

# 2026 Program Summary

## City Manager Services

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### Description

City Manager Services leads the municipal administration and ensures accountability through effective governance, public service, communications, corporate leadership, human resource services, public engagement, public, private sector and philanthropic partnerships and intergovernmental, agency and corporation relations. This supports strategic investments to advance City policies and programs that achieve Council's priorities.

City Manager Services is comprised of the following divisions:

- City Manager's Office (CMO)
- Communications
- People & Equity (P&E)
- FIFA World Cup 2026 Secretariat (FIFA)

### Why We Do It

City Manager Services provides leadership to deliver services that advance prosperity for all Toronto residents and businesses, achieving Council and Corporate priorities through effective, transparent, accountable government. To advance prosperity for all, City Manager Services supports the Mayor, City Council and senior leadership to ensure fair and equitable services and outcomes for all residents and businesses, including equity-deserving communities and First Nations, Inuit and Métis. As a result, Toronto's residents, businesses, and elected officials have trust and confidence in the administration of their municipal government.

The divisions in City Manager Services are focused on achieving the following outcomes:

- Coordinate and implement corporate strategies, policies, programs and priorities that are aligned with Council's decisions and set the strategic direction for City divisions. (CMO)
- Support and develop governance systems and structures that advance effective, accountable service delivery and decision-making across the City and its Agencies and Corporations. (CMO)
- Facilitate corporate partnerships, public engagement and inter-divisional collaboration that supports modernized services, continuous improvement, innovation, accountability and transparency. (CMO)
- In conjunction with the Mayor and the Mayor's Office, actively engage with other orders of government with a goal of securing investments, policy changes and government partnerships which advance effective partnerships to achieve our shared goals. (CMO)
- Ensure City Agencies and Corporations deliver services and operate in compliance with their Council-approved mandates and strategically advance Council's priorities. (CMO)
- Develop comprehensive programs to ensure City divisions have a qualified, diverse, and engaged workforce to meet their service delivery requirements for current and future needs. (P&E)
- Ensure City employment practices are fair and equitable. Residents see themselves represented at all levels within the Toronto Public Service. (P&E)

- Ensure City employees work in a physically and mentally safe environment and are provided with high-quality, accessible learning resources. (P&E)
- Provide Toronto residents, businesses, public and private sector groups, visitors and the Toronto Public Service access to easy-to-understand, timely and accurate information via multiple communications channels on City governance, services, programs and policies. (Communications)
- Deliver communications that utilize story-based campaigns and centralize and enhance communications efforts ensuring alignment with corporate and Council priorities and that all strategies, approaches, tactics and messages are guided by data-informed decision making and insights through a centralized model. (Communications)
- Initiate the refresh of toronto.ca and complete a new housing website and dashboard. (Communications)

*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 Manager Services, please visit: [www.toronto.ca/city-government/accountability-operations-customer-service/city-administration/city-managers-office](http://www.toronto.ca/city-government/accountability-operations-customer-service/city-administration/city-managers-office)*

## What Service We Provide

### **City Manager's Office (CMO)**

**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 and policy development, governance oversight, government leadership; corporate performance management and continuous improvement; corporate civic engagement; strategic partnerships with public and private sector groups and institutions; City's intergovernmental funding, policy and legislative priorities, relationships, and oversight; City agency and corporation governance and oversight; strategic management of Council and Committee agendas; Corporate issues management.

**How Much Resources (gross 2026 operating budget):** \$7.6 million

### **Communications**

**Who We Serve:** Mayor, City Council, City Manager and Deputy City Managers, Media, the public, City Divisions, and Agencies and Corporation 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.

**Resources (gross 2026 operating budget):** \$17.1 million

### **People & 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 (HR) advisory services and customized solutions to complex workforce priorities and challenges; manage the employee relations environment; support divisions in embedding reconciliation and equity into all corporate workforce policies and programs; provide 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 HR 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 & 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.

**Resources (gross 2026 operating budget):** \$59.9 million

### **FIFA World Cup 2026 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, community groups, the public and the International Federation of Association Football (FIFA).

**What We Deliver:** Convening of expertise and support across City of Toronto Divisions, Agencies and Corporations, as well as community partners and external stakeholders to deliver FIFA World Cup 2026 in Toronto; hosting six games locally.

**Resources (gross 2026 operating budget):** \$190.0 million

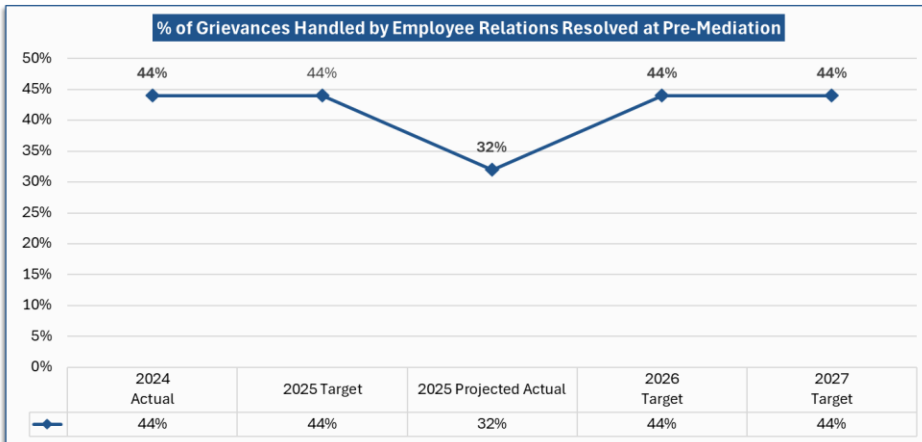
## Budget at a Glance

2026 OPERATING BUDGET			
In \$ Millions	2026	2027	2028
Revenues	\$197.8	\$4.4	\$4.4
Gross Expenditures	\$274.6	\$86.1	\$87.7
Net Expenditures	\$ 76.7	\$ 81.7	\$83.3
Approved Positions	556	529	528

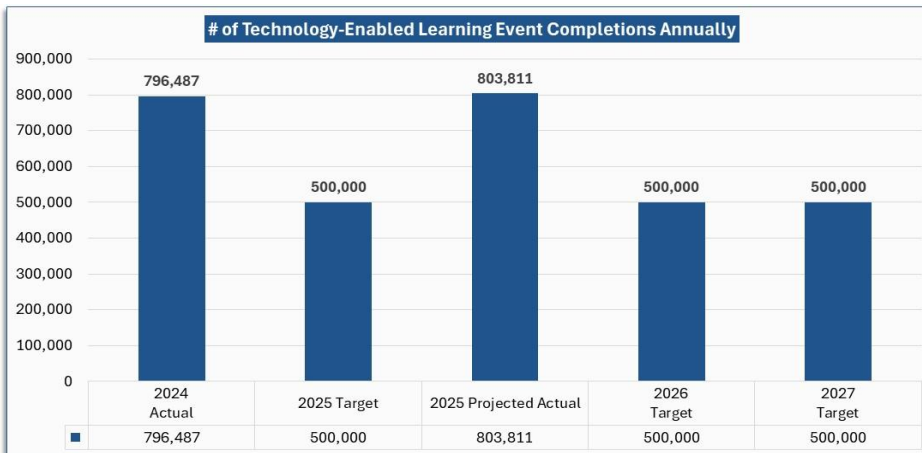
**2026-2035 10-YEAR CAPITAL PLAN**

In \$ Millions	2026	2027-2035	Total
The City Manager Services does not have a 10-Year Capital Budget and Plan			

## How Well We Are Doing – Behind the Numbers



- As of third quarter of 2025, the pre-mediation grievance resolution rate has shown a downward trend compared to previous years. A key factor contributing to this decline was the focus on collective bargaining during the first quarter of the year. During this period, unions were primarily addressing only high-priority or sensitive grievances, resulting in a backlog of lower priority cases. Efforts are ongoing to address the backlog and realign with projected targets in the years ahead.



- In 2025, there was an increase in learning content completed across the organization. This was largely driven by essential training initiatives, particularly those related to labour disruption preparation. The labour disruption content consisted of all non-union staff, non-union managers and divisions had learning content related for staff redeployed to their division. Additionally, their increase reflects the organization's continued emphasis on targeted, high-priority training for safety and refreshed Cyber Security awareness content.

## How Well We Are Doing

Service	Measure	2024 Actual	2025 Target	2025 Projection	2026 Target	2027 Target
<b>Outcome Measures</b>						
Communications	Growth in user visits/sessions on toronto.ca	8.0%	1.0%	8.0%	1.0%	1.0%
Communications	Growth in engagement rate across corporate social media platforms (X, Facebook, Instagram)	20.0%	3.0%	8.0%	2.0%	2.0%
People and Equity	% of Grievances resolved at pre-mediation	44.0%	44.0%	32.0%	44.0%	44.0%
<b>Key Service Level Measures</b>						
Communications	% respond rate to media inquiries by the end of the business day	99%	96%	99%	96%	96%
Communications	Communications tactics created and distributed within planned timing (news releases, advertising, and social media content)	99%	96%	99%	96%	96%
Communications	Communications tactics created and distributed within planned timing (employee content – newsletters, intranet, ELI and staff messages)	99%	96%	99%	96%	96%
<b>Other Measures</b>						
People and Equity	# of completed learning records in the Learning Management System (LMS) (includes eLearning, in-person training and virtual instructor-led training)	796,487	500,000	803,811	500,000	500,000

**EXPERIENCES, CHALLENGES AND PRIORITIES****Our Experience and Success****City Manager's Office:**

- Advanced Council and corporate priorities including: Ongoing negotiation with provincial and federal officials, including the landmark agreement for \$2.55 billion with the Federal Government to build more rental homes faster; 2026 pre-budget consultations; Guidance for Council and program advisory bodies; Updated Toronto Dashboard and support to divisions on performance measurement; Strategic partnerships that advance City priorities, such as updating the CivicLabTO partnership model with Toronto's universities and colleges for greater impact; Led the City's United Way Employee Campaign; and providing strategic, operational, and administrative support to the City Manager.

**Communications:**

- Managed 15,000 media inquiries, led internal and external communications on all City priorities including the 2026 Budget, the transition of recycling collected away from City responsibility, the Taylor Swift concert, Blue Jays World Series run, FIFA, coyote awareness and the opening of Biidaasige Park and Ookwemin Minising, affordable housing ground breakings, homelessness initiatives, encampment responses, transportation and transit initiatives, major infrastructure construction projects, and winter, heat and emergency responses. The Communications Division was able to inform both mainstream and hard-to-reach audiences by ensuring timely, accurate and essential information was shared in innovative, creative and culturally appropriate ways.

**People & Equity:**

- Successfully negotiated collective agreements with Locals 79 and 416 within mandate, using fewer resources and achieving the earliest settlements since amalgamation. Additionally, the team reached a major milestone of completing 100 internal investigations within three years, reducing reliance on external investigators, easing the burden on managers, and improving compliance through more timely resolution of cases.
- Talent Acquisition has seen a 62% increase in applications and a 7% rise in external hires. Process improvements across nine key areas in Talent Acquisition have helped enhance recruitment efficiency and improve both client and candidate experiences.
- Human Rights Office experienced continued growth in human rights inquiries, expanded investigative capacity with seven complex cases, and advanced education efforts through a new in-person training pilot for People Leaders.
- Advanced several strategic initiatives, including completing an enterprise HR business intelligence strategy and launching pilot projects focused on data platform development. Major accomplishments include successful implementation of the new Employee Relations Information System (Resolve), and progressing three key capital projects slated for completion by the second quarter of 2026.
- Provided strategic consultation, advice, and hands-on project management support for multiple large-scale organizational restructures, contributing directly to successful planning and execution.
- Began to re-introduce talent and succession review to senior leadership, as well as improving corporate orientation and onboarding programs and processes.

**FIFA World Cup 2026 Secretariat:**

- The FWC26 Toronto Secretariat is at full complement, and governance committees are meeting regularly to ensure the successful planning and delivery of the FWC26 in Toronto, including legacy initiatives that will benefit Toronto for years to come.
- Secured over \$107 million in revenue toward the FIFA World Cup 2026 Toronto budget with the signing of the Federal Government Contribution Agreement and the first corporate Host City Supporter agreement.

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## Key Challenges and Risks

### City Manager's Office:

- Securing timely and appropriate funding from the provincial and federal governments and advancing effective partnerships with other governments to achieve our shared goals.

### Communications:

- Communications continues to move into its new centralized operating model with a centres of excellence approach by deploying change management best practices while ensuring continued best-in-class communications leadership. The volume of communications work remains high, given existing resources and staff complement.

### People & Equity:

- As labour market demands evolve, divisions will need stronger workforce planning and innovative support. Securing permanent funding for Talent Acquisition is critical to sustaining service levels and enabling continuous improvement aligned with industry best practices.
- The increasing scale and complexity of re-organizations is straining internal capacity, with limited resources stretched across day-to-day operations, major restructures, and enterprise initiatives posing risks of delays without additional investment in project and change management support.
- Secure funding to advance capital work tied to the HR Business Intelligence strategy, though continued progress beyond 2025 requires further investment to support enterprise-wide BI needs as legacy systems approach end of life in 2027.

### FIFA World Cup 2026 Secretariat:

- Validation of FWC26 planning assumptions is on-going. A key component of this is determining the extent to which City Divisions, Agencies and Corporations can provide expertise and support in order to meet planning and delivery requirements.
- Limited Secretariat resources mean a reliance on numerous partners to deliver parts of the overall project which remains an integration and delivery risk.

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## Priority Actions

### City Manager's Office:

- Provide strategic leadership and expertise to effectively advance Council and corporate priorities focused on: Intergovernmental affairs and advocacy for funding, policy and legislative priorities; Alignment of agency and corporation initiatives with City priorities; Strategic partnerships that advance the City's goals; Good governance within the corporation, Council Advisory Bodies and Program Advisory Bodies; Support to the Accountability Offices on corporate policies, processes and the City's decision-making processes; Provide governance expertise in the development and support of City Advisory Bodies, City-wide public engagement initiatives including pre-budget consultations; support corporate performance management and continuous improvement initiatives; and, Strategic coordination to support the Senior Leadership Team and Corporate Leadership Team.

### Communications:

- Centralize communications focusing on City priorities and delivering communications with one clear and consistent voice. Continue to use data- and equity-informed decision-making and insights to guide communications strategy, approaches, tactics and messages.

### People & Equity:

- Continue to provide strategic advice and support on key corporate and divisional transformation and workforce initiatives e.g., workforce stabilization and reorganizations, and talent management.
  - Enhance the Talent Acquisition service delivery model to furnish clients with tailored and prompt support, aligning with their distinct requirements, while upholding elevated customer service standards, fostering strategic collaboration, and implementing innovative methodologies.
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- Provide expert human rights guidance, support complaint resolution, review related policies, and assist with delivering mandatory training for all people leaders while supporting the roll-out of mandatory in-person human rights training for all people leaders.
  - Ensure legal and collective agreement compliance by implementing health and safety programs and workplace assessments, while providing expert guidance on all aspects of disability management to support both occupational and non-occupational cases.

**FIFA World Cup 2026 Secretariat:**

- Transition FWC26 Toronto planning and project management to operations and implementation aligning the support of internal and external expertise, engaging community partners, and maximizing opportunities for economic and cultural impact and legacy benefits.
  - With the support of program advisory bodies, legacy plans and initiatives will be refined and move into implementation phase.
  - Mobility Plan to be finalized based on initial concept, including initiating procurements where necessary and finalizing Memorandum of Understandings with partners as required to support implementation.
  - Complete and submit Safety Certificates for both the Stadium and Training Sites.
  - Complete and approve FIFA Fan Festival concepts, plans, key procurements and start programming implementation.
  - Complete and Commission Phase II (training fields) construction at Centennial Park.
  - Complete Phase II Stadium renovations for completion in March and commence the installation of temporary overlay by May 2026.
  - Complete detailed security planning and begin testing of key venues and features that will support the tournament in 2026.
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**2026 BUDGET**

1. The 2026 Operating Budget for City Manager Services of \$ 274.6 million gross, \$197.8 million revenue and \$76.7 million net for the following services:

<b>City Manager Services:</b>	<b>Gross Expenditures (\$000s)</b>	<b>Revenues (\$000s)</b>	<b>Net Expenditures (\$000s)</b>
City Manager's Office	7,642.2	0.0	7,642.2
Communications	17,058.8	1,985.9	15,072.9
People and Equity	59,868.4	5,858.9	54,009.5
FIFA World Cup 2026 Secretariat	189,997.3	189,997.3	0.0
<b>Total Program Budget</b>	<b>274,566.7</b>	<b>197,842.1</b>	<b>76,724.6</b>

- The 2026 staff complement for City Manager Services of 556.0 positions comprised of 15.0 capital positions and 541.0 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**

City Manager Services	2024 Actual <sup>1</sup>	2025 Budget <sup>1</sup>	2025 Projection* <sup>1</sup>	2026 Base Budget	2026 New/ Enhanced	2026 Budget	Change vs. 2025 Budget	
By Service	\$	\$	\$	\$	\$	\$	\$	%
<b>Revenues</b>								
City Manager's Office	(11.7)	300.0					(300.0)	(100.0%)
FIFA	2,792.8	54,696.6	26,008.2	189,997.3		189,997.3	135,300.6	247.4%
People & Equity	4,638.8	5,378.0	5,078.1	5,858.9		5,858.9	480.9	8.9%
Communications	1,449.2	1,442.8	1,742.9	1,985.9		1,985.9	543.0	37.6%
<b>Total Revenues</b>	<b>8,869.2</b>	<b>61,817.5</b>	<b>32,829.2</b>	<b>197,842.1</b>		<b>197,842.1</b>	<b>136,024.6</b>	<b>220.0%</b>
<b>Gross Expenditures</b>								
City Manager's Office	6,192.4	7,948.3	6,938.2	7,642.2		7,642.2	(306.0)	(3.9%)
FIFA	2,792.8	54,696.6	26,008.2	189,997.3		189,997.3	135,300.6	247.4%
People & Equity	50,772.2	57,129.7	55,984.6	59,538.4	330.0	59,868.4	2,738.6	4.8%
Communications	11,320.0	12,938.3	12,883.5	17,058.8		17,058.8	4,120.5	31.8%
<b>Gross Expenditures</b>	<b>71,077.5</b>	<b>132,713.0</b>	<b>101,814.6</b>	<b>274,236.7</b>	<b>330.0</b>	<b>274,566.7</b>	<b>141,853.7</b>	<b>106.9%</b>
<b>Net Expenditures</b>	<b>62,208.3</b>	<b>70,895.4</b>	<b>68,985.3</b>	<b>76,394.6</b>	<b>330.0</b>	<b>76,724.6</b>	<b>5,829.1</b>	<b>8.2%</b>
<b>Approved Positions**</b>	<b>483.0</b>	<b>525.0</b>	<b>N/A</b>	<b>552.0</b>	<b>4.0</b>	<b>556.0</b>	<b>31.0</b>	<b>5.9%</b>

\*2025 Projection based on 9-Month Variance

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

<sup>1</sup> Adjusted for transfer of IAO and Equity group to Social Development

### KEY DRIVERS

**Total 2026 Budget** expenditures of \$274.567 million gross reflect an increase of \$141.854 million in spending above the 2025 Budget, predominantly arising from:

- Funding to continue to support Host City planning requirements and hosting obligations for FIFA World Cup 2026.
- Inflationary increases and other adjustments to salaries and benefits for existing positions.
- Salary and benefits adjustment for 2026, mainly driven by the transfer of 25 permanent communications positions from other City Divisions to Communications and one additional temporary position for Communications – at a \$0 net impact to the City's overall budget – to centralize and enhance communications.
- New and enhanced investments with an additional four permanent positions for the sustainment of services provided by the Human Rights Office.

### EQUITY IMPACTS OF BUDGET CHANGES

#### High-Positive Impact

- The Human Rights Office (HRO) ensures that the City provides a harassment and discrimination free workplace in compliance with legislation. The positions are critical in ensuring that the City continues to meet its obligations and supports a healthy workplace culture for our employees and members of the public who access our services.
- The proposed increase in HRO resources will support better alignment with industry standards and ensure the integrity of the City's highly regarded internal complaints process.
- Advances equity by equipping leaders with expert human rights information to quickly resolve issues and proactively approach issues with a human rights lens.
- Ensures compliance with legal obligations under the Human Rights Code, Occupational Health & Safety Act (OHSA) and the City's Human Rights Policies, thereby reducing likelihood of incidents of harassment and discrimination or where they occur, supports the appropriate handling to mitigate and prevent further harm to those involved who are often from equity-deserving groups.

**2026 OPERATING BUDGET KEY COST DRIVERS**

The 2026 Net Operating Budget for City Manager Services of \$76.725 million is \$5.829 million, 8.2% 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>32,829.2</b>	<b>101,814.6</b>	<b>68,985.3</b>	<b>N/A</b>	<b>N/A</b>
<b>2025 Budget</b>	<b>61,817.5</b>	<b>132,713.0</b>	<b>70,895.4</b>	<b>525.0</b>	<b>N/A</b>
<b>Key Cost Drivers:</b>					
<b>Delivery of Capital Projects</b>					
Delivery of Capital Projects (with no operating impact)				(2.0)	
<b>Salaries and Benefits</b>					
Salary and benefits adjustments	73.3	2,122.1	2,048.8		2,376.0
Transfer of positions from other divisions to Communications		3,698.1	3,698.1	26.0	(105.4)
One-time reserve funding for People & Equity recruitment resources	375.6	375.6			2,875.6
Conversion of temporary positions to permanent		600.8	600.8	3.0	107.6
<b>Other Changes</b>					
Transfer of funding for Climate Action, Resilience Research Fund to EC&F	(300.0)	(300.0)			
Change in interdivisional recoveries	648.4		(648.4)		(582.7)
FIFA incremental non-payroll adjustments	135,227.3	135,227.3			
<b>Sub-Total - Key Cost Drivers</b>	<b>136,024.5</b>	<b>141,723.8</b>	<b>5,699.4</b>	<b>27.0</b>	<b>4,671.2</b>
<b>Affordability Measures</b>		(200.1)	(200.1)		
<b>Total 2026 Base Budget</b>	<b>197,842.1</b>	<b>274,236.7</b>	<b>76,394.6</b>	<b>552.0</b>	<b>4,671.2</b>
<b>2026 New/Enhanced</b>		<b>330.0</b>	<b>330.0</b>	<b>4.0</b>	<b>269.0</b>
<b>2026 Budget</b>	<b>197,842.1</b>	<b>274,566.7</b>	<b>76,724.6</b>	<b>556.0</b>	<b>4,940.2</b>
<b>Change from 2025 Budget (\$)</b>	<b>136,024.6</b>	<b>141,853.7</b>	<b>5,829.2</b>	<b>31.0</b>	<b>N/A</b>
<b>Change from 2025 Budget (%)</b>	<b>220.0%</b>	<b>106.9%</b>	<b>8.2%</b>	<b>5.9%</b>	<b>N/A</b>

\*Based on 9-Month Variance

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

**Key Base Drivers:****Delivery of Capital Projects:**

- Changes in capital-funded positions resulting from an increase of two temporary capital positions to support the delivery of Diversity Data Collection and Reporting and Payroll Transformation capital projects, offset by the deletion of four temporary capital positions following completion of Talent Management System capital project.

**Salaries and Benefits:**

- Salaries and benefits adjustments due to cost-of-living (COLA), step increases, and pay for performance.
- Transfer of 25 permanent positions from other City divisions to Communications and one additional temporary position with \$0 net impact to the City's overall budget.
- One-time draw from the Budget Bridging and Balancing Reserve for People & Equity for recruitment resources.
- Conversion of three temporary positions to permanent positions in People and Equity.

**Other Changes:**

- Transfer of funding for Climate Action and Resilience Research Fund from Environment Protection Reserve Fund to Environment, Climate and Forestry.
- Increase in interdivisional recoveries between People and Equity, Communications Division, and other City Divisions.
- Additional funding to support Host City planning requirements for FIFA World Cup 2026, funded by the Major Special Event Reserve Fund and federal and provincial governments.

## 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
Line-by-line review to align non-payroll expenditures to expected actuals	Line-by-line	No Impact		(200.1)	(200.1)				
<b>Total Affordability Measures</b>				(200.1)	(200.1)				

Affordability measures, as described below, are specific actions taken by the City Manager Services that achieves cost reductions without impacting service levels.

- Line-by-Line Review – actual spending results are monitored throughout the year and spending trends are assessed as part of the expenditure line-by-line review. As a result of the analysis undertaken, \$0.200 million in expenditure reductions have been identified and reflected in the 2026 Operating Budget.

## 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			
<i>(In \$000s)</i>							
P&E: HRO Service Sustainment		330.0	330.0	4.0	599	High-positive	The Human Rights Office (HRO) delivers essential services to the City, including complaint resolution, strategic advice, policy review, and training related to discrimination, harassment, hate activity, and accommodations. These services are critical to maintaining legal compliance, public trust and a respectful workplace culture.
<b>Total New/Enhanced</b>		<b>330</b>	<b>330</b>	<b>4.0</b>	<b>599</b>		

**Note:**

For additional information, please refer to [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>			
Reduced recoveries for FIFA		(189,944.3)	(53.0)
Discontinuation of one-time funding from reserve for People & Equity temporary recruitment resources		(2,875.6)	
Reduced interdivisional recoveries for P&E and Communications		(582.7)	
<b>Total Revenues</b>	<b>197,842.1</b>	<b>(193,402.5)</b>	<b>(53.0)</b>
<b>Gross Expenditures</b>			
Salaries and Benefits Changes		2,064.6	1,616.1
Reduced expenditures for FIFA		(189,944.3)	(53.0)
Discontinuation of P&E temporary support for Toronto Shelter & Support Services and Communications temporary support for Housing		(582.7)	
<b>Total Gross Expenditures</b>	<b>274,566.7</b>	<b>(188,462.3)</b>	<b>1,563.1</b>
<b>Net Expenditures</b>	<b>76,724.6</b>	<b>4,940.2</b>	<b>1,616.1</b>
<b>Approved Positions</b>	<b>556.0</b>	<b>(27.0)</b>	<b>(1.0)</b>

**Key Outlook Drivers**

The 2027 Outlook with total gross expenditures of \$86.104 million reflects an anticipated \$188.462 million or 68.6% decrease in gross expenditures from the 2026 Operating Budget. The 2028 Outlook expects a further decrease of \$1.563 million or 1.8% from the 2027 Outlook.

These changes arise from the following:

- A reversal of funding in 2027 for the unwinding of FIFA World Cup, fully funded from the Major Special Events Reserve and Federal and Provincial government funding, and further reversal of funding in 2028 as the final wrap-up activities will be underway.
- Approval of the 2026 Operating Budget will result in the reduction of temporary interdivisional charges and recoveries agreements with Toronto Shelter Support Services and Housing Secretariat.
- 2027 Outlook expects the reversal of one-time funding source for temporary recruitment. The reversal of one-time funding creates a funding pressure for 2027 and 2028, in addition to base budget pressures due to salary and benefit adjustments and alignment with anticipated hiring plan in future years.

# APPENDICES

## Appendix 1

### 2026 Operating Budget by Category

Category (In \$000s)	2024 Actual	2025 Budget	2025 Projection*	2026 Budget	2026 Change from 2025 Budget	
	\$	\$	\$	\$	\$	%
Federal Subsidies		11,913	6,442	30,074	18,161	152.5%
Provincial Subsidies		30,180	12,818	79,791	49,612	164.4%
Contribution From Reserves/Reserve Funds	4,299	15,487	6,866	43,383	27,896	180.1%
Sundry and Other Revenue	275		1,100	39,707	39,707	N/A
Inter-Divisional Recoveries	4,295	4,238	5,603	4,886	648	15.3%
<b>Total Revenues</b>	<b>8,869</b>	<b>61,818</b>	<b>32,829</b>	<b>197,842</b>	<b>136,025</b>	<b>220.0%</b>
Salaries and Benefits	65,871	74,017	72,160	81,103	7,087	9.6%
Materials and Supplies	25	1,840	1,058	1,674	(166)	(9.0%)
Equipment	300	458	476	757	299	65.2%
Service And Rent	4,872	45,937	18,838	116,897	70,961	154.5%
Other Expenditures	1	302	5	3	(298)	(99.0%)
Inter-Divisional Charges	9	10,160	9,276	74,132	63,972	629.7%
<b>Total Gross Expenditures</b>	<b>71,077</b>	<b>132,713</b>	<b>101,815</b>	<b>274,567</b>	<b>141,854</b>	<b>106.9%</b>
<b>Net Expenditures</b>	<b>62,208</b>	<b>70,895</b>	<b>68,985</b>	<b>76,725</b>	<b>5,829</b>	<b>8.2%</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		City Manager Services  Program - City Manager Services	Adjustments				2027 Plan Net Change	2028 Plan Net Change
Category	Equity Impact		Gross Expenditure	Revenue	Net	Approved Positions		
35783		P&E: HRO Service Sustainment						
74	Positive	<b>Description:</b> The HRO is regularly requested by complainants and divisions to conduct investigations or provide additional support, however, this capacity is limited. The budget request is for four new positions and additional training budget of \$2,600.						
		<b>Service Level Impact:</b>						
		<b>Equity Statement:</b> Advances equity by equipping leaders with expert human rights information to quickly resolve issues and proactively approach issues with a human rights lens. Ensure compliance with legal obligations under the Human Rights Code and OHSA and the City’s Human Rights Policies, thereby reducing likelihood of incidents of harassment and discrimination or where they occur, supports the appropriate handling to mitigate and prevent further harm to those involved who are often from equity-deserving groups. Provides service to vulnerable residents and employees who have more confidence in a process that is external to the division where the issue occurred. This increases overall trust in the City and its commitment to preventing and addressing human rights and hate activity. Supports building a respectful workplace culture that values dignity, safety, and belonging for all employees.						
		<b>Service:</b> People & Equity						
		Staff Prepared Budget Changes:	330.0	0.0	330.0	4.00	269.0	
		BC Requested Changes:	0.0	0.0	0.0	0.00	0.0	
		Mayor Proposed Changes:	0.0	0.0	0.0	0.00	0.0	
		Amendments:	0.0	0.0	0.0	0.00	0.0	
		Total Budget:	330.0	0.0	330.0	4.00	269.0	
		<b>Staff Prepared Budget:</b>	<b>330.0</b>	<b>0.0</b>	<b>330.0</b>	<b>4.00</b>	<b>269.0</b>	
		<b>Budget Committee Requested :</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.00</b>	<b>0.0</b>	
		<b>Mayor Proposed:</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.00</b>	<b>0.0</b>	
		<b>Amendments:</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.00</b>	<b>0.0</b>	
		<b>New/Enhanced Service Priorities:</b>	<b>330.0</b>	<b>0.0</b>	<b>330.0</b>	<b>4.00</b>	<b>269.0</b>	
		<b>Summary:</b>						
		<b>Staff Prepared Budget:</b>	<b>330.0</b>	<b>0.0</b>	<b>330.0</b>	<b>4.00</b>	<b>269.0</b>	
		<b>Budget Committee Requested:</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.00</b>	<b>0.0</b>	
		<b>Mayor Proposed:</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.00</b>	<b>0.0</b>	
		<b>Amendments:</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.00</b>	<b>0.0</b>	
		<b>New/Enhanced Service Priorities:</b>	<b>330.0</b>	<b>0.0</b>	<b>330.0</b>	<b>4.00</b>	<b>269.0</b>	

## Appendix 4a

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

Fund Name – Program (in \$000s)	2026 Budget	2027 Plan	2028 Plan	Total
<b>Provincial Funding</b>				
<i>FIFA World Cup 2026</i>	79,791			79,791
<b>Sub-Total: Provincial Funding</b>	<b>79,791</b>			<b>79,791</b>
<b>Federal Funding</b>				
<i>FIFA World Cup 2026</i>	30,074			30,074
<b>Sub-Total: Federal Funding</b>	<b>30,074</b>			<b>30,074</b>
<b>Total Funding</b>	<b>109,866</b>			<b>109,866</b>

## **Appendix 4b**

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

N/A

## **Appendix 5**

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

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

Reserve Account	Reserve/Reserve Fund Name	Inflow/Outflow/Balance	2026	2027	2028
XR1218 (\$000)	Major Special Event	<b>Opening Balance</b>	<b>39,905.6</b>	<b>4,703.2</b>	<b>4,696.9</b>
		<i>*Contributions (+)</i>			
		Non-Program Revenues	27,900.0	0.0	0.0
		<b>Total Contributions</b>	<b>27,900.0</b>	<b>0.0</b>	<b>0.0</b>
		<i>*Withdrawals (-)</i>			
		<b>Operating Budget</b>			
		City Manager Services	(40,424.7)	(53.0)	0.0
		<b>Sub-Total Operating Withdrawals</b>	<b>(40,424.7)</b>	<b>(53.0)</b>	<b>0.0</b>
		<b>Capital Budget and Plan</b>			
		Exhibition Place	(22,899.6)	0.0	0.0
		<b>Sub-Total Capital Budget and Plan Withdrawals</b>	<b>(22,899.6)</b>	<b>0.0</b>	<b>0.0</b>
		<b>Total Withdrawals</b>	<b>(63,324.3)</b>	<b>(53.0)</b>	<b>0.0</b>
		Interest Income	221.9	46.8	47.0
<b>Closing Balance</b>	<b>4,703.2</b>	<b>4,696.9</b>	<b>4,743.9</b>		

Reserve Account	Reserve/Reserve Fund Name	Inflow/Outflow/Balance	2026	2027	2028
XR1307 (\$000)	Development Application Review	<b>Opening Balance</b>	<b>26,916.5</b>	<b>13,109.1</b>	<b>2,033.5</b>
		<i>*Contributions (+)</i>			
		<b>Total Contributions</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
		<i>*Withdrawals (-)</i>			
		<b>Operating Budget</b>			
		City Clerk's Office	(130.0)	(130.0)	(130.0)
		City Manager Services	(83.1)	(83.1)	(83.1)
		City Planning	(3,337.0)	0.0	0.0
		Development Review	(8,776.8)	(9,687.5)	(10,339.0)
		Policy, Planning, Finance & Administration	(1,250.4)	(1,250.4)	(1,250.4)
		Toronto Cyber Security	(429.3)	0.0	0.0
		<b>Sub-Total Operating Withdrawals</b>	<b>(14,006.6)</b>	<b>(11,150.9)</b>	<b>(11,802.4)</b>
		<b>Capital Budget and Plan</b>			
<b>Sub-Total Capital Budget and Plan Withdrawals</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>		
<b>Total Withdrawals</b>	<b>(14,006.6)</b>	<b>(11,150.9)</b>	<b>(11,802.4)</b>		
Interest Income	199.1	75.3	0.0		
<b>Closing Balance</b>	<b>13,109.1</b>	<b>2,033.5</b>	<b>(9,768.9)</b>		

\*While the reserve currently forecasts negative ending balances, it is anticipated that one time funding injection(s), changing priorities, a revision in expenditures, and/or the actual experience in the division/agency will adjust the reserve ending balance.

**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, performance for pay 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).