

Appendix 2
Major Capital Projects
For the period ended April 30, 2025
(\$000s)

(\$000s)

Division/Project name		2025 Cash Flow (Active Projects)			Total Project Cost (Active Projects)		Status	Start Date	End Date		On Budget	On Time
		Appr.	YTD Actual	YE Projected Spend	Appr. Budget	Life to Date			Planned	Revised		
Economic Development & Culture												
Casa Loma Garden Wall Restoration & South Terrace		2,031	12	450	9,000	3,981	On Track	May-25	Dec-26	Dec-26	Ⓢ	Ⓢ
	Comments:	<p>The southwest garden wall is a significant landscape feature on the grounds of Casa Loma. Built at the same time as the castle by Sir Henry Pellatt the garden wall separates the upper terrace from the lower garden. The wall has a slope that descends to Davenport Ave. In addition to being an aesthetic feature, the garden wall is a structural retaining wall, making its state of good repair is critical. Capital Assets Project Managers and their consultants have been monitoring the west wall for almost a decade, when the near structural failure and restoration of the east garden wall occurred. The project was originally delayed to accommodate the tenant's operation, and then the pandemic caused further delays.</p> <p>The first phase of the project was tendered in Q1-Q2, 2023 and was 100% completed by April 30, 2025. Additional funding was added for 2025 to advance the second phase of the project. This phase will restore the portion of the garden wall immediately south of the terrace between the two set of stairs. The architects are currently finalizing the specifications and drawings and will initiate a tender soon. Construction is anticipated to start in fall of 2025 with completion to end by summer 2026.</p>										
	Explanation for Delay:											
Parks, Forestry and Recreation (awaiting for 4M)												
Ferry Fleet Replacement		35,596	38	35,596	156,044	29,038	On Track	Design Phase: March 2015 Construction Phase	Dec-18	Dec-27	Ⓢ	Ⓢ
	Comments:	<p>An RFP was issued in July 2017 for professional services for ferry fleet replacement options. The contract was awarded to KPMG LLP working with BMT Group Ltd. The analysis was completed and provided to the City in late 2018. Concept Naval incorporated recommendations from the KPMG report including, a hybrid-electric vessel design. The cost of the ferries as designed exceeded the available budget. In 2020, City Council set new goals for GHG emission. Based on the above, it was determined to proceed with fully electric vessels and the necessary supporting shore side charging infrastructure. The 10Y capital plan was amended in 2022 based on the revised cost of the project. Concept Naval's scope was amended due to changes in ferry design and construction administration. An Agreement was executed with Concept Naval to proceed with the design of full electric vessels and the necessary shore side infrastructure. The new vessels will be accessible and covered. The RFP for an Electrical Integrator was issued into the marketplace in September 2022 by Concept Naval and closed in December 2022. In March 2023, AKA Energy Systems was determined as the successful system integrator as a result of this RFP. A Negotiated Request for Proposal (nRFP) for the vessel replacement was issued in July 2023 and closed November 13th, 2023. The two bids received were evaluated and in July 2024, City Council recommended award to Damen Shipbuilding. Two Vessels will be constructed, with delivery of the first vessel for November 2026, the Second vessel March 2027. The end date of December 2027 reflects timing for receipt and close-out of all invoicing. In October 2024, City Council directed P&R to enter into a Delivery Agreement with Toronto Port Lands Corporation (CreateTO) to deliver the shoreside infrastructure upgrades at the Jack Layton Ferry Terminal necessary to provide charging and docking infrastructure for the new electric ferries. In December, 2024, CreateTO issued an nRFP for the shoreside infrastructure construction. The nRFP closed on February 21st, 2025, and CreateTO award the project to Pomerleau. Pomerleau mobilized to site May 19, 2025. Detailed design of the ferries is nearing completion. The shipyard has accelerated the Steel Cutting milestone to July 8, 2025, for both vessels; however, this will not result in an earlier delivery date for the two vessels. The City signed an Offer to Connect with Toronto Hydro on June 13, 2025, to provide two new dedicated feeders to the Jack Layton Ferry Terminal, to provide power to charge the new electric ferries. It is anticipated that additional funding of \$21 million will be accelerated to 2025 through future variance reports to align with project delivery timeline.</p>										
	Explanation for Delay:	Project is currently on track										
Ethennonnhawahstihnen Community Centre, Community Centre, Child Care Centre, Ethennonnhawahstihnen Library Branch, and Underground Parking Garage		3,354	114	1,447	95,503	83,132	On Track	2013	2020	Building - December 31, 2023, Legal and Deficiencies December 31, 2024 Indoor Play Space - Construction December 31, 2025, Warranty Period December 31, 2027	Ⓢ	Ⓢ

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	Comments:	The community centre and library fully opened to the public on July 4, 2023. Celebratory opening with the community took place on March 22, 2024 marking a key milestone for the community. The Contractor has completed 99% of all deficiencies while the building is fully operational with minimal disruptions to programs. An additional scope to convert the mini gym into an indoor play space is underway. The indoor play space portion of the project has been awarded to the Centennial Centre for Science and Technology. The contract has been executed. Public consultation was completed in February 2025, and a summary is available on the project webpage. The detailed design for the indoor play space is currently in development. Consutrction is is anticipated to begin in Fall 2025 and to be completed in early 2026, with the warranty period extending until the of December 2027.										
	Explanation for Delay:	Project is currently on track										
Don Mills Community Recreation & Arena Facility Design & Construction		438	220	329	6,200*	1,731	On Track	Design Phase: January 2016 Construction Start: Q4 2026	Dec-25	Dec-29	Ⓢ	Ⓢ
	Comments:	At the July 2019 meeting, City Council approved the report "Planning Recreation Facilities for the Don Mills Communities" (EX.7.5) which provided direction to advance an integrated Community Recreation Centre and Arena complex (Preferred facility) on the Celestica Site (Don Mills and Eglinton) and for staff to enter into discussions with the land owner to expedite the transfer of Park Blocks 3A & 3B to discuss opportunities to advance the design and construction of the recreation facility on this site. The report also recommended that Council direct the City Solicitor and appropriate City staff to work with Cadillac Fairview to negotiate the extension of the Don Mills Civitan Arena (at 1030 Don Mills Road) in an effort to minimize disruption while the new arena at Celestica is constructed; and that City Council direct the GM, PF&R to report back through the 2020 Budget process with a preliminary estimate of the full cost of the Preferred Facility and the funding needed beyond the existing approved capital project 'Don Mills Civitan Arena'. The site for the Integrated CRC and Arenas is anticipated to be transferred to the city in Q2 2025 (date to be determined). The process of property conveyance of land at 844 Don Mills Road (Block 3A/3B from Aspen Ridge Homes to the City) began in September 2023 and is expected to be completed by June 2025. The nRFP process is complete and the design work has been awarded to an architectural consultant team. Design start-up began in May 2022. The stakeholder workshop was conducted in July 2022 and the Community Engagement consultant was retained in September 2022. Phase 1 Public Engagement began in fall 2022 and was completed in April 2023. The Schematic Design Report was completed in May 2023 and reviewed by PF&R staff. Technical Advisory Committee and Executive Steering Committee review meetings were undertaken in Summer 2023. Phase 2 Public Engagement began September 2023 and was completed in November 2023. Design Development phase is underway. Phase 3 Public Engagement was completed in June 2024. Accessibility Committee Review occurred in September 2024. Design Review Panel occurred in December 2024. Parking requirements are under further review. Design Development Report was completed in March 2025 and submitted for COT review and approval; now in progress. *Project cost has been updated to reflect approved cash flow commitments only, future year estimates were included in previous reporting.										
	Explanation for Delay:	Project is currently on track										
Davisville Community Pool Design and Construction		3,943	4,896	3,943	71,835	16,645	On Track	Pre-Design / Investigation Phase - February 2017 Design Phase: October 2020 Construction Start: Aug 2024	Sep-22	Feb-27	Ⓢ	Ⓢ
	Comments:	The construction tender to four pre-qualified general contractors closed June 5, 2023, and the City received a single high bid which exceeded the approved budget. The pre-qualified general contractors provided recommendations to the City to improve the results of the second tender.A second Request for Tender (RFT) was re-issued on November 16, 2023 and closed on February 13, 2024. Award of the construction contract was approved at the May 1, 2024 General Government Committee. Site Plan Approval (SPA/NoAC) and building permit/conditional permit(s) were issued. Construction started August 2024. Peer review for the land conveyance for street right-of-way widening is complete. City/ TDSB/TLC agreements (including Lease revisions) are underway. One lane of Davisville Avenue has been temporary occupied for the construction to support the construction staging and other activities. Excavation Shoring and, soil remediation works are complete, foundation works are ongoing. It is estimated that by the end of Q4, 2025, 60% of the overall project will be completed. It is anticipated that additional funding of \$1.5 million will be accelerated to 2025 through future variance reports to align with project delivery timeline.										

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Explanation for Delay:		Project is currently on track										
North East Scarborough Community Centre and Child Care Centre Design and Construction		13,742	6,478	10,400	91,135	79,793	On Track	Design Phase - 2017 to 2020 Construction Start: Q4 2021	Jun-23	Dec-25	Ⓐ	Ⓐ
Comments:		Award of the project to Aquicon Construction Company was approved by City Council on December 15, 2021, and the construction agreement was fully executed on January 21, 2022. The project is advancing, and the contractor has been paid for 87% of the contract amount. The superstructure is completed; the exterior cladding, exterior grading at daycare outdoor area, parking, and driveway; concrete at playground, parking lot, splash pad and curbs work is advancing as well as mechanical and electrical work. By the end of Q1, 2025, over 90% of the overall project was completed.										
Explanation for Delay:		Project is currently on track										
Western North York New Community Centre and Child Care Centre Design and Construction		6,108	233	6,072	132,975	5,126	On Track	Design Phase: February 2016 Construction Start: Q2 2025	Fall 2021	Sep-30	Ⓐ	Ⓐ
Comments:		Committee of Adjustment for a minor variance was completed in July 2023. The Delegated Approval Form (DAF) for Easement Agreement with TCDSB was executed with CREM on April 15, 2024 and has been fully executed with the TCDSB. Final Site Plan Approval (SPA) submission was submitted by the consultant in early September 2024. The open loop wells construction has reach substantial completion. Three (3) Public Artists have been retained and are currently developing the designs of the art installation. Watermain upgrade construction work is 100% completed. The Negotiated Request for Proposal (nRFP) for construction services was posted to Ariba on April 24, 2024 and closed on August 28, 2024. The evaluation and negotiations phase was concluded in December 2024. The staff report was prepared and adopted by GGC on February 25, 2025, for award to Pomerleau. The agreement is currently with Legal for execution with Pomerleau, which is expected to be executed by the end of April 2025. Construction is planned to commence in May 2025 and completion of the community centre is anticipated by the end of Q1 of 2028. NOAC and building permit is pending issuance, following acceptance of parking condition from Transportation.										
Explanation for Delay:		Project is currently on track										
40 Wabash Parkdale New Community Centre Design and Construction		2,250	422	1,067	116,674	6,517	Minor Delay	Design Phase: 2017 Construction Start: Q4 2025	Dec-23	Dec-28	Ⓐ	Ⓐ
Comments:		Due to the COVID-19 pandemic, a fulsome community engagement strategy using "virtual", on-line meetings instead of in-person meetings was developed, and this consultation commenced in mid-September 2020 with a variety of virtual public meetings. Site design work was done to generate a number of site design approaches for review with the public in Phase 4 of community engagement, now underway. A Railway Risk Mitigation study was completed and reviewed in advance with Metrolinx, ready for submission and review as part of the Site Plan Approval. A Phase 2 ESA study has been completed, identifying the need for further environmental investigation and documentation, including a Record of Site Condition to allow a change in use from industrial to community centre use, to be submitted along with the Building Permit application. Design Review Panel occurred on April 14, 2022. The Schematic Design was approved by the stakeholders and the consultants were advised to proceed to the next stage - Design Development. The fifth (final stage) of Public Consultation began in spring 2023 and was completed December 2023, including the Indigenous Engagement. The Design Development Report and Class B Cost Estimate were submitted for COT Review and Approval in August 2023. COT Staff have reviewed and approved the Report and Cost Estimate and authorized the consultants to proceed to the next stage - Construction Documents, currently in progress. The Site Plan Approval pre-application (SPA) was submitted in July 2023 and is currently on-going. The full Site Plan Approval application was submitted in June 2024. The Building Permit application was submitted in February 2025. The Construction Contract Documents are 95% complete and have been submitted for City review; now in progress. An RFSQ (Request for Supplier Qualifications) will happen by June 30, 2025 in advance of project tender in Q3 2025.										
Explanation for Delay:		Project is currently on track										

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IT-Registration, Permitting & Licensing (CLASS Replacement)		9,666	101	8,000	41,025	32,579	On Track	Design Phase: May 2016 Implementation: July 2018	Sep-19	Dec-26	Ⓞ	Ⓞ
Comments:		The negotiable Request for Proposal (nRFP) was issued on April 6, 2017. The nRFP evaluation and negotiation was completed in June 2018. Based on the scope negotiation with the selected vendor (Legend Recreational Software) in June 2018, City Council approved, on July 23, 2018 entering into a contract with Legend based on a phased implementation timeline until 2023 and an additional budget of \$7.5 million to cover implementation in years 2021, 2022, and 2023. Implementation started in 2018, and in 2019 the vendor did not meet agreed development milestones, causing significant delays and resulting in a number of extensions afforded by the City to meet go-live dates. In December 2019, the City asked the vendor to rectify the performance issues and adhere to performance KPIs to meet project milestones. The Vendor cited Force Majeure due to the COVID-19 pandemic and thus would not be able to fulfil its contractual obligations. Since then, the Project engaged in exploratory discussions with the vendor of the existing Class system to determine their ability to meet City requirements. Decision was made to pursue a competitive procurement (nRFP) to select a new vendor and was released in April 2021. Contract awarded by General Government Committee in May and City Council in June 2023. Phase 1 project is underway. Phase 1 of the project includes the launch of ACTIVENet out of the box functionality in addition to prioritized product development items. The new registration and booking system, ACTIVENet, was launched to the public November 6, 2024. Since launch we have held highly successful Winter registration events, achieving a 55% increase in registrations within the first 10 minutes compared to last year. Post-launch system stabilization is underway and Phase 2 of the RBT project will continue in 2025 which includes 8 additional product development stories and enhancement requests that were identified during phase 1 and launch.										
Explanation for Delay:		Project currently on track.										
IT-Operational Modernization (former Enterprise Work Management System)		1,092	62	786	18,564	15,701	Minor Delay	Jan-12	Dec-20	Dec-26	Ⓞ	⚠
Comments:		This project is a modernization initiative for the division, which includes the reviewing of current business processes and technology system capabilities; identifying any potential capability gaps; and laying the groundwork for future technology initiatives. The work underway includes process mapping; asset data validation and collection; and the introduction of interim tools to modernize key operational processes.										

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Explanation for Delay:		The project is delayed to align with the delivery and coordination of other capital projects.										
318 Queens Quay West Park (Rees Street Park) Phase 1 Design & Construction		288	0	0	22,326	3,312	On Track	Anticipated Schedule: Pop-up Park: Plan/Design: Apr-Sept 2025 Construction: Sept 2025-May 2026 Park and Aquatic Centre Design Competition: Start: 2028 Complete: 2029 Detailed Design: 2029-2031 AC/Park Construction: 2031-2035	Dec-22	Dec-29	Ⓢ	Ⓢ
Comments:		The site was part of a 2019 Design Competition being completed in partnership with Waterfront Toronto - via authority of a Delivery Agreement. The design competition was completed and the winning consultants completed Schematic Design only. No construction resulted. An updated approach to the future Rees Park design is needed to address significant changes that have evolved since the Design Competition. Changes include; Toronto Water removing the requirement for a 16m diameter storm shaft and tunnel from this site, resulting in the need for re-design of the park since the previous park design required accommodation of the TW storm shaft. The City continues to work in partnership with Waterfront Toronto (WT) to deliver the Rees Park project. An amendment to the 2021 Delivery Agreement will be required when details of the new approach to the project are determined. Cash flow in 2025-2027 will enable delivery of pop-up Park w/ CREM for FIFA. The remaining park funding is reserved for full build-out of the property. The final project objectives and program are being developed with the ward Councillor and will be vetted with the advisory committees and public through engagement in late 2025/2026. Co-ordination with other projects adjacent to the site is on-going at 360-380 Queens Quay (developer delivered), and includes the transfer of an additional parkland parcel contributing to the park. This transfer of parkland was completed by year-end 2024. 'Program for site has required revisions due to significant changes in the property conditions and context. The ultimate project scope will capture additional opportunities identified since the initial design competition.										
Explanation for Delay:												
York Off Ramp/Love Park Design and Construction		208	0	150	13,000	12,810	On Track	Design Phase: June 2020 Construction Start: July 15, 2021	Aug-20	Jul-25	Ⓢ	Ⓢ
Comments:		The winning team, Claude Cormier and Associates (CC+A), was announced in October 2018, with the Contract Award completed by Waterfront Toronto. Delivery Agreement for governance of the project executed in 2019. Environmental investigations and approvals required for parkland construction completed. Contract award by Waterfront Toronto with City approval. Construction Kick-off July 8, 2021 and mobilization on July 16, 2021. Substantial completion achieved in June 2023 and the park opened to the public on June 23, 2023. Pond Commissioning completed April 30, 2024 and pond warranty period initiated May 1, 2024. Park under warranty for 2 years. One year park warranty meeting being planned for May 2025. Two-year warranty is complete June 23 2025.										
Explanation for Delay:		Project currently on track.										
Lower Yonge Street Community Centre Space		794	5	449	19,033	18,245	On Track	Construction Start: May 10, 2021	Mar-22	Feb-25	Ⓢ	Ⓢ

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	Comments:	Construction started May 10, 2021. Shell building construction is complete. Community Centre Interior Fit-Out construction is substantially complete with minor deficiencies / incomplete work now being finalized. Furniture was delivered to site as of December 31, 2022, and furniture installation was completed in May 2023. The Interim Occupancy Agreement was executed on March 31, 2023, and the facility was handed over to City staff. The Property Conveyance and Shared Facilities Agreement with the Developer, Legal Services and CREM was completed on November 14, 2023. The facility is now open to the public - a soft opening occurred on June 17, 2023, with all areas complete except the pool, which opened later to the public on October 2, 2023. The facility is operational and open to the public, except the pool which is currently closed to the public, as of November 27, 2024 due to technical issues. Deficiencies of the pool tank are expected to cause an ongoing closure of the pool in 2025.										
	Explanation for Delay:											
FMP-John Innes CRC Redevelopment Design & Construction		353	310	350	127,700	4,517	On Track	Design Phase: March 2020 Construction Start: Q3 2026	Dec-26	Dec-29	Ⓐ	Ⓐ
	Comments:	Current Status: Project is at 90% contract document phase with Site Plan Approval (SPA) and building permit still outstanding. Building permit application submitted and paid February 26, 2025. Milestones: Indigenous public art competition, led by the City and an Indigenous curator was completed in June 2024. There will be Indigenous public art inside the building and outside near the park entrance. Anticipated tender in Q1 2026.										
	Explanation for Delay:	Project currently on track.										
Moss Park - Park Redevelopment Design & Construction		215	40	64	500*	325	On Track	Design Phase: March 2020 Construction Start: Q2 2028	Nov-26	Dec-34	Ⓐ	Ⓢ
	Comments:	Current status: Detailed design of the park is progressing and will be followed by preparation of contract documents. The park design is being coordinated to align with adjacent projects including the John Innes Community Recreation Centre replacement and the Metrolinx Ontario Line Moss Park station site. This coordination has added complexity to the overall delivery of assets and therefore extended the timeline to completion. Delays and risks: Tender documents will be held for release until the Ontario Line completion dates are confirmed and the parkland being used by Metrolinx for Ontario Line staging is returned to PF&R, which is anticipated to be 2030 for full return of parkland from Metrolinx. *Project cost has been updated to reflect approved cash flow commitments only, future year estimates were included in previous reporting.										
	Explanation for Delay:	Project has been delayed due to Metrolinx occupation of parkland for Ontario Line construction.										
Wallace Emerson (Galleria) CRC and Park Development		11,805	11,005	13,250	80,583	54,475	On Track	Construction: June 20, 2022	Apr-25	May-28	Ⓐ	Ⓐ
	Comments:	Construction on the Wallace Emerson Community Recreation Centre, Childcare Centre and Park Improvements began on June 20, 2022. Project construction completion is forecasted for May 2026 with project close-out to be completed by the end of 2026. By the end of Q4, 2024, 64.7% of the project Construction Contract has been certified complete and invoiced.										
	Explanation for Delay:	Project currently on track.										
Senior Services & Long Term Care												
4610 Finch Ave East Redevelopment		8,622	166	2,645	435,628	4,529	On Track	Mar-20	Dec-29	Dec-29	Ⓐ	Ⓐ
	Comments:	The project is currently in the contract documentation and zoning application phase. The division continues working with City planners on the required rezoning actively, with the application under ongoing review by Community Planning. On April 3rd, 2025, the application was resubmitted to address outstanding comments. Community Planning is currently consolidating remarks from their commenting partners with respect to their review of the resubmitted Zoning By-law Amendment submission package, and has advised the remarks will be released to the project team shortly. In 2024, a redesign was required to meet a new carbon reduction target for the site of 400kgCO2/M2.										
	Explanation for Delay:											
Toronto Shelter and Support Services												

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George Street Revitalization (GSR)		12,537	2,990	10,894	684,942	113,134	Significant Delay	Jan-16	Feb-30	Feb-30	Ⓢ	Ⓢ	
	Comments:	GSR Transition: 2025 approved cashflows will support construction at 2299 Dundas and is expected to be completed in Q3-2026. GSR Main: In Q3-2023 the Infrastructure Ontario (IO) lead project was placed on hold due to cost estimates that exceeded the approved budget. On February 6, 2024 (EX11.9) Council approved ending the Memorandum of Understanding between the City of Toronto and Ontario Infrastructure and Lands Corporation to deliver the GSR. In April 2025, City Council approved staff report (2025.EX22.2) recommending a revised project scope for phase 1 within the current approved project budget and confirmed Corporate Real Estate Management services as the lead for project management of the facility. A Request For Proposal for design services was issued in April 2025 with a closing date at the end of May 2025. The project is currently planned to start in 2026 and to be completed by 2030.											
	Explanation for Delay:	N/A											
Housing and Shelter Infrastructure Development (Formerly, Addition of 1000 New Shelter Beds)		8,566	1,527	4,795	120,139	91,154	Significant Delay	Jan-18	Dec-26	Mar-27	Ⓢ	Ⓜ	
	Comments:	Construction at 233 Carlton, the precursor for 67 Adelaide, has experienced some site complications, with completion expected in Q2-2025. 67 Adelaide is currently in tender phase with construction to begin once 233 Carlton is complete. Project completion is now anticipated in March 2027.											
	Explanation for Delay:	The following are general explanations for the delays: 1) The project will extend to March 2027 due to complexities in both the acquisition and construction phases of the project; 2) One site is dependent upon the completion of the other.											
Homelessness Services Capital Infrastructure Strategy (HSCIS)		66,921	1,971	89,137	258,125	24,071	On/Ahead of Schedule	Jul-24	Dec-33		Ⓢ	Ⓢ	
	Comments:	Target acquisition of 5 sites in 2025 with 4 sites currently under APS. Design and tender of sites acquired in 2024 are underway, target construction start of Q4-2025. To address the projected overspending in 2025, a budget adjustment will be requested through the 2026 Shelter Infrastructure Report going to the Council in July 2025.											
	Explanation for Delay:	N/A											
Toronto Paramedic Services													
MULTI-FUNCTION STATION #2 - 300 Progress Ave.		14,695	8	5,195	96,485	3,162	Significant Delay	Jan-17	Dec-28		Ⓢ	Ⓜ	
	Comments:	This Multi-Function Ambulance Station #2 at 300 Progress Avenue will allow PS to maximize emergency medical coverage for the North-East portion of the city while at the same time provide the necessary space for anticipated growth, logistical support and paramedic continuing medical education facilities.											

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Explanation for Delay:		<p>Design: A second feasibility study conducted by CREM's architect was completed in July 2019. The architectural contract for the design was awarded in June 2020. In 2021, the Conceptual Design Phase, Schematic Design Phase, and Net Zero Energy Feasibility Study were completed, followed by the Detailed Design Phase. A development request was submitted to City Planning in December 2021. Due to supply chain disruptions and rising material and labor costs, Procurement Services initiated a targeted market survey in the spring of 2022 to assess interest in specialized products and high volume materials specified in the design.</p> <p>Expropriation: On July 15, 2021 (2021.GL24.12), City Council approved expropriation proceedings to acquire part of 350 Progress Avenue. This acquisition was necessary to construct a primary access route to 300 Progress Avenue and provide site services, including domestic water, sanitary, stormwater, hydro, telecommunications, and other ancillary infrastructure for the new Toronto Paramedic Services multi-function station. The Stage 1 expropriation report was approved in November 2021, with a 30-day notice period completed without any requests for a Hearing of Necessity. The Stage 2 report was adopted by the General Government and Licensing Committee (GGLC) on July 4, 2022 (2022.GL32.27) and approved by City Council on July 19, 2022. Stage 2 Notices were issued to the owner of 350 Progress Avenue on October 26, 2022. The City of Toronto paid the Land Transfer Tax for the 350 Progress Avenue expropriation to the Ministry of Finance on November 25, 2022. An offer of possession for the expropriated land was served, accepted on February 23, 2023, and payment was finalized on August 3, 2023.</p> <p>Parking impacts: Coordination with Toronto Police Services to address parking impacts related to the proposed access plan is ongoing. In 2024, the consultant revised the design as per City Planning's request, which was subsequently approved by Toronto Police Services in October 2024. The consultant is now finalizing the parking design, with a submission to City Planning expected in Spring 2025.</p> <p>Permit: In February 2023, City Planning requested a redesign and additional site investigations. CREM submitted a revised development application to City Planning on May 1, 2023. The Memorandum of Understanding for Site Plan Approval was reviewed and signed by the Ministry of Transportation, Transportation Services, and Engineering and Construction Services. The building permit application was submitted on April 5, 2024. As of December 31, 2024, 4 out of 5 expected building permits have been received. The final permit was issued on January 7, 2025.</p> <p>General Contractor Tender: The contract documentation for construction services was reviewed by the Fairness Monitor and released to the market on June 12, 2024. The nRFP closed on August 23, 2024, with two submissions received; one of which was non-compliant. The contract award is scheduled for Q2 2025. The construction contract is currently with Legal Services Division for preparation and execution. As of April 30, 2025, a draft agreement has been prepared, and Legal Services Division is awaiting the Bond and Certificate of Insurance (COI) from the General Contractor, Pomerleau, to finalize the contract.</p>										
AMBULANCE POST - 30 Queens Plate Dr.		1,837	28	237	2,848	1,039	Significant Delay	Jan-19	Dec-23	Dec-26	Ⓞ	Ⓜ
Comments:		This project construction involves a 2-Bay Ambulance Post co-located with Toronto Fire Services (TFS) at 30 Queens Plate Drive. This Paramedic Services Post is part of the TFS Station A Woodbine project.										
Explanation for Delay:		<p>Property utilization: On October 20, 2020, TFS announced the deferral of the 30 Queen's Plate Drive station and corresponding fire apparatus projects, as community development had not occurred as planned. In June 2021, at the Operational Program Management Committee (OPMC) meeting, PS proposed a plan regarding the utilization of the property in collaboration with TFS and CreateTO. As a result of this meeting, PS was granted permission to use the property.</p> <p>Permit: The building permit is anticipated to be issued by November 2025.</p> <p>General Contractor Tender: The tender for a general contractor is planned for Q1 2026. Substantial project completion is expected within 18-24 months following the General Contractor (GC) contract award. The project requirements include adherence to green standards and heating specifications for the office space.</p>										
MULTI-FUNCTION STATION #3 - 610 Bay St. (Phase1)		195	0	45	2,965	70	Significant Delay	Jan-22	Dec-25	Dec-28	Ⓞ	Ⓜ
Comments:		Phase 1 involves using 610 Bay Street as an interim Ambulance Station, an administrative office, a temporary space to relocate staff from other stations undergoing SOGR and AODA upgrades, and a staging area for logistical and medical supplies in downtown Toronto.										
Explanation for Delay:		<p>Artwork: PS collaborated with the Economic Development & Culture Division to integrate public artwork at 610 Bay Street Station. An RFP for an artist was issued in May 2022, with an artist selected in Q3 2022. PS paid for the artwork in January 2023. However, changes to the project scope in 2024 led to the cancellation of the artwork, and the funds were refunded.</p> <p>Property ownership and first General Contractor tender: In 2022, CREM initiated the General Contractor (GC) tender, with the contract award and construction start planned for January 2023. CREM Transaction Services had a previous lease agreement with Toronto Coach Terminal Inc. (TCTI), which owns the 610 Bay Street property. Construction could not start since City of Toronto did not own the property. The January 2023 construction start timeline was delayed. The GC bid expired at the end of March 2023, prompting PMMD to cancel the procurement process on May 31, 2023. The Legal Division reviewed the sale agreement for the 610 Bay Street property between the City of Toronto and TCTI. The property sale was finalized on April 8, 2024, and the transaction closed on July 18, 2024.</p> <p>Design: The project's original goal was to construct a temporary Paramedic Station at 610 Bay St. Due to delays in the property transfer, the scope has been changed to interim Ambulance Station, an administrative office, a temporary space to relocate staff from other stations.</p>										

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Major Capital Projects
For the period ended April 30, 2025
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Division/Project name	2025 Cash Flow (Active Projects)			Total Project Cost (Active Projects)		Status	Start Date	End Date		On Budget	On Time
	Appr.	YTD Actual	YE Projected Spend	Appr. Budget	Life to Date			Planned	Revised		
	<p>Permit: A building permit was issued on September 11, 2024.</p> <p>Second General Contractor tender: On July 25, 2024, the second GC tendering started in collaboration with the consultant, UOAI Inc. Substantial project completion is expected within 12 to 18 months following the GC contract award. CreateTO plans to begin construction of the 610 Bay development, including the permanent Multifunction Paramedic Station in Q1 2026. On January 25, 2025, PS assessed the \$400K+ investment as being too high for the limited use of 610 Bay. Instead, the scope was reduced to include security card readers, cameras, door locks, and data cabling. CREM proceeded to cancel the second GC tender through PMMD in February 2025 and requested the cancellation of the building permit. A separate GC procurement process for the reduced scope is underway, with substantial completion expected 3 to 4 months after the contract award.</p>										
MULTI-FUNCTION STATION #5 - 18 Dyas Road - (Phase 1)	16	0	6	8,850	34	Significant Delay	Jan-22	Dec-27	Dec-28	ⓐ	ⓑ
Comments:	Multi-Function Station #5 to be used by Community Paramedicine (CP) and District 5 (D5) primarily due to increased service demands.										
Explanation for Delay:	<p>Project Scope: A Feasibility Study/Test Fit commenced in April 2022 to explore the potential for housing several Toronto Paramedic Services (PS) units. In October 2022, after consultations with CREM, PMO, CreateTO, and ModernTO architects, it was determined that PS's Community Paramedicine, District 5 Operations, and other support operations could be accommodated at this location.</p> <p>Fuel Site Relocation: In December 2022, CreateTO proposed the possibility of relocating a fuel site from Oriole Yards to the 18 Dyas Road site. On April 28, 2023, a feasibility and traffic study was completed, concluding that the relocation would fit into the plans. However, the relocation of the fuel site has not yet been approved by the Housing Secretariat, as per CreateTO.</p> <p>Project Director and Manager Assignment: In 2024, a Project Director and Project Manager were assigned to this project to support a phased approach, with anticipated PS occupancy of the entire building by 2026.</p> <p>Tenants at 18 Dyas Road: The location currently houses the Paramedic Services Community Paramedicine program and various City of Toronto divisions. CreateTO is working with ModernTO to relocate other divisions from 18 Dyas Road. Once, these divisions are relocated, a General Construction RFP will be drafted.</p> <p>Business Note Development: In Q3 2024, CreateTO is finalizing a deal to relocate the existing tenants to another municipally owned building.</p>										
Transportation Services											
F. G. Gardiner*	166,472	28,039	157,201	2,380,455	692,360	On Track	Apr-17	TBD (subject to the completion of the award process)	N/A	ⓐ	ⓐ
Comments:	<p>Projects are proceeding as scheduled.</p> <p>Contract 1 - Rehabilitation of the Expressway from Jarvis to Cherry reach substantial completion. Efforts underway to close out project.</p> <p>Contract 2 - Rehabilitation of the elevated portion of the Expressway from Dufferin to Strachan - Design/Build tender awarded in 2023.</p> <p>DVP East - Waterfront Toronto is the delivery agent carrying the construction works. Construction works proceeding on schedule. Works commenced in 2021 and anticipate to continue through 2022-2026.</p> <p>Note: budget adjusted to reflect recent provincial funding provided for GS2 contract Acceleration</p>										
Explanation for Delay:	N/A										
*The total project cost for the Gardiner reflects the 2017 - 2030 costs for Phase 1 works as per the Gardiner Expressway Strategic Rehabilitation Plan											
Housing Secretariat											
Housing Now	76,393	43,227	72,768	1,233,567	71,855	On Track	Jan-19	Dec-34	Dec-34	ⓐ	ⓐ

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Division/Project name		2025 Cash Flow (Active Projects)			Total Project Cost (Active Projects)		Status	Start Date	End Date		On Budget	On Time
		Appr.	YTD Actual	YE Projected Spend	Appr. Budget	Life to Date			Planned	Revised		
	Comments:	The Housing Now Initiative is a key program under the HousingTO 2020-2030 Action Plan aimed at creating new affordable rental housing within mixed-income, transit rich, complete communities. Creating new affordable housing through the Housing Now Initiative will increase the opportunity for structurally vulnerable and marginalized individuals, including indigenous peoples, black people, people of colour, seniors, women, and members of the LGBTQ2S+ community to access safe, healthy and adequate homes. More housing opportunities for essential workers and families will also be created through the Housing Now Initiative. Between 2020 and 2030, the Housing Now Initiative aims to deliver 10,000 new affordable rental homes within transit-oriented, mixed-income, mixed-use, complete communities by leveraging City-owned land.										
	Explanation for Delay:											
Supportive Housing		74,341	15,471	46,624	791,606	475,191	various	various	various	various	🟢	🟢
	Comments:	The program is providing permanent, affordable rental housing with support services on-site primarily for homeless people. Between 2020 and 2030, the City aims to approve 18,000 new supportive homes, to be delivered through partnerships with the federal and provincial governments. This target includes 1,000 modular supportive homes. Supported Housing Development are funded by Modular Housing Initiative (MHI), Rapid Housing Initiative (RHI), and Emergency Housing Action (EHI).										
	Explanation for Delay:	RHI projects are experiencing delays due to site and market conditions (labour and material availabilities).MHI and EHI projects are projected to be on track.										
Waterfront Revitalization Initiative												
Quayside Transportation Infrastructure		41,900	7,133	32,000	102,000	37,763	On Track	Feb-24	Dec-26	Dec-26	🟢	🟢
	Comments:	A Delivery Agreement has been negotiated and executed. The Agreement, is comprehensive in nature and applies to both the design and implementation phases of the project. Design work has advanced considerably and invoicing has commenced.										
	Explanation for Delay:											
Broadview Eastern Flood Protection		20,000	2,623	14,600	200,000	9,104	On Track	Nov-23	Dec-28	Dec-28	🟢	🟢
	Comments:	The project has been delayed because the Province has not yet secured access to the site. This is now planned for Q1 2026. The key project milestone is removing the project area from the floodplain. This is scheduled to be achieved as of December 31, 2027. Some additional pieces of work (regulatory processes, finishing work) brings the final project completion date to December 31, 2028. These dates are consistent with the broader target dates of the East Harbour Transit Hub and East Harbour Transit-Oriented Communities (TOC) development.										
	Explanation for Delay:											
Port Lands Parks and Public Realm		16,500		11,715	32,500	9,960	On Track	Feb-24	31-Dec-25	31-Dec-25	🟢	🟢
	Comments:	Work is continuing with funding required into 2025. Some of the soil that was needed to support construction took longer to settle than anticipated, resulting in the deferral of some work into 2025 and reduced expenditures for 2024.										
	Explanation for Delay:											
Keating Channel Dredging		12,700		10,160	24,000	6,068	On Track	Feb-24	31-Dec-26	31-Dec-26	🟢	🟢
	Comments:	Dredging work has commenced and is continuing through 2025.										
	Explanation for Delay:											
Quayside Parks Infrastructure		10,000		7,200	40,000		On Track	Feb-25	31-Dec-28	31-Dec-28	🟢	🟢
	Comments:	same as CWR006-01 for the park elements of the project such as for the Waters Edge Promenade and Silo Park.										
	Explanation for Delay:											

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Division/Project name		2025 Cash Flow (Active Projects)			Total Project Cost (Active Projects)		Status	Start Date	End Date		On Budget	On Time
		Appr.	YTD Actual	YE Projected Spend	Appr. Budget	Life to Date			Planned	Revised		
Corporate Real Estate Management												
ModernTO - Workplace Modernization Program		12,752	4,208	10,536	250,000	62,479	On Track	Q3 2019	Q4 2027	Q4 2027	Ⓐ	Ⓐ
	Comments:	<p>The Workplace Modernization program aims to optimize the City's office portfolio and footprint by consolidating office employees from City Divisions, Agencies and Corporations in 15 locations from the current 55 leased-in and City-owned locations. This will be achieved by modernizing 5 core buildings, thus reducing the City office floor area by 1 million sq. ft. and generating annual savings of \$30.5 million in operating costs and reduction of the City's State of Good Repair (SOGR) obligations from unlocking 8 City-owned properties.</p> <p>Key elements completed to date:</p> <ul style="list-style-type: none">- Reduced office floor area by approximately 201,000 sq. ft., by exiting 22 out of 34 leases (32 original, 2 added scope), resulting in \$7.9 million annual recurring operating savings- Accelerated construction on City Hall 5E, 22E, and Metro Hall 2 South substantially completed in 2023- Accelerated construction on Metro Hall 11 substantially completed Q1 2025- Project Management Services / Program Manager for the Workplace Modernization Program onboarded Q3 2024 <p>Key elements to be completed:</p> <ul style="list-style-type: none">- Accelerated construction on Metro Hall 12 expected completion in Q2 2025- Program Manager to revalidate program requirements, schedule, and budget- Modernization of 5 core buildings in scope- Unlocking 8 City-owned sites, generating an estimated \$450 million in land value to be leveraged for City building purposes (affordable housing, community, and environmental initiatives) - responsibility of CreateTO, see Council report 2022.EX31.10 "ModernTO: Unlocking Eight City-Owned Properties"										
	Explanation for Delay:											
New Etobicoke Civic Centre		90,845	8,355	82,465	546,961	90,832	On Track	January 2018	Q1 2028	Q1 2028	Ⓐ	Ⓐ
	Comments:	<p>The new Etobicoke Civic Centre project will be a landmark within the precinct and will include the following facilities: a community recreation centre, a community library, a public health clinic, a childcare centre, Council chambers and constituency offices, City offices and amenity floors, civic public meeting rooms & public counter and a civic square. The new ECC will also house a double height District Energy Plant within the 2 storey below grade parking structure.</p> <p>Construction has commenced in March 2024 with substantial completion expected in March 2028. The building is planned to be open to the public in Q4 2028.</p>										
	Explanation for Delay:											
Accessibility for Ontarians with Disabilities Act (AODA) Program		2,393	775	2,298	198,063	147,543	On Track	January 2018	December 2027	December 2027	Ⓐ	Ⓐ

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Comments:		CREM is implementing a capital accessibility program to proactively upgrade facilities that fall under its capital maintenance program called Toronto Accessibility Upgrades (TAU). It is following the highest level of standard (the Toronto Accessibility Design Guidelines), wherever feasible, for the removal of accessibility barriers at City-owned buildings. The AODA program has been implemented to upgrade 201 City buildings in its present portfolio. 5 buildings were removed from the program and transferred to TSSS as they are run TSSS. One other location was removed to be a stand-alone project to include SOGR upgrades.										
		Key elements completed to date of the 201 Buildings: - Due to program realignment overall completion has been adjusted to 72% of the program's Validation, Design and Construction has been successfully completed. - 197 buildings have completed validation. With 4 buildings remaining to receive Validation sign-off from the clients. - 173 buildings have completed the detail design documentation for tender and implementation. 27 buildings are still to complete design. This is due to changes in building permit requirement. - 7 buildings are currently in construction or will be procured to start this year. 78 Buildings are to be procured and constructed. - 115 buildings are in close-out and handover with construction complete. 85 Buildings are to start and/or complete construction. - 27 active projects are at the different stages (validation, design, or construction) of the program. Key elements to be completed: - Revised strategy is planned to proceed with construction tender in 2025 for 14 buildings organized into 2 TAU groups which were temporarily placed on hold in 2024. - 8 TAU groups consisting of 49 buildings will be coordinated and integrated with the Workplace Modernization Program and planned state of good repair projects for implementation and future additional capital approvals. - All future work associated accessibility upgrades to the Civic Centres will be coordinated and integrated with the Workplace Modernization Program. As the WMP program manager validates scope and schedule, the timeline for the completion of the AODA work will be updated and the additional capital approvals will be requested.										
Explanation for Delay:												
Technology Services												
Disaster Recovery Program		652	153	652	4,713	4,014	On Track	Jan-13	Dec-25	Dec-27	Ⓞ	Ⓞ
Comments:		The primary objective of the Disaster Recovery (DR) program is to establish a comprehensive DR management framework, policy, guidelines, and processes for the City and utilize organizational change management practices to build DR awareness across the City. • Kick-off DR Technology Assessment with vendor partner • Presented Organizational Change Management plan and summary deck with Sponsors and Senior Management Team • Completed Stakeholder Management Plan. • Finalized Disaster Recovery Project Steering Committee Terms of Reference • Finalized Business Continuity and Disaster Recovery Joint Programs Committee Terms of Reference • Completed alignment of Business Continuity, Disaster Recovery, and Emergency Tier classification • Developed Disaster Recovery training module, launched on ELI - the City's employee training portal. • Completed 12 DR awareness roadshows to divisions and Technology Services • Completed Application Business Impact Assessment tool enhancements and submitted to ServiceNow for implementation • Completed Architectural assessment of 122 applications, developing recommendations for Enterprise Architecture Review Board endorsement. • Completed draft Business Requirements Document. • Disaster Recovery web page is under construction within Technology Services Intranet • Developing DR Plans for 20 applications. The project timeline has been extended to Dec 31, 2027 due to additional project scope and deliverables. A project Change Request was developed to document the increased project scopes, The change requested was approved on Jan 21, 2025.										
Explanation for Delay:												
Microsoft 365		2,036	556	2,036	14,374	9,915	On Track	Jul-21	Apr-26	Apr-26	Ⓢ	Ⓞ

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		Appr.	YTD Actual	YE Projected Spend	Appr. Budget	Life to Date			Planned	Revised		
	Comments:	Microsoft 365 is a strategic platform within COT, with divisions currently leveraging the core productivity suite (e.g. Outlook, Word, Excel and MS Teams) on a daily basis. The Scope of the M365 Phase 1 project is to migrate mailboxes to the cloud (Individual, Shared/Generic, Resource, Distribution List, Inactive, and huge mailboxes), Install M365 Applications, and assign licenses to staff within all divisions, Elected Officials teams, and Accountability Officers Offices. Phase 1 is now in close-out phase. Milestones completed are provided as follows: <ul style="list-style-type: none">• 38,668 licenses assigned (P2,E3 and F3) and 22,249 computers received M365 Applications• 2,128 mobile devices received M365 Mobile Applications• 27,838 Individual mailboxes migrated, 422 mailboxes provisioned for TFS staff, and 5350 Shared and Generic Mailboxes migrated• 1,660 Resource Mailbox Migration, 1,259 Distribution List Recreated, 28,000 Inactive Mailboxes Migrated• Mail Flow configuration completed• M365 Accessibility Training Material Published on ELI Phase 2 of the M365 Program aims to enable additional capabilities within MS Teams for relevant users, and expanding the rollout of SharePoint to additional Divisions at the City. Furthermore, the M365 Long Range Plan will continue to be built and refined, defining and prioritizing items fitting into the City's technological strategic roadmap (e.g. Piloting Microsoft Intune, in support of efficiency of management of mobile devices used by employees). Key activities planned are as follows: <ul style="list-style-type: none">• Teams & Channels: Launch to target groups aiming completion by end of Q2 2025. Intent is not to launch Citywide as capability although beneficial to target groups, is not relevant to all Users.• Decommission Webex: Communication plan to be completed by June 30th. Webex licenses to be removed from users on that date. A small subset of users will maintain Webex for specific use cases that have been identified, which current MS Teams licensing at City of Toronto does not allow for.• SharePoint: Minimum Viable Product (MVP) definition targeting Q2 2025. As part of this Agile workstream, completion of action plan and first Wave rollout is targeting early Q4 2025.• Intune Pilot: in scope for Phase 2 is management of action plan to support the activities to implement Intune. Targeting end of year/December 2025.										
	Explanation for Delay:											
	Enterprise Work Management Solution		18,237	2,193	14,951	121,093	62,261	Minor Delay	Mar-13	Dec-26	Dec-29	🟡
	Comments:	Due to the extensive scope of the Environment, Climate and Forestry (ECF), which encompasses Urban Forestry (UF), this rollout has been strategically divided into two parts: Part 1 successfully transitioned users from the legacy Toronto Maintenance Management System (TMMS) and went live in April 2024. Since then, ongoing tasks have focused on resolving over 80 issues and more than 60 business change requests, while rolling out full invoicing functions for both City and Contractor staff was completed in Q1 2025. The unit rate roll-out plan is still to be confirmed. This is impacting the project budget and schedule. Work is in progress to finalize the scope for ECF Phase 1, Part 2. Currently, Part 2 is under review and awaiting confirmation from business stakeholders. Once confirmed, it will be executed by the new RFSQ vendor(s). In parallel, the Toronto Water Phase 1 rollout is concentrating on critical areas such as Distribution & Collections (D&C), Customer & Technical Support (C&TS), and Water Infrastructure Management (WIM). The business requirements document for Phase 1, developed by vendor EMA, has been finalized along with initial system design details. The system design phase was completed, with the Toronto Water (GMBP) vendor's delivery of the Functional System Specifications (FSS) documentation in March 2025, updated from the initial target of December 2024. Concurrently, procurement activities to secure a new vendor for implementation are underway, with the goal of awarding the contract in Q2 2025, with the rollout date to be confirmed following the awarding of the delivery contract. The planning and development of business requirements for Phases 2 and 3 are currently in progress for SWMS, Transportation, Parks & Recreation (P&R), and Toronto Water. The procurement process to establish pre-qualified vendors was completed in December 2024. Phases 2 and 3 include deploying the Maximo Mobile Solution to enhance the EWMS Maximo application and will assess and implement Disaster Recovery (DR) and High Availability (HA) solutions, with initial implementation planned for 2025. The City is upgrading to IBM's Maximo Application Suite (MAS8) to enhance its Enterprise Work Management System (EWMS) replacing version 7.6.1.x in a cloud-based platform. A new flexible licensing model, and a shift to OpenShift Container Platform (OCP) architecture, with a cloud migration planned for 2026. The P&R rollout has also been advanced to complete an initial implementation involving integration with 311. This initial rollout will impact all Parks Supervisors and will provide more timely updates to residents via 311 Call Centre, with delivery scheduled for Q3 2025.										
	Explanation for Delay:	The project is experiencing procurement delays for phase 2 and 3 of the project and the phased rollout strategy to accommodate business adoption, changes, and address technical issues has impacted the timeline of phase 1.										

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	Appr.	YTD Actual	YE Projected Spend	Appr. Budget	Life to Date			Planned	Revised			
Financial Operations & Control												
Financial Systems Transformation Project		38,429	6,925	38,429	151,454	98,655	On Track	Jan-21	Apr-27	Apr-27	Y	Ⓢ
	Comments:	Integration Cycle 1 and Cycle 2 have been completed. Following the re-alignment of the project in 2024, the revised go-live date for S/4HANA is September 2025, with project completion scheduled for May 2026. The Budget Tool Revitalization (BTR) project go-live date is April 2027. The FSTP project went through a project reset in early 2024 which included the revised budget, resources and schedule for go-live, including revisions to the implementation vendors' contract.										
	Explanation for Delay:											
Exhibition Place												
Roof Sectional Replacement over Exhibit Halls		15,693	140	15,693	15,693	140	On Track	Jan-25	Dec-25		Ⓢ	Ⓢ
	Comments:	Tender for both phases have been awarded. Construction in progress.										
	Explanation for Delay:											
Electrical Underground HV Utilities - Replace Priority Feeders (CEX138-04 & CEX138-02)		1,625	36	1,625	1,625	36	On Track	Jan-25	Dec-25		Ⓢ	Ⓢ
	Comments:	Tender for cable installation awarded. Construction in progress. Project on track.										
	Explanation for Delay:											
Riding Ring Upgrade (CEX134-06, CEX134-08, CEX134-09 & CEX124-52)		376	4	376	400	28	On Track	Jan-24	Dec-25		Ⓢ	Ⓢ
	Comments:	Board has approved an award to the lowest compliant bidder. Construction in progress.										
	Explanation for Delay:											
Solid Waste Management Services												
GREEN LANE LANDFILL		15,011	7,983	547	244,270	160,384	On Track	Prior to 2010	Dec-26	Dec-40	Ⓢ	Ⓢ
	Comments:	Legislated project for Green Lane landfill development that mainly include Leachate control system; gas control systems; cell excavation & base construction; engineering & monitoring; site services/final cover/storm; and buffer land acquisition.										
	Explanation for Delay:	Status: On Track										
TRANSFER STATION ASSET MANAGEMENT		23,149	7,051	1,456	347,499	101,246	On Track	Prior to 2010	Dec-32	Dec-33	Ⓢ	Ⓢ
	Comments:	These multi year projects include State of Good Repair work for roofing, paving, drainage systems, sprinkler systems, repairs to tipping floors and household hazardous waste depot relocation.										
	Explanation for Delay:	Status: On Track										
PERPETUAL CARE OF CLOSED LANDFILLS		7,922	6,048	1,812	140,724	72,127	On Track	Prior to 2010	Dec-32	Dec-32	Ⓢ	Ⓢ
	Comments:	Legislated project for the perpetual care of closed landfills.										
	Explanation for Delay:	Status: On Track										
Toronto and Region Conservation Authority												
LONG TERM ACCOMMODATION - 5 SHOREHAM & INTEREST (CRC103-03)		1,303	434	1,303	38,617	10,825	Significant Delay	Jan-20	Dec-21	Sep-25	Ⓢ	Ⓢ

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		Appr.	YTD Actual	YE Projected Spend	Appr. Budget	Life to Date			Planned	Revised		
	Comments:	Received Building Occupancy in February of 2025 with Substantial Completion in March of 2025. We are currently addressing deficiencies with Total Completion expected in September 2025										
	Explanation for Delay:	The delay is the result of the following factors: 1. Mass timber trade and Construction Manager under performing 2. Various union labour strikes, supply chain issues related to COVID19 and sub-contractor escalation and delay claims 3. Delays to interior trade work as a result of water ingress issues through CLT roof deck and resultant elevated moisture contents. 4. Coordination and submission of Alternative Solutions for OBC non compliant Mass Timber designs.										
Toronto Police Service												
Long Term Facility Plan - 54 Division; New Station		977	0	379	102,922	994	Delayed	Jan-17	Dec-30	Dec-30	Ⓜ	Ⓜ
	Comments:	In 1994, 54 and 55 Divisions (built in 1951 and 1972 respectively) were identified as priorities for replacement due to the need for more efficient space to accommodate City of Toronto's growth and improved service operations. •This project originally initiated to amalgamate 54 and 55 Divisions into one consolidated facility and the former Toronto Transit Commission's Danforth Garage site located at 1627 Danforth Avenue was identified as the recommended site. This option was put on hold due to the increased construction costs and challenges. The Service also explored alternative options but no suitable location for an amalgamated site that met the Service's operational and timeline requirements was identified. •After reviewing requirements and forecasting growth, the Service determined that maintaining two geographically separate divisions was the best strategy to meet operational needs, enhance service delivery and accommodate future growth. The 2025-2034 capital program reflected the de-amalgamation of 54 and 55 Divisions and the implied funding requirements. •Under the two-site model, the existing 54 Division (41 Cranfield Road) and 55 Division (101 Coxwell Avenue) sites will be developed using a phased construction approach. During the construction period, Service members will be temporarily relocated to either nearby sites or a viable alternative site. This will allow the operations of both divisions to remain unaffected during the construction period. •It is anticipated that the request for pre-qualification for the architectural consultation of the new 54 Division site will begin in the 3rd quarter of 2025. Based on the consultation results, any changes to funding requirements will be addressed in future capital program submissions.										
	Explanation for Delay:	Request for pre-qualification for the architectural consultation of the new building is expected to begin in the 3rd quarter of 2025.										
Long Term Facility Plan - 41 Division; New Build		15,337	3,267	13,806	85,575	61,257	On Track	Jan-18	Dec-26	Dec-26	Ⓢ	Ⓢ
	Comments:	The current 41 Division facility is approximately 60 years old. An assessment of the building indicated several building deficiencies and hence a new building is required. The phased construction and demolition approach for a new building on the existing 41 Division site will provide the Service with a new facility at the corner of Birchmount and Eglinton Avenues. This is an optimal, easily accessible site with ample area for future expansion. The new division will provide a modern, efficient workspace for the Service, serving the community for decades to come. The new 41 Division will be the first Net Zero Emission building in the Service's asset base and the first of its kind in Ontario. During construction, personnel continue to occupy a portion of the existing building as well as neighbouring Divisions, as required, to allow for uninterrupted business operations. •For Phase 1 (South Building), the move in was completed in the 1st quarter of 2025. The Service will address remaining deficiencies and change orders and confirm the soft opening date in the 2nd quarter of 2025. •For Phase 2 (North Building), the demolition preparation of existing structures on the land has begun, with the completion targeted by the 3rd quarter of 2025. The Service is also reviewing and finalizing the construction document set for the builders and contractors (the Issued for Construction drawings). The occupancy is expected by the 4th quarter of 2026.										
	Explanation for Delay:											
Gun Range Remediation Upgrades		1,700	75	996	1,700	75	On Track	Feb-25	Dec-26	Dec-26	Ⓢ	Ⓢ
	Comments:	Due to a backlog in firearms recertification and certification caused by previous COVID-19 delays, and an increased need to test C8 rifles to ensure compliance with the Community Safety and Policing Act (C.S.P.A.), the two rifle ranges at 70 Birmingham Street have experienced significant wear and tear. This project aims to remediate both ranges to improve training safety and increase capacity for firearms training and testing in support of C.S.P.A. compliance. •In the 1st quarter of 2025, the removal of lead from the clogged auger system began. This will be followed by the replacement of damaged bearings and clamps in both ranges. The project is estimated to be completed in the 4th quarter of 2026.										
	Explanation for Delay:	On time. The Service is working on the lead removal and remediation of augers before the repair of ranges can begin in late 2025/2026 which results in a lower than anticipated 2025 spend rate.										
Communications Centre 9th Floor Renovation		1,024	0	167	12,612	0	On Track	Feb-25	Dec-27	Dec-27	Ⓜ	Ⓢ

Appendix 2
Major Capital Projects
For the period ended April 30, 2025
(\$000s)

(\$000s)

Division/Project name	2025 Cash Flow (Active Projects)			Total Project Cost (Active Projects)		Status	Start Date	End Date		On Budget	On Time
	Appr.	YTD Actual	YE Projected Spend	Appr. Budget	Life to Date			Planned	Revised		
Comments:	The project involves designing and renovating the Communications Centre 9th Floor workspace and installing ergonomic furniture, equipment and uninterrupted power supply (U.P.S.). The renovation ensures the health, safety and efficiency of dispatchers and call takers who often perform stressful long shifts. Particularly, the installation of modern and adjustable workstations which support multiple monitors and advanced communication tools will enhance users' situational awareness and streamline operations. The upgrades also create additional capacity to support the anticipated demands of Next Generation 9-1-1. •A consultant has been engaged to design the floor layout and conduct the furniture feasibility study. The U.P.S. feasibility study will follow next. Based on the study results, the projection will be updated in future capital variance reports. The project is targeted to be completed in the 4th quarter of 2027. •To support efficient funding allocation and project management, the Service proposes an in-year transfer of the full \$300K in 2025 funding for furniture replacement design to the Communications Centre 9th floor renovation. Both projects are related to the renovation of the Communications Centre 9th Floor, and the consolidation of funding under one project allows more efficient tracking of project funding and expenditure.										
Explanation for Delay:	On time. The low spent rate in 2025 is due to the ongoing furniture study and upcoming UPS study which their results will be used to update the projection in future variance reports.										
Next Generation (N.G.) 9-1-1	3,778	51	3,095	16,583	10,556	On Track	Jan-19	Sep-26	Sep-26	Ⓒ	Ⓒ
Comments:	Current 9-1-1 systems are voice-centric and were originally designed for landlines. The Canadian Radio-television and Telecommunications Commission (C.R.T.C.) has instructed Canadian telecommunications service providers to upgrade their infrastructure for N.G. 9-1-1 to an Internet Protocol (I.P.) based platform technology, capable of carrying voice, text and other data components. The system is designed to improve the way people request emergency services and how emergency responders communicate with each other. The system will also provide more accurate location information which will help emergency responders reach people more quickly and efficiently. In March 2025, the C.R.T.C. extended the deadline for meeting N.G. 9-1-1 standards to March 31, 2027. •The first phase of this project, which included the implementation of the new technology provided by Solacom and the renovation of the training room, was completed in July 2024. •The second phase of the project is now underway, focusing on transitioning to the I.P., improving public access to 9-1-1 services, and optimizing communication among emergency responders. Emergency Services I.P. Network (E.S.I.net), the technological architecture of the solution, was designed and all necessary hardware was installed. Testing is in progress and critical performance gaps were observed during the testing for the auto callback feature which will enhance response times for abandoned calls. The vendor has proposed for solutions and the E.S.I.net cutover is expected to be completed in the 2nd quarter of 2025, meaning the Service will be fulfilling the N.G. 9-1-1 standards before the deadline set by C.R.T.C. •Collaboration meetings with the secondary Public Safety Answering Point (Toronto Paramedic Services and Toronto Fire) on the N.G. 9-1-1 platform are ongoing. Additionally, collaboration meetings with other Primary Safety Answering Points are conducted regularly. •After the completion of the project's second phase, office renovation and uninterrupted power supply installation are planned for the 7th and 8th floors of the Communications Centre in 2025 and 2026. The renovation will support the implementation of new N.G. 9-1-1 technologies such as real-time texting. The building permit for renovation has been received and the engaged consultant is finalizing the tender package. Contract award and construction are anticipated to begin in the 2nd and 3rd quarter of 2025 respectively. The project is expected to be completed in 2026.										
Explanation for Delay:											
Digital Program (Previously named Platform and	2,900	39	2,390	8,700	39	On Track	Feb-25	Dec-27	Dec-27	Ⓒ	Ⓒ
Comments:	This program initially started as smaller projects and pilots, funded through the Service's modernization reserve. Given, the project's current pace and maturity, it transitioned into a capital program starting in 2025. The Digital Program aims to build the skills, technology, and organizational capabilities needed for rapid development of digital solutions. By integrating platform technologies and agile methodology, the program removes barriers like outdated technology and procurement cycles. This shift enhances the flexibility, reliability and customer focus of the Service's Information Technology and Information Management components, enabling better adaptation and continuous improvement and allowing more dependable end products. Additionally, the program aims to use technology to address challenges to community participation, which include policing service access, crime reporting, digital evidence collection and support to victims and survivors of crime. •In 2025, this program will focus on call diversion and community engagement with the former as the most significant and immediate way to alleviate operational pressures. The areas covered include Online Reporting, Parking Complaints, Video Response, Virtual Assistant (non-emergency line) and Toronto Shield, an information-sharing partnership between executive-level public and private professionals and the Service to promote awareness for emerging and evolving situations within Toronto related to emergency preparedness and security. •The Video Response pilot project was released in 13 Division in the 1st quarter of 2025 to support the Service's call diversion initiatives. The expansion of this service is underway in other divisions. •The Online Reporting build is underway. The Parking and Theft online reporting is expected to be released in the 2nd quarter of 2025 with enhancements such as the ability for communities to report in multiple languages, and improvements in the user experience through process reform. •The biggest project risk is the retention of resources critical to executing the project, and the reliance on internal Subject Matter Experts (S.M.E.s.), that are often redeployed based on operational Service requirements. •The project team is actively managing the project timeline and onboarding new project hires in the 2nd quarter of 2025.										
Explanation for Delay:											

Appendix 2
Major Capital Projects
For the period ended April 30, 2025
(\$000s)

Division/Project name	2025 Cash Flow (Active Projects)			Total Project Cost (Active Projects)		Status	Start Date	End Date		On Budget	On Time
	Appr.	YTD Actual	YE Projected Spend	Appr. Budget	Life to Date			Planned	Revised		
Real Time Operating Centre (R.T.O.C.)	2,500	0	500	9,700	0	On Track	Feb-25	Dec-29	Dec-29	Ⓡ	Ⓢ
Comments:	The R.T.O.C. is a centralized, 24/7 facility designed to deliver near real-time, actionable intelligence to front-line officers and investigators, enabling immediate and coordinated community safety and wellbeing interventions. It integrates advanced technologies, including video surveillance, social media, transportation systems, records management, data analytics, and geospatial mapping to provide comprehensive real-time situational awareness and decision-making support. The R.T.O.C. represents a transformative step forward in enhancing public safety and operational efficiency for law enforcement and emergency response agencies through the enablement of proactive monitoring of incidents, real-time analysis of trends, and rapid response coordination.										
Explanation for Delay:	The project is pending as the Service explores available options for this project. A steering committee is being formed, and the project team will provide further updates in the capital variance reports for the 2nd or 3rd quarter of 2025.										
Transforming Corporate Support (HRMS, TRMS)	1,236	0	865	8,435	7,199	On Track	Jan-14	Dec-26	Dec-26	Ⓢ	Ⓢ
Comments:	The project focus is to develop more cost-effective, modern and automated processes to administer and report on the Service's people and human resources-related activities, including employee record management, payroll, benefits administration, and time and labour recording. •The H.R.M.S. application upgrade and T.R.M.S. database migration have been completed. There has been a delay in hiring a resource to review and enhance current talent acquisition practices, with a goal of improving the candidate experience, communication and transparency practices. The review is expected to be completed in 2026.										
Explanation for Delay:											
State-of-Good-Repair - Police	6,319	1,322	5,870	on-going	on-going	On Track	on-going	on-going	on-going	Ⓢ	Ⓢ
Comments:	S.O.G.R. funds are used to maintain the general condition, overall safety and requirements of existing Service buildings. •The ongoing demand for upkeep at many of the Service's facilities continue at a high volume, particularly in those facilities that have been in the Service's portfolio for several years and require small and large-scale renovations. Some examples of work are Police Dog Services kennel renovation, Mounted Unit renovation, flooring replacements, Marine Unit dock replacement, and replacement of overhead doors and gates. •This project also includes technology upgrades to optimize service delivery and increase efficiencies (e.g., wireless internet, upgrade to the existing S.A.P. system).										
Explanation for Delay:											
Automated Fingerprint Identification System (A.F.I.S.)	553	0	553	7,874	3,336	On Track	Jan-19	on-going	on-going	Ⓢ	Ⓢ
Comments:	A.F.I.S. is based on a biometric identification methodology that uses digital imaging technology to obtain, store and analyze fingerprint data. A.F.I.S. allows for compatibility with external systems in other agencies such as the Royal Canadian Mounted Police, communicating electronically for real-time identification, fingerprint submissions, searches and criminal record updates. This system is also integrated with other Service systems to provide real-time confirmation of prisoner identity for Booking Officers, and process requests for background clearance, police reference checks and clearance letter services. The current A.F.I.S. is a 2011 model that was first deployed in January 2013 and reached its end of life in December 2020. The system is currently undergoing a lifecycle upgrade scheduled from 2021 to 2025. •The contract award and negotiation with IDEMIA was completed in 2020. The planning, design and factory acceptance phases were completed in 2021, 2023, and 2024 respectively. •System acceptance testing was commenced on site. Due to vendor resource issues, the testing activities were delayed. The project team is actively working with the vendor to resolve the constraints and improve testing progresses. The testing is expected to be completed in the 2nd quarter of 2025. •The two final phases, Material Shipment and Implementation-to-Operational, are also expected to be completed in the 2nd quarter of 2025. •The project team has been reviewing the project resources continuously to stabilize the project schedule, as well as manage the risk in supporting both the current A.F.I.S. system and the implementation of the new solution.										
Explanation for Delay:											
New Records Management System (RMS)	14,002	2,580	11,228	30,598	7,578	On Track	Jan-23	Dec-27	Dec-27	Ⓢ	Ⓢ

Appendix 2
Major Capital Projects
For the period ended April 30, 2025
(\$000s)

(\$000s)

Division/Project name		2025 Cash Flow (Active Projects)			Total Project Cost (Active Projects)		Status	Start Date	End Date		On Budget	On Time
		Appr.	YTD Actual	YE Projected Spend	Appr. Budget	Life to Date			Planned	Revised		
Comments:		This project is for the replacement of the existing R.M.S., a core business operating system of the Service. A review of the Service's existing system has highlighted technological weaknesses, as usability and functional gaps continue to create operational challenges and hinder the progression to a digital environment. The new system is expected to improve the ability to make connections between related pieces of information and increase the interaction and openness to the public of the Service's information and processes. •The contract award was approved in April 2023. The project team officially kicked off the project in February 2024 and completed 5 weeks of training on Niche R.M.S. to prepare for the system design and build phase in March and April 2024. •A project website has been launched for the Service's internal audience, providing information and demonstration videos about the system. •The project team developed two build iterations, completed 50% of system configuration and 30% of process configuration as of the 1st quarter of 2025. •System development is in progress using an incremental build approach and is expected to be completed by the 4th quarter of 2025. The testing phase will follow. Training and rollout activities are targeted to begin in the 4th quarter of 2026. •The biggest project risk is the retention of resources critical to project execution, particularly internal uniform S.M.E.s that are often redeployed based on operational Service requirements. Lack of consistency of S.M.E.s might expand the project timeline and costs. Moreover, the project timeline may overlap with the Federation Internationale de Football Association (F.I.F.A.) events, and the project team is actively reviewing the go-live approach and schedule to reduce project risks.										
Explanation for Delay:												
Toronto Public Library												
Bridlewood Branch Relocation		590	336	590	12,253	11,999	On Track	Jan-20	Dec-25	Dec-25	Ⓒ	Ⓒ
Comments:		The Bridlewood Branch reopened in November 2024. However, close out costs have been incurred to address identified deficiencies and to close out the capital project, resulting in the need to adjust the project budget to ensure project cash flows match spending for 2025.										
Explanation for Delay:												
Centennial Renovation & Expansion - Construction		5,726	2,590	5,726	21,744	6,477	On Track	Jan-18	Dec-26	Dec-26	Ⓒ	Ⓒ
Comments:		Construction started in September 2024 and is progressing well. Project completion is targeted for 2026										
Explanation for Delay:												
Dawes Road Reconstruction & Expansion		2,000	46	2,000	50,717	7,818	On Track	Jan-15	Dec-29	Dec-29	Ⓒ	Ⓒ
Comments:		Construction is anticipated to begin in the summer of 2025. Project budget and timeline has been updated based on the award of the construction contract in May 2025.										
Explanation for Delay:												
Junction Triangle Construction (Perth Dupont Relocation)		1,855	1,382	1,855	6,414	5,940	On Track	Jan-18	Dec-25	Jul-25	Ⓒ	Ⓒ
Comments:		Construction started in April 2024. The new branch is anticipated to open in the summer of 2025										
Explanation for Delay:												
Pleasant View Library Renovation & Expansion		615	0	615	4,932	0	On Track	Jan-21	Dec-26	Dec-26	Ⓒ	Ⓒ
Comments:		Request for Construction Tender (RFT) have been issued, with a closing date of May 31, 2025										
Explanation for Delay:												
Toronto Transit Commission *												
Purchase of eBuses		456,809	81,104	286,007	776,187	309,263	Significant Delay	2018	Dec-25	Mar-26	Ⓒ	Ⓡ
Comments:		340 Zero-Emission Buses (eBuses): •Pre-production meetings were completed and the lead bus from both suppliers was delivered in July 2024. •As of May 15, 2025, 103 of 340 vehicles have been delivered, of which 63 are in service. Note: 2026 represents the ZETF-funded scope with an EFC of \$620.2M.										
Variance Explanation:		•The bus manufacturing industry is experiencing supply chain issues, which are causing delays to bus deliveries. The vendors are working with parts suppliers to provide support with on-site production. This has resulted in a potential schedule delay of up to 66 buses from Q4 2025 to Q1 2026.										

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Major Capital Projects
For the period ended April 30, 2025
(\$000s)

Division/Project name	2025 Cash Flow (Active Projects)			Total Project Cost (Active Projects)		Status	Start Date	End Date		On Budget	On Time
	Appr.	YTD Actual	YE Projected Spend	Appr. Budget	Life to Date			Planned	Revised		
eBus Charging Systems	48,211	3,988	30,366	395,552	199,796	Significant Delay	2022	Dec-25	Apr-26	Ⓞ	Ⓢ
Comments:	Installation of 248 Charge Points (Phase 1 and 2a): As of March 26, 2025: 41 of 248 charge points were commissioned and are in service. Note: 2026 revised completion date represents the ZETF-funded scope with an EFC of \$156.6M.										
Variance Explanation:	•Commissioning at the first two Phase 1 garages (Eglinton and Birchmount), following the original pilot program, took longer than anticipated. This is attributed to the challenges associated with the roll-out of the initial phase of a new program. Lessons learned have been incorporated into the remaining Phase 1 and Phase 2a deliverables, including risk-based project schedule contingencies.										
New Subway Train Procurement:	1,559	407	1,559	2,220,870	4,471	On Track	2020	Dec-35	Dec-35	Ⓞ	Ⓞ
Comments:	55 T1 Replacement Trains: •On November 27, 2023, the Province announced a commitment of \$758 million toward the purchase of 55 replacement trains for Line 2, subject to matching funding from the Federal government as part of the New Deal Agreement. On November 29, 2024, the Federal government announced its commitment for the remaining one-third matching funding of \$758 million through the Canada Public Transit Fund. •The Request for Proposal (RFP) was issued on December 9, 2024, and the Proponent Submissions will be received by July 2025. The contract is expected to be awarded by the end of Q2 2026.										
Variance Explanation:	N/A										
Line 2 - Automatic Train Control (ATC) Resignalling	15,477	5,437	18,020	636,566	36,456	On Track	2021	Dec-36	Dec-36	Ⓞ	Ⓞ
Comments:	•The Request for Proposal (RFP) was issued to market in December 2024, with Bid Submissions due by the end of Q3 2025 and the Contract Award expected by Q2 2026. Enabling Works: •The ATC infrastructure enabling works are progressing, with 100% completion of Phase 1 (Kennedy to Main Street) and 55% completion of the cable route installation for Phase 2 (Main Street to Donlands). •The enabling design work for ATC infrastructure is progressing with 20% completion of the Line 2 fiber backbone, 50% of design completion for Phase 1 and 2 facilities, and 60% completion of the Cable Route Management System (CRMS) design.										
Variance Explanation:	N/A										
Line 2 – Capacity Enhancement Program (Line 2 CEP)	10,153	3,175	10,758	1,010,780	47,536	On Track	2019	Dec-41	Dec-41	Ⓞ	Ⓞ
Comments:	1.Station Capacity – Modifications & Upgrades: •Spadina Station Streetcar Platform Extension: Schedule impacted due to delay in obtaining permits, however, there is no impact to the overall program schedule. 2.Greenwood Yard – Carhouse, Shop Modifications, and Signalling: •Facility Carhouse Modifications: Detailed Design schedule was impacted due to design changes required to align with the new Ontario Building Code (OBC 2024) and the City's Net Zero Strategy. However, there is no impact to the overall program schedule. •Overhaul Shop Modifications: Preliminary Design (30%) was completed in March 2025. For more detail on the schedule, please see the Major Projects Update Report (April 26, 2025) that will be provided at the June 23, 2025 Board meeting. Note: While the full program benefits will be achieved by 2041, the achievement of the interim target outcome of the program to decrease headways by 2031 is dependent on advancing the full scope of the program, as well as the delivery of the interdependent, new replacement trains.										
Variance Explanation:	N/A										
Line 1 – Capacity Enhancement Program (Line 1 CEP)	21,824	5,749	22,277	1,081,112	89,063	On Track	2019	Dec-41	Dec-41	Ⓞ	Ⓢ

Appendix 2
Major Capital Projects
For the period ended April 30, 2025
(\$000s)

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Division/Project name		2025 Cash Flow (Active Projects)			Total Project Cost (Active Projects)		Status	Start Date	End Date		On Budget	On Time	
		Appr.	YTD Actual	YE Projected Spend	Appr. Budget	Life to Date			Planned	Revised			
Comments:	Station Capacity – Modifications and Upgrades: •King Station – Concourse Expansion and Additional Exit: Detailed Design (100%) completion schedule impacted due to Toronto Hydro design delay. No impact on overall program schedule.												
	Systems and Infrastructure: Traction Power: •Negative Reinforcing Cables (NRC) – Vaughan Metropolitan Centre to Sheppard West: Construction has slowed down due to the unavailability of the TTC Operations workforce and workcars and is now scheduled for completion in Q2 2029. No impact on program objectives. •NRC – Wilson to Yorkdale: Detailed Design (100%) commenced in April 2025.												
	Fire Ventilation Requirements: •Obtain Stage Gate 4 approval by Q3 2025. Lytton ESB Fire Ventilation System: Preliminary Design (30%) commenced in March 2025.												
Variance Explanation:	Train Maintenance and Storage Facility (TMSF): •The TTC is undertaking the necessary due diligence for potential site locations for a Line 1 TMSF, which is in the planning phase. •Owner's Engineer Request for Proposal (RFP) - Tender is planned to commence by Q2 2025.												
	For more detail on the schedule, please see the Major Projects Update Report (April 26, 2025) that will be provided at the June 23, 2025 Board meeting.												
	Schedule: The overall program status is at caution given the achievement of the target outcome of the program to decrease headways before 2041 is dependent on the full scope of the program												
Easier Access Phase III		123,269	28,908	134,860	1,201,770	827,318	Minor Delay	2007	Dec-27	Dec-28	🟡	🟡	
Comments:	To date, 58 of 70 subway stations (83%) have been made accessible, with High Park Station becoming accessible in March 2025. The following summarizes the remaining 12 stations in the program: •Construction continues to progress at all 12 stations, with 11 stations expected to be accessible in 2025/2026. •Old Mill Station: The contract was awarded on January 29, 2025. The Quantitative Risk Assessment (QRA) was completed, and the schedule has been updated to reflect a forecasted end date of Q3 2028 to accommodate risk allocation.												
	For stations that are not accessible as of January 1, 2025, a contingency service plan was developed for the interim period to ensure accessibility to the subway system.												
	Schedule: •Following removal of the previous elevator subcontractor at Greenwood and Museum stations, a new subcontractor was onboarded and the TTC is working with the general contractor to identify opportunities for schedule recovery at both stations. •The overall program schedule has been flagged at caution (yellow) due to the above schedule delays for two of the remaining 12 stations in the program. With the exception of Old Mill Station, all stations are forecasted to have elevators in service by the end of 2026.												
Variance Explanation:	Budget: •The program is continuing to experience cost pressures due to current market conditions, construction complexities, cost escalations, and labour shortages. The TTC is continuing to monitor costs and look for opportunities to reduce them, where possible.												
	Station Second Exits Program		13,197	858	12,131	197,882	52,209	On Track	2002	Post 2033	Post 2033	🟡	🟢
	As of May 15, 2025, nine of 14 stations in the Second Exits program are complete. •Second Exits have been completed at Broadview, Castle Frank, Pape, Dufferin, Woodbine, Wellesley, Chester, Museum, and Donlands stations. •In 2024, the Second Exits/Entrances at Museum and Donlands stations opened in May and August, respectively.												
Variance Explanation:	Budget: Higher costs due to current market conditions, design maturity, supply chain issues, cost escalations and/or exchange rates may result in an increase to the estimated final cost of contracts. The TTC will continue to monitor, update escalation projections, and identify potential offsets to the greatest extent possible.												
	Bloor-Yonge Capacity Improvements		60,350	16,314	77,778	1,426,208	139,057	Minor Delay	2015	2035	Post 2035	🟡	🟡

Appendix 2
Major Capital Projects
For the period ended April 30, 2025
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Division/Project name		2025 Cash Flow (Active Projects)			Total Project Cost (Active Projects)		Status	Start Date	End Date		On Budget	On Time
		Appr.	YTD Actual	YE Projected Spend	Appr. Budget	Life to Date			Planned	Revised		
	Comments:	<div><div>The BYCI project is receiving approved intergovernmental funding through the Investing in Canada Infrastructure Program – Public Transit Infrastructure Stream. In July 2022, the project received approval from all three orders of government for a total estimated cost of \$1.514 billion. The Federal government has committed up to \$500 million and the Province has committed up to \$449.2 million in contributions.</div><div>•Brookfield has tendered the chiller plant contract, construction commenced in Q1 2025 and is expected to be completed by the end of Q2 2026.</div><div>•The Progressive Design-Build (PDB) Request for Proposal (RFP) evaluations were completed, and approval to award the PDB contract for the Development Phase to Kenaidan Murphy Joint Venture (KMJV) was received at the February 24, 2025 Board meeting. The contract was subsequently signed in March 2025. The Development Phase is expected to be completed in early 2027.</div></div>										
	Variance Explanation:	Schedule: The program schedule was impacted due to the prolonged property negotiations and the extension of the RFP in-market period to address proponent concerns. Opportunities to mitigate the project schedule will be examined with KMJV during the Development Phase. Budget: The estimated final cost (EFC) of the project is currently "at caution" as the team works through the Development Phase of the project with the contractor. Mitigation strategies will be implemented to manage project scope and costs in accordance with the approved budget.										
Toronto Parking Authority (TPA)												
4 YEAR BIKE SHARE EXPANSION		12,122	51	12,122	43,138	17,798	On Track	Jan-22	Dec-25	Dec-25	Ⓒ	Ⓒ
	Comments:	Four-year bike share expansion ending Dec 2025 will achieve footprint in all 25 wards and will also fund the expansion to Toronto Centre Island. Completing implementation of the Four-year Growth Plan (180 solar stations, 900 iconic bikes, and 100 e-fits). Densification + Electrification of the docking stations to support e-bike growth.										
	Explanation for Delay:											
GARAGE REPAIRS & EQUIPMENT - HEALTH & SAFETY		4,122	324	3,916	32,140	13,821	On Track	Jan-23	Dec-25	Dec-25	Ⓒ	Ⓒ
	Comments:	This is a multi-year and phased project that includes garage restoration and modernization that includes incorporating innovative technologies that digitize our footprint and wayfinding that supports enhanced customer experience.										
	Explanation for Delay:											
EV OFF-STREET PROJECTS		8,100	162	7,695	57,656	12,345	On Track	Jan-22	Dec-25	Dec-25	Ⓒ	Ⓒ
	Comments:	The program is expected to deliver incremental 60 L2 and 15 L3 chargers installed in 2025. Given a component of the project includes a construction element. Q4 installation is expected with power turned on.										
	Explanation for Delay:											
Toronto Water												
DOWNSVIEW TRUNK WATERMAIN		4,849	493	2,350	85,005	64,227	Completed	Jan-23	Dec-26	Dec-26	Ⓒ	Ⓒ
	Comments:	Contract was awarded in 2022, and the transmission watermain has been installed. Substantial Performance was achieved in Q1 2025, and the project is nearing completion.										
	Explanation for Delay:											
ASHBRIDGES BAY D BUILDING		23,427	7,004	21,401	99,126	45,797	On Track	Mar-18	Dec-30	Dec-30	Ⓒ	Ⓒ
	Comments:	Project was awarded in 2023, and is currently proceeding on track in 2025.										
	Explanation for Delay:											
OUTFALL CONSTRUCTION		8,104	2,678	9,764	287,189	255,533	On Track	Jan-18	Dec-27	Dec-27	Ⓒ	Ⓒ
	Comments:	Construction started in early 2019, and is proceeding on track in 2025. The project is approximately 92% completed, and is forecast for completion in 2025.										
	Explanation for Delay:											
FAIRBANKS SILVERTHORNE		57,363	12,476	52,035	338,664	209,716	On Track	Oct-21	Dec-28	Dec-28	Ⓒ	Ⓒ
	Comments:	The main tunnel contract was awarded in 2021. The tunnelling component of the project started in 2023 and was completed in 2024. The project is proceeding on track in 2025.										
	Explanation for Delay:											
DON AND WATERFRONT - OFFLINE STORAGE TANK		8,841	1,664	2,204	72,566	10,218	Significant Delay	Sep-17	Dec-31	Dec-31	Ⓐ	Ⓐ
	Comments:	Construction works for the first phase of the project was completed in 2024. Phase 2 construction is experiencing delays in tendering due to challenges obtaining permits.										

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Major Capital Projects
For the period ended April 30, 2025
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Division/Project name	2025 Cash Flow (Active Projects)			Total Project Cost (Active Projects)		Status	Start Date	End Date		On Budget	On Time
	Appr.	YTD Actual	YE Projected Spend	Appr. Budget	Life to Date			Planned	Revised		
	Explanation for Delay:			Phase 2 construction is experiencing delays in tendering due to challenges obtaining permits.							
Don and Waterfront Trunk/CSO Construction - PHASE 1	700	0	560	456,805	433,680	On Track	Jan-18	Dec-26	Dec-26	ⓐ	ⓐ
	Comments:			The Coxwell Bypass Tunnel is approximately 99 per cent complete. The construction of the five main shafts that are connected to this tunnel is complete: at Ashbridges Bay Treatment Plant; in the Keating Railyard (Lakeshore Ave and Don Roadway); on Bayview Avenue at Bloor Street; at the North Toronto Wastewater Treatment Plant; and at the Coxwell Ravine Park.							
	Explanation for Delay:										
Toronto Zoo											
WELCOME AREA - PHASE A CONSTRUCTION	37,590	6,222	33,000	76,287	21,730	Minor Delay	Sep-23	Dec-25	Mar-26	ⓐ	ⓧ
	Comments:			New arrival plaza, community and event space, classrooms, labs, conservation programming space, restaurants, gift shops, animal habitat to be constructed at the front entrance area of the Toronto Zoo replacing the existing 50 year old entrance area							
	Explanation for Delay:			Site Conditions							
WELCOME AREA - DESIGN	64	4	64	1,888	1,828	On Track	Dec-19	Dec-25	Dec-25	ⓐ	ⓐ
	Comments:			New arrival plaza, community and event space, classrooms, labs, conservation programming space, restaurants, gift shops, animal habitat to be constructed at the front entrance area of the Toronto Zoo replacing the existing 50 year old entrance area							
	Explanation for Delay:										
<div>>70% of Approved Project Cost</div> <div>ⓐ</div> <div>On/Ahead of Schedule</div> <div>Between 50% and 70%</div> <div>ⓧ</div> <div>Minor Delay < 6 months</div> <div>< 50% or > 100% of Approved Project Cost</div> <div>ⓧ</div> <div>Significant Delay > 6 months</div>											