

## 2026 Program Summary

# Social Development

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### Description

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

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

## 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.

**Resources (gross 2026 operating budget):** \$18.0 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.

**Resources (gross 2026 operating budget):** \$50.7 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.

**Resources (gross 2026 operating budget):** \$33.7 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.

**Resources (gross 2026 operating budget):** \$8.6 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.

**Resources (gross 2026 operating budget):** \$32.0 million

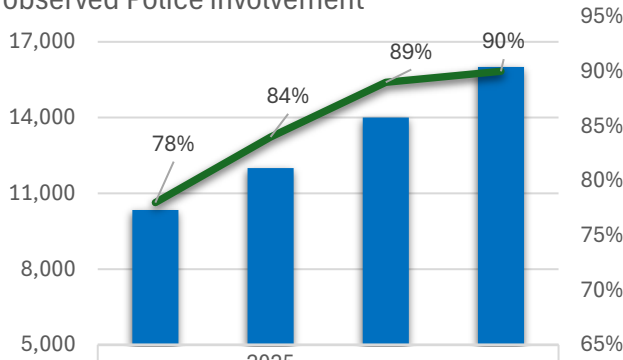
**Budget at a Glance**

2026 OPERATING BUDGET			
In \$ Millions	2026	2027	2028
Revenues	\$ 10.4	\$ 9.4	\$ 7.7
Gross Expenditures	\$157.7	\$159.5	\$159.2
Net Expenditures	\$147.3	\$150.1	\$151.5
Approved Positions	397.5	397.5	391.5

2026-2035 10-YEAR CAPITAL PLAN			
In \$ Millions	2026	2027-2035	Total
Social Development does not have a 10-Year Capital Budget and Plan.			

## How Well We Are Doing – Behind the Numbers

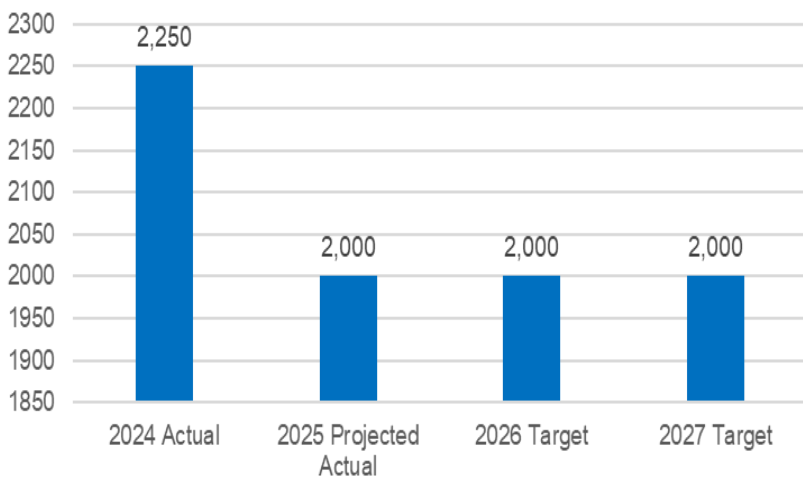
Diversion % rate of TCCS calls completed without observed Police involvement



	2024 Actual	2025 Projected Actual	2026 Target	2027 Target
Number of TCCS calls	10,339	12,000	14,000	16,000
% rate	78%	84%	89%	90%
Diversion numbers	8,064	10,080	12,460	14,400

- In November 2023, City Council approved the city-wide expansion of the Toronto Community Crisis Service (TCCS) as Toronto’s fourth emergency service alongside police, fire, and paramedics. The TCCS expanded city-wide on July 8, 2024.
- The TCCS is a community-based approach to responding to a person in crisis that focuses on health, prevention, and wellbeing.
- The TCCS builds off the work of the City’s Confronting Anti-Black Racism Action Plan and is a year one priority of Safe TO: Toronto’s Ten-Year Community Safety and Wellbeing Plan.
- From March 2022 to December 2024, the overall diversion rate was 78% of 911 calls received by the TCCS (6,891 completed calls with no observed police involvement of 7,800 total calls received from 911).
- In 2025, it is expected that 2,400 calls are to be received through 911 for TCCS with a diversion rate of 84%. Further, TCCS is expecting to receive 9,600 calls from all other call sources (211, Paramedics and in the community).

# of clients served through the Newcomer Services Kiosk Program



- The Newcomer Services Kiosk program was established in 2010. The initiative is a partnership with five settlement agencies and places settlement workers in City facilities to provide support to newcomers regardless of immigration status, increasing referrals to City and community programs and services.
- There are currently 15 locations in various City facilities, including City Hall, Etobicoke Civic Centre, TESS offices (8), community centres (4), and the Access to Housing site.
- In 2024, 2,250 newcomer clients were served through the program, an increase partly attributed to an increase in the arrival of refugee claimants. Thirty-three percent of clients served were supported at the City Hall location.
- In 2025, the Toronto Newcomer Office is working with the United Way Greater Toronto to conduct a review of the program to inform future program improvements.

## How Well We Are Doing

Service	Measure	2024 Actual	2025 Target	2025 Projection	2026 Target	2027 Target
<b>Outcome Measures</b>						
Community Safety and Wellbeing	# of Violence Intervention and Support Unit intervention responses to critical violent incidents in communities	4,600	4,200	4,200	4,200	4,200
Community Safety and Wellbeing	# of all Situations received by FOCUS (Furthering Our Community by Uniting Services) Toronto	1,014	1,250	1,014	1,100	1,100
Social Policy and Research	# of clients served through the Newcomer Services Kiosk Program	2,250	1,500	2,000	2,000	2,000
Community and Neighbourhood Development	# of youth hired through Social Development youth programs <sup>1</sup>	400	900	450	500	500
Human Services Integration	# of active participants in Fair Pass Transit Equity	103,209	97,495	119,748	113,500	113,500
Human Services Integration	# of Fair Pass transit discount program rides <sup>2</sup>	12,704,259	13,981,068	16,830,825	16,648,000	16,648,000

Comments:

<sup>1</sup> Lower 2025 projection and future targets are primarily due to both lower federal funding levels and a revised wrap-around service model to better support marginalised youth facing complex barriers. Staff resources are concentrated on providing individualised, intensive supports rather than maximising participant volume. As a result, while fewer youth are hired, those engaged receive high-quality, comprehensive support aligned with program objectives.

<sup>2</sup> The # of Fair Pass transit discount program rides are projected to increase by 2,849,757 rides (20.4%) in 2025, over the 2025 target, due to higher year-to-date ridership demand. The 2025, 2026 and 2027 targets reflect estimated ridership volumes based on actual experience.

Service	Measure	2024 Actual	2025 Target	2025 Projection	2026 Target	2027 Target
<b>Key Service Level Measures</b>						
Human Services Integration	% of calls answered in under 2 minutes	84%	80%	70%	80%	85%
Human Services Integration	% of calls that take longer than 15 minutes to answer	0%	3%	4%	3%	0%
Community Safety and Wellbeing	Diversion % rate of TCCS calls completed without observed Police involvement	78%	80%	84%	89%	90%
Social Policy and Planning	% of participants in Confronting Anti-Black Racism training who reported the training was impactful and informative	85%	85%	86%	85%	85%

## EXPERIENCES, CHALLENGES AND PRIORITIES

### Our Experiences and Successes

- City Council directed the City Manager's Office and Social Development to build a vision and strategy towards implementing a **Universal School Food Program in Toronto**, which was adopted by City Council in June 2025. To support this work, 2025 municipal funding was allocated to expand the student nutrition program to be accessible in 23 new school communities in the 2024/25 school year and 50 new school communities in the 2025/26 school year.
- Social Development and the Housing Secretariat launched the **Situation Table for Housing at Risk (STAR)** in July 2025, which is a city-wide partnership that unites over 30 City divisions and community agencies to coordinate responses, close service gaps, and reduce housing related risks. STAR builds on the success of the Specialized Partnership for Enhanced Responsiveness to Vulnerabilities (SPIDER) table, but places a stronger emphasis on housing stability, eviction prevention, and preventing displacement. As of October 15, 2025, Social Development, in collaboration with the Housing Secretariat, have supported 34 STAR situations.
- In the first year of the renewed **Downtown East Action Plan (2025-2030)**, resources were allocated to address immediate community needs, including funding community partners for outreach, crisis intervention and harm reduction supports. From January to July 2025, the Gerstein Crisis Centre through the Here to Help program has engaged in 4,201 interventions to support vulnerable residents. PASAN through the Harm Reduction Community Care project has also collected over 47,000 discarded harm reduction items in the Downtown East.
- 2025 saw encouraging progress with a 43% decrease in shootings and firearm related incidents and a 35% reduction in youth shootings and firearm related violence - a result made possible through the collective efforts of all orders of government, community organizations, City divisions, Toronto Police Services and many sectors across Toronto. Social Development led the implementation of the **2025 Summer Safety Plan**, which aimed to enhance the safety and wellbeing of Toronto youth during the summer months. As a result, the City supported the delivery of more than 140 youth programs that engaged over 15,000 participants across Toronto and employed more than 16,000 youth.
- In November 2025, the **Toronto Community Crisis Support (TCCS) – Toronto Transit Commission (TTC) Pilot** began to deploy crisis teams at stations with the highest volume of Persons in Crisis incidents within the downtown "U" to provide timely, on-site interventions where support is most urgently needed. By embedding TCCS teams within the TTC the pilot will strengthen system-wide coordination, raise public awareness of available supports, and build seamless, client-centered pathways to crisis care.
- The City's Violence Intervention and Support Unit (VISU) (formerly Community Crisis Response Program) has expanded to a seven-day-a-week service delivery model. As of November 3, 2025, VISU has responded to 410 violent traumatic incidents, including 230 firearm-related incidents. The program now also supports more than 26 safety networks citywide. This enhanced capacity provides quicker support to residents affected by community violence and enables more concentrated prevention efforts.
- Human Service Integration in collaboration with Environment Climate and Forestry launched a pilot program in 2025 to provide **free portable air conditioners to low-income seniors** living in multi-unit residential buildings with health-related cooling needs. In July 2025, 500 free portable air conditioners were distributed to Toronto residents.
- **The Association of Community Centres (AOCC) Expansion Strategy** was developed in 2025 to guide the next major growth of Toronto's AOCC network - the first in over 30 years. By expanding these neighbourhood-based centres, the strategy aims to promote inclusion, strengthen community resilience, and support long-term wellbeing across Toronto. The strategy emphasizes equitable distribution, modern facility design, and sustainable funding models to enhance community engagement and service delivery.
- Social Development, United Way Greater Toronto and Health Commons worked with Community Coordination Plan (CCP) agencies and City divisions to develop a **roadmap for resilience** for Toronto neighborhoods.
- Social Development is working with the Toronto Fédération Internationale de Football Association (FIFA) Secretariat to deliver the **City of Toronto's FIFA World Cup 2026 Community Benefits Plan**. Social Development is leading the implementation of the Community Workforce Development Program, which aims to create employment and training pathways for Indigenous, Black and equity deserving youth.

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### Key Challenges and Risks

- Reduction of provincial and federal funding may undermine many of the City's community safety initiatives and other Social Development programs. The federal programs SafeTO Collaborative Analytics and Learning Environment and Building Safer Communities end December 2025 and March 2026 respectively.
- A reduction to the Ontario Works' transportation benefit from the provincial government is also creating more dependency on the Fair Pass program.
- Underfunding from other orders of government is impacting the service capacity of many community partners serving Toronto's most vulnerable populations.
- The changing landscape related to diversity and inclusion locally and internationally may present novel challenges to the Division's anti-racism, equity and reconciliation efforts.  
Climate change is intensifying environmental threats across Canada, with disproportionate impacts on Indigenous, Black and equity-deserving communities. These populations often face systemic barriers that increase their vulnerability to climate-related hazards such as extreme heat, flooding, and poor air quality.

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### Priority Actions

- Launching of the Toronto Community Crisis Service's (TCCS) dispatch service under Toronto Paramedic Service to support the efficient dispatch of the crisis teams in continuation and support of the increased demand for TCCS.
  - Continue to embed TCCS within the TTC, where appropriate, based on the learnings and outcomes of the TCCS-TTC pilot.
  - Start the implementation of the 10-Year Action Plan to Confront Anti-Black Racism, which will include supporting divisions on work plan development and implementation as well as advancing corporate learning and development.
  - Continue the implementation of the Situation Table for Housing-at-Risk (STAR) forum through multi-sector supports for vulnerable individuals. The number of submissions to STAR are expected to increase as more cases related to housing instability come to the table.
  - Advance the implementation of the Downtown East (DTE) 2025 - 2030 Action Plan through investment in community partnerships to respond to crisis and provide social services support.
  - Coordinate community-based initiatives to support the 2026 FIFA World Cup, with a particular focus on reaching equity-deserving groups.
  - Co-convene and resource a City of Toronto - TASSC (Toronto Aboriginal Support Services Council) senior leadership and relationship table.
  - Working with Environment Climate and Forestry to transition the free portable air conditioning program for low-income seniors from a pilot to an ongoing program.
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**2026 BUDGET**

1. The 2026 Operating Budget for Social Development of \$157.721 million gross, \$10.400 million revenue, and \$147.321 million net for the following services:

<b>Service:</b>	<b>Gross Expenditures (\$000s)</b>	<b>Revenues (\$000s)</b>	<b>Net Expenditures (\$000s)</b>
Community and Neighbourhood Development	17,959.5	2,869.4	15,090.1
Community Safety and Wellbeing	50,705.7	1,340.5	49,365.2
Community Partnership Investment Program	33,698.5	-	33,698.5
Social Policy and Planning	8,649.0	1,730.6	6,918.4
Human Services Integration	31,978.1	2,901.7	29,076.4
Financial Management and Program Support	7,993.9	1,291.7	6,702.2
Corporate Leadership	6,736.4	265.9	6,470.5
<b>Total Program Budget</b>	<b>157,721.1</b>	<b>10,399.8</b>	<b>147,321.3</b>

- The 2026 staff complement for Social Development is comprised of 397.5 operating positions.
2. That all third-party funding included in the 2026 Budget be subject to the execution of an agreement or receipt of funding. If such agreement or funding is not in place by 2026 or forthcoming, the approval to spend must be reassessed by City Council relative to other City-funded priorities and needs in future budget processes.

# **2026 OPERATING BUDGET**

## 2026 OPERATING BUDGET OVERVIEW

**Table 1: 2026 Operating Budget by Service**

(In \$000s)	2024 Actual	2025 Budget	2025 Projection*	2026 Base Budget	2026 New/ Enhanced	2026 Budget	Change vs. 2025 Budget	
By Service	\$	\$	\$	\$	\$	\$	\$	%
<b>Revenues</b>								
Community and Neighbourhood Development	2,675.5	3,645.9	4,338.4	2,869.4		2,869.4	(776.6)	(21.3%)
Community Safety and Wellbeing	7,064.4	7,394.3	7,901.5	1,340.5		1,340.5	(6,053.8)	(81.9%)
Community Partnership Investment Program		883.0	833.0				(883.0)	(100.0%)
Social Policy and Planning	1,793.7	2,010.0	2,479.8	1,730.6		1,730.6	(279.4)	(13.9%)
Human Services Integration	2,665.6	3,278.2	3,523.4	2,901.7		2,901.7	(376.6)	(11.5%)
Financial Management and Program Support	1,376.2	1,212.7	1,588.6	1,291.7		1,291.7	79.1	6.5%
Corporate Leadership	128.7	415.9	492.1	265.9		265.9	(150.0)	(36.1%)
<b>Total Revenues</b>	<b>15,704.1</b>	<b>18,840.1</b>	<b>21,156.8</b>	<b>10,399.8</b>		<b>10,399.8</b>	<b>(8,440.3)</b>	<b>(44.8%)</b>
<b>Gross Expenditures</b>								
Community and Neighbourhood Development	16,062.5	17,804.3	19,274.4	17,959.5		17,959.5	155.3	0.9%
Community Safety and Wellbeing	41,465.4	50,421.5	49,908.4	48,902.2	1,803.5	50,705.7	284.2	0.6%
Community Partnership Investment Program	28,646.8	33,156.6	33,097.3	33,406.5	292.0	33,698.5	541.9	1.6%
Social Policy and Planning	23,930.2	8,030.9	8,030.5	8,559.0	90.0	8,649.0	618.1	7.7%
Human Services Integration	7,737.0	28,180.0	29,290.8	31,978.1		31,978.1	3,798.2	13.5%
Financial Management and Program Support	6,359.4	6,948.8	7,420.6	7,993.9		7,993.9	1,045.0	15.0%
Corporate Leadership	1,701.5	6,851.9	7,662.0	6,736.4		6,736.4	(115.5)	(1.7%)
<b>Total Gross Expenditures</b>	<b>125,902.7</b>	<b>151,394.0</b>	<b>154,684.2</b>	<b>155,535.7</b>	<b>2,185.5</b>	<b>157,721.1</b>	<b>6,327.1</b>	<b>4.2%</b>
<b>Net Expenditures</b>	<b>110,198.6</b>	<b>132,553.9</b>	<b>133,527.3</b>	<b>145,135.9</b>	<b>2,185.5</b>	<b>147,321.3</b>	<b>14,767.4</b>	<b>11.1%</b>
<b>Approved Positions**</b>	<b>340.0</b>	<b>394.0</b>	<b>N/A</b>	<b>397.5</b>		<b>397.5</b>	<b>3.5</b>	<b>0.9%</b>

\*2025 Projection based on 9-Month Variance

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

### KEY DRIVERS

**Total 2026 Budget** expenditures of \$157.721 million gross reflect an increase of \$6.327 million in spending above the 2025 Budget, predominantly arising from:

- Full year impact of the transition and sustained operations of the Toronto Community Crisis Service (TCCS) dispatch within Toronto Paramedic Services and an increase in client growth and ridership volume for Fair Pass, the transit equity discount program.
- New funding to continue the TCCS - TTC Pilot and an additional response team to meet higher service demand for TCCS from South Scarborough region.
- Inflationary increase for the Community Partnership Investment Program.
- Salaries and benefits adjustments as well as positions required to maintain service levels and adjustments for workload and program supports; partially offset by a,
- Decrease to Federal and Provincial funded programs due to funding ending or being adjusted and reversal of one-time funding for initiatives.

## EQUITY IMPACTS OF BUDGET CHANGES

**Positive Equity Impact:** Changes to Social Development's 2026 Operating Budget will have an overall positive reconciliation and equity impact due to continued investments and support to the Toronto Community Crisis Service (TCCS) and Fair Pass Program. These programs support Indigenous, Black, and equity-deserving populations and those with low income due to their targeted supports. By investing in the expansion of TCCS, community-led solutions that connect people in crisis to much needed mental health and addiction services and programs are prioritized, leading to positive health and safety outcomes and increased confidence in public safety. This is particularly impactful for Indigenous, Black, and equity-deserving populations who overall face disproportionately high rates of policing and, according to Toronto Police Services data, are over-represented in reported use of force incidents.

The Fair Pass Program provides a discount to TTC transit fares, better supporting the transit accessibility of residents with low incomes. The new community initiatives support at-risk youth, families and local food security. In addition, the comprehensive pest removal strategy provides support for seniors by taking a critical step in reducing health inequities and ensuring that every resident, regardless of age or housing status, lives in a safe and well-maintained home.

There will be negative reconciliation, and equity impacts to Social Development's 2026 budget due to reduced federal funding of the Building Safer Communities Fund and its impacts to the Family Wellbeing Program, Scarborough's TOwards Peace initiative, and other community safety programs. These programs support Indigenous, Black and equity deserving populations to better access necessary community safety and wellbeing supports, which will be negatively impacted by the reduction in federal funding available.

**2026 OPERATING BUDGET KEY COST DRIVERS**

The 2026 Net Operating Budget for Social Development of \$147.321 million is \$14.767 million, 11.1% greater than the 2025 Net Budget. Table 2 below summarizes the key cost drivers for the 2026 Budget.

**Table 2: 2026 Key Cost Drivers**

(In \$000s)	2026				2027 Annualized Impact (Net)
	Revenues	Gross Expenditures	Net Expenditures	Positions**	
<b>2025 Projection*</b>	<b>21,156.8</b>	<b>154,684.2</b>	<b>133,527.3</b>	<b>N/A</b>	<b>N/A</b>
<b>2025 Budget</b>	<b>18,840.1</b>	<b>151,394.0</b>	<b>132,553.9</b>	<b>394.0</b>	<b>N/A</b>
<b>Key Cost Drivers:</b>					
<b>Prior Year Impacts</b>					
Toronto Community Crisis Service - Dispatch		2,991.9	2,991.9	4.0	526.0
Expired Federally funded programs	(6,162.1)	(6,162.1)		(15.0)	
Adjustments to Federally and Provincially funded programs	(905.6)	(700.8)	204.9		202.9
Reversals of one-time funded initiatives	(1,789.0)	(2,290.5)	(501.5)		
<b>Salaries and Benefits</b>					
Salaries and Benefits Adjustments		3,552.5	3,552.5		1,613.3
Position requirements to maintain program service levels	185.4	1,151.7	966.2	10.5	149.1
<b>Non-Salary Inflation</b>					
Community Partnership Investment Program		782.9	782.9		
<b>Revenue Changes</b>					
Sponsorship of Toronto Newcomer Day	100.0	100.0			
<b>Other Changes</b>					
Fair Pass volume increase		3,200.0	3,200.0		
TCCS - Increase Demand in South Scarborough		928.1	928.1		
Recruitment, Retention and Administration support		468.6	468.6	4.0	273.7
Other program support	131.0	604.4	473.4		17.1
<b>Sub-Total - Key Cost Drivers</b>	<b>(8,440.3)</b>	<b>4,626.7</b>	<b>13,066.9</b>	<b>3.5</b>	<b>2,782.1</b>
<b>Affordability Measures</b>					
		(485.0)	(485.0)		
<b>Total 2026 Base Budget</b>	<b>10,399.8</b>	<b>155,535.7</b>	<b>145,135.9</b>	<b>397.5</b>	<b>2,782.1</b>
<b>2026 New/Enhanced</b>		<b>2,185.5</b>	<b>2,185.5</b>		
<b>2026 Budget</b>	<b>10,399.8</b>	<b>157,721.1</b>	<b>147,321.3</b>	<b>397.5</b>	<b>2,782.1</b>
<b>Change from 2025 Budget (\$)</b>	<b>(8,440.3)</b>	<b>6,327.1</b>	<b>14,767.4</b>	<b>3.5</b>	<b>N/A</b>
<b>Change from 2025 Budget (%)</b>	<b>(44.8%)</b>	<b>4.2%</b>	<b>11.1%</b>	<b>0.9%</b>	<b>N/A</b>

\*Based on 9-Month Variance

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

**Key Base Drivers:****Prior Year Impacts:**

- The transition of the Toronto Community Crisis Service dispatch to Toronto Paramedic Services which will transfer incoming calls from 211/911. Costs in Toronto Paramedic Services will be funded through inter-divisional recoveries.
- Reduction to programs funded from the federal SafeTO Collaborative Analytics and Learning Environment stream (\$1.370 million) which ended in 2025 and the Building Safer Communities stream (\$4.792 million) which ends March 2026.
- Adjustments to programs funded from the federal Toronto Youth Job Corps and Toronto Newcomers Office as well as the provincially funded Ministry of the Attorney General's Justice Centres program.
- Reversal of one-time funded programs including Indigenous Youth Fellowship Program and Strong Cities Network's 2025 Global Summit.

**Salaries and Benefits:**

- Annualization impact from positions added in the prior year, and inflationary increases related to cost-of-living, step adjustments, benefits and pay for performance.
- Increased net investment of 10.5 positions to maintain program service levels including six positions previously federally funded for the Youth Violence Prevention Network, Furthering Our Community by Uniting Services (FOCUS), and the SafeTO Collaborative Analytics and Learning Environment programs.

**Non-Salary Inflation:**

- Inflationary increase for the Community Partnership Investment Program.

**Revenue Changes:**

- Sponsorship funds to support the Toronto Newcomer's Day event.

**Other Changes:**

- An increase in the subsidy budget for the Fair Pass program based on the experienced pressure and projected actuals in 2025.
- An additional response team to meet higher service demand for the Toronto Community Crisis Service in the South Scarborough region.
- Recruitment, retention, and administrative support to maintain service levels and manage program demand for various programs including Human Services Integration and Toronto Grants, Rebates, and Incentives Portal.
- Other program support includes changes to funding for the Indigenous Affairs Office and continued support of FIFA, fully offset by direct funding from City's FIFA Secretariat.

## Affordability Measures

**Table 3: Affordability Measures**

(In \$000s)									
Recommendation	Savings Type	Equity Impact	2026				2027 (Incremental)		
			Revenues	Gross Expenditures	Net Expenditures	Positions	Gross Expenditures	Net Expenditures	Positions
Redefining distribution of PRESTO Card to users	Efficiency Savings	Low-Negative		(252.0)	(252.0)				
Streamlining contracts and utilizing technology	Efficiency Savings	No Impact		(233.0)	(233.0)				
<b>Total Affordability Measures</b>				(485.0)	(485.0)				

Affordability measures are specific actions taken by Social Development that achieve cost reductions without impacting service levels for City Divisions and the public. These savings are described below:

- Redefining distribution of PRESTO Card to Users:** Shift from purchasing physical PRESTO Cards to free digital PRESTO Card support achieves a savings of \$0.252 million. Given the introduction to the digital PRESTO card, combined with the analysis of the distribution of PRESTO cards by Toronto Public Library (TPL) and the number of increased Fair Pass riders, it was determined that the purchase of physical PRESTO cards is no longer an effective means for distribution through TPL. A strategy has been created to ensure TPL can service its members and provide them the ability to receive a free digital PRESTO card.
- Streamlining contracts and utilizing technology:** These savings are being achieved from a combination of five initiatives, which aim to redesign policies and programs, streamline and reduce certain contract budgets, and move towards more financial automation and utilisation of technology and eliminate paper-based processes.

## New and Enhanced Requests

**Table 4: New/Enhanced Requests**

New/Enhanced Request	2026				2027 Annualized Gross	Equity Impact	Supports Key Outcome/Priority Actions
	Revenues	Gross Expenditures	Net Expenditures	Positions			
<b>(In \$000s)</b>							
1 Toronto Community Crisis Service - TTC Pilot		1,803.5	1,803.5		1,803.5	Low-positive	This initiative will strengthen safety on the TTC, improve service coordination, and provide the opportunity to test a model for future scalability across the TTC.
2 Community Initiatives		292.0	292.0		292.0	Low-Positive	The initiative will provide immediate, localized attention for groups with focused financial support to advance key programs and priorities, specifically in Weston, Malvern, Thorncliffe Park, and Cecil Street Community Centre.
3 Comprehensive Pest Removal Strategy		90.0	90.0		90.0	Medium-Positive	The initiative will develop and implement a comprehensive pest removal strategy specifically tailored for residents with the collaboration of the Toronto Seniors Housing Corporation.
<b>Total New/Enhanced</b>		<b>2,185.5</b>	<b>2,185.5</b>		<b>2,185.5</b>		

**Note:**

For additional information, please refer to [Appendix 3](#) for the 2026 New and Enhanced Service Priorities and [Appendix 4a](#) for Operating Program Provincial/Federal Funding Streams by Funding Source, respectively.

## 2027 AND 2028 OUTLOOK

Table 5: 2027 and 2028 Outlook

(In \$000s)	2026 Budget	2027 Incremental Outlook	2028 Incremental Outlook
<b>Revenues</b>			
Completion of Federal funded programs		(616.5)	
Adjustments to Federal funded programs		(196.3)	(1,580.3)
Other adjustments		(215.3)	(94.2)
<b>Total Revenues</b>	<b>10,399.8</b>	<b>(1,028.1)</b>	<b>(1,674.5)</b>
<b>Gross Expenditures</b>			
Completion of Federal funded programs		(616.5)	
Adjustments to Federal funded programs		6.6	(1,744.0)
Salaries and Benefits annualizations and adjustments		2,040.8	1,295.5
Toronto Community Crisis Service - Dispatch		526.0	170.6
Other annualizations and adjustments		(202.9)	16.8
<b>Total Gross Expenditures</b>	<b>157,721.1</b>	<b>1,754.0</b>	<b>(261.1)</b>
<b>Net Expenditures</b>	<b>147,321.3</b>	<b>2,782.1</b>	<b>1,413.4</b>
<b>Approved Positions</b>	<b>397.5</b>		<b>(6.0)</b>

## Key Outlook Drivers

The 2027 Outlook with total gross expenditures of \$159.475 million reflects an anticipated \$1.754 million or 1.1% increase in gross expenditures above the 2026 Operating Budget. The 2028 Outlook expects a decrease of \$0.261 million or -0.2% below the 2027 Outlook.

These changes arise from the following:

- **Completed Federal funding program:** Funding from the Building Safer Communities program ends March 2026.
- **Federal funded programs:** Decrease in federal funding for Toronto Newcomers Office funding including a decrease of six positions (2028) and Toronto Youth Job Corps due to federal contracts ending March 2028.
- **Salaries and Benefits:** Inflationary increases in 2027 and 2028 related to cost-of-living, step adjustments, benefits and pay for performance. In 2027, the increase is more significant due to annualization of positions added in 2026.
- **Toronto Community Crisis Service:** Annualization of the dispatch service.

# APPENDICES

## Appendix 1

### 2026 Operating Budget by Category

Category (In \$000s)	2024	2025	2025	2026	2026 Change from 2025 Budget	
	Actual	Budget	Projection*	Budget	\$	%
	\$	\$	\$	\$	\$	%
Federal Subsidies	8,260.1	6,785.5	7,400.3	2,923.7	(3,861.8)	(56.9%)
Provincial Subsidies	6,619.1	7,168.8	8,842.6	6,443.2	(725.7)	(10.1%)
User Fees and Donations	3.2	25.6	25.6	25.6		0.0%
Contribution From Reserves/Reserve Funds		3,313.3	3,254.9		(3,313.3)	(100.0%)
Sundry and Other Revenue	293.1	1,120.0	1,272.0	275.0	(845.0)	(75.4%)
Inter-Divisional Recoveries	528.6	426.9	361.5	732.4	305.4	71.5%
<b>Total Revenues</b>	<b>15,704.1</b>	<b>18,840.1</b>	<b>21,156.8</b>	<b>10,399.8</b>	<b>(8,440.3)</b>	<b>(44.8%)</b>
Salaries and Benefits	38,546.8	48,107.5	48,201.1	51,851.1	3,743.6	7.8%
Materials and Supplies	124.6	113.8	109.5	102.7	(11.1)	(9.7%)
Equipment	236.3	238.9	323.8	280.3	41.4	17.3%
Service And Rent	56,912.5	68,388.5	71,699.5	67,920.8	(467.7)	(0.7%)
Contribution To Reserves/Reserve Funds	67.1	67.1	67.1	66.3	(0.9)	(1.3%)
Other Expenditures	29,521.5	34,051.6	33,654.7	34,593.5	541.9	1.6%
Inter-Divisional Charges	493.9	426.6	628.5	2,906.4	2,479.8	581.3%
<b>Total Gross Expenditures</b>	<b>125,902.7</b>	<b>151,394.0</b>	<b>154,684.2</b>	<b>157,721.1</b>	<b>6,327.1</b>	<b>4.2%</b>
<b>Net Expenditures</b>	<b>110,198.6</b>	<b>132,553.9</b>	<b>133,527.3</b>	<b>147,321.3</b>	<b>14,767.4</b>	<b>11.1%</b>

\*2025 Projection based on 9-Month Variance

## Appendix 2

### Summary of 2026 Service Changes

N/A

### Appendix 3

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

Form ID		Community Development and Social Services  Program - Social Development	Adjustments				2027 Plan Net Change	2028 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
36057		Toronto Community Crisis Service - TTC Pilot						
74	Positive	<b>Description:</b> The funding request is to increase the service coordination focused on TTC 'U-Zone' and allowing TCCS crisis worker on TTC to respond to incidents of people experiencing a mental health crises with a trauma-informed, harm-reduction, and consent-based service model and coordinating third party evaluators to track, monitor, and report out on pilot outcomes. <b>Service Level Impact:</b> Embedded mobile TCCS-TTC teams will be strategically deployed to TTC stations with high numbers of Person in Crisis (PIC) incidents in the U-Zone of Line 1 (Yonge-University), ensuring timely on-site interventions where they are most urgently needed. While the pilot teams will be based in Union, Bloor/Yonge, and Spadina stations, they will respond to crisis calls at all stations within the U-Zone of Line 1 (Yonge-University), as required. The pilot teams will be available 24/7 within the pilot area, with enhanced visible presence during peak incident times. <b>Equity Statement:</b> The overall equity impact of the Toronto Community Crisis Service expansion on the Toronto Transit Commission is low-positive. The TCCS has a demonstrated positive equity impact on Indigenous, Black, racialized, and 2SLGBTQ+ communities. The service has strengthened confidence in community safety efforts, and led to better outcomes for Indigenous, Black, and equity-deserving communities that face over-policing and concerns about police interactions. This service reduces police engagements and increases community-based solutions that connect people in crisis to much needed mental health and well-being programs and services. This City-supported community-based service prioritizes the community safety and well. This funding will enhance safety on the TTC by piloting embedded crisis teams at high-incident stations, building strong service coordination and advancing trauma-informed care for all TTC riders. <b>Service:</b> Community Safety and Wellbeing						
		Staff Prepared Budget Changes:	1,803.5	-	1,803.5	-	-	
		BC Requested Changes:	-	-	-	-	-	
		Mayor Proposed Changes:	-	-	-	-	-	
		Amendments:	-	-	-	-	-	
		Total Budget:	1,803.5	-	1,803.5	-	-	
		<b>Staff Prepared Budget:</b>	<b>1,803.5</b>	<b>-</b>	<b>1,803.5</b>	<b>-</b>	<b>-</b>	
		<b>Budget Committee Requested :</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
		<b>Mayor Proposed:</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
		<b>Amendments:</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
		<b>New/Enhanced Service Priorities:</b>	<b>1,803.5</b>	<b>-</b>	<b>1,803.5</b>	<b>-</b>	<b>-</b>	

Form ID		Community Development and Social Services  Program - Social Development	Adjustments				2027 Plan Net Change	2028 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
37489		Community Initiatives (2026.MPB38.1)						
74	Low-positive	<b>Description:</b> Funding of \$0.292 million gross and net to address emergent budget priorities that require immediate, localized attention for groups - specifically in Weston, Malvern, Thorncliffe Park, and Cecil Street Community Centre - requiring focused financial support to advance key priorities and ensure the successful delivery of their initiatives. <b>Service Level Impact:</b> The additional funding will support at least five not-for-profit organizations that provide programming for at-risk youth, families and local food security initiatives in various Toronto neighbourhoods. <b>Equity Statement:</b> The community initiatives overall equity impact is low positive. The investments will provide support to Torontonians in neighbourhoods and ensure that residents in these areas have access to the same service standards as the rest of the city particularly for Indigenous, Black, and equity-deserving Torontonians. <b>Service:</b> Community Partnership Investment Program						
		Staff Prepared Budget Changes:	-	-	-	-	-	
		BC Requested Changes:	-	-	-	-	-	
		Mayor Proposed Changes:	-	-	-	-	-	
		Amendments:	292.0	-	292.0	-	-	
		Total Budget:	292.0	-	292.0	-	-	
		<b>Staff Prepared Budget:</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
		<b>Budget Committee Requested :</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
		<b>Mayor Proposed:</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
		<b>Amendments:</b>	<b>292.0</b>	<b>-</b>	<b>292.0</b>	<b>-</b>	<b>-</b>	
		<b>New/Enhanced Service Priorities:</b>	<b>292.0</b>	<b>-</b>	<b>292.0</b>	<b>-</b>	<b>-</b>	

Form ID		Community Development and Social Services  Program - Social Development	Adjustments				2027 Plan Net Change	2028 Plan Net Change																																																																																																															
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions																																																																																																																	
37490		Comprehensive Pest Removal Strategy (2026.MPB38.1)																																																																																																																					
74	Medium-positive	<b>Description:</b>																																																																																																																					
<p>Funding of \$0.090 million gross and net for the development and implementation of a comprehensive pest removal strategy specifically tailored for residents with the collaboration of the Toronto Seniors Housing Corporation.</p> <p><b>Service Level Impact:</b></p> <p>Pest removal in senior housing may not adequately support residents who cannot prepare their units for treatment. This pilot approach may include pre-treatment preparation assistance, specialized communication, and follow-up care that recognizes the specific vulnerabilities of seniors, ensuring higher success rates and a better quality of life.</p> <p><b>Equity Statement:</b></p> <p>The overall equity impact of the comprehensive pest removal strategy is medium positive. This support ensures seniors can age in place with dignity by proactively addressing environmental health hazards in social housing. The City is taking a critical step toward reducing health inequities and ensuring that every resident, regardless of age or housing status, lives in a safe and well-maintained home.</p> <p><b>Service:</b> Social Policy &amp; Planning</p> <table border="0" style="width: 100%;"> <tr> <td style="width: 60%;">Staff Prepared Budget Changes:</td> <td style="text-align: right;">-</td> <td style="text-align: right;">-</td> <td style="text-align: right;">-</td> <td style="text-align: right;">-</td> <td style="text-align: right;">-</td> <td style="text-align: right;">-</td> </tr> <tr> <td>BC Requested Changes:</td> <td style="text-align: right;">-</td> <td style="text-align: right;">-</td> <td style="text-align: right;">-</td> <td style="text-align: right;">-</td> <td style="text-align: right;">-</td> <td style="text-align: right;">-</td> </tr> <tr> <td>Mayor Proposed Changes:</td> <td style="text-align: right;">-</td> <td style="text-align: right;">-</td> <td style="text-align: right;">-</td> 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## Appendix 4a

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

Fund Name – Program (in \$000s)	2026 Budget	2027 Outlook	2028 Outlook
<b>Provincial Funding</b>			
<i>Ontario Works - Cost of Administration</i>	6,443	6,443	6,443
<b>Sub-Total: Provincial Funding</b>	<b>6,443</b>	<b>6,443</b>	<b>6,443</b>
<b>Federal Funding</b>			
<i>Building Safer Communities</i>	617		
<i>Toronto Job Youth Corps</i>	1,307	1,307	327
<i>Toronto Newcomers Office</i>	1,000	804	204
<b>Sub-Total: Federal Funding</b>	<b>2,924</b>	<b>2,111</b>	<b>531</b>
<b>Total Funding</b>	<b>9,367</b>	<b>8,554</b>	<b>6,974</b>

## Appendix 4b

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

N/A

## **Appendix 5a**

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

N/A

## **Appendix 5b**

### **2027-2035 Capital Plan Including Carry Forward**

N/A

## **Appendix 6**

### **Capacity to Deliver Review**

N/A

## **Appendix 7**

### **Summary of Capital Delivery Constraints**

N/A

## **Appendix 8**

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

#### **2026 Operating Budget**

N/A

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

#### **2026-2035 Capital Budget and Plan**

N/A

## Appendix 9

### Glossary

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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