,207	27,523	28,447	27,921		0.0%
Toronto Emergency Management	5,247	4,804	5,247	5,650	5,652		0.0%
Policy, Planning, Finance & Administration	5,987	5,750	5,987	6,886	6,668	(0)	(0.0%)
Transit Expansion	2,694	(1,943)	2,694	2,694	2,694		0.0%
Transportation Services	255,630	280,111	295,232	342,303	373,140	39,602	15.5%
Sub-Total Infrastructure Services	298,992	312,349	338,593	388,045	418,740	39,602	13.2%
Development & Growth Services							
City Planning	10,486	21,666	10,486	11,288	11,794	0	0.0%
Toronto Building	(16,147)	(32,171)	(15,766)	(15,359)	(15,321)	380	2.4%
Housing Secretariat	504,627	488,723	580,404	602,994	613,983	75,777	15.0%
Development Review	0		0	0	0	(0)	n/a
Sub-Total Development & Growth Services	498,966	478,217	575,123	598,923	610,455	76,157	15.3%
Corporate Services							
Corporate Real Estate Management	123,332	123,275	124,463	127,374	127,225	1,131	0.9%
Customer Experience	14,889	14,798	15,625	16,456	16,551	736	4.9%
Environment & Climate	15,004	14,941	15,691	16,057	17,307	687	4.6%
Fleet Services	35,371	35,743	34,801	38,789	40,869	(570)	(1.6%)
Technology Services	127,368	125,714	139,647	146,615	152,455	12,279	9.6%
Office of the Chief Information Security Officer	32,811	30,818	34,526	36,579	37,695	1,715	5.2%
Sub-Total Corporate Services	348,776	345,289	364,754	381,869	392,100	15,978	4.6%
Finance and Treasury Services							
Office of the Chief Financial Officer and Treasurer	32,455	28,635	33,409	35,894	36,330	954	2.9%
Financial Operations & Control	29,962	24,981	29,174	34,719	35,337	(788)	(2.6%)
Sub-Total Finance and Treasury Services	62,417	53,617	62,583	70,613	71,666	165	0.3%
City Manager							
City Manager's Office (Excluding FIFA)	70,958	69,040	79,266	83,354	81,067	8,308	11.7%
City Manager's Office (FIFA Only)							n/a
Sub-Total City Manager	70,958	69,040	79,266	83,354	81,067	8,308	11.7%
Other City Programs							
City Clerk's Office	38,431	37,231	38,833	41,412	42,222	402	1.0%
Legal Services	42,539	42,462	42,559	48,319	48,619	20	0.0%
Mayor's Office	3,055	3,055	3,061	3,068	3,075	7	0.2%
City Council	25,649	24,447	25,927	26,124	26,336	277	1.1%
Sub-Total Other City Programs	109,674	107,195	110,380	118,924	120,251	706	0.6%
Accountability Offices							
Auditor General's Office	8,291	7,781	8,651	8,745	8,939	361	4.3%
Integrity Commissioner's Office	731	721	731	743	756		0.0%
Office of the Lobbyist Registrar	1,431	931	1,420	1,450	1,476	(11)	(0.8%)
Office of the Ombudsman	3,940	3,840	3,986	4,073	4,153	45	1.2%
Sub-Total Accountability Offices	14,393	13,273	14,788	15,012	15,324	395	2.7%
TOTAL - CITY OPERATIONS	3,033,443	2,999,261	3,333,334	3,717,202	4,204,405	299,891	9.9%
Agencies							
Toronto Public Health	79,705	67,546	85,705	84,034	91,694	6,000	7.5%
Toronto Public Library	230,714	233,713	247,135	265,402	274,924	16,421	7.1%
Exhibition Place	800	(1,000)	450	(2,200)	(150)	(350)	(43.8%)
Heritage Toronto	639	639	683	701	701	44	6.9%
To Live	5,599	6,229	6,148	6,877	7,007	549	9.8%
Toronto Zoo	12,940	13,897	12,940	13,478	14,036	0	0.0%
Sankofa Square	1,510	1,502	1,497	1,343	1,322	(13)	(0.9%)
CreateTO							n/a
Toronto & Region Conservation Authority	5,851	5,851	6,049	6,200	6,356	198	3.4%
Toronto Transit Commission - Conventional	1,143,319	1,106,351	1,213,581	1,331,259	1,568,118	70,263	6.1%
Toronto Transit Commission - Wheel Trans	158,330	159,449	173,166	175,549	178,063	14,836	9.4%
Toronto Police Service	1,173,915	1,196,300	1,283,435	1,342,957	1,401,166	109,520	9.3%
Toronto Police Service Board	2,355	2,355	2,465	2,465	2,465	109	4.6%
Toronto Atmospheric Fund							n/a
TOTAL - AGENCIES	2,815,676	2,792,832	3,033,253	3,228,065	3,545,702	217,577	7.7%
TOTAL - CITY OPERATIONS AND AGENCIES	5,849,120	5,792,094	6,366,587	6,945,267	7,750,107	517,468	8.8%

**CITY OF TORONTO
2025 TOTAL OPERATING BUDGET
NET EXPENDITURES**

(In \$000's)	2024		2025 Total Budget	Outlooks		Change from 2024 Budget	
	Budget	Projection		2026 Plan	2027 Plan	Incr / (Dcr)	%
Corporate Accounts							
Capital & Corporate Financing							
Capital from Current	136,742	136,742	130,958	150,175	169,391	(5,784)	(4.2%)
Technology Sustainment	21,297	21,297	21,297	21,297	21,297		0.0%
Debt Charges	725,839	725,839	727,479	757,789	788,165	1,640	0.2%
Capital & Corporate Financing	883,878	883,878	879,733	929,260	978,854	(4,145)	(0.5%)
Non Program Expenditures							
Tax Deficiencies / Write Offs	24,696	31,200	25,000	47,996	49,118	304	1.2%
Tax Increment Equivalent Grants (TIEG)	45,140	40,055	44,686	54,784	62,811	(454)	(1.0%)
Assessment Function (MPAC)	47,291	47,291	49,069	50,488	51,949	1,777	3.8%
Funding of Employee Related Liabilities	83,065	83,065	83,065	83,065	83,065		0.0%
Programs Funded from Reserve Funds	(0)	(0)	(0)	(0)	(0)		n/a
Other Corporate Expenditures	23,591	760	132,306	319,982	465,944	108,715	460.8%
Insurance Contributions	52,411	52,411	53,862	53,862	53,862	1,450	2.8%
Tax Increment Funding (TIF)	7,231	7,231	7,231	7,231	7,231		0.0%
Parking Tag Enforcement & Operations Exp	63,340	70,249	70,359	70,519	71,357	7,019	11.1%
Heritage Property Taxes Rebate	1,870	636	1,500	1,932	2,425	(370)	(19.8%)
Solid Waste Management Services Rebate	75,371	75,371	75,371	75,371	75,371		0.0%
Non-Program Expenditures	424,005	408,270	542,448	765,228	923,132	118,443	27.9%
Non Program Revenues							
Payments in Lieu of Taxes	(98,639)	(106,597)	(105,649)	(105,745)	(105,845)	(7,010)	(7.1%)
Supplementary Taxes	(47,000)	(60,000)	(52,500)	(52,500)	(52,500)	(5,500)	(11.7%)
Tax Penalty Revenue	(45,272)	(52,500)	(49,500)	(49,500)	(49,500)	(4,228)	(9.3%)
Municipal Land Transfer Tax	(745,023)	(725,023)	(774,929)	(754,929)	(739,929)	(29,905)	(4.0%)
Municipal Accommodation Tax (MAT)	(50,650)	(59,650)	(77,779)	(79,742)	(70,376)	(27,129)	(53.6%)
Third Party Sign Tax	(10,512)	(10,352)	(10,573)	(10,573)	(10,573)	(61)	(0.6%)
Interest/Investment Earnings	(143,149)	(258,511)	(142,887)	(110,178)	(100,806)	261	0.2%
Dividend Income	(80,000)	(83,940)	(35,000)	(15,000)	5,000	45,000	56.3%
Other Corporate Revenues	(339,794)	(230,386)	(573,795)	(159,907)	(159,040)	(234,001)	(68.9%)
Provincial Revenue	(91,600)	(91,600)	(91,600)	(91,600)	(91,600)		0.0%
Parking Authority Revenues	(21,972)	(25,678)	(26,280)	(27,104)	(29,421)	(4,308)	(19.6%)
Administrative Support Recoveries - Water	(18,973)	(18,973)	(28,973)	(18,973)	(18,973)	(10,000)	(52.7%)
Administrative Support Recoveries - Health & EMS	(11,855)	(11,855)	(11,741)	(11,741)	(11,741)	114	1.0%
Parking Tag Enforcement & Operations Rev	(122,706)	(134,032)	(144,994)	(144,994)	(144,794)	(22,289)	(18.2%)
Other Tax Revenues	(10,045)	(9,940)	(9,918)	(9,918)	(9,918)	127	1.3%
Casino Woodbine Revenues	(27,916)	(27,066)	(28,386)	(28,386)	(28,386)	(470)	(1.7%)
Vacant Home Tax							n/a
Non-Program Revenues	(1,865,106)	(1,904,104)	(2,164,504)	(1,670,789)	(1,618,401)	(299,398)	(16.1%)
Association of Community Centres	11,260	11,554	12,909	13,453	14,134	1,648	14.6%
Arena Boards of Management	762	(75)	1,459	429	544	697	91.5%
TOTAL - CORPORATE ACCOUNTS	(545,200)	(600,477)	(727,955)	37,581	298,262	(182,755)	(33.5%)
TOTAL LEVY OPERATING BUDGET BEFORE ASSESSMENT GROWTH AND TAX INCREASE	5,303,919	5,191,617	5,638,632	6,982,848	8,048,369	334,713	6.3%
Special Levy for Scarborough Subway	40,699	40,699	40,699	40,699	40,699		0.0%
City Building Fund (CBF)	314,096	314,096	383,757	383,757	383,757	69,661	22.2%
TOTAL LEVY INCLUDING SCARBOROUGH SUBWAY EXTENSION LEVY AND CITY BUILDING FUND	5,658,715	5,546,412	6,063,088	7,407,304	8,472,825	404,374	7.1%
NON LEVY OPERATION (Note 1 & 2)							
Solid Waste Management Services	(13,856)	(22,381)	(15,525)	(13,838)	(12,920)	(1,669)	(12.0%)
Toronto Parking Authority	(31,921)	(41,119)	(41,920)	(43,020)	(46,109)	(9,999)	(31.3%)
Toronto Water	(1,028,952)	(1,049,232)	(1,084,766)	(1,123,160)	(1,164,516)	(55,814)	(5.4%)
TOTAL NON LEVY OPERATING BUDGET	(1,074,729)	(1,112,731)	(1,142,211)	(1,180,018)	(1,223,545)	(67,482)	(6.3%)

Notes:

(1) The net amount of Solid Waste Management Services and Toronto Water are representing their Capital Contributions.

(2) The net amount of Toronto Parking Authority provides a dividend to the City while the remainder is used to fund its Capital Program.

**CITY OF TORONTO
2025 TOTAL OPERATING BUDGET
GROSS EXPENDITURES**

(In \$000's)	2024		2025 Total Budget	Outlooks		Change from 2024 Budget	
	Budget	Projection		2026 Plan	2027 Plan	Incr / (Dcr)	%
Community and Social Services							
Children's Services	1,104,644	1,066,048	1,672,474	1,673,945	1,674,496	567,830	51.4%
Court Services	39,734	37,442	38,925	39,033	39,187	(809)	(2.0%)
Economic Development and Culture	103,200	102,053	108,193	110,716	110,355	4,994	4.8%
Fire Services	562,151	579,616	574,298	588,922	591,545	12,147	2.2%
Toronto Paramedic Services	351,543	325,914	372,314	416,280	410,658	20,771	5.9%
Seniors Services and Long-Term Care	389,683	380,527	412,513	423,862	425,245	22,831	5.9%
Parks, Forestry & Recreation	531,017	537,703	599,836	621,029	627,902	68,819	13.0%
Social Development, Finance & Administration	130,592	128,010	138,305	138,760	140,969	7,713	5.9%
Toronto Employment & Social Services	1,199,330	1,244,571	1,367,543	1,363,797	1,364,526	168,213	14.0%
Toronto Shelter and Support Services	846,313	843,995	898,767	911,979	928,471	52,453	6.2%
Sub-Total Community and Social Services	5,258,206	5,245,881	6,183,167	6,288,324	6,313,355	924,962	17.6%
Infrastructure Services							
Engineering & Construction Services	86,725	85,084	94,354	98,980	103,810	7,629	8.8%
Municipal Licensing & Standards	78,919	76,939	88,254	89,465	90,078	9,335	11.8%
Toronto Emergency Management	6,653	6,112	8,224	8,879	6,443	1,571	23.6%
Policy, Planning, Finance & Administration	23,240	22,785	27,739	29,019	28,386	4,499	19.4%
Transit Expansion	11,882	7,979	12,080	12,119	12,152	198	1.7%
Transportation Services	482,965	500,696	561,746	582,638	550,184	78,780	16.3%
Sub-Total Infrastructure Services	690,384	699,594	792,396	821,100	791,053	102,012	14.8%
Development & Growth Services							
City Planning	75,039	73,246	73,876	74,270	74,657	(1,163)	(1.5%)
Toronto Building	82,676	67,258	91,900	98,929	99,680	9,223	11.2%
Housing Secretariat	774,845	747,511	840,420	847,214	854,133	65,575	8.5%
Development Review	11,322	8,280	9,676	9,708	9,731	(1,646)	(14.5%)
Sub-Total Development & Growth Services	943,881	896,295	1,015,872	1,030,121	1,038,201	71,990	7.6%
Corporate Services							
Corporate Real Estate Management	219,421	225,783	232,998	233,001	233,783	13,577	6.2%
Customer Experience	24,874	24,392	25,352	26,198	26,305	478	1.9%
Environment & Climate	22,478	19,162	24,796	25,175	25,244	2,318	10.3%
Fleet Services	74,915	79,066	79,096	83,208	85,458	4,181	5.6%
Technology Services	177,724	174,141	199,862	209,760	215,651	22,138	12.5%
Office of the Chief Information Security Officer	33,376	31,237	35,127	36,579	37,695	1,751	5.2%
Sub-Total Corporate Services	552,788	553,781	597,231	613,921	624,135	44,443	8.0%
Finance and Treasury Services							
Office of the Chief Financial Officer and Treasurer	56,040	45,003	58,835	60,794	60,538	2,795	5.0%
Financial Operations & Control	75,290	67,048	83,029	86,534	87,151	7,739	10.3%
Sub-Total Finance and Treasury Services	131,330	112,051	141,864	147,328	147,689	10,533	8.0%
City Manager							
City Manager's Office (Excluding FIFA)	81,131	85,917	88,861	88,666	85,046	7,730	9.5%
City Manager's Office (FIFA Only)	6,915		55,547	163,910		48,631	703.2%
Sub-Total City Manager	88,047	85,917	144,408	252,575	85,046	56,361	64.0%
Other City Programs							
City Clerk's Office	56,158	53,474	58,743	76,235	59,266	2,585	4.6%
Legal Services	70,699	67,054	73,988	79,342	79,044	3,289	4.7%
Mayor's Office	3,055	3,055	3,061	3,068	3,075	7	0.2%
City Council	26,071	24,871	26,322	28,684	26,691	251	1.0%
Sub-Total Other City Programs	155,983	148,453	162,114	187,329	168,076	6,131	3.9%
Accountability Offices							
Auditor General's Office	8,291	7,781	8,651	8,745	8,939	361	4.3%
Integrity Commissioner's Office	831	774	831	843	856		0.0%
Office of the Lobbyist Registrar	1,431	931	1,420	1,450	1,476	(11)	(0.8%)
Office of the Ombudsman	3,940	3,840	3,986	4,073	4,153	45	1.2%
Sub-Total Accountability Offices	14,493	13,326	14,888	15,112	15,424	395	2.7%
TOTAL - CITY OPERATIONS	7,835,113	7,755,298	9,051,940	9,355,810	9,182,978	1,216,827	15.5%
Agencies							
Toronto Public Health	285,430	248,052	288,576	284,348	291,671	3,145	1.1%
Toronto Public Library	252,293	254,511	268,903	286,519	296,042	16,610	6.6%
Exhibition Place	66,465	67,217	67,863	77,188	72,280	1,397	2.1%
Heritage Toronto	1,392	1,335	1,441	1,583	1,336	49	3.5%
To Live	43,756	39,820	45,511	46,731	47,533	1,755	4.0%
Toronto Zoo	64,302	65,470	72,795	74,978	77,228	8,493	13.2%
Sankofa Square	3,685	3,831	3,464	3,413	3,515	(220)	(6.0%)
CreateTO	18,463	18,463	18,953	19,324	19,703	490	2.7%
Toronto & Region Conservation Authority	11,594	11,594	11,935	12,234	12,540	342	2.9%
Toronto Transit Commission - Conventional	2,474,604	2,382,481	2,636,123	2,809,031	2,854,014	161,520	6.5%
Toronto Transit Commission - Wheel Trans	166,248	167,917	182,600	185,245	188,029	16,351	9.8%
Toronto Police Service	1,363,503	1,391,190	1,481,478	1,582,995	1,575,359	117,975	8.7%
Toronto Police Service Board	3,421	3,209	3,530	3,530	3,530	109	3.2%
Toronto Atmospheric Fund	11,358		12,224	13,000	14,000	866	7.6%
TOTAL - AGENCIES	4,766,515	4,655,087	5,095,396	5,400,121	5,456,780	328,882	6.9%
TOTAL - CITY OPERATIONS AND AGENCIES	12,601,627	12,410,385	14,147,336	14,755,932	14,639,758	1,545,709	12.3%

**CITY OF TORONTO
2025 TOTAL OPERATING BUDGET
GROSS EXPENDITURES**

(In \$000's)	2024		2025 Total Budget	Outlooks		Change from 2024 Budget	
	Budget	Projection		2026 Plan	2027 Plan	Incr / (Dcr)	%
Corporate Accounts							
Capital & Corporate Financing							
Capital from Current	286,742	286,742	280,958	300,175	319,391	(5,784)	(2.0%)
Technology Sustainment	21,297	21,297	21,297	21,297	21,297		0.0%
Debt Charges	906,699	893,620	968,531	1,039,982	1,119,301	61,833	6.8%
Capital & Corporate Financing	1,214,737	1,201,658	1,270,786	1,361,453	1,459,989	56,048	4.6%
Non Program Expenditures							
Tax Deficiencies / Write Offs	24,696	31,200	25,000	82,996	80,496	304	1.2%
Tax Increment Equivalent Grants (TIEG)	45,140	40,055	44,686	54,784	62,811	(454)	(1.0%)
Assessment Function (MPAC)	47,291	47,291	49,069	50,488	51,949	1,777	3.8%
Funding of Employee Related Liabilities	83,065	83,065	83,065	83,065	83,065		0.0%
Programs Funded from Reserve Funds	166,311	166,311	167,590	173,508	179,855	1,279	0.8%
Other Corporate Expenditures	144,157	117,756	162,784	347,160	489,122	18,627	12.9%
Insurance Contributions	52,411	52,411	53,862	53,862	53,862	1,450	2.8%
Tax Increment Funding (TIF)	7,231	7,231	7,231	7,231	7,231		0.0%
Parking Tag Enforcement & Operations Exp	63,340	70,249	70,359	70,519	71,357	7,019	11.1%
Heritage Property Taxes Rebate	1,870	636	1,500	1,932	2,425	(370)	(19.8%)
Solid Waste Management Services Rebate	75,371	75,371	75,371	75,371	75,371		0.0%
Non-Program Expenditures	710,883	691,577	740,516	1,000,915	1,157,543	29,633	4.2%
Non Program Revenues							
Payments in Lieu of Taxes							n/a
Supplementary Taxes							n/a
Tax Penalty Revenue							n/a
Municipal Land Transfer Tax	154,729	154,729	215,047	200,047	215,047	60,319	39.0%
Municipal Accommodation Tax (MAT)	31,700	48,350	62,420	65,500	41,990	30,720	96.9%
Third Party Sign Tax							n/a
Interest/Investment Earnings	10,442	133,489	17,172	18,048	18,395	6,730	64.5%
Dividend Income			25,000	25,000	25,000	25,000	n/a
Other Corporate Revenues	621	1,746	67	67	67	(554)	(89.2%)
Provincial Revenue							
Parking Authority Revenues							n/a
Administrative Support Recoveries - Water							
Administrative Support Recoveries - Health & EMS							
Parking Tag Enforcement & Operations Rev							n/a
Other Tax Revenues	186	103	176	176	176	(10)	(5.3%)
Casino Woodbine Revenues	134	134	134	134	134		0.0%
Vacant Home Tax	55,000	55,000	105,000	95,000	95,000	50,000	90.9%
Non-Program Revenues	252,811	393,550	425,017	403,973	395,810	172,206	68.1%
Association of Community Centres	11,592	11,886	13,280	13,738	14,438	1,688	14.6%
Arena Boards of Management	10,793	11,107	11,523	12,095	12,368	731	6.8%
TOTAL - CORPORATE ACCOUNTS	2,200,816	2,309,779	2,461,122	2,792,173	3,040,149	260,307	11.8%
TOTAL LEVY OPERATING BUDGET BEFORE ASSESSMENT	14,802,443	14,720,164	16,608,459	17,548,105	17,679,907	1,806,016	12.2%
GROWTH AND TAX INCREASE							
Special Levy for Scarborough Subway	40,699	40,699	40,699	40,699	40,699		0.0%
City Building Fund (CBF)	314,096	314,096	383,757	383,757	383,757	69,661	22.2%
TOTAL LEVY INCLUDING SCARBOROUGH SUBWAY EXTENSION	15,157,238	15,074,959	17,032,915	17,972,561	18,104,363	1,875,677	12.4%
LEVY AND CITY BUILDING FUND							
NON LEVY OPERATION							
Solid Waste Management Services	410,722	403,488	428,262	405,628	431,838	17,540	4.3%
Toronto Parking Authority	130,601	130,011	144,174	147,220	150,343	13,573	10.4%
Toronto Water	519,450	503,995	525,997	538,758	550,060	6,547	1.3%
TOTAL NON LEVY OPERATING BUDGET	1,060,773	1,037,494	1,098,433	1,091,606	1,132,241	37,660	3.6%

CITY OF TORONTO
2025 TOTAL OPERATING BUDGET
REVENUES

(In \$000's)	2024		2025 Total Budget	Outlooks		Change from 2024 Budget	
	Budget	Projection		2026 Plan	2027 Plan	Incr / (Dcr)	%
Community and Social Services							
Children's Services	1,009,864	972,670	1,577,695	1,577,695	1,577,695	567,832	56.2%
Court Services	101,749	108,185	32,433	32,433	32,433	(69,316)	(68.1%)
Economic Development and Culture	19,653	18,039	16,165	16,876	13,256	(3,489)	(17.8%)
Fire Services	22,845	29,586	25,874	29,354	25,750	3,028	13.3%
Toronto Paramedic Services	238,434	213,976	241,868	249,593	245,905	3,434	1.4%
Seniors Services and Long-Term Care	308,930	315,870	331,761	324,731	324,749	22,831	7.4%
Parks, Forestry & Recreation	185,748	173,116	218,897	191,890	183,440	33,149	17.8%
Social Development, Finance & Administration	19,446	17,180	16,806	12,908	12,227	(2,640)	(13.6%)
Toronto Employment & Social Services	1,117,134	1,162,375	1,277,044	1,249,875	1,248,817	159,911	14.3%
Toronto Shelter and Support Services	605,135	614,602	656,778	542,506	154,281	51,643	8.5%
Sub-Total Community and Social Services	3,628,938	3,625,599	4,395,321	4,227,861	3,818,554	766,383	21.1%
Infrastructure Services							
Engineering & Construction Services	84,814	79,664	92,442	96,915	101,144	7,629	9.0%
Municipal Licensing & Standards	51,396	58,732	60,731	61,018	62,157	9,335	18.2%
Toronto Emergency Management	1,406	1,307	2,977	3,229	791	1,571	111.7%
Policy, Planning, Finance & Administration	17,253	17,036	21,752	22,133	21,718	4,499	26.1%
Transit Expansion	9,188	9,922	9,386	9,425	9,459	198	2.2%
Transportation Services	227,335	220,585	266,514	240,334	177,044	39,179	17.2%
Sub-Total Infrastructure Services	391,393	387,245	453,803	433,055	372,313	62,410	15.9%
Development & Growth Services							
City Planning	64,553	51,580	63,391	62,982	62,864	(1,163)	(1.8%)
Toronto Building	98,823	99,429	107,666	114,288	115,001	8,843	8.9%
Housing Secretariat	270,218	258,788	260,016	244,220	240,150	(10,202)	(3.8%)
Development Review	11,322	8,280	9,676	9,708	9,731		
Sub-Total Development & Growth Services	444,916	418,078	440,748	431,198	427,745	(4,167)	(0.9%)
Corporate Services							
Corporate Real Estate Management	96,089	102,509	108,535	105,627	106,558	12,445	13.0%
Customer Experience	9,985	9,594	9,727	9,742	9,754	(258)	(2.6%)
Environment & Climate	7,474	4,221	9,105	9,119	7,937	1,631	21.8%
Fleet Services	39,543	43,323	44,295	44,419	44,589	4,751	12.0%
Technology Services	50,356	48,427	60,215	63,145	63,196	9,859	19.6%
Office of the Chief Information Security Officer	565	418	601			36	6.4%
Sub-Total Corporate Services	204,012	208,492	232,477	232,052	232,035	28,465	14.0%
Finance and Treasury Services							
Office of the Chief Financial Officer and Treasurer	23,585	16,367	25,426	24,899	24,208	1,841	7.8%
Financial Operations & Control	45,328	42,066	53,855	51,816	51,815	8,527	18.8%
Sub-Total Finance and Treasury Services	68,913	58,434	79,281	76,715	76,023	10,368	15.0%
City Manager							
City Manager's Office (Excluding FIFA)	10,173	16,877	9,595	5,311	3,979	(578)	(5.7%)
City Manager's Office (FIFA Only)	6,915		55,547	163,910			
Sub-Total City Manager	17,089	16,877	65,142	169,221	3,979	48,053	281.2%
Other City Programs							
City Clerk's Office	17,727	16,243	19,910	34,824	17,044	2,183	12.3%
Legal Services	28,160	24,591	31,429	31,022	30,425	3,269	11.6%
Mayor's Office						n/a	n/a
City Council	422	424	395	2,560	355	(26)	(6.3%)
Sub-Total Other City Programs	46,309	41,258	51,734	68,406	47,825	5,425	11.7%
Accountability Offices							
Auditor General's Office							n/a
Integrity Commissioner's Office	100	53	100	100	100		0.0%
Office of the Lobbyist Registrar		(0)					n/a
Office of the Ombudsman							n/a
Sub-Total Accountability Offices	100	53	100	100	100		0.0%
TOTAL - CITY OPERATIONS	4,801,669	4,756,037	5,718,606	5,638,608	4,978,574	916,937	19.1%
Agencies							
Toronto Public Health	205,725	180,506	202,870	200,314	199,976	(2,855)	(1.4%)
Toronto Public Library	21,579	20,798	21,768	21,117	21,117	189	0.9%
Exhibition Place	65,665	68,217	67,413	79,388	72,430	1,747	2.7%
Heritage Toronto	753	696	758	881	635	5	0.7%
To Live	38,157	33,590	39,363	39,854	40,526	1,206	3.2%
Toronto Zoo	51,362	51,572	59,855	61,501	63,192	8,493	16.5%
Sankofa Square	2,175	2,329	1,968	2,070	2,194	(208)	(9.5%)
CreateTO	18,463	18,463	18,953	19,324	19,703	490	2.7%
Toronto & Region Conservation Authority	5,743	5,743	5,886	6,034	6,184	144	2.5%
Toronto Transit Commission - Conventional	1,331,285	1,276,130	1,422,542	1,477,772	1,285,896	91,257	6.9%
Toronto Transit Commission - Wheel Trans	7,918	8,468	9,434	9,696	9,966	1,516	19.1%
Toronto Police Service	189,588	194,890	198,043	240,038	174,193	8,455	4.5%
Toronto Police Service Board	1,066	853	1,066	1,066	1,066		0.0%
Toronto Atmospheric Fund	11,358		12,224	13,000	14,000	866	7.6%
TOTAL - AGENCIES	1,950,838	1,862,255	2,062,143	2,172,057	1,911,078	111,305	5.7%
TOTAL - CITY OPERATIONS AND AGENCIES	6,752,508	6,618,291	7,780,749	7,810,665	6,889,651	1,028,241	15.2%

**CITY OF TORONTO
2025 TOTAL OPERATING BUDGET
REVENUES**

(In \$000's)	2024		2025 Total Budget	Outlooks		Change from 2024 Budget	
	Budget	Projection		2026 Plan	2027 Plan	Incr / (Dcr)	%
Corporate Accounts							
<u>Capital & Corporate Financing</u>							
Capital from Current	150,000	150,000	150,000	150,000	150,000		0.0%
Technology Sustainment							n/a
Debt Charges	180,860	167,781	241,053	282,193	331,136	60,193	33.3%
Capital & Corporate Financing	330,860	317,781	391,053	432,193	481,136	60,193	18.2%
<u>Non Program Expenditures</u>							
Tax Deficiencies / Write Offs				35,000	31,378		n/a
Tax Increment Equivalent Grants (TIEG)							n/a
Assessment Function (MPAC)							n/a
Funding of Employee Related Liabilities							n/a
Programs Funded from Reserve Funds	166,311	166,311	167,590	173,508	179,855	1,279	0.8%
Other Corporate Expenditures	120,566	116,996	30,478	27,178	23,178	(90,088)	(74.7%)
Insurance Contributions							n/a
Tax Increment Funding (TIF)							n/a
Parking Tag Enforcement & Operations Exp							n/a
Heritage Property Taxes Rebate							n/a
Solid Waste Management Services Rebate							n/a
Non-Program Expenditures	286,878	283,308	198,068	235,686	234,411	(88,809)	(31.0%)
<u>Non Program Revenues</u>							
Payments in Lieu of Taxes	98,639	106,597	105,649	105,745	105,845	7,010	7.1%
Supplementary Taxes	47,000	60,000	52,500	52,500	52,500	5,500	11.7%
Tax Penalty Revenue	45,272	52,500	49,500	49,500	49,500	4,228	9.3%
Municipal Land Transfer Tax	899,752	879,752	989,976	954,976	954,976	90,224	10.0%
Municipal Accommodation Tax (MAT)	82,350	108,000	140,199	145,242	112,366		0.0%
Third Party Sign Tax	10,512	10,352	10,573	10,573	10,573	61	0.6%
Interest/Investment Earnings	153,590	390,000	160,060	128,226	119,201	6,469	4.2%
Dividend Income	80,000	83,940	60,000	40,000	20,000	(20,000)	(25.0%)
Other Corporate Revenues	340,415	232,131	573,862	159,974	159,107	233,447	68.6%
Provincial Revenue	91,600	91,600	91,600	91,600	91,600		0.0%
Parking Authority Revenues	21,972	25,678	26,280	27,104	29,421	4,308	19.6%
Administrative Support Recoveries - Water	18,973	18,973	28,973	18,973	18,973	10,000	52.7%
Administrative Support Recoveries - Health & EMS	11,855	11,855	11,741	11,741	11,741	(114)	(1.0%)
Parking Tag Enforcement & Operations Rev	122,706	134,032	144,994	144,994	144,794	22,289	18.2%
Other Tax Revenues	10,231	10,043	10,094	10,094	10,094	(137)	(1.3%)
Casino Woodbine Revenues	28,050	27,200	28,520	28,520	28,520	470	1.7%
Vacant Home Tax	55,000	55,000	105,000	95,000	95,000	50,000	90.9%
Non-Program Revenues	2,117,917	2,297,654	2,589,520	2,074,762	2,014,211	471,604	22.3%
Association of Community Centres	332	332	372	284	304	40	12.1%
Arena Boards of Management	10,031	11,182	10,065	11,666	11,824	34	0.3%
TOTAL - CORPORATE ACCOUNTS	2,746,016	2,910,256	3,189,078	2,754,592	2,741,887	443,061	16.1%
TOTAL LEVY OPERATING BUDGET BEFORE ASSESSMENT	9,498,524	9,528,547	10,969,827	10,565,257	9,631,538	1,471,303	15.5%
GROWTH AND TAX INCREASE							
Special Levy for Scarborough Subway							n/a
City Building Fund (CBF)							n/a
TOTAL LEVY INCLUDING SCARBOROUGH SUBWAY EXTENSION	9,498,524	9,528,547	10,969,827	10,565,257	9,631,538	1,471,303	15.5%
LEVY AND CITY BUILDING FUND							
NON LEVY OPERATION							
Solid Waste Management Services	424,579	425,869	443,787	419,466	444,758	19,208	4.5%
Toronto Parking Authority	162,522	171,130	186,094	190,240	196,451	23,573	14.5%
Toronto Water	1,548,402	1,553,226	1,610,763	1,661,918	1,714,576	62,361	4.0%
TOTAL NON LEVY OPERATING BUDGET	2,135,502	2,150,226	2,240,644	2,271,624	2,355,785	105,142	4.9%

**CITY OF TORONTO
2025 TOTAL OPERATING BUDGET
POSITIONS**

	2024 Total Positions	2025 Total Positions	Change from 2024		2025 New / Enh.	2025 Total Positions	Outlooks		Change from 2024	
			Incr / (Dcr)	%			2026 Plan	2027 Plan	Incr / (Dcr)	%
Community and Social Services										
Children's Services	1,018	1,023	5	0.5%	0	1,023	1,023	1,023	5	0.5%
Court Services	257	255	-2	(0.8%)	0	255	256	256	-2	(0.8%)
Economic Development and Culture	317	316	-1	(0.3%)	8	324	316	315	7	2.4%
Fire Services	3,327	3,326	-1	(0.0%)	53	3,379	3,379	3,379	52	1.6%
Toronto Paramedic Services	1,973	1,978	5	0.3%	102	2,080	2,075	2,075	107	5.4%
Seniors Services and Long-Term Care	3,624	3,623	-1	(0.0%)	0	3,623	3,623	3,623	-1	(0.0%)
Parks, Forestry & Recreation	4,972	5,327	355	7.1%	125	5,452	5,614	5,620	480	9.7%
Social Development, Finance & Administration	340	359	19	5.6%	7	366	385	386	26	7.6%
Toronto Employment & Social Services	1,843	2,037	194	10.5%	0	2,037	2,027	2,027	194	10.5%
Toronto Shelter and Support Services	1,257	1,466	210	16.7%	31	1,497	1,419	1,402	241	19.2%
Sub-Total Community and Social Services	18,928	19,711	783	4.1%	326	20,038	20,117	20,106	1,110	5.9%
Infrastructure Services										
Engineering & Construction Services	681	690	9	1.3%	0	690	688	688	9	1.3%
Municipal Licensing & Standards	651	680	30	4.6%	0	680	680	680	30	4.6%
Toronto Emergency Management	38	44	6	15.8%	0	44	44	34	6	15.8%
Policy, Planning, Finance & Administration	203	210	7	3.4%	0	210	202	199	7	3.4%
Transit Expansion	70	77	7	10.0%	0	77	77	77	7	10.0%
Transportation Services	1,549	1,698	149	9.6%	38	1,736	1,736	1,736	187	12.1%
Sub-Total Infrastructure Services	3,192	3,400	208	6.5%	38	3,438	3,428	3,415	246	7.7%
Development & Growth Services										
City Planning	564	564	-0	(0.0%)	0	564	559	557	-0	(0.0%)
Toronto Building	572	627	55	9.6%	14	641	657	657	69	12.1%
Housing Secretariat	272	274	2	0.7%	4	278	278	278	6	2.2%
Development Review	51	50	-1	(2.0%)	0	50	50	50	-1	(2.0%)
Sub-Total Other City Programs	1,459	1,515	56	3.8%	18	1,533	1,544	1,542	74	5.1%
Corporate Services										
Corporate Real Estate Management	1,047	1,063	16	1.5%	0	1,063	1,063	1,063	16	1.5%
Customer Experience	201	200	-1	(0.5%)	17	216	216	216	16	7.7%
Environment & Climate	116	116	-0	(0.0%)	10	126	126	126	10	8.7%
Fleet Services	206	206	0	0.0%	5	211	211	211	5	2.4%
Technology Services	814	843	29	3.6%	0	843	843	843	29	3.6%
Office of the Chief Information Security Officer	80	92	12	15.0%	4	96	93	93	16	20.0%
Sub-Total Corporate Services	2,464	2,520	56	2.3%	35	2,555	2,552	2,552	92	3.7%
Finance and Treasury Services										
Office of the Chief Financial Officer and Treasurer	409	413	4	1.0%	10	423	415	408	14	3.4%
Financial Operations & Control	584	581	-3	(0.5%)	7	588	566	566	4	0.7%
Sub-Total Finance and Treasury Services	993	994	1	0.1%	17	1,011	981	974	18	1.8%
City Manager										
City Manager's Office (Excluding FIFA)	509	538	29	5.7%	0	538	521	518	29	5.7%
City Manager's Office (FIFA Only)	0	9	9			9	9	0	9	n/a
Sub-Total City Manager	509	547	38	5.7%	0	547	530	518	38	7.5%
Other City Programs										
City Clerk's Office	370	388	18	4.7%	5	393	376	368	23	6.1%
Legal Services	431	442	11	2.6%	9	451	461	457	20	4.6%
Mayor's Office	1	1	0	0.0%	0	1	1	1	0	0.0%
City Council	25	25	0	0.0%	0	25	25	25	0	0.0%
Sub-Total Other City Programs	827	856	29	3.4%	14	870	863	851	43	5.1%

**CITY OF TORONTO
2025 TOTAL OPERATING BUDGET
POSITIONS**

	2024 Total Positions	2025 Total Positions	Change from 2024		2025 New / Enh.	2025 Total Positions	Outlooks		Change from 2024	
			Incr / (Dcr)	%			2026 Plan	2027 Plan	Incr / (Dcr)	%
Accountability Offices										
Auditor General's Office	44	44	0	0.0%	0	44	44	44	0	0.0%
Integrity Commissioner's Office	3	3	0	0.0%	0	3	3	3	0	0.0%
Office of the Lobbyist Registrar	8	8	0	0.0%	0	8	8	8	0	0.0%
Office of the Ombudsman	24	24	-0	(0.0%)	0	24	24	24	-0	(0.0%)
Sub-Total Accountability Offices	79	79	-0	(0.0%)	0	79	79	79	-0	(0.0%)
TOTAL - CITY OPERATIONS	28,451	29,622	1,171	4.1%	449	30,071	30,095	30,038	1,620	5.7%
Agencies										
Toronto Public Health	1,888	1,884	-4	(0.2%)	0	1,884	1,848	1,890	-4	(0.2%)
Toronto Public Library	1,906	1,916	10	0.5%	35	1,951	2,001	2,005	45	2.3%
Exhibition Place	356	356	0	0.0%	0	356	356	356	0	0.0%
Heritage Toronto	9	11	2	16.2%	0	11	11	10	2	16.2%
To Live	238	256	18	7.6%	0	256	257	257	18	7.6%
Toronto Zoo	454	455	1	0.2%	0	455	462	469	1	0.2%
Sankofa Square	8	8	0	0.0%	0	8	8	8	0	0.0%
CreateTO	84	84	0	0.0%	0	84	84	84	0	0.0%
Toronto & Region Conservation Authority	0	0	0	n/a	0	0	0	0	0	n/a
Toronto Transit Commission - Conventional	16,910	17,306	396	2.3%	278	17,584	17,620	17,627	674	4.0%
Toronto Transit Commission - Wheel Trans	616	617	1	0.1%	0	617	617	617	1	0.1%
Toronto Police Service	8,098	8,207	109	1.3%	0	8,207	8,350	8,437	109	1.3%
Toronto Police Service Board	11	11	0	0.0%	0	11	11	11	0	0.0%
Toronto Atmospheric Fund	38	42	4	10.5%	0	42	42	42	4	10.5%
TOTAL - AGENCIES	30,616	31,153	536	1.8%	313	31,466	31,667	31,812	849	2.8%
Corporate Accounts										
Non-Program Expenditures (Parking Tags)	394	394	0	0.0%	0	394	394	394	0	0.0%
Association of Community Centres	91	92	1	1.5%	7	99	99	99	8	9.1%
Arena Boards of Management	68	68	0	0.0%	0	68	68	68	0	0.0%
TOTAL - Corporate Accounts	553	554	1	0.3%	7	561	561	561	8	1.5%
TOTAL LEVY POSITIONS	59,621	61,329	1,709	2.9%	769	62,098	62,322	62,411	2,477	4.2%
NON LEVY OPERATION										
Solid Waste Management Services	1,184	1,192	8	0.7%		1,192	1,137	1,133	8	0.7%
Toronto Parking Authority	327	327	-1	(0.2%)		327	327	327	-1	(0.2%)
Toronto Water	1,921	1,937	16	0.8%		1,937	1,947	1,951	16	0.8%
TOTAL NON LEVY POSITIONS	3,433	3,456	23	0.7%	0	3,456	3,410	3,410	23	0.7%
TOTAL LEVY AND NON-LEVY POSITIONS	63,053	64,785	1,732	2.7%	769	65,554	65,733	65,821	2,501	4.0%

CITY OF TORONTO
2025 TOTAL OPERATING BUDGET
SUMMARY BY COMMITMENT ITEM GROUP

(In \$000's)	2024 Budget	2025 Budget	2026 Plan	2027 Plan
Gross Expenditures				
Salaries And Benefits	6,998,850	7,633,366	8,177,980	8,337,712
Materials & Supplies	719,489	751,644	781,077	792,361
Equipment	70,341	80,963	83,408	83,275
Service And Rent	2,937,754	3,654,972	3,816,565	3,771,319
Contribution To Capital	1,768	1,768	1,768	1,768
Contribution To Reserves/Reserve Funds	735,994	868,046	882,606	854,641
Other Expenditures (inc Inter-Divisional Charges)	3,338,248	3,617,700	3,804,700	3,838,832
Rate Programs	2,135,502	2,240,644	2,271,624	2,355,785
Sub-Total Gross Expenditures	16,937,945	18,849,103	19,819,729	20,035,692
Revenues				
Provincial Subsidies (Note 1)	2,927,787	3,255,238	3,114,046	2,844,723
Federal Subsidies	984,685	1,530,780	1,418,474	1,201,605
Other Subsidies	23,978	24,924	25,029	22,829
User Fees & Donations	1,695,003	1,845,199	1,894,729	1,920,984
Licences & Permits Revenue	135,266	162,109	168,747	174,930
Contribution From Reserves/Reserve Funds	1,191,984	1,300,807	1,060,087	790,940
Transfers From Capital	230,750	284,382	274,212	267,621
Sundry and Other Revenues (inc. Inter-Divisional Recoveries)	2,309,071	2,566,388	2,609,934	2,407,906
Rate Programs	2,135,502	2,240,644	2,271,624	2,355,785
Sub-Total Revenues	11,634,026	13,210,471	12,836,881	11,987,323
Net Expenditures (Note 2)	5,303,919	5,638,632	6,982,848	8,048,369

Notes:

(1) The net amount for Provincial Gas Tax is included under Provincial Subsidies.

(2) Total levy and non-Levy figures above are excluding Special Levy for Scarborough Subway and City Building Fund.

CITY OF TORONTO
2025 TOTAL OPERATING BUDGET
CITY PRIORITIES (NEW & ENHANCED) TAX PROGRAMS

(In \$000s)	2025 Total Budget (New & Enhanced Services)			2026 Plan (Change from 2025)		2027 Plan (Change from 2026)	
	Gross	Net	Positions	Net	Positions	Net	Positions
Association of Community Centres							
Bookkeeper Position - Cecil Community Centre	31	31	1	3		(3)	
Bookkeeper Position - Waterfront Neighbourhood Community Centre	44	44	1	2		2	
Community Safety Ambassador - Cecil Community Centre	70	70	1	1		1	
Extra Facilities Hours - Waterfront Neighbourhood Community Centre	78	78	1	2		2	
Part-Time Information Technology Resources - Applegrove Community Centre	16	16	0	0		0	
Security Personnel To Address Community Safety - 519 Community Centre	200	200		0		0	
Strategic Initiatives Coordinator - Ralph Thornton Community Centre	70	70	1	2		0	
Volunteer and Special Events Coordinator - Cecil Community Centre	76	76	1	1		1	
Weekend Operating Hours - Ralph Thornton Community Centre	85	85	1	4		2	
Association of Community Centres Total	670	670	7	14		4	
Auditor General's Office							
Enhancement to 2025 Professional Audit Services Budget	125	125		0		0	
Enhancement to respond to Council Direction (2024.AU6.2)	150	150		(150)		0	
Auditor General's Office Total	275	275		(150)		0	
City Clerk's Office							
Enhancing the City's Public Education and Community Engagement	281	281	3	433	2	16	
Support to Meet Legislative Meeting Calendar Demands	121	121	2	169	1	10	
City Clerk's Office Total	402	402	5	602	3	26	
City Manager's Office							
Youth Violence Prevention Program	5,000	5,000		0		0	
City Manager's Office Total	5,000	5,000		0		0	
Corporate Real Estate Management							
Enhanced Cleaning at Police Facilities	515	515		(515)		0	
Corporate Real Estate Management Total	515	515		(515)		0	
Customer Experience							
Enhance E-Mail Channel Response Time	736	736	17	738		(0)	
Customer Experience Total	736	736	17	738		(0)	
Economic Development & Culture							
Creating Green Jobs	25	25		45		40	
Expanding Community Connections to Culture with Staff	192	192	3	(192)	(3)	0	
Globally Competitive Economy	500	500		(500)		0	
Growing Cultural Programming through the Local Arts Service	379	379		379		379	
Implementing the Little Jamaica Cultural District Plan	150	150		0		0	
Improving Access to Culture Through Toronto Arts Council	2,000	2,000		2,000		2,000	
Inflationary Increase to Cultural Grants	966	966		840		904	
New Film Rush Hours Exemption User Fee		(145)		(29)		(28)	
Resource to Support Night Economy	75	75	1	(75)	(1)	0	
Strong Main Streets	1,224	1,135	3	(1,135)	(3)	0	
Supporting Festivals-Special Events Stabilization Initiative	1,355	1,355		(1,355)		0	
Supporting Torontonians in the Creative Industries	453	453		(453)		0	
Vibrant Toronto by Increased Funding for Festivals and Events	645	645	1	284		0	
Economic Development & Culture Total	7,965	7,730	8	(190)	(7)	3,295	
Environment & Climate							
Climate Adaptation - Cooling For Low-Income/Vulnerable Individuals	200	200		(200)		0	
Scaling adoption for solar and heat pumps - Carbon Budget	233	233	4	242		7	
Resources for Emissions Performance Standards	846	0	6	0		0	
Environment & Climate Total	1,279	433	10	42		7	
Exhibition Place							
Indigenous Feature Wall Maintenance	12	12		0		0	
The Bentway Partnership 2025-2027	50	50		2		2	
Exhibition Place Total	62	62		2		2	
Financial Operations & Control							
Incremental Administrative Penalty System for Automated Speed Enforcement and Red Light Camera	4,395	0	4	2,554	2	78	
Municipal Non-Resident Speculative Tax	564	0	3	0	(0)	0	
Financial Operations & Control Total	4,960	0	7	2,554	2	78	
Fire Services							
Staff Psychologist	98	98	1	103		0	
Operational Service Level Enhancement - Staffing Plan	2,912	2,912	52	3,317		431	
Fire Services Total	3,010	3,010	53	3,419		432	
Fleet Services							
Addressing Aging Backlog	150	0	1	0		0	
Convert Solid Waste Management Refuse Collection Vehicles	120	120	1	0		0	
Fleet Transition to Zero Emissions Vehicles (ZEV)	300	0	2	0		0	
Maximize Compressed Natural Gas (CNG) Fleet	120	0	1	0		0	
Fleet Services Total	690	120	5	0		0	

CITY OF TORONTO
2025 TOTAL OPERATING BUDGET
CITY PRIORITIES (NEW & ENHANCED) TAX PROGRAMS

(In \$000s)	2025 Total Budget (New & Enhanced Services)			2026 Plan (Change from 2025)		2027 Plan (Change from 2026)	
	Gross	Net	Positions	Net	Positions	Net	Positions
Housing Secretariat							
EPIC – Interim Rent Relief Fund Pilot	800	800		(800)		0	
New Positions - Housing Development, Renewal And Improve	299	0	3	0	(0)	0	
Rent Bank Increase	1,000	1,000		0		0	
Toronto Community Housing and Toronto Seniors Housing Operating Subsidy	1,172	1,172		(797)		17	
Toronto Tenant Support Program (TTSP) Enhancement	713	350	1	363		0	
Housing Secretariat Total	3,984	3,322	4	(1,234)	(0)	17	
Legal Services							
Legal Support For Housing Secretariat Capital Projects	517	0	2	2		(0)	
Legal Support For Technology Services Division	515	0	2	0		0	
Legal Support for Real Estate Housing Support	258	0	1	0		(0)	
Legal Support For Toronto Parking Authority	257	0	1	0		0	
Legal Support for Gardiner/Don Valley Parkway Upload	257	(0)	1	3	(1)	0	
Legal Support for HSCIS Capital Projects	359	0	2	0		2	(2)
Justice Premiere Evidence Management – Prosecutions	153	153		0		0	
Legal Services Total	2,317	153	9	5	(1)	2	(2)
Office of the Chief Financial Officer and Treasurer							
New Corporate Buyers For Purchasing Client Services	966	0	10	0		0	
Funding Allocation to Support Local Procurement	80	80		(80)		0	
Office of the Chief Financial Officer and Treasurer Total	1,046	80	10	(80)		0	
Office of the Chief Information Security Officer							
Extend Cyber Services to Agencies and Corporations	1,715	1,715	4	333		147	
Office of the Chief Information Security Officer Total	1,715	1,715	4	333		147	
Parks, Forestry & Recreation							
Increase Tree Canopy To Address "Shade Inequity"	92	92		(92)		0	
Pilot - \$0 Park Booking For Community-Led Activities		50		50		0	
CR - AQE - Waterfront Beach Season Extension	178	178	3	0		0	
CR & PKS -AQ Outdoor Pool and Wading Pools Season Extension	449	449	5	0		0	
CR Expand Outdoor Pool Hours by 2 Hours Per Day	1,244	1,244	29	0		0	
CR-Camp Nutrition Prog-Breakfast at 45 Camp Locations	1,017	1,017	11	0		0	
Pilot - Early Local Registration at Select Free Centres	300	300		(300)		0	
Enhance Cleaning at Recreation Facilities	4,000	4,000	58	3,170	15	5,388	48
Outdoor Pool and Wading Pools Season Extension	287	287	3	0		0	
Jack Layton Ferry Passenger Experience	450	450		(100)		0	
Parks - Encampment Office Expansion	1,343	(0)	14	1,358		18	
Parks Restoring Local Gathering Spaces - Parks Beautification	1,000	1,000		0		0	
Sherwood Park's Dogs Off-Leash Area Rehabilitation, Pickleball/First Aid/High 5/Seniors Programming	450	450		0		0	
Pruning & Watering of Young Trees	210	210		0		0	
Volunteer Engagement & Stewardship Programs	290	290	2	0	(0)	0	
Parks, Forestry & Recreation Total	11,309	10,016	125	4,086	15	5,406	48
Social Development, Finance & Administration							
Community Development Initiatives	725	725		0		0	
Downtown East Action Plan 2025 - 2030	757	757	1	767	1	763	1
Food Security Initiatives	127	127	1	0		0	
Indigenous Youth Fellowship Program	339	339		(339)		0	
Strong Cities Network's 2025 Global Summit	150	150		(150)		0	
Youth Violence Prevention Previously Federally Funded	2,480	0	5	0	(0)	(0)	
Social Development, Finance & Administration Total	4,578	2,098	7	278	1	763	1
Toronto Building							
Toronto Building - Rental Renovation Licence Program	1,438	380	14	408		38	
Toronto Building Total	1,438	380	14	408		38	
Toronto Paramedic Services							
Increase in Complement - 2025	3,444	1,722	102	10,048		(4,705)	
Toronto Paramedic Services Total	3,444	1,722	102	10,048		(4,705)	
Toronto Public Health							
Expansion of Student Nutrition Program	6,000	6,000		(1,000)		0	
Toronto Public Health Total	6,000	6,000		(1,000)		0	
Toronto Public Library							
Digital Innovation Hub Expansion	77	77	2	77		0	
Financial Empowerment Service Expansion	248	0	1	496	1	248	1
Open Hours - Phase 2	1,675	1,675	21	2,436		0	
Open Hours - Phase 3	0	0		864	17	617	
Open Hours Implementation - Monday Service Expansion	0	0		1,517	26	1,084	
Open Hours Implementation - Sunday Service Expansion	1,947	1,947	5	3,542	5	0	
Social Service Team Service Expansion	565	0		1,130		0	
Youth Hub Expansion	444	444	7	444		0	
Toronto Public Library Total	4,956	4,143	35	10,506	48	1,949	1

CITY OF TORONTO
2025 TOTAL OPERATING BUDGET
CITY PRIORITIES (NEW & ENHANCED) TAX PROGRAMS

(In \$000s)	2025 Total Budget (New & Enhanced Services)			2026 Plan (Change from 2025)		2027 Plan (Change from 2026)	
	Gross	Net	Positions	Net	Positions	Net	Positions
Toronto Shelter and Support Services							
Additional Funding to Enhance Drop-in Services	810	810		0		0	
Enhanced Drop-in Hours for the Winter Plan	380	380		8		(388)	
Enhancement to The Streets To Homes Toronto Transit Commission Program	1,000	1,000	13	320		21	
Data Strategy Initiative	356	356	4	(356)	(4)	0	
Service User Advisory Group	125	125		(125)		0	
Specialized Program To Support Service Users With Complex Needs	400	400		0		(400)	
Staff Equity and Wellness Initiatives	568	568		(568)		0	
Encampment Office Expansion	1,791	1,791	14	6		(1,797)	(14)
Toronto Shelter and Support Services Total	5,431	5,431	31	(716)	(4)	(2,564)	(14)
Toronto Transit Commission - Conventional							
Advancing Key Corporate Plan Priorities	8,681	(856)	143	0		0	
Service Improvements to Increase Reliability	6,500	6,500	135	22,100		0	
Toronto Transit Commission - Conventional Total	15,181	5,644	278	22,100		0	
Transportation Services							
Congestion Management Improvements	2,534	2,534	25	82		85	
Expansion of Automated Speed Enforcement	7,885	0	13	0	(0)	0	
Transportation Services Total	10,418	2,534	38	82	(0)	85	
Grand Total	97,380	62,191	769	51,332	57	4,983	34

CITY OF TORONTO
2025 CAPITAL BUDGET

CITY OF TORONTO
2025 CAPITAL BUDGET
- By Project Category

CITY OF TORONTO
2025 CAPITAL BUDGET
- by Funding Source

Appendix 2.1.1

	2022 Actual	2023 Actual	2024		Budget and Commitments	Categories					Funding Source						
(In \$000's)			Budget	Actual YE Projection	2025	Health and Safety	Legislated	State of Good Repair	Service Improvement	Growth Related	Debt / Capital From Current	Recoverable Debt	Reserves / Reserve Funds	Provincial Grants & Subsidies	Federal Subsidy	Other Funding (incl. DC)	2024 Carry Forward Funding
Community and Social Services																	
Children's Services	16,408	16,888	15,646	13,060	8,841	-	-	3,600	4,541	700	1,900	-	4,583	-	-	2,358	2,586
Court Services	-	144	164	164	-	-	-	-	-	-	-	-	-	-	-	-	-
Economic Development and Culture	12,065	16,815	42,987	24,075	19,181	100	1,800	13,282	3,781	218	13,611	-	2,000	-	-	3,570	15,978
Parks, Forestry & Recreation	150,119	210,434	331,598	272,987	328,899	-	242	110,491	114,896	103,270	151,865	-	46,267	4,237	2,884	123,646	58,353
Seniors Services and Long-Term Care	5,595	9,205	20,162	9,121	12,498	2,439	-	1,437	-	8,622	-	3,169	-	707	-	8,622	5,636
Toronto Employment & Social Services	4,693	591	-	-	600	-	-	-	600	-	600	-	-	-	-	-	-
Toronto Shelter and Support Services	22,295	24,857	142,507	65,783	55,888	1,318	5,906	4,024	44,640	-	13,390	36,928	-	-	5,570	-	69,630
Fire Services	3,999	9,921	17,810	7,411	16,617	9,590	50	2,427	4,550	-	6,994	-	4,524	388	-	4,711	9,200
Toronto Paramedic Services	6,347	10,866	16,648	9,998	22,071	1,600	-	1,160	1,731	17,580	11,680	-	2,100	460	-	7,831	6,650
Total Community and Social Services	221,521	299,721	587,521	402,597	464,596	15,047	7,998	136,421	174,739	130,390	200,040	40,097	59,474	5,792	8,454	150,738	168,033
Infrastructure Services																	
Transportation Services	322,858	513,777	751,986	659,183	635,371	84,437	-	409,425	80,120	61,390	342,530	-	40,120	164,356	6,610	81,756	500
Transit Expansion	-	16,485	4,774	402,059	167,655	-	-	-	-	167,655	-	140,700	-	-	-	26,955	18,657
Total Infrastructure Services	306,373	518,551	1,154,046	794,861	803,026	84,437	-	409,425	80,120	229,045	342,530	140,700	40,120	164,356	6,610	108,711	19,157
Development and Growth Services																	
City Planning	2,918	5,080	8,363	6,549	5,207	-	-	-	-	5,207	2,233	-	-	-	-	2,974	1,800
Housing Secretariat	185,390	57,819	501,467	206,912	143,838	-	-	-	1,362	142,476	37,907	-	920	(2,849)	94,380	13,480	73,440
Toronto Community Housing Corporation and Toronto Seniors Housing Corporation	160,099	149,844	204,765	151,345	318,300	-	-	238,374	69,811	10,115	114,568	193,282	-	-	10,450	-	52,628
Waterfront Revitalization Initiative	3,752	84,287	206,556	155,580	67,972	-	-	500	-	67,472	13,040	-	2,320	-	3,100	49,512	57,053
Total Development and Growth Services	352,158	297,031	921,150	520,386	535,317	-	-	238,874	71,173	225,270	167,748	193,282	3,240	(2,849)	107,930	65,966	184,921
Corporate Services																	
Customer Experience	559	1,364	4,496	2,331	1,235	-	-	610	625	-	1,235	-	-	-	-	-	2,165
Corporate Real Estate Management	186,979	217,192	275,006	180,384	133,301	4,246	(13,766)	32,651	105,923	4,247	29,894	11,000	11,250	-	(375)	81,532	96,104
Environment & Climate Division	15,871	6,164	38,881	10,281	7,050	-	-	-	7,050	-	9,500	(7,900)	2,400	-	3,050	-	28,600
Fleet Services	56,352	86,417	146,362	99,751	55,598	386	2,125	52,615	472	-	4,021	-	51,577	-	-	-	44,466
Chief Information Security Office	884	2,413	6,547	2,971	6,948	-	-	-	6,948	-	6,948	-	-	-	-	-	2,447
Technology Services	41,670	48,511	65,032	60,880	79,674	-	1,082	36,950	39,759	1,883	52,391	-	27,283	-	-	-	4,074
Total Corporate Services	302,315	362,062	536,325	356,598	283,807	4,632	(10,559)	122,826	160,777	6,130	103,989	3,100	92,510	-	2,675	81,532	177,856
Finance and Treasury Services																	
Office of the Chief Financial Officer and Treasurer	157	284	6,595	2,931	2,202	-	1,095	-	1,107	-	2,202	-	-	-	-	-	3,663
Financial Operations & Control	22,818	42,464	69,576	38,437	21,222	-	-	134	21,088	-	21,088	-	134	-	-	-	29,752
Total Finance and Treasury Services	22,975	42,748	76,171	41,368	23,424	-	1,095	134	22,195	-	23,290	-	134	-	-	-	33,415
Other City Programs																	
City Clerk's Office	13,350	2,700	3,538	2,621	3,990	-	3,530	460	-	-	1,550	-	2,440	-	-	-	672
Corporate Initiatives	427	742	519	375	805	-	-	-	-	805	-	-	-	805	-	-	-
Accountability Offices	-	-	400	270	600	-	-	600	-	-	600	-	-	-	-	-	130
Total Other City Programs	13,776	3,443	4,457	3,266	5,395	-	3,530	1,060	-	805	2,150	-	2,440	805	-	-	802
TOTAL CITY OPERATIONS	1,219,119	1,523,556	3,279,670	2,119,076	2,115,563	104,116	2,064	908,740	509,003	591,640	839,746	377,179	197,918	168,104	125,669	406,947	584,184
Agencies																	
Exhibition Place	9,826	26,048	40,705	40,705	22,131	350	-	21,481	300	-	22,016	-	1	-	-	114	57,291
TO Live	13,372	16,725	20,984	16,180	12,417	-	8,651	3,766	-	-	12,417	-	-	-	-	-	4,286
Toronto & Region Conservation Authority	25,265	30,011	22,543	22,543	22,504	-	-	15,975	5,550	979	9,382	-	17	-	-	13,105	-
Toronto Police Service	34,833	77,241	114,282	104,419	104,639	-	3,932	67,225	33,482	-	81,394	-	14,486	935	-	7,823	20,579
Toronto Public Health	3,431	3,255	6,379	4,295	2,560	-	-	1,759	801	-	2,377	-	183	-	-	-	1,570
Toronto Public Library	32,666	39,718	37,606	33,387	45,539	-	1,500	17,628	4,564	21,847	24,844	-	-	-	-	20,695	2,706
Toronto Zoo	11,298	9,217	39,380	33,462	45,267	-	-	43,267	2,000	-	26,967	-	-	-	-	18,300	5,918
Sankofa Square	-	205	440	440	60	-	60	-	-	-	-	-	-	-	-	60	-
Total Agencies	130,690	202,420	282,319	255,431	255,116	350	14,143	171,101	46,697	22,826	179,397	-	14,687	935	-	60,097	92,350
TOTAL TAX SUPPORTED PROGRAM (Excl. TTC)	1,349,810	1,725,976	3,561,989	2,374,507	2,370,680	104,466	16,207	1,079,841	555,700	614,466	1,019,142	377,179	212,605	169,039	125,669	467,044	676,534
Toronto Transit Commission (TTC)																	
Toronto Transit Commission	1,143,243	1,213,465	1,323,277	1,264,576	1,563,495	19,737	149,522	1,132,311	143,825	118,100	98,036	620,181	-	129,594	443,601	272,083	54,249
Scarborough Subway Extension	6,231	16,847	10,900	10,900	15,515	-	-	15,515	-	-	-	15,515	-	-	-	-	-
Spadina Subway Extension	20,246	34,984	26,292	13,919	42,541	-	-	-	-	42,541	-	42,541	-	-	-	-	12,374
Transit Studies	4,797	3,059	274	274	110	-	-	-	-	110	-	78	-	-	-	32	-
Total Toronto Transit Commission	1,174,516	1,268,354	1,360,744	1,289,669	1,621,661	19,737	149,522	1,147,826	143,825	160,751	98,036	678,315	-	129,594	443,601	272,115	66,623
TOTAL TAX SUPPORTED PROGRAM	2,524,326	2,994,330	4,922,733	3,664,176	3,992,341	124,203	165,729	2,227,667	699,525	775,217	1,117,178	1,055,494	212,605	298,633	569,270	739,159	743,157
Rate Supported																	
Solid Waste Management Services	54,215	59,824	86,213	66,995	75,039	-	24,930	32,430	16,434	1,246	-	35,748	37,838	-	-	1,454	4
Toronto Parking Authority	16,409	59,139	85,412	65,726	51,048	5,220	1,260	10,113	17,650	16,805	-	-	-	-	-	51,048	4,583
Toronto Water	1,007,376	1,106,153	1,274,132	995,797	1,126,421	1,587	90,812	630,994	312,392	90,636	-	-	1,051,691	-	593	74,137	156,448
TOTAL RATE SUPPORTED PROGRAM	1,078,000	1,225,116	1,445,756	1,128,518	1,252,508	6,807	117,002	673,537	346,476	108,687	-	35,748	1,089,529	-	593	126,639	161,035
TOTAL CAPITAL PROGRAM	3,602,326	4,219,446	6,368,489	4,792,694	5,244,849	131,010	282,731	2,901,204	1,046,001	883,904	1,117,178	1,091,242	1,302,134	298,633	569,863	865,798	904,192

CITY OF TORONTO 10-YEAR CAPITAL BUDGET AND PLAN											CITY OF TORONTO 10-YEAR CAPITAL BUDGET AND PLAN -By Project Category					CITY OF TORONTO 10-YEAR CAPITAL BUDGET AND PLAN -By Funding Source							
(In \$000's)	2024		Total 10 Year 2025-2034 Plan	Budget and Commitments							Categories					Funding Source							Total Carry Forward Funding
	Budget	Actual YE Projection		2025	2026	2027	2028	2029	2030-2034	2026-2034	Health and Safety	Legislated	State of Good Repair	Service Improvement	Growth Related	Debt / Capital From Current	Recoverable Debt	Reserves / Reserve Funds	Provincial Grants & Subsidies	Federal Subsidy	Other Funding (incl. DC)		
Community and Social Services																							
Children's Services	15,646	13,060	103,594	8,841	27,844	38,740	15,769	3,540	8,860	94,753	-	-	25,712	54,197	23,685	17,710	-	42,373	-	-	43,511	2,586	
Court Services	164	164	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Economic Development and Culture	42,987	24,075	176,443	19,181	20,591	14,999	18,049	15,899	87,724	157,262	700	6,429	149,690	19,160	464	115,029	-	22,000	-	-	39,414	18,007	
Seniors Services and Long-Term Care	20,162	9,121	514,519	12,498	87,608	158,433	129,500	81,478	45,000	502,020	37,012	-	46,406	-	431,100	-	437,430	-	13,499	-	63,589	10,311	
Parks, Forestry & Recreation	331,598	272,987	4,250,252	328,899	587,561	647,613	518,798	430,633	1,736,748	3,921,353	-	942	1,422,348	1,032,313	1,794,649	1,692,216	-	621,011	6,405	64,451	1,866,169	63,986	
Toronto Employment & Social Services	-	-	9,000	600	4,750	3,650	-	-	-	8,400	-	-	-	9,000	-	9,000	-	-	-	-	-	-	
Toronto Shelter and Support Services	142,507	65,783	880,460	55,888	155,225	227,399	191,396	143,773	106,779	824,572	3,018	5,906	63,891	807,645	-	666,347	200,832	-	-	5,570	7,711	76,644	
Fire Services	17,810	7,411	64,084	16,617	11,049	8,270	1,728	9,070	17,350	47,467	44,307	500	3,327	15,950	-	24,855	-	22,148	970	-	16,111	9,200	
Toronto Paramedic Services	16,648	9,998	244,718	22,071	38,906	59,511	15,811	18,361	90,057	222,647	22,500	-	12,710	24,013	185,495	168,718	-	27,500	460	-	48,040	22,500	
Total Community and Social Services	587,521	402,597	6,243,070	464,596	933,535	1,158,616	891,051	702,755	2,092,518	5,778,474	107,537	13,777	1,724,083	1,962,278	2,435,394	2,693,875	638,262	735,032	21,334	70,021	2,084,545	203,234	
Infrastructure Services																							
Transportation Services	751,986	659,183	6,119,468	635,371	1,284,206	1,300,094	858,208	613,320	1,428,269	5,484,097	253,458	-	4,225,759	588,913	1,051,339	3,080,915	-	137,131	1,740,893	56,541	1,103,989	11,700	
Transit Expansion	402,059	135,678	624,981	167,655	96,308	77,212	46,716	72,066	165,024	457,326	-	-	-	-	624,981	988	411,018	-	-	-	212,975	230,255	
Total Infrastructure Services	1,154,046	794,861	6,744,449	803,026	1,380,514	1,377,306	904,924	685,386	1,593,293	5,941,423	253,458	-	4,225,759	588,913	1,676,320	3,081,903	411,018	137,131	1,740,893	56,541	1,316,964	241,955	
Development and Growth Services																							
City Planning	8,363	6,549	58,557	5,207	6,000	5,900	6,125	5,850	29,475	53,350	-	2,050	-	-	56,507	37,443	-	-	-	-	21,114	1,800	
Housing Secretariat	501,467	206,912	1,012,855	143,838	197,018	350,197	255,981	53,215	12,606	869,017	-	-	-	18,997	993,858	456,588	25,371	58,177	14,481	422,347	35,891	296,667	
Toronto Community Housing Corporation and Toronto Seniors Housing Corporation	204,765	151,345	2,079,730	318,300	258,866	296,106	277,981	262,365	666,112	1,761,430	-	-	1,872,486	197,129	10,115	1,632,551	436,729	-	-	10,450	-	52,628	
Waterfront Revitalization Initiative	206,556	155,580	345,874	67,972	139,385	75,550	39,205	-	23,762	277,902	-	-	1,500	-	344,374	141,484	-	2,320	-	7,600	194,470	58,053	
Total Development and Growth Services	921,150	520,386	3,497,016	535,317	601,269	727,753	579,292	321,430	731,955	2,961,699	-	2,050	1,873,986	216,126	1,404,854	2,268,066	462,100	60,497	14,481	440,397	251,475	409,148	
Corporate Services																							
Customer Experience	4,496	2,331	3,675	1,235	2,440	-	-	-	-	2,440	-	-	775	2,900	-	3,675	-	-	-	-	-	2,165	
Corporate Real Estate Management	275,006	180,384	1,860,032	133,301	382,514	412,121	213,611	162,288	556,196	1,726,730	60,400	69,736	662,942	1,038,265	28,689	1,428,124	26,337	286,987	-	(375)	118,958	102,213	
Environment & Climate Division	38,881	10,281	272,665	7,050	40,590	35,025	30,000	20,000	140,000	265,615	-	-	-	272,665	-	38,000	218,865	9,800	-	6,000	-	28,600	
Fleet Services	146,362	99,751	1,803,889	55,598	103,897	109,254	141,149	185,758	1,208,234	1,748,291	4,355	4,700	1,793,969	865	-	347,824	-	1,451,091	-	4,975	-	46,610	
Chief Information Security Office	6,547	2,971	14,709	6,948	4,587	3,040	134	-	-	7,761	-	-	-	14,709	-	14,709	-	-	-	-	-	2,447	
Technology Services	65,032	60,880	607,106	79,674	84,408	85,450	77,944	61,920	217,710	527,432	-	1,461	456,086	143,297	6,262	314,777	-	292,329	-	-	-	9,993	
Total Corporate Services	536,325	356,598	4,562,076	283,807	618,435	644,890	462,839	429,966	2,122,140	4,278,269	64,755	75,897	2,913,771	1,472,701	34,951	2,147,109	245,202	2,040,207	-	10,600	118,958	192,028	
Finance and Treasury Services																							
Office of the Chief Financial Officer and Treasurer	6,595	2,931	22,258	2,202	5,726	6,033	1,066	1,104	6,126	20,056	-	1,095	1,000	20,163	-	21,258	-	1,000	-	-	-	3,663	
Financial Operations & Control	69,576	38,437	50,382	21,222	15,909	2,301	1,000	2,575	7,375	29,160	-	-	12,174	38,208	-	45,721	-	4,661	-	-	-	31,044	
Total Finance and Treasury Services	76,171	41,368	72,640	23,424	21,635	8,334	2,066	3,679	13,501	49,216	-	1,095	13,174	58,371	-	66,979	-	5,661	-	-	-	34,708	
Other City Programs																							
Accountability Offices	400	270	36,510	3,990	3,120	3,500	1,530	6,390	17,980	32,520	670	29,970	5,870	-	-	15,835	-	20,675	-	-	-	672	
City Clerk's Office	3,538	2,621	805	805	-	-	-	-	-	-	-	-	-	-	805	-	-	-	805	-	-	-	
Corporate Initiatives	519	375	2,400	600	-	-	-	-	1,800	1,800													

**CITY OF TORONTO
10-YEAR CAPITAL BUDGET AND PLAN
-By Category and Funding Source**

Appendix 2.1.3

(In \$000's)	Total Carry Forward	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Total (excluding Carry Forward)
Health and Safety	16,598	131,010	122,594	102,273	86,465	87,682	64,396	65,413	51,040	47,211	25,798	783,882
Legislated	55,850	282,731	358,158	336,692	205,402	141,105	140,791	130,240	228,873	326,870	186,885	2,337,746
State of Good Repair	264,988	2,901,204	3,530,478	3,604,648	3,755,446	3,677,195	3,673,374	3,115,289	3,137,374	2,653,354	2,386,745	32,435,108
Service Improvement	490,180	1,046,001	1,783,700	2,111,872	1,723,589	1,526,677	1,382,047	1,514,084	1,275,198	907,473	1,236,981	14,507,623
Growth Related	634,755	883,904	1,538,491	1,842,109	1,326,620	852,747	798,176	596,997	524,202	489,390	680,402	9,533,037
Total Expenditure	1,462,372	5,244,849	7,333,421	7,997,595	7,097,522	6,285,406	6,058,785	5,422,022	5,216,687	4,424,298	4,516,811	59,597,397
Provincial Grants & Subsidies	58,197	298,633	522,228	606,313	521,415	450,341	532,640	293,128	318,103	212,281	97,890	3,852,971
Federal Subsidy	258,445	569,863	440,398	540,139	336,376	396,849	468,257	430,282	440,559	332,912	201,346	4,156,981
Reserve/Reserve Fund	294,165	1,302,134	2,052,759	2,134,736	2,147,955	2,151,940	2,097,908	1,967,144	1,963,945	1,856,590	1,963,171	19,638,282
Development Charges	140,499	576,986	1,066,742	1,129,937	826,800	573,546	517,155	385,872	347,877	297,826	353,356	6,076,096
Recoverable Debt	337,705	1,091,242	1,046,352	1,237,537	1,265,006	1,163,424	1,178,819	1,017,824	916,259	515,297	683,406	10,115,166
Other	71,915	288,812	339,281	263,985	230,451	128,621	100,825	81,628	78,383	70,898	68,804	1,651,690
Debt	301,444	1,117,178	1,865,660	2,084,948	1,769,519	1,420,686	1,163,181	1,246,144	1,151,561	1,138,494	1,148,839	14,106,210
Total Funding	1,462,372	5,244,849	7,333,421	7,997,595	7,097,522	6,285,406	6,058,785	5,422,022	5,216,687	4,424,298	4,516,811	59,597,397

City Programs And Agencies - Budgets at a Glance

Community and Social Services

Children Services



Court Services



Economic, Culture & Development



Toronto Employment & Social Services



Fire Services



Senior Services & Long-Term Care



Paramedic Services



Park, Forestry & Recreation



Social Development, Finance & Administration



Toronto Shelter and Support Services



Community and Social Services (CSS) are a range of public services provided by the City that aim to build stronger communities and promote equality and opportunity.

The City's social safety net covers a broad spectrum of programs and includes the following:

- Children's Services
- Court Services
- Economic Development and Culture
- Parks, Forestry & Recreation
- Seniors Services and Long-Term Care
- Social Development, Finance & Administration
- Toronto Employment & Social Services
- Toronto Fire Services
- Toronto Paramedic Services
- Toronto Shelter and Support Services

Comprehensive information about the Community and Social Services area, including 2025 priority services and outcomes, priority areas, key risks and challenges, priority actions, funding sources, and a major expenditures breakdown, are available at the following link below:

[Presentation from the Deputy City Manager, Community and Social Services, on 2025 Operating Budget and 2025-2034 Capital Plan](#) (January 17, 2025). Please note that budget numbers in the presentation might differ from the table above due to the changes during the Budget cycle.

In-depth information regarding Divisional budgets, including performance measures, priority actions, breakdown of funding sources and expenditures, and future years' outlook, are available at the following link: [Budget Notes, Reports & Presentations](#).

2025 Program Summary

Children's Services

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Description

Children's Services promotes access to high quality early learning and provides childcare and supports for families through a well-planned and managed system.

The division helps Toronto's families find and access licensed childcare and early years programs, helps with the cost of programming, and provides support for children with special needs. Funding, resources, and professional development are also offered to agencies to help deliver programs that are high quality, accessible and inclusive.

Why We Do It

Childcare is a key lever to children's health and development, child and family well-being, improving the economy, improving education rates, and addressing poverty. Children's Services ensures that:

- Families have access to safe and affordable childcare and early years programs that contribute to healthy child development, family well-being, and increased economic activity by enabling them to go to work and school.

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 Children's Services, please visit: <https://www.toronto.ca/community-people/community-partners/early-learning-child-care-partners/>

What Service We Provide

Child Care Delivery

Who We Serve: Families and children, early years and childcare service providers.

What We Deliver: Provides fee subsidies with contracted child care service delivery and through Toronto Early Learning Child Care Services (TELCCS) centres that help eligible families meet the cost of early learning and care.

How Much Resources (gross 2025 operating budget): \$447.7 Million

Child Care System Management

Who We Serve: Families and children, early years and child care service providers.

What We Deliver: Legislated to manage the planning and delivery of child care and early year's programs in Toronto. We work with school boards, other human services, and community partners to organize a coordinated system that provide access to services to ensure the best possible outcomes for children and their families.

How Much Resources (gross 2025 operating budget): \$1,224.8 Million

Budget at a Glance

2025 OPERATING BUDGET

<u>\$Million</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>
Revenues	\$1,577.7	\$1,577.7	\$1,577.7
Gross Expenditures	\$1,672.5	\$1,673.9	\$1,674.5
Net Expenditures	\$94.8	\$96.2	\$96.8
Approved Positions	1,023.1	1,023.1	1,023.1

2025 - 2034 10-YEAR CAPITAL PLAN

<u>\$Million</u>	<u>2025</u>	<u>2026-2034</u>	<u>Total</u>
Gross Expenditures	\$11.4	\$94.8	\$106.2
Debt	\$2.3	\$15.8	\$18.1

Note: Includes 2024 carry forward funding

[10-year Capital Budget & Plan by Project](#)

2025 Program Summary

Court Services

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Description

Toronto Court Services strives to provide accessible, efficient, and effective justice administration services throughout all Provincial Offences Court and Tribunal operations. As administrators, Court Services oversees and provides a wide array of services, such as case management, trial scheduling, dispute resolution and customer support, to over two million people annually across our many locations/channels. Key stakeholders include enforcement agencies, the judiciary, police services, municipal and provincial governments, and lawyers/prosecutors. In addition to operating all the Provincial Offences Act courts, Court Services holds governance over the Administrative Penalty System and oversees four City Tribunals: Administrative Penalty Tribunal, Toronto Local Appeal Body, Toronto Licensing Tribunal and Multi-Tenant House Licensing Tribunal.

Why We Do It

Toronto Court Services contributes by:

- Ensuring the public has access to a fair, open, reliable, and accessible justice system for Provincial Offences in Toronto.
- Enforcing fines and penalties in a reliable and consistent manner to protect the public interest.
- Ensuring the public has access to timely, open and accessible appeals related to four City Tribunals - Administrative Penalty Tribunal, Toronto Local Appeal Body, Toronto Licensing Tribunal and Multi-Tenant Housing Tribunal.

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 Court Services, please visit: www.toronto.ca/services-payments/tickets-fines-penalties/courts/

What Service We Provide

Provincial Offences and Tribunal Dispute Resolution

Who We Serve: Defendants, Applicants, Parties, Participants, Enforcement Officers, Prosecutors, Paralegal and Legal Representatives, Witnesses.

What We Deliver: Provides administration and courtroom support for hearings resulting from offences under the Provincial Offences Act and City by-laws, administrative hearings/review of Tribunals.

How Much Resources Required (gross 2025 operating budget): \$11.7 Million

Default Fine Collection Management

Who We Serve: Persons who are required to pay a court imposed fine.

What We Deliver: Provides collection management services for the timely collection and processing of outstanding fines ensuring appropriate action is taken on fines in default.

How Much Resources Required (gross 2025 operating budget): \$5.0 Million

Court Case Management

Who We Serve: Defendants, Applicants, Prosecutors, Paralegal and Legal Representatives, Enforcement Officers, Interpreters, Judiciary, Tribunal Members.

What We Deliver: Completing court administration processes respecting issued charges providing information to the public, maintaining court records, scheduling trials and hearings, and identifying unpaid fines for enforcement.

How Much Resources Required (gross 2025 operating budget): \$22.2 Million

Budget at a Glance

2025 OPERATING BUDGET

\$Million	2025	2026	2027
Revenues	\$32.4	\$32.4	\$32.4
Gross Expenditures	\$38.9	\$39.0	\$39.2
Net Expenditures	\$6.5	\$6.6	\$6.8
Approved Position	255.2	256.0	256.0

2025 - 2034 10-YEAR CAPITAL PLAN

\$Million	2025	2026-2034	Total
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Court Services does not have a 10-Year Capital Budget and Plan

2025 Program Summary

Economic Development and Culture

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Description

Economic Development and Culture (EDC) advances Toronto's prosperity, opportunity, and liveability by fostering employment and investment opportunities, encouraging Toronto's cultural vibrancy through enhanced cultural experiences, and by engaging partners in the planning and development of the City's economic and cultural resources. Economic Development and Culture delivers the following services:

- Arts Services
- Business Services
- Entertainment Industries Services
- Museum and Heritage Services

Economic Development and Culture assists businesses of all sizes and partners with industry and trade associations, Business Improvement Areas (BIAs), colleges and universities and other orders of government to enhance the competitiveness, diversity, resilience, and sustainability of Toronto based enterprises and sectors.

Economic Development and Culture has stewardship for 373 public art works and 100 heritage buildings, including eight community museums, and two national historic sites (Fort York and Spadina Museum).

Economic Development and Culture is responsible for the collection and conservation of 150,000 artifacts, 3,000 works of fine art, and 1.1 million archeological specimens.

Why We Do It

Economic Development and Culture is committed to making Toronto a place where business and culture thrive, providing services to improve the quality of life of its stakeholders by achieving the following outcomes:

- Business and cultural entities in Toronto have equitable access to and use economic development supports that start, improve, and grow operations, and contribute to increased economic activity.
- People in Toronto have equitable access to and use inclusive cultural programs that increase understanding of Toronto's many cultures and histories and contribute to a greater sense of belonging.

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 Economic Development and Culture, please visit: www.toronto.ca/city-government/accountability-operations-customer-service/city-administration/staff-directory-divisions-and-customer-service/economic-development-culture/

What Service We Provide

Arts Services

Who We Serve: Arts and Culture Organizations, Artists, Event Organizers, Residents, Visitors

What We Deliver:

- Arts services development and support in the form of advice, advocacy, consultation, convening, issue resolution and facilitation, promotion, and special event facilitation
- Create and offer arts activities and programs, classes, exhibits and events; plan and produce major festivals and events
- Assist in the organization of third-party events at Nathan Phillips Square and other City-owned locations
- Facilitate, develop, and provide access to arts venues and public art
- Provide funding to arts organizations through cultural grants services

How Much Resources (gross 2025 operating budget): \$57.6 Million

Business Services

Who We Serve: Business Incubators, Entrepreneurs, New Immigrants, Sector/Industry Associations, Sector Businesses, Youth

What We Deliver:

- Deliver business, sector and entrepreneurship supports including advice, training, consultation, advocacy, networking, market intelligence, issue resolution, promotion, events, and grants
- Provide advice and governance support to, and capital project cost-share funding for, BIAs (as local boards of the City)
- Partner with City divisions and administer property tax rebate programs to maintain space and increase the competitiveness of Toronto businesses
- Collaborate with Toronto Inc., universities and colleges, industry associations and other orders of government to attract investment in and market access for Toronto based businesses

How Much Resources (gross 2025 operating budget): \$24.9 Million

Entertainment Industries Services

Who We Serve: Entertainment Industry Associations, Film and Media Companies, Restaurants and Hotel Industries, Tourism Companies, Visitors

What We Deliver:

- Entertainment industries development and support in the form of advice, advocacy, consultation, convening, issues resolution and facilitation, industry promotion and training
- Film permitting for over 1,400 productions annually, enabling location shooting that supports the industry's significant production volume
- Visitor information services and strategic support to grow the visitor economy and night economy
- Equity-driven workforce development, growing production and performance space to increase investment, supporting climate-aware practices, and international promotion that draws business to Toronto

How Much Resources (gross 2025 operating budget): \$7.5 Million

Museum and Heritage Services

Who We Serve: Education Sector (Schools and Students), Public and Private Schools, Residents, Visitors, Newcomers

What We Deliver:

- Museum services development and support in the form of advice, advocacy, consultation, convening, issue resolution, facilitation, and promotion
- Create and offer museum activities, programs, classes, exhibits and events; provide rental opportunities for affordable community use
- Develop, manage, and conserve artifacts, archeological specimens, and fine art collections
- Manage heritage properties and municipal museums' operations
- Provide advice and collaborate with other City divisions in managing their heritage assets

How Much Resources (gross 2025 operating budget): \$18.2 Million

Budget at a Glance

2025 OPERATING BUDGET				2025 - 2034 10-YEAR CAPITAL PLAN			
\$Million	2025	2026	2027	\$Million	2025	2026-2034	Total
Revenues	\$16.2	\$16.9	\$13.3	Gross Expenditures	\$35.2	\$159.3	\$194.5
Gross Expenditures	\$108.2	\$110.7	\$110.4	Debt	\$22.6	\$101.7	\$124.3
Net Expenditures	\$92.0	\$93.8	\$97.1	Note: Includes 2024 carry forward funding			
Approved Positions	324.1	315.6	314.6				

[10-year Capital Budget & Plan by Project](#)

2025 Program Summary

Parks, Forestry and Recreation

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Description

Toronto's parks, recreation facilities, and natural spaces are vital community hubs where Torontonians come together to play, celebrate, explore and build connections. As stewards of these spaces, we play a crucial role in enhancing the city's social and environmental resilience by ensuring that our parks, playing fields, recreation centres, ice rinks, pools, as well as tree-lined streets, trails, forests, meadows, marshes, and ravines, are safe, accessible, and continually evolving to meet the needs of a growing city. Our goal is to foster vibrant, active, and engaged communities within these spaces.

Why We Do It

A vibrant network of parks, green spaces, forests, recreation facilities, and programs empowers Torontonians of all ages to be healthier, happier, and better connected, and makes our neighbourhoods and city more equitable, productive, liveable, and resilient to climate change, and other shocks and stresses.

What we want for Torontonians:

- Safe, high-quality recreation facilities and programs, parks, green spaces and urban forest that improve wellbeing.
- Equitable access to inclusive and welcoming recreational facilities and programs, parks, green spaces and urban forests.
- Greener infrastructure and operations and an urban forest, ravine, and parkland system that enhance biodiversity and ecosystem functions and mitigate and adapt to climate change.

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 Parks, Forestry and Recreation, please visit: <https://www.toronto.ca/city-government/accountability-operations-customer-service/city-administration/staff-directory-divisions-and-customer-service/parks-forestry-recreation/>

What Service We Provide

Who We Serve:

Every Torontonians, including Indigenous, Black, and equity deserving residents and Torontonians of all ages; commuters and visitors; Indigenous rights-holders; public benefit organizations, including sports and recreation groups, conservation and environmental stakeholders, social service providers and school boards; business sectors including arboriculture, design, tourism, and land development; and Business Improvement Areas.

Community Recreation

What We Deliver: High-quality, affordable and accessible recreation programs for all ages delivered in a growing network of well-maintained recreation facilities: drop-in and instructional programs, camps and after-school care, seniors' activities, youth programs and spaces that foster leadership, life skills, and provide youth employment. Facilitation of community use of parks and recreational spaces through facility booking management, special events, building capacity through community engagement and securing investments through partnerships.

How Much Resources (gross 2025 operating budget): \$289.9 million

Parks

What We Deliver: Care and maintenance of Toronto's system of parks and ravines across more than 1,500 parks encompassing 6,800 hectares of land; a park system that we expand and improve through design excellence as the city grows to ensure that parkland is accessible, functional, connected, and resilient.

How Much Resources (gross 2025 operating budget): \$217.1 million

The following Service will be transferred from Parks, Forestry and Recreation (PFR) to Environment, Climate and Forestry by second quarter of 2025 through phased transition as part of the strategic organizational alignment.

Urban Forestry

What We Deliver: A healthy, growing and resilient urban forest and ravine system that is well-maintained and can retain its ecological integrity as the city's population grows: tree protection, tree maintenance, tree planting, natural area management and stewardship programs.

How Much Resources (gross 2025 operating budget): \$92.8 million

Budget at a Glance

2025 OPERATING BUDGET

\$Million	2025	2026	2027
Revenues	\$218.9	\$191.9	\$183.4
Gross Expenditures	\$599.8	\$621.0	\$627.9
Net Expenditures	\$380.9	\$429.1	\$444.5
Approved Positions	5,452.3	5,613.7	5,620.2

2025 - 2034 10-YEAR CAPITAL PLAN

\$Million	2025	2026-2034	Total
Gross Expenditures	\$387.3	\$3,926.9	\$4,314.2
Debt	\$193.3	\$1,540.3	\$1,733.6

Note: Includes 2024 carry forward funding

[10-year Capital Budget & Plan by Project](#)

2025 Program Summary

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 integration of City services for seniors. We support Toronto seniors and people in long-term care to have the healthiest, most fulfilling lives possible through exceptional care and services, 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 Adult Day Programs (ADP), Supportive Housing (SH) services, tenancy support and Homemakers and Nurses Services (HMNS) for vulnerable individuals who reside in the community.

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/>

What Service We Provide

Long-Term Care Homes:

Who We Serve: 2,600+ diverse residents requiring 24-hour nursing and personal LTC care (60+ countries of origin, 50+ languages/dialects, 38% require financial assistance), family caregivers, 4,000+ staff members and 1,000+ volunteers.

What We Deliver: Directly operate ten LTCHs providing 24-hour resident-focused care for permanent and short-stay admissions; care, services and programs to enhance quality of life by responding to individual resident needs.

How Much Resources (gross 2025 operating budget): \$397.9 Million

Seniors Services and Community Programs:

Who We Serve: Approximately 2,500 clients with limited financial resources requiring assistance with household activities (HMNS); 500+ seniors residing in designated buildings requiring assistance with personal support (SH) and in the community (ADPs), all seniors in Toronto, as well as adults experiencing frailty, disabilities, and/or chronic illnesses, seniors service providers and community partners, and other City divisions supporting seniors.

What We Deliver: Directly operate several programs for diverse and frail seniors/adults living independently in the community, including: HMNS, SH and ADP. Coordinate 40+ City services for seniors across multiple divisions, and lead the Toronto Seniors Strategy, facilitating information and resource sharing across the seniors' services sector.

How Much Resources (gross 2025 operating budget): \$14.6 Million

Budget at a Glance

2025 OPERATING BUDGET

\$Million	2025	2026	2027
Revenues	\$331.7	\$324.7	\$324.7
Gross Expenditures	\$412.5	\$423.8	\$425.2
Net Expenditures	\$80.8	\$99.1	\$100.5
Approved Positions	3,623.3	3,623.3	3,623.3

2025 - 2034 10-YEAR CAPITAL PLAN

\$Million	2025	2026-2034	Total
Gross Expenditures	\$18.1	\$506.7	\$524.8
Debt			

Note: Includes 2024 carry forward funding

[10-year Capital Budget & Plan by Project](#)

2025 Program Summary

Social Development, Finance and Administration

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Description

Social Development, Finance and Administration (SDFA) drives transformative change to achieve stronger, safer, and more resilient and equitable communities and neighbourhoods in Toronto.

Social Development, Finance and Administration leads the City of Toronto's equity and inclusion strategies. Some of our work includes:

- Partnering with residents, community non-profit organizations, institutions, City divisions, businesses, and other orders of government to manage and deliver services and social programs with and for equity-deserving groups and vulnerable communities.
- Providing resources, research, and/or funding to internal and external stakeholders to support community development, especially with marginalized residents and communities.
- Developing and implementing strategic plans and policies to advance social and economic inclusion.

Why We Do It

- To fulfill the City of Toronto's commitment to inclusivity.
- To support Indigenous, Black, and equity-deserving communities to receive equitable and responsive access to all City services and facilities.
- To support community safety and wellbeing through social development, and collaborative violence prevention and intervention approaches.

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 Social Development, Finance and Administration, please visit: <https://www.toronto.ca/city-government/accountability-operations-customer-service/city-administration/staff-directory-divisions-and-customer-service/social-development-finance-administration/>

What Service We Provide

Community and Neighbourhood Development

Who We Serve: Indigenous, Black, and equity-deserving residents and communities, under-resourced neighbourhoods, Mayor and City Council, City divisions, agencies, boards and corporations, and Institutional partners.

What We Deliver: Programs and policies promoting inclusion of Indigenous, Black, and equity-deserving residents and communities and developing partnerships with community-based organizations advancing youth development, supporting equity-deserving groups to access services, and providing resources and capacity building opportunities for all neighbourhoods, with a focus on 31 Neighbourhood Improvement Areas.

How Much Resources (gross 2025 operating budget): \$15.6 Million

Community Safety and Wellbeing

Who We Serve: Indigenous, Black, and equity-deserving residents and communities, under-resourced neighbourhoods, Mayor and City Council, City divisions, agencies, boards and corporations, and Institutional partners.

What We Deliver: Programs and policies that foster and build community safety and wellbeing by working collaboratively across sectors, communities, and governments to implement priority actions across seven strategic goals: reduce vulnerability; reduce violence; advance truth and reconciliation; promote healing and justice; invest in people; invest in neighbourhoods, and drive collaboration and accountability.

How Much Resources (gross 2025 operating budget): \$47.5 Million

Community Partnership Investment Program

Who We Serve: Indigenous, Black, and equity-deserving residents and communities, under-resourced neighbourhoods, and community non-profit organizations.

What We Deliver: Funding for community non-profit organizations and resident-led initiatives and partnership development with funders and support for Indigenous-led and Black-led organizations.

How Much Resources (gross 2025 operating budget): \$31.3 Million

Social Policy and Planning

Who We Serve: Indigenous, Black, and equity-deserving residents and communities, under-resourced neighbourhoods, City Manager, Deputy City Managers, Mayor and City Council, City divisions, agencies, boards and corporations, and Institutional partners.

What We Deliver: City-wide policies, strategies, and action plans on equity, poverty reduction, and anti-racism that work to advance inclusive economic and social development; partnerships with community-based organizations and geographic Information System Mapping, research, and performance management.

How Much Resources (gross 2025 operating budget): \$7.7 Million

Human Service Integration

Who We Serve: Low-income residents, Indigenous, Black, and equity-deserving residents, and communities.

What We Deliver: Improved access to provincial and City of Toronto financial supports such as Ontario Works, childcare fee subsidies, Rent Geared to Income (RGI), recreation subsidies, hardship funds for medical-related items, energy costs, funerals, and transit subsidy under Fair Pass.

How Much Resources (gross 2025 operating budget): \$27.8 Million

Budget at a Glance

2025 OPERATING BUDGET			
<u>\$Million</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>
Revenues	\$ 16.8	\$ 12.9	\$ 12.2
Gross Expenditures	\$138.3	\$138.8	\$141.0
Net Expenditures	\$121.5	\$125.9	\$128.8
Approved Positions	366.0	385.0	386.0

2025 - 2034 10-YEAR CAPITAL PLAN			
<u>\$Million</u>	<u>2025</u>	<u>2026-2034</u>	<u>Total</u>
SDFA does not have a 10-Year Capital Budget and Plan.			

2025 Program Summary

Toronto Employment and Social Services

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Description

Under the authority of the *Ontario Works (OW) Act* and Regulations, Toronto Employment and Social Services (TESS) serves over 175,000 Toronto residents in financial need through a network of 14 full-service offices.

- Toronto Employment and Social Services provides social supports, financial benefits and some employment supports to people living in Toronto. Services provided include financial benefits available through the OW program and connection to health, housing, child-care, and other social services as well as preparing people who receive OW to participate in employment programs.

Why We Do It

Toronto residents in financial need receive income supports, health benefits and employment assistance that is timely, accessible, and responsive to their needs.

- The Provincial *Ontario Works Act* lays out eligibility criteria and the type and level of benefits available to clients.
- Income supports are designed to help with the costs of food, clothing, and shelter.
- To receive financial assistance, clients must be willing to make reasonable efforts to find, prepare for and maintain a job.

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 TESS, please visit: <https://www.toronto.ca/city-government/accountability-operations-customer-service/city-administration/staff-directory-divisions-and-customer-service/employment-social-services/>

What Service We Provide

Financial Supports

Who We Serve: Social Assistance Recipients and Adult Dependants, Low Income Toronto Residents

What We Deliver: Income supports and health benefits to Toronto residents in financial need

How Much Resources (gross 2025 operating budget): \$1,169.3 million

Integrated Case Management and Service Planning

Who We Serve: Social Assistance Recipients, Adult Dependants of Ontario Disability Support Program (ODSP) Clients, Low Income Toronto Residents

What We Deliver: An action-oriented service plan that addresses urgent needs and identifies next steps to enhance client employability and life stabilization (i.e., housing, mental health)

How Much Resources (gross 2025 operating budget): \$145.6 million

Employment Services

Who We Serve: Social Assistance Recipients, Adult Dependants of ODSP Clients, Low Income (Unemployed and Under-Employed) Toronto Residents, and Employers

What We Deliver: Some employment supports to help social assistance clients prepare to participate in employment programming

How Much Resources (gross 2025 operating budget): \$52.7 million

Budget at a Glance

2025 OPERATING BUDGET

<u>\$Million</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>
Revenues	\$1,277.0	\$1,249.9	\$1,248.8
Gross Expenditures	\$1,367.5	\$1,363.8	\$1,364.5
Net Expenditures	\$90.5	\$113.9	\$115.7
Approved Positions	2,037	2,027	2,027

2025 - 2034 10-YEAR CAPITAL PLAN

<u>\$Million</u>	<u>2025</u>	<u>2026-2034</u>	<u>Total</u>
Gross Expenditures	\$0.6	\$8.4	\$9.0
Debt	\$0.6	\$8.4	\$9.0

[10-year Capital Budget & Plan by Project](#)

2025 Program Summary

Toronto Fire Services

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Description

In accordance with the *Ontario Fire Protection and Prevention Act* (FPPA), Toronto Fire Services (TFS) provides residents and businesses with a comprehensive suite of fire protection services 24 hours per day, 7 days per week.

As the largest fire service in Canada, TFS deploys from 84 fire stations and eight support facilities to support service delivery. On an annual basis, TFS responds to more than 175,136 emergency incidents, inspects 100% of Toronto Community Housing Corporation (TCHC) multi-unit residential properties including Toronto Senior Housing properties, 100% high-rise residential buildings, and responds to 100% of complaints and requests for Fire Code inspections.

Why We Do It

Toronto Fire Services is the City's only all-hazards emergency response organization dedicated to providing fire protection services by achieving the following outcomes:

- Timely and effective emergency response to mitigate injuries, economic loss and save lives;
- Building and public venue compliance with fire safety standards to protect the lives and properties of people in Toronto;
- Prevention of fire incidents in Toronto through regular and relevant public education that raises community awareness.

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 Toronto Fire Services, please visit: <https://www.toronto.ca/city-government/accountability-operations-customer-service/city-administration/staff-directory-divisions-and-customer-service/fire-services/>

What Service We Provide

Fire Rescue and Emergency Response

Who We Serve: Residents and visitors facing imminent injury or threat to their lives or property

What We Deliver: Those impacted by emergency incidents are provided with emergency medical support, fire suppression, specialized rescue services, and hazardous materials/large scale emergency response

How Much Resources (gross 2025 operating budget): \$533.6 million

Fire Prevention Inspection and Enforcement

Who We Serve: Building owners, building occupants, adjacent property owners, residents raising fire-safety related concerns, the public, and responding Firefighters who rely on building fire protection systems during emergency response

What We Deliver: Fire safety inspection and Ontario Fire Code enforcement services, in both new and existing buildings

How Much Resources (gross 2025 operating budget): \$33.2 million

Fire Safety Education

Who We Serve: Residents, businesses, students and the general population via social media

What We Deliver: Various public fire safety programs, such as the Alarmed for Life program for residential smoke and carbon monoxide alarms, school fire safety programs, and other public fire safety campaigns designed to reduce the risk to life and property through proactive education

How Much Resources (gross 2025 operating budget): \$7.5 million

Budget at a Glance

2025 OPERATING BUDGET

\$Million	2025	2026	2027
Revenues	\$25.9	\$29.4	\$25.8
Gross Expenditures	\$574.3	\$588.9	\$591.5
Net Expenditures	\$548.4	\$559.5	\$565.7
Approved Positions	3,379.3	3,379.3	3,379.3

2025 - 2034 10-YEAR CAPITAL PLAN

\$Million	2025	2026-2034	Total
Gross Expenditures	\$25.8	\$47.5	\$73.3
Debt	\$15.2	\$17.8	\$33.0

Note: Includes 2024 carry forward funding

[10-year Capital Budget & Plan by Project](#)

2025 Program Summary

Toronto Paramedic Services

While we aim to provide fully accessible content, there is no text alternative available for some of the content within these pages. If you require alternate formats or need assistance understanding our charts, graphs, or any other content, please contact us at FPD@toronto.ca.

Description

Toronto Paramedic Services (PS) provides 24/7 paramedic care in response to life-threatening medical emergencies.

Paramedic Services delivers the following services:

- Emergency Medical Care
- Emergency Medical Dispatch
- Community Paramedicine

Paramedic Services is responsible for all aspects of land ambulance service for the City of Toronto. Paramedic Services has stewardship for more than 45 ambulance stations (including a Multi-Function Station), a fleet of 236 transport ambulances, 1,469 Paramedics, and 148 Emergency Medical Dispatchers.

Why We Do It

Paramedic Services is the sole provider of 24/7 paramedic care as mandated by the *Ambulance Act of Ontario*. We protect and improve the quality of life in Toronto by providing superior and compassionate pre-hospital and out-of-hospital, paramedic-based health care.

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 Toronto Paramedic Services, please visit: [Toronto Paramedic Services – City of Toronto](#)

What Service We Provide

Emergency Medical Care

Who We Serve: 911 Callers, Hospitals, Patients

What We Deliver: Provide paramedic-based emergency medical response and treatment and ensure medically appropriate transport for all patients in the community.

How Much Resources (gross 2025 operating budget): \$320.2 million

Emergency Medical Dispatch and Preliminary Care

Who We Serve: 911 Callers, Hospitals, Patients

What We Deliver: Provide immediate access to dispatch life support instructions through Toronto's Central Ambulance Communications Centre prior to paramedic arrival.

How Much Resources (gross 2025 operating budget): \$39.8 million

Community Paramedicine and Emergency Call Mitigation

Who We Serve: 911 Callers, Hospitals, Health Care Providers, Patients

What We Deliver: Provide community-based primary medical care and referrals, at-home medical care to support seniors and vulnerable residents, and first-response education and awareness within the community.

How Much Resources (gross 2025 operating budget): \$12.3 million

Budget at a Glance

2025 OPERATING BUDGET

\$Million	2025	2026	2027
Revenues	\$241.9	\$249.6	\$245.9
Gross Expenditures	\$372.3	\$416.3	\$410.7
Net Expenditures	\$130.4	\$166.7	\$164.8
Approved Positions	2,079.8	2,074.8	2,074.5

2025 - 2034 10-YEAR CAPITAL PLAN

\$Million	2025	2026-2034	Total
Gross Expenditures	\$28.7	\$238.5	\$267.2
Debt	\$15.5	\$164.1	\$179.6

Note: Includes 2024 carry forward funding

[10-year Capital Budget & Plan by Project](#)

2025 Program Summary

Toronto Shelter and Support Services

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Description

Toronto Shelter and Support Services is responsible for managing a coordinated and effective system of homelessness services, working from Housing First and human rights approaches with a focus on the people we serve. Toronto's homelessness service system provides immediate, housing-focused, person-centred services for people experiencing homelessness. The homelessness service system consists of emergency shelters, 24-hour respite sites, 24-hour drop-ins, daytime drop-ins, and street outreach services and encampment response for individuals living outdoors and other public spaces.

Why We Do It

Toronto Shelter and Support Services' vision is that Toronto is a city where everyone has a safe and affordable place to call home.

In 2024, Toronto's shelter system accommodated more than 12,000 people per night with additional spaces to protect people from cold weather during the winter season. This service level will not be sufficient to meet anticipated demand. Demand is so high that every night the City is unable to provide shelter to hundreds of people requesting a space. It has become harder to connect shelter users to housing, due to lack of housing opportunities and unpredictability of the Canada-Ontario Housing Benefit. Without supports to help people obtain housing, there is lack of turnover in shelter spaces, which leaves more people waiting to access the shelter system. As a result, the City is seeing increasing levels of homelessness on the street, in encampments, and on the City's transit system.

Toronto Shelter and Support Services continues to work closely with the federal and provincial governments to coordinate an effective and sustainable funding model to support the needs of all groups of service users experiencing homelessness in Toronto, including ensuring access to appropriate primary health care, harm reduction, overdose prevention and mental health case management services, addressing the urgent issue of encampments and unsheltered homelessness, and supporting people experiencing homelessness to exit the shelter system into permanent housing.

Outcomes:

- People experiencing homelessness in Toronto have access to safe, high quality emergency shelters that offer housing-focused supports.
- The experience of homelessness in Toronto is rare, brief, and non-recurring.

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 TSSS, please visit: <https://www.toronto.ca/city-government/accountability-operations-customer-service/city-administration/staff-directory-divisions-and-customer-service/toronto-shelter-support-services/>

What Service We Provide

Emergency Shelter and Overnight Services

Who We Serve: People experiencing homelessness in emergency base shelter system including refugee claimants.

What We Deliver: Safe and welcoming emergency shelter and overnight services for those in housing crisis. Supports for people experiencing homelessness to develop a housing plan and to access housing and stabilization supports. Navigation and referrals to appropriate community and health services.

How Much Resources (gross 2025 operating budget): \$695.0 million

Refugee Claimants

Who We Serve: Refugees claimants in need of shelter.

What We Deliver: Temporary emergency accommodations for refugee claimants with specialized services and supports that serve the distinct needs of the refugee population. Refugee claimants are also supported through the base shelter system.

How Much Resources (gross 2025 operating budget): \$154.5 million

Services for People Sleeping Outdoors

Who We Serve: People sleeping outdoors and in encampments.

What We Deliver: Street outreach services for people staying outdoors, with a focus on establishing supportive relationships to address immediate health and safety needs and to provide supports to move into shelter and housing. Coordination of services to support individuals sleeping in encampments, with a focus on prevention, identification and resolution of encampments, prioritization of health and safety of individuals, and provision of stabilization supports.

How Much Resources (gross 2025 operating budget): \$34.1 million

Drop-Ins and Housing Focused Client Supports

Who We Serve: People experiencing homelessness and households exiting homelessness to housing.

What We Deliver: Daytime drop-in services to people who need access to basic services and referrals. Follow-up support services to people who have exited homelessness to help maintain housing.

How Much Resources (gross 2025 operating budget): \$15.2 million

Budget at a Glance

2025 OPERATING BUDGET

\$Million	2025	2026	2027
Revenues	\$ 656.8	\$ 542.5	\$ 154.3
Gross Expenditures	\$ 898.8	\$ 912.0	\$ 928.5
Net Expenditures	\$ 242.0	\$ 369.5	\$ 774.2
Approved Positions	1,497.5	1,419.0	1,402.0

2025 - 2034 10-YEAR CAPITAL PLAN

\$Million	2025	2026-2034	Total
Gross Expenditures	\$125.5	\$831.6	\$957.1
Debt	\$ 35.0	\$655.0	\$690.0

Note: Includes 2024 carry forward funding

[10-year Capital Budget & Plan by Project](#)

Infrastructure Services

Engineering & Construction Services



Municipal Licensing & Standards



Toronto Emergency Management



Policy Planning Finance & Administration



Solid Waste Management Services



Toronto Water



Transit Expansion



Transportation Services



Infrastructure Services (IS) refer to the physical networks, associated services and facilities essential to enable, sustain, or enhance societal living conditions and are necessary for the functioning of a modern City.

Infrastructure services include the following:

- Engineering & Construction Services
- Municipal Licensing & Standards
- Policy, Planning, Finance & Administration
- Toronto Emergency Management
- Transit Expansion
- Transportation Services
- Solid Waste Management Services
- Toronto Water

Comprehensive information about the Infrastructure and Development Services area, including 2025 priority services and outcomes, priority areas, key risks and challenges, priority actions, funding sources, and a major expenditures breakdown, are available at the following link: [Presentation from the Deputy City Manager, Infrastructure Services, on 2025 Operating Budget and 2025-2034 Capital Plan](#) (January 15, 2025). Please note that budget numbers in the presentation might differ from the table above due to the changes during the Budget cycle.

In-depth information regarding Divisional budgets, including performance measures, priority actions, breakdown of funding sources and expenditures, and future years' outlook, are available at the following link: [Budget Notes, Reports & Presentations](#).

2025 Program Summary

Engineering and Construction Services

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Description

Engineering and Construction Services (ECS) provides specialized engineering design and construction services to internal clients (Toronto Water, Transportation Services, Solid Waste Management Services, and other City Programs and Agencies) and external clients (the development industry, utility companies, Toronto Transit Commission, Metrolinx and other public agencies) creating safe and sustainable municipal infrastructure.

Engineering and Construction Services delivers the following services:

- Municipal Infrastructure Construction
- Engineering Review and Acceptance (in conjunction with the new Development Review Division within Development and Growth Services)
- Engineering Information

Why We Do It

Engineering and Construction Services is committed to building safe and sustainable infrastructure that enhances the quality of life for the people of Toronto through engineering excellence with a customer focus by achieving the following outcome: municipal (road, bridge, water, wastewater, and solid waste) infrastructure is designed and constructed to ensure that it is safe and sustainable.

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 Engineering and Construction Services, please visit: <https://www.toronto.ca/city-government/accountability-operations-customer-service/city-administration/staff-directory-divisions-and-customer-service/engineering-construction-services/>

What Service We Provide

Municipal Infrastructure Construction

Who We Serve: Residents, Businesses, City and Agencies, Business Improvement Areas and Visitors

What We Deliver: Engineering and project management services for the construction of new and upgraded infrastructure, including roads, bridges, Toronto Transit Commission (TTC) streetcar track, cycling facilities, sewers and watermain, stormwater management facilities, water and wastewater treatment facilities, and solid waste management facilities

How Much Resources (gross 2025 operating budget): \$62.6 Million

Engineering Review and Acceptance

Who We Serve: Businesses, Residents, Visitors, Utility Companies, City and Agency Staff, Development Industry, Metrolinx, GO Transit, and TTC

What We Deliver: Review and acceptance of development applications for transit, third party, and other public agencies.

How Much Resources (gross 2025 operating budget): \$21.4 Million

Note. A portion of the 2025 Operating Budget for Engineering Review and Acceptance will move to the Development Review Division in 2025, as part of the organizational realignment.

Engineering Information

Who We Serve: City Divisions, Agencies, Boards, and Commissions, Metrolinx, Development Industry, Businesses, Residents, Visitors

What We Deliver: Establishing, maintaining, and providing the technical information, records, and data to support various parties building, managing, or impacted by the City's infrastructure

How Much Resources (gross 2025 operating budget): \$10.3 Million

Budget at a Glance

2025 OPERATING BUDGET

\$Million	2025	2026	2027
Revenues	\$92.4	\$96.9	\$101.1
Gross Expenditures	\$94.3	\$99.0	\$103.8
Net Expenditures	\$1.9	\$2.1	\$2.7
Approved Positions	690.1	688.1	688.1

2025 - 2034 10-YEAR CAPITAL PLAN

\$Million	2025	2026-2034	Total
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Engineering and Construction Services does not have a 10-Year Capital Budget and Plan

2025 Program Summary

Municipal Licensing and Standards

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Description

Municipal Licensing and Standards (MLS) provides by-law administration and enforcement services, including strategies to address noise, business inspections, parks regulations, and animal services issues. Services also include business licensing and permitting, property standards, animal care including control, shelter and adoption, and animal issues. The division is responsible for the enforcement of more than 30 by-laws and statutes. MLS delivers the following services:

- By-law Compliance and Enforcement
- Licences and Permits
- Animal Services

Why We Do It

Municipal Licensing and Standards' mission is to contribute to the safety, vibrancy, and maintenance of our communities by being a leader in the professional delivery of by-law enforcement, administration, and animal care services to the City of Toronto.

Outcome Statements:

- People in Toronto experience public and private spaces with safe community standards and minimized public nuisances.
- Businesses, charities, and non-profits operating in Toronto obtain licences and permits conveniently and efficiently.
- Animals in Toronto are cared for and protected safely and reliably.

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 Municipal Licensing and Standards, please visit: [Municipal Licensing and Standards – City of Toronto](#)

What Service We Provide

By-Law Compliance and Enforcement

Who We Serve: Vulnerable residents, enforcement agencies, business owners and operators, property owners, community groups, and the public.

What We Deliver: Bylaw enforcement for licensing, public spaces, and private properties.

How Much Resources (2025 gross operating budget): \$51.3 million

Licences and Permits

Who We Serve: Residents, consumers, business owners and operators, charities and not-for-profit organizations and City/agency staff.

What We Deliver: Issuance of business licences and permits, and bylaw exemptions.

How Much Resources (2025 gross operating budget): \$18.8 million

Animal Services

Who We Serve: Animal/pet owners, domestic/wild animals, and City/agency staff.

What We Deliver: Animal shelter and care, pet licence issuance, and mobile response and animal bylaw enforcement.

How Much Resources (2025 gross operating budget): \$18.1 million

Budget at a Glance

2025 OPERATING BUDGET

<u>\$Million</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>
Revenues	\$60.7	\$61.0	\$62.2
Gross Expenditures	\$88.2	\$89.5	\$90.1
Net Expenditures	\$27.5	\$28.5	\$27.9
Approved Positions	680.5	680.5	680.5

2025 - 2034 10-YEAR CAPITAL PLAN

<u>\$Million</u>	<u>2025</u>	<u>2026-2034</u>	<u>Total</u>
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Municipal Licensing and Standards does not have a 10-Year Capital Budget and Plan.

2025 Program Summary

Policy, Planning, Finance and Administration

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Description

Policy, Planning, Finance and Administration (PPFA) provides centralized financial and administrative shared services to Infrastructure Services (IS) and Development and Growth Services (DGS) divisions and Deputy City Managers. Policy, Planning, Finance and Administration delivers Corporate Leadership, Organizational Effectiveness, Financial Management and Program Support services to the following:

IS Divisions		DGS Divisions
<ul style="list-style-type: none"> Deputy City Manager's Office Engineering and Construction Services Municipal Licensing and Standards Solid Waste Management Services 	<ul style="list-style-type: none"> Toronto Water Toronto Emergency Management Transit Expansion Transportation Services 	<ul style="list-style-type: none"> Deputy City Manager's Office City Planning Development Review Housing Secretariat Toronto Building

Why We Do It

Policy, Planning, Finance and Administration provides centralized financial and administrative shared services and corporate leadership support to IS and DGS divisions and Deputy City Managers so they can focus on providing services to Toronto's residents and businesses. In so doing, PPFA strives to achieve the following outcomes:

- Infrastructure Services and Development and Growth Services Divisions are able to make informed financial decisions and provide services that are financially sustainable through timely and accurate financial management.
- Public consultation on IS infrastructure projects is timely, accessible, and convenient, and the input from residents and businesses contributes to informed decision-making.

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 PPFA, please visit: <https://www.toronto.ca/city-government/accountability-operations-customer-service/city-administration/staff-directory-divisions-and-customer-service/policy-planning-finance-administration/>

What Service We Provide

Corporate Leadership and Organizational Effectiveness

Who We Serve: Deputy City Managers – Infrastructure Services (IS) and Development and Growth Services (DGS), City Staff/Divisions.

What We Deliver: Strategic advice, planning, coordination and reporting to the IS and DGS divisions to improve organizational effectiveness, and service delivery.

How Much Resources (gross 2025 operating budget): \$9.2 million

Financial Management

Who We Serve: Deputy City Managers - IS and DGS, City Staff/Divisions, and Division Suppliers/Service Providers.

What We Deliver: Financial planning, reporting, analysis and advice, revenue/receivable management, purchasing, contract management and coordination of payables for IS and DGS divisions to ensure compliance with corporate policies, guidelines, and bylaws and support service delivery.

How Much Resources (gross 2025 operating budget): \$10.1 million

Program Support

Who We Serve: Deputy City Managers – IS and DGS, City Staff/Divisions, Residents and Businesses.

What We Deliver: Public consultation, complement management, payroll and administrative services to IS and DGS divisions to ensure compliance with corporate policies and support service delivery.

How Much Resources (gross 2025 operating budget): \$8.5 million

Budget at a Glance

2025 OPERATING BUDGET

<u>\$Million</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>
Revenues	\$21.8	\$22.1	\$21.7
Gross Expenditures	\$27.7	\$29.0	\$28.4
Net Expenditures	\$5.9	\$6.9	\$6.7
Approved Positions	210.1	202.1	199.1

2025 - 2034 10-YEAR CAPITAL PLAN

<u>\$Million</u>	<u>2025</u>	<u>2026-2034</u>	<u>Total</u>
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Policy, Planning, Finance and Administration does not have a 10-Year Capital Budget and Plan.

2025 Program Summary

Toronto Emergency Management

While we aim to provide fully accessible content, there is no text alternative available for some of the content within these pages. If you require alternate formats or need assistance understanding our charts, graphs, or any other content, please contact us at FPD@toronto.ca.

Description

Toronto Emergency Management (TEM) maintains, coordinates, and drives improvements to Toronto's emergency management program.

Emergency management includes mitigation, preparedness, response, and recovery measures, all of which are distinct phases of the emergency management cycle.

This work includes coordinating and managing plans and official arrangements to engage and guide the efforts of government, community-based, and other private agencies in comprehensive, coordinated ways to respond to a spectrum of emergency needs.

Why We Do It

The City of Toronto's Emergency Management Program is governed by the *Emergency Management and Civil Protection Act*, which provides the legal basis and framework for emergency management programs in Ontario. Primary functional responsibility for emergency management is delegated to local municipalities.

- The City continues to deliver timely, robust, integrated and coordinated services required to meet the needs of Toronto residents and businesses during emergencies.
- Toronto residents and businesses are informed of actions required to respond to and recover from emergencies.

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 Toronto Emergency Management, please visit: <https://www.toronto.ca/city-government/accountability-operations-customer-service/city-administration/staff-directory-divisions-and-customer-service/toronto-emergency-management/>

What Service We Provide

Emergency Management
Who We Serve: The Public, City Divisions, Agencies, Corporations, and Partner agencies.

What We Deliver: Coordination is a primary function of emergency management. Toronto Emergency Management coordinates emergency resources across the municipality and, as necessary, across municipal and provincial borders (mutual aid) as well as vertically through the Provincial and Federal Governments

How Much Resources (gross 2025 operating budget): \$8.2 Million

Budget at a Glance

2025 OPERATING BUDGET				2025 - 2034 10-YEAR CAPITAL PLAN			
\$Million	2025	2026	2027	\$Million	2025	2026-2034	Total
Revenues	\$3.0	\$3.2	\$ 0.8	Toronto Emergency Management does not have a 10-Year Capital Budget and Plan			
Gross Expenditures	\$8.2	\$8.9	\$ 6.4				
Net Expenditures	\$5.2	\$5.7	\$ 5.6				
Approved Positions	44	44	34				

2025 Program Summary

Transit Expansion

While we aim to provide fully accessible content, there is no text alternative available for some of the content within these pages. If you require alternate formats or need assistance understanding our charts, graphs, or any other content, please contact us at FPD@toronto.ca.

Description

The Transit Expansion Division provides day-to-day leadership and oversight of the City of Toronto's participation in the multi-year, multi-billion-dollar transit network expansion program. Specifically, the role of the Transit Expansion Division is to:

1. Partner with key partners such as the Province of Ontario, Metrolinx, Infrastructure Ontario, and Toronto Transit Commission to deliver new transit infrastructure to keep Toronto moving;
2. Provide dedicated leadership for the City's transit expansion strategy, manage, and advance the City's interests and ensure municipal requirements are achieved; and
3. Proactively seek opportunities to accelerate the City's transit expansion program, including centralizing coordination while seeking opportunities throughout the project lifecycle to accelerate transit expansion projects by streamlining and optimizing municipal processes where possible.

Why We Do It

The City of Toronto, the Province of Ontario, and other partners, collaborate in a coordinated, organized and integrated manner to enable the delivery of on-time and on-budget transit expansion in Toronto.

Advancing transit expansion helps improve access to employment, education, and recreation opportunities as well as community, health, and government services.

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 Transit Expansion, please visit: <https://www.toronto.ca/services-payments/streets-parking-transportation/transit-in-toronto/transit-expansion/>

What Service We Provide

Program Management and Planning

Who We Serve: City Council and the City’s Senior Leadership Team

What We Deliver: Coordinate City involvement in planning transit expansion with our external partners and planning and designing city-priority transit expansion projects. Our deliverables include developing legal agreements, leading secretariat and governance support, Council reporting, design and environmental assessment of City projects, monitoring transit program development and establishing program controls and reporting mechanisms.

How Much Resources (gross 2025 operating budget): \$6.9 Million

Capital Implementation Coordination

Who We Serve: City Council and the City’s Senior Leadership Team

What We Deliver: Coordinate City involvement in implementing transit expansion projects and resolve issues with our external partners. Our deliverables include streamlined processes for design reviews monitoring and inspections, issues resolution, commissioning, testing, acceptance, and mitigation of deficiencies in City infrastructure.

How Much Resources (gross 2025 operating budget): \$5.1 Million

Budget at a Glance

2025 OPERATING BUDGET			
\$Million	2025	2026	2027
Revenues	\$9.4	\$9.4	\$9.5
Gross Expenditures	\$12.1	\$12.1	\$12.2
Net Expenditures	\$2.7	\$2.7	\$2.7
Approved Positions	77.0	77.0	77.0

2025 - 2034 10-YEAR CAPITAL PLAN			
\$Million	2025	2026-2034	Total
Gross Expenditures	\$186.3	\$668.9	\$855.2
Debt	\$2.5	\$1.0	\$3.5
Note: Includes 2024 carry forward funding			

[10-year Capital Budget & Plan by Project](#)

2025 Program Summary

Transportation Services

While we aim to provide fully accessible content, there is no text alternative available for some of the content within these pages. If you require alternate formats or need assistance understanding our charts, graphs, or any other content, please contact us at FPD@toronto.ca.

Description

Transportation Services provides people and businesses a means to move safely in our diverse and changing city to connect with the places, activities, and communities that they value.

Transportation Services is responsible for the planning, engineering, design, maintenance, and operations of 5,600 kilometres of roads, 7,400 kilometres of sidewalks, 900 bridges and culverts, 2,542 traffic control signals, 490 pedestrian crossovers, and 817 centreline kilometres of bikeway network.

Why We Do It

Transportation Services strives to build and maintain Toronto's transportation network where:

- People and businesses are connected to a resilient and reliable transportation network where they can access opportunities and places that they value.
- People have access to streets in their communities that are complete, safe, equitable and vibrant.

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 Transportation Services, please visit: <https://www.toronto.ca/city-government/accountability-operations-customer-service/city-administration/staff-directory-divisions-and-customer-service/transportation-services>

What Service We Provide

Road and Sidewalk Management

Who We Serve: All road users such as pedestrians, cyclists, and vehicle operators and passengers, and businesses including utility companies.

What We Deliver: Roads/sidewalks/cycling infrastructure repairs, cleaning, and de-icing/snow clearing, Pedestrian/cycling infrastructure implementation and maintenance, Bridges and retaining walls maintenance.

How Much Resources (gross 2025 operating budget): \$317.2 Million

Transportation Safety and Operations

Who We Serve: All road users such as pedestrians, cyclists, vehicle operators and passengers, emergency service providers, and businesses.

What We Deliver: Traffic/transit/pedestrian flow monitoring, Traffic control/maintenance device installation and maintenance, Traffic sign fabrication/installation/maintenance, Pavement markings.

How Much Resources (gross 2025 operating budget): \$217.2 Million

Permits and Application

Who We Serve: Community organizations, property owners, and businesses including utility companies.

What We Deliver: Parking permit issuance, Construction permit issuance, Street event permit issuance, Parking and right-of-way by-law enforcement, Development application review.

How Much Resources (gross 2025 operating budget): \$27.4 Million

Budget at a Glance

2025 OPERATING BUDGET

\$Million	2025	2026	2027
Revenues	\$ 266.5	\$ 240.3	\$ 177.1
Gross Expenditures	\$ 561.7	\$ 582.6	\$ 550.2
Net Expenditures	\$ 295.2	\$ 342.3	\$ 373.1
Approved Positions	1,736.3	1,736.3	1,736.3

2025 - 2034 10-YEAR CAPITAL PLAN

\$Billion	2025	2026-2034	Total
Gross Expenditures	\$ 0.636	\$ 5.495	\$ 6.131
Debt	\$ 0.343	\$ 2.741	\$ 3.084

Note: Includes 2024 carry forward funding

[10-year Capital Budget & Plan by Project](#)

2025 Program Summary

Solid Waste Management Services

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Description

Solid Waste Management Services (SWMS) manages close to 900,000 tonnes (almost two billion pounds) of waste each year. This includes the collection, transport and disposal of municipal and other private sector garbage, recyclables, organics, electronic waste, household hazardous waste, yard waste and organic waste processing.

Solid Waste Management Services manages three collection yards and one litter collection yard, seven transfer stations, six household hazardous waste depots, two organics processing facilities, Green Lane Landfill and 160 former landfills.

Solid Waste Management Services provides waste collection services to single-family homes, multi-residential buildings, small businesses, special events, schools, City Divisions, Agencies and Corporations, and private waste is accepted at our Drop-off Depots and landfill.

Solid Waste Management Services also provides City-wide benefits through litter pick-up, parks bin and street litter bin collection, promotion and education, community outreach and Community Environment Days.

Why We Do It

Solid Waste Management Services ensures that Torontonians live in a city where:

- Waste is collected in a timely, safe, reliable, and efficient manner.
- Waste is managed in an innovative, environmentally, and fiscally sustainable manner.

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 Solid Waste Management Services, please visit: <https://www.toronto.ca/city-government/accountability-operations-customer-service/city-administration/staff-directory-divisions-and-customer-service/solid-waste-management-services/>

What Service We Provide

City Beautification

Who We Serve: Public realm users, local communities, local businesses.

What We Deliver: Litter pick-up, parks bins and street litter bin collection, special event collection.

How Much Resources (gross 2025 operating budget): \$50.173 million

Residual Management

Who We Serve: Residential customers including single-family homes and multi-residential buildings; commercial and industrial businesses; schools; City divisions, agencies, and corporations (DACs); charities; institutions; and religious organizations.

What We Deliver: Management of Green Lane Landfill site, perpetual care, energy generation.

How Much Resources (gross 2025 operating budget): \$63.038 million

Solid Waste Collection and Transfer

Who We Serve: Residential customers including single-family homes and multi-residential buildings, commercial and industrial businesses, schools, DACs, charities, institutions, and religious organizations.

What We Deliver: Collection of garbage, blue bin recycling, green bin organics, durable goods, yard waste, municipal hazardous and special waste, oversized items, transfer station management.

How Much Resources (gross 2025 operating budget): \$159.918 million

Solid Waste Education and Enforcement

Who We Serve: Residential customers including single-family homes and multi-residential buildings, public realm users, schools, DACs, charities, institutions, and religious organizations.

What We Deliver: Promotion, education, enforcement, community outreach and environment days.

How Much Resources (gross 2025 operating budget): \$9.013 million

Solid Waste Processing and Transport

Who We Serve: Residential customers including single-family homes and multi-residential buildings, commercial and industrial businesses, schools, DACs, charities, institutions, and religious organizations.

What we Deliver: Recyclables, organics, leaf/yard waste and durable goods processing and haulage.

How Much Resources (gross 2025 operating budget): \$146.120 million

Budget at a Glance

2025 OPERATING BUDGET

\$Million	2025	2026	2027
Revenues	\$ 443.8	\$ 419.5	\$ 444.8
Gross Expenditures	\$ 428.3	\$ 405.6	\$ 431.8
Capital Contribution	\$ 15.53	\$ 13.84	\$ 12.92
Approved Positions	1,192.3	1,136.6	1,132.6

2025 - 2034 10-YEAR CAPITAL PLAN

\$Million	2025	2026-2034	Total
Gross Expenditures	\$ 75.1	\$ 1,346.5	\$ 1,421.6
Recoverable Debt	\$ 35.7	\$ 963.8	\$ 999.5

Note: Includes 2024 carry forward funding

[10-year Capital Budget & Plan by Project](#)

2025 Program Summary

Toronto Water

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Description

Toronto Water manages one of the largest water, wastewater and stormwater systems in North America, 24 hours a day, seven days a week.

Toronto Water's services ensure approximately 4.0 million residents and businesses in Toronto, and portions of York and Peel have access to safe drinking water, safely treated wastewater and stormwater management.

Why We Do It

Drinking water is delivered to people (residents, businesses, visitors and the Industrial, Commercial, Institutional sector in Toronto and York Region) in a safe and reliable manner to protect public health.

Wastewater is collected from people (residents, businesses and the Industrial, Commercial, Institutional sector in Toronto and Peel Region) and treated in a safe and environmentally sustainable way to protect public health.

Stormwater (rain and melted snow) is collected or diverted to help prevent the risk of property flooding, control erosion and improve water quality to protect public health and Toronto's waterways.

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 Toronto Water, please visit: <https://www.toronto.ca/city-government/accountability-operations-customer-service/city-administration/staff-directory-divisions-and-customer-service/toronto-water/>

What Service We Provide

Water Treatment and Supply

Who We Serve: Water account holders, water consumers.

What We Deliver: Supply +435 billion litres annually of safe potable water. Continuous distribution of potable water through +6,100 kilometers of watermains and City-owned water services.

How Much Resources (gross 2025 operating budget): \$215.0 million

Wastewater Collection and Treatment

Who We Serve: Wastewater account holders, wastewater producers, public and private landowners.

What We Deliver: Return to Lake Ontario +400 billion litres annually of treated wastewater. Conveyance of wastewater through +5,600 kilometers of sewers.

How Much Resources (gross 2025 operating budget): \$260.6 million

Stormwater Management

Who We Serve: Public and private landowners.

What We Deliver: Continuous conveyance of stormwater (rainwater and melted snow) through +4,900 kilometers of storm sewers.

How Much Resources (gross 2025 operating budget): \$50.4 million

Budget at a Glance

2025 OPERATING BUDGET

\$Billion	2025	2026	2027
Revenues	\$1.611	\$1.662	\$1.715
Gross Expenditures	\$0.526	\$0.539	\$0.550
Capital Contribution	\$1.085	\$1.123	\$1.165
Approved Positions	1,937.3	1,947.3	1,951.3

2025 - 2034 10-YEAR CAPITAL PLAN

\$Billion	2025	2026-2034	Total
Gross Expenditures	\$1.283	\$16.458	\$17.741
Debt	\$0.000	\$0.000	\$0.000

Note: Includes 2024 carry forward funding

[10-year Capital Budget & Plan by Project \(Toronto Water\)](#)

[10-year Capital Budget & Plan by Project \(Toronto Wastewater\)](#)

Development and Growth Services

City Planning



Housing Secretariat



Toronto Building



Toronto Community Housing Corporation and Toronto Senior Housing Corporation



Waterfront Revitalization



Developments and Growth Services strives to expedite the review of development applications, enable faster delivery of housing, notably affordable housing, and ensure the City is meeting its strategic goals through the centralization of all development and growth-related services.

The Development and Growth Services include the following:

- City Planning and Development Review
- Housing Secretariat
- Toronto Building
- Toronto Community Housing Corporation and Toronto Seniors Housing Corporation
- Waterfront Revitalization Initiative

Comprehensive information about the Development and Growth Services area, including 2025 priority services and outcomes, priority areas, key risks and challenges, priority actions, funding sources, and a major expenditures breakdown, are available at the following link:

[Presentation from the Deputy City Manager, Development and Growth Services, on 2025 Operating Budget and 2025-2034 Capital Plan](#) (January 15, 2025).

[Toronto Community Housing Corporation](#) (January 15, 2025)

In-depth information regarding Divisional budgets, including performance measures, priority actions, breakdown of funding sources and expenditures, and future years' outlook, are available at the following link: [Budget Notes, Reports & Presentations](#). Please note that budget numbers in the presentation might differ from the table above due to the changes during the Budget cycle.

2025 Program Summary

City Planning and Development Review

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Description

The **City Planning** and **Development Review Divisions** collectively deliver an integrated and cross-disciplinary city building service in support of a creating a more inclusive, livable and climate adaptive Toronto.

The **City Planning Division** shapes Toronto's future by managing the physical form of the city – and the opportunities it provides for housing and employment. 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.

The **Development Review Division** shapes how the city grows by delivering an efficient, collaborative, and transparent development review service. The Development Division's expert Community Planning, Development Engineering, and Transportation Review teams focus on building complete and thriving communities across Toronto through the expedited review of development applications that deliver new affordable and market homes, parkland, commercial and cultural spaces, landmark and transit projects. The Development Review Division's work helps to directly drive economic growth, job creation and social cohesion.

Why We Do It

City Planning - To develop and implement a planning and policy regime that meets the priorities, vision, and principles of Toronto's Official Plan. The City of Toronto has an Official Plan, zoning regulations and design guidelines for balanced, and socially and environmentally resilient, physical growth. The Official Plan vision for Toronto to 2051 includes: a city of complete communities; a sustainable and resilient city; the most inclusive city in the world; and a city that contributes to a just future for Indigenous peoples.

The City requires that development applications be consistent with the Official Plan, other legislation, and the principles of good planning, and utilizes other planning tools to achieve city-building consistent with the vision of the Official Plan.

Development Review - To build a more inclusive, equitable, vibrant, and sustainable Toronto where everyone has the opportunity to thrive, Development Review focuses on:

- Expediting the review of all development applications, with a focus on getting more affordable homes within complete communities built faster.
- Streamlining decision-making and improving consistency and transparency in the development review process.
- Improving service delivery for all participants involved in the development review process including applicants, Councillors, Toronto residents and staff.

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

For further information about City Planning Division, please visit: <https://www.toronto.ca/city-government/accountability-operations-customer-service/city-administration/staff-directory-divisions-and-customer-service/city-planning/>

For Development Review Division, please visit: <https://www.toronto.ca/city-government/accountability-operations-customer-service/city-administration/staff-directory-divisions-and-customer-service/development-review/>

What Service We Provide

City Planning

City Building and Policy Development

Who We Serve: Residents and organizations across Toronto; applicants; City divisions, agencies, boards and corporations; Elected Officials; provincial, federal, and regional public sector partners.

What We Deliver: Improvements to the built environment; revitalization and sustainable neighbourhoods; heritage conservation and incentives; the integration of land use and transportation; a healthy natural environment; optimization of the city's waterfront assets; and partnerships with planning agencies and other orders of government.

How Much Resources (gross 2025 operating budget): \$25.6 Million

Development Review, Decision and Implementation

Who We Serve: Applicants; residents and organizations across Toronto; City divisions, agencies, boards and corporations; Elected Officials; provincial, federal, and regional public sector partners.

What We Deliver: While the Development Review Division focuses on reviewing most development applications, City Planning is a commenting partner to ensure implementation of relevant City and provincial plans and policies. In addition, City Planning delivers the Committee of Adjustment service and reviews heritage property permits.

How Much Resources (gross 2025 operating budget): \$48.3 Million

Note: The portion of this budget related to development will move to the Development Review Division in 2025.

Development Review

Development Review

Who We Serve: Residents across Toronto; Indigenous, non-profit, public and private development applicants; City divisions, agencies, boards and corporations; Elected Officials; provincial, federal, and regional public sector partners.

What We Deliver:

- A transparent, efficient and people-centred approach to reviewing all development applications.
- A priority review of affordable housing applications.
- Strategic planning, governance oversight, business process improvements, technology solutions, development application review and coordination, stakeholder engagement and issues management.

How Much Resources (gross 2025 operating budget): \$9.7 Million

Note: A portion of City Planning, Transportation Services, and Engineering and Construction Services budget will move to the Development Review Division in 2025, reflective of the organizational re-alignment.

Budget at a Glance

City Planning

2025 OPERATING BUDGET				2024 - 2034 10-YEAR CAPITAL PLAN			
<u>\$Million</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>\$Million</u>	<u>2025</u>	<u>2026-2034</u>	<u>Total</u>
Revenues	\$63.4	\$63.0	\$62.9	Gross Expenditures	\$7.0	\$53.4	\$60.4
Gross Expenditures	\$73.9	\$74.3	\$74.7	Debt	\$3.1	\$35.2	\$38.3
Net Expenditures	\$10.5	\$11.3	\$11.8	Note: Includes 2024 carry forward funding			
Approved Positions	564.0	559.0	557.0				

[10-year Capital Budget & Plan by Project](#)

Development Review

2025 OPERATING BUDGET				2025 - 2034 10-YEAR CAPITAL PLAN			
<u>\$Million</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>\$Million</u>	<u>2025</u>	<u>2026-2034</u>	<u>Total</u>
Revenues	\$9.7	\$9.7	\$9.7	Development Review does not have a 10-Year Capital Budget and Plan.			
Gross Expenditures	\$9.7	\$9.7	\$9.7				
Net Expenditures	\$0.0	\$0.0	\$0.0				
Approved Positions	50.0	50.0	50.0				

2025 Program Summary

Housing Secretariat

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Description

The Housing Secretariat is focused on: supporting the delivery of a range of new homes including affordable rental homes; preserving the City's existing social, affordable and market rental housing stock; improving housing stability for marginalized Torontonians; helping residents access and maintain safe, adequate and affordable housing; and supporting equity and climate action.

To help achieve these objectives, the Housing Secretariat:

- oversees and supports implementation of the City's Housing Plans, including the HousingTO 2020-2030 Action Plan (HousingTO Plan) and the Housing Action Plan 2022-2026; and reports to City Council on progress;
- leads the development of effective system-level housing strategies, policies and programs that help increase the supply of new homes across the housing continuum, preserve and improve rental homes and improve housing affordability for Torontonians;
- administers federal, provincial and City investments to co-op, non-profit, Indigenous and private sector housing organizations to build new affordable rental and supportive homes, improve the condition of existing social, affordable and market rental homes, and help people find and maintain housing;
- implements and oversees capital delivery in partnership with other City divisions and agencies, as well as co-op, non-profit, Indigenous and private sector organizations;
- builds and maintains partnerships with co-op, non-profit, Indigenous and private sector housing organizations to advance housing priorities; and
- provides strategic advice and support on housing issues to the City Manager, Deputy City Managers, Elected Officials, and other partners.

Why We Do It

The City's HousingTO Plan envisions a city in which all residents have equal opportunity to develop to their full potential. It is centred on a human rights-based approach to housing which recognizes that housing is essential to the inherent dignity and well-being of a person, and to building healthy, inclusive, sustainable and liveable communities. The actions in the HousingTO Plan also reflect and advance the City's commitment to the progressive realization of the right to adequate housing. The City is aiming to achieve the Council-approved HousingTO Plan targets, focused on creating more mixed-income, sustainable neighbourhoods. The Council-approved housing target is 65,000 rent-controlled homes, comprised of 6,500 Rent-Geared-to-Income (RGI), 41,000 affordable rental, and 17,500 rent-controlled market units, by 2030.

Implementation of the HousingTO Plan and Housing Action Plan will address the housing needs of Torontonians, particularly low-and moderate-income households, as well as Indigenous and Black communities, and equity-deserving groups.

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 the division and its initiatives, please visit: <https://insideto.toronto.ca/housing-secretariat/index.htm>

What Service We Provide

Housing Development, Revitalization and Improvement

Who We Serve: Low- and moderate-income residents, including Indigenous and Black communities, and equity-deserving groups.

What We Deliver: Implementation of programs that protect existing rental homes, as well as support and oversee the creation of new RGI, supportive, affordable rental, and rent-controlled homes. Our focus includes City-led projects on City land, utilizing a range of delivery models including piloting a new public developer approach; and a City-supported approach through which Indigenous, co-op, non-profit, and private housing providers are supported to deliver new rental homes on their own land. Programs that support these approaches include the Rental Housing Supply Program, which provides City funding and financial incentives; the delivery of new rental homes on City land, including piloting a new Public Developer model; the Multi-Unit Residential Acquisition program to protect existing affordable rental stock; the Multi-Tenant Houses Renovation and Repair Program and other renovation programs that support safety, accessibility and energy efficiency upgrades to homes occupied by low-income seniors and persons with disabilities; assistance for low- and moderate-income residents to purchase affordable homes through the City's Home Ownership Assistance Program to support new affordable and attainable ownership housing development and administration; and the City's Taking Action on Tower Renewal Program to help apartment building operators and residents make building improvements and revitalize the surrounding community.

How Much Resources (gross 2025 operating budget): \$5.2 million

Housing System Policy and Strategy

Who We Serve: Low- and moderate-income residents, including Indigenous and Black communities, and equity-deserving groups.

What We Deliver: System-level strategy, policies and programs that help: increase the supply of new homes across the housing continuum; preserve and improve existing rental homes; and support Toronto's renters. The Housing Policy and Strategy team is responsible for developing key strategies and initiatives to support overall delivery of the HousingTO Plan and Housing Action Plan 2022-2026, including monitoring and reporting on progress, and developing strategic partnerships with internal and external stakeholders, including government partners.

How Much Resources (gross 2025 operating budget): \$7.4 million

Housing Stability Services

Who We Serve: Low- and moderate-income residents, including Indigenous and Black communities, and equity-deserving groups.

What We Deliver: Service system management, including: funding and oversight of 280 housing providers; 92,000 social and affordable homes (including 59,000 Toronto Community Housing Corporation and Toronto Seniors Housing Corporation homes); administering over 7,100 housing benefits; and providing grants to community agencies that help households find and maintain housing.

How Much Resources (gross 2025 operating budget): \$808.6 million

Tenant Access and Support

Who We Serve: Low- and moderate-income residents, including Indigenous and Black communities, and those from other equity-deserving groups.

What We Deliver: Oversight of the administration of the Centralized Waiting List and other renter support and eviction prevention programs that help residents access RGI, affordable rental and supportive homes.

How Much Resources (gross 2025 operating budget): \$19.2 million

Budget at a Glance

2025 OPERATING BUDGET			
<u>\$Million</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>
Revenues	\$260.0	\$244.2	\$240.1
Gross Expenditures	\$840.4	\$847.2	\$854.1
Net Expenditures	\$580.4	\$603.0	\$614.0
Approved Positions	278	278	278

2025 - 2034 10-YEAR CAPITAL PLAN			
<u>\$Million</u>	<u>2025</u>	<u>2026-2034</u>	<u>Total</u>
Gross Expenditures	\$589.0	\$2,853.7	\$3,442.7
Debt	\$186.3	\$1,942.4	\$2,128.7
Note: Includes 2024 carry forward funding			

[10-year Capital Budget & Plan by Project](#)

2025 Program Summary

Toronto Building

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Description

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.

In addition to the roles and responsibilities prescribed by the *Building Code Act*, the Program administers and enforces the City of Toronto Sign Bylaw and other applicable law. Applicable law is a term used to describe all of the regulations and municipal bylaws, which a project must comply with in order for a permit to be issued.

Why We Do It

Buildings in Toronto are constructed to be safe, accessible, and sustainable for all, through compliance with the Ontario Building Code.

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 Toronto Building, please visit: <https://www.toronto.ca/city-government/accountability-operations-customer-service/city-administration/staff-directory-divisions-and-customer-service/toronto-building/>

What Service We Provide

Building Permission & Information

Who We Serve: Agent, Applicant, Architect / Firm, Builder and Organization, Business, Complainant, Consultant, Contravener, Designer Firm/Professional, Developer, Engineer, Lawyer, Licensee, Mayor & City Council, Operator, Owner's Agent, Police, Property Owner, Ratepayers, Sign Owner, Staff - City Divisions, Surveyor, Tenant.

What We Deliver: Preliminary Plan Review, Building Permit Issuance, Building Record Information Provision.

How Much Resources (2025 gross operating budget): \$50.2 million

Building Compliance

Who We Serve: Building User or Occupant, Property Owner, Agent, Contractor, Design Professional, Sign Owner, Developer, City Divisions, Council/Mayor.

What We Deliver: Building Inspection, Building Enforcement.

How Much Resources (2025 gross operating budget): \$41.7 million

Budget at a Glance

2025 OPERATING BUDGET

<u>\$Million</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>
Revenues	\$107.7	\$114.3	\$115.0
Gross Expenditures	\$91.9	\$98.9	\$99.7
Net Expenditures	(\$15.8)	(\$15.4)	(\$15.3)
Approved Positions	641.0	657.0	657.0

2025 - 2034 10-YEAR CAPITAL PLAN

<u>\$Million</u>	<u>2025</u>	<u>2026-2034</u>	<u>Total</u>
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Toronto Building does not have a 10-Year Capital Budget and Plan.

2025 Program Summary

Toronto Community Housing Corporation

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Description

Toronto Community Housing Corporation (TCHC) delivers an essential frontline service providing housing stability and social supports for low income and equity deserving Torontonians. Together with the City of Toronto (the City) we help make it possible for nearly 93,000 individuals and families to live in affordable homes, supporting the wellbeing of people and communities.

Toronto Community Housing Corporation is home to over 41,000 households, with 86% of households benefiting from the Rent-Geared-to-Income (RGI) program that offers deeply affordable housing for as little as \$85 per month.

Toronto Community Housing Corporation owns and operates over 1,300 buildings including high-rises, mid-rises, low-rises, townhouses, walk-up apartments, single-family homes, and rooming houses. Toronto Community Housing Corporation also owns approximately 14,000 units operated by the Toronto Seniors Housing Corporation (TSHC).

Why We Do It

Our overall priorities are to provide positive tenant experience, maintain quality and affordable homes and to build safe and vibrant communities. These priorities underscore our continued focus on delivering clean, well-maintained buildings where all tenants have opportunities to engage in their communities with a sense of inclusion and well-being. We are committed to ensuring that service delivery meets high standards consistently across the organization.

Our portfolio of social housing buildings represent the most cost-effective way to provide homes to Torontonians who are the most in need. We are part of a system, our role is critical to ensuring that people can live well in an environment that is significantly more cost effective and enriching, minimizing the cost burden on other parts of the housing system.

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 TCHC, please visit: <https://torontohousing.ca>

What Service We Provide

Deeply affordable housing services (core housing management services)

What We Deliver: Toronto Community Housing Corporation plays a critical role in the housing and social services continuum, providing access to deeply affordable housing. We provide tenants with core housing management services including tenancy management and rent collection, building and property maintenance, janitorial and building cleanliness, and community safety.

Stewardship of a public asset

What We Deliver: Toronto Community Housing Corporation manages and maintains 1,300 buildings, worth over \$13.9 billion. Our capital repair and community revitalization programs are focused on ensuring that these public assets are in good condition now and for the future. We lead the housing sector in modernizing our buildings through innovative energy solutions, green initiatives and conservation efforts.

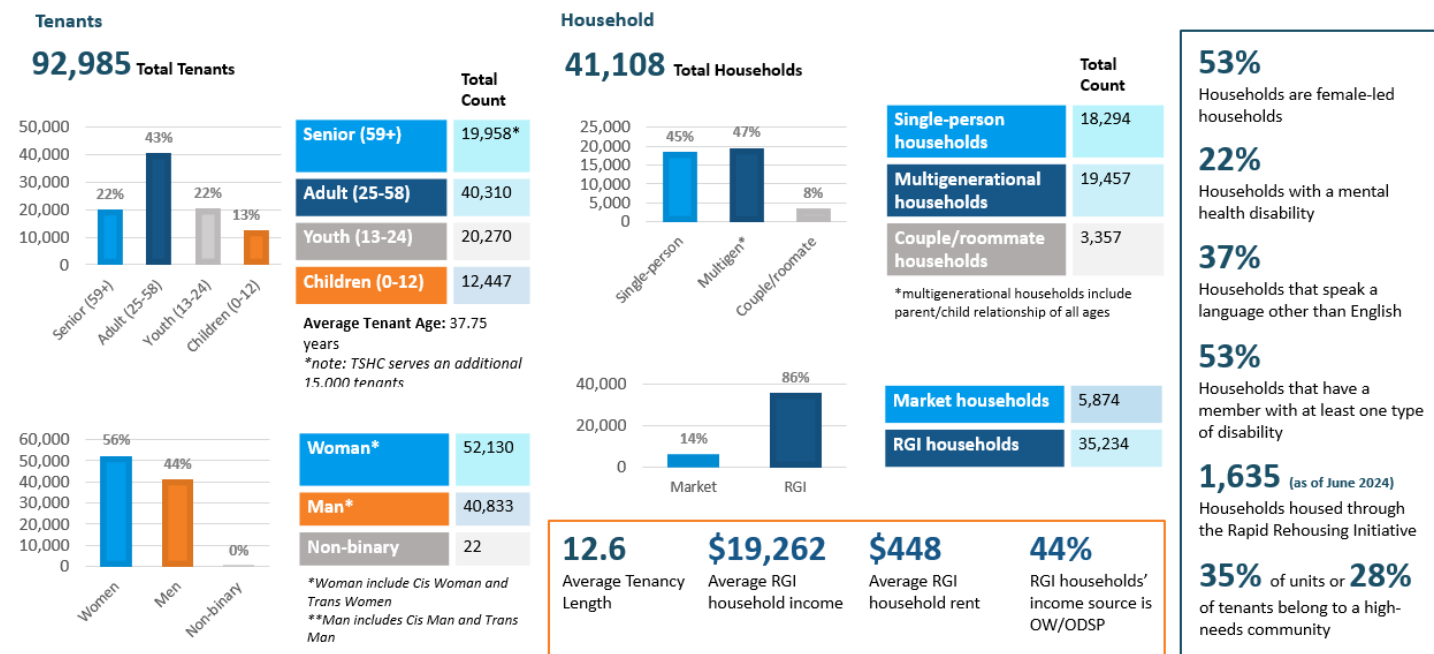
Supporting tenant needs

What We Deliver: We serve a population with complex care needs and chronic vulnerabilities that require a wide range of supports to help them have successful tenancies. We connect residents to services and organizations to support these needs and their overall well-being, while also directly delivering a range of programs that tenants may require to maintain successful tenancies.

The level of vulnerability and need for social supports has been rising dramatically. These additional needs put pressure on all Toronto Community Housing Corporation service areas and underscores the value and importance of ensuring tenants can access the supports they need to live fully and independently.

How Much Resources (gross 2025 operating budget): \$801.8 Million for TCHC and TSHC Consolidated; \$656.3 Million for TCHC only.

Who We Serve



Budget at a Glance

2025 OPERATING BUDGET

<u>\$Million</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>
Revenues	\$328.8	\$333.5	\$339.3
City Base Funding	\$325.5	\$325.5	\$325.5
City New/Enhanced Funding	\$ 2.0	\$ 2.2	\$ 3.4
City Reserve Repayment		\$ 6.5	\$ 6.5
Gross Expenditures	\$656.3	\$694.1	\$722.2
Net Expenditures	\$ 0	\$ 26.4	\$ 47.6
Approved Positions	2,386	2,414	2,422

Note:

1. This table reflects 2025 Operating Budget for TCHC only.
2. Revenues total includes rent revenues, other revenues, and the one-time bridging strategy.

2025 - 2034 10-YEAR CAPITAL PLAN

<u>\$Million</u>	<u>2025</u>	<u>2026-2034</u>	<u>Total</u>
Gross Expenditures			
Building Repair	\$379.9	\$1,930.7	\$2,310.6
Development	\$175.5	\$ 930.7	\$1,106.2
Tenant Support	\$ 0.7	\$ 10.6	\$ 11.3
Carbon/RPEI	\$ 38.5	\$ 16.1	\$ 54.6
IT/Corporate Capital	\$ 17.0	\$ 7.5	\$ 24.5
Total Expenditures	\$611.6	\$2,895.6	\$3,507.2
City Funding			
Debt	\$134.0	\$1,518.0	\$1,652.0
Debt Recoverable	\$160.0	\$ 160.0	\$ 320.0
Reserves	\$ 63.5	\$ 83.4	\$ 146.9
Total City Funding	\$357.5	\$1,761.4	\$2,118.9

Note: Includes 2024 carry forward funding

[10-year Capital Budget & Plan by Project](#)

2025 Program Summary

Toronto Seniors Housing Corporation

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Description

Toronto Seniors Housing Corporation's vision is to provide safe, diverse, and vibrant communities where tenants have a sense of inclusion and well-being.

Toronto Seniors Housing Corporation manages 83 buildings with almost 14,000 units, for about 15,000 low and moderate income seniors aged 59 and older.

Our core business is to provide clean, safe, and affordable social housing in well-maintained buildings. Our value add is that we provide access to improved health, wellness, and social supports for tenants.

Why We Do It

Toronto Seniors Housing Corporation (TSHC) is committed to being a leader in the delivery of safe, affordable housing for seniors. Our mandate is to enable TSHC tenants to age at home in comfort and dignity with access to programs and services and with a voice in their community.

We provide tenants with access to supports to live independently so they can age in their homes and communities while enjoying a better quality of life. With a focus on the unique needs of seniors, our commitment includes engaging and collaborating with tenants, staff and partners towards providing excellent service for the well-being of tenants.

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 Toronto Seniors Housing Corporation, please visit: www.torontoseniorshousing.ca

What Service We Provide

Deeply Affordable Housing

The majority of TSHC's 15,000 tenants benefit from the Rent-Geared-to-Income (RGI) program that offers deeply affordable housing for close to 97% of units.

Housing and Support for Seniors

The Corporation provides tenants with access to support and services to live independently, so they can age in their homes and communities while enjoying a better quality of life.

Toronto Seniors Housing Corporation also has an emphasis on providing tenancy support and individualized solutions through our Complex Tenancy Team, for tenants experiencing acute challenges to maintaining their tenancies.

Community Programming for Seniors

Toronto Seniors Housing Corporation has a focus to facilitate access to program and services that tenants need and want, including coordinating of a blend of social recreation and wellness programming, tenant and agency led, along with events and equipment to support community building.

Who We Serve

The Corporation's tenants are from all walks of life, with a primary eligibility being low-income, survivors of domestic violence or human trafficking, shelter residents, and applicants experiencing homelessness.

Notable statistics about tenants include:

- 77% of TSHC tenants live alone
- 71% of TSHC tenants are aged 65-84, and almost 18% are 85 and older
- 44% of TSHC households* have indicated a preferred spoken language that was not English

*Calculated by 'Head of Household' language preference, as a percent of the households that provided preference; 25% of households have not provided a preferred spoken language.

How Much Resources (gross 2025 operating budget): \$145.5 Million

Budget at a Glance

2025 OPERATING BUDGET

\$Million	2025	2026	2027
Revenues	\$145.4	\$143.3	\$144.7
Gross Expenditures	\$145.5	\$151.7	\$158.0
One-Time Funding	\$ 0.1		
Net Expenditures	\$ 0.0	\$ 8.4	\$ 13.3
Approved Positions	330.5	334.5	338.5

2025 - 2034 10-YEAR CAPITAL PLAN

\$Million	2025	2026-2034	Total
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This program does not have a 10-Year Capital Budget and Plan.

2025 Program Summary

Waterfront Revitalization Initiative

While we aim to provide fully accessible content, there is no text alternative available for some of the content within these pages. If you require alternate formats or need assistance understanding our charts, graphs, or any other content, please contact us at FPD@toronto.ca.

Description

The Waterfront Secretariat, within City Planning division, leads the Waterfront Revitalization Initiative on behalf of the City of Toronto. Secretariat staff work with their 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.

The Secretariat's key functions include administering project funding, coordinating approvals, managing the City's review of infrastructure designs and advancing tri-government partnerships. The Waterfront Secretariat is part of the City Planning Division.

Why We Do It

The revitalization of Toronto's central waterfront is the largest urban redevelopment project in North America; it is one of the world's largest waterfront revitalization efforts. Through revitalization, the initiative unlocks underused land in Toronto's waterfront, transforming it into vibrant and sustainable mixed-use communities.

New infrastructure, funded by three levels of government and delivered by Waterfront Toronto, facilitates private sector investment and the build out of new mixed-use waterfront precincts; the resulting waterfront parks, public realm and amenities are used by people from across the region.

Waterfront revitalization projects achieve a collective vision, facilitated by collaboration between Waterfront Toronto and City Divisions, as well as the three governments and their agencies; the City's efforts are coordinated by the Waterfront Secretariat.

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 the City's involvement in waterfront revitalization, please visit: <https://www.toronto.ca/city-government/planning-development/waterfront/>

Budget at a Glance

2025 OPERATING BUDGET				2025 - 2034 10-YEAR CAPITAL PLAN			
\$Million	2025	2026	2027	\$Million	2025	2026-2034	Total
The Waterfront Revitalization Initiative is managed by the Waterfront Secretariat, a section of City Planning; operating costs are addressed in the Division's Operating Budget.				Gross Expenditures	\$125.0	\$278.9	\$403.9
				Debt	\$26.1	\$129.4	\$155.5
				Note: Includes 2024 carry forward funding			

[10-year Capital Budget & Plan by Project](#)

Corporate Services

Customer Experience



Corporate Real Estate Services



Environment & Climate



Fleet Services



Office of the Chief Information Security Officer



Technology Services



Corporate Services are services that are administered to support the needs of City Programs and create more effective organizations. Corporate Services include only those activities and resources that apply across an organization and not those provided specifically to a program.

These Corporate Services include the following:

- Corporate Real Estate Management
- Customer Experience
- Environment & Climate
- Fleet Services
- Technology Services
- Office of the Chief Information Security Officer

Comprehensive information about the Corporate Services area, including 2025 priority services and outcomes, priority areas, key risks and challenges, priority actions, funding sources, and a major expenditures breakdown, are available at the following link:

[Presentation from the Deputy City Manager, Corporate Services, on 2025 Operating Budget and 2025-2034 Capital Plan](#) (January 15, 2025). Please note that budget numbers in the presentation might differ from the table above due to the changes during the Budget cycle.

In-depth information regarding Divisional budgets, including performance measures, priority actions, breakdown of funding sources and expenditures, and future years' outlook, are available at the following link: [Budget Notes, Reports & Presentations](#).

2025 Program Summary

Corporate Real Estate Management

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Description

Corporate Real Estate Management (CREM) are stewards of City real estate assets. As a service delivery-focused City division, CREM works in partnership with CreateTO to execute a City-wide real estate model that delivers excellence and value in real estate solutions by creating accessible, welcoming, and safe environments for all City employees, residents, and communities. CREM enables City divisions, agencies and corporations the ability to provide services and programs to the public through the City's real estate assets.

Corporate Real Estate Management leads life cycle asset management and improvements of over 450 City-owned facilities with an approximate replacement value of \$6.6 billion, covering more than 13.0 million square feet. Approximately 20% of the City-wide portfolio of facilities are under direct capital management of CREM with functions such as real estate transactions and property management, security, capital project delivery and facilities maintenance services being provided across the City portfolio. In addition, CREM provides facilities management and lifecycle asset management services to over 1,000 buildings via an integrated service delivery model and a centre-led approach.

Why We Do It

Corporate Real Estate Management works collaboratively with City Divisions, Agencies, Boards and Commissions to advance City-wide priorities. Corporate Real Estate Management aims to provide seamless services, ensuring:

- City staff and the public have access to safe, clean and operational City facilities.
- City facilities are economically and environmentally sustainable, both maximizing value and public benefit from City properties while minimizing greenhouse gas (GHG) emissions from City facilities in support of meeting the City's GHG emission targets.

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 Corporate Real Estate Management, please visit: <https://www.toronto.ca/city-government/accountability-operations-customer-service/city-administration/staff-directory-divisions-and-customer-service/corporate-real-estate-management/>

What Service We Provide

Facilities Management

Who We Serve: Staff in City Divisions, Agencies, Boards and Commissions, residential and commercial tenants, and community groups.

What We Deliver: Life cycle asset management, custodial, maintenance, energy and environmental building services, project delivery services, security incident response and life safety services.

How Much Resources (gross 2025 operating budget): \$202.6 million

Real Estate

Who We Serve: Staff in City Divisions, Agencies, Boards and Commissions, residential and commercial tenants, and community groups.

What We Deliver: Portfolio and property management, leasing administration, acquisitions and disposals, and appraisal services.

How Much Resources (gross 2025 operating budget): \$30.4 million

Budget at a Glance

2025 OPERATING BUDGET

\$Million	2025	2026	2027
Revenues	\$108.5	\$105.6	\$106.6
Gross Expenditures	\$233.0	\$233.0	\$233.8
Net Expenditures	\$124.5	\$127.4	\$127.2
Approved Positions	1,063.4	1,063.4	1,063.4

2025 - 2034 10-YEAR CAPITAL PLAN

\$Million	2025	2026-2034	Total
Gross Expenditures	\$229.4	\$1,732.8	\$1,962.2
Debt	\$88.9	\$1,404.4	\$1,493.3

Note: Includes 2024 carry forward funding

[10-year Capital Budget & Plan by Project](#)

2025 Program Summary

Customer Experience Division

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Description

The Customer Experience Division (CXD) provides the City of Toronto a one-window brand and customer service system that supports residents, businesses, and visitors. The Customer Experience Division provides access to non-emergency City services, programs, and information 24 hours a day, seven days a week. Information inquiries or requests are received via multiple channels such as phone, online, email, mobile phone applications and X (formerly Twitter).

Why We Do It

Toronto Residents, businesses and visitors have a single point of access to real time, accurate and reliable information on City services anytime and anywhere.

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 Customer Experience Division, please visit: <http://insideto.toronto.ca/cxd/index.html>

What Service We Provide

Customer Experience Front Line Service Delivery which includes 311 Toronto services

Who We Serve:
Toronto residents, businesses, and visitors

What We Deliver:
Timely information and service request creation for integrated service divisions regarding City services through an Omni Channel environment

How Much Resources (gross 2025 operating budget): \$25.3 Million

Budget at a Glance

2025 OPERATING BUDGET				2025 - 2034 10-YEAR CAPITAL PLAN			
\$Million	2025	2026	2027	\$Million	2025	2026-2034	Total
Revenues	\$9.7	\$9.7	\$9.8	Gross Expenditures	\$3.4	\$2.4	\$5.8
Gross Expenditures	\$25.3	\$26.2	\$26.3	Debt	\$1.2	\$2.4	\$3.6
Net Expenditures	\$15.6	\$16.5	\$16.5	Note: Includes 2024 carry forward funding			
Approved Positions	216.5	216.5	216.5				

[10-year Capital Budget & Plan by Project](#)

2025 Program Summary

Environment and Climate

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Description

With the goal of making Toronto one of the most environmentally sustainable cities in the world, the Environment and Climate Division (ECD) leads and supports the development and implementation of strategic community and corporate-wide environment, climate and energy policies and programs to advance the City's overall sustainability outcomes, including TransformTO; the City's climate strategy to be net-zero by 2040. Environment and Climate and the City of Toronto cannot accomplish TransformTO goals alone, but we lead by example implementing innovative solutions, providing support and expertise, and enabling others to utilize these solutions so they can be applied across the city. Climate investments made by the City of Toronto are in both capital and operating budgets. Capital expenditures are necessary for the City to achieve reductions of our own emissions, lead by example and enable emission reductions by residents and businesses. Operating expenditures generally support the reduction of the larger set of community-wide emissions and the long-term sustainability of those reductions in the community. Refer to the supplementary Carbon Budget briefing note for more information on planned corporate and community investments related to climate mitigation and resilience.

Why We Do It

Toronto has established itself as a global leader in combating climate change. Taking action on climate change requires a concerted effort from all orders of government, residents, and businesses across all sectors. Environment and Climate leads the City to the realization of our ambitious net-zero greenhouse gas (GHG) emissions future by 2040 by implementing transformational changes to how we live, work, build and commute.

The Environment and Climate Division, through both local and global initiatives and partnerships, serves, inspires, and empowers City Divisions and Agencies, residents, businesses, organizations, local communities, and other stakeholders to take transformative action with a focus on reducing emissions, protecting the environment, and enhancing resilience to climate change.

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 Environment and Climate, please visit: <https://www.toronto.ca/city-government/accountability-operations-customer-service/city-administration/staff-directory-divisions-and-customer-service/environment-climate/>

What Service We Provide

Action in Buildings and Homes

Who We Serve: Residents, building owners, businesses, City Agencies (CreateTO, Toronto Hydro etc.), energy developers, and institutions.

What We Deliver: Measurable progress on emission reductions through building emission performance standards and reporting requirements to drive market transformation, as well as programs and resources supporting transition to net zero. Advance leading edge new building standards, integrate local energy solutions, and create strategic partnerships for neighbourhood-scale district energy.

Policy and Research

Who We Serve: Residents, community groups, agencies, businesses, institutions, building owners and City staff.

What We Deliver: Collection, quantification, and reported information on how the City is progressing with the actions and targets outlined in Toronto's TransformTO Net-Zero Strategy. We co-develop, coordinate, and inform cross-corporate policies to enable necessary transformation.

Outreach and Engagement

Who We Serve: Residents, community groups, partner agencies, businesses, and City staff.

What We Deliver: Broad environment and climate community engagement, and a variety of programs that provide residents, businesses, building owners and Divisions with the information and tools to meet the City's Net Zero by 2040 goals.

Innovation and Scale

Who We Serve: Residents, building owners, divisions, businesses, and institutions.

What We Deliver: Innovative and first-of-a-kind projects (i.e., wastewater renewable energy, renewable district energy, resilient Toronto Paramedic Service stations, etc.), support for asset owners to scale-up efforts for massive GHG reductions through their portfolios, and leadership to support the transition of the City's own assets.

How Much Resources (gross 2025 operating budget): \$24.6 Million

Budget at a Glance

2025 OPERATING BUDGET

\$Million	2025	2026	2027
Revenues	\$9.1	\$9.1	\$7.9
Gross Expenditures	\$24.8	\$25.2	\$25.2
Net Expenditures	\$15.7	\$16.1	\$17.3
Approved Positions	125.6	125.6	125.6

2025 - 2034 10-YEAR CAPITAL PLAN

\$Million	2025	2026-2034	Total
Gross Expenditures	\$35.7	\$265.6	\$301.3
Debt	\$24.5	\$28.5	\$53.0

Note: Includes 2024 carry forward funding

[10-year Capital Budget & Plan by Project](#)

2025 Program Summary

Fleet Services

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Description

Fleet Services provides comprehensive fleet and fuel management services in a safe and efficient manner to support the delivery of public programs and services through the stewardship of 8,000 fleet assets, 345 electric vehicle (EV) chargers and 23 fuel sites. City Divisions and Agencies are dependent on Fleet Services' success in delivering their services to the community.

The City of Toronto has the largest municipal fleet in Canada and one of the most specialized and diverse fleets in North America. Fleet Services is recognized in North America as a centre of excellence in municipal fleet management and leading the way in safety standards and environmental sustainability.

Why We Do It

City Divisions, Agencies, Boards and Corporations have safe, available, reliable, and environmentally sustainable fleet assets to meet their service delivery requirements.

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 Fleet Services, please visit: <https://www.toronto.ca/city-government/accountability-operations-customer-service/city-administration/staff-directory-divisions-and-customer-service/fleet-services/>.

What Service We Provide

Fleet Management

Who We Serve: All City divisions and multiple City agencies and corporations.

What We Deliver: A full range of fleet and asset lifecycle management services for City Divisions, Agencies and Corporations including: fleet planning, procurement, design and engineering, maintenance, safety, training and compliance management to support divisional operations and comply with legislative and safety requirements.

How Much Resources (gross 2025 operating budget): \$58.4 million

Fuel and Energy Management

Who We Serve: All City divisions and many agencies and corporations.

What We Deliver: Complete fuel supply chain and service delivery management to support client operations through city-owned fuel sites while maintaining safe, economical and reliable access to the City's fuel supply. Provide a network of charging points at municipal facilities that supports the City's transition to zero-emission vehicles (ZEVs).

How Much Resources (gross 2025 operating budget): \$20.7 million

Budget at a Glance

2025 OPERATING BUDGET

\$Million	2025	2026	2027
Revenues	\$44.3	\$44.4	\$44.6
Gross Expenditures	\$79.1	\$83.2	\$85.5
Net Expenditures	\$34.8	\$38.8	\$40.9
Approved Positions	211.0	211.0	211.0

2025 - 2034 10-YEAR CAPITAL PLAN

\$Million	2025	2026-2034	Total
Gross Expenditures	\$100.1	\$1,750.4	\$1,850.5
Debt	\$4.0	\$343.8	\$347.8

Note: Includes 2024 carry forward funding

[10-year Capital Budget & Plan by Project](#)

2025 Program Summary

Office of the Chief Information Security Officer

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Description

Cyber resiliency and intelligence are keys to success in securing the City of Toronto against emerging threats. In an ever-changing cyber threat environment, resiliency will allow the City to explore and onboard new technologies rapidly in a safe manner.

The Office of the Chief Information Security Officer's **vision** is to advance our position as a Global Leader in Urban Cyber Innovation. Our **mission** is to deliver world class cyber services to the City of Toronto and continue reinforcing its cyber posture and resilience.

- Cyber Governance Risk and Compliance
- Identity Protection
- Cyber Threat Management
- Cyber Awareness
- Critical Infrastructure Protection

Our **strategy** is to continue building cyber resiliency and cyber intelligence capabilities into the City of Toronto and its agencies and corporations to predict, prevent and respond to emerging cyber threats.

Why We Do It

In addition to the societal benefits, the Office of the Chief Information Security Officer (CISO) continues to fulfill its mandate to:

- Minimize the impact of cyber incidents that result in financials loss, reputational damage, service disruption, legal liability and loss of life through the delivery of relevant cyber governance.
- Support the City's strategic priorities of keeping Toronto moving and building resilience by contributing to improvement initiatives.
- Promote financial sustainability by containing costs through automated, efficient and/or streamlined processes.

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 Office of the Chief Information Officer, please visit: <https://www.toronto.ca/city-government/accountability-operations-customer-service/city-administration/staff-directory-divisions-and-customer-service/office-of-the-chief-information-security-officer/>.

What Service We Provide

Cyber Governance

Who We Serve: All City Divisions, Agencies and Corporations, Councillors, and the Public

What We Deliver:

- Strategy, governance, risk management, and advisory accountabilities across the City’s divisions and its agencies and corporations.
- Cyber culture, awareness, and training.
- Cyber risk management and support the operationalization of programs and cloud initiatives.
- Provide oversight for cyber compliance and focus on enhancing overall cyber practices.
- Detection, prevention, and mitigation strategies for cyber risk including safeguarding the critical infrastructure of the City and its agencies and corporations.

How Much Resources (gross 2025 operating budget): \$12.2 million

Business Resilience (including Modernization, Recovery)

Who We Serve: All City Divisions, Agencies and Corporations, Councillors, and the Public

What We Deliver:

- Enhanced business resilience and support for processes that drive seamless business operations.
- Comprehensive cyber risk assessments and robust measures to protect against unauthorized access to business applications.
- Expertise and review of potential technology suppliers including their products and services.
- Protection to safeguard personal and health information of City staff and the public.

How Much Resources (gross 2025 operating budget): \$22.9 million

Budget at a Glance

2025 OPERATING BUDGET			
\$Million	2025	2026	2027
Revenues	\$0.6	\$0.0	\$0.0
Gross Expenditures	\$35.1	\$36.6	\$37.7
Net Expenditures	\$34.5	\$36.6	\$37.7
Approved Positions	96.0	93.0	93.0

2025 - 2034 10-YEAR CAPITAL PLAN			
\$Million	2025	2026-2034	Total
Gross Expenditures	\$9.4	\$7.8	\$17.2
Debt	\$9.4	\$7.8	\$17.2
Note: Includes 2024 carry forward funding			

[10-year Capital Budget & Plan by Project](#)

2025 Program Summary

Technology Services Division

While we aim to provide fully accessible content, there is no text alternative available for some of the content within these pages. If you require alternate formats or need assistance understanding our charts, graphs, or any other content, please contact us at FPD@toronto.ca.

Description

Technology Services Division (TSD)'s vision is to be the trusted technology leader by fostering a connected City. Its mission is to deploy flexible technology architecture and solutions to deliver seamless services, connect the public and businesses, and empower employees.

Strategic Priorities:

1. Provide a resilient, reliable, secure technology foundation to enable new technology program and service delivery.
2. Advance digital service delivery through modern, enterprise-wide solutions.
3. Harness the power of City data to enable data driven operational processes and decision-making across the City.
4. Connect City of Toronto Divisions, Agencies, public and private partners, and researchers to optimize and advance technology service delivery.

Why We Do It

Our services align to the City's [Digital Infrastructure Strategic Framework](#), demonstrating a commitment to equity and inclusion, supporting a well-run city, creating social, economic, and environmental benefits, ensuring privacy and security, enabling democracy and transparency, and maintaining digital autonomy.

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 Technology Services, please visit: [Technology Services – City of Toronto](#)

What Services We Provide

Digital and Enterprise Business Solutions

Who We Serve: City and Agency staff, businesses, residents, and visitors.

What We Deliver: Robust customer centric, sustainable and innovative digital solutions, in alignment with Council mandates, legislation and Auditor General (AG) recommendations.

How Much Resources (gross 2025 operating budget): \$77.7 million

Technical Services Delivery

Who We Serve: City and Agency staff, businesses, residents, and visitors.

What We Deliver: Sustainment and delivery of corporate systems, foundational technology and network infrastructure underlying public and City services.

How Much Resources (gross 2025 operating budget): \$83.2 million

Enterprise Strategy and Program Delivery

Who We Serve: City and Agency staff, businesses, residents, and visitors.

What We Deliver: Oversight of the City's Technology capital portfolio and execution of Technology programs that deliver enterprise solutions in alignment with Council and AG mandates.

How Much Resources (gross 2025 operating budget): \$39.0 million

Budget at a Glance

2025 OPERATING BUDGET

\$Million	2025	2026	2027
Revenues	\$60.2	\$63.1	\$63.2
Gross Expenditures	\$199.9	\$209.8	\$215.7
Net Expenditures	\$139.7	\$146.7	\$152.5
Approved Positions	843.0	843.0	843.0

2025 - 2034 10-YEAR CAPITAL PLAN

\$Million	2025	2026-2034	Total
Gross Expenditures	\$83.7	\$533.4	\$617.1
Debt	\$54.1	\$266.3	\$320.4

Note: Includes 2024 carry forward funding

[10-year Capital Budget & Plan by Project](#)

Finance and Treasury Services

Office of the Chief Financial Officer & Treasurer



Financial Operations & Control



Finance and Treasury Services ensures the effective use of the corporation's financial resources by providing sound financial planning, management and advice and timely and accurate reporting of financial information. F&T develops and implements effective financial strategies, manages the City's financial risks, and provides efficient services to Programs, Agencies, Council and the public.

Finance and Treasury Services include:

- Finance Operations & Control
- Office of the Chief Financial Officer (CFO) and Treasurer

In-depth information regarding Divisional budgets, including performance measures, priority actions, breakdown of funding sources and expenditures, and future years' outlook, are available at the following link: [Budget Notes, Reports & Presentations](#).

2025 Program Summary

Financial Operations and Control

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Description

Financial Operations and Control provides effective financial and employee services to City Programs, Agencies, and Corporations by establishing and providing a robust internal control system with relevant policies, processes, and procedures to safeguard City assets; systematic and comprehensive recording of financial transactions, along with timely and accurate reporting of financial information; accurate and efficient pension, payroll, and benefit services that meet the needs of City divisions; and leadership in revenue billing and collection services.

Why We Do It

Financial Operations and Control's purpose is to safeguard the City's assets, through a strong internal control framework, and to manage City resources effectively, efficiently, and economically. The following outcomes contribute to this purpose:

- City divisions and Council have access to accurate, compliant, relevant, and complete financial information through an up-to-date financial system.
- City revenues are sustained through timely, accurate, reliable, and flexible billing and collection for property taxes, water and sewer services, solid waste collection, parking tickets, Municipal Land Transfer Tax, and the Municipal Accommodation Tax.
- Toronto residents and businesses have access to reliable, secure, and convenient payment options.
- Suppliers receive accurate and timely payments for the goods and/or services they provide the City.
- City employees and retirees receive timely, accurate, and regular payments and benefits.
- City benefits are financially sustainable and meet the physical and mental health needs of employees.
- City divisions abide by commodity tax legislative requirements, while maximizing rebates available.

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 Financial Operations and Control, please visit <https://www.toronto.ca/city-government/accountability-operations-customer-service/city-administration/staff-directory-divisions-and-customer-service/>

What Service We Provide

Accounting Services

Who We Serve: City Divisions, Agencies, and Corporations, including City Council.

What We Deliver: Timely and accurate annual financial statements and reports; advisory services for accounting, internal controls, commodity tax, banking, and Payment Card Industry (PCI) standards; efficient and high-quality payment processing, banking administration, management reporting, and financial accounting and management policies.

How Much Resources (gross 2025 operating budget): \$14.0 million

Pension, Payroll and Employee Benefits

Who We Serve: Elected Officials, City of Toronto Staff and Retirees, Toronto Fire Department Superannuation and Benefit Fund Committee, Ontario Municipal Employees Retirement System Pension Boards and Committees.

What We Deliver: Payroll, employee benefits, and pension services to employees and pensioners of the Toronto Public Service in an accurate, efficient, and timely manner.

How Much Resources (gross 2025 operating budget): \$21.5 million

Revenue Services

Who We Serve: Property Owners, Utility Account Holders, Parking Ticket Recipients, Hotel and Short-Term Rental Operators, Development community, City Divisions, Business Improvement Area Members.

What We Deliver: Property tax and utility billing; Municipal Land Transfer Tax; Municipal Accommodation Tax (hotel and incoming short-term rentals); Municipal Non-Resident Speculation Tax; parking tickets (operations); tax, utility, and parking ticket client services; Vacant Home Tax program, revenue accounting, and collection.

How Much Resources (gross 2025 operating budget): \$47.5 million

Budget at a Glance

2025 OPERATING BUDGET

\$Million	2025	2026	2027
Revenues	\$53.8	\$51.8	\$51.8
Gross Expenditures	\$83.0	\$86.5	\$87.1
Net Expenditures	\$29.2	\$34.7	\$35.3
Approved Positions	588.0	566.0	566.0

2025 - 2034 10-YEAR CAPITAL PLAN

\$Million	2025	2026-2034	Total
Gross Expenditures	\$51.0	\$30.4	\$81.4
Debt	\$48.0	\$25.9	\$73.9

Note: Includes 2024 carry forward funding

[10-year Capital Budget & Plan by Project](#)

2025 Program Summary

Office of the CFO and Treasurer

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Description

The Office of the Chief Financial Officer (CFO) and Treasurer ensures the effective use of the Corporation's financial resources by providing sound financial planning management and advice; maintaining financial control; developing and implementing effective financial strategies; providing procurement and materials management services that meet the needs of City divisions; and by providing timely, accurate and efficient services to Programs, Agencies, Council and the public.

Why We Do It

- City services have sufficient operating and capital funds to address operational and infrastructure needs, while maintaining a balanced budget as legislatively required.
- The City's capital projects are financed at the lowest borrowing rate to reduce tax burden on Toronto residents and businesses, in consideration of the City's green and social debenture frameworks to promote sustainability, improve climate resiliency and enhance positive socioeconomic outcomes.
- The City's financial assets are invested responsibly to achieve superior [risk-adjusted] rate of returns to meet the City's cash flow requirements.
- The City of Toronto has sufficient financial protection from catastrophic financial loss through the insurance program.
- Torontonians receive timely and equitable resolutions to their claims against the City.
- Divisions receive timely and trusted independent assurance on their internal controls in order to mitigate risk. Risks are controlled to avoid unexpected events and costs that impede achievement of City outcomes.
- Procurement of goods and services is accessible, timely and consistent for City services and suppliers, which enables City divisions to deliver services as planned.
- City divisions and Council have access to accurate, compliant, relevant and complete financial information through an up-to-date financial system.

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 the Office of the CFO and Treasurer, please visit: <https://www.toronto.ca/city-government/accountability-operations-customer-service/city-administration/staff-directory-divisions-and-customer-service/>

What Service We Provide

Financial Planning

Who We Serve: Council, City divisions, agencies and corporations

What We Deliver: City of Toronto balanced budget; financial advice; financial policies and financial reports

How Much Resources (gross 2025 operating budget): \$10.4 million

Financial Strategy and Policy

Who We Serve: Council, City divisions, agencies and corporations

What We Deliver: Enhanced financial policies in support of achieving City objectives and priorities, comprehensive enterprise-wide strategic financial advice and analysis including funding strategies and corporate asset management

How Much Resources (gross 2025 operating budget): \$4.5 million

Internal Audit

Who We Serve: Council, City divisions, agencies and corporations

What We Deliver: Business and risk consulting on policies, processes and information systems; Assurance services including the performance of compliance, operational, financial, forensic and internal control reviews

How Much Resources (gross 2025 operating budget): \$3.1 million

Insurance and Risk Management

Who We Serve: Council, City divisions, agencies and corporations, Toronto residents

What We Deliver: Insurance and claims risk advice as well as risk mitigation strategies

How Much Resources (gross 2025 operating budget): \$2.1 million

Capital Markets

Who We Serve: Council, City divisions, agencies and corporations

What We Deliver: Investment and debt portfolio management

How Much Resources (gross 2025 operating budget): \$2.0 million

Purchasing and Materials Management

Who We Serve: City divisions, agencies and corporations, suppliers

What We Deliver: Procurement of goods and services in excess of \$3 billion annually, with a focus on suppliers who support equitable and environmental outcomes

How Much Resources (gross 2025 operating budget): \$22.6 million

Strategic Enterprise Integration and Modernization

Who We Serve: Council, City divisions, agencies and corporations

What We Deliver: Assessment, planning, management and implementation of industry leading business processes and technology, by collaborating with other corporate partners across the City

How Much Resources (gross 2025 operating budget): \$14.2 million

Budget at a Glance

2025 OPERATING BUDGET

\$Million	2025	2026	2027
Revenues	\$25.4	\$24.9	\$24.2
Gross Expenditures	\$58.8	\$60.8	\$60.5
Net Expenditures	\$33.4	\$35.9	\$36.3
Approved Positions	423.0	415.0	408.0

2025 - 2034 10-YEAR CAPITAL PLAN

\$Million	2025	2026-2034	Total
Gross Expenditures	\$5.9	\$20.0	\$25.9
Debt	\$5.9	\$19.0	\$24.9

Note: Includes 2024 carry forward funding

[10-year Capital Budget & Plan by Project](#)

Governance, Oversight and Accountability

Accountability Officers:

**AUDITOR
GENERAL
TORONTO**

ICT OFFICE OF THE
INTEGRITY
COMMISSIONER
TORONTO

Ombudsman Toronto

 **Toronto Lobbyist Registrar**



**City Clerks
Office**

City Council

**City Manager's
Office**

Legal Services

**Office of the
Mayor**

Governance, Oversight and Accountability

Governance, Oversight and Accountability are the foundation of local government in Toronto that manage elections operations, ensure government decision-making, support elected and accountability officials, and deliver provincially delegated services.

These services include the following:

- Accountability Officers:
 - Office of the Auditor General
 - Office of the Integrity Commissioner
 - Toronto Lobbyist Registrar (TLR)
 - Office of the Ombudsman
- City Clerk's Office
- City Council
- City Manager's Office
- FIFA World Cup 2026
- Legal Services
- Office of the Mayor

In-depth information regarding Divisional budgets, including performance measures, priority actions, breakdown of funding sources and expenditures, and future years' outlook, are available at the following link: [Budget Notes, Reports & Presentations](#).

2025 Budget Summary

Auditor General's Office

While we aim to provide fully accessible content, there is no text alternative available for some of the content within these pages. If you require alternate formats or need assistance understanding our charts, graphs, or any other content, please contact us at 416-392-8030 or AuditorGeneral@toronto.ca.

Description

Under Section 178(1) of the *City of Toronto Act, 2006*, the Auditor General is “*responsible for assisting City Council in holding itself and City administrators accountable for the **quality of stewardship over public funds and for achievement of value for money in city operations.***”

The Auditor General assists City Council by conducting performance audits; independent assessments and reviews of cybersecurity, financial, compliance and operational risks; and investigations of complaints received by the Fraud & Waste Hotline. By examining operations of City divisions and certain City agencies and corporations with an independent and objective lens, the Auditor General's work has been a catalyst for change that has resulted in both financial and non-financial benefits to the City.

Why We Do It

Under the *City of Toronto Act, 2006*, City Council's role includes evaluating the City's policies and programs, ensuring administrative and controllership policies, practices, and procedures are in place to implement Council's decisions, ensuring accountability and transparency of City operations, and maintaining the City's financial integrity.

The Auditor General's Office supports City Council in fulfilling its due diligence responsibilities by independently providing transparent, objective information to help ensure Torontonians' tax dollars are spent as directed by City Council.

In addition to bringing critical information to City Council, the Auditor General's findings and recommendations help to improve the efficiency and effectiveness of the City's programs, systems, and processes, and lead to better outcomes on important issues that affect Torontonians' daily lives. The Auditor General's Office continues to demonstrate the value of the work it performs through the net positive return on investment, quantifiable and non-quantifiable benefits to the City, as reported by the Auditor General in the Office's Annual Reports.

What Service We Provide

Who We Serve: The Auditor General's audits, reviews, and investigations provide independent information for City Council to hold City administrators accountable for providing stewardship over public funds. The Auditor General's Office is independent of management.

What We Deliver: The Auditor General's legislated responsibilities, powers and duties are established in Section 178 of the *City of Toronto Act, 2006*. Under Section 178(1), the Auditor General is “*responsible for assisting City Council in holding itself and City administrators accountable for the quality of stewardship over public funds and for achieving value for money in City operations.*”

The Auditor General assists City Council by providing independent assessments of the quality of stewardship over public funds and whether value for money is being achieved in operations by conducting performance audits; cybersecurity, financial, operational and compliance audits and reviews; and forensic investigations, of City divisions and certain City agencies and corporations. The Auditor General can also conduct audits upon request from the Toronto Police Services Board, the Toronto Public Library Board, and the Toronto Board of Health. The Auditor General also follows up on recommendations from previous reports.

The Auditor General's Office also has an independent oversight role in the investigation of reported wrongdoing. This responsibility is part of the Auditor General's mandate under Section 178 of the *City of Toronto Act, 2006* and her specific responsibilities for investigating complaints and alleged wrongdoing are set out in Chapter 192 of the Toronto Municipal Code, including:

- Operating the Fraud and Waste Hotline Program, including the referral of issues to divisional management
- Conducting investigations into allegations of fraud and other wrongdoing, as well as reprisals against employees under the City's Disclosure of Wrongdoing and Reprisal Protection rules.

In accordance with Chapter 3 of the Toronto Municipal Code, the Auditor General reports to City Council on annual Office activities, including savings achieved. The Auditor General will present her 2024 Annual Report to the Audit Committee on February 12, 2025. The Auditor General's 2023 Annual Report demonstrating the value of the Auditor General's Office is available at: <https://www.toronto.ca/legdocs/mmis/2024/au/bgrd/backgroundfile-243038.pdf>

In 2025, the Auditor General will continue to carry out her mandate by

- completing **high-priority audit projects** on the Auditor General's Work Plan that yield **both quantifiable and non-quantifiable benefits** to how the City delivers its services
- providing valuable **independent cybersecurity assessments of critical systems** of the City and its agencies and corporations, to help the City to be well-positioned to detect, mitigate, and respond to **information technology (IT) and cybersecurity risks**
- conducting **investigations of high-risk complaints** that help address and deter fraud, waste, and other wrongdoing in the City.

More specifically, the [Auditor General's Office 2025 Work Plan](#), considered by City Council at its December 17-19, 2024 meeting, includes projects to address the following key areas:

- **Housing & Community** – Parks Maintenance and Repairs, Winter Respite Sites and Warming Centres, Toronto Community Housing Corporation (TCHC) and Toronto Seniors Housing Corporation (TSHC) Capital Planning and Delivery, Supportive Housing
- **Cybersecurity & IT** – Toronto Police Service IT Governance & Infrastructure, Toronto Police Service Cybersecurity Follow-up, Cybersecurity Assessment of Toronto Public Library and one other Selected Agency or Corporation
- **Infrastructure, Transit & Environment** – Toronto Transit Commission (TTC) Non-Union Workforce Planning and Management, Utility Cuts, Stormwater Asset Management, Solid Waste Management – Collections and Litter Operations, Corporate Real Estate Management (CREM) – Major Capital Project
- **Procurement, Contracts & Potential Savings** – Low Dollar Value Purchases / P-Card Usage and Payments, FIFA World Cup 2026 - Maple Leaf Sports & Entertainment (MLSE) Contract, Purchase Order Amendments, Administrative Penalty System – Parking Ticket Fines

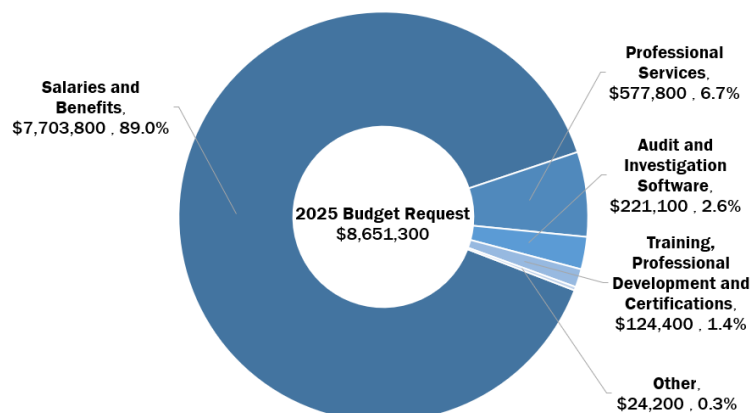
The Auditor General's Office 2025 Work Plan also includes multiple investigations related to allegations of fraud, waste, or other wrongdoing and ongoing follow-up of the status of implementation of past report recommendations. The Auditor General's Office 2025 Work Plan report also identifies additional projects on the horizon for 2026. The Auditor General's Office City-wide risk and opportunities assessment, which is conducted every five years to inform the development of future Work Plans, will also be completed in 2025.

How Much Resources (gross 2025 operating budget): \$8.651 million

The Auditor General's 2025 Operating Budget request reflects the resources needed to address the Office's 2025 Work Plan. City Council's support for enhancement requests to address requirements for specialist resources for specifically identified projects, as well as its commitment to maintaining the Auditor General's Office base budget, will continue to help ensure that audits of priority areas and emerging risks, as well as investigations of high-risk complaints, are addressed in a timely manner.

Budget at a Glance

2025 OPERATING BUDGET			
\$Million	2025	2026	2027
Revenues	\$0.00	\$0.00	\$0.00
Gross Expenditures	\$8.65	\$8.75	\$8.94
Net Expenditures	\$8.65	\$8.75	\$8.94
Approved Positions	44.0	44.0	44.0



The 2025 Operating Budget request of \$8.651 million is a \$0.361 million (or 4.3 per cent) increase from the Approved Adjusted 2024 Operating Budget for the Auditor General's Office.

The Office is lean relative to the size and complexity of Toronto's government. The Office budget as a percentage of the municipal operating budget (0.05% of the City's 2024 budget), is also among the lowest of major municipalities across Canada, as well as those of a number of municipalities in the United States.

The budget pressure largely arises from:

- an increase in salaries and benefits of \$0.095 million, mainly due to ongoing budget pressures for normal performance pay increases consistent with the City's Non-Union Pay For Performance Program and position conversions;
- partially offset by a net decrease of \$0.010 million in non-salary expenditures resulting from \$0.031 million in savings identified through a line-by-line review offset by an increase of \$0.021 million for inflationary adjustments;
- an enhancement request of \$0.125 million for professional services for experts, specialists and contracted audit professionals and the corresponding increase to the number of planned IT and cybersecurity audits as well as follow-up of prior cybersecurity findings and recommendations at the City and certain City agencies and corporations; and,
- a one-time enhancement request of \$0.150 million for professional services for experts, specialists and/or contracted forensic investigators to address the request made by City Council at its meeting on November 13, 2024, for the Auditor General to conduct a further forensic investigation of the procurement of the PayIt Platform.¹

Any cost-of-living salary adjustments to be applied in 2025 are not reflected as per the Financial Planning Division's 2025 operating budget guidelines. The Financial Planning Division budgets for these costs City-wide as part of Non-Program expenditures and a request to transfer the allocation to the Auditor General's Office budget will typically be made in-year.

2025 Budget Summary

Office of the Integrity Commissioner

While we aim to provide fully accessible content, there is no text alternative available for some of the content within these pages. If you require alternate formats or need assistance understanding our charts, graphs, or any other content, please contact us at 416-392-3826 or integrity@toronto.ca.

Description

The Office of the Integrity Commissioner is responsible for providing advice, education, policy recommendations, and complaint resolution to City Council, local boards, their members, and the public on the application of the City's Codes of Conduct, *Municipal Conflict of Interest Act* (MCIA), bylaws, policies and legislation governing ethical behaviour.

Why We Do It

The *City of Toronto Act, 2006* and Chapter 3 of the Toronto Municipal Code require that City Council appoint an Integrity Commissioner. The Commissioner, as one of the City's four Accountability Officers, helps foster public confidence in the City's government and serves the public, City Council, local boards and their members by:

- **Increasing stakeholder awareness** about the rules in the elected and appointed members' Codes of Conduct and the *Municipal Conflict of Interest Act (MCIA)* so they understand the high standards of conduct members are required to meet.
- **Giving proactive advice** to elected and appointed members to help them perform their duties in a way that best serves the public and protects and maintains the City of Toronto's reputation and integrity.
- **Resolving complaints fairly and impartially** to ensure that allegations of member misconduct are evaluated, investigated, and concluded in a timely manner so that, if there is found to be misconduct, it can be reported to the court, City Council, or local board to impose a penalty or order remedial action.
- **Providing Council and City Staff with expert policy advice** about matters dealing with ethics and integrity to improve the City of Toronto's public administration and governance.

The Integrity Commissioner may also be assigned additional duties respecting ethical matters by City Council to promote public trust, good governance, and to protect and maintain the City of Toronto's reputation and integrity.

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 the Office of the Integrity Commissioner, please visit this [webpage](#).

What Service We Provide

Increasing Stakeholder Awareness

Who We Serve: The public, members of Council, members of local boards (restricted definition), staff in elected members' offices, staff of boards, and City staff who want to understand the standards of conduct and the obligations of members.

What We Deliver: The Office maintains a webpage with the Commissioner's reports, public statements, interpretation bulletins, as well as legislative updates, information about best practices, and a searchable database of advice. The Office regularly responds to inquiries from the public and the media. Additionally, the Commissioner makes reports and presentations to City Council, local boards, City staff, and external organizations about integrity and accountability at the City of Toronto and in government.

Giving Proactive Advice to Appointed and Elected Members

Who We Serve: Members of Council (and their staff) and members of local boards (restricted definition) who request confidential advice about how to comply with the standards of conduct they are expected to meet.

What We Deliver: The Commissioner gives expert and timely advice about the interpretation and application of the applicable Code of Conduct, the MCIA, and any other relevant legislation and policies to ensure members are given the guidance they need to perform their duties in a way that protects and maintains the City of Toronto's reputation and integrity.

Resolving Complaints Fairly and Impartially

Who We Serve: The public, members of Council, members of local boards (restricted definition), City Council, City staff, staff in elected member's offices, and staff of boards who believe that a member of Council or local board (restricted definition) has contravened the Code of Conduct and/or MCIA.

What We Deliver: The Office receives complaints about alleged violations of the Code of Conduct and/or the MCIA by elected and appointed members. The Office has adopted comprehensive Complaint and Application Procedures to ensure complaints are assessed, investigated, and reported fairly and impartially. The procedures protect both the public interest and the rights and interests of complainants and respondents. The Commissioner's findings are of public significance as the issues concern whether the City of Toronto's elected and appointed officials have met the high standards of conduct required of them in performing their duties. In order to uphold the principles of transparency and accountability, the Commissioner's findings of misconduct are reported to Council or the local board and MCIA inquiries are publicly reported and may result in the Commissioner applying to court. Far beyond the penalties and remedial action that Council, a local board, or a judge may order, the outcomes are crucial for upholding the principle of democratic accountability.

Providing Council and City Staff with Expert Policy Advice

Who We Serve: City Council and City staff seeking expert guidance to ensure policies are relevant and reflective of the highest standards of integrity.

What We Deliver: The Commissioner gives policy advice and makes recommendations to senior leaders in the City administration. The Commissioner also makes reports to Council, to ensure that the City of Toronto is a national leader in promoting high standards of conduct for government officials.

How Well We Are Doing – Behind the Numbers*

Increasing Stakeholder Awareness

- The Office responded to a record 638 inquiries, more than double the amount in 2023.
- The Commissioner met with five local and adjudicative boards to provide training about the Code of Conduct for Members of Local Boards, the Code of Conduct for Members of Adjudicative Boards and the MCIA.
- The Commissioner presented to senior management of the Toronto Public Service for executive onboarding about the role of the Office as part of the City's Accountability Framework.
- The Office continued to partner with the Community Research Partnerships in Ethics (CRPE) program at the University of Toronto. The Office is working with a student for the 2024/25 academic year.
- The Commissioner responded to 6 media inquiries.

Giving Proactive Advice to Appointed and Elected Members

- The Commissioner gave advice on 50 questions from members of Council and 15 questions from members of local boards.
- The Office received and processed 5 travel declaration forms.
- The Office received and processed 22 donor forms for community events.

Resolving Complaints Effectively

- In 2024 the Commissioner made a record submission of four Code of Conduct investigative reports to Council, the highest annual total since 2016.
- The Commissioner received 86 complaints under the City's Codes of Conduct, a 137% increase from 37 in 2023.
- Of the complaints received to date in 2024, 86% were closed within the year, following a review and/or investigation.
- The average and median number of days to complete an investigation are 267 and 251, respectively.
- The average and median number of days to close a complaint at the intake stage are 37 and 22, respectively.

Providing Council and City Staff with Expert Policy Advice

- In November 2024, the Commissioner submitted a report, which Council adopted, with an update on provincial legislative reform on workplace harassment and discrimination.
- In 2025, the Integrity Commissioner will begin the new role of Ethics Executive for Members' Staff under the Human Resources and Ethical Framework for Members' Staff.
- The expansion of mandate may increase Office workload and have budgetary implications.

* As of November 1, 2024

Budget at a Glance

2025 OPERATING BUDGET			
\$Million	2025	2026	2027
Revenues	\$0.1	\$0.1	\$0.1
Gross Expenditures	\$0.8	\$0.8	\$0.9
Net Expenditures	\$0.7	\$0.7	\$0.8
Approved Positions	3.0	3.0	3.0

2025 Budget Summary

Ombudsman Toronto

While we aim to provide fully accessible content, there is no text alternative available for some of the content within these pages. If you require alternate formats or need assistance understanding our charts, graphs, or any other content, please contact us at 416-392-7062 or ombudsman@toronto.ca.

Description

Mandated by provincial legislation (the *City of Toronto Act, 2006*), Ombudsman Toronto is an independent and effective voice for fairness, accountability, and transparency at the City of Toronto. We hold the City government accountable to the people it serves. We identify problems, find practical solutions, and make recommendations for how the City can improve its systems and service to the public. Through oversight of City divisions and most of its agencies, boards, and corporations, we:

- **Core Mandate:** Investigate complaints and concerns from members of the public who believe they have been treated unfairly by the City of Toronto. We also investigate broader systemic concerns of serious unfairness about the City's decisions or actions on our own initiative. When we find the City has acted unfairly, we recommend ways it can resolve the immediate issue and improve its services in the future.
- **Housing Unit:** Use a human rights lens to investigate and review the City's planning and delivery of its housing services, policies, and programs to make sure they are fair. We also actively engage with the public to better understand the housing-related challenges they face.
- **Police Oversight:** Conduct systemic investigations to examine the fairness and impact of Toronto Police policies and procedures on the lives of people in Toronto. We also recommend practical solutions to improve services provided by the Toronto Police and ensure it is held accountable to the public.

Why We Do It

Part of the City's mandatory accountability framework, Ombudsman Toronto serves as a bridge between people and their municipal government. The City's services and programs affect people's daily lives in countless ways; when there's unfairness in the City's services, it can have a big impact. We work to ensure that the City and most of its agencies, boards, and corporations treat people fairly in how they deliver services. We also humanize the City government for people whose dealings with it have left them feeling mistreated or alienated. Our work helps to increase people's trust and confidence in their City government. In short, the work we do makes Toronto better and provides an essential and legally mandated service to ensure transparency, accountability, and fairness in how the City administration operates.

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 Ombudsman Toronto, please visit this [webpage](#).

What Service We Provide

What We Deliver	Who We Serve		
	The Public	City Staff	City Council
1. An impartial, confidential, and accessible place for members of the public to make a complaint about unfair treatment by City of Toronto services and administration.	✓	✓	✓
2. Expert investigative work to find fair resolutions and make recommendations based on the evidence.	✓	✓	✓
3. Engagement with the public, City staff, and City Council to educate on the role of Ombudsman Toronto and the importance of fairness across all City services and operations.	✓	✓	✓
4. Consultations with City staff to provide guidance and help improve service to the public.		✓	
5. Review the fairness of Toronto Police procedures and programs to improve accountability of the Toronto Police.	✓	✓	✓
6. Review the fairness of housing-related policies and programs and other systemic investigations of housing issues through the Deputy Ombudsman (Housing) and Housing Unit.	✓	✓	✓

Resources Required (2025 Operating Budget)

Total (Gross) Budget: \$3.986 million

Budget at a Glance

2025 OPERATING BUDGET				2025 - 2034 10-YEAR CAPITAL PLAN			
\$Million	2025	2026	2027	\$Million	2025	2026-2034	Total
Revenues	\$0.0	\$0.0	\$0.0	Gross Expenditures	\$0.0	\$0.8	\$0.8
Gross Expenditures	\$4.0	\$4.1	\$4.2	Debt	\$0.0	\$0.8	\$0.8
Net Expenditures	\$4.0	\$4.1	\$4.2				
Approved Positions	24.0	24.0	24.0				

10-year Capital Budget & Plan by Project

How Well We Are Doing – Behind the Numbers

Performance Measures	Behind the Numbers																																																			
<ul style="list-style-type: none">• 4556* cases handled• 3* systemic investigation reports completed into City of Toronto actions and processes• 2 progress reports about our work released to the public• 1 systemic investigation launched into issues of potential unfairness in City of Toronto processes and procedures• 40* formal recommendations (and countless informal ones)• 58 formal recommendations monitored• 25* consultations with City staff• 119 engagement sessions with the public, City staff, and elected officials <p><i>*Projected number to year end, as of October 31, 2024.</i></p>	<ul style="list-style-type: none">• The number of cases we handled in 2024 is up 29.7% from 2023. This is the largest number of complaints handled since the office was first created.• We have seen a marked increase in mass email campaigns that require extensive staff time and resources.• Our recommendations make the City work more fairly for everyone.• We help City staff design better systems and processes and teach them and the public what fair service requires.• Our engagement work provides insight into any issues the public may have with the City. It also helps ensure that members of the public know about us when they need us, and that City staff and elected officials know what we do and how we work.																																																			
<p>Increase in Cases Handled since 2009</p> <table><caption>Increase in Cases Handled since 2009</caption><tr><th>Year</th><th>Actual</th><th>Projection</th></tr><tr><td>2009</td><td>1000</td><td></td></tr><tr><td>2010</td><td>1500</td><td></td></tr><tr><td>2011</td><td>1500</td><td></td></tr><tr><td>2012</td><td>1400</td><td></td></tr><tr><td>2013</td><td>1800</td><td></td></tr><tr><td>2014</td><td>2200</td><td></td></tr><tr><td>2015</td><td>1800</td><td></td></tr><tr><td>2016</td><td>1500</td><td></td></tr><tr><td>2017</td><td>1600</td><td></td></tr><tr><td>2018</td><td>2100</td><td></td></tr><tr><td>2019</td><td>2300</td><td></td></tr><tr><td>2020</td><td>2400</td><td></td></tr><tr><td>2021</td><td>2700</td><td></td></tr><tr><td>2022</td><td>3500</td><td></td></tr><tr><td>2023</td><td>3400</td><td></td></tr><tr><td>2024</td><td></td><td>4500</td></tr></table>	Year	Actual	Projection	2009	1000		2010	1500		2011	1500		2012	1400		2013	1800		2014	2200		2015	1800		2016	1500		2017	1600		2018	2100		2019	2300		2020	2400		2021	2700		2022	3500		2023	3400		2024		4500	<ul style="list-style-type: none">• Since the office was opened in 2009, the number of cases we handle has increased by 331%.• Throughout this time, we have served as a trusted voice for fairness at the City, including:<ul style="list-style-type: none">○ Handling more than 35,000 cases○ Completing nearly 50 investigations○ Making more than 550 recommendations
Year	Actual	Projection																																																		
2009	1000																																																			
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2023	3400																																																			
2024		4500																																																		

2025 Budget Summary



Toronto Lobbyist Registrar

While we aim to provide fully accessible content, there is no text alternative available for some of the content within these pages. If you require alternate formats or need assistance understanding our charts, graphs, or any other content, please contact us at 416-338-5858 or lobbyistregistrar@toronto.ca.

Description

The Toronto Lobbyist Registrar (TLR) regulates lobbying activity in the public interest. The TLR is an independent office of the city and reports directly to City Council. The TLR has a legislative mandate to ensure the public disclosure of lobbying activities and adherence to the Lobbyists' Code of Conduct. The disclosure requirement ensures that lobbying activities at the city are transparent. The Code of Conduct sets out the high ethical standards that are expected of lobbyists when they communicate with Toronto Public Office Holders (POH).

Why We Do It

- The *City of Toronto Act, 2006* and the Toronto Municipal Code Chapter 140, Lobbying, i.e. the Lobbying By-law (the By-law) require the city to regulate lobbying activities.
- POH and the public should be able to know who is attempting to influence City government.
- Ethical and transparent lobbying is a central component to a responsive City government which encourages civic engagement and open democratic processes.
- The regulation of lobbying is the cornerstone to building public trust in City government decision-making processes.

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 the Toronto Lobbyist Registrar, please visit [Lobbyist Registrar – City of Toronto](#).

What Service We Provide

Transparency

Who We Serve:

The public, POH, and lobbyists.

What We Deliver:

1. **A Registry**
 - a publicly searchable online lobbyist registry, providing transparent access to lobbying activities.
2. **Registry Management:**
 - *Maintenance:* We diligently ensure the lobbyist registry is up-to-date, accurate, and readily accessible to the public.
 - *Data Integrity:* Our commitment involves verifying and validating information submitted by lobbyists to maintain the integrity of the lobbyist registry.
3. **Compliance Monitoring:**
 - *Review Submissions:* We scrutinize lobbyist submissions to guarantee compliance with the Lobbying By-law disclosure requirements.
 - *Follow-up:* Addressing discrepancies or missing information, we liaise with registered lobbyists to rectify issues promptly.
4. **Education and Outreach:**
 - *Training:* We provide guidance and training to lobbyists and relevant stakeholders on the lobbyist registry's requirements and proper disclosure procedures.
 - *Public Awareness:* Through outreach programs, we strive to raise public awareness about the Lobbying By-law and emphasize the crucial role transparency plays.
5. **Advisory Services:**
 - *Consultation:* Our office offers advice and support to lobbyists seeking clarification on registration and disclosure requirements.
 - *Guidance to Government Officials:* We provide guidance to POH regarding interactions with lobbyists and adherence to the Lobbying By-law.
6. **Technology Implementation:**
 - *System Improvement:* Collaborating with City of Toronto IT professionals, we continually enhance the functionality and efficiency of the lobbyist registry system.
 - *User Experience:* We prioritize ensuring that the lobbyist registry platform remains user-friendly and accessible to all stakeholders.
7. **Reporting and Documentation:**
 - *Generate Reports:* Regular reports summarizing lobbying activities and trends are produced to keep internal stakeholders informed and maintain transparency in our operations.

Accountability

Who We Serve:

A request for an inquiry about compliance with the lobbyist registry system or Lobbyists' Code of Conduct may be made by City Council, a member of Council or a member of the public, including the Registrar.

What We Deliver:

1. **Complaint Handling:**
 - The Investigations Unit receives and reviews complaints or allegations of improper lobbying activities.
 - The Registrar assesses the merit of complaints to determine if an investigation is warranted.
2. **Inquiries & Investigations**
 - The Investigations Unit conducts confidential inquiries into matters relating to compliance with the lobbyist registry and the Lobbyists' Code of Conduct.
3. **Evidence Gathering:**
 - The Investigations Unit collects and analyzes evidence related to lobbying activities, including financial transactions, communications, and other relevant documentation.
 - The Investigations Unit interviews witnesses, lobbyists, and other involved parties to gather information.
4. **Legal Analysis:**
 - The Investigations Unit analyzes the evidence gathered to determine if there are contraventions of the By-law.
 - The Registrar provides opinions on the interpretation and application of the By-law.

5. **Reporting:**
 - The Registrar prepares comprehensive reports summarizing investigation findings, including evidence, analysis, and enforcement actions or penalties.
 - The Registrar presents reports to Council as necessary.
6. **Enforcement Actions:**
 - The Registrar determines appropriate enforcement actions or penalties for substantiated violations.
 - The Registrar ensures the proper implementation of enforcement measures.
7. **Training & Outreach**
 - The Investigation Unit provides training and guidance to lobbyists, POH, and the public on the Lobbyists' Code of Conduct.

How Much Resources (gross 2025 operating budget): \$1.420 million

Budget at a Glance

2025 OPERATING BUDGET				2025 - 2034 10-YEAR CAPITAL PLAN			
\$Million	2025	2026	2027	\$Million	2025	2026-2034	Total
Revenues	\$0.0	\$0.0	\$0.0	Gross Expenditures	\$0.7	\$1.0	\$1.7
Gross Expenditures	\$1.4	\$1.5	\$1.5	Debt	\$0.7	\$1.0	\$1.7
Net Expenditures	\$1.4	\$1.5	\$1.5	Note: Includes 2024 carry forward funding			
Approved Positions	8.3	8.3	8.3				

[10-year Capital Budget & Plan by Project](#)

2025 Program Summary

City Clerk's Office

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Description

The City Clerk's Office provides the foundation for municipal government in Toronto. They deliver more than 70 types of services from over 30 locations across the City. Most services are prescribed in more than 60 distinct pieces of legislation including the *City of Toronto Act 2006*, *Vital Statistics Act*, *Assessment Act* and *Planning Act*. The City Clerk has broad and independent authority under the *Municipal Elections Act* to deliver elections and by-elections.

The City Clerk's Office is responsible for providing the tools, systems and resources required to support its mission, strategic priorities, and the delivery of core services:

- Elect Government,
- Make Government Work, and
- Open Government.

As a shared service, the City Clerk's Office also supports the Mayor's Office, Councillors' Offices and the Offices of the City's four Accountability Officers – the Auditor General, Integrity Commissioner, Lobbyist Registrar, and Ombudsman Toronto, as independent officers.

Why We Do It

To build public trust and confidence in local government, and ensure that:

- Toronto municipal government is democratically elected through open, fair and accessible elections.
- Elected officials, City officials and the public can participate in a transparent, accessible, and democratic Council decision-making process.
- The public has timely, reliable, transparent and accurate access to City information, except where protected by privacy laws.

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 City Clerk's Office, please visit: <https://www.toronto.ca/city-government/accountability-operations-customer-service/city-administration/staff-directory-divisions-and-customer-service/city-clerks-office/>

What Service We Provide

Elect Government

Who We Serve: The public, candidates and electors, other governments, third-party advertisers.

What We Deliver: Manage and conduct all aspects of local government elections whenever one is required and in compliance with legislation.

How Much Resources (gross 2025 operating budget): \$9.1 million

Make Government Work

Who We Serve: The public, City Council and its Members, Accountability Officers, other governments, Toronto Public Service, City agencies and corporations, community and international organizations.

What We Deliver: Manage government's decision-making process, provide government and official services, and deliver provincially delegated services.

How Much Resources (gross 2025 operating budget): \$35.9 million

Open Government

Who We Serve: The public, City Council and its Members, Toronto Public Service, City agencies and corporations, other governments, the media.

What We Deliver: Manage City information through its lifecycle, support the City's digitization goals and initiatives, provide access to City information and give privacy advice.

How Much Resources (gross 2025 operating budget): \$13.7 million

Budget at a Glance

2025 OPERATING BUDGET

<u>\$Million</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>
Revenues	\$19.9	\$34.8	\$17.0
Gross Expenditures	\$58.7	\$76.2	\$59.2
Net Expenditures	\$38.8	\$41.4	\$42.2
Approved Positions	393.0	376.0	368.0

2025 - 2034 10-YEAR CAPITAL PLAN

<u>\$Million</u>	<u>2025</u>	<u>2026-2034</u>	<u>Total</u>
Gross Expenditures	\$4.7	\$32.5	\$37.2
Debt	\$1.6	\$14.3	\$15.8

Note: Includes 2024 carry forward funding

[10-year Capital Budget & Plan by Project](#)

2025 Program Summary

City Council

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Description

Toronto City Council is the governing body for the City and is comprised of 26 members: the Mayor, elected City-wide, and 25 Councillors who are elected in each of the City's wards.

Why We Do It

Under the *City of Toronto Act*, section 131, it is the role of City Council to:

- represent the public and to consider the well-being and interests of the City;
- develop and evaluate the policies and programs of the City;
- determine which services the City provides;
- ensure that administrative policies, practices and procedures and controllership policies, practices and procedures are in place to implement the decisions of Council;
- ensure the accountability and transparency of the operations of the City, including the activities of the senior management of the City;
- maintain the financial integrity of the City; and
- carry out the duties of Council under this or any other Act.

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 City Council, please visit: <https://www.toronto.ca/city-government/council/>

Budget at a Glance

2025 OPERATING BUDGET				2025 - 2034 10-YEAR CAPITAL PLAN			
\$Million	2025	2026	2027	\$Million	2025	2026-2034	Total
Revenues	\$0.4	\$2.6	\$0.4	City Council does not have a 10-Year Capital Budget and Plan.			
Gross Expenditures	\$26.3	\$28.7	\$26.7				
Net Expenditures	\$25.9	\$26.1	\$26.3				
Approved Positions	25.0	25.0	25.0				

2025 BUDGET

1. The 2025 Operating Budget for City Council of \$26.322 million gross, \$0.395 million revenue and \$25.927 million net for the following services:

Service:

	Gross Expenditures (\$000s)	Revenue (\$000s)	Net Expenditures (\$000s)
City Council	26,321.8	395.1	25,926.7

2025 Program Summary

City Manager's Office

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Description

The City Manager's Office leads the municipal administration and ensures accountability through effective governance, public service, public engagement, public, private sector and philanthropic partnerships and intergovernmental relations that support strategic investments to advance City policies and programs that achieve Council's priorities. The City Manager's Office plays a leadership role in advancing truth, justice and reconciliation with First Nations, Inuit and Métis.

The City Manager's Office is comprised of the following divisions:

- Office of the Chief of Staff (Executive Administration; Governance and Corporate Strategy; Intergovernmental and Agency Relations; Strategic Partnerships)
- Strategic Public and Employee Communications
- People and Equity
- Indigenous Affairs Office
- FIFA World Cup 2026 Secretariat

Why We Do It

The City Manager's Office provides leadership to deliver services that advance prosperity for all Toronto residents, and public and private sector groups, achieving Council and Corporate priorities through effective, transparent, accountable government. To advance prosperity for all, the City Manager's Office supports the Mayor, City Council and senior leadership to ensure fair and equitable services and outcomes for all residents, public and private sector groups including First Nations, Inuit and Métis. As a result, Toronto's residents, public and private sector groups and elected officials have trust and confidence in the administration of their municipal government.

The divisions in the City Manager's Office are focused on achieving the following outcomes:

- Corporate strategies, policies, programs and priorities that are aligned with Council's decisions and set the strategic direction for City divisions.
- Governance systems and structures that advance effective, accountable service delivery and decision-making.
- Corporate and inter-divisional collaboration that supports modernized services, continuous improvement, innovation, accountability and transparency.
- Secure timely funding from the provincial and federal governments and advance effective partnerships with other governments to achieve our shared goals.
- City agencies and corporations deliver services and operate in compliance with their Council-approved mandates and strategically advance Council's priorities.
- Strategic partnerships with public and private sector groups that address City challenges and opportunities and support the well-being of residents.
- Toronto residents, businesses, public and private sector groups, visitors and the Toronto Public Service have access to easy-to-understand, timely and accurate information via multiple communications channels on City governance, services, programs and policies.

- City services and facilities are responsive to and supportive of the needs of Indigenous, Black and equity deserving communities in Toronto.
- Truth, justice, reconciliation, decolonization, anti-racism and equity are advanced through collaboration and partnerships between the City and communities.
- City divisions have a qualified, diverse and engaged workforce to meet their service delivery requirements for current and future needs.
- City's employment practices are fair and equitable. Residents see themselves represented at all levels within the Toronto Public Service.
- City employees work in a physically, mentally and culturally safe environment and are provided high quality, accessible learning resources.
- City programs address barriers faced by Indigenous, Black and equity-deserving people.

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 the City Manager's Office, please visit: www.toronto.ca/city-government/accountability-operations-customer-service/city-administration/city-managers-office

What Service We Provide

Office of the Chief of Staff (Executive Administration, Governance and Corporate Strategy, Intergovernmental and Agency Relations, Strategic Partnerships) (OCOS)

Who We Serve: Mayor, City Council, City Manager and Deputy City Managers, City divisions, agencies and corporations, other orders of government, non-government organizations, charitable organizations, philanthropists, business, and the public.

What We Deliver: Corporate strategic planning, governance oversight, government leadership, corporate performance management reporting, and corporate civic engagement; City's intergovernmental funding, policy and legislative priorities, relationships, and oversight; City agency and corporation governance and oversight; strategic partnerships with public and private sector groups and institutions; strategic management of Council and Committee agendas; Corporate issues management.

How Much Resources (gross 2025 operating budget): \$12.7 million

(Executive Administration - \$7.4 million, Governance and Corporate Strategy/Intergovernmental and Agency Relations - \$4.2 million, Strategic Partnerships - \$1.1 million)

Strategic Public and Employee Communications (SPEC)

Who We Serve: Mayor, City Council, City Manager and Deputy City Managers, Media, the public, City divisions, and agencies and corporation's staff.

What We Deliver: Strategy and execution of public and employee communications, social media, digital communications, including toronto.ca, and advertising and media buying; Media relations, issues and reputation management, and communications advice and counsel; Informed decision making via research and data analytics; Design and creative services; Corporate identity management and accountability.

How Much Resources (gross 2025 operating budget): \$12.4 million

People and Equity (P&E)

Who We Serve: Mayor, City Council, City Manager and Deputy City Managers, City divisions, agencies and corporations, the public, and Unions and Associations.

What We Deliver: Provide corporate leadership and strategic Human Resources advisory services and customized solutions to complex workforce priorities and challenges; manage the employee relations environment; support divisions in embedding equity and reconciliation into all policies, programs and services in spaces and a work environment that is equitable, legislatively compliant and free of discrimination and harassment; provide managers and employees with single point of contact for timely human resources support and information; manage people process-related technology, data, information, training and support; attract and retain a highly skilled diverse workforce; ensure compliance with health and safety legislation; reduce the impact of injuries, illnesses and absences; build capacity and a positive workplace culture through learning and leadership development and initiatives that support an ethical, inclusive, and effective Toronto Public Service that builds trust and confidence with the public and staff.

How Much Resources (gross 2025 operating budget): \$60.9 million

Indigenous Affairs Office (IAO)

Who We Serve: Mayor, City Council, City Manager and Deputy City Managers, City divisions, Urban Indigenous (First Nations, Inuit and Métis) communities in Toronto, as well as Indigenous treaty and territorial partners.

What We Deliver: Advocacy, guidance, policies, initiatives that help to fulfill the City's commitments to Indigenous peoples, advancing truth, justice and reconciliation and decolonization.

The City's Reconciliation Action Plan identifies actions for the Indigenous Affairs Office:

- Advocate for Indigenous Peoples within the City of Toronto;
- Increase Indigenous community engagement;
- Enhance communication between Indigenous communities and City divisions;
- Support capacity within the Toronto Public Service;
- Implement accountability processes.

How Much Resources (gross 2025 operating budget): \$2.8 million

FIFA World Cup 2026 Toronto Secretariat (FIFA)

Who We Serve: Mayor, City Council, City Manager and Deputy City Managers, City divisions, agencies and corporations, community groups, taxpayers, other orders of government, FIFA.

What We Deliver: Convening of expertise and support across City of Toronto divisions, agencies, boards and corporations, as well as community partners and external stakeholders to deliver FIFA World Cup 2026 in Toronto; hosting six games locally.

How Much Resources (gross 2025 operating budget): \$55.5 million

* FIFA World Cup 2026-related expenses are noted in individual City Division budgets. Please refer to the separate FIFA World Cup 2026 Toronto Budget Note for all FIFA World Cup 2026-related expenses and revenues in 2025.

Budget at a Glance

2025 OPERATING BUDGET				2025-2034 10 YEAR CAPITAL PLAN			
\$Million	2025	2026	2027	\$Million	2025	2026	2027
Revenues	\$65.1	\$169.2	\$4.0	The City Manager's Office does not have a 10-Year Capital Budget and Plan			
Gross Expenditures	\$144.4	\$252.6	\$85.0				
Net Expenditures	\$79.3	\$83.4	\$81.0				
Approved Positions	547.0	530.0	518.0				

2025 Program Summary

FIFA World Cup 2026 Toronto

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Description

The City of Toronto is playing a key role in the delivery of the FIFA World Cup 2026 (FWC26), hosting six matches as part of this global event. By collaborating with various City divisions, agencies, community partners, and stakeholders, Toronto aims to enhance local infrastructure, particularly at BMO Field and Centennial Park, benefiting future generations and the growth of amateur sports. The initiative will bring significant economic advantages to Toronto, Ontario, and Canada. Through community engagement, Toronto is committed to creating a lasting legacy focused on sport, human rights, sustainability, economic development, and arts and culture, while also respecting local Indigenous communities.

Why We Do It

- The City of Toronto was selected as one of 16 Host Cities across North America responsible for the planning and delivery of the FWC26 in Toronto.
- Convening of expertise and support across City of Toronto Divisions, Agencies, Boards and Corporations, as well as community partners and external stakeholders.
- Maximize positive hosting and legacy opportunities to reflect and align with City of Toronto's priorities.
- Enhance City-owned assets at BMO Field and Centennial Park for the benefit of future users and the growth of amateur sport.
- Host six matches as part of the FWC26 to achieve significant economic benefits for Toronto, Ontario, and Canada.
- Through community engagement, create legacy impacts specific to established themes: Sports and Physical Activity, Human Rights, Diversity, Equity and Inclusion, Environmental Sustainability, Economic Development, and Arts and Culture.
- Participate in the Truth and Reconciliation Commission of Canada's Call to Action #91, ensuring local Indigenous communities are engaged and their protocols respected.

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.

What Service We Provide

City of Toronto Divisions, Agencies, Boards, and Corporations, as well as community partners and external stakeholders are partnering to successfully deliver FIFA World Cup 2026 (FWC26) in Toronto. This initiative involves hosting six games locally, with a focus on building and enhancing infrastructure, creating a legacy of world-class stadiums, and training sites, implementing robust security planning, and fostering future economic benefits for the city. The event represents a unique opportunity to create a globally recognized sports experience while generating lasting social and economic impacts for the community. By leveraging partnerships and collaboration, Toronto aims to position itself as a leading destination for international sports and cultural events.

Budget at a Glance

FIFA WORLD CUP 2026 OPERATING COSTS							
\$ Million	2021	2022	2023	2024	2025	2026	TOTAL
Revenues	0.17	0.4	1.7	10.2	55.5	168.4	236.4
Gross Expenditures	0.17	0.4	1.7	10.2	55.5	168.4	236.4
Net	-	-	-	-	-	-	-

FIFA WORLD CUP 2026 CAPITAL COSTS							
\$ Million	2021	2022	2023	2024	2025	2026	TOTAL
Gross Expenditures	-	-	3.7	42.4	59.7	37.8	143.6
Debt	-	-	-	-	-	-	-

FIFA WORLD CUP 2026 TOTAL COSTS							
\$ Million	2021	2022	2023	2024	2025	2026	TOTAL
Gross Expenditures	0.17	0.4	5.4	52.6	115.2	206.2	380.0
Funding	0.17	0.4	5.4	52.6	115.2	206.2	380.0
Net/Debt	-	-	-	-	-	-	-

Note: Adjusts for carry forward funding from 2024 into 2025.

The total cost of planning and hosting the FWC26 in Toronto includes \$236.4 million in operating costs and \$143.6 million in capital costs, totalling to \$380 million. These costs are fully funded from Reserves, Federal and Provincial grants as well as third party funding.

Funding to support Host City planning requirements and hosting obligations included in the 2025 Budget is consistent with the FWC26 overall budget of \$380 million approved by City Council.

2025 Program Summary

Legal Services

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Description

Legal Services provides the highest quality of legal services to the City of Toronto and function as a strategic resource for Council, City Divisions and Agencies. The division responds to the increasing demand by the City for legal services, promotes risk management and various mitigation strategies and applies creative legal analysis while delivering three main services:

- Civil Litigation
- Prosecution
- Solicitor

Why We Do It

Legal Services contributes to shaping City progress by delivering excellent legal services and strategic advice. We are accountable to City Council for providing legal services to fulfil Council's mandate and by extension that of the Toronto Public Service.

City Council is able to achieve its mandate in all service areas within the current legal framework with the support of quality, strategic, sustainable and cost-efficient legal advice.

City financial and policy interests are protected by representation throughout legal proceedings involving Courts and Tribunals.

Residents, businesses and visitors' health and safety are protected, nuisances are managed, and the City's traffic is kept moving by ensuring greater compliance with City by-laws and Provincial legislation through the support of enforcement activities and the prosecution of offences.

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 Legal Services, please visit: <https://www.toronto.ca/city-government/accountability-operations-customer-service/city-administration/staff-directory-divisions-and-customer-service/legal-services/>

What Service We Provide

Civil Litigation

Who We Serve: City Council, City Divisions, Agencies and Boards.

What We Deliver: Protect the City's interests through legal proceedings involving various levels of Court and Tribunals.

How Much Resources (gross 2025 operating budget): \$19.7 Million

Prosecution

Who We Serve: City Council, City Divisions, Agencies and Boards and Individuals charged with offences.

What We Deliver: An opportunity to dispute charges and tickets in a manner which ensures that rights are protected and obligations to follow provincial and municipal laws are enforced in accordance with the public interest.

How Much Resources (gross 2025 operating budget): \$20.1 Million

Solicitor

Who We Serve: City Council, City Divisions, Agencies and Boards.

What We Deliver: Provide strategic advice to Council, Staff and Agencies thereby contributing to the achievement of Council's mandate in all service areas.

How Much Resources (gross 2025 operating budget): \$34.2 Million

Budget at a Glance

2025 OPERATING BUDGET

<u>\$Million</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>
Revenues	\$31.4	\$31.0	\$30.4
Gross Expenditures	\$74.0	\$79.3	\$79.0
Net Expenditures	\$42.6	\$48.3	\$48.6
Approved Positions	451	461	457

2025 - 2034 10-YEAR CAPITAL PLAN

<u>\$Million</u>	<u>2025</u>	<u>2026-2034</u>	<u>Total</u>
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Legal Services does not have a 10-Year Capital Budget and Plan.

2025 Program Summary

Office of the Mayor

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Description

The Office of the Mayor provides support to the Mayor as the Head of Council and the Chief Executive Officer of the City, as prescribed in the City of Toronto Act, 2006, s. 133 and s. 134.

Why We Do It

In accordance with the City of Toronto Act, 2006 (s. 133), it is the role of the Mayor, as Head of City Council:

- To act as the Chief Executive Officer of the City;
- To preside over Council meetings so that City business can be carried out efficiently and effectively;
- To provide leadership to Council;
- To represent the City and Council at official functions; and
- To carry out duties as Head of Council under the Act and under any other legislation.

The Mayor's role also includes providing information and making recommendations to Council with respect to Council's role under section 131 clauses (d) and (e) of the City of Toronto Act, 2006. These include:

- (d) to ensure that administrative policies, practices and procedures and controllership policies, practices and procedures are in place to implement the decision of Council.
- (e) to ensure the accountability and transparency of the operations of the City, including the activities of the senior management of the City.

In addition, as Chief Executive Officer of the City (s. 134), the Mayor shall:

- (a) uphold and promote the purposes of the City;
- (b) promote public involvement in the City's activities;
- (c) act as the representative of the City both within and outside the City, and promote the City locally, nationally, and internationally; and
- (d) participate in and foster activities that enhance the economic, social and environmental well-being of the City, and its residents.

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 the Office of the Mayor, please visit: <https://www.toronto.ca/city-government/council/office-of-the-mayor/>

Budget at a Glance

2025 OPERATING BUDGET				2025 - 2034 10-YEAR CAPITAL PLAN			
\$Million	2025	2026	2027	\$Million	2025	2026-2034	Total
Revenues	\$0.0	\$0.0	\$0.0	The Office of the Mayor does not have a 10-Year Capital Budget and Plan.			
Gross Expenditures	\$3.1	\$3.1	\$3.1				
Net Expenditures	\$3.1	\$3.1	\$3.1				
Approved Positions	1.0	1.0	1.0				

2025 BUDGET

1. The 2025 Operating Budget for the Office of the Mayor of \$3.061 million gross and net for the following services:

Service:

	Gross Expenditures (\$000s)	Revenue (\$000s)	Net Expenditures (\$000s)
Total Office Budget	3,061.4	0.0	3,061.4

Agencies & Others

**Arena Boards
of Management**



**Association of
Community
Centres**



CreateTO



**Exhibition
Place**



**Heritage
Toronto**



TO Live



**Toronto & Region
Conservation
Authority**



**Toronto
Atmospheric
Fund**



**Toronto Public
Health**



**Toronto Public
Library**



**Toronto Police
Services**



**Toronto Police
Services Board**



**Toronto
Transit
Commission**



Toronto Zoo



Sankofa Square



**Toronto Parking
Authority**



City Agencies & Others deliver other important services on behalf of the City and each has its own relationship with the City Council to promote community wellness, health, safety, and cultural and social standards of the City.

These include the following:

- Arena Boards of Management
- Association of Community Centres (AOCCs)
- CreateTO
- Exhibition Place
- Heritage Toronto
- Sankofa Square
- TO Live
- Toronto & Region Conservation Authority (TRCA)
- Toronto Atmospheric Fund (TAF)
- Toronto Police Service
- Toronto Police Services Board
- Toronto Police Service Parking Enforcement Unit (TPSPEU)
- Toronto Parking Authority (TPA)
- Toronto Public Health (TPH)
- Toronto Public Library (TPL)
- Toronto Transit Commission (TTC)
- Toronto Zoo

More comprehensive information, including 2025 priority services and outcomes, priority areas, key risks and challenges, priority actions, funding sources, and a major expenditures breakdown, are available at the following links:

Toronto Police Services

[Presentation from the Chief of Toronto Police Services, on 2025 Operating Budget and 2025-2034 Capital Plan \(January 16, 2025\).](#)

Toronto Transit Commission

[Presentation from the CEO of Toronto Transit Commission, on 2025 Operating Budget and 2025-2034 Capital Plan \(January 16, 2025\).](#)

Please note that budget numbers in the presentations might differ from the final numbers due to the changes during the Budget cycle.

In-depth information regarding Divisional budgets, including performance measures, priority actions, breakdown of funding sources and expenditures, and future years' outlook, are available at the following link: [Budget Notes, Reports & Presentations.](#)

Arena Boards of Management:	Gross Expenditures (\$000s)	Revenue (\$000s)	Net Expenditures (\$000s)
George Bell	759.3	98.3	661.0
William H. Bolton	1,734.7	1,713.2	21.5
Larry Grossman Forest Hill Memorial	1,536.9	1,533.0	3.9
Leaside Memorial Community Garden	2,712.5	2,250.2	462.3
McCormick Playground	956.8	957.0	(0.2)
Moss Park	1,143.5	831.0	312.5
North Toronto Memorial	1,153.6	1,152.9	0.7
Ted Reeve Community	1,525.9	1,528.9	(3.0)
Total Program Budget	11,523.2	10,064.5	1,458.7

- The above includes a 2025 budgeted staff complement of 68 operating positions.

Association of Community Centres	Gross Expenditure (\$000s)	Revenue (\$000s)	Net Expenditures (\$000s)
519 Church Street	2,556.3		2,556.3
Applegrove Community Complex	798.1		798.1
Cecil	1,644.2		1,644.2
Central Eglinton	1,053.7		1,053.7
Community Centre 55	1,020.1		1,020.1
Eastview Neighbourhood	853.1		853.1
Ralph Thornton	1,148.2	39.4	1,108.8
Scadding Court	1,309.4		1,309.4
Swansea Town Hall	912.2	332.2	580.0
Waterfront Neighbourhood Centre	1,985.1		1,985.1
Total Program Budget	13,280.4	371.6	12,908.8

- The above includes a 2025 budgeted staff complement of 98.9 operating positions.

2025 Program Summary

CreateTO

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Description

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 to meet the program needs of City divisions, agencies, and corporations.

CreateTO is financially self-sustaining and submits a net expenditure budget of zero 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.

Why We Do It

The City's real estate portfolio holds tremendous value, both financially and in its potential to be operated and activated for the public good. CreateTO was created to put that value to use for our city, by applying a strategic, city-wide lens to Toronto's real estate holdings.

Since the agency's inception in 2018, CreateTO has identified over \$2 billion in value creation for the City through strategic real estate planning and more effective use of City-owned assets – value that has been invested into City priorities such as affordable housing, community and civic space, and improved services for the people of Toronto.

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 CreateTO, please visit: <https://createto.ca>

What Service We Provide

Real Estate Advisory Services and Solutions for City Divisions, Agencies and Corporations

Who We Serve: City Council, City Divisions, Agencies and Corporations (DACs), and Toronto residents.

What We Deliver: The agency works with the City of Toronto's 68 Divisions, Agencies, and Corporations to provide solutions that align program needs with the City's real estate assets and with the goal of optimizing the use of each site, while also delivering on urgent Council-directed policy priorities.

How Much Resources (gross 2025 operating budget): \$5.7 million

Affordable Housing Delivery

Who We Serve: City Council, City Divisions, Agencies and Corporations, Toronto residents, real estate developers and housing operators.

What We Deliver: Working with our City partners, the agency works collaboratively to advance City Council's vision to urgently build more affordable housing on City-owned lands and identifies real estate opportunities designed to meet the vital housing needs of Torontonians.

How Much Resources (gross 2025 operating budget): \$6.9 million

Port Lands' Asset Management and Property Management

Who We Serve: City Council, City Divisions, Agencies and Corporations, Toronto residents, real estate developers, corporations and businesses.

What We Deliver: On behalf of the City, the agency actively manages a commercial and industrial lease portfolio comprising over 425 acres and 80 tenancies in the Port Lands. The agency also advances precinct-level master planning, capital projects and development plans, with a particular focus on major employment uses such as the film and media sector that support the ongoing revitalization of the Port Lands to ensure this downtown district delivers maximum value for the City and the people of Toronto.

How Much Resources (gross 2025 operating budget): \$6.3 million

Budget at a Glance

2025 OPERATING BUDGET

\$Million	2025	2026	2027
Revenues	\$18.9	\$19.3	\$19.7
Gross Expenditures	\$18.9	\$19.3	\$19.7
Net Expenditures	\$ 0.0	\$ 0.0	\$ 0.0
Approved Positions	84.0	84.0	84.0

2025 - 2034 10-YEAR CAPITAL PLAN

\$Million	2025	2026-2034	Total
CreateTO has no Capital Budget			

2025 Program Summary

Exhibition Place

While we aim to provide fully accessible content, there is no text alternative available for some of the content within these pages. If you require alternate formats or need assistance understanding our charts, graphs, or any other content, please contact us at FPD@toronto.ca.

Description

Exhibition Place is Canada's largest exhibition and convention centre that serves as a thriving central hub for Canada's largest conventions and exhibitions, entertainment and sporting events, public celebrations, festivals, and cultural attractions across our 192 acres. In 2023, events hosted at Exhibition Place generated an economic impact of \$600 million towards our local, provincial, and national economy.

Situated near the shore of Lake Ontario, Exhibition Place contains groomed parkland along with both modern and heritage facilities. Exhibition Place is easily accessible to downtown Toronto as well as to the Greater Toronto Area (GTA) through major roadways and transit. Exhibition Place has 21 permanent tenants and is the annual host to approximately 5.5 million visitors, and more than 1,760 events including some of the top consumer exhibitions in Canada, such as the Toronto International Boat Show, the National Home Show, the One of a Kind Shows, the Canadian National Exhibition, and the Royal Agricultural Winter Fair. We open our doors to millions of visitors from across the globe. To ensure we are welcoming, it is essential that our employment practices are Diverse, Equitable, and Inclusive, and as such we use an Equity Lens in the creation and review of practices, policies and procedures.

Why We Do It

Exhibition Place's vision is to be Canada's premier destination for conventions, exhibitions, events, and entertainment. We want to be recognized as a leader in the convention and events industry that provides value to our visitors, clients, and tenants at the regional, provincial, national, and international level. This mixture of commercial, entertainment, sporting events, and cultural attractions within a single multi-use site is unique in North America. There are no sites in North America able to match the capabilities of Exhibition Place. Our site can deliver both indoor and open-air world-class events; host the City's largest events and international competitions; and drive public enjoyment of music, art, culture, and open space. Exhibition Place's Strategic Plan for 2022-2026 is designed to drive economic activity through investment, working together with tenants, clients, and other partners, animating the site to enhance visitor experience and plan, shape, and influence future infrastructure projects to meet our operational requirements, and deliver world-leading events and experiences to the visitors of our grounds.

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 Exhibition Place, please visit: <https://www.explace.on.ca/>

What Service We Provide

Exhibition and Events

Who We Serve: Event Participants (national and international); Local Businesses and Residents; Leased tenants

What We Deliver: Provide exhibit halls and service for shows and outdoor space for public celebrations and events

How Much Resources (gross 2025 operating budget): \$37.0 Million

Conventions, Conferences and Meetings

Who We Serve: Event Participants (national and international); Local Businesses and Residents; Leased tenants

What We Deliver: Provide meeting rooms, exhibit space, and a Class A Ballroom

How Much Resources (gross 2025 operating budget): \$5.6 Million

Exhibition Place Parking Access

Who We Serve: Event Participants (national and international); Local Businesses and Residents; Leased tenants

What We Deliver: Provide convenient access to public parking for Exhibition Place events, BMO field sporting events, and general public use.

How Much Resources (gross 2025 operating budget): \$4.0 Million

Exhibition Place Asset Management

Who We Serve: Exhibition Place; City of Toronto

What We Deliver: Provide maintenance and construction services to Exhibition Place facilities, structures, parkland and roadways.

How Much Resources (gross 2025 operating budget): \$21.3 Million

Budget at a Glance

2025 OPERATING BUDGET

\$Million	2025	2026	2027
Revenues	\$67.413	\$79.388	\$72.430
Gross Expenditures	\$67.863	\$77.188	\$72.280
Net Expenditures	\$0.450	\$(2.200)	\$(0.150)
Approved Positions	356.0	356.0	356.0

2025 - 2034 10-YEAR CAPITAL PLAN

\$Million	2025	2026-2034	Total
Gross Expenditures	\$79.4	\$206.6	\$286.0
Debt	\$22.0	\$165.4	\$187.4

Note: Includes 2024 carry forward funding

[10-year Capital Budget & Plan by Project](#)

2025 Program Summary

Heritage Toronto

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Description

Heritage Toronto builds a better city by bringing people together to explore Toronto's shared past and people's lived experiences. It delivers 80+ public programs annually including: walking, cycling and bus tours; plaques, digital programs and exhibitions, the Heritage Toronto Awards, the Emerging Historian program, community events programming, and the Heritage Equity Initiative.

Why We Do It

Heritage is a positive force for social inclusion, economic development, and sustainability. Heritage Toronto's programs connect people and neighbourhoods and build a compassionate city which honours its diverse stories to ensure that each resident feels reflected, and has a voice, in its future.

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 Heritage Toronto, please visit: www.heritagetoronto.org

What Service We Provide

Heritage Promotion and Education

Who We Serve: City Council, Residents and Tourists, Community Organizations, Students and Educational Institutions, Media, Business Improvement Areas (BIAs) and Business, Neighbourhood Groups

What We Deliver: 80+ annual public programs

How Much Resources (gross 2025 operating budget): \$1.270 million

Heritage Fundraising and Partnerships

Who We Serve: Volunteers, Community Organizations, Educational Institutions, Philanthropists, Corporations, Industry and Business, City Divisions, Other Charities, Other Levels of Government

What We Deliver: Partnerships with hundreds of community groups, businesses, city divisions, donors and volunteers across the City

How Much Resources (gross 2025 operating budget): \$0.171 million

Budget at a Glance

2025 OPERATING BUDGET				2025 - 2034 10-YEAR CAPITAL PLAN			
\$Million	2025	2026	2027	\$Million	2025	2026-2034	Total
Revenues	\$0.758	\$0.881	\$0.634	Heritage Toronto does not have a 10-Year Capital Budget and Plan.			
Gross Expenditures	\$1.441	\$1.583	\$1.336				
Net Expenditures	\$0.683	\$0.701	\$0.701				
Approved Positions	10.75	10.75	9.75				

2025 Program Summary

Sankofa Square

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Description

Sankofa Square is one of Toronto's major tourist attractions and most heavily foot-trafficked areas, accommodating approximately 200 public days annually, including third-party and self-programmed events. These activations foster economic growth and cultural activities by showcasing local businesses and attracting residents and tourists to the area. The Square provides management, procedural support, and permits to ensure safe operations and successful events.

Why We Do It

Our mission is to enhance the vitality of downtown Toronto by operating Sankofa Square as a unique public space that expresses the community passion and commercial energy of our neighbourhood. We are aiming to transform the public's perception of Sankofa Square so that they think of it as a safe, vibrant and welcoming space that expresses Toronto's evolving character. Through our strategic plan, we have tasked ourselves with doing the work to reposition Sankofa Square as a landmark destination that serves the needs of local residents, businesses, and visitors alike. With its renewed mandate, Sankofa Square can become an even more significant driver of economic activity in the downtown core: every hour that the Square is active, it contributes to Toronto's economic resilience by supporting nearby businesses, driving engagement, and showcasing the city's cultural vitality.

As Sankofa Square evolves, it will continue to serve all Torontonians by fostering social connection, inclusivity, and community pride. As an accessible and welcoming space, it provides a venue for meaningful engagement, whether by hosting cultural festivals, showcasing local performances, highlighting local businesses, offering a platform for international brands or simply allowing friends and family to gather and enjoy themselves.

Our new vision for Sankofa Square will position it as a signature space that Toronto can be proud of, demonstrating the City's commitment to enhancing the quality of life for all its residents and supporting economic growth. Through thoughtful design, innovative programming, and strategic partnerships, we will ensure that Sankofa Square becomes a key asset for the city, a place that reflects Toronto's diversity, fosters economic growth, and inspires civic pride.

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 Sankofa Square, please visit: <https://www.sankofasquare.ca/>

What Service We Provide

Public Square and Event Venue

Who We Serve: Businesses, Partners and Sponsors, Residents, Visitors, City and Agency staff

What We Deliver: Aiming for 200 event days annually, including third-party and self-programmed events that promote economic and cultural activities.

How Much Resources (gross 2025 operating budget): \$3.464 Million

Budget at a Glance

2025 OPERATING BUDGET				2025 - 2034 10-YEAR CAPITAL PLAN			
\$Million	2025	2026	2027	\$Million	2025	2026-2034	Total
Revenues	\$1.967	\$2.070	\$2.194	Gross Expenditures	\$0.06	\$0.42	\$0.48
Gross Expenditures	\$3.464	\$3.414	\$3.515	Debt	\$0.00	\$0.42	\$0.42
Net Expenditures	\$1.497	\$1.344	\$1.321	Note: Includes 2024 carry forward funding			
Approved Positions	8.0	8.0	8.0				

[10-year Capital Budget & Plan by Project](#)

2025 Program Summary

Toronto Atmospheric Fund

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Description

Toronto Atmospheric Fund (TAF) is a regional climate agency constituted as a non-share capital corporation via the *Toronto Atmospheric Fund Act*. Toronto Atmospheric Fund invests in low-carbon solutions for the Greater Toronto and Hamilton Area (GTHA) and helps scale them up for broad implementation, with no draw on the City's tax-base. We lead, support and collaborate with stakeholders in the private, public and non-profit sectors who have opportunities for reducing urban carbon emissions. We invest the endowments provided by City of Toronto (1991), Province of Ontario (2017) and Government of Canada (2020). In alignment with our mandate, and with the proceeds we provide grants to non-profit organizations, incubate and implement innovative programs and advocate for policies and programs, with particular focus on achieving environmental, social and economic benefits that improve health, create local jobs, boost urban resiliency and contribute to a fair society. Based on TAF's model and track record, six similar agencies have been endowed by the Government of Canada under the banner of Low Carbon Cities Canada.

Why We Do It

Toronto Atmospheric Fund was established to operate arms-length from the City of Toronto with a mandate that is aligned to achieving mutual objectives, more specifically with the City's TransformTO and forthcoming Net-Zero Strategy and the declaration of a climate emergency. Toronto Atmospheric Fund's actions are focused on advancing low-carbon solutions for the key sources of urban carbon emissions: buildings, both existing and new construction, transportation, industrial, waste and electricity. The expansion of TAF's mandate to the GTHA recognizes that strategic regional action is needed in order for local, provincial and national climate action efforts to succeed. Our investment strategy aims to generate both financial and mandate-related impact, and to demonstrate and mobilize much more than our capital for local low-carbon solutions. With the support and good governance of the Council-appointed Board (8 citizens, 3 Councillors), TAF provides unique, data-driven, strategic support, investment and allyship to private, public and non-profit stakeholders contributing to achieving Toronto's net-zero by 2040 goal. This target is not simply another milestone, it is a vision for a climate-smart urban region that functions within its environmental means and is a leader among climate-friendly urban centres around the world.

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 TAF, please visit: <https://taf.ca/>

What Service We Provide

Grants

Who We Serve: Eligible non-profit organizations, citizen groups and community organizations, charities, academia, research institutions, industry associations, and municipalities in the GTHA.

What We Deliver: We fund high-impact initiatives including capacity-building, projects and policies related to accelerating retrofits, net-zero new construction, electrification of transportation, low-carbon electricity, and other urban climate action priorities.

How Much Resources Required (gross 2025 operating budget): \$1.3 Million

Impact Investing (Revenue Generating)

Who We Serve: Businesses and enterprise with low-carbon projects and activities, non-profit and for-profit institutional co-investors, the wider financial sector as interest grows in Environmental Social and Governance.

What We Deliver: Prudent investment in marketable securities and projects/companies aligned with TAF's mandate, generate risk-adjusted return, and mobilize financial capital for urban low-carbon solutions through financial innovation, aggregation and/or syndication. Thought-leadership and development of innovative financial structures and instruments to address barriers to capital flow into urban low-carbon solutions.

How Much Resources Required (gross 2025 operating budget): \$1.4 Million

Strategic Program Implementation

Who We Serve: Government (Municipal, Provincial, and Federal), businesses and industry, not for profits, and other institutions promoting and delivering greenhouse gas (GHG) reduction.

What We Deliver: Programs, policy advocacy and engagement that demonstrate, de-risk, remove barriers and help scale solutions for existing buildings, new construction, electrification of transportation, and clean energy which will reduce carbon and deliver other (co)benefits like improved health, community resilience, reducing inequity, job creation, and economic value.

How Much Resources Required (gross 2025 operating budget): \$8.3 Million

Operations and Governance

Who We Serve: City Council, Province of Ontario and Government of Canada, TAF Board and Committees, other key stakeholders (e.g. industry partners, non-profits, academia, citizens in the GTHA).

What We Deliver: High standard of accountability and compliance with all governance requirements and mission-focused Key Performance Indicators, efficient and effective operations, a diverse, collaborative and mission-focused culture.

How Much Resources (gross 2025 operating budget): \$1.2 Million

Budget at a Glance

2025 OPERATING BUDGET

\$Million	2025	2026	2027
Revenues	\$12.2	\$13.0	\$14.0
Gross Expenditures	\$12.2	\$13.0	\$14.0
Net Expenditures	\$ 0.0	\$0.0	\$0.0
Approved Positions	42	42	42

2025 - 2034 10-YEAR CAPITAL PLAN

\$Million	2025	2026-2034	Total
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Toronto Atmospheric Fund has no capital budget.

2025 Program Summary

TO Live

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Description

TO Live is one of Canada's largest multi-arts organizations, operating three iconic venues: Meridian Hall, the St. Lawrence Centre for the Arts and Meridian Arts Centre. In addition, TO Live presents a full range of performing arts, theatrical and concert events at these venues in both downtown and uptown Toronto. With these two hubs of creativity and content creation, TO Live has a unique place and perspective to activate creative spaces by inspiring local and international artists, connect audiences and to be the nexus for new ideas, elevate artistic potential, and be the catalyst for creative expression that is reflective of Toronto's diversity.

Why We Do It

To lead cultural innovation in the City of Toronto by redefining the role of performance spaces as a force for social engagement, cultural exchange, and creative innovation.

The City of Toronto and TO Live 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 TO Live, visit tolive.com.

What Service We Provide

Creative Community Hubs

Who We Serve:

TO Live is dedicated to amplifying under-represented voices through support for local community members, performing arts patrons, artists, and arts organizations. We serve our local community members, performing arts and community programming attendees, performing arts resident companies, not-for-profit arts companies, commercial producers, corporate and private event rental clients, event attendees, educational institutions and students, corporate sponsors and donors. In a typical year, TO Live’s venues are visited by over 500,000 people.

What We Deliver:

TO Live is one of Canada’s largest multi-arts organizations, operating three iconic venues: Meridian Hall, St. Lawrence Centre for the Arts, and Meridian Arts Centre. TO Live presents a full range of performing arts, theatrical, and concert events at these venues in both downtown and uptown Toronto. With these two creative community hubs, TO Live has a unique place and perspective to activate creative spaces by inspiring local and international artists, connecting audiences with new ideas, elevating artistic potential, and becoming a catalyst for creative expression that is reflective of Toronto’s diversity.

How Much Resources (gross 2025 operating budget): \$45.5 Million

Budget at a Glance

2025 OPERATING BUDGET				2025 - 2034 10-YEAR CAPITAL PLAN*			
\$Million	2025	2026	2027	\$Million	2025	2026-2034 Total	
Revenues	\$39.4	\$39.88	\$40.5	Gross Expenditures	\$16.7	\$188.6	\$205.3
Gross Expenditures	\$45.5	\$46.7	\$47.5	Debt	\$16.7	\$188.6	\$205.3
Net Expenditures	\$ 6.1	\$ 6.9	\$ 7.0	Note: Includes 2024 carry forward funding			
Approved Positions	256.3	256.3	256.3				

[10-year Capital Budget & Plan by Project](#)

*At its meeting on December 17, 2024, City Council rescinded the delegation to the Board of Directors of TO Live of the capital budget planning, approval and implementation for TO Live and directed Corporate Real Estate Management (CREM) to oversee the implementation of the 2024-2033 Capital Budget and Plan as well as future capital plans in alignment with the Capital Prioritization Framework on behalf of TO Live, which includes the planning, design, procurement, and execution of state of good repair projects, capital improvements, net zero, accessibility and other facility-related projects for the St. Lawrence Centre for the Arts, Meridian Hall, and Meridian Arts Centre (EX19.20). Although the 2025-2034 Capital Budget and Plan remains in the budget notes for TO Live, accountability over capital planning, approval and implementation now resides with CREM and a transition plan is being worked on by CREM, City Finance, City Legal and TO Live to allow for work continuance on existing previously contracted Capital Projects.

2025 Program Summary

Toronto Parking Authority

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Description

The Toronto Parking Authority (TPA) is North America's largest municipally owned operator of commercial parking, manages Bike Share Toronto (North America's third largest bike share program), and operates the largest municipally owned electric vehicle (EV) charging program in Canada. The TPA executes over 26.6 million parking transactions across a portfolio of over 21,000 on-street, and over 41,000 off-street parking spaces at 307 locations. Bike Share Toronto currently has over 9,000 iconic bikes, over 2,000 e-bikes and over 40,000+ memberships – together generating approximately 6.9 million rides in 2024.

Why We Do It

To re-imagine how Toronto moves by creating a seamless mobility experience that delivers on choice, ease, and speed through Toronto.

The TPA is committed to becoming the world's best provider of sustainable parking, bike share and last mile mobility experiences for its customers, partners, and the City of Toronto. The TPA is focused on becoming an integrated part of Toronto's transportation network and is committed to supporting various mobility solutions across the City.

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 Toronto Parking Authority, please visit: <https://parking.greenp.com/>

What Service We Provide

Off-Street Parking Services

Who We Serve: Local businesses, residents, visitors / tourists, City divisions, agencies, boards, and commissions, private landowners, developers, hospitality, and service industry.

What We Deliver: Convenient and safe off-street public and commercial parking with over 41,000 spaces in over 30 locations across the City of Toronto. The TPA also operates 146 parking facilities under contract to City divisions, agencies boards, and commissions, as well as private landowners, developers, hospitality, and service industry.

The TPA also provides 407 electrical charging ports at 83 locations for electric vehicle charging for customers at both off-street and on-street parking locations.

How Much Resources (gross 2025 operating budget): \$106.082 million

On-Street Parking Services

Who We Serve: Local businesses, Residents, Visitors / Tourists,

What We Deliver: Convenient and safe public parking on 200+ km of roadways offering over 21,00 curbside spaces.

The TPA also provides 407 electrical charging ports at 83 locations for electric vehicle charging for customers at both off-street and on-street parking locations.

How Much Resources (gross 2025 operating budget): \$14.487 million

Bike Share Toronto

Who We Serve: Bike Share Toronto members and casual riders (residents, visitors / tourists, etc...)

What We Deliver: Accessible and affordable bike share mobility solutions.

How Much Resources (gross 2025 operating budget): \$23.605 million

Budget at a Glance

2025 OPERATING BUDGET

\$Million	2025	2026	2027
Revenues	\$186.1	\$190.2	\$196.5
Gross Expenditures	\$144.2	\$147.2	\$150.3
Net Expenditures	\$(41.9)	\$(43.0)	\$(46.2)
Approved Positions	326.5	326.5	326.5

2025 - 2034 10-YEAR CAPITAL PLAN

\$Million	2025	2026-2034	Total
Gross Expenditures	\$55.6	\$343.0	\$398.6
Debt	\$0.0	\$0.0	\$0.0

Note: Includes 2024 carry forward funding

[10-year Capital Budget & Plan by Project](#)

2025 Program Summary

Toronto Public Health

While we aim to provide fully accessible content, there is no text alternative available for some of the content within these pages. If you require alternate formats or need assistance understanding our charts, graphs, or any other content, please contact us at FPD@toronto.ca.

Description

In accordance with the *Health Protection and Promotion Act*, Toronto Public Health's purpose is to deliver public health programs, services, and policies to prevent the spread of disease and promote and protect the health of the people of Toronto. Toronto Public Health's programs, services and policy directions strive to create the optimal conditions to achieve a healthy city for all, meet population public health needs, comply with the Ontario Public Health Standards, and contribute to a broader sustainable health system.

Why We Do It

Toronto Public Health contributes to the overall quality of life, but more particularly Toronto Public Health's desired outcomes are:

- Reduced prevalence of chronic diseases and the prevention and control of the spread of communicable and infectious diseases in Toronto in a timely, responsive and equitable manner;
- Greater adoption of healthy behaviours by Toronto residents; and
- Conditions are in place to reduce barriers and inequities that inhibit Torontonians from achieving health and wellbeing.

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 Toronto Public Health, please visit: <https://www.toronto.ca/city-government/accountability-operations-customer-service/city-administration/staff-directory-divisions-and-customer-service/toronto-public-health/>

What Service We Provide

Chronic Disease and Injury Prevention

Who We Serve: Everyone who lives, works in or visits the City of Toronto.

What We Deliver: Programs and services that promote optimal nutrition and physical activity; diabetes prevention; skin cancer prevention; well-being promotion; adult oral disease management, including the Ontario Seniors Dental Care Program; and tobacco cessation programs.

How Much Resources (gross 2025 operating budget): \$56.3 Million

Emergency Preparedness

Who We Serve: Everyone who lives, works in or visits the City of Toronto.

What We Deliver: Programs and initiatives that ensure that public health is prepared for and can respond to threats or disruptions to public health and public health programs and services.

How Much Resources (gross 2025 operating budget): \$2.8 Million

Environmental Health

Who We Serve: Everyone who lives, works in or visits the City of Toronto.

What We Deliver: Programs and services to prevent and reduce the burden of food-borne illnesses; timely and effective detection, identification, and response to drinking water contaminants and illnesses; and inspection of recreational water facilities and public beaches to mitigate water-borne illness and hazards.

How Much Resources (gross 2025 operating budget): \$25.7 Million

Infectious Diseases Prevention

Who We Serve: Everyone who lives, works in or visits the City of Toronto.

What We Deliver: Tuberculosis education and treatment services; sexual health clinics; infection control and prevention liaison services; investigation and management of infectious and communicable disease; inspection of personal service settings.

How Much Resources (gross 2025 operating budget): \$76.7 Million

Family Health

Who We Serve: Everyone who lives, works in or visits the City of Toronto.

What We Deliver: Preconception, pregnancy, newborn, child, youth, parental, and family health programs including, breastfeeding clinics, healthy sexual health promotion and education; positive partnering sessions and supports; and child and youth oral health screening and treatment programs

How Much Resources (gross 2025 operating budget): \$106.6 Million

Public Health Foundations

Who We Serve: Everyone who lives, works in or visits the City of Toronto.

What We Deliver: Systematic and routine analysis of surveillance information, including monitoring of trends over time, emerging trends, and priority population; and conduct surveillance of community emergency planning and preparedness.

How Much Resources (gross 2025 operating budget): \$20.5 Million

Budget at a Glance

2025 OPERATING BUDGET			
<u>\$Million</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>
Revenues	\$202.9	\$200.3	\$200.0
Gross Expenditures	\$288.6	\$284.3	\$291.7
Net Expenditures	\$85.7	\$84.0	\$91.7
Approved Positions	1,884.4	1,848.4	1,890.4

2025 - 2034 10-YEAR CAPITAL PLAN			
<u>\$Million</u>	<u>2025</u>	<u>2026-2034</u>	<u>Total</u>
Gross Expenditures	\$4.1	\$11.9	\$16.0
Debt	\$3.9	\$11.6	\$15.5
Note: Includes 2024 carry forward funding			

[10-year Capital Budget & Plan by Project](#)

2025 Program Summary

Toronto Public Library

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Description

Toronto Public Library (TPL) provides free and equitable access to services that meet the changing needs of Torontonians. The Library preserves and promotes universal access to a broad range of human knowledge, experience, information, and ideas in a welcoming and supportive environment.

Why We Do It

Toronto Public Library is the vital active ingredient that informs and inspires Toronto and its communities, making us all more resilient, more knowledgeable, more connected, and more successful. Toronto Public Library's strategic priorities are focused on helping the City achieve its many opportunities and address its many challenges.



Toronto Public Library Strategic Plan Priorities and its 2025 Budget

- 1. Support an inclusive economic recovery** as part of the City's **recovery and rebuild** strategy.
- 2. Advance equity in the city and workplace**, supporting the shared outcomes of the City's equity strategies.
- 3. Provide affordable, accessible, and resilient digital supports** as a public service for all.
- 4. Implement strategies to ensure the safety and security** of TPL staff and customers in our welcoming and accessible public spaces.

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 TPL, please visit: <https://www.torontopubliclibrary.ca>

What Service We Provide

Toronto Public Library

Who We Serve: Residents who use library services and community agencies and partners.

Residents who use our services

- Children, youth, adults and older adults;
- Newcomers;
- Entrepreneurs, small business owners, creators and artists, job seekers;
- Students, academics;
- Low literacy and adult learners, language learners; and
- Vulnerable populations, people experiencing homelessness.

Community Agencies and Partners

- Daycares and preschools, elementary, secondary and post-secondary institutions;
- Social services and workforce development providers; and
- Arts collectives, agencies and other arts and culture organizations.

Beneficiaries of all services

- Publishers
- Businesses and residents (non-users)
- City staff and community partners
- Visitors

What We Deliver: Toronto Public Library provides residents with a seamless library experience – in person, online and in the community – with the goal of ensuring that everyone who wants to use the library has the opportunity to do so in ways that are convenient and responsive to their needs. The Library provides access to a full range of services across six service pillars: Spaces, Collections, Staff, Programs, Technology and Specialized Services.

How Much Resources (gross 2025 operating budget): \$268.9 million

Budget at a Glance

2025 OPERATING BUDGET

<u>\$Million</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>
Revenues	\$21.8	\$21.1	\$21.1
Gross Expenditures	\$268.9	\$286.5	\$296.0
Net Expenditures	\$247.1	\$265.4	\$274.9
Approved Positions	1,950.8	2,001.2	2,004.7

2025 - 2034 10-YEAR CAPITAL PLAN

<u>\$Million</u>	<u>2025</u>	<u>2026-2034</u>	<u>Total</u>
Gross Expenditures	\$48.2	\$586.8	\$635.0
Debt	\$26.8	\$380.3	\$407.1

Note: Includes estimated 2024 carry forward funding

10-year Capital Budget & Plan by Project

2025 Program Summary

Toronto Police Service

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Description

The Toronto Police Service (Service) is committed to delivering essential public safety services that are intelligence-led and sensitive to the needs of the community. These services are provided in an ever-growing city and involve collaborative partnerships and teamwork to overcome challenges and embrace opportunities, including police reform.

Why We Do It

Public safety is a major factor in terms of where people choose to live, work, visit, and invest. The Service is dedicated to delivering policing services as set out in the Community Safety and Policing Act (CSPA) and in partnership with our communities, to keep Toronto the best and safest place to be. Under the CSPA, as defined by Ontario Regulation 392/23: Adequate and Effective Policing (General), the Police Service Board and the Municipality are responsible for the provision of adequate and effective police services in the municipality. Adequate and effective police services must include, at a minimum, the following: crime prevention, law enforcement, assistance to victims of crime, maintaining the public peace, and emergency response.

The public expects the police to serve and protect the community, and the Service is committed to contributing to a thriving and successful city where people feel safe. This includes responding to emergencies, investigating crimes, and enforcing the law. The police are also expected to uphold the rights of individuals, treat all members of the community with respect, and be accountable for their actions. Additionally, the public expects the police to work to prevent crime and promote public safety through various strategies, such as community policing and partnerships with other organizations.

In a community survey of Toronto residents conducted in August 2024 by a third-party, 90% of respondents expressed concern with call-answering times by the Service's call takers and call-response times by the officers responding to calls for service. 85% of respondents said it is important to have a Neighbourhood Community Officer assigned to their community. When looking at the various services provided by police, most respondents thought service levels should be increased in 9-1-1 Response and Patrol, Crime Prevention, and Investigations and Victim Support, and that service levels should be maintained in Courts and Prisoner Management, Events and Protests, and Traffic and Parking Enforcement. The survey results demonstrate the public's desire to have effective policing that addresses the needs and demands of a complex, diverse, and growing city.

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 the Toronto Police Service, please visit <https://www.tps.ca>.

What Service We Provide

Who We Serve:

Children, youth, adults and older adults, incident victims, community groups, social services, local businesses, visitor/tourists, City and agency staff.

What We Deliver:

9-1-1 Response and Patrol

As the largest area of service, this ensures that the people in Toronto in need of emergency services receive a timely and appropriate response that provides the required assistance, ensuring Toronto residents, businesses and visitors feel their needs in an emergency are effectively addressed. A broad service that encompasses three distinct areas: call taking, response to calls for service and proactive patrol. The Service operates the 9-1-1 Public Safety Answering Point for the City of Toronto and all emergency (9-1-1) and non-emergency (416-808-2222) calls are answered by the Service's communications operators. The call takers triage all incoming calls and ensure an appropriate response. If an immediate police response is required, police officers are dispatched by Communications Operators to attend.

How Much Resources (gross 2025 operating budget): \$607.6 Million

Investigations and Victim Support

Investigations conducted by highly qualified investigators and immediate support provided to victims to ensure incidents of criminality and victimization are addressed and reduced and the impact mitigated. Investigations range in complexity and encompass crimes against persons, crimes against property, shootings, hate crimes, fraud, and human trafficking. To achieve justice for victims, a significant amount of time is devoted to participating in prosecutions and court through the timely disclosure of evidence and case preparation. With the rise of video, digital tools, and communication, the evidence collection and disclosure effort has grown exponentially. When a member of the public or their family is impacted by one of these crimes, victim support is provided by liaising with victims and their families throughout the entire investigative process.

How Much Resources (gross 2025 operating budget): \$513.7 Million

Crime Prevention

Crime prevention initiatives and activities that reduce crime, strengthen community relationships, as well as increase community resiliency and capacity to maintain their own safety. Examples of the programs and initiatives under this service include the Neighbourhood Community Officer Program, Auxiliary Program, Mobile Crisis Intervention Teams (MCIT), Toronto Crime Stoppers, Bail Compliance efforts, Aboriginal Peacekeeping Unit, and Furthering Our Communities Uniting Services – Toronto (FOCUS). The Service also leads several efforts in support of the City's implementation of the SafeTO Plan and has been evolving its response to mental health related calls.

How Much Resources (gross 2025 operating budget): \$140.7 Million

Events and Protests

Services to ensure safety of citizens, property and infrastructure through effective planning, preparation, action and follow-up during planned and unplanned events and protests in the City of Toronto. This includes the public safety associated with large-scale parades, sporting events, and festivals as well as unplanned protests and gatherings.

How Much Resources (gross 2025 operating budget): \$34.8 Million

Traffic and Parking Enforcement

Through effective enforcement, enhanced visibility, public awareness, and educational programs, the Service aims to reduce traffic-related fatalities and serious injuries on Toronto's streets, aligning with the City's Vision Zero Road Safety Plan. While Parking Enforcement is delivered by the Service, its budget is presented separately under the Parking Enforcement Unit's budget notes.

How Much Resources (gross 2025 operating budget): \$72.6 Million (for Traffic Enforcement portion)

Courts and Prisoner Management

Security in Toronto court locations and prisoner management (taking into custody, securing, transporting) to ensure the public, judiciary, and all justice participants have access to safe and secure locations under our care.

How Much Resources (gross 2025 operating budget): \$112.1 Million

Budget at a Glance

2025 OPERATING BUDGET				2025 - 2034 10-YEAR CAPITAL PLAN			
<u>\$Million</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>\$Million</u>	<u>2025</u>	<u>2026-2034</u>	<u>Total</u>
Revenues	\$198.0	\$240.0	\$174.2	Gross Expenditures	\$125.2	\$992.7	\$1,117.9
Gross Expenditures	\$1,481.5	\$1,583.0	\$1,575.4	Debt	\$ 94.3	\$786.1	\$ 880.4
Net Expenditures	\$1,283.4	\$1,343.0	\$1,401.2	Note: Includes 2024 carry forward funding.			
Approved Positions	8,207	8,350	8,437				

[10-year Capital Budget & Plan By Project](#)

2025 Program Summary

Toronto Police Service Board

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Description

The Toronto Police Service Board (the “Board”) is the seven member civilian body that governs and oversees the Toronto Police Service (the “Service”) under Ontario’s *Community Safety and Policing Act* (the “Act”). The Board is dedicated to ensuring that Toronto’s police services are delivered in partnership with our communities, to keep the city the best and safest place to be.

The *Community Safety and Policing Act* requires the Board to, among other things:

- ensure adequate and effective policing in the City of Toronto;
- generally determine the objectives and priorities for police services in the municipality, after consultation with the Chief of Police;
- set policies for the effective management of the police force;
- recruit and appoint the Chief of Police, Deputy Chiefs of Police, the Chief Administrative Officer, and the Chief Information Officer;
- direct the Chief of Police and monitor their performance;
- negotiate the labour contracts with the associations/organizations representing the Service’s members; and,
- determine the budget for the police service.

Why We Do It

The Board is responsible for ensuring the provision of adequate and effective police services in Toronto. As the employer of all members of the Toronto Police Service, the Board is responsible for negotiating all labour contracts, the hiring and termination of all members, and monitoring the disciplinary processes applied by the Chief. The Board and Office of the Police Services Board works closely with the Chief of Police and senior leadership team to set the strategic vision for the Service and provide oversight through policies and other legally binding direction. The Board also creates forums for members of the public from all communities to engage and provide their perspectives and input concerning today’s policing issues.

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 the Toronto Police Service Board, please visit: www.tpsb.ca

What Service We Provide

Governance and Oversight

Who We Serve: Toronto residents, businesses and community organizations/groups, as well as those who work in or visit the city; the Toronto Police Service; the Ministry of the Solicitor General and Ministry of the Attorney General.

What We Deliver: Modern and effective governance that is viewed as leading in Canada; evidence-based oversight and accountability measures, which are responsive to community and Service demands.

Policy Development

Who We Serve: Toronto residents, businesses and community organizations/groups, as well as those who work in or visit the city; the Toronto Police Service; the Ministry of the Solicitor General and Ministry of the Attorney General.

What We Deliver: Leading methods and approaches to evidence-based policy development, which effectively engage the public, community organizations, government and other stakeholders into the police governance process.

Public Engagement and Consultation

Who We Serve: Toronto residents, businesses and community organizations/groups; the Toronto Police Service; the Ministry of the Solicitor General and Ministry of the Attorney General; community organizations/groups, government and other stakeholders.

What We Deliver: Leading methods and approaches to effectively engage the public across Toronto's diverse communities, community organizations/groups, government and other stakeholders on current issues in the policing and police governance environment.

How Much Resources (gross 2025 operating budget): \$3.530 Million

Budget at a Glance

2025 OPERATING BUDGET

\$Million	2025	2026	2027
Revenues	\$1.1	\$1.1	\$1.1
Gross Expenditures	\$3.5	\$3.5	\$3.5
Net Expenditures	\$2.5	\$2.5	\$2.5
Approved Positions	10.5	10.5	10.5

2025 - 2034 10-YEAR CAPITAL PLAN

\$Million	2025	2026-2034	Total
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Toronto Police Service Board does not have a 10-Year Capital Budget and Plan.

2025 Program Summary

Toronto Police Service Parking Enforcement Unit

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Description

Toronto Police Service Parking Enforcement Unit (PEU) responds to public and private parking concerns of the community and enforces the Parking Bylaws through the issuance of parking tags to illegally parked vehicles.

Why We Do It

To contribute to safe and efficient free flow of traffic and address local neighbourhood parking concerns, 7 days a week, 24 hours a day.

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 the Parking Enforcement Unit, please visit: [Parking Enforcement- Toronto Police Service](#)

What Service We Provide

Who We Serve:

- Vehicle Drivers
- Private Properties
- Municipal Properties

What We Deliver:

The PEU contributes to the overall safety and security of the people of Toronto by focusing on the Toronto Police Service traffic safety priorities. This is achieved through various strategies including enforcement, visibility, public awareness and education programs. Specifically, the Unit is responsible for:

- Responding to public and private parking concerns of the community (calls for service);
- Regulating parking through equitable and discretionary application of by-laws;
- Providing operational support to the Toronto Police Service, language interpretation, stolen vehicle recovery, corporate and local community-policing initiatives, emergency support and crime management;
- Assisting at special events, ensuring the safe and unobstructed movement of vehicular and pedestrian traffic;
- Fostering crime prevention by providing a radio equipped, highly visible, uniformed presence in our communities

How Much Resources (gross 2025 operating budget): \$59.7 Million

Budget at a Glance

2025 OPERATING BUDGET				2025 - 2034 10-YEAR CAPITAL PLAN			
\$Million	2025	2026	2027	\$Million	2025	2026-2034	Total
Revenues	\$2.1	\$2.1	\$1.9	Toronto Police Service Parking Enforcement Unit does not have a Capital Budget and Plan. Any capital requirements are included in Toronto Police Service's Capital Program.			
Gross Expenditures	\$59.7	\$59.8	\$60.7				
Net Expenditures	\$57.5	\$57.7	\$58.7				
Approved Positions	394.0	394.0	394.0				

2025 Program Summary

Toronto and Region Conservation

Authority

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Description

Since 1957 the Toronto and Region Conservation Authority (TRCA), as enabled through the provincial *Conservation Authorities Act (CA Act)*, has taken action to protect, conserve, and restore natural resources and develop resilient communities through education, the application of science, community engagement, service excellence and collaboration with its partners. As the region's first line of defense against natural hazards, TRCA maintains vital infrastructure and provides programs and services that promote public health and safety, protecting people and property.

As the largest of the 36 Provincial Conservation Authorities, TRCA's jurisdiction spans nine watersheds, including those within the City of Toronto and areas in the regional municipalities of Durham, Peel and York, the Township of Adjala-Tosorontio and Town of Mono, representing over five million residents.

Toronto and Region Conservation Authority is not an agency of the City of Toronto; it is incorporated under the *CA Act* and is a registered charity under the Income Tax Act (Canada). The City of Toronto appoints 14 of 28 Board Members to TRCA's Board of Directors (Board Authority), in accordance with the *CA Act*. TRCA is the largest landowner of over 16,000 hectares in the Greater Toronto Area (GTA), and it makes its lands available to the community for outdoor and conservation education, recreation and historic site purposes. TRCA's area of jurisdiction includes 3,467 square kilometers: 2,506 on land and 961 water-based.

Why We Do It

Toronto and Region Conservation Authority, in conjunction with its partner municipalities including the regions of Peel, York and Durham, Town of Mono, and the Township of Adjala-Tosorontio and other key stakeholders, is committed to a model that supports the traditional conservation authority mandate, and works to alleviate some of the most pressing challenges facing our Region including:

- Preventing, eliminating or reducing the risk to life and property from flooding, erosion and slope instability;
- Advising on urban (re)development and continued economic growth in the GTA;
- Supporting, maintaining and enhancing existing biodiversity and ecological functions of the Region's natural heritage system; and
- Fostering sustainable citizenship and offering residents opportunities for outdoor recreation.

Toronto and Region Conservation Authority 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 TRCA, please visit: <https://trca.ca/>

What Service We Provide

<p><u>Watershed Health</u></p> <p>Who We Serve: Government Agencies, Local Municipalities, and Residents and Families.</p> <p>What We Deliver: Flood and erosion risk management, watershed monitoring, restoration of Toronto’s land and water resources, climate science research programs</p> <p>How Much Resources (gross 2025 operating budget): \$9.3M</p>
<p><u>Planning and Sustainable Communities</u></p> <p>Who We Serve: Government Agencies, local Municipalities, Businesses and Associations, Residents and Community Groups.</p> <p>What We Deliver: Review of federal, provincial and municipal legislation and initiatives from an integrated watershed management perspective, sustainability and resilience development programs</p> <p>How Much Resources (gross 2025 operating budget): \$0.7M</p>
<p><u>Education and Recreation</u></p> <p>Who We Serve: Schools and Students, Residents, New Immigrants</p> <p>What We Deliver: Access to conservation areas offering affordable family-oriented programming and recreation opportunities, pre-kindergarten to university level environmental education programs</p> <p>How Much Resources (gross 2025 operating budget): \$1.9M</p>

Budget at a Glance

2025 OPERATING BUDGET				2025 - 2034 10-YEAR CAPITAL PLAN			
\$Million	2025	2026	2027	\$Million	2025	2026-2034 Total	
Revenues	\$5.9	\$6.0	\$6.2	Gross Expenditures	\$22.5	\$194.5	\$289.0
Gross Expenditures	\$11.9	\$12.2	\$12.5	Debt	\$9.4	\$116.0	\$125.4
Net Expenditures	\$6.0	\$6.2	\$6.4	Note: Includes 2024 carry forward funding			

[10-year Capital Budget & Plan By Project](#)

2025 Program Summary

Toronto Transit Commission

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Description

The Toronto Transit Commission (TTC) provides reliable, transit service that draws its high standards of customer care from its rich traditions of safety, service and courtesy. The TTC delivers the following 2 services 24 hours per day, 7 days per week. In 2025:

- TTC Conventional Service, will be providing 9.6 million service hours and 229 million service kilometers and 439 million rides across its integrated bus and rail network.
- Wheel-Trans Service, will be providing 1.5 million service hours and 4.0 million rides with door-to-door accessible transit service for passengers with any disability that prevents them from using conventional transit services, including physical, sensory, and/or cognitive disabilities.

The TTC connects the diverse communities of Toronto to economic and social opportunities through an integrated network of subway, bus, streetcar and Wheel-Trans Services, comprised of more than 165 bus routes, 11 streetcar routes and 3 subway lines, with a fleet of approximately 2,000 buses, 230 streetcars, 143 trains and 283 Wheel-Trans buses. In addition, TTC preparatory activities for the opening of the new Eglinton Crosstown and Finch West Light Rail Lines are underway, and for budget planning purposes have been estimated for July and August 2025, respectively, subject to confirmation by Metrolinx.

Why We Do It

The Toronto Transit Commission aims to serve the needs of transit riders by providing a safe, reliable, efficient and accessible mass public transit service through a seamless integrated network to create access to opportunity for everyone.

The TTC plays a central role in achieving the City's social, economic and environmental service objectives and outcomes by providing and improving mobility that connects people to employment, leisure, social and economic opportunities and contributing to the City's overall resilience.

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 the TTC, please visit: [TTC.ca](https://www.ttc.ca)

What Service We Provide

Conventional Transit Service:
Who We Serve: Customers, Businesses, Employers, Event Attendees, Neighbouring Municipalities
What We Deliver: The TTC connects the diverse communities of Toronto to economic and social opportunities through an integrated network of subway, bus and streetcar services.
How Much Resources (gross 2025 operating budget): \$2.636 billion

Wheel-Trans Service:
Who We Serve: Customers, Businesses, Employers, Event Attendees, Neighbouring Municipalities
What We Deliver: Wheel-Trans connects the diverse communities of Toronto to economic and social opportunities via door to door paratransit trips and through a Family of Services (integrated network).
How Much Resources (gross 2025 operating budget): \$0.183 billion

Budget at a Glance

2025 OPERATING BUDGET				2025 - 2034 10-YEAR CAPITAL PLAN			
\$Billion	2025	2026	2027	\$Billion	2025	2026-2034	Total
Revenues	\$1.432	\$1.487	\$1.296	Gross Expenditures	\$1.688	\$14.707	\$16.395
Gross Expenditures	\$2.819	\$2.994	\$3.042	Debt Recoverable	\$0.695	\$6.687	\$7.382
Net Expenditures	\$1.387	\$1.507	\$1.746	Debt	\$0.098	\$1.706	\$1.804
Approved Positions	14,916	14,952	14,959	Note: Includes 2024 carry forward funding			

- [10-year Capital Budget & Plan By Project](#)
- [Scarborough Subway Extension 10-year Capital Budget & Plan](#)
- [Spadina Subway Extension 10-year Capital Budget & Plan](#)
- [Transit Studies 10-year Capital Budget & Plan](#)

2025 Program Summary

Toronto Zoo

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Description

Your Toronto Zoo is a leading conservation and science-based tourism organization dedicated to fighting extinction and climate change; Your Zoo is home to over 3,000 animals, 250+ species and is surrounded by Canada's Rouge National Urban Park. Your Zoo will host over 1.3 million guests in 2024, is open 365 days a year and boasts over 10 kilometers of walking trails. Your Zoo also provides children's day camps and educational programs, along with gift shops, rides, wildlife encounters, food and event services, and guest services. Your Toronto Zoo has stewardship over buildings, infrastructure, natural resource assets, and the wildlife population.

Why We Do It

Your Toronto Zoo is committed to living our updated mission of connecting people, animals, conservation science and traditional knowledge to fight extinction. Through its new 2025-2027 Guardians of Wild Strategic Plan, your Toronto Zoo remains committed to evolving and growing as a leader in conservation science, making improvements in the areas of wildlife well-being, education, and research, collaborating with community, academic and indigenous partners, and continually enhancing the guest experience.

Your Zoo is an iconic guest destination and the largest conservation tourism organization in the City, employing 700 full time/part time staff and over 300 community volunteers. We are an important Scarborough anchor institution and a critical economic driver in the City's east end, catering to a wide range of communities. This includes providing important youth education and skills development through day camps, instructional programs, paid internships and job opportunities.

Your Zoo is a welcoming and inclusive destination for guests, businesses and community partners, and employees. It is a gathering place for community and group events that celebrate Toronto's diversity. As one of Canada's top-ranked and "greenest" employers, your Zoo is actively fighting climate change and is a recognized industry leader in engaging new Canadians as well as Indigenous communities as part of our journey towards truth and reconciliation.

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 the Toronto Zoo, please visit: www.torontozoo.com.

What Service We Provide

Zoo Conservation and Science

Who We Serve: Colleges and Universities, Educators, Students and Scientists, Wildlife Researchers and Societies, Indigenous Communities, Zoological Institutions, Accrediting Bodies

What We Deliver: Conservation breeding and reintroduction programs, conservation science research programs, reproductive services, biodiversity and climate change programming

How Much Resources (gross 2025 operating budget): \$27.9 million

Zoo Visitor Services

Who We Serve: Community Groups, Schools, New Canadians and Indigenous Communities, Toronto residents, Tour Groups, Tourists

What We Deliver: Connections with nature and wildlife, educational programming, engaging experiences

How Much Resources (gross 2025 operating budget): \$44.9 million

Budget at a Glance

2025 OPERATING BUDGET			
\$Million	2025	2026	2027
Revenues	\$59.9	\$61.5	\$63.2
Gross Expenditures	\$72.8	\$75.0	\$77.2
Net Expenditures	\$12.9	\$13.5	\$14.0
Approved Positions	455.0	462.0	469.0

2025 - 2034 10-YEAR CAPITAL PLAN			
\$Million	2025	2026-2034	Total
Gross Expenditures	\$51.2	\$261.3	\$312.5
Debt	\$32.9	\$200.3	\$233.2
Note: Includes 2024 carry forward funding			

[10-year Capital Budget & Plan By Project](#)

Tools and Resources

Acronyms/ Abbreviation	Description
2SLGBTQ+	Two-Spirit, Lesbian, Gay, Bisexual, Transgender, Queer (or Questioning). Plus sign represents other sexual identities
ABCC	Agencies, Boards, Commissions and Corporations
AD	Anaerobic Digestion
ADP	Adult Day Programs
AG	Auditor General
AI	Artificial Intelligence
AMO	Association of Municipalities of Ontario
AMP	Asset Management Planning
AMP	Administrative Monetary Penalty
ANCOE	Analytics Centre of Excellence
AOCC	Association of Community Centres
AODA	Accessibility for Ontarians with Disabilities Act
ARAP	Anti-Racism Advisory Panel
ARU	Alternate Response Unit
ASD	Alternative Service Delivery
ATC	Automatic Train Control Signalling System
ATU	Amalgamated Transit Union
AZA	Association of Zoos and Aquariums
BCA	Building Condition Audit
BET	Business Education Tax
BIA	Businesses Improvement Areas
BIPOC	Black, Indigenous, People of Color
BMO	Bank of Montreal
BOARD	Toronto Investment Board
BOC	Bank of Canada
C2K	Concept 2 Keys
CA	Conservation Authorities
CABR	Confront Anti-Black Racism
CAZA	Canadian Association of Zoos and Aquariums
CBC	Canadian Broadcasting Corporation
CBF	City Building Fund
CBOC	Conference Board of Canada
CCBR	Centre for Cellular and Biomolecular Research
CCC	Customer Care Centre
CCP	Community Coordination Plan
CCRP	Community Crisis Response Program
CCTV	Closed Circuit Television
CEP	Certified Experience Professionals Program
CFAI	Commission on Fire Accreditation International
CFC	Capital from Current
CFO	Chief Financial Officer
CHRA	Cultural Heritage Resource Assessment

Acronyms/ Abbreviation	Description
CIBC	Canadian Imperial Bank of Commerce
CIMS	Corporate Information Management Services
CISO	Chief Information Security Officer
CM	City Manager
CMA	Census Metropolitan Area
CMHC	Canada Mortgage and Housing Corporation
CMO	City Manager Office
CMSS	Category Management and Strategic Sourcing
CNE	Canadian National Exhibition
CNG	Compressed Natural Gas
COHB	Canada-Ontario Housing Benefit
COLA	Cost of Living Adjustment
COTA	City of Toronto Act, 2006
CPA	Chartered Professional Accountant
CPAC	Chartered Professional Accountants Canada
CPI	Consumer Price Index
CPIP	Community Partnership and Investment Program
CPP	Canada Pension Plan
CPU	Certificate of Property Use
CREM	Corporate Real Estate Management
CRM	Customer Service Representative
CRPE	Community Research Partnerships in Ethics
CSPA	Community Safety and Policing Act
CTV	CTV News Network
CVA	Current Value Assessment
CWL	Centralized Waiting List
CXD	Customer Experience Division
DAC	Divisions, Agencies and Corporations
DBRS	Dominion Bond Rating Service
DC	Development Charge
DCM	Deputy City Manager
DGS	Development and Growth Services
EA	Environment Assessment
ECC	Emergency Child Care
ECC	Enercare Centre
ECD	Environment and Climate Division
ECRM	Enterprise Customer Relationship Management System
ECRM	Electronic Customer Relation Management
ECS	Engineering and Construction Services
EDC	Economic Development and Culture
EDI	Equity, Diversity and Inclusion
EED	Environment & Energy Division
EIU	Economist Intelligence Unit
EMS	Paramedic Services (formerly Emergency Medical Services)

Acronyms/ Abbreviation	Description
EOC	Emergency Operations Centre
EPIC	Eviction Prevention In the Community Program
EPS	Electronic Parking System
ERB	Equity Responsive Budgeting
ERM	Enterprise Risk Management
ESG	Environmental, Social and Governance
EV	Electric Vehicle
EWMS	Enterprise Work Management System
EWRB	Energy and Water Reporting and Benchmarking Initiative
EY	Ernst & Young
F&T	Finance and Treasury
FCM	Federation of Canadian Municipalities
FCPI	Financial Control and Process Improvement
FIFA	Fédération Internationale de Football Association
FIR	Financial Information Return
FMP	Facilities Master Plan
FOCUS	Furthering Our Communities Uniting Services - Toronto
FOI	Freedom of Information
FPPA	Ontario Fire Protection and Prevention Act
FSTP	Financial Systems Transformation Program
FTE	Full Time Equivalent
FWC26	FIFA World Cup 2026
GAAP	Generally Accepted Accounting Principles
GBAC	Global Biorisk Advisory Council
GCC	Gerstein Crisis Centre
GCI	Global Cities Index
GCO	Global Cities Outlook
GDP	Gross Domestic Product
GFCI 34	Global Financial Centres Index 34
GFOA	Government Finance Officers Association
GFT	Growth Funding Tools
GHG	Greenhouse Gases
GIS	Guaranteed Income Supplement
GR	Growth Related
GTA	Greater Toronto Area
GTHA	Greater Toronto and Hamilton Area
GWI	Green Will Initiative
H&S	Health and Safety
HCCSS	Home and Community Care Support Services
Hi-RIS	Local Improvement Charge Reserve Fund for High-Rise Program
HIS	Human Services Integration
HMNS	Homemakers & Nurses Services
HOAP	Home Ownership Assistance Program

Acronyms/ Abbreviation	Description
HR	Human Resources
HSCIS	Housing Services Capital Infrastructure Strategy
HSF	Housing Stabilization Fund
HSIO	Human Services Integration Office
HST	Harmonized Sales Tax
HUSAR	Heavy Urban Search & Rescue
HVAC	Heating, Ventilation and Air Conditioning
IAO	Indigenous Affairs Office
IAPM	Integrated Asset Planning Management
ICI	Industrial, Commercial and Institutional Sector
ICIE	Indigenous Centre for Innovation and Entrepreneurship
IIF	Investing in Families
IM	Information Management
IMIT	Imagination, Manufacturing, Innovation and Technology
iOAT	Injectable Opioid Agonist Treatment
IPAC	Infection Prevention and Control
IPC	Information & Privacy Commissioner
iPHARE	Integrated Prevention and Harm Reduction Initiative
IRSS	Indian Residential School Survivors
IS	Infrastructure Services
ISM	Integrated Service Model
ISO 37120	Indicators for Sustainable Cities
ISO 37122	Indicators for Smart Cities
ISO 37123	Indicators for Resilient Cities
ISO 37125	Environmental, Social and Governance Indicators for Cities
IT	Information Technology
KPIs	Key Performance Indicators
LC3	Low Carbon Cities
LCM	Life Cycle Management
LED	Light Emitting Diodes
LEED	Leadership in Energy and Environmental Design
LRT	Light Rail Transit
LTC	Long Term Care
LTCHS	Long-Term Care Homes Services
LTFP	Long-Term Financial Plan
MaRS	Medical and Related Sciences
MAT	Municipal Accommodation Tax
MBNCanada	Municipal Benchmarking Network Canada
MCIA	Municipal Conflict of Interest Act
MCIT	Mobile Crisis Intervention Teams
MCR	Municipal Comprehensive Review
MFIPPA	Municipal Freedom of Information and Protection of Privacy Act
MHAAP	Mental Health and Addictions Advisory Panel

Acronyms/ Abbreviation	Description
MLS	Municipal Licensing & Standards Division
MLSE	Maple Leafs Sports & Entertainment
MLSR	Missing Link Sidewalk Ratio
MLTC	Ministry of Long-Term Care
MLTT	Municipal Land Transfer Tax
MOE	Ministry of the Environment
MOHLTC	Ministry of Health and Long Term Care
MOU	Memorandum of Understanding
MPAC	Municipal Property Assessment Corporation
MRRI	Main Street Recovery and Rebuild Initiative
MSERF	Major Special Events Reserve Fund
MSSP	Managed Security Services Provider
MTO	Ministry of Transportation Ontario
NCBS	National Child Benefit Supplement
NCO	Neighbourhood Community Officer
NFPA	National Fire Protection Association
NHS	National Housing Strategy
NOAC	Notice of Approval Conditions
OCOS	Office of the Chief of Staff
ODSP	Ontario Disability Support Program
OEM	Office of Emergency Management
OEMs	Original Equipment Manufacturers
OMBI	Ontario Municipal CAOs Benchmarking Initiative
OMERS	Ontario Municipal Employees Retirement System
ON	Ontario
OPHS	Ontario Public Health Standards
OPWA	Ontario Public Works Association
OSI	Occupational Stress Injuries
OW	Ontario Works
PATHS	Priority Access to Housing and Supports
PCA	Property Condition Assessment
PCI	Payment Card Industry
P&E	People & Equity
PFR	Parks, Forestry and Recreation
PHSI	Population Health Status Indicator
PMMD	Purchasing & Material Management Division
PMR	Performance Measurement Report
POA	Provincial Offences Act
POC	Proof of Concept
POES	Purchase of Employment Services
POH	Public Office Holders
POS	Purchase of Service
PPAs	Power Purchase Agreements
PPE	Personal Protective Equipment

Acronyms/ Abbreviation	Description
PPFA	Policy, Planning, Finance and Administration
PS	Toronto Paramedic Services
PSAB	Public Sector Accounting Board
PSAS	Public Sector Accounting Standards
PSRT	Public Safety Response Team
PTMS	Parking Tag Management System
PTSI	Post Traumatic Stress Injuries
RAP	Reconciliation Action Plan
RBA	Results Based Accountability
RBC	Royal Bank of Canada
RFP	Request for Proposal
RFP	Request for Procurement
RGI	Rent-Geared-to-Income
RHI	Rapid Housing Initiative
RNG	Renewable Natural Gas
RPEI	Regent Park Energy Inc
RS	Rent Supplement
RSP	Road Safety Plan
S&P	Standard and Poor's
SARR	Social Assistance Recovery and Renewal
SAS	Social Assistance Stabilization Reserve
SBEI	Sector-Based Emissions Inventory Dashboard
SCTMP	Scarborough Center Transportation Master Plan
SDFA	Social Development, Finance and Administration
SEM	Strategic Energy Management
SH	Supportive Housing
SLAs	Service Level Agreements
SMIS	Shelter Management Information System
SOGR	State of Good Repair
SPEC	Strategic Public and Employee Communications
SPER	Strategic Protocol and External Relations
SSHA	Shelter, Support and Housing Administration
SSLTC	Seniors Services and Long-Term Care Division
STAR	Streamlining the Application Review
SWM	Solid Waste Management
SWMS	Solid Waste Management Services
TAC	Toronto Arts Council
TAF	Toronto Atmospheric Fund
TAS	Toronto Animal Shelter
TCA	Tangible Capital Asset
TCEU	Toronto Civic Employees' Union
TCHC	Toronto Community Housing Corporation
TCO	Total Cost of Ownership
TD	Toronto Dominion of Canada

Acronyms/ Abbreviation	Description
TDSB	Toronto District School Board
TE	Transit Expansion
TELCCS	Toronto Early Learning Child Care Services
TEM	Toronto Emergency Management
TEO	Toronto Environment Office
TESS	Toronto Employment and Social Services
TFS	Toronto Fire Services
TIAO	Tourism Industry Association of Ontario
TIEG	Tax Increment Equivalent Grants
TIF	Tax Increment Funding
TLR	Toronto Lobbyist Registrar
TMMIS	Toronto Meeting Management Information System
TMP	Transportation Master Plan
TPA	Toronto Parking Authority
TPH	Toronto Public Health
TPL	Toronto Public Library
TPS	Toronto Police Service
TPSPEU	Toronto Police Service Parking Enforcement Unit
TRCA	Toronto and Region Conservation Authority
TSD	Technology Services Division
TSHC	Toronto Seniors Housing Corporation
TSSS	Toronto Shelter and Support Services
TSEIP	Toronto Significant Event Investment Program
TTC	Toronto Transit Commission
TTSP	Toronto Tenant Support Program
UofT	University of Toronto
UPS	Uninterrupted Power Supply
VIP	Vehicle Impound Program
VSP	Voluntary Separation Program
WCCD	World Council on City Data
WSIB	Workplace Safety and Insurance Board
WTTC	World Travel and Tourism Council
YE	Year End
YTD	Year-to-Day
ZEV	Zero-Emissions Vehicle

Glossary of Terms

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

Accrual - Accounting method that records revenues and expenses when they are incurred, regardless of when cash is exchanged.

Activities - Distinct set of functions that are identifiable and measurable, supporting the delivery of internal and/or external services. A grouping of activities comprises a service. These are fundamental activities critical to the program's mandate and success in the delivery of its services.

Agency - An agency is an organization associated with the City, but operating at arm's-length. An Agency usually operates under a Board of Management appointed by City Council. An agency is referred to in the acronym ABC - Agencies, Boards and Commissions.

Amortization – The accounting process of allocating the cost less the residual value of a tangible capital asset to operating periods as an expense over its useful life in a rational and systematic manner appropriate to its nature and use. Depreciation accounting is another commonly used term to describe the amortization of tangible capital assets.

Approved Position - Total approved permanent or temporary positions that support the delivery of City services and service levels in the annual budget.

Approved Position Year - An Approved Position Year is an equivalent for a temporary, seasonal, casual or trade position that is calculated in one of three ways:

- A single 35 hour per week position
- A single 40 hour per week position, or
- A combination of part-time positions (less than 35 hours per week) equating to 1820 hours per year (35 hours per week x 52 weeks), or 2080 hours per year for positions less than 40 hours per week (40 hours per week by 52 weeks).

Assessment – Value of property determined by Municipal Property Assessment (MPAC) and used by the City as a basis for property taxation.

Audit – A systematic and independent examination of books, accounts or statutory records.

Balanced Budget – The City of Toronto Act, 2006, states that the budget shall provide that the estimated revenues are equal to the estimated expenditures.

Base Budget – Comprised of the Adjusted Base Budget and further expenditure, position, revenue changes initiated by the Program to maintain the service level approved by Council in the preceding year.

Benchmarking - An exercise in comparing one organization's practices, processes, services, products or results to another organization which provides similar services.

Bonds – A debt obligation that must be repaid over time.

Budget - The financial, operating and management plan for the City that establishes annual appropriations in accordance with the Municipal Act.

Budget Committee - The Budget Committee is responsible for hearing public presentations and providing advice to the Mayor on the operating and capital budgets; and making recommendations to Council on any operating or capital budgets in which the Mayor has a pecuniary interest.

Budget Surpluses and Deficits - A surplus occurs when the City either spends less than it thought it would, or raises more revenue than predicted. The City has a policy to use 75 per cent of operating budget surpluses to fund infrastructure projects in the capital budget and 25 per cent to top-up reserves to meet City obligations. The City has never had a deficit, as provincial law requires the City to balance its budget. A deficit would occur if the City's expenses were greater than its revenues, or if the City collected less revenue than it anticipated.

Capacity to Deliver - Ability to spend money along with the capacity to deliver projects as demonstrated by historic spending patterns and approved contractual obligations.

Capacity to Spend - Ability to spend money along with the capacity to deliver projects as demonstrated by historic spending patterns and approved contractual obligations.

Capital Asset – assets that are purchased, constructed, developed or otherwise acquired, and:

1. are held for use in the production or supply of goods, the delivery of services, for rental to others, for administrative purposes, or for the development, construction, maintenance or repair of other tangible capital assets
2. have a useful life extending beyond one fiscal year and are intended to be used on a continuing basis
3. are not intended for resale in the ordinary course of operations
4. are economic resources controlled by the City

Capital assets can also include items that are donated or contributed by external entities.

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 (Debt) Financing - Represents the portion of the operating budget required to service the debt assumed by the City from capital expenditures of the current and previous years. It is composed of Capital from Current expenditures and debt charges.

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

Capital Expenditures – In order to classify expenditures as capital, specific criteria must be met:

1. generally, the useful life of capital expenditures must be 10 years or greater; the useful life for vehicles is 5 years or greater;
2. all costs (except for financing costs) associated with the acquisition of the asset are considered capital expenditures;
3. maintenance costs that materially extend the life of the asset or significantly enhance the service potential of an existing asset are considered capital;
4. expenditures must be material in amount to be considered capital; the current policy provides a \$50 thousand materiality threshold; expenditures below that level are to be included in the program operating budget.

Capital from Current (CFC) Funding - Provision of tax funding that is transferred from the Current / Operating Fund to the Capital Fund in order to finance capital projects on a pay-as-you-go basis. This financing option reduces reliance on debt issuance and provides a financing mechanism for ongoing capital needs of assets that have a shorter lifecycle. The Financial Planning Division allocates CFC funding for capital projects based on eligibility criteria.

Capital Positions - The term referring to staff positions funded by capital projects for staff who are working to specifically deliver those projects. The expenditures for Capital Positions are included in the Operating Budget with full recovery from capital projects.

- **Capital Project Delivery Positions** - temporary positions required to deliver specific capital projects approved as part of the current year's Capital Budget. Salaries and benefit costs of these positions must be included in the Operating Budget as Other Base Budget change.
- All new permanent or temporary capital-funded positions required to manage projects will be considered as a New Business Case request during the Operating Budget process.

Capital Program – A multi-year plan that provides for investment in new capital assets and/or capital maintenance of existing City-owned assets. The plan is approved annually by Council, and is comprised of funding for new, change-in-scope, and previously approved projects. In the course of providing its approval, Council determines the City's long term expenditure priorities and manages the City's long-term debt. The City's overall Capital Program is a compilation of the individual Capital Programs of City Programs and Agencies.

Capital Project - a hierarchical representation of the total scope of project work to be carried out by the City to accomplish the project objectives and create the required capital deliverable or asset. It should organize and structure project activities, tasks, and deliverables in a hierarchical manner to support City controlled assets or work.

This can include expenditures incurred to acquire, improve, demolish or maintain land and land improvements, buildings and building improvements, engineered structures, machinery and equipment, including installation of computer software, that confers benefits lasting beyond one year, results in the acquisition of or extends the life of a tangible capital asset and is the level at which funding and funds control is approved in the capital budget.

Capital Sub-Project - a sub-set of a Capital Project based on discrete deliverables or staged approvals of the Capital Project. Each hierarchical level represents a different level of detail and organization within the project. Higher levels represent broader categories or phases of the project, while lower levels represent increasingly granular tasks or work packages. Examples of large-scale Programs can include where a Project is the Asset Group, the subproject is the Asset and the next level of hierarchy the individual work packages to acquire, create, dispose or rehabilitate an asset.

Capitalization Threshold – A capitalization threshold is the minimum cost of a single (not grouped) item that comprises all or a part of a capital sub-project or project.

CAPTOR – The City of Toronto’s internally developed Capital Planning and Budget application. It is a management tool that facilitates the long-term capital planning and financing process by maintaining capital project and sub-project data for the 10-Year Capital Budget and Plan. CAPTOR is a data management tool designed to serve the needs of the entire corporation. It is intended to be the *one capital program and capital budgeting system* that should be used by all City of Toronto agencies and divisions.

CAPTOR Project Status – An indication of the phase/stage of a sub-project. Statuses specify whether the sub-project is new, prior year or planned for the future, and are classified into 8 statuses: S1, S2, S3, S4, S5, S6, S7 and S8.

Cash Flow Carry Forwards - The projected year-end unspent amount of Council approved previous year cash flow that is necessary to carry forward, in full or part, to complete the capital project / sub-project in the subsequent budget year.

Categories of Change - Descriptive categories are used in analysis of the Operating Budget at the submission phase, as well as analysis and reporting during the review and approval phases of the process.

City of Toronto Act, 2006 – Passed by the legislature in June, 2006. The Act allows the City to establish its own governance structure, with enhanced delegation authorities. The Act secures a more enabling legislative framework, commensurate with the City’s responsibilities, size and significance. The Act recognizes Toronto as an economic engine of Ontario and Canada with a democratic government that is responsible and accountable. The Act further endorses building a mature relationship with the province based on mutual respect, consultation and cooperation. The Act recognizes the City’s authority to enter into agreements with other governments, including the government of Canada.

Commitments – Projected cash flow expenditures beyond the Council approved budget year which require future year cash flow to complete the approved project. In essence it allows a project tender to be executed in the current budget year that requires future year cash flows to complete.

Commitment Items – A Commitment Item represents a numerical reference to a specific kind of expense or revenue in Funds Management module and PBF. A commitment item is mapped to cost elements, on a one-to-one basis, which corresponds to cost item in the city's chart of accounts (mapped to Cost Elements in City's chart of accounts)

Community Impact - The extent to which a stated condition in a community is influenced by the actions, strategies, and policies of a service.

Community Impact Measure - Describes the result or benefit that a service has on communities in relation to their intended outcomes.

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

Complement Management - The administration, control and reporting of all the employees and positions required for the delivery of capital and operating requirements throughout the year.

Complement Planning - The process of forecasting and establishing Council Approved complement, including salary and benefit dollars, on an annual multi-year basis.

Complement Planning and Management - Defined as the administration of the range of positions, people and structures in the City's organization required to meet established business processes and operational needs. An important component of Public Budget Formulation is the integration of Complement Management and Complement Planning: connecting the "people, positions and budget." This integrated process is referred to as Complement Planning and Management (CPM).

Consumer Price Index (CPI) – A statistical description of price levels provided by Statistics Canada. The index is used to measure the cost of living.

Cost Element - in SAP, it represents a numerical reference to a particular kind of expense or revenue. For example, 2510 is the cost element denoting 'Survey Supplies'. A cost element corresponds to a cost-relevant item in the City's chart of accounts. (Referred to as Commitment Items in PBF and FM)

Cost of Living Adjustment (COLA) – Periodic increase in wages or salaries, to compensate for loss in purchasing power of money due to inflation. The rate of COLA is commonly pegged to a general index such as consumer price index (CPI).

Council Priorities - Represent the issues Council wants to see action on during their term and provide direction to staff regarding the delivery of City services and the allocation of resources to support these goals

CUPE – Canadian Union of Public Employees.

Customers - Customers are persons, groups, or organizations directly impacted by services provided by the City. Public services have target customers external to the government, such as individuals, businesses and not-for-profit groups. Internal services have public services as their target customers.

Customer Service Quality Measure - Measure of customer satisfaction with the service that they receive relative to their needs and expectations.

Current Value Assessment (CVA) – The amount of money a willing seller can expect to receive for their property as of date from a prospective buyer.

Debt - The amount of the capital project cost that is financed with long-term debentures.

Debt Charges – The amount of principal and interest payments necessary to retire outstanding debt arising from capital expenditures.

Debt Financing - The amount of capital project gross cost that is to be financed with long-term debentures. This is the net amount determined after all other financing sources including GST refunds are considered.

Development Charges – fees collected from new development pursuant to a development charges by-law that help pay for new and expanded infrastructure, facilities and improvements that are needed to provide municipal services to new development and redevelopment. These amounts are considered to be a liability (obligatory reserve funds) and reported as part of the Statement of Financial Position.

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

Effectiveness Measures - The extent to which a service achieves its stated goals and objectives.

Estimated Useful Life - An estimation of the time period, usually expressed in years, that the capital asset (project) adds benefit to the organization or a community. Estimated useful life should be determined for new sub-project/projects, as well as for improvements of existing capital asset.

External Financing - Financing from sources external to the City of Toronto (such as Provincial or Federal subsidy, Corporate Sponsorships, etc.).

Financial Efficiency - A measure of the cost of resources per unit of output. In this case, resources are the inputs (e.g, dollars, FTE, employee hours, time). Calculation: input divided by output.

Fiscal Policy – A government's policies with respect to revenues, spending and debt management as these relate to government services, programs and capital investment. Fiscal

Policy provides an agreed-upon set of principles for the planning and programming of government budgets and their funding.

Fiscal Year – A 12-month period designated as the operating year for accounting and budgeting purposes in an organization. The fiscal year for the City is the calendar year (January 1st to December 31st).

Fixed Assets – Assets that are long-term in nature that are intended to continue to be held or used, such as land, buildings, machinery, furniture, and other equipment.

Frontline Positions - Frontline Positions are approved positions that provide direct service to the public or other consumers

Full Time Position - A full-time position is a position approved as part of the organizational structure for a particular service or program working 35 or 40 hours per week for the full year.

Fund – A sum of money made available for a particular purpose

GAAP – Generally Accepted Accounting Principles. Uniform minimum standards for financial accounting and recording, encompassing the conventions, rules, and procedures that define accepted accounting principles.

Goal - A goal is a broad, general statement of the long-term results needed to achieve the mission and vision. It is typically phrased in general language, such as to strengthen, serve, become, or improve. A goal is clarified by the objectives associated with it.

Grant - A contribution to the City from a federal or provincial government source to support a particular function, service or program. Grants from other sources should be reported as “Other Income.”

Growth Related - A capital project is categorized as growth related if it supports growth and development across the City. Potential development charge revenues could apply to, and be identified for these projects.

Head Count - The total number of staff employed by a unit at a particular time, regardless of the nature of their employment: full-time, part-time, seasonal or casual / trades. Currently, the City is using the terminology ‘Approved Position’ to uniformly report its staffing complement of all statuses.

Health and Safety - A capital project is categorized as health and safety if there is an urgent requirement for repairs due to demonstrated concerns for a health and safety hazard.

Internal Financing - Financing from sources internal to the division or program submitting a capital project including reserve funds, development charges, and other program generated revenues.

Key Services - These are the fundamental services critical to the Program's mandate and success. Performance of these services in an exemplary manner will result in the Program achieving its mission.

Key Customers - Key Customers are the direct beneficiaries of the service or product provided by a particular program or agency. Key customers may be clients or customer groups, either inside or outside the City, including members or the public or other external entities.

Legislated - A capital project is categorized as legislated if it is required to comply with Provincial or Federal legislation. In the capital project justification section of each business case, the specific legislative reference will be provided as well as the action needed to meet the requirements and timeframe.

Municipal Performance Measurement Program (MPMP) - Municipal Performance Measurement Program is a performance measurement and reporting system that promotes local government transparency and accountability. It also provides municipalities with useful data to make informed municipal service level decisions while optimizing available resources.

Multi-Year Budget and Plan – A multi-year budget is an estimate of the planned expenditures and revenues over three fiscal years instead of one fiscal year. The multi-year budget consists of an annual approved budget and a two-year plan.

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

Objectives - Objectives are linked directly to Program goals and are specified, quantified, time-based statements of accomplishments or outcomes which should clearly state the specific results the Program seeks to accomplish. The development of objectives aids decision-making and accountability by focusing on issues and the accomplishment of outcomes and sets the direction for strategies. A Program may have multiple objectives under a single goal.

OMERS – Ontario Municipal Employees Retirement System. OMERS is a defined benefit plan that provides pension benefits to the Region's full-time employees. Employees and employers normally make equal contributions to the plan.

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.

Ontario Disability Support Program (ODSP) - An income and employment support program designed to help people with disabilities live comfortable and productive lives.

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.

Other Revenue - Represents all revenues other than property tax levy, provincial and federal grants, interdivisional recoveries and prior year's surplus. Other Revenue is made up of fines, interest earnings, and revenues from any other source.

Outlook - The Outlook is the anticipated financial plan for a future fiscal year, based on Council approved decisions for the current fiscal year. Outlook information for two future years is part of the Operating Budget submission. Outlooks include the annualized impacts of new / enhanced services, revenue changes or service adjustments approved in a prior year, known cost increments arising from approved multi-year contracts, non-recurring expenditure or revenue adjustments, operating impacts of approved capital projects, step /merit increases, and known Cost of Living adjustments.

Outcomes – Quantifiable results of the service provided.

Output - The 'goods/products/services' produced as a result of transforming resources through an activity or process, in delivering a service to customers. Measurement is usually defined by the number of units produced or services delivered.

Output Measure - Describes the amount of work completed, the amount of product produced, or the amount of services provided.

Public Budget Formulation (PBF) - PBF is an application based on SAP NetWeaver that supports the City's end-to-end budget, planning and performance management processes.

- For planning, it supports a multi-year service planning process for the City that stores, tracks and reports Ontario Municipal CAO's Benchmarking Initiative (OMBI), performance metrics, divisional / cross divisional Council priorities and initiatives and approved strategic plans. It will link services to strategic outcomes; via service objectives and priority actions that will be established based on Council policy and strategic priorities and used to guide the budget; and
- For budgeting, it reduces the amount of manual effort and shadow systems required to prepare budgets, enable multi-year budgeting and provide timely, accurate, and service-based qualitative and quantitative information to assess and allocate resources based on performance.

Part-Time Position - A part-time position is a position approved as part of the organizational structure for a particular service or program working less than 35 / 40 hours per week.

Performance Measure - Performance measures are indicators, usually in quantifiable terms, which show progress toward the accomplishment of objectives and provide the basis by which Programs are evaluated. These measures may be applied to the service as a whole, or to the activities involved

Performance Target – The level the Program has established that it is expected to meet on a performance measure.

Permanent Position – A Permanent Position is a position that is required for continuous delivery of core divisional services and service levels as approved by Council.

Personnel Expenditure Planning – Provides a 3-year salaries and benefits (S&B) forecast based on HR and Payroll information extracted from SAP ECC at a point in time. Corporate and inflationary assumptions are applied to current year position and employee data to generate a baseline S&B projection for the budget and two outlook years. Programs and Toronto Public Health (TPH) use the baseline S&B projection to build future complement and personnel cost requirements aligned to the services they provide.

Plan Years - Plan years refer to two consecutive years beyond the current budget year for the Operating Budget and nine years for the Capital Budget. General, the plan years for the Operating Budget includes the annualized impact of new/enhanced services, revenue and service changes approved in prior year; cost increments arising from the approved multi-year contracts, non-recurring expenditure or revenue adjustment, operating impacts of approved capital projects, planned progressive and step pay increases and Cost of Living Adjustment.

Product - A Product is the tangible output of a process, produced by a service to meet the needs or demands of its customers and fulfill its mission.

Program - Constitutes a service delivery unit which consists of a Program or an Agency and may encompass one or more related municipal services (e.g., the Solid Waste Management program includes a number of services) and satisfies the following:

1. Aimed at one or more target groups (e.g., households);
2. Has program goals defined in social terms with outcomes of public good (e.g., public health); and
3. Is either mission-driven or mandate-driven.

Program Map - The Program Map provides a visual summary of the program by service and activity. Maps are determined by establishing how public-facing services relate to each other and their associated activities. The language of Program Maps is public focused and transparent, non-bureaucratic, geographic and/or organizational. The Program Map does not reflect an activity based costing exercise.

Projected Actual - Projected Actual expenditures reflect the expected, or anticipated, outcome of the year's expenditure and revenue activities. A recommended approach for programs is to combine actual expenditures year to date as at a specific month end, plus the balance of the calendarized Council-approved current fiscal year budget. Programs can adjust and update the projected actual expenditures as they see fit. The Projected Actual expenditures are often compared with the current year budget to determine variances.

Priority Actions – Specific initiatives designed to achieve short and long-term service objectives. Initiatives can be expressed in single or multi-year time frames. The future financial implications reflect the best information currently available with more precise information to be incorporated in the Operating and Capital budget processes.

PSAB - Public Sector Accounting Board of the Canadian Institute of Chartered Accountants (CICA) issues standards and guidance with respect to matters of accounting in the public sector.

Quality – Conformance of a product or service to certain specifications or standards. Quality can be used to evaluate the effectiveness in meeting expectations of customers and stakeholders.

Ranking Projects - Ranking is an evaluation of a capital project based on certain criteria. It incorporates and quantifies five Capital Project Categories, (i.e., Health and Safety, Legislated, State of Good Repair, Service Improvement and Enhancement, and Growth Related).

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

Replacement Cost - The cost of replacing the original asset as measured by current prices (i.e., current cost). This valuation reflects the total cost (in today's dollars) that the City would incur if the existing asset were replaced by another asset with equivalent functionality. As this valuation reflects un-depreciated value conceptually, replacement cost is simply a compilation of those costs that would be incurred if it were necessary to reconstruct the existing asset today without modifying its current functionality.

Reserve / Reserve Funds - Reserves and reserve funds have designated purposes and are created through the specific authorizations of Council. All earnings from the investment of reserve funds must form part of the reserve fund, whereas the earnings from reserves flow to the operating budget. The assets of reserve funds are segregated and restricted to the purpose of the reserve funds.

Revenue - Income received by an organization for the fiscal year. In the City of Toronto revenue includes tax payments, service (user) fees, transfers from other governments, fines, interest income, etc.

Service - A Service reflects a distinct endeavor that a program undertakes to meet the needs or demands of its customer group and contribute to the achievement of the program's mission.

1. External Services produce outputs conveyed to or delivered to members of the public, such as the supply of drinking water by Toronto Water.
2. Internal Services produce inputs delivered to support the delivery of public service providers, such as the supply of engineering and design expertise by Technical Services.

Service Level - An expression of the volume of a service provided to key customers or customer groups. Examples include: processing time, hectares of parkland per capita, and the number of standardized day care spaces provided as a percentage of the number of children in low income families.

Service Improvement - A capital project is categorized as service improvement and enhancement if it improves service delivery above the current Council-approved standard or provides for the introduction of new services. Replacing an existing asset with an upgrade is also categorized as a Service Improvement Project.

Service Objective - Sets out an achievable/measurable action that can be taken in delivering a service in support of the program goal. The objectives must incorporate the SMART principles: Specific, Measurable, Achievable, Relevant, and Time-Bound.

Service Planning - Service Planning is a process through which high-level strategies are operationalized. It links corporate and community objectives to service delivery plans by providing a tool that supports informed decision-making.

State of Good Repair - A capital project is categorized as SOGR if it provides for the major capital maintenance, repair or replacement of existing assets. Asset replacement should be considered, if rehabilitation is not feasible and delayed replacement could result in potential safety hazards. Asset rehabilitation required to meet health and safety issues should be categorized as "Health and Safety".

Strength - The number of actual filled staff positions at a specific point in time, whether permanent, seasonal or casual expressed as approved position years.

Student / Recreation Worker - A student or recreation worker is one who is employed on a temporary, seasonal or casual basis.

Support Positions - Support Positions are those approved positions that are professional, technical or managerial and provide support to the provision of a direct service.

Tax Supported Budget: Budget funded by property taxes.

Tax Rate - A rate used to determine the amount of property tax payable. Taxes on individual properties are calculated by multiplying a property's current value assessment (CVA) by the applicable tax rate.

Temporary Position – A temporary position is a position required for a time-limited assignment to support the following: the delivery of services and service levels; or specific capital-funded projects as approved by Council; or to meet operational demands and emergent situations as approved through the routine business process.

Total Gross Expenditures - Includes all expenditures properly incurred by the Program and charged to the Program Budget.

Total Revenues - Includes all program-generated revenues (e.g., User Fees), grants and subsidies, internal recoveries and internal financing (e.g., Funding from reserves).

Units of Service - Reflects the measurable components of each service deliverable, which illustrates how much service is being provided. These can be identified both in terms of costs and volumes.

User Fees - Includes all program generated fee and rental revenue for the use of its services (such as the TTC fare, ice rental fees and various City permits), encompassing cost elements 8500 to 8680. Donations are not included.

Vacancy - A funded, unoccupied position with no commitment (i.e., no base holder or financial commitment).

Vacancy Management - The business process to track and report on vacancies.

Value - Principles that govern behavior and the way in which the organization and its members conduct operations.

Value Based Outcome Review (VBOR) - The City conducted a Value Based Outcome Review in 2019 for all of its operations and agencies to identify specific opportunities and strategies to maximize the use of tax dollars, enhance its financial sustainability while achieving service outcomes.

Variances - Programs / Agencies are expected to clearly detail all assumptions with respect to year-over-year changes. The rationale provided should be based on changes in service levels, objectives or funding requirements.

WBS (Work Breakdown Structure) - The Work Breakdown Structure is the hierarchy that is used within SAP for recording the approved project/sub-project transactions including the budget, plan, expenditures and revenues. It is within these WBS Elements that the financial status of a project/sub-project can be monitored through system generated reports.

Zero Based - The requirement for all expenditures to be fully justified each year without reference to the prior year budget level.