

Appendix 4
Capital Variance Dashboard by Program and Agency
For the Period ended April 30, 2025
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**2025 Capital Spending by Program
Community and Social Services**

Program (\$M)	Period	2025 Approved Cash Flow	2025 Expenditure			Alert (Benchmark 70% spending rate)
			Year-To-Date Spending	Projected Actuals	Projected %	
Children's Services	4M-2025	11.66	1.38	11.04	94.6%	Ⓞ
Economic Development and Culture	4M-2025	38.14	2.51	22.10	57.9%	Ⓨ
Parks and Recreation	4M-2025	394.76	57.40	316.85	80.3%	Ⓞ
Seniors Services and Long-Term Care	4M-2025	18.13	0.83	8.33	46.0%	Ⓡ
Toronto Shelter and Support Services	4M-2025	117.24	10.02	128.42	109.5%	Ⓡ
Toronto Employment & Social Services	4M-2025	0.60	0.00	0.60	100.0%	Ⓞ
Fire Services	4M-2025	27.10	0.22	14.71	54.3%	Ⓨ
Toronto Paramedic Services	4M-2025	30.00	0.42	16.31	54.3%	Ⓨ
TOTAL	4M-2025	637.63	72.79	518.36	81.3%	Ⓞ

For the four months ended April 30, 2025, the capital expenditures for Community and Social Services totalled \$72.8 million of their collective 2025 Approved Capital Budget of \$637.6 million. Spending is expected to increase to \$518.4 million (81.3%) by year-end. 4 programs in this service area has the projected year-end spend rate of over 70% of their respective 2025 Approved Capital Budgets.

Programs with projected year-end spend rate above 70% are Children's Services, Parks and Recreation, Toronto Shelter and Support Services and Toronto Employment & Social Services.

Chart 1
2025 Approved Budget by Category (\$Million) \$11.66M

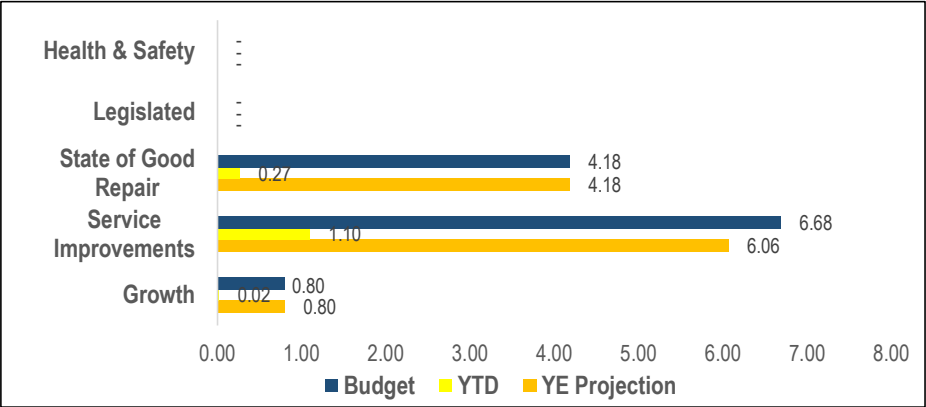


Table 1
2025 Active Projects by Category

Health & Safety	
Legislated	
SOG	6
Service Improvement	14
Growth	4
Total # of Projects	24

Chart 2
Project Status - 24

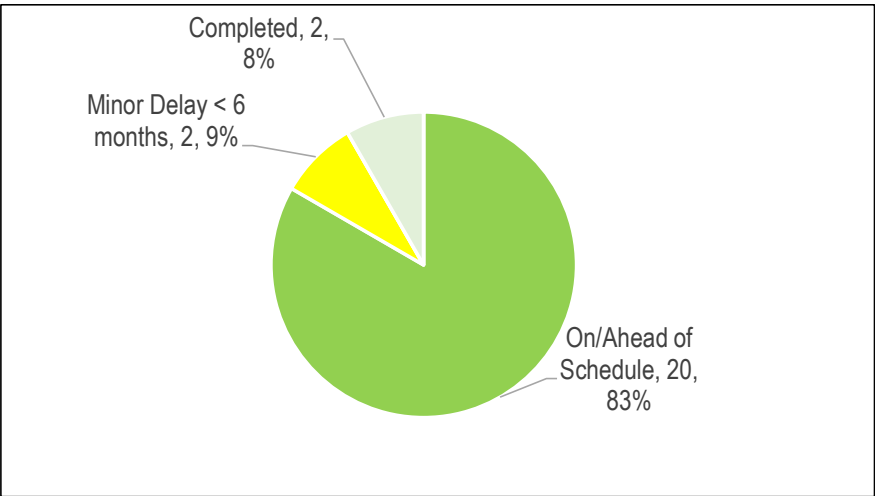


Table 2

Reason for Delay	2	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		
RFQ/RFP Delayed		
Contractor Issues		
Site Conditions		1
Co-ordination with Other Projects		1
Community Consultation		
Other*		
Total # of Projects		2

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
10.537	0.700		0.426	

- Key Discussion Points:**
- Specific project activities scheduled for completion in 2025 may be delayed due to non-receipt of regular or final invoices, and delay completion of other final finishes. These issues are expected to be resolved in 2025.
 - Projects being jointly delivered with other divisions/agencies, and agreements being negotiated with third parties, may be delayed in the preliminary planning phase.

Children's Services (CHS)

Projects by Category (Million)	2025 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
State of Good Repair										
TELCCS - State of Good Repair 2021	0.001	-	0.0%	0.001	100.0%	Ⓒ	Ⓒ		1.366	1.364
TELCCS - State of Good Repair 2022	0.287	-	0.0%	0.287	100.0%	Ⓒ	Ⓒ		1.540	1.253
TELCCS - State of Good Repair 2023	0.900	-	0.0%	0.900	100.0%	Ⓒ	Ⓒ		1.044	0.077
TELCCS - State of Good Repair 2024	0.840	0.266	31.7%	0.840	100.0%	Ⓒ	Ⓒ		1.540	0.765
TELCCS - State of Good Repair 2025	0.300	-	0.0%	0.300	100.0%	Ⓒ	Ⓒ		1.540	-
TELCCS - Playground Retrofit	1.851	-	0.0%	1.851	100.0%	Ⓒ	Ⓒ		10.950	4.887
Sub-Total	4.180	0.266	6.4%	4.180	100.0%				17.980	8.346
Service Improvements										
Canoe Landing Block 31 Child Care Centre	0.102	-	0.0%	0.102	100.0%	Ⓒ	Ⓒ	#1	4.733	4.027
Stanley Public School	0.324	-	0.0%	0.050	15.4%	Ⓖ	Ⓒ		3.900	3.576
St. Barnabas Catholic School	0.275	-	0.0%	0.275	99.9%	Ⓒ	Ⓒ		3.471	3.195
St. Roch Catholic School	0.250	0.010	4.0%	0.250	100.0%	Ⓒ	Ⓒ		4.000	3.358
St. Bartholomew Catholic School	0.500	-	0.0%	0.500	100.0%	Ⓒ	Ⓒ		4.100	2.803
North East Scarborough Recreation Centre	1.611	0.347	21.5%	1.611	100.0%	Ⓒ	Ⓒ	#2	9.300	7.300
TCH Needle Firway (Firgrove ELCCC)	0.100	-	0.0%	0.050	50.0%	Ⓐ	Ⓐ		8.000	0.075
Mount Dennis Child Care Centre	0.873	0.008	0.9%	0.873	100.0%	Ⓒ	Ⓒ		22.330	21.465
David & Mary Thomson Child Care Centre (Centre 7)	0.050	-	0.0%	0.050	100.0%	Ⓒ	Ⓒ		11.500	-
Anishnawbe Miziwe Biik Child Care Centre	0.412	0.104	25.2%	0.412	100.0%	Ⓒ	Ⓒ		8.709	8.040
Wallace Emerson Child Care Centre	0.900	0.605	67.2%	0.900	100.0%	Ⓒ	Ⓒ	#3	8.954	4.901
Western North York Child Care Centre	0.336	-	0.0%	0.336	100.0%	Ⓒ	Ⓒ		10.100	0.497
Woodbine Casino Child Care Centre	0.350	-	0.0%	0.350	100.0%	Ⓒ	Ⓒ		11.009	-
Alexandra Park Child Care Centre	0.600	0.023	3.8%	0.300	50.0%	Ⓐ	Ⓐ		3.078	2.060
Sub-Total	6.684	1.097	16.4%	6.059	90.7%					113.184
Growth										
Lawrence Heights Child Care Centre	0.200	0.013	6.5%	0.200	100.0%	Ⓒ	Ⓒ		13.000	0.022
3933 Keele Street Child Care Centre	0.050	-	0.0%	0.050	100.0%	Ⓒ	Ⓒ		6.960	-
Willowridge Child Care Centre	0.500	0.004	0.8%	0.500	100.0%	Ⓒ	Ⓒ		1.998	0.122
150 Queens Wharf Rd (New EarlyON No. 17)	0.050	-	0.0%	0.050	100.0%	Ⓒ	Ⓒ		2.229	-
Sub-Total	0.800	0.017	2.1%	0.800	100.0%				24.187	0.144
Total	11.663	1.380	11.8%	11.039	94.6%				155.351	69.787

On Time		On Budget	
On/Ahead of Schedule	Ⓒ	>70% of Approved Cash Flow	
Minor Delay < 6 months	Ⓐ	Between 50% and 70%	
Significant Delay > 6 months	Ⓖ	< 50% or >100% of Approved Cash Flow	

Note # 1:

The Stanley Public School project is complete but waiting for final invoicing.

Note #2:

The TCH Needle Firway Child Care Centre project (Firgrove ELCCC) project is jointly being delivered with Toronto Community Housing (TCH), with preliminary planning and designing work ongoing.

Note #3:

The Alexandra Park Child Care Centre project is jointly being delivered with Toronto Community Housing (TCH), and is delayed due to scope changes in design.

Chart 1
2025 Approved Budget by Category (\$Million) \$38.14M

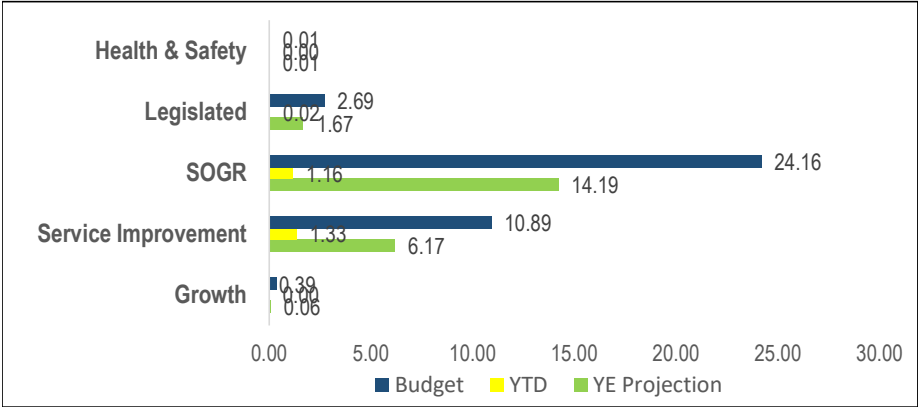


Table 1
2025 Active Projects by Category

Health & Safety	2
Legislated	1
SOGR	8
Service Improvement	10
Growth	1
Total # of Projects	22

Chart 2
Project Status - 22

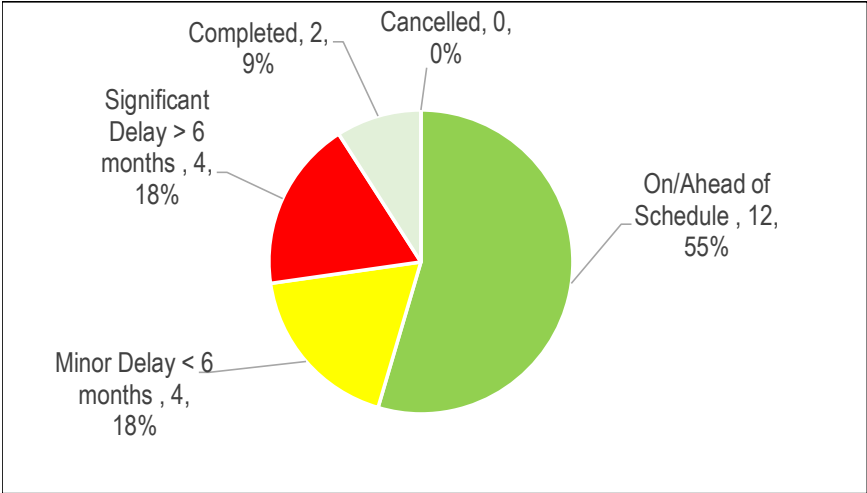


Table 2

Reason for Delay	8	
	Significant Delay	Minor Delay
Insufficient Staff Resources	3	2
Procurement Issues		1
RFQ/RFP Delayed		
Contractor Issues		
Site Conditions		1
Co-ordination with Other Projects		
Community Consultation		
Other*	1	
Total # of Projects	4	4

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
15.35	5.67	17.02	0.11	

Reasons for "Other*" Projects Delay:

- The *Service Enhancement -Cedar Ridge Studio Improvements* project is delayed due to cost escalations and the current budget now being insufficient to complete the necessary work, along with insufficient staffing resources from unexpected vacancies.

Key Discussion Points:

- Economic Development and Culture spent \$2.512 million or 6.6% YTD and is projecting to spend \$22.098 million or 57.9% of its 2025 Capital Budget by the end of 2025. Projected underspending of \$16.043 million is mainly attributed to insufficient staffing resources due to unforeseen vacancies. Additional project details as follows:
- The *BIA Equal Share Funding* projects that have been tendered will begin construction in early Spring 2025 or have already begun construction with completion targeted for December 31, 2025. Equal Share Projects that have completed the design stage are slated to be tendered in early Spring 2025 with a target completion date of December 31, 2025. As of period 4 2025, \$0.173 million or 2.4% of \$7.164 million has been spent. By year-end of 2025, the projected actuals are 60.5% or \$4.333 million of \$7.164 million.

Economic Development and Culture (ECT)

Key Discussion Points (cont'd):

- The *Little Jamaica BIA Laneway Improvement - Planning Act Revenue* project has been initiated for Reggae Lane arose from close community consultation and have implications for multiple City divisions. A consultant and contractor will be engaged to identify and address opportunities to retrofit/rebuild the existing retaining wall and fence, and other noted concerns raised by the local community. These improvements will enhance the pedestrian experience and further animate this iconic space. The project is currently in the procurement stage, with intentions to have a consultant on board in early Summer 2025. By year-end, it is estimated that \$0.132 million or 88.1% of \$0.150 million will be spent.
- The *BIA Action Plan for Toronto's Economy Program (APTE)* project endeavours to establish a long-term vision to identify potential actions the City and other partners can take to maintain and enhance Toronto's public realm. Through a cost-shared funding model, this program provides an opportunity to enhance and improve City street designs and other public realm improvements during the construction of major capital and transit projects. By early Fall 2025, with staffing in place, planning will begin on how best to move forward with capital projects designed to enhance Toronto's competitiveness while supporting more inclusive, sustainable and impactful economic growth in communities across Toronto. By year-end, it is estimated that \$0.690 million or 63.3% of \$1.090 million will be spent.
- The *Indigenous Centre for Innovation and Entrepreneurship* project has been delayed due to an issue related to the base building interface. Specifically, coring through existing concrete floors is required to connect mechanical systems, and this could not proceed without approval of the condo corporation, which has been unreasonably delayed. However, no further delays are anticipated. Construction is ongoing and the project will be fully completed by the end of 2025. By year-end, it is estimated that \$3.433 million or 81.6% of \$4.205 million will be spent.

Economic Development and Culture (ECT)

Projects by Category (Million)	2025 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Casa Loma Exterior Restoration	0.003	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓢ	#1	3.980	3.977
Major Maintenance	0.011	0.000	0.0%	0.011	100.0%	Ⓢ	Ⓢ		0.241	0.230
Sub-Total	0.014	0.000	0.0%	0.011	79.8%	-	-		4.221	4.207
Major Maintenance	2.689	0.024	0.9%	1.672	62.2%	Ⓢ	Ⓢ	#2	3.635	0.970
Sub-Total	2.689	0.024	0.9%	1.672	62.2%	-	-		3.635	0.970
BIA Equal Share Funding	7.164	0.173	2.4%	4.333	60.5%	Ⓢ	Ⓢ	#3	10.960	3.643
BIA Planning Act Revenue	0.574	0.014	2.4%	0.416	72.5%	Ⓢ	Ⓢ		5.241	3.659
Collections Care	1.466	0.010	0.7%	0.520	35.5%	Ⓡ	Ⓡ	#4	1.816	0.160
Cultural Infrastructure Development	0.406	0.001	0.3%	0.050	12.3%	Ⓡ	Ⓢ	#4	0.498	0.094
Eglinton Crosstown BIA Streetscape Improvements	0.820	0.000	0.0%	0.525	64.1%	Ⓢ	Ⓢ	#5	1.560	0.000
Major Maintenance	2.600	0.144	5.5%	1.656	63.7%	Ⓢ	Ⓡ	#4	7.190	4.434
Restoration and Preservation of Heritage Elements	10.040	0.818	8.1%	6.001	59.8%	Ⓢ	Ⓡ	#4	24.778	10.984
Action Plan for Toronto's Economy	1.090	0.000	0.0%	0.690	63.3%	Ⓢ	Ⓢ	#6	1.090	0.000
Sub-Total	24.160	1.161	4.8%	14.192	58.7%	-	-		53.133	22.974
BIA Financed Funding FF	0.104	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓢ	#7	1.100	0.996
Collections Care	0.464	0.004	0.9%	0.300	64.7%	Ⓢ	Ⓢ	#8	0.550	0.090
Commercial Façade Improvement Program	1.642	0.066	4.0%	1.220	74.3%	Ⓢ	Ⓢ		3.023	1.147
Cultural Infrastructure Development	0.055	0.000	0.0%	0.055	100.0%	Ⓢ	Ⓢ		0.570	0.257
Economic Competitiveness Data Mgmt. System	0.516	0.079	15.4%	0.465	90.1%	Ⓢ	Ⓢ		1.700	1.002
Indigenous Centre For Innovation And Ent	4.205	1.078	25.6%	3.433	81.6%	Ⓢ	Ⓢ	#9	9.853	6.726
Mural Program	0.354	0.018	5.2%	0.154	43.5%	Ⓡ	Ⓢ	#10	0.465	0.129
Restoration and Preservation of Heritage Elements	0.050	0.000	0.0%	0.005	10.0%	Ⓡ	Ⓢ	#11	0.100	0.000
Service Enhancement	2.910	0.033	1.1%	0.390	13.4%	Ⓡ	Ⓡ	#12	4.295	1.168
Streetscape Master Plan Program	0.591	0.050	8.5%	0.146	24.7%	Ⓡ	Ⓢ	#4	0.696	0.105
Sub-Total	10.891	1.328	12.2%	6.168	56.6%	-	-		22.352	11.620
Cultural Infrastructure Development	0.387	0.000	0.0%	0.055	14.2%	Ⓡ	Ⓢ	#11	1.149	0.644
Sub-Total	0.387	0.000	0.0%	0.055	14.2%	-	-		1.149	0.644
Total	38.140	2.513	6.6%	22.098	57.9%				84.490	40.415

On Time

On/Ahead of Schedule

Minor Delay < 6 months

Significant Delay > 6 months

On Budget

>70% of Approved Cash Flow

Between 50% and 70%

< 50% or >100% of Approved Cash Flow

Note # 1:

The Casa Loma Exterior Restoration Phase 9B project has been completed and no further invoices are expected.

Note # 2:

The Major Maintenance - Alumnae Theatre AODA project has been cancelled until contractual conditions are all met by the tenant. The Theatre Passe

Note # 3:

Economic Development and Culture (ECT)

Projects by Category (Million)	2025 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			

The *BIA Equal Share Funding* projects that have been tendered will begin construction in Spring 2025 or have already begun construction with completion targeted for December 31, 2025. Equal Share Projects that have completed the design stage are slated to be tendered in Spring 2025 with a target completion date of December 31, 2025.

Note # 4:

The *Major Maintenance - Assembly Hall Mechanical, Cultural Infrastructure Development - Guild Revitalization Log Cabin, Collections Care - Collections Facility Mechanical, Restoration and Preservation of Heritage Elements - John Mackenzie House - Drainage, Streetscape Master Plan Program - John St. Roundhouse Machine Shop* projects are experiencing delays due to insufficient staffing resources from unexpected vacancies.

Note # 5:

The *Eglinton Crosstown BIA Streetscape Improvement* projects are in the procurement stage and are still on time for completion by the end of 2027.

Note # 6:

The *Action Plan for Toronto's Economy* project is in the planning and coordination stage with the project planning to be completed by the end of 2026.

Note # 7:

The *Wexford Heights BIA Gateway Park* project has been completed and no further invoices are expected.

Note # 8:

The *Collections Care - Culture Assets Storage Workshop* is delayed due to procurement issues.

Note # 9:

The *Indigenous Centre for Innovation and Entrepreneurship* project is delayed due to site conditions related to the base building interface.

Note # 10:

The *Mural Program* project is on track for completion by the end of 2026.

Note # 11:

The *Museum of Toronto Planning Study, Ordance Park Public Art and Museum Signage* projects are impacted by insufficient staffing resources and are planning to be completed by the end of 2026.

Note # 12:

The *Service Enhancement - Cedar Ridge Studio Improvements* project is delayed due to cost escalations and the current budget being insufficient to complete the necessary work, along with insufficient staffing resources from unexpected vacancies.

Chart 1

2025 Approved Budget by Category (\$Million) \$394.76M

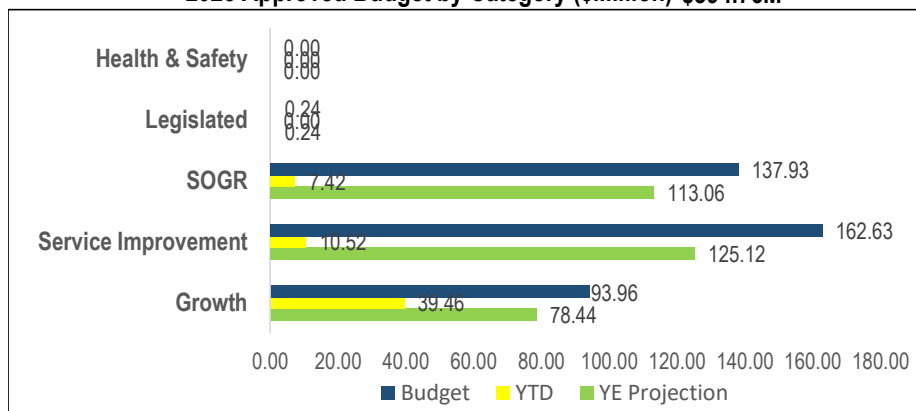


Table 1

2025 Active Projects by Category

Health & Safety	
Legislated	1
SOGR	39
Service Improvement	134
Growth	79
Total # of Projects	253

Chart 2

Project Status - 253

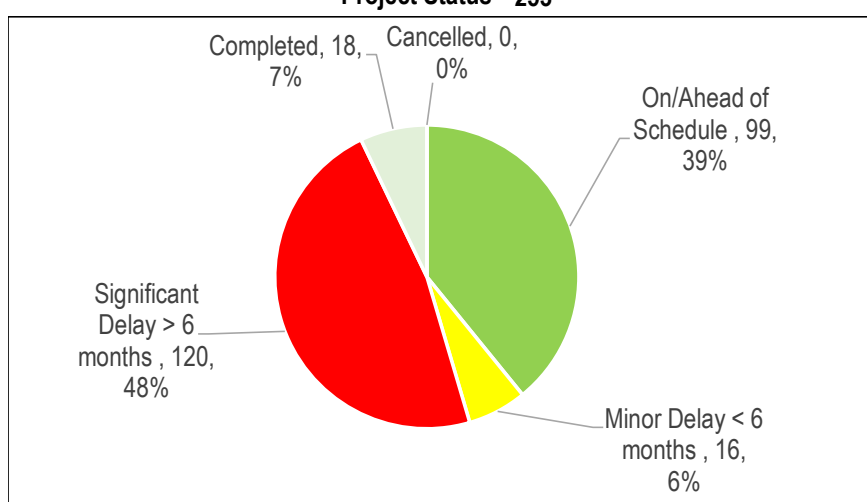


Table 2

Reason for Delay	136	
	Significant Delay	Minor Delay
Insufficient Staff Resources	7	2
Procurement Issues	14	4
RFQ/RFP Delayed	3	
Contractor Issues	7	1
Site Conditions	8	2
Co-ordination with Other Projects	32	3
Community Consultation	11	
Other*	38	4
Total # of Projects	120	16

Table 3

Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
97.99	25.42	141.91	7.83	

Reasons for "Other*" Projects Delay:

- Projects may be delayed as they are being delivered by a third party and/or are awaiting third party approval
- Projects may require confirmation of project scope and/or require further directions before proceeding
- Incomplete or changing legislation requirements
- Final designs of various projects may not be complete
- Delay in confirming grant funding resulted in a delay to overall timeline.

Key Discussion Points:

- Parks and Recreation spent \$57.401 million or 14.5% of the 2025 Approved Capital Budget and is projecting a 2025 year-end spend of \$316.848 million, or 80.3% of its 2025 Approved Capital Budget of \$394.757 million. This includes a 82.0% spend rate or \$113.056 million for State of Good Repair projects (\$43.908 million or 100% on the Capital Asset Management Program for SOGR).

Parks & Recreation (PKS)

Key Discussion Points (cont'd):

- Projected under-spending of \$77.910 million is mainly attributed to a number of reasons as follows:
 - ☐ Supply chain impacts and material shortages.
 - ☐ Delays in projects being led or in coordination with partners that are external to PF&R control including TCHC (Lawrence Heights Parks), Metrolinx (Moss Park) and other Divisions such as Toronto Water (Wilket Creek) and Transportation Services (320 Markham and Phoebe Street/Soho Square).
 - ☐ Difficult and long process to advance recruitment of positions given other corporate hiring challenges and priorities.
 - ☐ Delays in Procurement and Large Contract Awards due to extended bid periods (Ferry Fleet Replacement, Six Points Park, Dunkip Park).
- As of April 30, 2025, Parks and Recreation reported 99 projects currently on-track (\$97.989 million) and 18 completed projects.
- 136 projects (\$167.337 million) experienced delays primarily due to longer than anticipated RFP/RFQ processes, insufficient staff resources, site conditions, contractor issues, community engagement and consultation for park development and community centre projects, coordination

Parks & Recreation (PKS)

Projects by Category (Million)	2025 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Health & Safety										
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
Legislated										
LAND ACQUISITION	0.242	0.000	0.0%	0.240	99.2%	Ⓔ	Ⓓ	#1	7.411	5.376
Sub-Total	0.242	0.000	0.0%	0.240	99.2%	-	-		7.411	5.376
State of Good Repair										
ARENA	35.298	3.518	10.0%	29.396	83.3%	Ⓔ	Ⓓ	#2	277.830	173.552
COMMUNITY CENTRES	23.541	0.236	1.0%	21.000	89.2%	Ⓔ	Ⓔ		189.573	101.363
ENVIRONMENTAL INITIATIVES	4.332	0.307	7.1%	2.747	63.4%	Ⓕ	Ⓔ	#3	42.963	33.693
OUTDOOR RECREATION CENTRE	5.071	0.410	8.1%	4.063	80.1%	Ⓔ	Ⓔ		48.465	25.251
PARK DEVELOPMENT	18.917	0.394	2.1%	15.230	80.5%	Ⓔ	Ⓔ		67.677	46.156
PARKING LOTS & TENNIS COURTS	3.677	0.069	1.9%	2.654	72.2%	Ⓔ	Ⓔ		42.389	34.202
PLAYGROUNDS/WATERPLAY	3.256	0.928	28.5%	2.279	70.0%	Ⓔ	Ⓔ		22.419	17.871
POOL	6.718	0.175	2.6%	2.891	43.0%	Ⓓ	Ⓔ	#4	78.481	52.566
SPECIAL FACILITIES	16.096	0.641	4.0%	13.919	86.5%	Ⓔ	Ⓓ	#5	175.486	108.068
FACILITY COMPONENTS	16.124	0.755	4.7%	14.359	89.1%	Ⓔ	Ⓔ		94.816	63.588
TRAILS & PATHWAYS	4.899	-0.012	-0.3%	4.519	92.2%	Ⓔ	Ⓔ		77.509	42.939
Sub-Total	137.928	7.421	5.4%	113.056	82.0%	-	-		1,117.607	699.248
Service Improvements										
ARENA	0.872	0.238	27.2%	0.654	75.0%	Ⓔ	Ⓔ		28.880	22.632
COMMUNITY CENTRES	0.512	0.310	60.6%	0.350	68.3%	Ⓕ	Ⓓ	#6	161.730	31.880
ENVIRONMENTAL INITIATIVES	1.238	0.933	75.4%	0.304	24.5%	Ⓓ	Ⓓ	#3	18.466	15.106
INFORMATION TECHNOLOGY	15.056	0.198	1.3%	11.603	77.1%	Ⓔ	Ⓓ	#7	80.622	60.711
OUTDOOR RECREATION CENTRE	6.956	0.519	7.5%	4.820	69.3%	Ⓕ	Ⓓ	#8	58.835	31.982
PARK DEVELOPMENT	34.413	2.887	8.4%	21.201	61.6%	Ⓕ	Ⓓ	#9	396.700	232.105
PLAYGROUNDS/WATERPLAY	20.547	3.083	15.0%	15.474	75.3%	Ⓔ	Ⓓ	#10	117.024	88.689
POOL	0.700	0.000	0.0%	0.375	53.6%	Ⓕ	Ⓔ	#4	25.652	20.237
SPECIAL FACILITIES	37.163	0.043	0.1%	36.624	98.6%	Ⓔ	Ⓓ	#5	183.582	45.372
FACILITY COMPONENTS	29.061	0.716	2.5%	18.988	65.3%	Ⓕ	Ⓔ	#11	67.987	22.372
TRAILS & PATHWAYS	2.138	0.116	5.4%	0.748	35.0%	Ⓓ	Ⓓ	#12	30.582	15.528
FIFA	13.976	1.480	10.6%	13.976	100.0%	Ⓔ	Ⓔ		20.575	8.078
Sub-Total	162.631	10.524	6.5%	125.116	76.9%	-	-		1,190.634	594.691
Growth Related										
ARENA	1.355	0.017	1.2%	1.138	83.9%	Ⓔ	Ⓓ	#2	20.085	0.502
COMMUNITY CENTRES	59.063	21.563	36.5%	49.660	84.1%	Ⓔ	Ⓓ	#6	803.729	407.946
LAND ACQUISITION	2.006	8.440	420.8%	3.313	165.2%	Ⓓ	Ⓓ	#1	426.308	137.229
OUTDOOR RECREATION CENTRE	3.918	0.136	3.5%	2.288	58.4%	Ⓕ	Ⓓ	#8	44.148	4.585
PARK DEVELOPMENT	19.972	2.406	12.0%	15.416	77.2%	Ⓔ	Ⓕ	#9	173.711	40.992
PARKING LOTS & TENNIS COURTS	0.457	0.000	0.0%	0.068	14.8%	Ⓓ	Ⓓ	#13	4.075	0.065
PLAYGROUNDS/WATERPLAY	3.244	0.253	7.8%	2.227	68.7%	Ⓕ	Ⓕ	#10	8.264	1.197
POOL	3.943	4.896	124.2%	3.826	97.0%	Ⓔ	Ⓔ		72.293	17.062
SPECIAL FACILITIES	0.000	1.746		0.500			Ⓔ	#5	6.790	2.044
Sub-Total	93.956	39.456	42.0%	78.435	83.5%	-	-		1,559.404	611.621
Total	394.757	57.401	14.5%	316.848	80.3%				3,875.057	1,910.936
<div> <div>On Time</div> <div>On/Ahead of Schedule</div> <div>Minor Delay < 6 months</div> <div>Significant Delay > 6 months</div> </div> <div> <div>On Budget</div> <div>>70% of Approved Cash Flow</div> <div>Between 50% and 70%</div> <div>< 50% or >100% of Approved Cash Flow</div> </div>										

Breakdown of projected over/under-spending in 2025 by project type:

Parks & Recreation (PKS)

Projects by Category (Million)	2025 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			

Note # 1:

LAND ACQUISITION: over-spending of \$1.3 million, including overspending of \$1.6 million for *386 Eglinton Ave E park acquisition* , and underspending of \$0.14 million for *38 Holmes Acquisition* . Funds will be accelerated to 2025 through future variance reports as needed to align with project delivery timeline.

Note # 2:

ARENA: under-spending of \$6.338 million, including \$5.741 million for projects under *Critical SOGR to Maintain Service for Arenas and AIRs* with work potentially continuing into 2025.

Note # 3:

ENVIRONMENTAL INITIATIVES: under-spending of \$2.519 million, including \$1.585 for *City Wide Environmental Initiatives* , \$0.3 million for the *Community Garden (Green Line) – Construction* project, and \$0.232 million for *Mud Creek Phase 2* .

Note # 4:

POOL: under-spending of \$4.269 million, including \$3.702 million for projects under *Critical SOGR to Maintain Service for Pools* , and \$0.2 million for *Goulding Pool Shade Treatment*

Note # 5:

SPECIAL FACILITIES: under-spending of \$2.216 million, including \$0.536 million for *Camp (SGR) Sf Building & Structures* , \$0.416 million for the *Camp(SGR) Harbourfront,Marine,Ftn&Seawal* , \$0.346 million for the *2018 Wind Storm Damages* and \$0.6 million for *Critical SOGR to Maintain Service* .

Note # 6:

COMMUNITY CENTRES (CC): Division is projected to spend 84% of the budget with underspending in the following projects: \$1.936 million for projects under *Critical SOGR To Maintain Service for Cost Centres* , \$3.342 million for *North East Scarborough New CC Construction* , \$2.264 million for *East Bayfront Community Centre* , \$0.9180 million for *Ethennonnhawahstihnen CC Indoor Play Spa* , \$1.907 million for *Ethennonnhawahstihnen CC – Construction* and \$1.182 million for *40 Wabash Parkdale New CC Construction* .

Note # 7:

INFORMATION TECHNOLOGY (IT): under-spending of \$3.453 million, including \$1.666 million *IT-Registration, Permitting & Licensing* due to change in Vendor, \$0.546 million for *IT-PFR Network Connectivity Improvements* due to permitting issues, and \$0.341 million due for *IT-PFR Digital Strategy And Transformation* which is waiting for PSP to hire management consultants, and \$0.17 million for *IT-Digital Signage* awaiting direction from the steering committee.

Note # 8:

OUTDOOR RECREATION CENTRE (ORC): under-spending of \$4 million, including \$0.568 million for co-ordination with other projects (\$0.149 million for the *Sports Field Program* , \$0.25 million for *FMP-Skateboard Park 2 Confederation Pk* , \$0.076 million for the *FMP-Basketball Full Court* , \$0.09 million for the *FMP-Cricket Pitch (1)*), \$0.352 million for the *Leslie Street Spit Washroom* , \$0.335 million for the *FMP-Cricket Pitch 2 Centennial Park* , \$0.397 million for *FMP-Skateboard Park (1) North District* due to archaeological assessments because City's policy for engaging First Nations , and \$0.491 million for *Critical SOGR To Maintain Service* .

Note # 9:

PARK DEVELOPMENT: under-spending of \$21.435 million, including \$6.856 million for co-ordination with other projects [\$0.915 million for *Rosehill Reservoir Park Improvements* , \$0.98 million for *Mouth Of The Creek Construction Phase 2* with Toronto Hydro, \$0.686 million for *Heschel Park Improvements* , \$0.681 million for *Lawrence Heights Ph1B-Greenway*], and \$3.0 million due to extended community consultation (\$1.2 million for *666 Spadina/51 Sussex Avenue Above Base Park Development* , \$0.679 million for *Victoria Memorial Square Improvements* , and \$0.468 million for *Bartley Park Improvements*).

Note # 10:

PLAYGROUNDS / WATERPLAY: under-spending of \$6.923 million, including \$0.267 million for the co-ordination with other projects (\$0.2 million for the *Ward 5 - New Splash Pad (Maple Leaf Park)* , and \$1.924 million for project delayed due to procurement issues (*L'Amoreaux Kidstown Improvements S42*), and/ \$0.785 million delayed because of Community Consultation (*Willowdale Park & Playground Improvement*).

Note # 11:

FACILITY COMPONENTS: under-spending of \$11.84 million for the co-ordination of various projects, including \$3.412 million for *Various Parks and Buildings Accessibility* , \$0.95 million for *Facility Rehab* projects which are being done in co-ordination with CREM, \$5.8 million for projects under *Outdoor Recreation & Amenity Improvement* , and \$0.536 million for *Capital Asset Management Planning* .

Note # 12:

TRAILS & PATHWAYS: under-spending of \$1.757 million, including \$0.8 million for the *Green Line Design & Construction* , \$0.38 million for *Camp -SGR- Trails Pathways & Bridges* , and \$0.238 million for *York Beltline Trail Improvements* that will be completed under budget.

Note # 13:

PARKING LOTS & TENNIS COURTS: under-spending of \$1.412 million for projects related to *Critical SOGR to Maintain Services* due to no critical needs arising throughout the year.

Chart 1
2025 Approved Budget by Category (\$18.13)

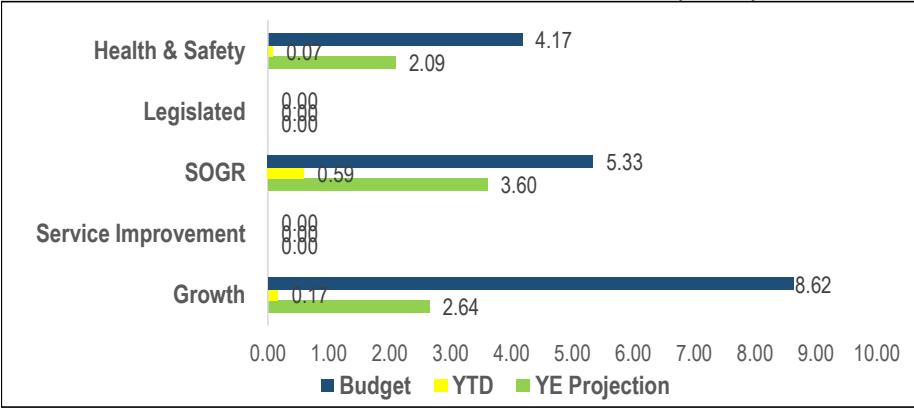


Table 1
2025 Active Projects by Category

Health & Safety	3
Legislated	
SOGR	5
Service Improvement	
Growth	1
Total # of Projects	9

Chart 2
Project Status - 9

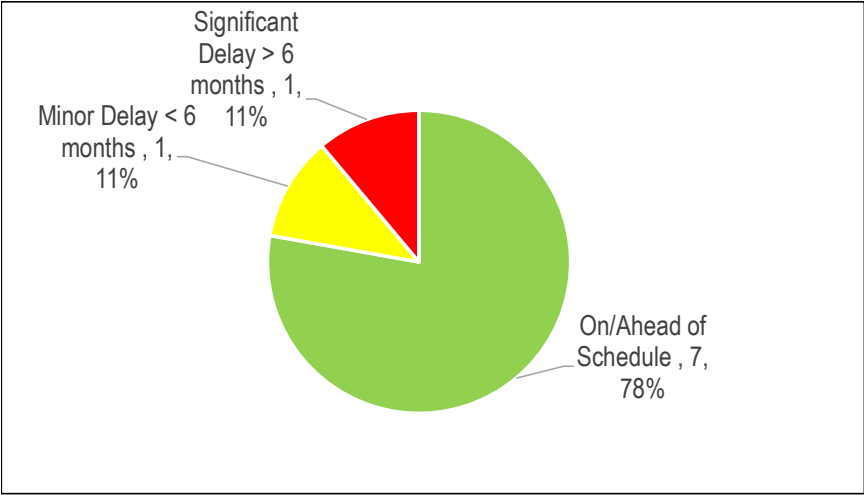


Table 2

Reason for Delay	2	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		
RFQ/RFP Delayed		
Contractor Issues	1	
Site Conditions		
Co-ordination with Other Projects		1
Community Consultation		
Other		
Total # of Projects	1	1

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
14.22	1.26	2.64		

Seniors Services and Long-Term Care (HOM)

Projects by Category (Million)	2025 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Building Health & Safety - 2021	0.266	0.027	10.0%	0.266	100.0%	Ⓞ	Ⓞ		2.116	1.877
Building Health & Safety - 2022	1.260	0.012	1.0%	0.266	21.1%	Ⓡ	Ⓨ	#1	2.115	0.867
Building Health & Safety - Ongoing	2.644	0.035	1.3%	1.558	58.9%	Ⓨ	Ⓡ	#2	14.845	0.085
Sub-Total	4.170	0.074	1.8%	2.089	50.1%	-	-		19.076	2.829
Building SOGR - 2020	0.700	0.020	2.9%	0.700	100.0%	Ⓞ	Ⓞ		7.065	6.386
Building SOGR - 2021	1.381	0.176	12.8%	0.682	49.4%	Ⓡ	Ⓞ	#3	6.607	4.507
Building SOGR - 2022	0.857	0.013	1.5%	0.857	100.0%	Ⓞ	Ⓞ		12.024	4.702
Building SOGR - Ongoing	1.291	0.340	26.3%	1.291	100.0%	Ⓞ	Ⓞ		10.753	1.369
SPIF Community Parkland - Kipling Acres	1.105	0.042	3.8%	0.069	6.3%	Ⓡ	Ⓞ	#4	3.627	0.089
Sub-Total	5.334	0.591	11.1%	3.599	67.5%	-	-		40.076	17.053
4610 Finch Ave East Redevelopment	8.622	0.166	13.9%	2.645	30.7%	Ⓡ	Ⓞ	#5	435.628	4.529
Sub-Total	8.622	0.166	1.9%	2.645	30.7%	-	-		435.628	4.529
Total	18.125	0.831	4.6%	8.334	46.0%				494.781	24.412

On Time	Ⓞ	On Budget	Ⓞ
On/Ahead of Schedule	Ⓞ	>70% of Approved Cash Flow	Ⓞ
Minor Delay < 6 months	Ⓨ	Between 50% and 70%	Ⓨ
Significant Delay > 6 months	Ⓡ	< 50% or >100% of Approved Cash Flow	Ⓡ

Note # 1:

The project will be reviewed along with the needs from other projects and recast, as a result of the cancellation of roam alert projects.

Note # 2:

Projected year-end underspend reflects the continuous lack of resources on the consultant's side as well as previous minor delays in procurement.

Note # 3:

Projected year-end underspend primarily reflects delay in administrative documentation related to design modifications, equipment specification changes and a transition in home management. Project team is actively advancing associated processes to mitigate delays and get the project back on track.

Note # 4:

Project has completed design development phase, and is processing through the construction document stage which is expected to be completed in June 2025. Construction is expected to start in Spring 2026. Project is still on track.

Note # 5:

Project is delayed due to the redesign requirement as a result of the compliance change in carbon emission target. Project is currently in the rezoning application phase, followed by site plan control and building permitting.

Chart 1
2025 Approved Budget by Category (\$Million) \$117.24M

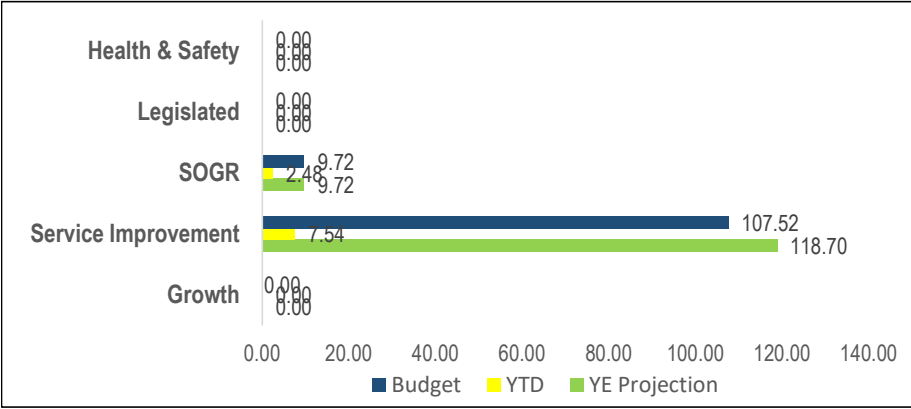


Table 1
2025 Active Projects by Category

Health & Safety	
Legislated	
SOGR	10
Service Improvement	1
Growth	
Total # of Projects	11

Chart 2
Project Status - 11

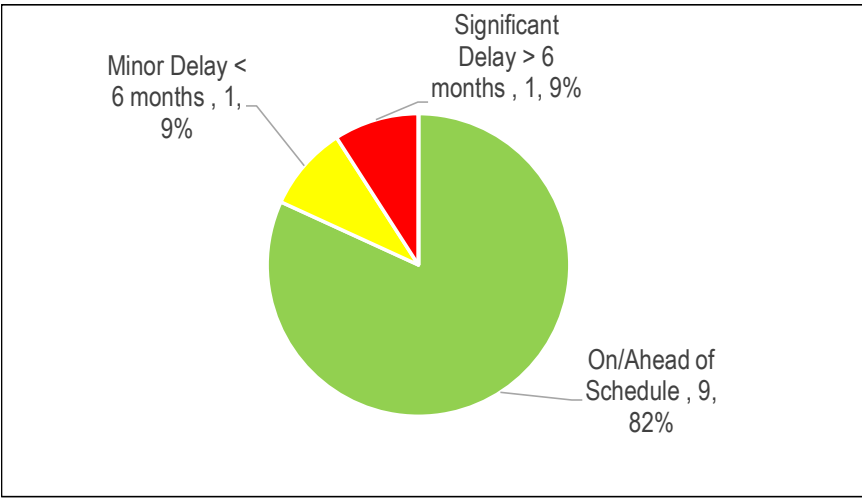


Table 2

Reason for Delay	2	
	Significant Delay	Minor Delay
Insufficient Staff Resources	1	
Procurement Issues		
RFQ/RFP Delayed		
Contractor Issues		
Site Conditions		1
Co-ordination with Other Projects		
Community Consultation		
Other*		
Total # of Projects	1	1

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
99.09	8.57	9.59		

Toronto Shelter and Support Services (SHL)

Projects by Category (Million)	2025 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
TSSS - SOGR	9.721	2.482	25.5%	9.721	100.0%	Ⓔ	Ⓔ		9.721	2.482
Sub-Total	9.721	2.482	25.5%	9.721	100.0%	-	-		9.721	2.482
George Street Revitalization (GSR)	12.537	2.990	23.8%	10.894	86.9%	Ⓔ	Ⓔ	1	684.942	113.134
Housing and Shelter Infrastructure Development (Formerly, Addition of 1000 New Shelter Beds)	8.566	1.527	17.8%	4.795	56.0%	Ⓐ	Ⓐ	2	120.139	91.154
COVID - 19 Resilience Response	1.792	0.172	9.6%	0.761	42.5%	Ⓔ	Ⓔ	3	15.261	9.820
AODA	9.594	0.112	1.2%	5.000	52.1%	Ⓐ	Ⓔ	4	13.518	4.036
Office Modernization Project	1.529	0.135	8.9%	1.529	100.0%	Ⓔ	Ⓔ		3.931	2.538
SMIS Study	0.100	0.000	0.0%	0.100	100.0%	Ⓔ	Ⓔ		0.100	0.000
Spadina Project	0.308	0.000	0.0%	0.308	100.0%	Ⓔ	Ⓔ		6.778	0.057
Winter Plan	5.801	0.631	10.9%	5.801	100.0%	Ⓔ	Ⓔ		23.797	3.921
Homelessness Services Capital Infrastructure Strategy (HSCIS)	66.921	1.971	2.9%	89.137	133.2%	Ⓔ	Ⓔ	5	258.125	24.071
IT Tool - Incidents of Anti-Black Racism	0.375	0.000	0.0%	0.375	100.0%	Ⓔ	Ⓔ		0.751	0.000
Sub-Total	107.523	7.538	7.0%	118.700	110.4%	-	-		1,127.342	248.730
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
Total	117.245	10.020	8.5%	128.422	109.5%				1,137.064	251.212

On Time
On/Ahead of Schedule
Minor Delay < 6 months
Significant Delay > 6 months

On Budget
>70% of Approved Cash Flow
Between 50% and 70%
< 50% or >100% of Approved Cash Flow

Note # 1: George Street Revitalization (GSR)

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 confirming 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.

Note # 2: Housing and Shelter Infrastructure Development:

Construction at 233 Carlton, the precursor for 67 Adelaide, has experienced some site complications, with expected completion slated for Q2-2025. 67 Adelaide is currently in tender phase with construction to begin once 233 Carlton is complete. Project completion is anticipated in Q1-2027.

Note # 3: COVID - 19 Resilience Response

Construction of 1 site is projected to be completed in Q3-2025. The project is experiencing underspending in 2025 due to design delays and additional work required for the remaining 3 sites. These delays in 2025 are not anticipated to impact the overall project timelines and the project is expected to be completed in Q4-2026.

Toronto Shelter and Support Services (SHL)

Projects by Category (Million)	2025 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			

Note # 4: AODA

City owned Shelter sites are experiencing delays attributed to understaffing and vendor issues. Overall project is expecting completion by the end of 2026.

Note # 5: Homelessness Services Capital Infrastructure Strategy (HSCIS)

Target acquisition of 5 sites in 2025 with 4 sites currently under Agreement of Purchase and Sale. 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.

Chart 1
2025 Approved Budget by Category (\$Million) \$0.6M

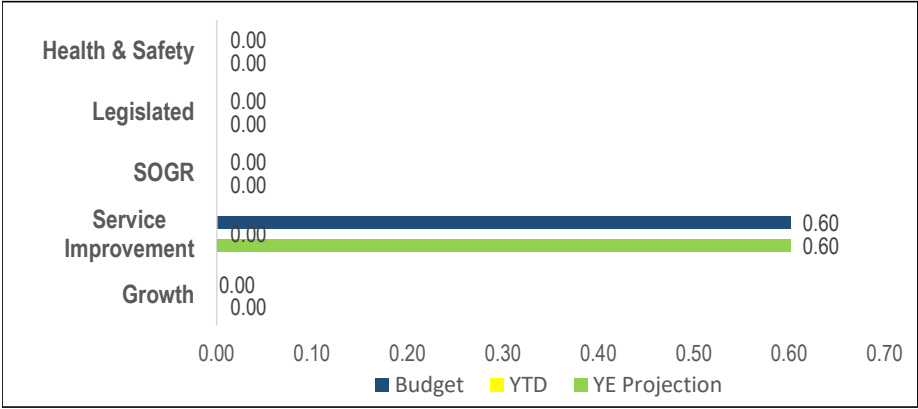


Table 1
2025 Active Projects by Category

Health & Safety	
Legislated	
SOGR	
Service Improvement	2
Growth	
Total # of Projects	2

Chart 2
Project Status - 2

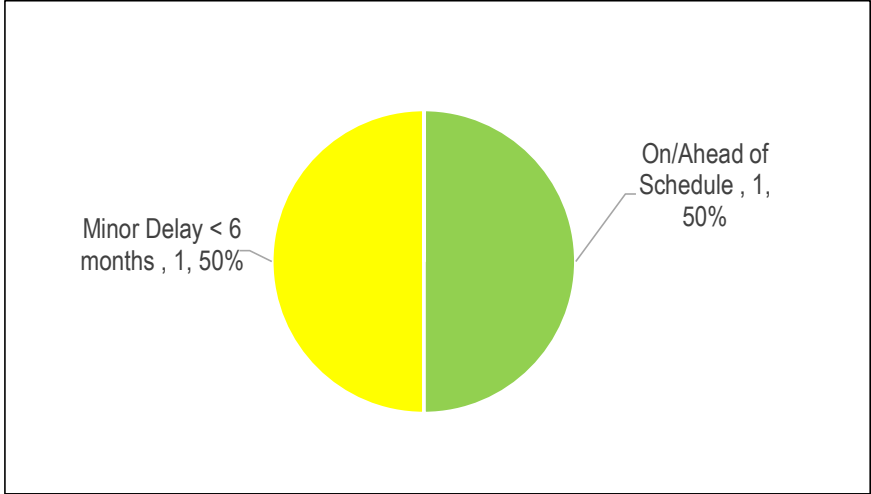


Table 2

Reason for Delay	1	
	Significant Delay	Minor Delay
Insufficient Staff Resources		1
Procurement Issues		
RFQ/RFP Delayed		
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects		
Community Consultation		
Other*		
Total # of Projects		1

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
0.10	0.50			

Toronto Employment & Social Services (SOC)

Projects by Category (Million)	2025 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
OFFICE 1	0.100	0.000	0.0%	0.100	100.0%	Ⓖ	Ⓖ		0.100	0.000
OFFICE 2	0.500	0.000	0.0%	0.500	100.0%	Ⓖ	Ⓨ	#1	0.500	0.000
Sub-Total	0.600	0.000	0.0%	0.600	100.0%	-	-		0.600	0.000
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
Total	0.600	0.000	0.0%	0.600	100.0%				0.600	0.000

On Time	Ⓖ	On Budget	Ⓖ
On/Ahead of Schedule	Ⓖ	>70% of Approved Cash Flow	Ⓖ
Minor Delay < 6 months	Ⓨ	Between 50% and 70%	Ⓨ
Significant Delay > 6 months	Ⓢ	< 50% or > 100% of Approved Cash Flow	Ⓢ

Note # 1:

Office 2: Project delays is due to insufficient staffing resources and coordination with corporate partners on onboarding a broker.

Fire Services (FIR)

Chart 1
2025 Approved Budget by Category (\$Million) \$27.1M

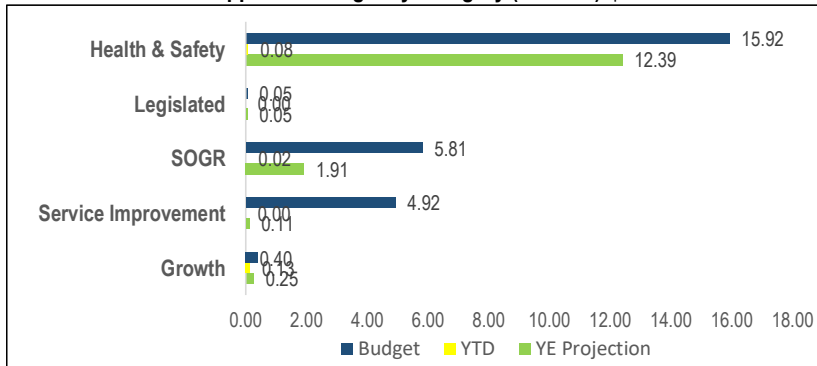


Table 1
2025 Active Projects by Category

Health & Safety	17
Legislated	1
SOGR	7
Service Improvement	2
Growth	2
Total # of Projects	29

Chart 2
Project Status - 29

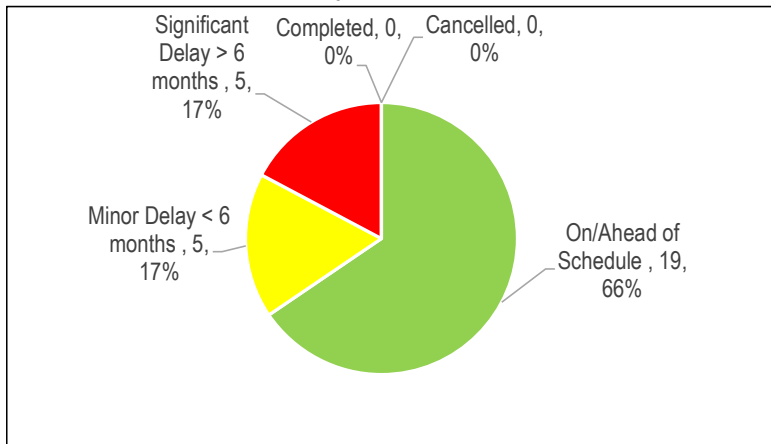


Table 2

Reason for Delay	10	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		2
RFQ/RFP Delayed		2
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects	2	1
Community Consultation		
Other*	3	
Total # of Projects	5	5

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
10.64	4.62	11.83		

Reasons for "Other*" Projects Delay:

Project scope changed for 2 projects, with funds carried forward and repurposed.

- The Toronto Radio Infrastructure project is delayed pending the completion of the governance review
- The CAD Upgrade project is delayed as partners' cutover targets are behind schedule.
- Fire Prevention Technology Prevention project is delayed, as testing and reinspection's are taking longer than anticipated.

Key Discussion Points:

Of the 29 projects, 17% are projected to experience a major delay (5 for \$10.643 million); 17% are projected to experience a minor delay (5 for \$4.624 million); and 66% or are projected to be completed or on time (19 for \$11.830 million)

Of the \$27.097 million budget, significant projects include: the Replacement of Portable Radios for \$5.050 million; the Flemingdon Park New Fire Station for \$4.850 million; Toronto Radio Infrastructure Project (TRIP) for \$4.838 million; the Stationware Decontamination Equipment Phase 2 for \$3.632 million; Personal Protection Equipment Replacement for \$2.751 million; and 22 other small equipment projects of \$1.0 million or less that total \$5.976 million.

Projects that are experiencing significant delays include: the Flemingdon Park New Fire Station (2% projected spending); Toronto Radio Infrastructure Project (31% projected spending); 3 other projects with total projected spending of 24%.

Fire Services (FIR)

Projects by Category (Million)	2025 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Health & Safety										
Fireboat Dock Repair (Station 334)	0.404	0.000		0.271	67.1%	Ⓨ	Ⓨ	#1	0.446	0.041
Replacement of Fire Apparatus Exhaust System	0.575	0.000		0.344	59.8%	Ⓨ	ⓐ	#2	0.575	0.000
Mobile Driver System	0.132	0.000		0.072	54.5%			#3	0.132	0.000
Emergency Medical Bags	0.175	0.000		0.175	100.0%				0.175	0.000
Compact Powered Suction	0.275	0.000		0.275	100.0%				0.275	0.000
Heavy Duty Vehicle Column Lift (Replacement)	0.233	0.000		0.233	100.0%	ⓐ	ⓐ		0.552	0.000
Stationwear Decontamination Equipment-Phase 2	3.632	0.069		1.966	54.1%			#4	3.819	0.256
Bunker Suit Washer/Extractor Installations	0.354	0.003		0.188	53.1%	Ⓨ	Ⓨ	#5	0.420	0.068
PPE Decontamination Equipment-Phase 2	0.915	0.004		0.687	75.1%				0.943	0.032
Toronto Fire Services Security Program	0.430	0.000		0.430	100.0%				2.560	0.000
Replacement of Portable Radio - 2025	5.050	0.000		4.000	79.2%	ⓐ	ⓐ		5.050	0.000
Mass Spectrometer CBRNE equipment	0.388	0.000		0.388	100.0%	ⓐ	ⓐ		0.970	0.000
Personal Protection Equipment Replacement - 2025-2026	2.751	0.000		2.751	100.0%	ⓐ	ⓐ		5.400	0.000
Breathing Air Compressor-2022	0.004	0.000		0.004	100.0%	ⓐ	ⓐ		0.081	0.077
Breathing Air Compressors Replacement 2023	0.102	0.000		0.102	100.0%				0.253	0.065
Breathing Air Compressors Replacement 2025	0.086	0.000		0.086	100.0%				0.086	0.000
Replacement Thermal Imaging Camera	0.413	0.000		0.413	100.0%				1.450	0.787
Sub-Total	15.919	0.076		12.385		-	-		23.187	1.326
Legislated										
Replacement of HUSAR Equipment -2025	0.050	0.000		0.050	100.0%	ⓐ	ⓐ		0.050	0.000
Sub-Total	0.050	0.000		0.050		-	-		0.050	0.000
State of Good Repair										
Training Simulators and Fac Rehab - 2023	0.006	0.001		0.006	100.0%				0.100	0.095
Training Simulators and Fac Rehab - 2024	0.100	0.000		0.100	100.0%				0.100	0.000
Training Simulators and Fac Rehab - 2025	0.100	0.000		0.100	100.0%				0.100	0.000
Toronto Radio Infrastructure Project (TRIP)	4.838	0.000		1.500	31.0%	Ⓡ	Ⓡ	#6	8.489	3.150
CAD Upgrade	0.639	0.000		0.122	19.1%	Ⓡ	Ⓡ	#7	1.960	1.195
Feasibility Study - Flemingdon Station	0.102	0.015		0.060	58.8%	Ⓨ	Ⓨ	#8	0.185	0.098
TFS Minor Building Repair	0.023	0.000		0.023	100.0%	ⓐ	ⓐ		0.023	0.000
Sub-Total	5.808	0.016		1.911		-	-		10.957	4.538
Service Improvements										
Flemingdon Park New Fire Station & Trucks	4.850	0.000		0.100		Ⓡ	Ⓡ	#9	16.300	0.029
Fire Prevention Technology Integration	0.072	0.000		0.010		Ⓡ	Ⓡ	#10	1.010	0.938
Sub-Total	4.922	0.000	0.0%	0.110	2.2%	-	0.0		17.310	0.967
Growth Related										
HUSAR Budling Expansion-Change in Scope	0.154	0.128	83.1%	0.154	100.0%	ⓐ	ⓐ		7.900	6.766
Feasibility Study of Fire Academy	0.244	0.000		0.100		Ⓡ	Ⓡ	#11	0.300	0.056
Sub-Total	0.398	0.128		0.254		-	-		8.200	6.822
Total	27.097	0.220		14.710					59.704	13.653

On Time		On Budget	
On/Ahead of Schedule	ⓐ	Between 50% and 70%	
Minor Delay < 6 months	Ⓨ	< 50% or >100% of Approved Cash Flow	
Significant Delay > 6 months	Ⓡ		

Note # 1:

While the concept design phase was completed in 2024, the design development phase was tendered in April, 2025, with construction projected to be completed by Q4, 2025, with any under spending to be carried forward into 2026 for final settlement..

Note # 2:

This project will be going to tender in 2025, with a planned completion by year-end. Unspent funding will be returned to source once the project is closed.

Note # 3:

Project research and development are ongoing. The procurement process has started with show visits to explore and identify suitable products. Project only requires \$.072 million, with unspent funding to be re-purposed for other training needs.

Note # 4:

Planned construction at 40 sites is managed by CREM while the procurement of decontamination equipment is managed by TFS. The equipment PO was created in August 2024, with half of the washers and dryers received in April 2025. Completion is expected by July, 2025. The project is projected to be underspent, with unspent funds to be returned to source once the project is closed.

Note # 5:

The planning for the construction at 4 sites is managed by CREM, while the procurement of heavy extractor/drying cabinets is managed by TFS. The contract for a general contractor was awarded in April, 2025, with construction to commence in May. The equipment contracts are expected to be issued in Q3 with project completion anticipated by December, 2025. The project is projected to be underspent, with unspent funds to be returned to source once the project is closed.

Note # 6:

Work with the vendor and the City's Office of the Chief Information Security Officer (CISO) on the cyber-security solution continues. the system lifecycle strategy is delayed as the TRIP steering committee needs to convene to finalize system governance. the project is further delayed as key personnel continue to be unexpectedly absent from the work place for an extended period.

Note # 7:

This project has been delayed due to safety partners' (Police & Paramedics) NG911 cutover set backs. Cutover for both division/agency is planned for Q2 2025, at which time completion forecasts will be re-evaluated. Once the cutover occurs, the project team can provide completion date timelines.

Note # 8:

The feasibility study and environmental study have been completed. The work plan has been delayed, pending completion of the final decisions on the site plan with project partners.

Note # 9:

The design work is currently delayed, as the feasibility study is still in progress and parking requirements remain unresolved. As a result of the design delay, the project's completion date is expected to shift from 2027 to 2028. The revised funding requirement for 2025 is projected to be \$0.100 million, with the remaining \$4.7 million toll be carried forward to future year construction requirements..

Note # 10:

Approximately 80% of project deliverables have been completed; testing and reinspection work is ongoing, with the additional project components that will be completed in 2026.

Note # 11:

The needs assessment for the Fire Academy has been completed. The project is delayed reflecting the need to co-ordination with the CREM-led needs assessment of the Fleet facility located at 843 Eastern Ave (adjacent to the Fire Academy). The needs assessment for the fleet facility is required prior to commencing consolidation plans feasibility work for all municipal lands in this area. The planned to complete date for this project is March, 2026.

Chart 1

2025 Approved Budget by Category (\$Million) \$30M

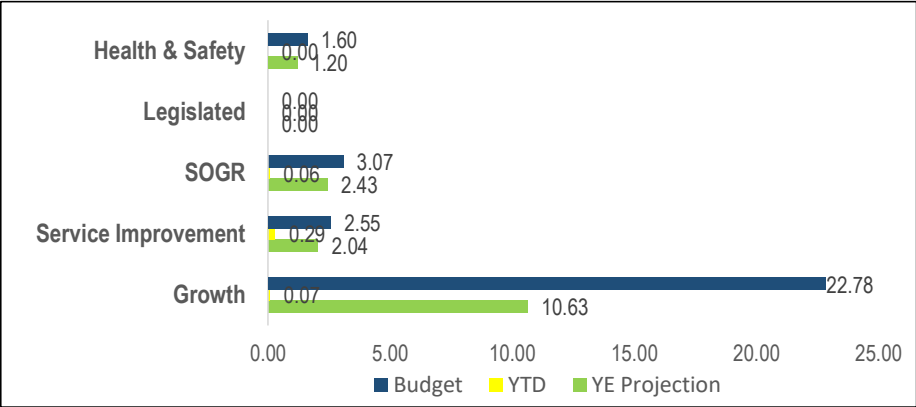


Table 1

2025 Active Projects by Category

Health & Safety	1
Legislated	
SOGR	7
Service Improvement	4
Growth	16
Total # of Projects	28

Chart 2

Project Status - 28

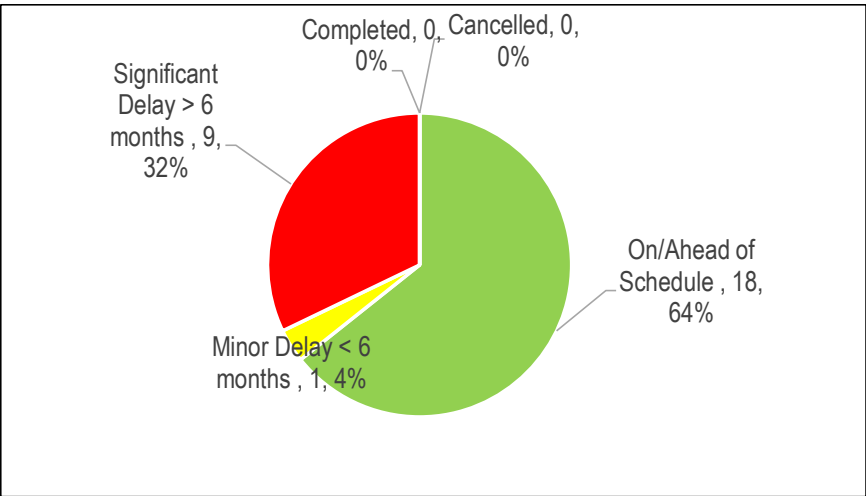


Table 2

Reason for Delay	10	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		
RFQ/RFP Delayed		
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects		
Community Consultation		
Other*	9	1
Total # of Projects	9	1

Table 3

Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
12.15	0.28	17.57		

Toronto Paramedic Services (AMB)

Projects by Category (Million)	2025 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Power Stretchers Supplemental 2025	1.600	0.000	0.0%	1.200	75.0%	Ⓒ	Ⓒ		1.600	0.000
Sub-Total	1.600	0.000	0.0%	1.200	75.0%	-	-		1.600	0.000
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
Mobile Data Communications - 2023	0.016	0.000	0.0%	0.016	100.0%	Ⓒ	Ⓒ		0.300	0.284
Mobile Data Communications - 2024	0.684	0.000	0.0%	0.504	73.7%	Ⓒ	Ⓒ		1.000	0.316
Mobile Data Communications - 2025	0.050	0.000	0.0%	0.040	80.0%	Ⓒ	Ⓒ		0.050	0.000
Medical Equipment Replacement	0.513	0.058	11.3%	0.413	80.5%	Ⓒ	Ⓒ		7.823	7.368
Portable Radio Replacement	1.007	0.000	0.0%	0.757	75.2%	Ⓒ	Ⓒ		2.809	1.802
Dispatch Console Replacement	0.285	0.000	0.0%	0.185	64.9%	Ⓐ	Ⓐ	#1	2.582	2.447
CAD Upgrade	0.520	0.000	0.0%	0.520	100.0%	Ⓒ	Ⓒ		1.110	0.590
Sub-Total	3.073	0.058	1.9%	2.433	79.2%	-	-		15.674	12.809
Service Improvements										
Next Generation 9-1-1	0.412	0.076	18.6%	0.312	75.7%	Ⓒ	Ⓒ		2.500	0.414
Capital Asset Management Planning	1.659	0.214	12.9%	1.559	94.0%	Ⓒ	Ⓒ		2.828	2.628
Future Strategic Staging Locations F-SSL	0.431	0.000	0.0%	0.131	30.4%	Ⓐ	Ⓐ	#2	1.050	0.019
Asset Tracking	0.050	0.000	0.0%	0.040	80.0%	Ⓒ	Ⓒ		1.000	0.000
Sub-Total	2.552	0.291	11.4%	2.042	80.0%	-	-		7.378	3.061
Growth Related										
Additional Ambulances 7 Per Year - 2025	2.800	0.000	0.0%	2.800	100.0%	Ⓒ	Ⓒ		2.800	0.000
Multi-Function Station #2 - Construction	14.071	0.008	0.1%	5.071	36.0%	Ⓐ	Ⓐ	#3	93.085	2.487
Multi-Function Station #2 Facility - TPS	0.624	0.000	0.0%	0.124	19.9%	Ⓐ	Ⓐ	#4	3.400	0.676
Additional ERV - 2023 5 +1	0.324	0.000	0.0%	0.324	100.0%	Ⓒ	Ⓒ		0.780	0.456
Additional ERV - 2024 5 +1	0.172	0.000	0.0%	0.172	100.0%	Ⓒ	Ⓒ		0.780	0.608
Additional ERV - 2025 5 +1	0.780	0.000	0.0%	0.580	74.4%	Ⓒ	Ⓒ		0.780	0.780
Ambulance Post - 30 Queens Plate Drive	1.837	0.028	1.5%	0.237	12.9%	Ⓐ	Ⓐ	#5	2.848	1.039
Ambulance Post - 330 Bering Ave	0.342	0.027	8.0%	0.242	70.8%	Ⓒ	Ⓒ		0.700	0.374
Ambulance Post #3 - Don Mills CRC 844 D	0.025	0.000	0.0%	0.005	20.0%	Ⓐ	Ⓐ	#6	2.900	0.000
Ambulance Post #4 - 4610 Finch Ave East	0.275	0.000	0.0%	0.075	27.3%	Ⓐ	Ⓐ	#7	2.150	0.000
Rivalda Stores	0.095	0.001	1.0%	0.045	47.2%	Ⓐ	Ⓐ	#8	0.950	0.168
Multi-Function Station #3 - Design	0.195	0.000	0.0%	0.045	22.9%	Ⓐ	Ⓐ	#9	2.965	0.070
Multi-Function Station #5 - Design	0.016	0.000	0.0%	0.006	37.2%	Ⓐ	Ⓐ	#10	8.850	0.034
Equipment & Garage - 1116 King St W	1.125	0.010	0.9%	0.825	73.3%	Ⓒ	Ⓒ		11.100	0.535
Ambulance Vehicle Training AVT Facility	0.050	0.000	0.0%	0.040	80.0%	Ⓒ	Ⓒ		2.000	0.000
CACC Backup Upgrade	0.050	0.000	0.0%	0.040	80.0%	Ⓒ	Ⓒ		3.500	0.000
Sub-Total	22.779	0.074	0.3%	10.630	46.7%	-	-		139.588	7.228
Total	30.005	0.423	1.4%	16.305	54.3%				164.240	23.097

On Time	On Budget
On/Ahead of Schedule	Ⓒ >70% of Approved Cash Flow
Minor Delay < 6 months	Ⓐ Between 50% and 70%
Significant Delay > 6 months	Ⓐ < 50% or >100% of Approved Cash Flow

Note # 1:

The Dispatch Console Replacement project has been delayed by less than six months due to vendor capacity constraints related to the nationwide NG911 transition, with remaining equipment delivery and training facility setup extending completion into fall of 2025.

Note # 2:

The Future Strategic Staging Locations (F-SSL) project has been delayed by over six months due to internal approvals, staff changes, and expanded scope, but vendor reviews are expected by mid-2025 and completion remains on track for fall 2025.

Note # 3:

The Multi-Function Station #2 - Construction project has been delayed by over six months due to land expropriation, design revisions, coordination with Toronto Police Services, and permitting processes, but it remains on track with construction expected to begin mid-2025 after contract award in Q2.

Note # 4:

Toronto Paramedic Services (AMB)

Projects by Category (Million)	2025 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			

The Multi-Function Station #2 Facility – TPS project has been delayed by over six months due to City Planning design revisions and coordination with Toronto Police Services on parking access, with final design updates underway and site plan submission targeted for October 2025.

Note # 5:

The Ambulance Post – 30 Queens Plate Drive project has been delayed by over six months due to a scope change from a temporary to a permanent facility with added staff amenities, requiring additional design work, approvals, and coordination with Toronto Fire Services, but the project is moving forward with a building permit expected by November 2025 and construction tendering in early 2026.

Note # 6:

The Ambulance Post #3 – Don Mills CRC 844 D project has been delayed by over six months due to extended design and planning efforts within a larger recreation centre development, requiring public engagement, coordination with Parks & Recreation, and design reviews, with construction expected fall 2026.

Note # 7:

The Ambulance Post #4 – 4610 Finch Ave East project has been delayed by over six months due to complex coordination with multiple City divisions and added office space on upper floors, with construction expected to begin in early 2026 after design and permitting are completed.

Note # 8:

The Rivalda Stores project has been delayed by over six months due to AODA budget reductions, with construction expected to begin following a new consultant's engagement and completion anticipated by mid-2027.

Note # 9:

The Multi-Function Station #3 project has been delayed by over six months due to property ownership issues, scope changes, and procurement challenges, with the scope scaled back in early 2025 and a new procurement process underway, aiming for construction completion within three to four months of contract award.

Note # 10:

The Multi-Function Station #5 project has been delayed by over six months due to coordination challenges involving the relocation of multiple City of Toronto division tenants, with phased occupancy planned for 2026 pending CreateTO's tenant relocation efforts and approval of the fuel site move.

**2025 Capital Spending by Program
Infrastructure Services**

Program (\$M)	Period	2025 Approved Cash Flow	2025 Expenditure			Alert (Benchmark 70% spending rate)
			Year-To-Date Spending	Projected Actuals	Projected %	
Transit Expansion	4M-2025	173.48	8.92	96.52	55.6%	⚠
Transportation Services	4M-2025	649.92	92.05	579.96	89.2%	Ⓢ
TOTAL	4M-2025	823.40	100.97	676.48	82.2%	Ⓢ

For the four months ended April 30, 2025, the capital expenditures for Infrastructure Services totalled \$101.0 million of their collective 2025 Approved Capital Budget of \$823.4 million. Spending is expected to increase to \$676.5 million (82.2%) by year-end. 1 program in this service area has the projected year-end spend rate of over 70% of their respective 2025 Approved Capital Budgets.

Program with projected year-end spend rate above 70% is Transportation Services.

Chart 1
2025 Approved Budget by Category (\$M) \$649.92M

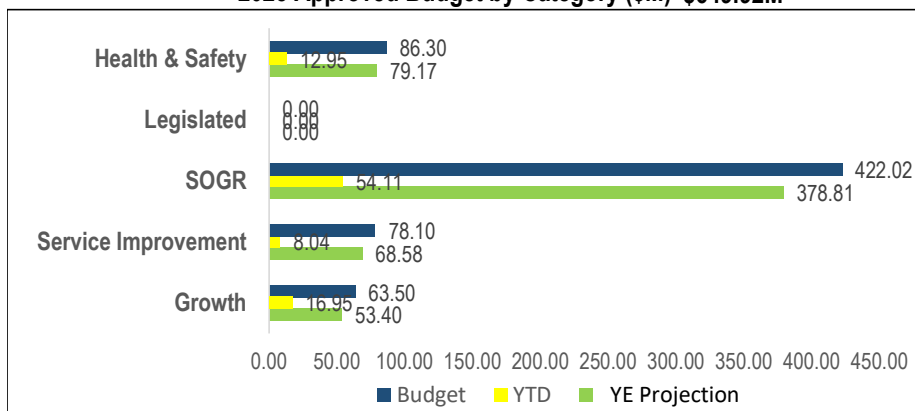


Table 1
2025 Active Projects by Category

Health & Safety	4
Legislated	
SOGR	16
Service Improvement	14
Growth	18
Total # of Projects	52

Chart 2
Project Status - 52

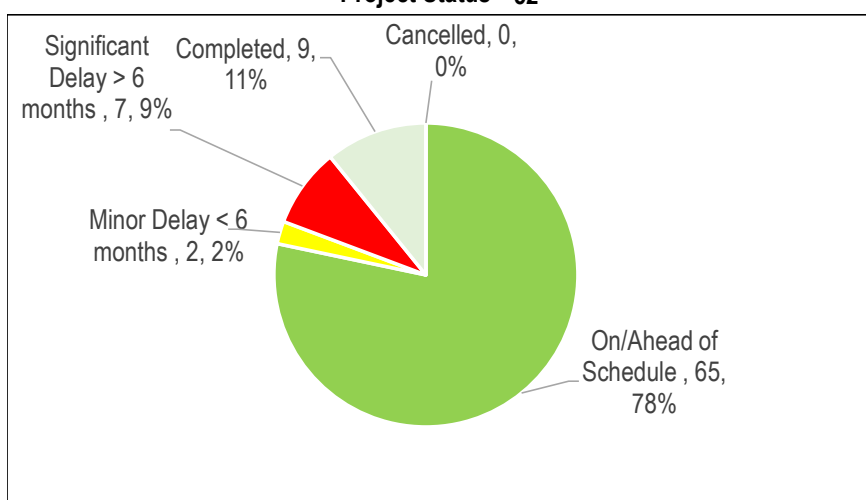


Table 2

Reason for Delay	9	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues	1	
RFQ/RFP Delayed		
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects		
Community Consultation		
Other*	6	2
Total # of Projects	7	2

Table 3
Projects Status (\$M)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
634.39	10.41	4.10	1.02	

Reasons for "Other*" Projects Delay:

- Transportation Services has 8 sub-projects with "Other" reasons for delay. In these cases, "Other" represents consultation with stakeholders / developers; detailed design delays; etc.
- For Transportation Services, '# of Projects' above refers to sub-projects as various sub-projects under one project may have a different status

Key Discussion Points: (Please provide reason for delay)

- The rate of spending is consistent with project schedules for construction as most are weather / temperature dependent.
- Typically, the majority of cash flow funding is spent during the traditional construction season through to the latter part of the year, after contracts are tendered and awarded.
- Most of the year-end under-spending is anticipated in capital projects that require third party coordination and/or funding; community consultation; are development / transit dependent.

Transportation Services (TRN)

Projects by Category (Million)	2025 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Health & Safety										
City Bridge Rehabilitation (Critical)	50.830	9.505	0.0%	45.747	90.0%	Ⓞ	Ⓞ		311.564	212.898
Glen Road Pedestrian Bridge	2.467	0.160	0.0%	2.220	90.0%	Ⓞ	Ⓞ		25.940	20.031
Guide Rail Program	1.000	0.016	0.0%	0.900	90.0%	Ⓞ	Ⓞ		13.553	9.473
Road Safety Plan	32.003	3.273	0.0%	30.304	94.7%	Ⓞ	Ⓞ			
Sub-Total	86.299	12.954	15.0%	79.171	91.7%	-	-		351.058	242.402
Legislated										
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
State of Good Repair										
City Bridge Rehabilitation	57.929	11.021	0.0%	52.136	90.0%	Ⓞ	Ⓞ			
Critical Interim Road Rehabilitation	10.000	0.136	0.0%	8.000	80.0%	Ⓞ	Ⓞ			
Ditch Rehabilitation & Culvert Reconstruction	2.800	0.028	0.0%	2.240	80.0%	Ⓞ	Ⓞ			
Don Valley Parkway Rehabilitation	5.370	-0.098	0.0%	5.101	95.0%	Ⓞ	Ⓞ			
Dufferin Street Bridge Rehabilitation	0.702	0.048	0.0%	0.197	28.0%	Ⓡ	Ⓡ	#1		
Dunn and Dowling Bridges	0.800	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓡ	#2		
F.G. Gardiner	171.584	28.008	0.0%	161.291	94.0%	Ⓞ	Ⓞ		2,380.455	692.329
Facility Improvements	3.000	1.316	0.0%	2.700	90.0%	Ⓞ	Ⓞ			
Laneways	2.468	0.163	0.0%	2.221	90.0%	Ⓞ	Ⓞ			
Local Road Rehabilitation	87.724	7.377	0.0%	78.952	90.0%	Ⓞ	Ⓞ			
Major Road Rehabilitation	50.000	4.838	0.0%	40.000	80.0%	Ⓞ	Ⓞ			
Major SOGR Pooled Contingency	5.500	0.528	0.0%	5.225	95.0%	Ⓞ	Ⓞ			
Retaining Walls Rehabilitation	2.500	0.177	0.0%	2.250	90.0%	Ⓞ	Ⓞ			
Sidewalks	15.000	0.346	0.0%	13.500	90.0%	Ⓞ	Ⓞ			
Signs & Markings Asset Management	3.046	0.200	0.0%	2.296	75.4%	Ⓞ	Ⓞ			
Traffic Plant Requirements / Signal Asset Management	3.600	0.018	0.0%	2.700	75.0%	Ⓞ	Ⓞ			
Sub-Total	422.023	54.105	12.8%	378.809	89.8%	-	-		2,380.455	692.329
Service Improvements										
Cycling Infrastructure	35.001	3.361	0.0%	33.251	95.0%	Ⓞ	Ⓞ			
Eglinton Connects	7.000	0.090	0.0%	6.300	90.0%	Ⓞ	Ⓞ			
Engineering Studies	6.000	1.594	0.0%	5.700	95.0%	Ⓞ	Ⓞ			
FIFA-related CCTV cameras	0.150	0.000	0.0%	0.150	100.0%	Ⓞ	Ⓞ			
Green Streets Improvement	1.500	0.025	0.0%	1.200	80.0%	Ⓞ	Ⓞ			
King Street Transit Priority	0.500	0.000	0.0%	0.475	95.0%	Ⓞ	Ⓞ			
Mapping & GIS Repository	0.400	0.042	0.0%	0.320	80.0%	Ⓞ	Ⓞ		2.285	1.463
MoveTO	7.700	0.417	0.0%	6.930	90.0%	Ⓞ	Ⓞ		49.311	23.743
Neighbourhood Improvements	4.033	0.477	0.0%	2.669	66.2%	Ⓨ	Ⓞ			
Rockcliffe Flood Mitigation	1.500	0.347	0.0%	1.200	80.0%	Ⓞ	Ⓞ			
Surface Network Transit Plan	1.000	0.187	0.0%	0.900	90.0%	Ⓞ	Ⓞ		39.653	3.275
System Enhancements for Road Repair & Permits	2.700	0.243	0.0%	2.430	90.0%	Ⓞ	Ⓞ		24.809	9.352
TO360 Wayfinding	0.620	0.056	0.0%	0.558	90.0%	Ⓞ	Ⓞ		6.415	3.852
West Toronto Rail Path Extension	10.000	1.200	0.0%	6.500	65.0%	Ⓨ	Ⓨ	#3	150.778	5.989
Sub-Total	78.104	8.040	10.3%	68.583	87.8%	-	-		273.250	47.674
Growth Related										
Agincourt Improvement	1.200	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓡ	#4		
Beecroft Extension	0.000	0.734	0.0%	0.000			Ⓞ		22.316	4.439
Broadview Extension	10.000	0.229	0.0%	6.500	65.0%	Ⓨ	Ⓞ		188.000	48.223
Emery Village Improvements	0.102	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓡ	#5	6.289	0.487
John Street Revitalization Project	1.000	0.097	0.0%	0.950	95.0%	Ⓞ	Ⓞ		65.586	6.075
Lawrence-Allen Revitalization Project	1.000	1.168	0.0%	0.950	95.0%	Ⓞ	Ⓞ		19.500	6.081
Legion Road Extension & Grade Separation	0.410	0.000	0.0%	0.246	60.0%	Ⓨ	Ⓨ	#6		
Metrolinx Additional Infrastructure	2.904	1.023	0.0%	2.613	90.0%	Ⓞ	Ⓞ		20.731	11.080
North York Service Road	0.300	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓡ	#7	40.728	33.628
Overlea Blvd and Don Mills Rd Improvement	2.000	0.000	0.0%	1.300	65.0%	Ⓨ	Ⓞ			
Peel and Gladstone	0.500	0.000	0.0%	0.150	30.0%	Ⓞ	Ⓞ			

Transportation Services (TRN)

Projects by Category (Million)	2025 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Port Union Road	11.203	2.050	0.0%	10.082	90.0%	Ⓞ	Ⓞ		36.218	15.062
Rean to Kenaston - New Road	0.000	4.243	0.0%	0.000			Ⓞ		11.544	10.803
Scarlett / St. Clair / Dundas	3.270	0.110	0.0%	2.289	70.0%	Ⓢ	Ⓞ		71.469	14.115
St. Clair TMP: Gunns, Keele, Davenport	18.785	4.398	0.0%	18.785	100.0%	Ⓞ	Ⓞ			
Steeles Widening (Tapscott Rd - Beare Rd)	0.500	0.000	0.0%	0.200	40.0%	Ⓡ	Ⓡ	#8	109.222	1.235
Work for TTC & Others	9.823	2.894	0.0%	9.332	95.0%	Ⓞ	Ⓞ			
Yonge Tomorrow	0.500	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓡ	#9		
Sub-Total	63.496	16.947	26.7%	53.398	84.1%	-	-		591.602	151.229
Total	649.923	92.046	14.2%	579.960	89.2%				3,596.364	1,133.633

On Time	Ⓞ	On Budget	Ⓞ
On/Ahead of Schedule	Ⓞ	>70% of Approved Cash Flow	Ⓞ
Minor Delay < 6 months	Ⓢ	Between 50% and 70%	Ⓢ
Significant Delay > 6 months	Ⓡ	< 50% or >100% of Approved Cash Flow	Ⓡ

Note # 1:

Design is delayed due to on-going discussions with Metrolinx regarding coordination of work with Ontario Line.

Note # 2:

Design is delayed due to on-going discussions with Metrolinx regarding coordination of work with Ontario Line.

Note # 3:

Construction is anticipated to be tendered in Q3 2025. The execution of the Municipal Infrastructure Agreement (MIA) is being delayed. Contract commencement to occur post MIA execution.

Note # 4:

Detailed design is delayed as additional time required to finalize Environmental Assessment assignment.

Note # 5:

Project delayed as investigation revealed presence of methane onsite. Additional time required to refine design based on recent soil findings.

Note # 6:

Design is on delayed due to changes in design direction following the completion of the TW stormwater assessment study which concluded the stormwater pond is not required. Additional time required for Design to adjust to this change.

Note # 7:

Project delayed due to limited submissions for tender call. Project set to be retendered.

Note # 8:

Design is taking longer due to design refinement concerning appropriate lane widths, incorporation of green infrastructure and unforeseen efforts in advancing archaeological assessments coordination (i.e., Obtaining permits and Legal Agreements with First Nations).

Note # 9:

Design tender is delayed as additional time is required to finalize tender call documents.

**2025 Capital Spending by Program
Development and Growth Services**

Program (\$M)	Period	2025 Approved Cash Flow	2025 Expenditure			Alert (Benchmark 70% spending rate)
			Year-To-Date Spending	Projected Actuals	Projected %	
City Planning	4M-2025	8.63	1.23	7.77	90.1%	Ⓢ
Housing Secretariat	4M-2025	615.44	161.43	528.79	85.9%	Ⓢ
Waterfront Revitalization Initiative	4M-2025	129.80	10.57	93.90	72.3%	Ⓢ
TOTAL	4M-2025	753.86	173.22	630.46	83.6%	Ⓢ
<div> ■ >70% ■ between 50% and 70% ■ < 50% or > 100% </div>						

For the four months ended April 30, 2025, the capital expenditures for Development and Growth Services totalled \$173.2 million of their collective 2025 Approved Capital Budget of \$753.9 million. Spending is expected to increase to \$630.5 million (83.6%) by year-end. 3 programs in this service area have the projected year-end spend rate of over 70% of their respective 2025 Approved Capital Budgets.

Programs with projected year-end spend rate above 70% are City Planning, Housing Secretariat and Waterfront Revitalization Initiative.

Chart 1

2025 Approved Budget by Category (\$Million) \$8.63M

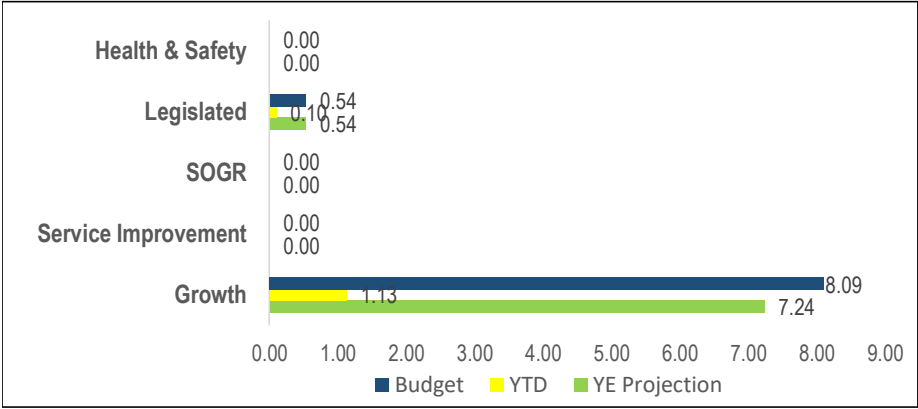


Table 1

2025 Active Projects by Category

Health & Safety	
Legislated	2
SOGR	1
Service Improvement	
Growth	11
Total # of Projects	14

Chart 2

Project Status - 14

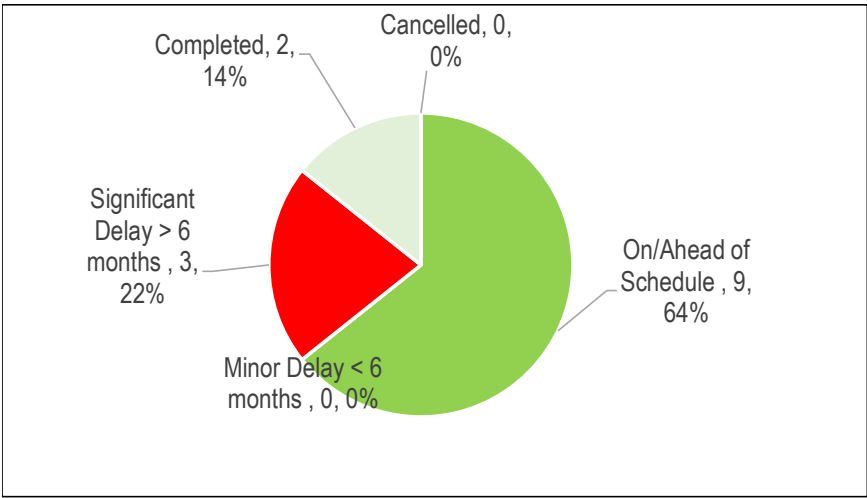


Table 2

Reason for Delay	3	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		
RFQ/RFP Delayed	3	
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects		
Community Consultation		
Other*		
Total # of Projects	3	

Table 3

Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
6.24		2.39		

City Planning (URB)

Projects by Category (Million)	2025 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
Official Plan Conformity Review	0.136	0.065	48.2%	0.136	100.0%	Ⓞ	Ⓞ		0.545	0.475
Five Year Review of the Official Plan	0.401	0.036	9.0%	0.401	100.0%	Ⓞ	Ⓞ		3.355	2.502
Sub-Total	0.537	0.101	18.9%	0.537	100.0%	-	-		3.900	2.977
St. Lawrence Market North - Heritage Interpretation Plan	0.000	0.000		0.000			Ⓞ		0.200	0.099
Sub-Total	0.000	0.000		0.000		-	-		0.200	0.099
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
Places - Civic Improvements	3.000	0.223	7.4%	3.000	100.0%	Ⓞ	Ⓞ		13.257	6.186
Growth Studies	2.963	0.774	26.1%	2.346	79.2%	Ⓞ	Ⓡ	#1	7.345	3.737
Heritage Studies	0.441	0.010	2.2%	0.356	80.7%	Ⓞ	Ⓡ	#1	1.150	0.719
Transportation & Transit Studies	0.689	0.121	17.5%	0.534	77.5%	Ⓞ	Ⓡ	#1	1.800	0.831
Scarborough Rapid Transit	1.000	0.000	0.0%	1.000	100.0%	Ⓞ	Ⓞ		1.500	0.000
Adaptive Reuse										
Sub-Total	8.093	1.128	13.9%	7.235	89.4%	-	-		25.052	11.472
Total	8.629	1.229	14.2%	7.772	90.1%				29.152	14.549

On Time	Ⓞ	On Budget	Ⓞ
On/Ahead of Schedule	Ⓞ	>70% of Approved Cash Flow	Ⓞ
Minor Delay < 6 months	Ⓢ	Between 50% and 70%	Ⓢ
Significant Delay > 6 months	Ⓡ	< 50% or >100% of Approved Cash Flow	Ⓡ

Note # 1:

RFP/RFQ Delayed

Chart 1
2025 Approved Budget by Category (\$Million) \$615.44M

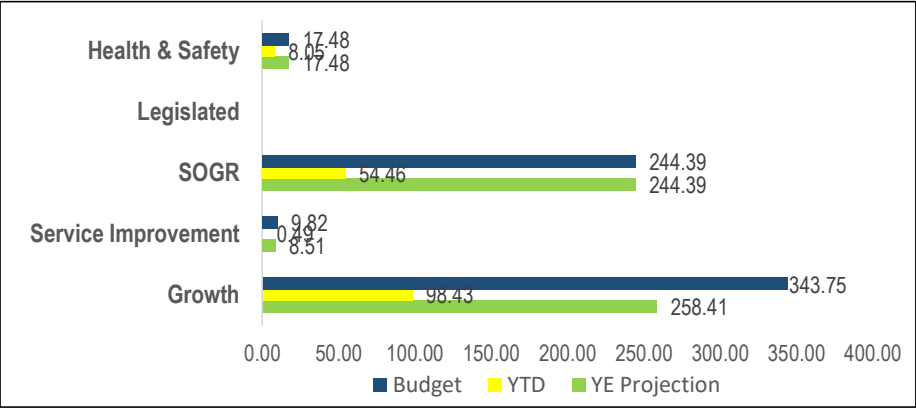


Table 1
2025 Active Projects by Category

Health & Safety	1
Legislated	
SOGR	2
Service Improvement	4
Growth	8
Total # of Projects	15

Chart 2
Project Status - 15

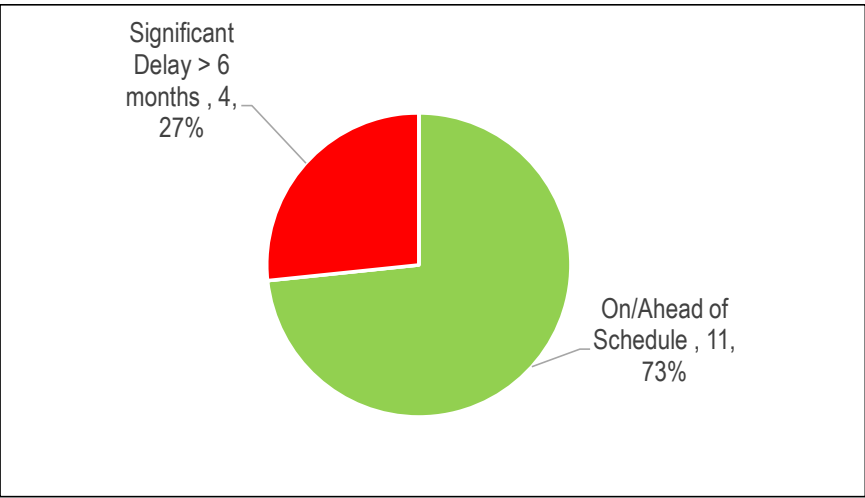


Table 2

Reason for Delay	4	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues	1	
RFQ/RFP Delayed		
Contractor Issues		
Site Conditions	1	
Co-ordination with Other Projects		
Community Consultation		
Other*	2	
Total # of Projects	4	

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
437.71		177.73		

Reasons for "Other*" Projects Delay:

- Rental Development projects were delayed primarily due to market factors, including shortage of labour and materials, increasing interest rates and escalating construction costs.
- TCHC Development In-Flight projects' progress was significantly impacted by various delays in demolition permit, construction start, pending site plan approvals and outstanding infrastructure and design requirements, and planning activities.

Key Discussion Points:

- Choice Base Housing Access System projects were delayed due to challenges in the procurement process.
- Rapid Housing Initiative projects are experiencing delays due to site conditions/major infrastructure needs (labour and material availabilities) and/or approval delays due to community opposition.

Housing Secretariat (HSE)

Projects by Category (Million)	2025 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
TCHC IT CAPITAL	17.480	8.050	46.1%	17.480	100.0%	Ⓔ	Ⓔ		28.930	12.522
Sub-Total	17.480	8.050	46.1%	17.480	100.0%	-	-		28.930	12.522
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
TCHC BUILDING REPAIR CAPITAL	215.916	54.464	25.2%	215.916	100.0%	Ⓔ	Ⓔ		1,970.877	483.146
TCHC CARBON BUDGET	28.470	0.000	0.0%	28.470	100.0%	Ⓔ	Ⓔ		44.520	0.000
Sub-Total	244.386	54.464	22.3%	244.386	100.0%	-	-		2,015.397	483.146
TAKING ACTION ON TOWER RENEWAL PROGRAM	6.050	0.000	0.0%	6.050	100.0%	Ⓔ	Ⓔ		30.393	0.704
TORONTO RENOVATES TR NON-TCA	0.000	0.000		0.000			Ⓔ		0.652	0.575
TCHC COMMUNITY AND TENANT SUPPORT	0.650	0.000	0.0%	0.650	100.0%	Ⓔ	Ⓔ		11.298	0.000
CHOICE BASE HOUSING ACCESS SYSTEM	3.120	0.485	15.5%	1.810	58.0%	Ⓐ	Ⓡ	#1	11.116	3.938
Sub-Total	9.820	0.485	4.9%	8.510	86.7%	-	-		53.459	5.217
HOUSING NOW	76.393	43.227	56.6%	72.768	95.3%	Ⓔ	Ⓔ		1,233.567	71.855
RENTAL DEVELOPMENT	23.869	0.353	1.5%	11.934	50.0%	Ⓐ	Ⓡ	#2	303.026	23.830
MODULAR HOUSING	2.787	0.483	17.3%	2.787	100.0%	Ⓔ	Ⓔ		37.709	32.362
RAPID HOUSING INITIATIVE	55.435	4.986	9.0%	27.718	50.0%	Ⓐ	Ⓡ	#3	570.388	325.364
EMERGENCY HOUSING ACTION	16.119	10.002	62.1%	16.119	100.0%	Ⓔ	Ⓔ		183.510	117.464
THIRD PARTY GRANDS FUNDING	63.725	31.802	49.9%	53.115	83.4%	Ⓔ	Ⓔ		611.928	127.464
TCHC DEVELOPMENT IN- FLIGHT	95.307	7.574	7.9%	63.856	67.0%	Ⓐ	Ⓡ	#4	43.655	23.866
TCHC REGENT PARK ENERGY INC	10.115	0.000	0.0%	10.115	100.0%	Ⓔ	Ⓔ		10.115	0.000
Sub-Total	343.751	98.428	28.6%	258.412	75.2%	-	-		2,993.897	722.205
Total	615.437	161.427	26.2%	528.788	85.9%				5,091.684	1,223.090

On Time	Ⓔ	On Budget	>70% of Approved Cash Flow
On/Ahead of Schedule	Ⓔ		
Minor Delay < 6 months	Ⓐ		Between 50% and 70%
Significant Delay > 6 months	Ⓡ		< 50% or >100% of Approved Cash Flow

Note #1:

The start of Phase 3 was delayed by one quarter, with the kick off occurring on May 27, 2025, as a result of prolonged procurement timelines and the subsequent contract negotiations with the vendor. Consequently, the program is projected to be underspent by year-end.

Note #2:

Delays in the pre-construction work for these projects were primarily due to market conditions (including shortage of labour and materials, increasing interest rates and escalating construction costs). These conditions continue to challenge the financial viability of various affordable housing projects resulting in project slow downs and in some cases, changes to original plans. Consequently, the program is projected to be underspent by year-end.

Note #3:

Housing Secretariat (HSE)

Projects by Category (Million)	2025 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			

Supportive Housing projects are funded by Modular Housing Initiative (MHI), Rapid Housing Initiative (RHI), and the Emergency Housing Initiative (EHI). RHI projects are experiencing delays due to site conditions/major infrastructure needs (labour and material availabilities) and/or approval delays due to community opposition.

Note #4:

The underspending in City funding is largely driven by lower-than-expected expenditures across multiple development projects. In Swansea, demolition costs have been deferred due to delays in obtaining the demolition permit. Regent Park Phase 4&5 are experiencing delays related to the construction start of building 4A, as well as timeline impacts on building 5C & 5D. Lawrence Heights Phase 1 shows a significant reduction in costs this year, following a change in the terms of the guaranteed maximum price (GMP). Firgrove is delayed due to pending site plan approvals and outstanding infrastructure and design requirements. Alexandra Park also faces delays related to planning activities. Overall, the changes and underspending in 2025, along with scheduled adjustments to 2026 and beyond, will be captured as part of the 2026 budget cycle.

Waterfront Revitalization Initiative (WFT)

Chart 1
2025 Approved Budget by Category (\$Million) \$129.8M

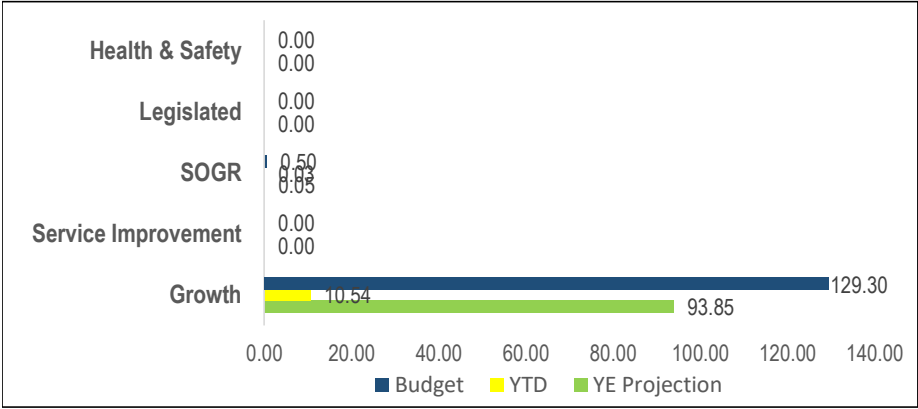


Table 1
2025 Active Projects by Category

Health & Safety	
Legislated	
SOGR	1
Service Improvement	
Growth	26
Total # of Projects	27

Chart 2
Project Status - 27

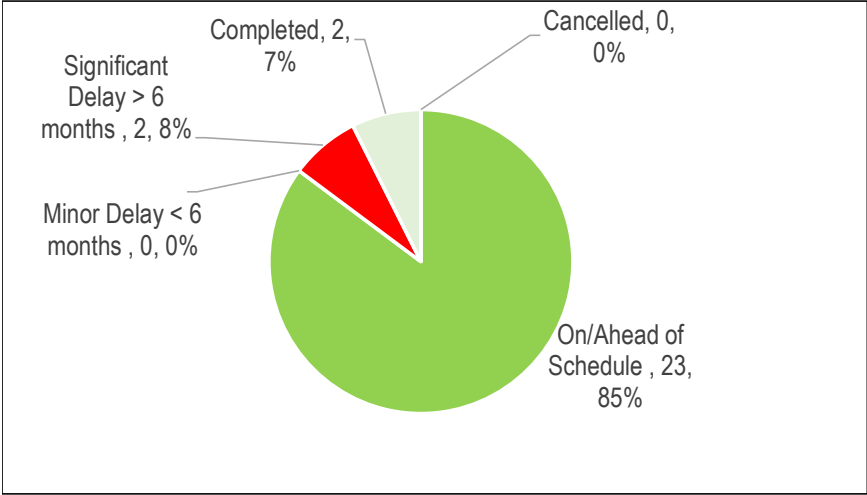


Table 2

Reason for Delay	2	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		
RFQ/RFP Delayed		
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects	1	
Community Consultation		
Other*	1	
Total # of Projects	2	

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
122.69		6.93	0.17	

- Reasons for "Other*" Projects Delay:
- Keating Channel Pedestrian Bridge: Construction has been delayed to allow for additional input and due diligence as it relates to construction techniques, scheduling, or cost estimates.




Waterfront Revitalization Initiative (WFT)

Projects by Category (Million)	2025 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Health & Safety										
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
Legislated										
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
State of Good Repair										
DOCKWALL PRIORITIZATION STUDY	0.500	0.029	5.8%	0.050	10.0%	Ⓜ	Ⓢ	#1	1.500	0.029
Sub-Total	0.500	0.029	5.8%	0.050	10.0%	-	-		1.500	0.029
Service Improvements										
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
Growth Related										
PRECINCT IMPLEMENTATION PROJECTS	2.126	0.000	0.0%	1.509	71.0%	Ⓢ	Ⓢ		251.123	247.998
TRANSPORTATION INITIATIVES	1.000	0.026	2.6%	0.710	71.0%	Ⓢ	Ⓢ		35.199	31.424
WATERFRONT SECRETARIAT	0.700	0.176	25.2%	0.600	85.7%	Ⓢ	Ⓢ		11.560	10.568
EAST BAYFRONT ENVIROMENTAL	0.040	0.005	12.1%	0.040	100.0%	Ⓢ	Ⓢ		0.157	0.155
URBAN PLANNING RESOURCES	0.600	0.143	23.9%	0.505	84.2%	Ⓢ	Ⓢ		6.785	5.695
BATHURST QUAY PUBLIC REALM	0.028	0.012	42.4%	0.025	90.3%	Ⓢ	Ⓢ		1.888	1.273
QUAYSIDE	0.055	0.000	0.0%	0.039	71.0%	Ⓢ	Ⓢ		0.550	0.495
LOWER DON COORDINATION	0.410	0.042	10.3%	0.291	71.0%	Ⓢ	Ⓢ		2.109	1.000
LESLIE STREET LOOKOUT	0.000	0.000		0.000			Ⓢ		4.000	3.866
PARK PLANNING AND DESIGN	0.496	0.017		0.352	71.0%	Ⓢ	Ⓢ		1.820	1.108
DEVELOPMENT										
NEXT PHASE OF WATERFRONT REVITALIZATION	0.306	0.034		0.217	71.0%	Ⓢ	Ⓢ		0.800	0.529
PORT LANDS PLANNING AND IMPLEMENTATION S	2.000	0.048		1.420	71.0%	Ⓢ	Ⓢ		6.136	1.479
CONVERT FIRE HALL TO COMMUNITY SPACE PFR	0.173	0.000		0.173	100.0%	Ⓢ	Ⓢ		3.000	2.827
BAYSIDE PHASE 2 WATER'S EDGE PROMENADE	3.870	2.893		3.096	80.0%	Ⓢ	Ⓢ		17.152	0.000
WESTERN WATERFRONT MASTER PLAN UPDATE	0.257	0.000		0.185	72.0%	Ⓢ	Ⓢ		0.400	0.043
INDIGENOUS ENGAGEMENT	0.475	0.009		0.337	71.0%	Ⓢ	Ⓢ		0.625	0.116
PORT LANDS 2024 BUD ADJUSTMENT	7.830	0.000		5.638	72.0%	Ⓢ	Ⓢ		22.700	14.870
PORT LANDS PARKS AND PUBLS REALM	16.500	0.000		11.715	71.0%	Ⓢ	Ⓢ		32.500	9.960
COMMISSIONERS STREET SEWER DETAILED DESI	3.530	0.000		1.584		Ⓜ	Ⓜ	#2	7.150	0.000
KEATING CHANNEL DREDGING	12.700	0.000		10.160		Ⓢ	Ⓢ		24.000	6.068
KEATING CHANNEL PEDESTRIAN BRIDGE	3.400	0.000		1.000	29.4%	Ⓜ	Ⓜ	#3	9.000	0.000
DESIGN FOR BASIN STREET RECONSTRUCTION	0.500	0.000		0.355	71.0%				3.000	0.000

Waterfront Revitalization Initiative (WFT)

Projects by Category (Million)	2025 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
QUAYSIDE TRANSPORTATION INFRASTRUCTURE	41.900	7.133	17.0%	32.000	76.4%	Ⓞ	Ⓞ	#4	102.000	37.763
QUAYSIDE PARKS INFRASTRUCTURE	10.000	0.000	0.0%	7.200	72.0%	Ⓞ	Ⓞ		40.000	0.000
BILLY BISHOP 2018 AIRPORT MASTER PLAN UP	0.400	0.000	0.0%	0.100	25.0%	Ⓡ	Ⓞ		1.200	0.000
BROADVIEW EASTERN FLOOD PROTECTION	20.000	0.000	0.0%	14.600	73.0%	Ⓞ	Ⓞ		200.000	9.104
Sub-Total	129.295	10.539	8.2%	93.852	72.6%	-	-		784.854	386.339
Total	129.795	10.568	8.1%	93.902	72.3%				786.354	386.368

On Time
On/Ahead of Schedule
Minor Delay < 6 months
Significant Delay > 6 months

On Budget
>70% of Approved Cash Flow
Between 50% and 70%
< 50% or >100% of Approved Cash Flow

Note # 1:

In the process of confirming ownership of dockwalls prior to completing SOGR work.

Note # 2:

RFP recently awarded following delays, work will commence shortly.

Note # 3:

Construction has been delayed to allow for additional input and due diligence as it relates to construction techniques, scheduling, or cost estimates.

Note # 4:

This project is a federal requirement, due to the timing of the Federal election some expenditures slated for 2025 were delayed to 2026.

**2025 Capital Spending by Program
Corporate Services**

Program (\$M)	Period	2025 Approved Cash Flow	2025 Expenditure			Alert (Benchmark 70% spending rate)
			Year-To-Date Spending	Projected Actuals	Projected %	
Customer Experience	4M-2025	3.40	0.57	2.75	80.8%	Ⓔ
Corporate Real Estate Management	4M-2025	210.07	25.98	184.98	88.1%	Ⓔ
Environment, Climate & Forestry Division	4M-2025	24.44	1.42	17.76	72.7%	Ⓔ
Fleet Services	4M-2025	95.85	48.72	120.89	126.1%	Ⓓ
Chief Information Security Office	4M-2025	7.92	1.41	7.75	97.9%	Ⓔ
Technology Services	4M-2025	86.70	16.39	81.94	94.5%	Ⓔ
TOTAL	4M-2025	428.38	94.50	416.07	97.1%	Ⓔ

For the four months ended April 30, 2025, the capital expenditures for Corporate Services totalled \$94.5 million of their collective 2025 Approved Capital Budget of \$428.4 million. Spending is expected to increase to \$416.1 million (97.1%) by year-end. 6 program in this service area has the projected year-end spend rate of over 70% of their respective 2025 Approved Capital Budgets.

Program with projected year-end spend rate above 70% are Customer Experience, Corporate Real Estate Management, Environment, Climate and Forestry, Fleet Services, Chief Information Security Office, and Technology Services.

Chart 1

2024 Approved Budget by Category (\$Million) \$3.4M

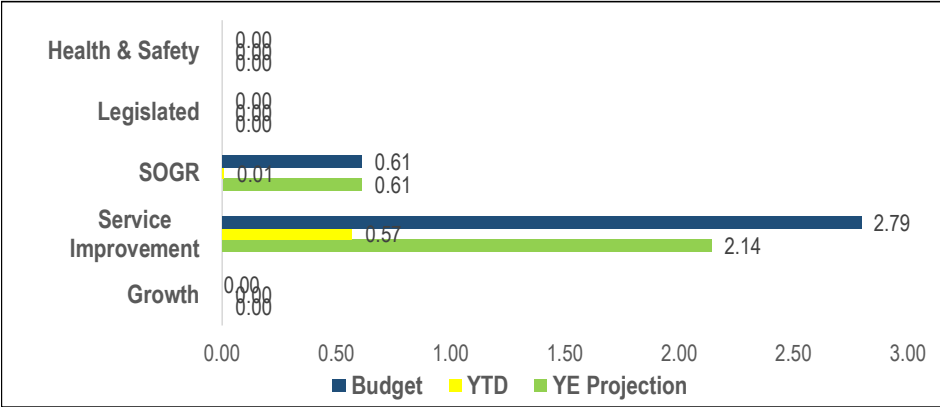


Table 1

2024 Active Projects by Category

Health & Safety	
Legislated	
SOGR	1
Service Improvement	2
Growth	
Total # of Projects	3

Chart 2

Project Status - 3

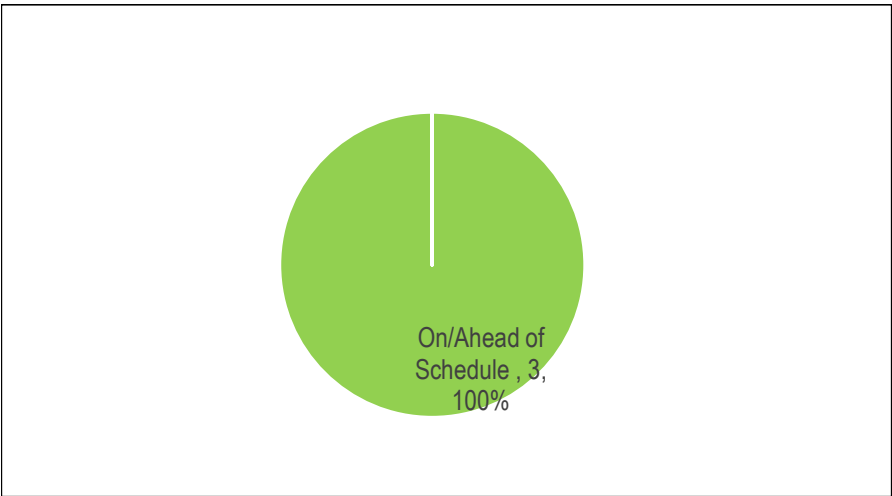


Table 2

Reason for Delay

	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		
RFQ/RFP Delayed		
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects		
Community Consultation		
Other*		
Total # of Projects		

Table 3

Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
3.40				

Reasons for "Other*" Projects Delay:

N/A

Customer Experience (CXD)

Projects by Category (Million)	2024 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
SOG - Various	0.610	0.008	1.3%	0.610	100.0%	Ⓞ	Ⓞ		2.027	1.415
Sub-Total	0.610	0.008	1.3%	0.610	100.0%	-	-		2.027	1.415
Channel & Counter Strategy (C&C)	2.165	0.567	26.2%	1.758	81.2%	Ⓞ	Ⓞ		5.281	3.421
Customer Service Initiative	0.625	0.000	0.0%	0.380	60.8%	Ⓢ	Ⓞ	#1	2.900	0.000
Sub-Total	2.790	0.567	20.3%	2.138	76.6%	-	-		8.181	3.421
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
Total	3.400	0.574	16.9%	2.748	80.8%				10.208	4.836

On Time
On/Ahead of Schedule
Minor Delay < 6 months
Significant Delay > 6 months

On Budget
>70% of Approved Cash Flow
Between 50% and 70%
< 50% or >100% of Approved Cash Flow

Note # 1:

The project is currently underspent due to delay in vendor selection; however, the vendor is expected to be in place by Q2. The project is still anticipated to be delivered on time and on budget.

Chart 1

2025 Approved Budget by Category (\$Million) \$210.07M

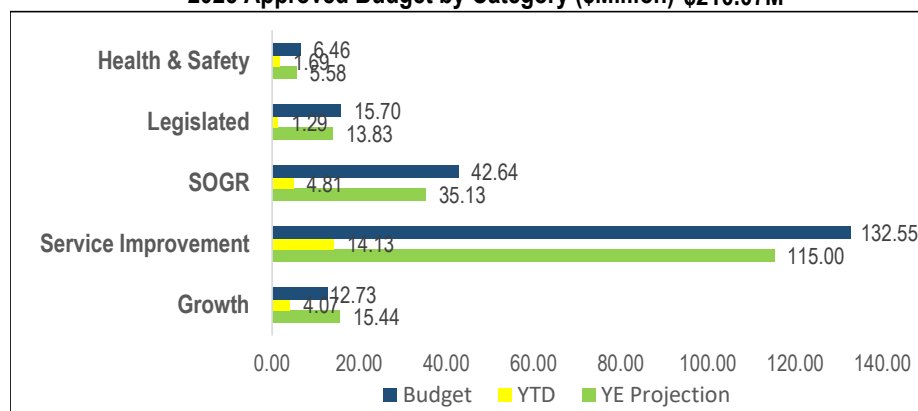


Table 1

2025 Active Projects by Category

Health & Safety	18
Legislated	20
SOGR	95
Service Improvement	68
Growth	9
Total # of Projects	210

Chart 2

Project Status - 210

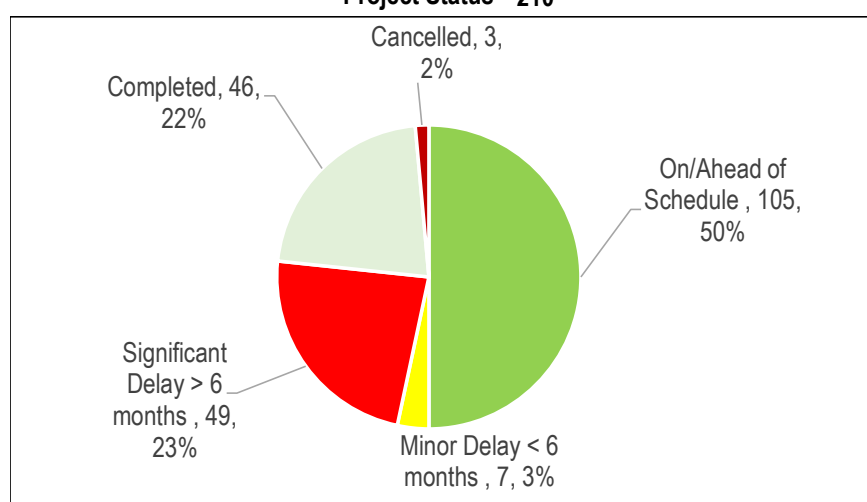


Table 2

Reason for Delay

56

	Significant Delay	Minor Delay
Insufficient Staff Resources	2	
Procurement Issues	3	
RFQ/RFP Delayed		
Contractor Issues	1	1
Site Conditions	2	1
Co-ordination with Other Projects	26	3
Community Consultation	15	
Other*		2
Total # of Projects	49	7

Table 3

Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
188.89	4.63	12.31	4.16	0.09

Reasons for "Other*" Projects Delay:

- Various SOGR, Energy Management and Sitework projects are delayed as mobilization continues to take place
- The Security Program is delayed as the project team assess the results of the preliminary assessment and finalize project scope

Key Discussion Points: (Please provide reason for delay)

- Ongoing risks being managed and potentially impacting the Division's ability to achieve the forecasted spend rate include bids exceeding available funding levels due to ongoing inflationary market conditions, weather conditions and unforeseen site conditions during construction, and changing client needs and demands.

Corporate Real Estate Management (FAC)

Projects by Category (Million)	2025 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Health & Safety										
Emergency Repairs	1.466	0.263	17.9%	0.945	64.4%	Y	G	#1	11.341	4.138
Global Corporate Security Program	1.000	0.000	0.0%	0.734	73.4%	G	G		4.425	2.598
Physical Security Capital Plan	2.145	0.404	18.8%	2.051	95.6%	G	G		26.723	8.282
Security Bollards - Union Station	1.849	1.022	55.3%	1.848	100.0%	G	G		5.135	2.990
Sub-Total	6.460	1.689	26.1%	5.578	86.4%	-	-		47.624	18.008
Legislated										
Accessibility for Ontarians with Disabilities Act (AODA)	2.393	0.775	32.4%	2.298	96.1%	G	G	#3	198.063	147.543
Environmental Remediation	3.376	0.127	3.8%	1.606	47.6%	R	R	#2	11.265	5.829
Safety Audits	9.929	0.386	3.9%	9.929	100.0%	G	G		19.661	9.118
Sub-Total	15.698	1.288	8.2%	13.833	88.1%	-	-		228.988	162.491
State of Good Repair										
275 Merton St. - Office Relocation	0.901	0.067	7.4%	0.841	93.3%	G	G		2.000	0.166
Albert Campbell Square Park Rehabilitation	0.002	-0.027	-1121.0%	0.000	0.0%	R	G	#1	3.194	3.165
CCTV Infrastructure Enhancements	0.002	0.000	0.0%	0.002	100.0%	G	G		9.842	9.840
Energy Management	0.750	0.000	0.0%	0.025	3.3%	R	R	#2	1.750	0.000
Global Corporate Security Program	1.243	0.065	5.3%	1.077	86.6%	G	G		9.600	8.393
Mechanical & Electrical	8.872	1.643	18.5%	7.757	87.4%	G	Y	#2	133.664	53.076
Others - SOGR	13.784	1.465	10.6%	12.118	87.9%	G	Y	#2	99.281	57.949
Roofing	0.725	0.000	0.0%	0.364	50.2%	Y	R	#2	8.812	2.040
Sitework	4.828	0.109	2.3%	3.220	66.7%	Y	Y	#2	55.211	20.669
SOGR - Leased Properties	2.163	0.328	15.2%	1.380	63.8%	Y	Y	#2	5.884	3.149
Structural / Building Envelope	9.366	1.157	12.4%	8.351	89.2%	G	R	#2	139.795	95.970
Sub-Total	42.636	4.808	11.3%	35.135	82.4%	-	-		469.034	254.418
Service Improvements										
Administrative Penalty System	0.013	0.003	23.2%	0.006	46.8%	R	G	#1	2.674	2.639
Corporate Facilities Refurbishment Program	0.255	0.047	18.5%	0.090	35.3%	R	R	#2	1.527	1.270
Energy Management	7.380	0.285	3.9%	3.652	49.5%	R	R	#2	312.248	18.115
Etobicoke Civic Centre	90.845	8.355	9.2%	82.465	90.8%	G	G	#3	546.961	90.832
Global Corporate Security Program	2.488	0.045	1.8%	1.700	68.3%	Y	R	#2	24.132	1.581
Indian Residential School Survivors Legacy	0.427	0.138	32.3%	0.251	58.9%	Y	G	#1	24.950	24.661
ModernTO	12.752	4.208	33.0%	10.536	82.6%		G	#3	250.001	62.479
Others - Service Improvements	2.005	0.327	16.3%	1.756	87.6%		G		34.622	16.209
Others - SOGR	2.896	0.309	10.7%	2.315	79.9%		G		6.936	3.259
Real Estate Property Management and Lease Admin	0.009	0.000	0.0%	0.000	0.0%	R	G	#1	0.569	0.560
Relocation of Fire Station 332	5.448	0.223	4.1%	5.447	100.0%	G	G		39.674	3.409
Sitework	1.100	0.000	0.0%	1.400	127.3%	R	G	#4	8.400	0.000
St. Lawrence Market North Redevelopment	0.638	0.043	6.7%	0.530	83.0%	G	G		127.146	118.850

Corporate Real Estate Management (FAC)

Projects by Category (Million)	2025 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Toronto Strong Neighbourhood Strategy	0.562	0.030	5.3%	0.562	100.0%	Ⓔ	Ⓔ		1.603	0.954
TransformTO	0.060	0.000	0.0%	0.060	100.0%	Ⓔ	Ⓔ		1.996	1.900
Union Station - Signage & Wayfinding	0.086	-0.009	-10.8%	0.035	40.9%	Ⓕ	Ⓔ	#5	0.322	0.226
Union Station Enhancement Project	0.315	0.015	4.7%	0.015	4.7%	Ⓕ	Ⓕ	#2	4.498	1.288
Union Station PTIF Projects	0.131	0.000	0.0%	0.128	97.5%	Ⓔ	Ⓔ		0.901	0.770
Union Station Revitalization	0.657	0.000	0.0%	0.337	51.3%	Ⓕ	Ⓔ		4.342	7.794
Various IT-Related Projects	4.486	0.109	2.4%	3.716	82.8%	Ⓔ	Ⓔ		36.123	4.740
Wellington Destructor - Construction	0.000	0.000		0.000			Ⓔ	#5	0.125	0.022
Sub-Total	132.555	14.127	10.7%	115.002	86.8%	-	-		1,429.751	361.559
Growth Related										
Others - Service Improvements	0.201	0.000	0.0%	0.000	0.0%	Ⓕ	Ⓕ	#2	7.898	6.346
Parkdale Hub Acquisition	1.029	0.035		0.435	42.3%	Ⓕ	Ⓕ	#2	22.108	18.114
Strategic Property Acquisitions	11.496	4.036		15.001	130.5%	Ⓕ	Ⓔ	#2	172.017	160.038
Sub-Total	12.727	4.071	32.0%	15.436	121.3%	-	-		202.022	184.498
Total	210.075	25.983	12.4%	184.984	88.1%				2,377.418	980.973

On Time	Ⓔ	On Budget	Ⓔ
On/Ahead of Schedule	Ⓔ	>70% of Approved Cash Flow	Ⓔ
Minor Delay < 6 months	Ⓕ	Between 50% and 70%	Ⓕ
Significant Delay > 6 months	Ⓕ	< 50% or > 100% of Approved Cash Flow	Ⓕ

Note # 1:

Project is expected to be completed on/under budget.

Note # 2:

Project delayed due to RFQ/RFP delays, staff resource and procurement issues, site conditions, scope adjustments, and coordination with other projects.

Note # 3:

Refer to Major Capital Projects Appendix for further details.

Note # 4:

The project team is monitoring the project spend and will decide at an upcoming variance report if a budget adjustment is needed.

Note # 5:

The project is being cancelled.

Chart 1
2025 Approved Budget by Category (\$Million) \$24.44M

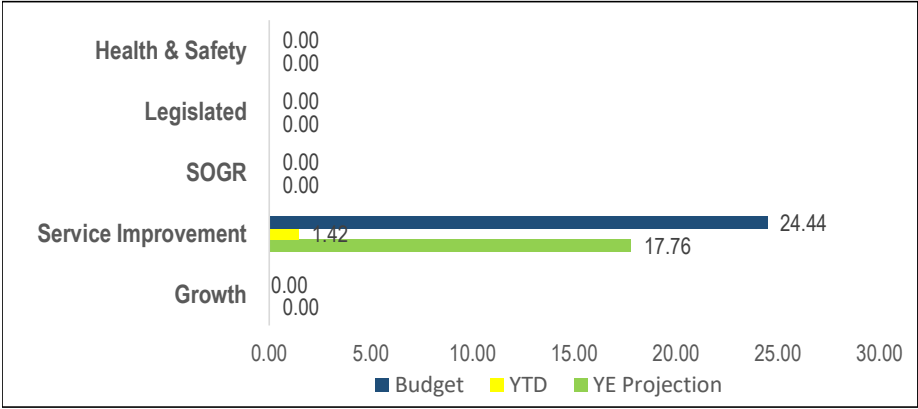


Table 1
2025 Active Projects by Category

Health & Safety	
Legislated	
SOGR	
Service Improvement	12
Growth	
Total # of Projects	12

Chart 2
Project Status - 12

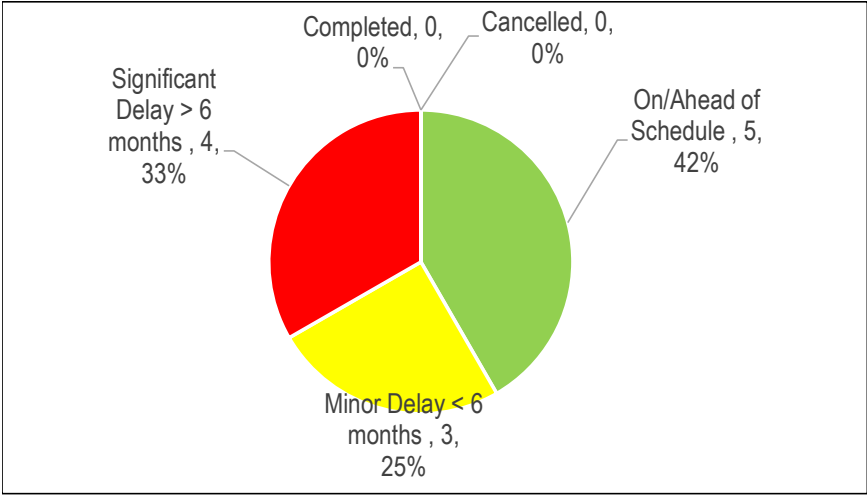


Table 2

Reason for Delay	7	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		
RFQ/RFP Delayed		
Contractor Issues		
Site Conditions		1
Co-ordination with Other Projects		
Community Consultation		
Other*	4	2
Total # of Projects	4	3

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
14.24	3.25	6.95		

Reasons for "Other*" Projects Delay:

- The Carboncheck project is delayed while legal agreements are reached
- The Codes Acceleration and New Development Sustainable Energy Plan Financing projects are delayed as the project teams finalize the scope of the project.
- The Residential Energy Retrofit Program (HELP) is being developed with a launch expected later in the year.

Environment, Climate & Forestry Division (ECD)

Projects by Category (Million)	2025 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
Carboncheck	0.400	0.000	0.0%	0.200	50.0%	Y	R	#1	0.400	0.000
Codes Acceleration Project	1.050	0.000		0.250	23.8%	R	R	#2	2.700	0.000
Community Initiatives - Existing Building Retrofits	2.903	0.000		1.950	67.2%	Y	Y	#3	27.100	6.894
Exhibition Place Decarbonization	10.000	0.000		10.000	100.0%	G	G		14.000	0.000
New Development Sustainable Energy Plan Financing	0.500	0.000		0.500	100.0%	G	Y	#2	26.765	0.000
Renewable Thermal Engery Program	0.509	0.003		0.455	89.4%	G	Y	#4	20.209	11.294
Residential Energy Retrofit Program (HELP)	9.077	1.421		4.402	48.5%	R	R	#4	55.261	14.129
Sub-Total	24.440	1.424	5.8%	17.757	72.7%	-	-		146.435	32.316
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
Total	24.440	1.424	5.8%	17.757	72.7%				146.435	32.316

On Time	On Budget
On/Ahead of Schedule	>70% of Approved Cash Flow
Minor Delay < 6 months	Between 50% and 70%
Significant Delay > 6 months	< 50% or >100% of Approved Cash Flow

Note # 1:

The project is delayed while finalizing the legal agreement with the vendor.

Note # 2:

The project is delayed due to changes in scope.

Note # 3:

Project delayed while the team works with the client to finalize project direction.

Note # 4:

Lower spending due to increasing interest rates impacting the attractiveness of the loan programs.

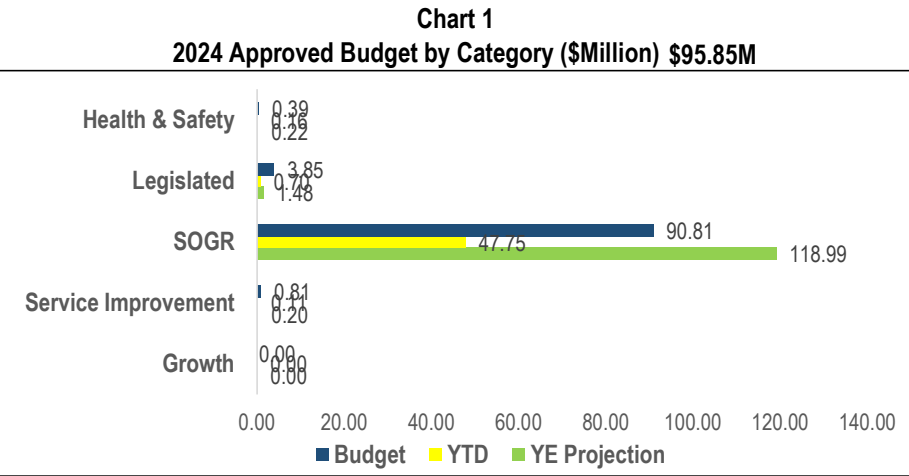
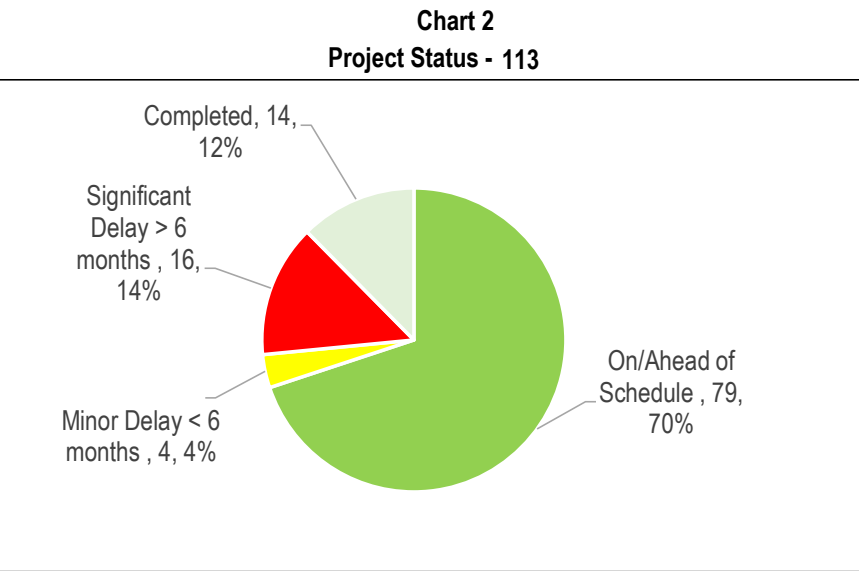


Table 1

2024 Active Projects by Category

Health & Safety	1
Legislated	10
SOGR	100
Service Improvement	2
Growth	
Total # of Projects	113



Reason for Delay	20	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		
RFQ/RFP Delayed	2	
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects		
Community Consultation		
Other*	14	4
Total # of Projects	16	4

Table 3

Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
80.65	6.45	8.73	0.02	

Reasons for "Other*" Projects Delay:

➤ Majority of delays are attributed to global supply chain issues for manufacturers and suppliers.

Fleet Services (FLT)

Projects by Category (Million)	2024 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Sideguards Retrofit - 2025	0.386	0.162	41.9%	0.219	56.6%	Ⓢ	Ⓢ		4.355	0.162
Sub-Total	0.386	0.162	41.9%	0.219	56.6%	-	-		4.355	0.162
EV Program	3.851	0.699	18.2%	1.478	38.4%	Ⓢ	Ⓢ	#2	15.468	8.007
Sustainable Fleet Project	0.001	0.000	0.0%	0.000	0.0%	Ⓢ	Ⓢ		0.385	0.037
Sub-Total	3.852	0.699	18.1%	1.478	38.4%	-	-		15.853	8.044
Addressing Aging Backlog	0.000	0.000		0.000			Ⓢ		50.457	0.000
Arena Boards - Fleet Replacement	0.174	0.000	0.0%	0.153	87.9%	Ⓢ	Ⓢ		0.864	0.109
Clerks - Fleet Replacement	0.087	0.000	0.0%	0.000	0.0%	Ⓢ	Ⓢ		0.087	0.000
Convert SWM Refuse Collection Vehicles	0.500	0.097	19.5%	1.365	273.0%	Ⓢ	Ⓢ	#6	6.632	0.097
Economic Development & Culture - Fleet Replacement	0.302	0.079	26.0%	0.079	26.0%	Ⓢ	Ⓢ		0.380	0.156
Engineering & Construction Services - Fleet Replacement	0.103	0.063	61.4%	0.315	305.0%	Ⓢ	Ⓢ	#2	2.636	1.799
Exhibition - Fleet Replacement	0.802	0.312	38.9%	0.312	38.9%	Ⓢ	Ⓢ	#2	1.820	1.246
Facility & Real Estate - Fleet Replacement	6.075	4.647	76.5%	7.309	120.3%	Ⓢ	Ⓢ	#2	59.292	43.224
Fire Services - Fleet Replacement	0.733	0.018	2.5%	0.139	18.9%	Ⓢ	Ⓢ		1.670	0.355
Fleet - Insurance Contingency	0.146	0.000	0.0%	0.010	7.0%	Ⓢ	Ⓢ		0.535	0.264
Fleet - Tools & Equipment	0.109	0.033	30.2%	0.202	185.0%	Ⓢ	Ⓢ		0.930	0.503
Fleet Office Modernization	0.100	0.000	0.0%	0.011	10.6%	Ⓢ	Ⓢ		0.843	0.447
Fleet Services - Fleet Replacement	0.154	0.000	0.0%	0.221	143.3%	Ⓢ	Ⓢ	#6	1.511	0.196
Fleet Transition to ZEV	0.000	0.000		0.000			Ⓢ		198.669	0.000
Library - Fleet Replacement	0.604	0.000	0.0%	0.000	0.0%		Ⓢ	#3	4.646	0.472
Maximize CNG Fleet	0.000	0.000		0.000			Ⓢ		4.080	0.000
Municipal Licensing - Fleet Replacement	0.470	0.001	0.2%	0.001	0.2%	Ⓢ	Ⓢ	#2	3.004	1.230
Parks, Forestry & Recreation - Fleet Replacement	5.901	3.877	65.7%	13.643	231.2%	Ⓢ	Ⓢ	#6	45.733	27.793
Public Health - Fleet Replacement	0.246	0.000	0.1%	0.000	0.1%	Ⓢ	Ⓢ		0.648	0.145
Purchasing & Materials - Fleet Replacement	0.101	0.000	0.0%	0.000	0.0%	Ⓢ	Ⓢ		0.284	0.069
Solid Waste - Fleet Replacement	17.374	14.216	81.8%	55.174	317.6%	Ⓢ	Ⓢ		181.426	90.720
Toronto Building - Fleet Replacement	0.000	0.000		0.000			Ⓢ		0.057	0.000
Toronto Community Housing Corporation - Fleet Replacement	1.497	0.196		0.495	33.1%	Ⓢ	Ⓢ		4.405	3.090
Toronto Paramedic - Fleet Replacement	22.944	13.136		17.904	78.0%	Ⓢ	Ⓢ		276.898	62.841
Toronto Shelter and Support Services	0.469	0.025		0.124	26.5%	Ⓢ	Ⓢ		1.813	0.746
Toronto Water - Fleet Replacement	2.522	0.008		0.047	1.9%	Ⓢ	Ⓢ	#3	5.526	0.287
Transportation Services - Fleet Replacement	29.391	11.038	37.6%	21.485	73.1%	Ⓢ	Ⓢ	#2	98.949	55.636
Sub-Total	90.805	47.748		118.989					953.792	291.427

Fleet Services (FLT)

Projects by Category (Million)	2024 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Service Improvements										
Sustainment of Fleet	0.613	0.108	17.7%	0.108	17.7%	Ⓡ	Ⓢ	#1	2.562	1.362
Technologies and Systems										
Vendor Management Portal	0.193	0.000	0.0%	0.096	49.6%	Ⓡ	Ⓡ	#4	0.688	0.378
Sub-Total	0.806	0.108	13.4%	0.204	25.3%	-	-		3.250	1.740
Growth Related										
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
Total	95.849	48.717	50.8%	120.889	126.1%				977.250	301.373

On Time	Ⓢ	On Budget	Ⓢ
On/Ahead of Schedule	Ⓢ	>70% of Approved Cash Flow	Ⓢ
Minor Delay < 6 months	Ⓢ	Between 50% and 70%	Ⓢ
Significant Delay > 6 months	Ⓢ	< 50% or >100% of Approved Cash Flow	Ⓢ

Note # 1:

Project is expected to be completed on/under budget.

Note # 2:

Project is delayed due to global supply chain issues for manufacturers and suppliers.

Note # 3:

Project is delayed due to procurement or RFQ/RFP delays.

Note # 4:

Project is delayed due to insufficient staff resources

Note # 5:

Project is complete and will be closed.

Note # 6:

The project is anticipated to be overspent. The program plans to accelerate funding from future years or reallocate funds from other underspent projects in Q2 or Q3, once the delivery timeline is confirmed.

Chart 1
2025 Approved Budget by Category (\$Million) \$7.92M

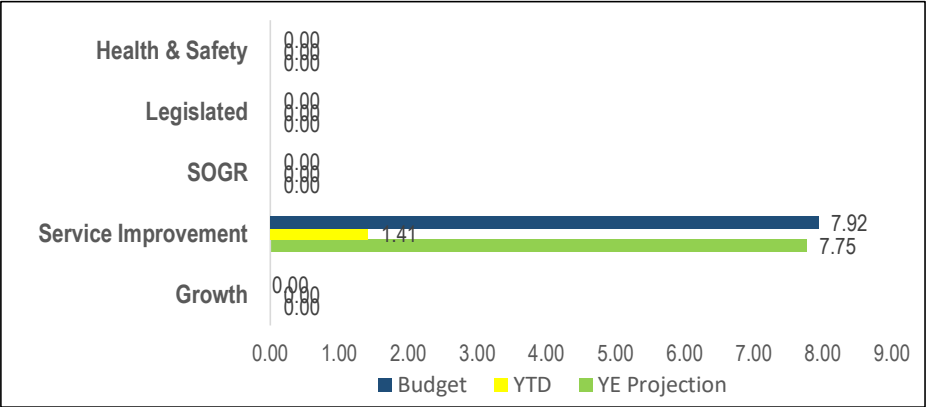


Table 1
2025 Active Projects by Category

Health & Safety	
Legislated	
SOGR	
Service Improvement	3
Growth	
Total # of Projects	3

Chart 2
Project Status - 3

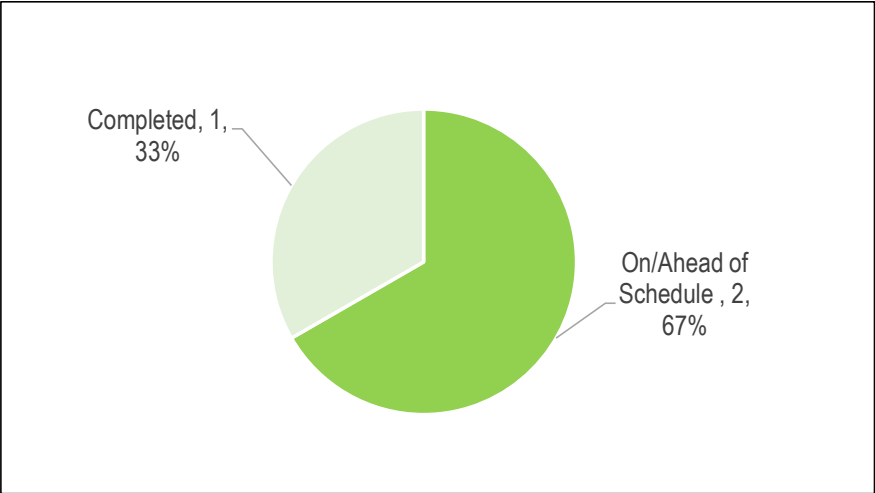


Table 2

Reason for Delay	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		
RFQ/RFP Delayed		
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects		
Community Consultation		
Other*		
Total # of Projects		

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
7.92				

Reasons for "Other*" Projects Delay:

Chief Information Security Office (CYB)

Projects by Category (Million)	2025 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Sub-Total	0.000	0.000				-	-		0.000	0.000
Sub-Total	0.000	0.000				-	-		0.000	0.000
Sub-Total	0.000	0.000				-	-		0.000	0.000
Cyber Command Centre	5.000	0.633	12.7%	5.000	100.0%	Ⓞ	Ⓞ	#1	6.000	1.138
Cyber Foundation	2.922	0.732	25.1%	2.754	94.3%	Ⓞ	Ⓞ		13.634	4.952
Digitization Support Services	0.000	0.041		0.000			Ⓞ		2.928	1.250
Sub-Total	7.922	1.407	17.8%	7.754	97.9%	-	-		22.562	7.339
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
Total	7.922	1.407	17.8%	7.754	97.9%				22.562	7.339

On Time	On Budget
On/Ahead of Schedule	Ⓞ >70% of Approved Cash Flow
Minor Delay < 6 months	Ⓢ Between 50% and 70%
Significant Delay > 6 months	Ⓡ < 50% or >100% of Approved Cash Flow

Note # 1:

The responsibility and budget for delivering the Public Digital Access project are being transferred to the Technology Services Division.

Chart 1

2025 Approved Budget by Category (\$Million) \$86.69M

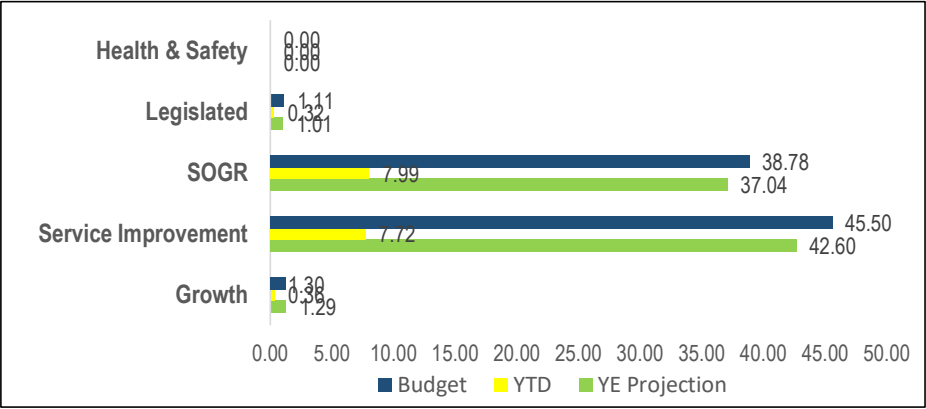


Table 1

2025 Active Projects by Category

Health & Safety	
Legislated	4
SOGR	27
Service Improvement	50
Growth	4
Total # of Projects	85

Chart 2

Project Status - 85

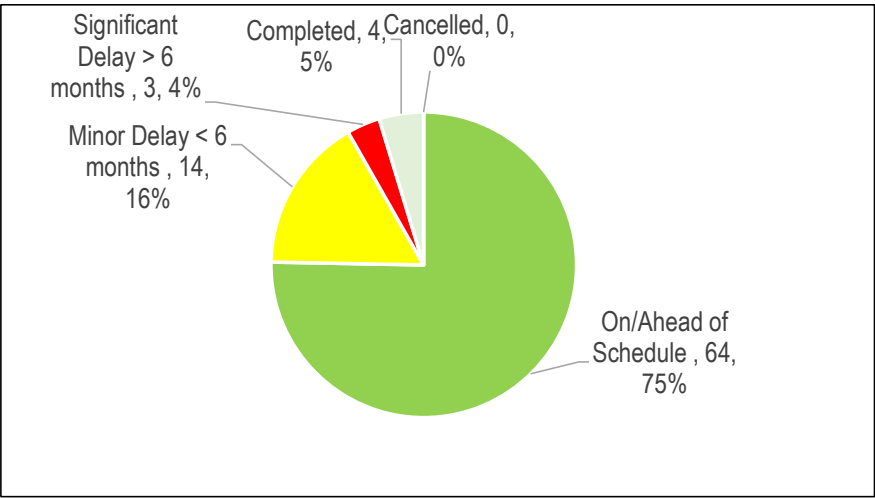


Table 2

Reason for Delay	17	
	Significant Delay	Minor Delay
Insufficient Staff Resources		5
Procurement Issues	2	3
RFQ/RFP Delayed		1
Contractor Issues	1	
Site Conditions		
Co-ordination with Other Projects		1
Community Consultation		
Other*		4
Total # of Projects	3	14

Table 3

Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
62.14	20.18	4.32	0.05	

Reasons for "Other*" Projects Delay:

- Project is delayed due resetting the approved project baselines.
- Project is delayed due to a complete reset following the Proof of Concept results. New parameters are being defined, and work will resume once the Enterprise Architect and technical team are onboarded.

Technology Services (ITP)

Projects by Category (Million)	2025 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Health & Safety										
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
Legislated										
Automating Short Term Rental Operator Verification Process	0.332	0.141	42.4%	0.315	95.0%	G	G		0.659	0.468
Corporate Accessibility Services/Support Acquisition	0.241	0.053	22.1%	0.241	100.0%	G	G		0.397	0.066
Equity, Diversity and Human Rights - Complaints	0.000	0.000		0.000			G		0.275	0.275
Management System Multi-Tenant Housing - Technology Implementation	0.535	0.121	22.6%	0.457	85.4%	G	G		1.160	0.330
Sub-Total	1.108	0.315	28.4%	1.014	91.4%	-	-		2.491	1.139
State of Good Repair										
Asset Lifecycle Management	27.291	6.759	24.8%	25.861	94.8%	G	G		475.607	190.029
Audio Visual Program	2.173	0.018	0.8%	2.173	100.0%	G	G		16.544	0.945
Directory Services Transition	0.619	0.067	10.8%	0.619	100.0%	G	Y	#1	1.657	0.710
Disaster Recovery Program	0.652	0.153	23.5%	0.652	100.0%	G	G		4.713	4.014
Divisional Roadmaps	0.239	0.000	0.0%	0.170	71.0%	G	Y	#2	0.814	0.000
Domino Decommissioning Strategy & Implementation	0.022	0.008	34.8%	0.022	100.0%	G	G		5.453	5.449
Fleet/Fire/EMS Joint Fit Gap Analysis and Market Scan on Fleet Management Information System	0.303	0.125	41.4%	0.216	71.3%	G	G		0.383	0.205
Legal Services Document Management System	0.703	0.077	10.9%	0.632	90.0%	G	G		1.070	0.316
Modernization Of Microsoft Access Application - Phase 1	0.646	0.193	29.9%	0.646	100.0%	G	G		2.636	0.709
Museum & Heritage Services It Infrastructure SOGR	0.041	0.025	60.3%	0.025	60.3%	Y	G	#9	1.434	1.418
Network Modernization	1.557	0.172	11.1%	1.557	100.0%	G	G		8.401	0.588
Project Portfolio Management	0.525	0.078	14.9%	0.525	100.0%	G	G		0.913	0.298
System Migrate To ServiceNow	0.650	0.098	15.1%	0.650	100.0%	G	G		2.738	0.098
Public Digital Evolution	0.077	0.000	0.0%	0.000	0.0%	R	Y	#3	0.104	0.000
Public Engagement Database and Online Engagement Platform										
SAP BW Modernization	0.523	0.007	1.3%	0.523	100.0%	G	G		2.437	0.007
SAP ERP Modernization	0.589	0.154	26.1%	0.589	100.0%	G	Y	#2	47.203	0.512
SAP Materials Management and Warehouse Mgmt Transf	0.589	0.059	9.9%	0.589	100.0%	G	Y	#2	63.214	0.059
SuccessFactors Reporting Migration	0.538	0.000	0.0%	0.538	100.0%	G	G		1.367	0.000
UKG TeleStaff SOGR - Cloud Solution Migration	0.254	0.000	0.0%	0.254	100.0%	G	G		2.514	0.000
Unified Communications	0.793	0.000	0.0%	0.793	100.0%	G	G		11.554	0.000
Sub-Total	38.785	7.995	20.6%	37.035	95.5%	-	-		650.755	205.357
Service Improvements										
311 - Technology Upgrades	0.001	0.000	0.0%	0.000	0.0%	R	G	#7	2.631	2.630
Accelerating The Digitization Journey	0.848	0.162	19.1%	0.796	93.9%	G	G		4.227	0.671
Access Control Self Serve	0.253	0.032	12.7%	0.253	100.0%	G	G		1.680	0.235
Application Portfolio Management	0.437	0.000	0.0%	0.350	80.0%	G	G		1.055	0.000




Technology Services (ITP)

Projects by Category (Million)	2025 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Artificial Intelligence (AI)	0.613	0.258	42.1%	0.613	100.0%	ⓖ	Ⓨ	#4	3.053	1.115
Class Replacement - Ent	1.600	0.208	13.0%	1.365	85.3%	ⓖ	Ⓨ	#4	3.413	0.960
Implementation										
Community Development and	0.686	0.338	49.3%	0.686	100.0%	ⓖ	ⓖ		13.813	1.067
Regulatory & Licensing (CDRL)										
System Modernized Program										
ConnectTO - Network Utility	1.644	0.126	7.7%	1.449	88.2%	ⓖ	ⓖ		10.196	2.611
Data Centre Solution	3.245	0.440	13.6%	2.921	90.0%	ⓖ	ⓖ		17.181	4.351
Implementation										
Digital Payments	0.450	0.000	0.0%	0.320	71.0%	ⓖ	ⓖ		1.371	0.000
Digital Service Enhancement	0.603	0.030	4.9%	0.603	100.0%	ⓖ	ⓖ		0.720	0.146
Diversity Data Collection &	0.218	0.000	0.0%	0.218	100.0%	ⓖ	ⓖ		1.235	0.000
Reporting Modernization										
ECS Cloud Deployment-	2.267	0.022	0.9%	2.041	90.0%	ⓖ	Ⓡ	#5	8.492	5.953
Construction										
Employee Communication	0.728	0.174	23.9%	0.552	75.8%	ⓖ	Ⓨ	#2	1.810	1.037
Modernization										
Enterprise Business Intelligence	0.696	0.305	43.9%	0.696	100.0%	ⓖ	ⓖ		3.350	2.735
Implementation										
Enterprise Social Media	0.000	0.051		0.153			ⓖ		0.844	0.051
Management and Analytics										
Software										
Enterprise Work Mgmt Solution	11.777	1.934	16.4%	11.346	96.3%	ⓖ	Ⓨ	#1 & #4	76.235	35.948
(EWMS)										
eScheduling Solution &	1.413	0.335	23.7%	1.412	99.9%	ⓖ	Ⓡ	#4	5.727	3.062
Implementation										
File Services Migration to	0.100	0.006	5.7%	0.100	100.0%	ⓖ	ⓖ		1.426	0.006
SharePoint										
Fleet Services Driver Accident	1.303	0.300	23.0%	1.303	100.0%	ⓖ	ⓖ		4.408	2.043
And Fine Management										
Geocortex and VertiGIS Studio	0.242	0.098	40.7%	0.242	100.0%	ⓖ	ⓖ		2.825	0.132
SaaS Assessment for LUIS 3.0										
High-Volume Recruitment	0.403	0.000	0.0%	0.403	100.0%	ⓖ	ⓖ		2.405	0.000
Capabilities										
HR Labour Relations Information	0.225	0.000	0.0%	0.216	95.8%	ⓖ	ⓖ		1.339	1.124
System										
Human Services Integration	0.735	0.097	13.2%	0.641	87.2%	ⓖ	ⓖ		0.850	0.175
Service Enhancements										
LLRS Replacement	0.437	0.122	27.9%	0.405	92.7%	ⓖ	ⓖ		1.650	0.982
MLS Business Licensing &	0.346	0.000	0.0%	0.317	91.6%	ⓖ	ⓖ		0.924	0.000
Permitting Portal 2.0										
MLS Chameleon CMS	0.133	0.000	0.0%	0.094	71.0%	ⓖ	ⓖ		1.076	0.000
Enablement of Features Initiative										
MLS Modernization - Phase 2	0.041	0.124	301.1%	0.041	99.8%	ⓖ	ⓖ		8.790	8.722
MLS Onboarding To	0.037	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓨ	#8	0.487	0.000
Administration										
Modernized Data Centre	1.637	0.146	8.9%	1.473	90.0%	ⓖ	Ⓨ	#6	13.894	11.941
Architecture										
OEM Business Continuity	0.076	0.076	99.8%	0.073	96.4%	ⓖ	ⓖ		0.297	0.296
Improvements										
OFFICE 365	2.036	0.556	27.3%	2.036	100.0%	ⓖ	ⓖ		14.374	9.915
Open Data Master Plan	0.784	0.228	29.0%	0.784	100.0%	ⓖ	ⓖ		4.500	3.273
Implementation										
PPEB – Day Forward Scanning	0.866	0.152	17.6%	0.866	100.0%	ⓖ	ⓖ		1.297	0.228
Implementation Project										
Privileged Access Management	0.620	0.000	0.0%	0.440	71.0%	ⓖ	ⓖ		3.650	0.000
(PAM)										

Technology Services (ITP)

Projects by Category (Million)	2025 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Project Tracking Tool Capital Coordination Future State Seed Project	0.427	0.067	15.8%	0.427	100.0%	Ⓞ	Ⓞ		0.602	0.115
Public Digital Access (PDA)	1.704	0.208	12.2%	1.283	75.3%	Ⓞ	Ⓞ	#10	4.226	0.349
Quality Assurance Centre Of Excellence Foundation	0.398	0.000	0.0%	0.283	71.0%	Ⓞ	Ⓞ		0.461	0.000
SAP SuccessFactors Onboarding 2.0	0.644	0.183	28.5%	0.644	100.0%	Ⓞ	Ⓡ	#4	1.395	0.440
SDFA- Online Grant Management	0.106	0.000	0.0%	0.106	100.0%	Ⓞ	Ⓞ		0.820	0.599
ServiceNow	2.294	0.382	16.6%	2.294	100.0%	Ⓞ	Ⓢ	#2	14.182	7.695
Special Events Consolidated Permitting Application and Monitoring Tool	0.179	0.001	0.3%	0.129	72.1%	Ⓞ	Ⓞ		0.373	0.001
TEAM Central Service Delivery Solution	1.165	0.385	33.0%	1.165	100.0%	Ⓞ	Ⓢ	#1	9.366	0.429
TFS Online Payment	0.210	0.038	18.1%	0.210	100.0%	Ⓞ	Ⓞ		0.416	0.063
Toronto Emergency Management Business Continuity Information System	0.434	0.053	12.1%	0.406	93.5%	Ⓞ	Ⓞ		4.334	0.053
T-Recs Cloud Assessment & Migration	0.352	0.027	7.6%	0.352	100.0%	Ⓞ	Ⓞ		0.987	0.208
Webgenat Replacement	0.090	0.059	65.0%	0.090	100.0%	Ⓞ	Ⓞ		0.464	0.432
Sub-Total	45.503	7.721	17.0%	42.597	93.6%	-	-		258.850	111.793
Growth Related										
Data Centre Zones Implementation	0.083	0.000	0.0%	0.079	94.5%	Ⓞ	Ⓞ		2.789	2.694
eSignature Project	0.029	0.020	67.6%	0.029	100.0%	Ⓞ	Ⓞ		0.291	0.282
Talent Management Solution Assessment	0.671	0.100	14.9%	0.671	100.0%	Ⓞ	Ⓞ		2.232	0.100
Workforce Business Intelligence	0.515	0.243	47.1%	0.515	100.0%	Ⓞ	Ⓞ		1.837	1.409
Sub-Total	1.299	0.362	27.9%	1.294	99.6%	-	-		7.148	4.485
Total	86.695	16.393	18.9%	81.940	94.5%				919.244	322.774

On Time
On/Ahead of Schedule
Minor Delay < 6 months
Significant Delay > 6 months

  
On Budget
>70% of Approved Cash Flow
Between 50% and 70%
< 50% or >100% of Approved Cash Flow

Note # 1:

Project is delayed due to resetting the approved project baselines.

Note # 2:

Project is delayed due to insufficient staff resources.

Note # 3:

Project is delayed due to RFQ/RFP issues.

Note # 4:

Project is delayed due to procurement issues.

Note # 5:

Project is delayed due to contractor issues. The vendor is unable to meet the custom development and integration timelines.

Note # 6:

Project is delayed due to a complete reset following the Proof of Concept results. New parameters are being defined, and work will resume once the Enterprise Architect and technical team are onboarded.

Note # 7:

Project was completed under budget. The remaining unspent funds will be reallocated to another project.

Note # 8:

Project is delayed due to co-ordination with another project to identify the requirements.

Note # 9:

Project is anticipated to complete under budget. The remaining unspent funds will be addressed in the future variance reports.

Technology Services (ITP)

Projects by Category (Million)	2025 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			

Note # 10:

An additional \$3.1 million was transferred from the Office of the Chief Information Security Office as an in-year adjustment in April 2025. Based on forecasted spending, the excess funding will be reallocated to other projects.

**2025 Capital Spending by Program
Finance and Treasury Services**

Program (\$M)	Period	2025 Approved Cash Flow	2025 Expenditure			Alert (Benchmark 70% spending rate)
			Year-To-Date Spending	Projected Actuals	Projected %	
Office of the CFO and	4M-2025	5.49	0.99	4.72	85.9%	Ⓞ
Financial Operations &	4M-2025	43.80	8.79	43.46	99.2%	Ⓞ
TOTAL	4M-2025	49.29	9.78	48.18	97.8%	Ⓞ
<div> ■ >70% ■ between 50% and 70% ■ < 50% or > 100% </div>						

For the four months ended April 30, 2025, the capital expenditures for Finance and Treasury Services totalled \$9.8 million of their collective 2025 Approved Capital Budget of \$49.3 million. Spending is expected to increase to \$48.2 million (97.8%) by year-end. 2 programs in this service area has the projected year-end spend rate of over 70% of their respective 2025 Approved Capital Budgets.

Programs with projected year-end spend rate above 70% are Financial Operations & Control, and Office of the CFO and Treasurer.

Chart 1
2025 Approved Budget by Category (\$Million) \$5.49M

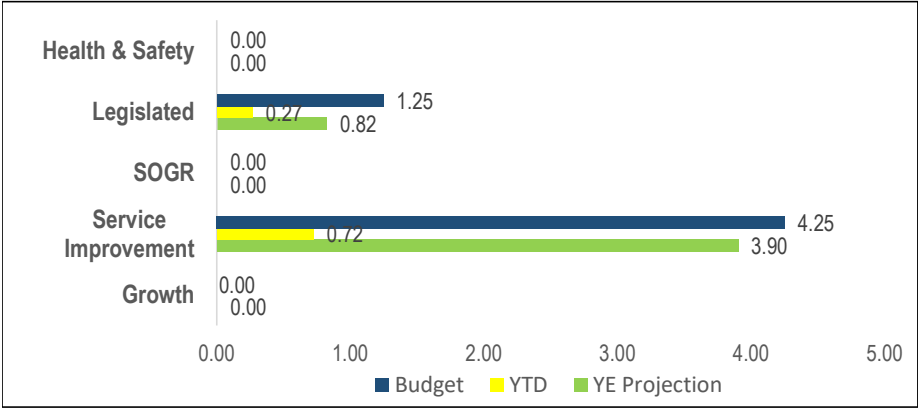


Table 1
2025 Active Projects by Category

Health & Safety	
Legislated	1
SOGR	
Service Improvement	2
Growth	
Total # of Projects	3

Chart 2
Project Status - 3

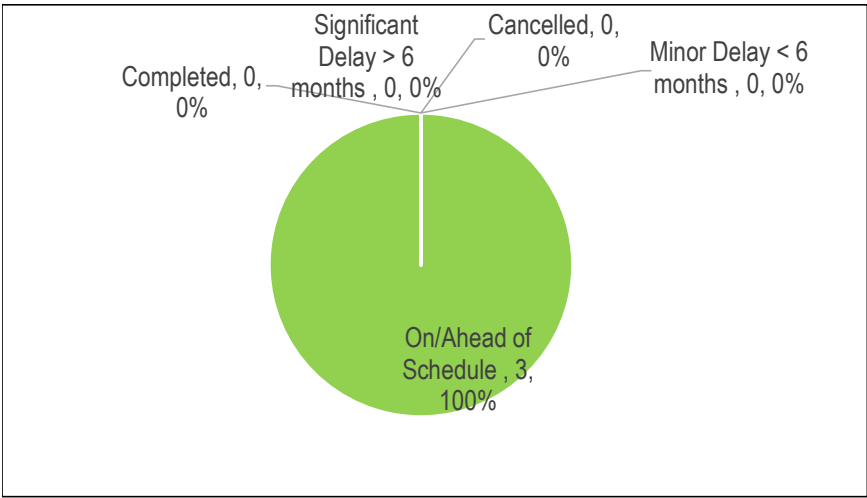


Table 2

Reason for Delay	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		
RFQ/RFP Delayed		
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects		
Community Consultation		
Other*		
Total # of Projects		

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
5.49				

Key Discussion Points: (

- The 2025 Corporate Asset Management Plan (AMP) is being finalized for consideration by City Council in May 2025. The AMP will be submitted to the Province by the July 1, 2025 deadline. The project is anticipated to be completed below budget, as no further consulting services are expected to be required beyond July 2025.
- The Supply Chain Management Transformation (SCMT) project has Completed Cutover Task Planning, ITC1 and ITC2 and are under-going Monthly engagement of Divisional Representative to socialize SAP Ariba design and functionality.

Office of the CFO and Treasurer (CFO)

Projects by Category (Million)	2025 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
Integrated Asset Planning Management (IAPM)	1.245	0.267	21.4%	0.822	66.0%	Ⓜ	Ⓢ	#1	3.096	2.118
Sub-Total	1.245	0.267	21.4%	0.822	66.0%	-	-		3.096	2.118
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
Corporate Buyer Program	0.966	0.000	0.0%	0.616	63.8%	Ⓜ	Ⓢ	#2	11.290	0.000
Supply Chain Management Transformation (SCMT)	3.282	0.721	22.0%	3.282	100.0%	Ⓢ	Ⓢ		38.011	26.012
Sub-Total	4.248	0.721	17.0%	3.899	91.8%	-	-		49.301	26.012
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
Total	5.493	0.988	18.0%	4.721	85.9%				52.397	28.130

On Time	Ⓢ	On Budget	Ⓢ
On/Ahead of Schedule	Ⓢ	>70% of Approved Cash Flow	Ⓢ
Minor Delay < 6 months	Ⓜ	Between 50% and 70%	Ⓜ
Significant Delay > 6 months	Ⓢ	< 50% or > 100% of Approved Cash Flow	Ⓢ

Note # 1:

The 2025 Corporate Asset Management Plan (AMP) is being finalized for consideration by City Council in May 2025. The AMP will be submitted to the Province by the July 1, 2025 deadline. The project is anticipated to be completed below budget.

Note # 2:

The Corporate Buyer Program is experiencing some underspend while positions are being filled through an ongoing recruitment process.

Chart 1
2025 Approved Budget by Category (\$Million) \$43.8M

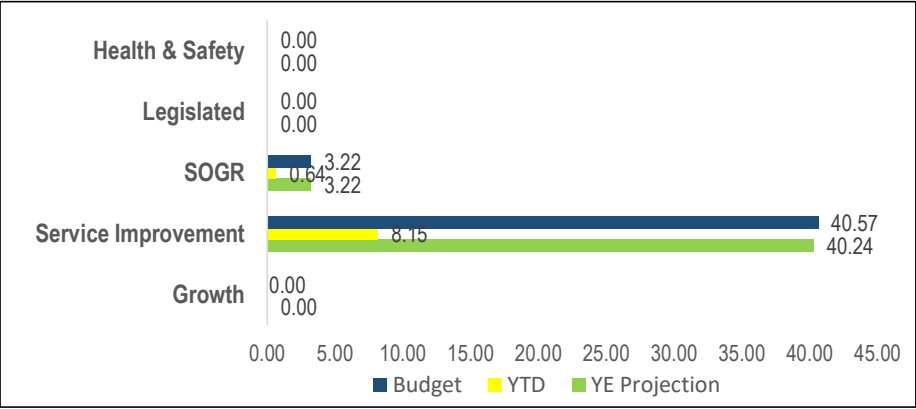


Table 1
2025 Active Projects by Category

Health & Safety	
Legislated	
SOGR	2
Service Improvement	4
Growth	
Total # of Projects	6

Chart 2
Project Status - 6

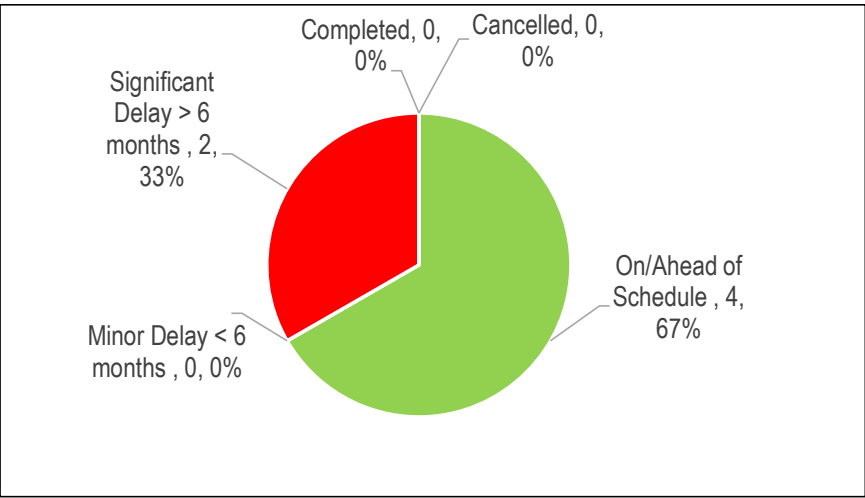


Table 2

Reason for Delay	2	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		
RFQ/RFP Delayed		
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects		
Community Consultation		
Other*	2	
Total # of Projects	2	

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
41.65		2.14		

Reasons for "Other*" Projects Delay:

- The Parking Tag Management Software Upgrade project is expected to ramp up later in 2025 while the team prioritizes Administrative Penalty System work related to Red Light Cameras and Automated Speed Enforcement.
- The PPEB Transformation project underspend is primarily due to insufficient resources due to vacancies as well as focusing on higher priority projects.

Financial Operations & Control (FNS)

Projects by Category (Million)	2025 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
Tax Billing System	1.224	0.544	44.4%	1.224	100.0%	Ⓔ	Ⓔ		7.873	4.745
Utility Billing System	2.000	0.098	4.9%	2.000	100.0%	Ⓔ	Ⓔ		5.971	2.439
Sub-Total	3.224	0.641	19.9%	3.224	100.0%	-	-		13.844	7.184
Parking Tag Management Software Upgrade	1.388	0.119	8.6%	1.388	100.0%	Ⓔ	Ⓔ		2.458	1.189
PPEB Transformation Program	0.757	0.122	16.1%	0.421	55.6%	Ⓕ	Ⓖ	#1	8.140	6.749
Financial Systems Transformation Program	38.429	7.909	20.6%	38.429	100.0%	Ⓔ	Ⓔ		151.454	98.655
Process Innovation Project	0.000	0.000		0.000				#2	2.097	0.000
Sub-Total	40.574	8.150	20.1%	40.238	99.2%	-	-		164.150	106.592
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
Total	43.798	8.791	20.1%	43.462	99.2%				177.993	113.776

On Time
On/Ahead of Schedule
Minor Delay < 6 months
Significant Delay > 6 months

On Budget
>70% of Approved Cash Flow
Between 50% and 70%
< 50% or >100% of Approved Cash Flow

Note # 1:

The PPEB Transformation project underspend is primarily due to insufficient resources due to vacancies as well as focusing on higher priority projects.

Note # 2:

The project's start date has been rescheduled to 2026

**2025 Capital Spending by Program
Other City Programs**

Program (\$M)	Period	2025 Approved Cash Flow	2025 Expenditure			Alert (Benchmark 70% spending rate)
			Year-To-Date Spending	Projected Actuals	Projected %	
City Clerk's	4M-2025	4.74	0.66	4.15	87.6%	Ⓢ
Accountability Offices (Toronto Lobbyist Registrar)	4M-2025	0.73	0.13	0.54	74.5%	Ⓢ
Corporate Initiatives	4M-2025	1.01	0.27	0.75	74.0%	Ⓢ
TOTAL	4M-2025	6.48	1.06	5.44	84.0%	Ⓢ
<div> <div>■</div> >70% <div>■</div> between 50% and 70% <div>■</div> < 50% or > 100% </div>						

For the four months ended April 30, 2025, the capital expenditures for Other City Programs totalled \$1.1 million of their collective 2025 Approved Capital Budget of \$6.5 million. Spending is expected to increase to \$5.4 million (84.0%) by year-end. 3 programs in this service area has the projected year-end spending rate of over 70% of their respective 2025 Approved Capital Budgets.

Programs with projected year-end spending rate above 70% are City Clerk's Office, Accountability Offices (Toronto Lobbyist Registrar), and Corporate Initiatives.

Chart 1
2025 Approved Budget by Category (\$Million) \$4.74M

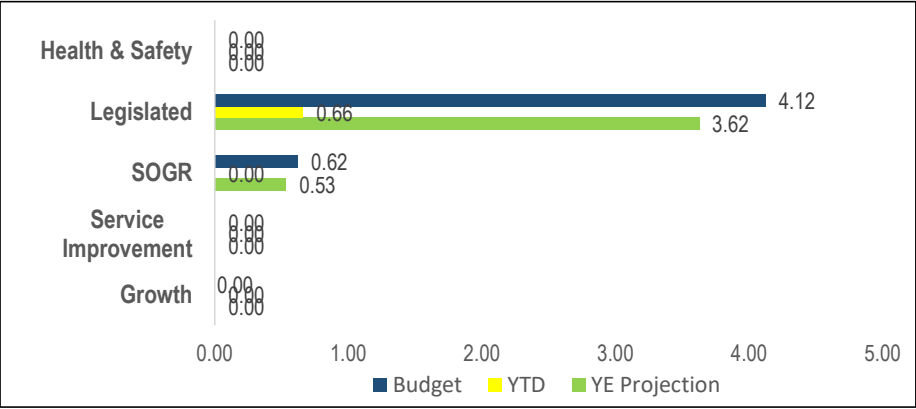


Table 1
2025 Active Projects by Category

Health & Safety	
Legislated	9
SOGR	3
Service Improvement	
Growth	
Total # of Projects	12

Chart 2
Project Status - 12

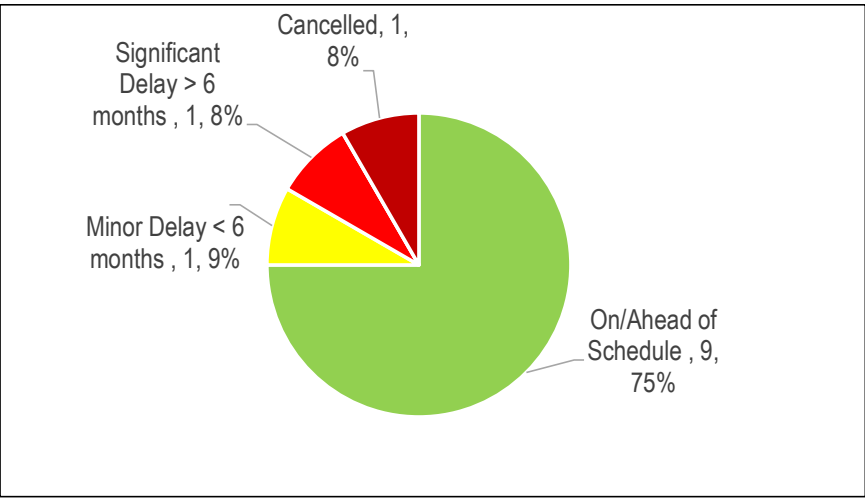


Table 2

Reason for Delay	2	
	Significant Delay	Minor Delay
Insufficient Staff Resources	1	
Procurement Issues		
RFQ/RFP Delayed		
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects		
Community Consultation		
Other*		1
Total # of Projects	1	1

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
2.89	0.91	0.86		0.09

Reasons for "Other*" Projects Delay:

- Election Vote Tabulator Protective Cases: Project in progress, delay due to supply chain factors, reallocation of staff resources given potential Ward 25 by-election later in the year, and physical warehouse space constraints.

City Clerk's Office (CLK)

Projects by Category (Million)	2025 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Sub-Total	0.000	0.000		0.000		-	-		0.000	
			24.7%		100.0%	Ⓔ	Ⓔ		4.860	1.883
ELECTION SUPPLY CHAIN LOGISTICS – TRACKING TECHNOLOGY PHASE 1	0.185	0.000	0.0%	0.185	100.0%	Ⓔ	Ⓔ		0.200	0.015
TMMIS SOGR 2019-2022	0.215	0.115	53.5%	0.215	100.0%	Ⓔ	Ⓔ		0.972	0.864
PUBLIC APPOINTMENTS SOGR 2023-2024	0.133	0.000	0.0%	0.133	100.0%	Ⓔ	Ⓔ		0.370	0.102
REGISTRY SERV. TRACKING SYS SOGR 2023-24	0.327	0.110	33.7%	0.196	60.0%	Ⓐ	Ⓡ	#1	0.694	0.476
ELEC SUPPLY LOGISTICS - LTC HOMES -2026 ELECTION	0.160	0.000	0.0%	0.160	100.0%	Ⓔ	Ⓔ		0.160	0.000
ELECTION VOTE TABULATOR PROTECTIVE CASES	0.550	0.000	0.0%	0.183	33.3%	Ⓡ	Ⓐ	#2	0.550	0.000
FOI CASE MANAGEMENT SYSTEM PROJECT 2025-2026	0.270	0.007	2.4%	0.270	100.0%	Ⓔ	Ⓔ		1.270	0.007
LIQUOR LICENSE SYSTEM 2025	0.550	0.000	0.0%	0.550	100.0%	Ⓔ	Ⓔ		0.550	0.000
Sub-Total	4.120	0.660	16.0%	3.622	87.9%	-	-		9.626	3.347
WEDDING CHAMBERS RENOVATIONS SOGR 2024-25	0.360	0.000	0.0%	0.360	100.0%	Ⓔ	Ⓔ		0.380	0.000
REPLACEMENT OF RECORDS CENTRE ORDER PICKERS	0.175	0.000	0.0%	0.171	97.8%	Ⓔ	Ⓔ		0.175	0.000
RECORDS CENTRE EQUIPMENT SOGR 2025	0.085	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓡ	#3	0.085	0.000
Sub-Total	0.620	0.000	0.0%	0.531	85.7%	-	-		0.640	0.000
Sub-Total	0.000	0.000		0.000		-	-		0.000	
Sub-Total	0.000	0.000		0.000		-	-		0.000	
Total	4.740	0.660	13.9%	4.153	87.6%				10.266	3.347

On Time

On/Ahead of Schedule

Minor Delay < 6 months

Significant Delay > 6 months

On Budget

>70% of Approved Cash Flow

Between 50% and 70%

< 50% or >100% of Approved Cash Flow

Note # 1:

Registry Serv. Tracking SYS SOGR 2023-24: Projects paused and will be completed later than planned due to staffing challenges.

Note # 2:

Election Vote Tabulator Protective Cases: Corporate partners engaged in RFQ development. Project team anticipating phased deliveries from Q4 2025 to Q1 2026.

Note # 3:

Records Centre Equipment SOGR 2025: Corporate partner to fully fund the project through their capital allocations. No expenditure expected. Project to be closed.

Chart 1
2025 Approved Budget by Category (\$Million) \$0.73M

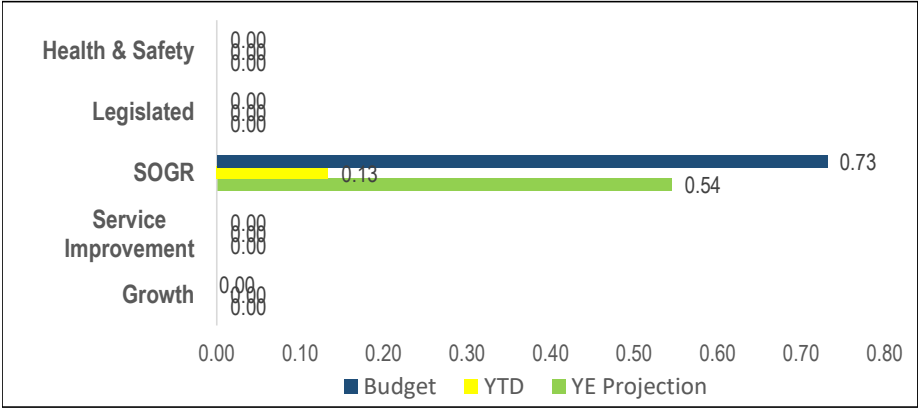


Table 1
2025 Active Projects by Category

Health & Safety	
Legislated	
SOGR	1
Service Improvement	
Growth	
Total # of Projects	1

Chart 2
Project Status - 1

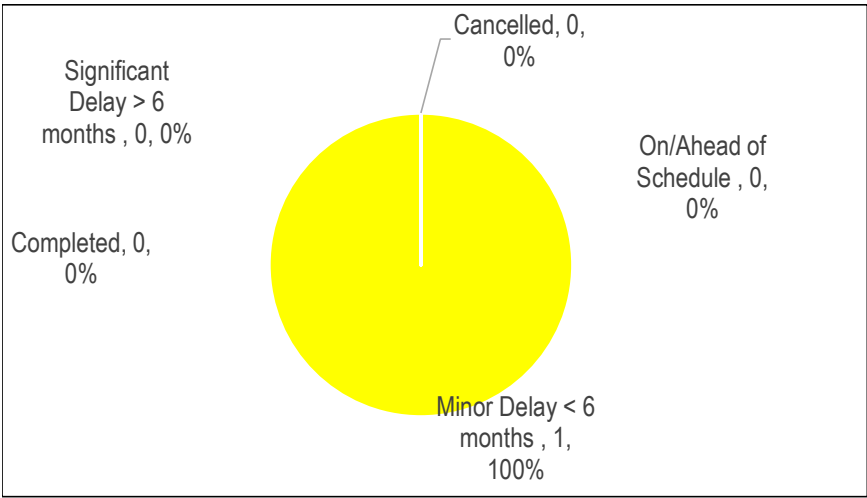


Table 2

Reason for Delay	1	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		
RFQ/RFP Delayed		
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects		
Community Consultation		
Other*		1
Total # of Projects		1

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
	0.73			

- Reasons for "Other*" Projects Delay:
- Project resources were reprioritized to fix urgent sustainment issues impacting spending and project schedule. As such, project completion timeline is pushed to Q1 2026.

Accountability Offices (CLR)

Key Discussion Points (cont'd):

- Project completion timeline is pushed to Q1 2026 given that work to address sustainment issues on the current application was reprioritized in 2024.

Accountability Offices (CLR)

Projects by Category (Million)	2025 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
Lobbyist Registry System SOGR 2024	0.730	0.133	18.2%	0.544	74.5%	Ⓞ	Ⓨ	#1	1.000	0.329
Sub-Total	0.730	0.133	18.2%	0.544	74.5%	-	-		1.000	0.329
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
Total	0.730	0.133	18.2%	0.544	74.5%				1.000	0.329

On Time	Ⓞ	On Budget	>70% of Approved Cash Flow
On/Ahead of Schedule	Ⓨ		
Minor Delay < 6 months	Ⓟ		Between 50% and 70%
Significant Delay > 6 months	Ⓢ		< 50% or > 100% of Approved Cash Flow

Note # 1:

Development work is underway for TLR's Lobbyist Disclosure Site and Lobbyist Registry System. Project completion timeline is pushed to Q1 2026 given that work to address sustainment issues on the current application was reprioritize in 2024.

**2025 Capital Spending by Program
City Agencies**

Program (\$M)	Period	2025 Approved Cash Flow	2025 Expenditure			Alert (Benchmark 70% spending rate)
			Year-To-Date Spending	Projected Actuals	Projected %	
Exhibition Place	4M-2025	94.51	25.24	94.51	100.0%	Ⓒ
To Live	4M-2025	18.99	2.21	15.87	83.5%	Ⓒ
Toronto & Region	4M-2025	29.09	7.25	29.09	100.0%	Ⓒ
Toronto Police	4M-2025	126.77	41.09	107.75	85.0%	Ⓒ
Toronto Public Health	4M-2025	3.61	0.55	3.08	85.3%	Ⓒ
Toronto Public Library	4M-2025	48.43	11.49	45.78	94.5%	Ⓒ
Toronto Zoo	4M-2025	50.68	9.41	44.66	88.1%	Ⓒ
Sankofa Square	4M-2025	0.15	0.00	0.09	60.6%	Ⓐ
Toronto Transit Commission	4M-2025	1,732.09	363.75	1,609.66	92.9%	Ⓒ
TOTAL	4M-2025	2,104.33	461.00	1,950.50	92.7%	Ⓒ
<div> <div>Ⓒ >70%</div> <div>Ⓐ between 50% and 70%</div> <div>Ⓐ < 50% or > 100%</div> </div>						

For the four months ended April 30, 2025, the capital expenditures for City Agencies totalled \$461.0 million of their collective 2025 Approved Capital Budget of \$2104.3 million. Spending is expected to increase to \$1950.5 million (92.7%) by year-end. 8 programs in this service area have the projected year-end spend rate of over 70% of their respective 2025 Approved Capital Budgets.

Programs with projected year-end spend rate above 70% are Toronto Police Service, TO Live, Exhibition Place, Toronto Public Library, Toronto Zoo, Exhibition Place, Toronto & Region Conservation Authority, and Toronto Transit Commission.

Chart 1

2025 Approved Budget by Category (\$Million) \$94.51M

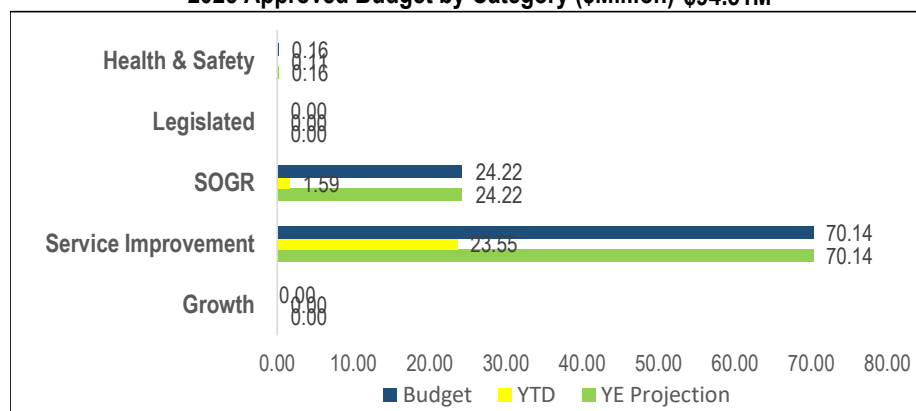


Table 1

2025 Active Projects by Category

Health & Safety	2
Legislated	
SOGR	70
Service Improvement	3
Growth	
Total # of Projects	75

Chart 2

Project Status - 75

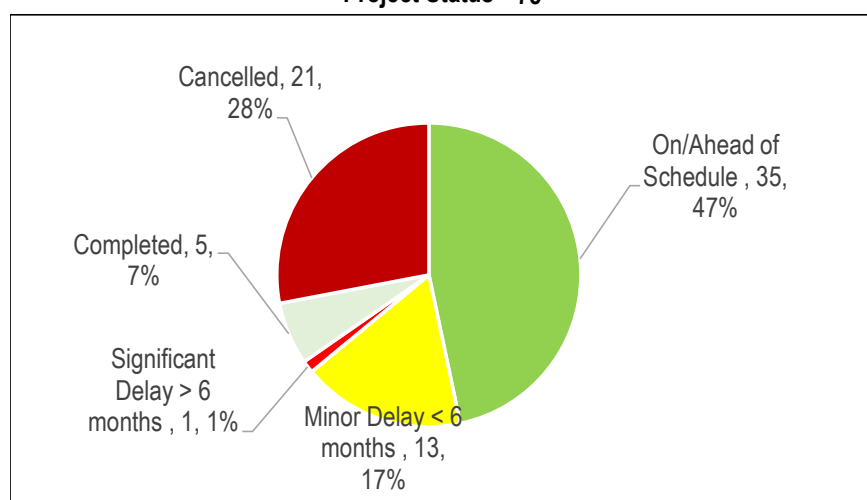


Table 2

Reason for Delay

14

	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		
RFQ/RFP Delayed		2
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects	1	7
Community Consultation		
Other*		4
Total # of Projects	1	13

Table 3

Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
92.26	1.34	0.48	0.43	

Reasons for "Other*" Projects Delay:

- Projects may be delayed due to tendering process.

Key Discussion Points:

- Exhibition Place is projecting to achieve a 2025 Year-end spending of \$94.514 million, or 100% of its 2025 Council Approved Capital Budget of \$94.514 million.
- *Roof Sectional Replacement over Exhibit Halls (\$15.693 million)* State of Good Repair project. Originally, the project was scheduled to be completed in two phases. After issuance of the tender to the market for pricing, six (6) bids were received - Lowest compliant bidder had provided favourable pricing for both phases. To avoid future price increases due to inflation and possible tariff situation, Exhibition Place made the decision to complete both phases in 2025. There is no impact on the total council approved budget as Exhibition Place has reprioritized projects from 2025 approved Capital budget envelope. Projects which have been reallocated will be rescheduled/reprioritized within the 10-Year Plan.
- *BMO FIELD UPGRADES FOR FIFA WC 2026 (\$69.988 million)* Service Improvement Project. Construction Manager has been hired. Phase 1 work nearing 80% completion, and Phase 2 procurement almost 75% complete.

Exhibition Place (EXH)

Projects by Category (Million)	2025 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
OTHER BUILDING - 74	0.107	0.105	98.4%	0.107	100.0%	Ⓔ	Ⓨ	#1	0.150	0.148
GENERAL SERVICES BUILDING - 91	0.050	0.001	1.1%	0.050	100.0%	Ⓔ	Ⓔ		0.050	0.001
Sub-Total	0.157	0.106	67.4%	0.157	100.0%	-	-		0.200	0.149
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
PRE-ENGINEERING PROGRAM - 72	0.089	0.050	55.8%	0.089	100.0%	Ⓔ	Ⓨ	#2	0.175	0.136
QUEEN ELIZABETH BUILDING - 73	0.000	0.000		0.000			Ⓔ		0.000	0.000
OTHER BUILDING - 74	0.400	0.049	12.4%	0.400	100.0%	Ⓔ	Ⓔ	#3	0.400	0.049
EQUIPMENT - 75	1.474	0.479	32.5%	1.474	100.0%	Ⓔ	Ⓔ		5.700	2.705
ENERCARE CENTRE - 76	16.394	0.207	1.3%	16.394	100.0%	Ⓔ	Ⓔ	#4	17.265	1.078
COLISEUM COMPLEX - 77	1.700	0.083	4.9%	1.700	100.0%	Ⓔ	Ⓡ		1.975	0.358
PARKS PARKING LOTS AND ROADS - 79	0.534	0.210	39.4%	0.534	100.0%	Ⓔ	Ⓔ	#5	0.805	0.481
HORSE PALACE - 80	0.326	0.003	1.1%	0.326	100.0%	Ⓔ	Ⓔ		0.350	0.027
FOOD BUILDING - 81	0.356	0.003	0.7%	0.356	100.0%	Ⓔ	Ⓔ	#5	1.131	0.778
BETTER LIVING CENTRE - 83	0.015	0.000	0.0%	0.015	100.0%	Ⓔ	Ⓨ		0.060	0.045
BEANFIELD CENTRE - 85	0.629	0.192	30.5%	0.629	100.0%	Ⓔ	Ⓔ	#5	1.805	1.368
GENERAL SERVICES BUILDING - 91	0.594	0.198	33.4%	0.594	100.0%	Ⓔ	Ⓔ		0.600	0.204
ELECTRICAL UNDERGROUND HV UTILITIES - 96	1.658	0.069	4.2%	1.658	100.0%	Ⓔ	Ⓔ		12.425	6.836
PRESS BUILDING - 92	0.050	0.043	86.6%	0.050	100.0%	Ⓔ	Ⓔ		0.050	0.043
Sub-Total	24.220	1.587	6.6%	24.220	100.0%	-	-		42.741	14.109
PARKS PARKING LOTS AND ROADS - 79	0.150	0.002	1.1%	0.150	100.0%	Ⓔ	Ⓔ		0.150	0.002
BMO FIELD - 93	69.988	23.548	33.6%	69.988	100.0%	Ⓔ	Ⓔ		123.000	38.741
Sub-Total	70.138	23.550	33.6%	70.138	100.0%	-	-		123.150	38.743
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
Total	94.514	25.242	26.7%	94.514	100.0%				166.091	53.000

On Time	On Budget
On/Ahead of Schedule	>70% of Approved Cash Flow
Minor Delay < 6 months	Between 50% and 70%
Significant Delay > 6 months	< 50% or >100% of Approved Cash Flow

Note # 1:

Emergency Command Centre (\$0.107 million) Health and Safety project was delayed due to co-ordination with other projects.

Note # 2:

Various Bldgs. - Study, Investigate, Design, Engineer (\$0.089 million) State of Good Repair project was delayed due to co-ordination with other projects.

Note # 3:

Exhibition Place (EXH)

Projects by Category (Million)	2025 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			

Roof Sectional Replacement over Exhibit Halls (\$15.693 million) Enercare Centre Roof Rehabilitation Project - Originally, the project was scheduled to be completed in two phases. After issuance of the tender to the market for pricing, six (6) bids were received - Lowest compliant bidder had provided favourable pricing for both phases. To avoid future price increases due to inflation and possible tariff situation, Exhibition Place made the decision to complete both phases in 2025. Also, there have been reports of roof leaks in the Phase 2 scope area which is detrimental to the events and building operations. As a result, it is prudent to complete the entire roof rehabilitation work in 2025. Consultant has also recommended to proceed with an award to the lowest compliant bidder for both phases. There is no impact on the total council approved budget as Exhibition Place has reprioritized projects from 2025 approved Capital budget envelope. Projects which have been reallocated will be rescheduled/reprioritized within the 10-Year Plan.

Note # 4:

State of Good Repair projects were delayed due to the following reasons: *Sidewalk and Paving Upgrades* (\$0.124 million) due to delay in tendering process, *Loading Dock Doors Restoration* (\$0.073 million) due to delayed RFQ/RFP process, *Steam and Condensate Piping Systems Retrofit in Phases (Hot Water Conversion)* (\$0.028 million) due to co-ordination with other projects, *Elevator Modernization (Mid-Arch, East and West Annex)* (\$0.476 million) due to co-ordination with other projects.

Note # 5:

Fire Alarm System Replacement (\$0.015 million) State of Good Repair project was delayed due to co-ordination with other projects.

Chart 1

2025 Approved Budget by Category (\$Million) \$18.99M

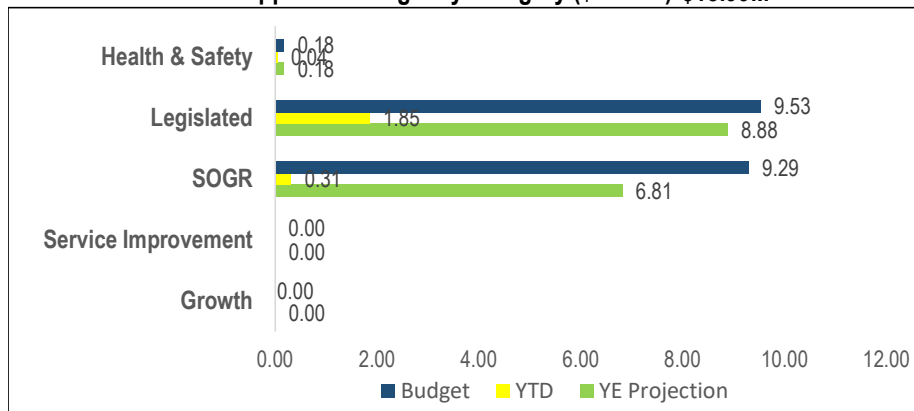


Table 1

2025 Active Projects by Category

Health & Safety	2
Legislated	5
SOGR	15
Service Improvement	
Growth	
Total # of Projects	22

Chart 2

Project Status - 22

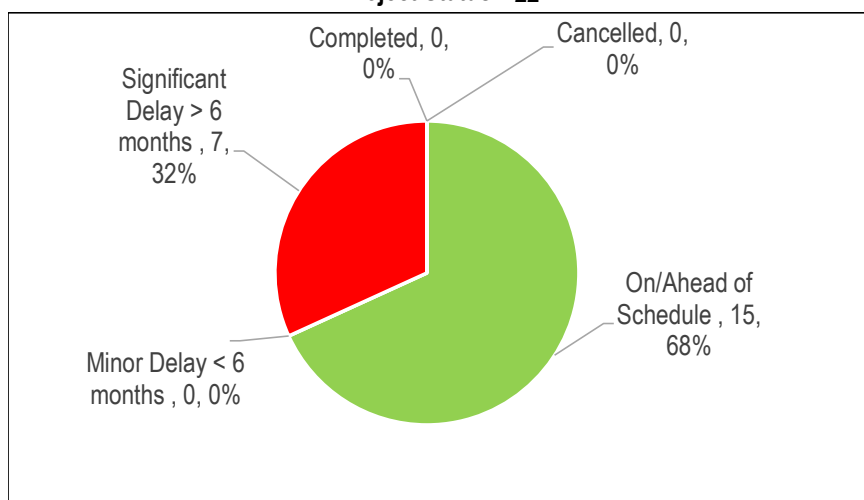


Table 2

Reason for Delay

7

	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		
RFQ/RFP Delayed		
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects		
Community Consultation		
Other*	7	
Total # of Projects	7	

Table 3

Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
12.88		6.11		

Reasons for "Other*" Projects Delay:

- 'Accountability over capital planning, approval and implementation now resides with CREM and a transition plan is being worked on by CREM, City Finance, City Legal and TO Live to allow for work to begin on projects that have not started.

Key Discussion Points: (Please provide reason for delay)

- Until TO Live's capital plan is officially transferred to CREM, TO Live is continuing with their existing previously contracted capital projects. As of YTD, \$2.206 million or 11.6% of the 2025 Capital Budget has been spent, with a projected total spend of \$15.868 million or 83.5% of its 2025 Capital Budget by the end of 2025. Projected underspending of \$3.127 million is mainly attributed to new projects that cannot begin until the transition to CREM is complete.

TO Live (HUM)

Projects by Category (Million)	2025 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Meridian Hall - Door Replacement Phase 2	0.170	0.039	23.1%	0.170	100.0%	Ⓔ	Ⓔ		1.738	1.607
Meridian Hall - Exterior Lighting Systems	0.006	0.005	85.3%	0.006	100.0%	Ⓔ	Ⓔ		0.205	0.204
Sub-Total	0.176	0.044	25.2%	0.176	100.0%	-	-		1.943	1.811
Meridian Arts Centre - AODA Projects	2.824	1.021	36.1%	2.824	100.0%	Ⓔ	Ⓔ		12.369	5.998
Meridian Arts Centre - Net Zero Carbon Initiatives	1.889	0.004	0.2%	1.889	100.0%	Ⓔ	Ⓔ		4.831	0.196
Meridian Hall - AODA Projects	3.164	0.803	25.4%	3.164	100.0%	Ⓔ	Ⓔ		11.874	2.433
Meridian Hall - Net Zero Carbon Initiatives	1.002	0.024	2.4%	1.002	100.0%	Ⓔ	Ⓔ		2.952	0.674
St. Lawrence Centre for the Arts - AODA Projects	0.647	0.000	0.0%	0.000	0.0%	Ⓓ	Ⓓ	#1	22.556	0.000
Sub-Total	9.526	1.851	19.4%	8.879	93.2%	-	-		54.582	9.300
Meridian Arts Centre - Life Safety Systems	0.417	0.007	1.6%	0.417	100.0%	Ⓔ	Ⓔ		0.500	0.090
Meridian Arts Centre - Rigging Replacement	1.030	0.012	1.2%	1.030	100.0%	Ⓔ	Ⓔ		1.493	0.275
Meridian Arts Centre - Roof Replacement (PVC)	0.021	0.005	25.6%	0.021	100.0%	Ⓔ	Ⓔ		2.286	2.270
Meridian Arts Centre - SOGR Projects	1.138	0.000	0.0%	1.138	100.0%	Ⓔ	Ⓔ		2.275	0.000
Meridian Arts Centre - Theatre Lighting	0.269	0.000	0.0%	0.000	0.0%	Ⓓ	Ⓓ	#1	0.269	0.000
Meridian Hall - Exterior Landscaping	0.250	0.000	0.0%	0.000	0.0%	Ⓓ	Ⓓ	#1	0.250	0.000
Meridian Hall - Audio System	0.084	0.000	0.0%	0.084	100.0%	Ⓔ	Ⓔ		0.088	0.004
Meridian Hall - BCA	0.036	0.000	0.0%	0.036	100.0%	Ⓔ	Ⓔ		0.175	0.049
Meridian Hall - Building Envelope	0.053	0.006	11.6%	0.053	100.0%	Ⓔ	Ⓔ		0.220	0.173
Meridian Hall - Interior Finishes	0.100	0.000	0.0%	0.000	0.0%	Ⓓ	Ⓓ	#1	1.100	0.000
Meridian Hall - PSVC System	0.675	0.000	0.0%	0.000	0.0%	Ⓓ	Ⓓ	#1	1.238	0.362
Meridian Hall - Rigging & Drapery Systems	0.163	0.064	39.3%	0.163	100.0%	Ⓔ	Ⓔ		0.200	0.101
Meridian Hall - Sprinkler Expansion	0.885	0.103	11.7%	0.885	100.0%	Ⓔ	Ⓔ		5.576	0.157
Meridian Hall - Theatre Lighting	0.395	0.000	0.0%	0.102	25.9%	Ⓓ	Ⓓ	#1	1.322	0.048
St. Lawrence Centre for the Arts - SOGR Projects	3.777	0.112	3.0%	2.884	76.4%	Ⓔ	Ⓓ	#1	36.886	7.988
Sub-Total	9.292	0.310	3.3%	6.813	73.3%	-	-		53.878	11.517
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
Total	18.994	2.206	11.6%	15.868	83.5%				110.403	22.628

On Time	On Budget
On/Ahead of Schedule	>70% of Approved Cash Flow
Minor Delay < 6 months	Between 50% and 70%
Significant Delay > 6 months	< 50% or > 100% of Approved Cash Flow

Note # 1:

TO Live (HUM)

Projects by Category (Million)	2025 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			

Accountability over capital planning, approval and implementation now resides with CREM and a transition plan is being worked on by CREM, City Finance, City Legal and TO Live to allow for work to begin on projects that have not started.

Chart 1
2025 Approved Budget by Category (\$Million) \$29.09M

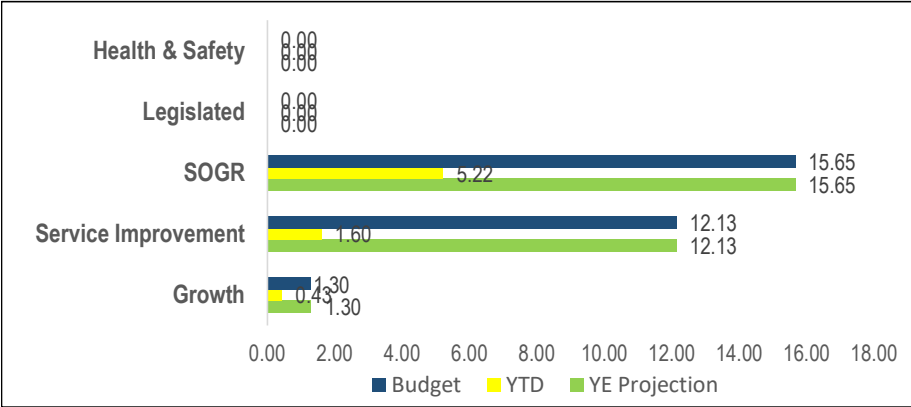


Table 1
2025 Active Projects by Category

Health & Safety	
Legislated	
SOGR	20
Service Improvement	4
Growth	1
Total # of Projects	25

Chart 2
Project Status - 25

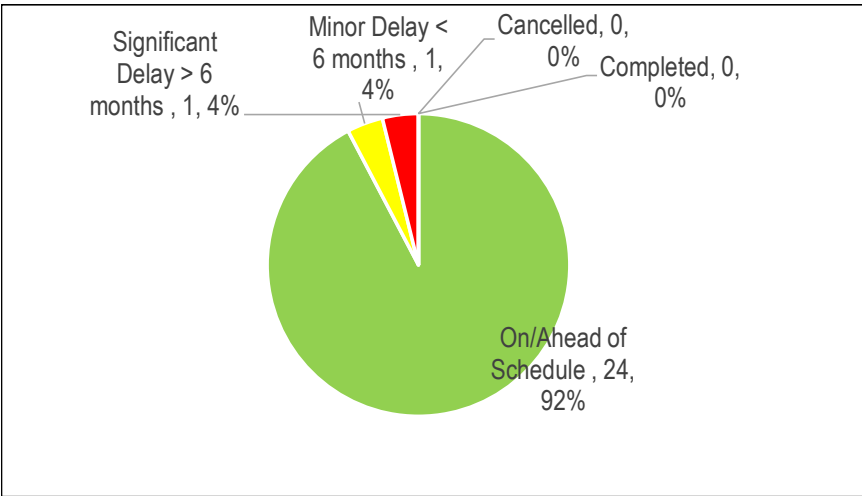


Table 2

Reason for Delay	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		
RFQ/RFP Delayed		
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects		
Community Consultation		
Other*		
Total # of Projects		

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
		1.30		

Key Discussion Points:

- The majority of TRCA's capital projects are ongoing or phased projects which arise from multi-year planning
- Feasibility studies or needs assessments have been completed and engineering estimates form the basis of project costs.
- On February 15, 2017 (EX22.2), City Council endorse the Toronto and Region Conservation Authority plan to construct a new administrative office building on land it currently owns, with a total project cost of \$70 million, requiring \$60 million in debt financing to be arranged by the Toronto and Region Conservation Authority and funded by its member municipalities. City Council approve the new capital project titled "Toronto and Region Conservation Authority Long Term Accommodation Project" with a total project cost of \$38.617 million to fund the City of Toronto portion of the project over 33 years until 2049. Agenda Item History - 2017.EX22.2 (toronto.ca)
- Scarborough Bluffs West Project is slightly delayed (under 6 months). Draft Terms of Reference (ToR) was released on July 8, 2024 to commence the 30 day public, agency and Indigenous community review period. The ToR has been finalized in response to comments received. Formal submission to MECP is scheduled for June 2025, pending execution of the Voluntary Agreement, with an estimated EA start of Fall 2025/Winter 2026.
- Long Term Accommodation 5 Shoreham - 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

Toronto & Region Conservation Authority (TRC)

Projects by Category (Million)	2025 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Health & Safety										
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
Legislated										
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
State of Good Repair										
GREENSPACE LAND ACQUISITION (ACTIVE 09+)	0.064	0.021	33.3%	0.064	100.0%	Ⓢ	Ⓢ		1.068	1.031
SHORELINE MONITORING & MAINTENANCE	0.400	0.133	33.3%	0.400	100.0%	Ⓢ	Ⓢ		5.550	5.317
EROSION INFRASTRUCTURE MAJOR MAINTENANCE	2.020	0.673	33.3%	2.020	100.0%	Ⓢ	Ⓢ		18.290	17.112
RETROFIT ACTIVITIES FOR 2009+	0.371	0.124	33.3%	0.371	100.0%	Ⓢ	Ⓢ		4.689	4.473
SUSTAINABLE COMMUNITIES 2008+	1.028	0.343	33.3%	1.028	100.0%	Ⓢ	Ⓢ		12.029	11.429
WATERSHED MONITORING/TERRESTRIAL NATURAL	0.597	0.199	33.3%	0.597	100.0%	Ⓢ	Ⓢ		7.126	6.778
REGIONAL WATERSHED MANAGEMENT 2008+	1.579	0.526	33.3%	1.579	100.0%	Ⓢ	Ⓢ		16.739	15.818
REGENERATION SITES 2008+	0.601	0.200	33.3%	0.601	100.0%	Ⓢ	Ⓢ		7.148	6.797
WTRFRNT DEV ENVIRONMENTAL MONITORING & M	0.245	0.082	33.3%	0.245	100.0%	Ⓢ	Ⓢ		3.425	3.282
WTRFRNT DEV KEATING CHANNEL DREDGING	0.320	0.107	33.3%	0.320	100.0%	Ⓢ	Ⓢ		4.480	4.293
WTRFRNT DEV ASHBRIDGES BAY	0.250	0.083	33.3%	0.250	100.0%	Ⓢ	Ⓢ		3.700	3.554
TOMMY THOMPSON CELL 2 CAPPING	0.050	0.017	33.4%	0.050	100.0%	Ⓢ	Ⓢ		1.079	1.050
WATERFRONT DEVELOPMENT ONGOING MAJOR MA	0.188	0.063	33.3%	0.188	100.0%	Ⓢ	Ⓢ		2.958	2.848
TORONTO PLANNING INITIATIVES	0.100	0.033	33.0%	0.100	100.0%	Ⓢ	Ⓢ		0.880	0.822
INFO TECHNOLOGY REPLACEMENT ITEMS 2008+	0.321	0.107	33.3%	0.321	100.0%	Ⓢ	Ⓢ		3.825	3.638
TRCA ADMIN INFRASTRUCTURE - MAJOR FACILI	0.300	0.100	33.3%	0.300	100.0%	Ⓢ	Ⓢ		3.471	3.297
LAYER 2 - EXTRA WATERFRONT MAJOR MAINTEN	6.000	2.000	33.3%	6.000	100.0%	Ⓢ	Ⓢ		28.550	25.050
LAYER 2 - EXTRA FLOODWORKS MAJOR MAINTEN	0.200	0.067	33.3%	0.200	100.0%	Ⓢ	Ⓢ		3.000	2.883
LAYER 2 - EXTRA EROSION MAJOR MAINTENANC	1.000	0.333	33.3%	1.000	100.0%	Ⓢ	Ⓢ		39.756	39.173
TORONTO WILDLIFE CENTRE - LANDSCAPE REST	0.017	0.006	32.5%	0.017	100.0%	Ⓢ	Ⓢ		2.583	2.573
Sub-Total	15.651	5.215	33.3%	15.651	100.0%	0.000	0.000		170.346	161.216
Service Improvements										
WTRFRNT DEV TOMMY THOMPSON PARK INTERIM	0.809	0.270	33.3%	0.809	100.0%	Ⓢ	Ⓢ		5.419	4.947
SCARBOROUGH BLUFFS WEST INDIVIDUAL ENVIR	1.722		0.0%	1.722	100.0%	Ⓢ	Ⓢ		2.912	1.190
SCARBOROUGH WATERFRONT PROJECT - WEST SH	3.000	1.000	33.3%	3.000	100.0%	Ⓢ	Ⓢ		3.000	1.250
THE MEADOWWAY - MULTI USE TRAIL	6.600	0.333	5.1%	6.600	100.0%	Ⓢ	Ⓢ		1.000	0.417
Sub-Total	12.131	1.603	13.2%	12.131	100.0%	0.000	0.000		12.331	7.803
Growth Related										
LONG TERM ACCOMMODATION - 5 SHOREHAM	1.303	0.434	33.3%	1.303	100.0%	Ⓢ	Ⓢ		38.617	10.825
Sub-Total	1.303	0.434	33.3%	1.303	100.0%	-	-		38.617	10.825
Total	29.085	7.253	24.9%	29.085	100.0%				221.294	179.844

On Time

On/Ahead of Schedule

Minor Delay < 6 months

Significant Delay > 6 months

On Budget

>70% of Approved Cash Flow

Between 50% and 70%

< 50% or >100% of Approved Cash Flow

Chart 1
2025 Approved Budget by Category (\$Million) \$126.77M

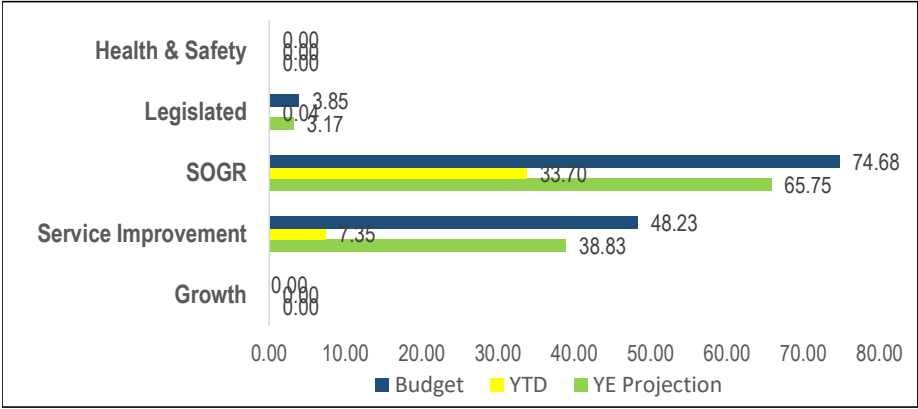


Table 1
2025 Active Projects by Category

Health & Safety	
Legislated	2
SOGR	25
Service Improvement	16
Growth	
Total # of Projects	43

Chart 2
Project Status - 43

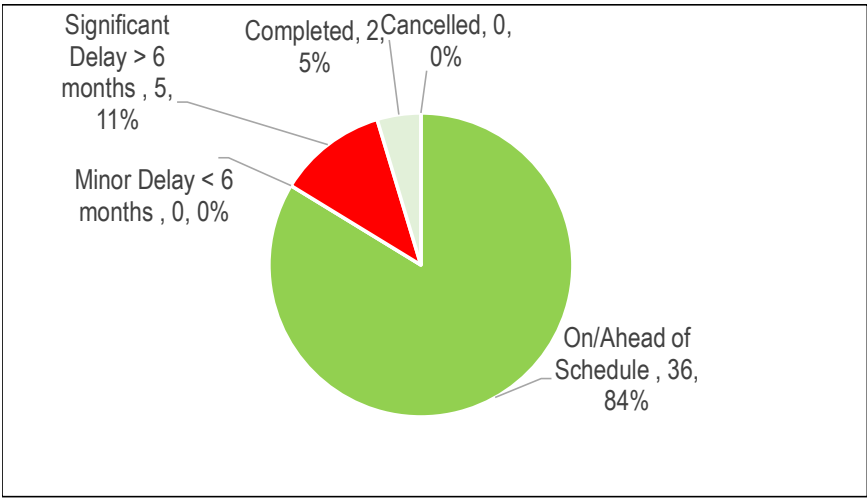


Table 2

Reason for Delay	5	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		
RFQ/RFP Delayed	5	
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects		
Community Consultation		
Other*		
Total # of Projects	5	

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
120.44		6.29	0.04	

Toronto Police Service (POL)

Key Discussion Points:

Toronto Police Service is projecting a 2025 year-end spend of \$107.750 million, or 85% of its 2025 Approved Capital Budget of \$126.772 million.

Projected underspending is mainly attributed to the following key projects:

- *Wireless Parking System, ALPR for Parking Enforcement and Vehicle Impound Program* - Due to additional time required in developing an overall plan on modernizing and digitizing the Parking Enforcement Unit's services, the Service anticipates completing the request for proposal and vendor selection and approval processes in 2025 and the procurement in early 2026 respectively. The projected unspent amount of \$4.023 million will be carried forward to 2026.
- *New Records Management System (RMS)* - Some contractor services initially planned in 2025 might instead be performed in early 2026. The projected unspent amount of \$2.774 million will be carried forward to 2026.
- *Real Time Operating Centre* - The Service is exploring 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. The projected unspent amount of \$2 million will be carried forward to 2026.
- *Mobile Workstations* - Due to potential change in procurement requirements, the projected unspent amount of \$1.904 million will be carried forward to 2026.
- *Long Term Facility Plan - 41 Division New Build* - The project's phase 2 is in progress. The demolition of existing structures is targeted to be completed by the 3rd quarter of 2025. The Service is also reviewing the construction document set for the builders and contractors. Based on the latest project status, the projected unspent amount of \$1.532 million will be carried forward to 2026.

Toronto Police Service (POL)

Projects by Category (Million)	2025 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Health & Safety										
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
Legislated										
Next Generation (N.G.) 9-1-1	3.778	0.051	1.3%	3.095	81.9%	Ⓔ	Ⓔ		16.583	10.556
Relocation of Wellness Services	0.075	-0.009	-12.6%	0.075	100.0%	Ⓔ	Ⓔ		1.840	1.755
Sub-Total	3.853	0.041	1.1%	3.170	82.3%	-	-		18.423	12.311
State of Good Repair										
State-of-Good-Repair - Police	6.319	1.322	20.9%	5.870	92.9%	Ⓔ	Ⓔ		on-going	on-going
Radio Replacement	0.100	0.000	0.0%	0.100	100.0%	Ⓔ	Ⓔ		78.875	38.046
Automated Fingerprint Identification System (A.F.I.S.) Replacement	0.553	0.000	0.0%	0.553	100.0%	Ⓔ	Ⓔ		7.874	3.336
Uninterrupted Power Supply (U.P.S.) Lifecycle Replacement	0.977	0.294	30.1%	0.840	86.0%	Ⓔ	Ⓔ		12.652	1.869
Communications Center Furniture Replacement - Design	0.000	0.000	100.0%	0.000	100.0%	Ⓔ	Ⓔ		0.000	0.000
Vehicle Replacement	14.098	7.749	55.0%	13.611	96.5%	Ⓔ	Ⓔ		259.810	121.952
Workstation, Laptop, Printer-Lifecycle plan	3.826	1.858	48.6%	3.826	100.0%	Ⓔ	Ⓔ		92.940	48.506
Infrastructure Lifecycle	14.839	8.935	60.2%	14.839	100.0%	Ⓔ	Ⓔ		302.607	57.485
Mobile Workstations	9.550	6.552	68.6%	7.646	80.1%	Ⓔ	Ⓔ		52.956	33.435
Locker Replacement	0.830	0.022	2.7%	0.325	39.1%	Ⓓ	Ⓓ	#1	10.041	4.373
Furniture Lifecycle Replacement	3.014	0.337	11.2%	2.721	90.3%	Ⓔ	Ⓔ		33.931	17.104
Divisional CCTV Management (D.V.A.M. I & II)	0.758	0.401	53.0%	0.600	79.2%	Ⓔ	Ⓔ		14.923	7.710
Small Equipment Replacement	4.555	0.870	19.1%	4.227	92.8%	Ⓔ	Ⓔ		39.165	9.672
Radar Unit Replacement	0.221	0.000	0.0%	0.187	84.7%	Ⓔ	Ⓔ		2.312	1.252
Wireless Parking System	3.084	0.000	0.0%	0.261	8.5%	Ⓓ	Ⓓ	#2	13.482	3.375
Conducted Energy Weapon	0.860	0.761	88.5%	0.860	100.0%	Ⓔ	Ⓔ		14.116	4.710
Body Worn Camera - Replacement Plan	2.150	2.079	96.7%	2.150	100.0%	Ⓔ	Ⓔ		31.832	7.210
Connected Officer LR	3.100	2.450	79.0%	2.599	83.8%	Ⓔ	Ⓔ		28.714	4.075
Facial Recognition System Replacement	1.500	0.000	0.0%	1.050	70.0%	Ⓔ	Ⓔ		3.000	0.000
Digital Photography	0.713	0.000	0.0%	0.713	100.0%	Ⓔ	Ⓔ		3.744	1.388
Vehicle Impound Program (V.I.P.) Replacement	0.400	0.000	0.0%	0.100	25.0%	Ⓓ	Ⓓ	#3	1.000	0.000
Gun Range Remediation Upgrades	1.700	0.075	4.4%	0.996	58.6%	Ⓨ	Ⓔ		1.700	0.075
Forensic Identification Services (FIS) building HVAC lifecycle	0.427	0.000	0.0%	0.427	100.0%	Ⓔ	Ⓔ		5.553	0.000
Communications Center 9th Floor Renovation	1.024	0.000	0.0%	0.167	16.3%	Ⓓ	Ⓔ	#4	12.612	0.000
Hydrogen Fuel Cells	0.086	0.000	0.0%	0.086	100.0%	Ⓔ	Ⓔ		9.200	2.614
Potential Tariff Impact	0.000	0.000		1.000					0.000	0.000
Sub-Total	74.685	33.705	45.1%	65.754	88.0%	-	-		1,033.039	368.188
Service Improvements										
Long Term Facility Plan - 54 Division; New Station	0.977	0.000	0.0%	0.379	38.8%	Ⓓ	Ⓓ	#5	102.922	0.994
Long Term Facility Plan - 41 Division; New Build	15.337	3.267	21.3%	13.806	90.0%	Ⓔ	Ⓔ		85.575	61.257
Information Technology Storage Growth	0.753	0.000	0.0%	0.753	100.0%	Ⓔ	Ⓔ		9.967	2.464
New Records Management System (RMS)	14.002	2.580	18.4%	11.228	80.2%	Ⓔ	Ⓔ		30.598	7.578

Toronto Police Service (POL)

Projects by Category (Million)	2025 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Transforming Corporate Support (HRMS, TRMS)	1.236	0.000	0.0%	0.865	70.0%	Ⓔ	Ⓔ		8.435	7.199
ANCOE (Enterprise Business Intelligence, Global Search)	0.038	0.038	100.0%	0.038	100.0%	Ⓔ	Ⓔ		12.528	12.472
Body Worn Camera - Phase II	0.272	0.016	5.9%	0.272	100.0%	Ⓔ	Ⓔ		5.887	5.599
Long Term Facility Plan - Consulting	0.315	0.000	0.0%	0.315	100.0%	Ⓔ	Ⓔ		0.878	0.563
Property & Evidence Warehouse Racking	1.000	0.000	0.0%	0.700	70.0%	Ⓔ	Ⓔ		1.030	0.030
Vehicle and Equipment for Additional Capacity	7.414	1.386	18.7%	6.500	87.7%	Ⓔ	Ⓔ		31.242	12.508
Real Time Operating Centre	2.500	0.000	0.0%	0.500	20.0%	Ⓕ	Ⓔ	#6	9.700	0.000
Digital Program (Platform & Transformation)	2.900	0.039	1.3%	2.390	82.4%	Ⓔ	Ⓔ		8.700	0.039
Forensic Identification Services (FIS) Facility Replacement - Feasibility Study	0.400	0.000	0.0%	0.400	100.0%	Ⓔ	Ⓔ		0.400	0.000
Automated External Defibrillator (A.E.D.s.)	0.034	0.020	58.1%	0.024	70.0%	Ⓔ	Ⓔ		0.458	0.170
ALPR Technology for Parking Enforcement	1.000	0.000	0.0%	0.100	10.0%	Ⓕ	Ⓕ	#7	5.000	0.000
FIFA Requirement - Motorcycles	0.055	0.000	0.0%	0.055	100.0%	Ⓔ	Ⓔ		0.600	0.545
Potential Tariff Impact	0.000	0.000		0.500					0.000	0.000
Sub-Total	48.234	7.346	15.2%	38.825	80.5%	-	-		313.920	111.417
Growth Related										
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
Total	126.772	41.092	32.4%	107.750	85.0%				1,365.383	491.916

On Time	On Budget
On/Ahead of Schedule	>70% of Approved Cash Flow
Minor Delay < 6 months	Between 50% and 70%
Significant Delay > 6 months	< 50% or >100% of Approved Cash Flow

Note #1: Locker Replacement

The Service is pending for the consultant's final drawing for the Communications Center to determine the procurement of lockers. The projection will be updated in future variance reports.

Note #2: Wireless Parking System

The Service requires additional time in planning and conducting RFP and vendor selection and approval in 2025, and hence the procuring is estimated in early 2026.

Note #3: Vehicle Impound Program (V.I.P.) Replacement

The Service requires additional time in planning and conducting RFP and vendor selection and approval in 2025, and hence the procuring is estimated in early 2026.

Note #4: Communications Center 9th Floor Renovation

The furniture study is ongoing and the uninterrupted power supply study will be conducted next. The projection will be updated based on the study results.

Note #5: Long Term Facility Plan - 54 Division; New Station

Request for pre-qualification for the architectural consultation of the new building is expected to begin in the 3rd quarter of 2025.

Note #6: Real Time Operating Centre

The project is pending as the Service explores available options for this project. A steering committee is being formed. The projection will be updated in 2025 Q2/Q3.

Note #7: ALPR Technology for Parking Enforcement

The Service requires additional time in planning and conducting RFP and vendor selection and approval in 2025, and hence the procuring is estimated in early

Chart 1
2025 Approved Budget by Category (\$3.61)

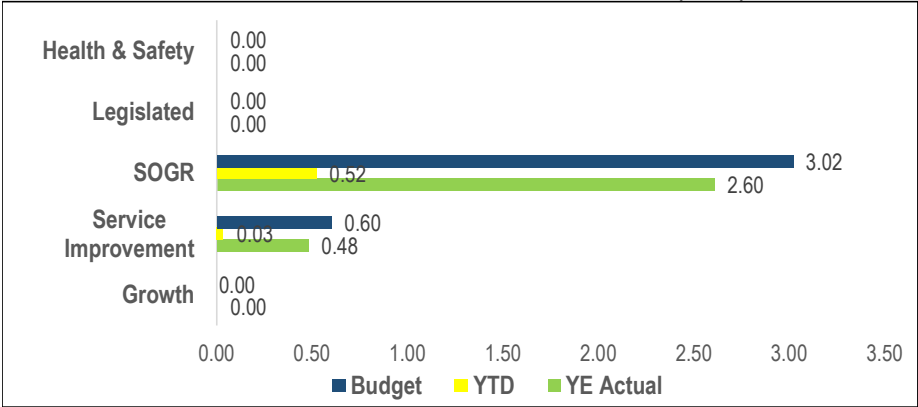


Table 1
2025 Active Projects by Category

Health & Safety	
Legislated	
SOGR	2
Service Improvement	4
Growth	
Total # of Projects	6

Chart 2
Project Status - 6

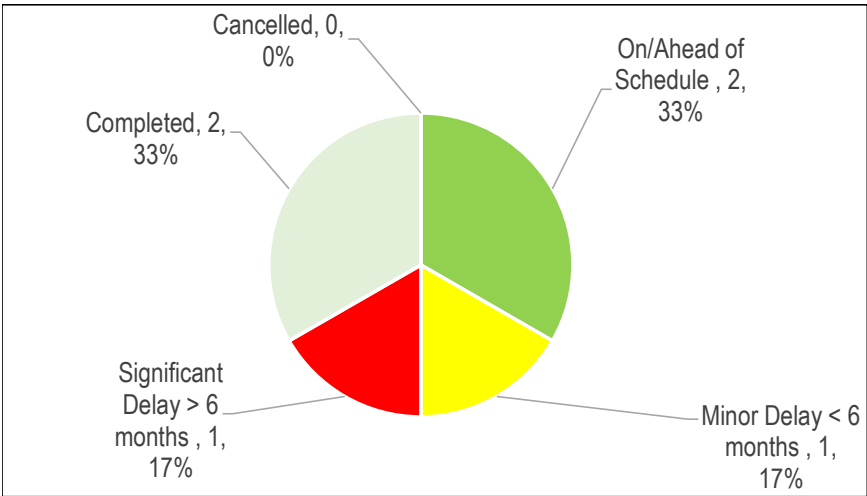


Table 2

Reason for Delay	2	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		
RFQ/RFP Delayed		1
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects	1	
Community Consultation		
Other		
Total # of Projects	1	1

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
2.90	0.32	0.30	0.10	

Toronto Public Health (TPH)

Projects by Category (Million)	2025 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Health & Safety										
Sub-Total	0.000	0.000		0.000		-	-		0.000	
Legislated										
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
State of Good Repair										
Inspection Management Implementation	2.718	0.520	19.1%	2.604	95.8%	Ⓞ	Ⓞ		7.788	4.328
Inspection Management - Rabies	0.298	0.000	0.0%	0.000	0.0%	Ⓡ	Ⓡ	#1	2.374	0.000
Sub-Total	3.016	0.520	17.2%	2.604	86.3%				10.162	4.328
Service Improvements										
Electronic Medical Record - Phase 3	0.091	0.029	32.1%	0.077	84.7%	Ⓞ	Ⓞ		2.655	2.593
Electronic Medical Record - Phase 4 Tuberculosis	0.320	0.000	0.0%	0.213	66.7%	Ⓨ	Ⓨ	#2	1.841	0.000
Mobile Dental Van	0.183	0.000	0.0%	0.183	100.0%	Ⓞ	Ⓞ		0.457	0.000
Alton/Midland Dental Clinic	0.004	0.004	100.0%	0.004	100.0%	Ⓞ	Ⓞ		0.860	0.857
Sub-Total	0.598	0.033	5.6%	0.478	79.9%				5.813	3.450
Growth Related										
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
Total	3.615	0.554		3.082					15.975	7.778

On Time
On/Ahead of Schedule
Minor Delay < 6 months
Significant Delay > 6 months

On Budget
>70% of Approved Cash Flow
Between 50% and 70%
< 50% or >100% of Approved Cash Flow

Note # 1:

The project may not start until the Inspection Management Implementation project is completed. The Inspection Management Implementation project is prioritizing a new Special Event Portal, which extends its completion date to July 2026.

Note # 2:

Projected underspend at year-end reflects the delay in RFP due to additional requirements being introduced earlier this year.

Chart 1

2025 Approved Budget by Category (\$Million) \$48.43M

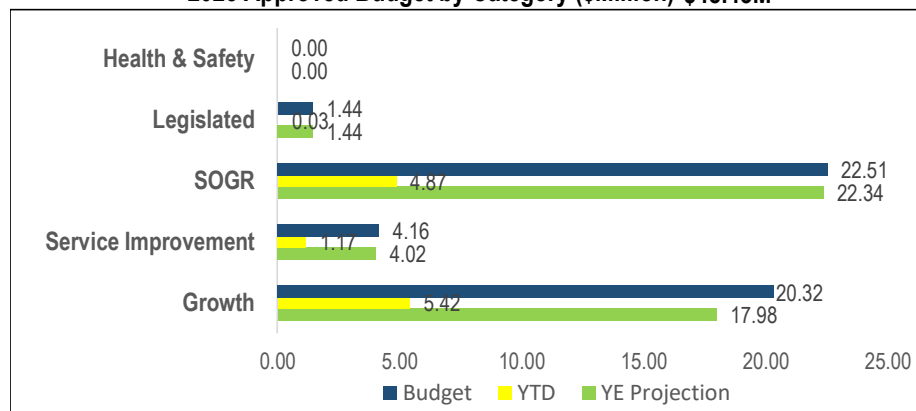


Table 1

2025 Active Projects by Category

Health & Safety	
Legislated	1
SOGR	8
Service Improvement	1
Growth	13
Total # of Projects	23

Chart 2

Project Status - 23

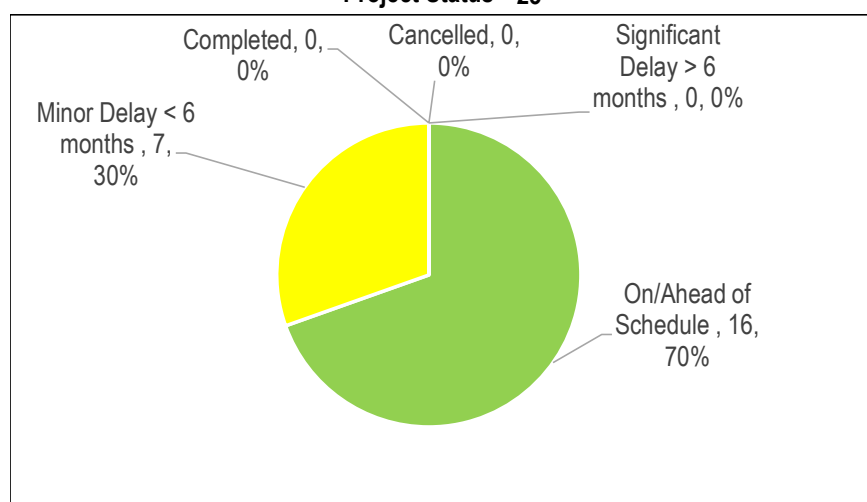


Table 2

Reason for Delay

7

	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		
RFQ/RFP Delayed		
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects		
Community Consultation		
Other*		7
Total # of Projects		7

Table 3

Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
44.49	3.94			

Reasons for "Other*" Projects Delay:

- The *Flemingdon Park Renovation*, *High Park Renovation and Expansion*, and some sub-projects in the *Digital Experiences* project are still in the planning phase.
- The *Parliament Street Relocation and Expansion* project is in partnership and contingent on work with City partners.
- The *St. Lawrence Relocation & Expansion - Design and Construction* project is being worked on in connection with City partners to find an alternate site, the project start is contingent on this work.
- The *Woodside Square Relocation & Expansion* project is under lease negotiations which are ongoing, impacting commencement of project work.

Key Discussion Points:

Toronto Public Library spent \$11.495 million or 23.7% YTD and is projecting to spend \$45.780 million or 94.5% of its 2025 Capital Budget by the end of 2025.

Toronto Public Library (LIB)

Projects by Category (Million)	2025 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
Legislated Project Name Multi-Branch Minor Reno Prog (Accessibility)	1.442	0.034	2.4%	1.442	100.0%	G	G	#2	10.643	3.236
Sub-Total	1.442	0.034	2.4%	1.442	100.0%	-	-		10.643	3.236
Flemingdon Park Renovation	0.050	0.000	0.0%	0.025	50.0%	Y	Y	#1	0.276	0.000
Multi-Branch Minor Reno Prog	8.548	4.210	49.2%	8.548	100.0%	G	G		66.146	48.261
Northern District Exterior	0.136	0.030	21.9%	0.136	100.0%	G	G		3.505	3.398
Northern District Renovation	0.191	0.000	0.0%	0.171	89.8%	G	G		2.846	0.000
Richview Building Elements (SOG)	0.449	0.029	6.5%	0.423	94.2%	G	G		3.546	0.794
Technology Asset Management Prog	4.881	0.176	3.6%	4.781	98.0%	G	G		58.594	20.468
Toronto Reference Library Renovation	8.204	0.421	5.1%	8.204	100.0%	G	G		29.209	7.058
Yorkville Renovation - Design	0.050	0.000	0.0%	0.050	100.0%	G	G		0.597	0.000
Sub-Total	22.508	4.866	21.6%	22.338	99.2%	-	-		164.719	79.980
SI Project Name Service and Digital Modernization	4.157	1.171	28.2%	4.024	96.8%	G	G		36.183	15.315
Sub-Total	4.157	1.171	28.2%	4.024	96.8%	-	-		36.183	15.315
Bridlewood Branch Relocation	0.590	0.337	57.0%	0.590	100.0%	G	G		12.253	11.999
Centennial Renovation & Expansion - Construction	5.727	2.590	45.2%	5.727	100.0%	G	G		21.744	6.477
Dawes Road Reconstruction & Expansion	2.000	0.046	2.3%	2.000	100.0%	G	G		50.717	7.818
Digital Experiences	2.215	0.140	6.3%	1.515	68.4%	Y	Y	#1	19.937	10.501
Ethennonnhawahstihnen' Library - Bayview Library Relocation	0.180	0.017	9.2%	0.180	100.0%	G	G		16.682	16.519
Etobicoke New Construction - Construction	5.464	0.912	16.7%	5.464	100.0%	G	G		33.687	4.183
High Park Renovation and Expansion	0.325	0.000	0.0%	0.030	9.2%	R	Y	#1	1.112	0.000
Junction Triangle (Perth Dupont Relocation) - Construction	1.855	1.382	74.5%	1.855	100.0%	G	G		6.414	5.940
Parliament Street Relocation and Expansion	0.050	0.000	0.0%	0.000	0.0%	R	Y	#2	1.670	0.000
Pleasant View Library Renovation & Expansion - Construction	0.615	0.000	0.0%	0.615	100.0%	G	G		4.932	0.000
St. Lawrence Relocation & Expansion - Construction	0.043	0.000	0.0%	0.000	0.0%	R	Y	#3	38.168	0.000
St. Lawrence Relocation & Expansion - Design	0.919	0.000	0.0%	0.000	0.0%	R	Y	#3	1.932	0.038
Woodside Square Relocation & Expansion	0.335	0.000	0.0%	0.000	0.0%	R	Y	#4	0.335	0.000
Sub-Total	20.319	5.423	26.7%	17.976	88.5%	-	-		209.583	63.476

Toronto Public Library (LIB)

Projects by Category (Million)	2025 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Total	48.425	11.495	23.7%	45.780	94.5%				421.128	162.007

On Time		On Budget	
On/Ahead of Schedule	ⓐ	>70% of Approved Cash Flow	
Minor Delay < 6 months	ⓑ	Between 50% and 70%	
Significant Delay > 6 months	ⓒ	< 50% or >100% of Approved Cash Flow	

Note # 1:

The *Flemington Park Renovation*, *High Park Renovation and Expansion*, and some sub-projects in the *Digital Experiences* project are still in the planning phase.

Note # 2:

The *Parliament Street Relocation and Expansion* project is in partnership and contingent on work with City partners.

Note # 3:

The *St. Lawrence Relocation & Expansion - Design and Construction* project is being worked on in connection with City partners to find an alternate site, the project start is contingent on this work.

Note # 4:

The *Woodside Square Relocation & Expansion* project is under lease negotiations which are ongoing, impacting commencement of project work.

Chart 1

2025 Approved Budget by Category (\$Million) \$1732.09M

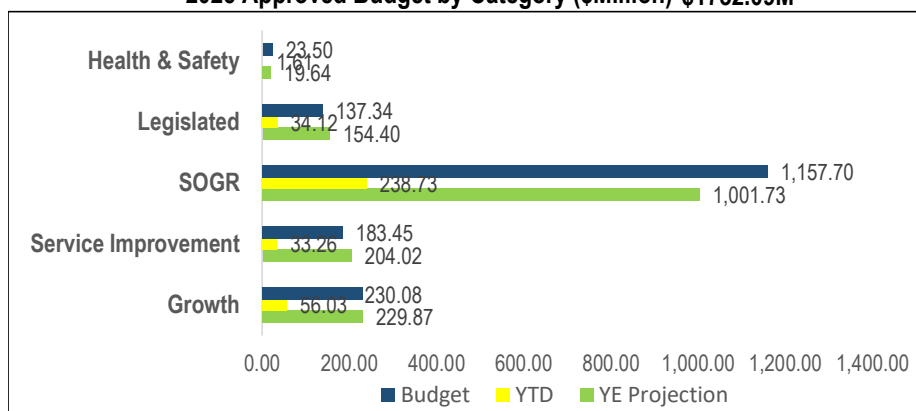


Table 1

2025 Active Projects by Category

Health & Safety	9
Legislated	9
SOGR	38
Service Improvement	19
Growth	11
Total # of Projects	86

Chart 2

Project Status - 86

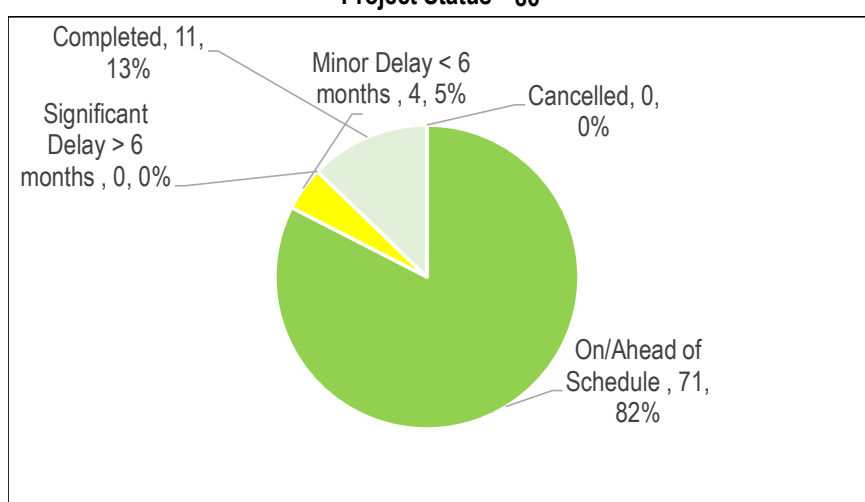


Table 2

Reason for Delay

4

	Significant Delay	Minor Delay
Insufficient Staff Resources		1
Procurement Issues		2
RFQ/RFP Delayed		
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects		1
Community Consultation		
Other*		
Total # of Projects		4

Table 3

Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
1,254.78	477.26		0.05	

Key Discussion Points: (Please provide reason for delay)

- As at April 30, 2025, the overall Toronto Transit Commission (TTC) capital program had expenditures totalling \$363.8 million, representing 21.0% of its adjusted 2025 Capital Budget of \$1.732 billion. The 2025 Capital Budget was adjusted for additional carry forwards and other adjustments to better align cash flow to spending capacity. TTC is projecting a 92.9% spending rate or \$1.610 billion at year end, leaving approximately \$122 million unspent.
- Comprising of the Base Program and Transit Expansion projects, the Base Program incurred expenditures of approximately \$361.4 million during the first four months of 2025, or approximately 21.8% of the adjusted 2025 Capital Budget of \$1.656 billion. The Base Program is projecting to spend approximately 92.7% or \$1.536 billion by year-end.
- The Transit Expansion projects incurred expenditures of approximately \$2.4 million or 3.1% of the adjusted 2025 Capital Budget of \$75.8 million and spending is projected to be approximately \$73.6 million or 97.1% by year-end.

Toronto Transit Commission (TTC)

Projects by Category (Million)	2025 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Health & Safety										
Power Dist. H&S	0.157	0.037	23.3%	0.157	100.1%	Ⓡ	Ⓢ		1.459	1.142
Finishes-H&S	1.419	0.004	0.3%	1.419	100.0%	Ⓢ	Ⓢ		7.974	5.142
Fire Ventilation Upgrades & Second Exits - H&S	13.197	0.858	6.5%	12.131	91.9%	Ⓢ	Ⓢ		197.882	52.209
Streetcar Overhaul - H&S	0.185	0.019	10.5%	0.185	100.0%	Ⓢ	Ⓢ		19.401	1.267
Subway Car Overhaul - H&S	0.000	0.000		0.000			Ⓢ		0.000	0.000
Computer Equipment And Software - H&S	1.651	0.320	19.4%	1.651	100.0%	Ⓢ	Ⓢ		12.001	6.418
Other Buildings - H&S	5.279	0.213	4.0%	2.200	41.7%	Ⓡ	Ⓢ		104.009	4.507
Bus Overhaul - H&S	0.000	0.000		0.282			Ⓢ		1.825	1.825
Safety and Reliability	1.615	0.160	9.9%	1.615	100.0%	Ⓡ	Ⓢ		13.679	3.224
Sub-Total	23.503	1.610	6.9%	19.640	83.6%	-	-		358.230	75.734
Legislated										
Communications-Legislated	0.000	0.228		0.430			Ⓢ		21.797	17.284
Equipment-Legislated	0.532	0.514	96.7%	1.083	203.7%	Ⓡ	Ⓢ		66.132	26.077
Streetcar Network-Legislated	0.376	0.022	5.9%	0.445	118.4%	Ⓡ	Ⓢ		54.934	53.279
Easier Access-Phase III	123.269	28.908	23.5%	134.860	109.4%	Ⓡ	Ⓢ		1,201.770	827.318
Subway Car Overhaul - Legislated (AODA)	0.000	0.000		0.000			Ⓢ		0.000	0.000
Subway Asbestos Removal	8.918	2.534	28.4%	11.256	126.2%	Ⓡ	Ⓢ		148.783	107.622
Computer Equipment And Software - Legis	0.250	0.000	0.0%	0.250	100.2%	Ⓡ	Ⓢ		0.250	0.000
Other Service Planning - Legislated	1.001	0.612	61.2%	2.346	234.3%	Ⓡ	Ⓢ		30.094	20.406
Other Buildings - Legislated	2.993	1.303	43.5%	3.733	124.7%	Ⓡ	Ⓢ		86.994	64.859
Sub-Total	137.339	34.123	24.8%	154.404	112.4%	-	-		1,610.755	1,116.845
State of Good Repair										
Subway Track - SOGR	23.452	11.711		43.411		Ⓡ			411.013	363.229
Surface Track - SOGR	27.252	11.073		33.242		Ⓡ			296.250	328.023
Traction Power-Various - SOGR	29.282	5.484		32.688		Ⓡ			485.956	430.576
Power Dist. SOGR	9.190	1.306		9.537		Ⓡ			254.272	160.383
Communications-SOGR	13.795	3.086		14.470		Ⓡ			206.128	169.685
Signal Systems-SOGR	41.182	4.690		42.175	102.4%	Ⓡ			366.028	237.290
Finishes-SOGR	30.528	5.802		30.048	98.4%				335.721	260.846
Equipment-SOGR	90.814	11.380		74.486	82.0%				918.198	555.187
On-Grade Paving Rehabilitation	5.923	1.832		8.529		Ⓡ			173.348	153.439
Bridges And Tunnels-Various	40.916	11.162		44.893	109.7%	Ⓡ			619.670	485.844
Fire Ventilation Upgrades & Second Exits - SOGR	7.421	1.794		7.147	96.3%	Ⓢ	Ⓢ		437.656	376.539
Purchase of Wheel Trans	11.802	4.031		10.879	92.2%	Ⓢ	Ⓢ		93.431	79.286
Purchase Of Subway Cars - SOGR	1.559	0.407		1.559	100.0%	Ⓢ	Ⓢ		2,220.870	233.124
Streetcar Overhaul - SOGR	34.865	11.297		34.865	100.0%				133.877	72.734
Subway Car Overhaul - SOGR	46.467	13.018		46.467	100.0%				825.861	230.544
Automotive Non-Revenue Vehicle Replace - SOGR	14.952	0.621		16.356		Ⓡ			52.095	32.045
Rail Non Revenue Vehicle Overhaul	3.757	0.452		3.758		Ⓡ			35.260	20.814
Rail Non-Revenue Vehicle Purchase - SOGR	0.416	0.023		0.416	100.1%	Ⓡ			53.827	4.042
Tools And Shop Equipment	14.995	1.746		15.103	100.7%	Ⓡ			69.555	44.932
Revenue & Fare Handling Equipment - SOGR	7.833	0.164	2.1%	7.833	100.0%	Ⓢ	Ⓢ		74.116	57.632

Toronto Transit Commission (TTC)

Projects by Category (Million)	2025 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Computer Equipment And Software - SOGR	87.611	12.851	14.7%	70.666		Ⓔ	Ⓔ		665.095	443.239
Other Furniture And Office Equipment	0.626	-0.001	-0.2%	0.626		Ⓔ	Ⓔ		4.912	4.165
Other Service Planning - SOGR	0.093	0.116	125.1%	1.342		Ⓔ	Ⓔ		30.995	21.824
Transit Shelters & Loops	0.326	0.001	0.4%	0.376		Ⓔ	Ⓔ		3.489	2.642
Other Buildings - SOGR	20.644	7.100	34.4%	28.616		Ⓔ	Ⓔ		871.728	537.304
Purchase of Buses -SOGR	465.118	85.215	18.3%	294.505		Ⓔ	Ⓔ	#1	1,181.112	708.243
Bus Overhaul - SOGR	68.309	20.655	30.2%	68.606		Ⓔ	Ⓔ		760.184	647.136
Other Maintenance Equipment	4.353	0.316	7.3%	3.366		Ⓔ	Ⓔ	#1	14.929	9.446
Queensway Bus Garage Renovations	0.000	0.000		0.000					0.000	0.000
Purchase of Streetcars - SOGR	0.052	-0.001	-1.4%	0.000	0.0%	Ⓔ			1,107.611	1,107.558
POP Legacy Fare Collection	0.000	0.000		0.000					0.000	3.397
ATC Resignalling - YUS Line	5.158	1.066	20.7%	4.776	92.6%				710.158	682.668
ATC Resignalling - Bloor/Danforth Line	15.477	5.437	35.1%	18.020	116.4%	Ⓔ			636.566	36.456
Leslie Barns	0.356	-0.007	-2.0%	0.390	109.6%	Ⓔ			523.489	517.045
TR Yard And Tail Track Accommodation	4.212	1.903	45.2%	5.900	140.1%	Ⓔ			540.198	445.261
Warehouse Consolidation	0.397	0.079	20.0%	0.397	100.0%				2.632	5.070
Corporate Initiatives - CLA	10.768	1.270	11.8%	10.768	100.0%				37.735	9.441
Scaborough Rapid Tranist - Bus Replacement	17.803	1.654	9.3%	15.515	87.2%				188.704	115.132
Sub-Total	1,157.703	238.735	20.6%	1,001.731	86.5%	-	-		15,342.669	9,592.221
Service Improvements										
Subway Track - Service Improvement	0.000	0.000		0.000					5.722	5.722
Surface Track - Service Improvement	7.443	3.026	40.7%	13.827	185.8%	Ⓔ	Ⓔ		186.097	36.883
Traction Power-Variou - SI	0.000	0.030		0.022			Ⓔ	#2	8.392	5.438
Power Dist. Service Improvement	0.325	0.010	3.0%	0.325	100.0%				2.372	1.790
Communications-Service Improvement	0.000	0.000		0.000					0.616	0.616
Finishes-Service Improvement	0.376	0.053	14.0%	0.538	142.9%	Ⓔ			7.669	1.912
Equipment-Service Improvement	5.707	0.090	1.6%	9.456	165.7%	Ⓔ			17.511	3.439
Streetcar Overhaul - Service Improvement	0.912	0.028	3.1%	0.912	100.0%				2.324	0.149
Automotive Non-Revenue Vehicle Replace - Service Imp.	7.849	0.538	6.9%	7.949	101.3%	Ⓔ			35.988	23.426
Rail Non-Revenue Vehicle Purchase - Service Imp.	0.100	0.015	14.7%	0.100	100.5%	Ⓔ	Ⓔ		13.499	0.291
Computer Equipment And Software - Service Improvement	7.787	0.610	7.8%	5.075	65.2%	Ⓔ	Ⓔ	#3	25.653	15.666
Other Service Planning - Service Improvement	27.325	0.740	2.7%	22.879	83.7%				100.623	31.479
Other Buildings - Service Improvement	32.728	2.753	8.4%	31.646	96.7%				156.881	117.449
Purchase of Buses - Service Improvement	0.476	0.120	25.2%	0.476	100.1%	Ⓔ			2.728	108.139
Kipling Station Improvements	0.100	0.006	6.2%	0.000	0.0%	Ⓔ			14.754	14.660
Bicycle Parking At Stations	0.000	0.000		0.000			Ⓔ		0.000	0.944

Toronto Transit Commission (TTC)

Projects by Category (Million)	2025 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Yonge-Bloor Capacity Enhancement	60.350	16.314	27.0%	77.778	128.9%	Ⓡ	Ⓢ		1,426.208	139.057
Line 1 Capacity Enhancement	21.824	5.749	26.3%	22.277	102.1%	Ⓡ	Ⓢ		1,081.112	89.063
Line 2 Capacity Enhancement	10.153	3.175	31.3%	10.758	106.0%	Ⓡ	Ⓢ		1,010.780	47.536
Sub-Total	183.455	33.257	18.1%	204.018					4,098.930	643.659
Bus Rapid Transit-Growth	0.000	-0.011		0.000			Ⓢ		37.143	37.132
Sheppard Subway	1.499	0.000	0.0%	1.498	99.9%		Ⓢ		969.856	968.357
Purchase Of Subway Cars - Growth	0.435	0.150	34.6%	0.435	100.1%	Ⓡ	Ⓢ		288.296	4.523
Other Service Planning - Growth	0.852	0.000	0.0%	0.679	79.7%				1.931	0.609
Other Buildings - Growth	24.188	1.940	8.0%	23.737	98.1%				887.797	323.604
Purchase of Buses - Growth	0.000	0.000		0.000			Ⓢ		0.000	0.000
Purchase of Streetcars - Growth	142.623	52.775	37.0%	142.623	100.0%				516.127	411.517
PRESTO Farecard Implementation	2.254	0.110	4.9%	2.256	100.0%	Ⓡ	Ⓢ		79.207	72.221
McNicol New Bus Garage Facility	0.263	0.354	134.8%	0.555	211.1%	Ⓡ	Ⓢ		169.400	165.250
Spadina Subway Extension	57.878	0.683	1.2%	57.994	100.2%	Ⓡ	Ⓢ		3,199.171	3,141.860
Waterfront Transit	0.091	0.025	27.0%	0.090	98.4%				54.799	24.507
Sub-Total	230.085	56.026	24.4%	229.867					6,203.729	5,149.579
Total	1,732.085	363.751		1,609.660					27,614.313	16,578.037

On Time	Ⓢ	On Budget	Ⓢ
On/Ahead of Schedule	Ⓢ	>70% of Approved Cash Flow	Ⓢ
Minor Delay < 6 months	Ⓢ	Between 50% and 70%	Ⓢ
Significant Delay > 6 months	Ⓢ	< 50% or > 100% of Approved Cash Flow	Ⓢ

Note # 1:

Procurement Issues

Note # 2:

Co-ordination with Other Projects

Note # 3:

Insufficient Staff Resources

Chart 1

2025 Approved Budget by Category (\$Million) \$50.68M

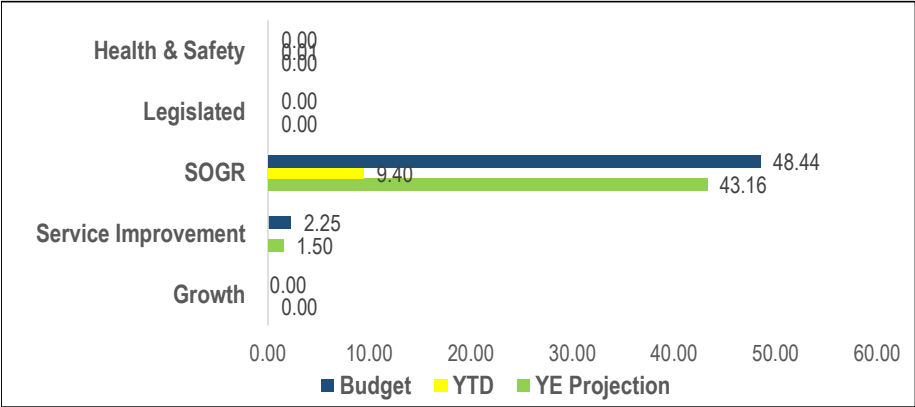


Table 1

2025 Active Projects by Category

Health & Safety	
Legislated	
SOGR	8
Service Improvement	1
Growth	
Total # of Projects	9

Chart 2
Project Status - 9

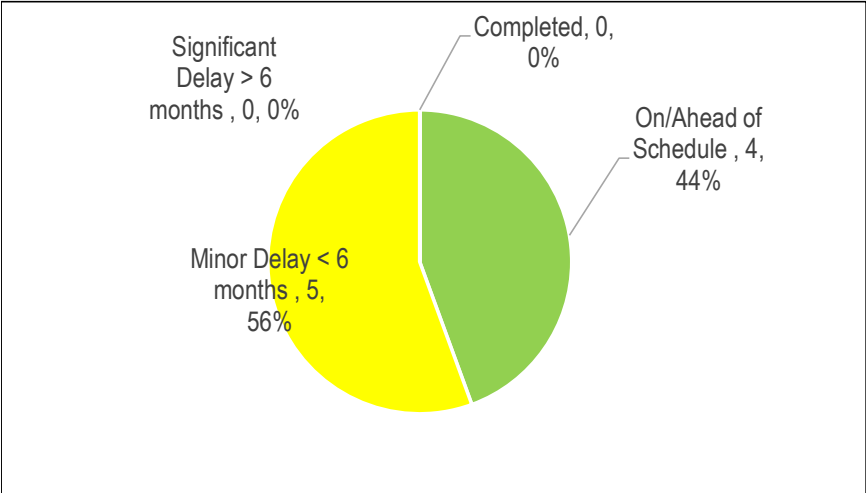


Table 2

Reason for Delay	5	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		
RFQ/RFP Delayed		
Contractor Issues		
Site Conditions		1
Co-ordination with Other Project		4
Community Consultation		
Other*		
Total # of Projects		5

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
1.66	49.02			

Key Discussion Points: (Please provide reason for delay)

- Toronto Zoo spent \$9.409 million or 18.6% YTD and is projecting to spend \$44.664 million or 88% of its 2025 Approved Capital Budget.
- Of the 9 active projects, 4 projects are projected to be on track for completion and 5 projects are experiencing minor delay due to coordination with other projects and site conditions.

Toronto Zoo (ZOO)

Projects by Category (Million)	2025 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
Building & Services Refurbishment	2.004	0.774	38.6%	1.850	92.3%	Ⓒ	Y	1	17.281	14.103
Carbon Budget - Equipment Replacement	0.400	0.000	0.0%	0.400	100.0%	Ⓒ	Ⓒ		0.400	0.000
Carbon Budget - Site Wide Generator Replacement	0.100	0.000	0.0%	0.100	100.0%	Ⓒ	Ⓒ		0.100	0.000
Exhibit Refurbishment	3.698	0.761	20.6%	3.450	93.3%	Ⓒ	Y	1	8.125	5.187
Grounds and Visitor Improvement	3.481	1.486	42.7%	3.200	91.9%	Ⓒ	Y	1	13.625	11.630
Information Systems	1.100	0.150	13.6%	1.100	100.0%	Ⓒ	Ⓒ		6.678	5.727
Welcome Area - Design	0.064	0.004	6.0%	0.064	100.0%	Ⓒ	Ⓒ		1.888	1.828
Welcome Area - Phase A Construction	37.590	6.222	16.6%	33.000	87.8%	Ⓒ	Y	2	76.287	21.730
Sub-Total	48.438	9.396	19.4%	43.164	89.1%	-	-		124.384	60.205
Savanna Indoor Winter Holding & Viewing Design	2.247	0.012	0.6%	1.500	66.8%	Y	Y	3	4.300	1.266
Sub-Total	2.247	0.012	0.6%	1.500	66.8%	-	-		4.300	1.266
Total	50.684	9.409	18.6%	44.664	88.1%				128.684	61.471

On Time
On/Ahead of Schedule
Minor Delay < 6 months
Significant Delay > 6 months

On Budget
>70% of Approved Cash Flow
Between 50% and 70%
< 50% or >100% of Approved Cash Flow

Note # 1:

The Building & Services Refurbishment, Exhibit Refurbishment and Grounds and Visitor Improvement projects are experiencing minor delays due to coordination with other projects. These projects are in various stages of design and construction.

Note # 2:

The Welcome Area Construction project is delayed due to site conditions, the project is currently in the construction phase.

Note # 3:

The Savanna Indoor Winter Holding & Viewing Design project is experiencing delay due to coordination with other projects.

Chart 1

2025 Approved Budget by Category (\$Million) \$0.15M

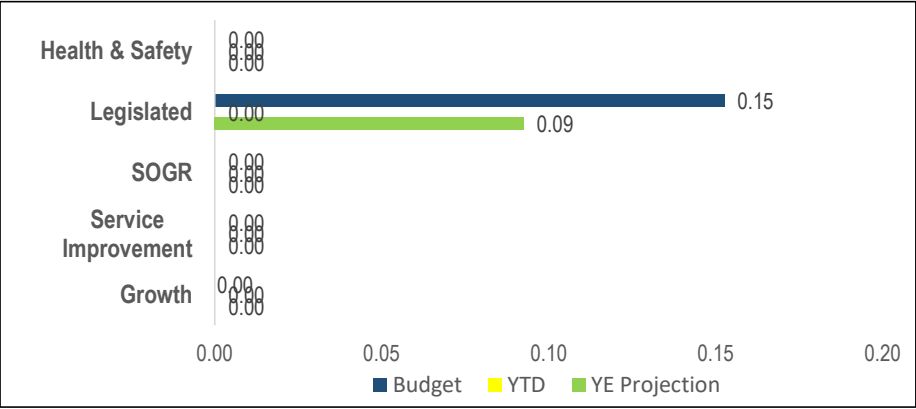


Table 1

2025 Active Projects by Category

Health & Safety	
Legislated	2
SOGR	
Service Improvement	
Growth	
Total # of Projects	2

Chart 2

Project Status - 2

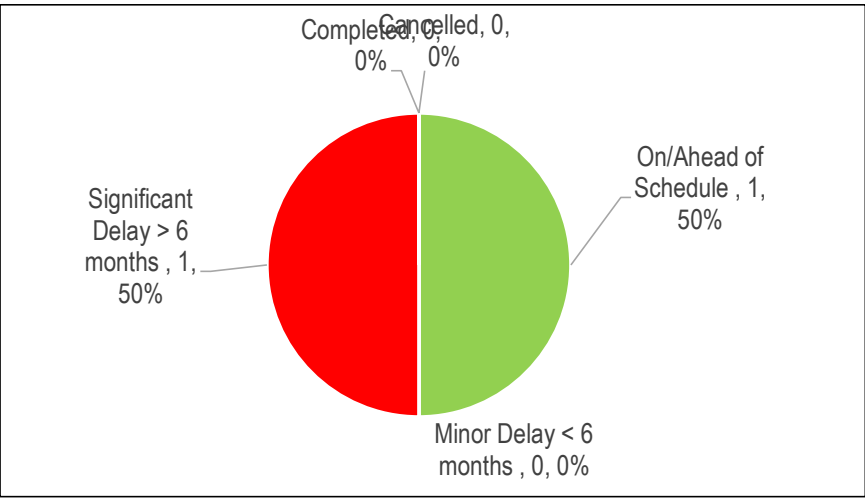


Table 2

Reason for Delay	1	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues	1	
RFQ/RFP Delayed		
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects		
Community Consultation		
Other*		
Total # of Projects	1	

Table 3

Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
0.09		0.06		

Key Discussion Points:

- *Sankofa Square Signage Project:* City Council adopted the new name Sankofa Square selected by the Recognition Review Community Advisory Committee on December 13, 2023 (MM13.29) and as adopted by the Board at its February 2024 Board meeting. City Council approved a capital project of \$105,000 for the cost of new signage as a result of Dundas Street renaming process (MM13.29), as part of the 2024 Budget process. City Council adopted the amend of the Sign By-law on April 23, 2025 (PH20.4) to allow the installation of new signage. Signage and other brand assets will be designed later in the year for installation in fourth quarter of 2025.
- *Accessibility Installation To Meet AODA:* City Council approved a capital project of \$60,000 for accessibility Installation to comply with AODA standards since the stage is not fully accessible for performers and technicians who use mobility devices, as part of the 2025 Budget process. The project is financed by the remaining balance of Section 37 from 311 Bay Street (XR3026-3700055) and 825 Bay Street (XR3026-3700117) development. Price quotations showed that the project cost is around \$0.200 million. Sankofa Square will ask for extra project funding during 2026 budget process.

Sankofa Square (SS)

Projects by Category (Million)	2025 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
SANKOFA SQUARE SIGNAGE	0.092		0.0%	0.092	100.0%	Ⓞ	Ⓞ	#1	0.105	0.013
ACCESSIBILITY INSTALLATION TO MEET AODA	0.060		0.0%		0.0%	Ⓡ	Ⓡ	#2	0.060	
Sub-Total	0.152	0.000	0.0%	0.092	60.6%	-	-		0.165	0.013
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
Total	0.152	0.000	0.0%	0.092	60.6%				0.165	0.013

On Time
On/Ahead of Schedule
Minor Delay < 6 months
Significant Delay > 6 months

On Budget
>70% of Approved Cash Flow
Between 50% and 70%
< 50% or >100% of Approved Cash Flow

Note # 1:

SANKOFA SQUARE SIGNAGE : City Council adopted the new name Sankofa Square selected by the Recognition Review Community Advisory Committee on December 13, 2023 (MM13.29) and as adopted by the Board at its February 2024 Board meeting. City Council approved a capital project of \$105,000 for the cost of new signage as a result of Dundas Street renaming process (MM13.29), as part of the 2024 Budget process. City Council adopted the amend of the Sign By-law on April 23, 2025 (PH20.4) to allow the installation of new signage. Signage and other brand assets will be designed later in the year for installation in fourth quarter of 2025.

Note # 2:

ACCESSIBILITY INSTALLATION TO MEET AODA : City Council approved a capital project of \$60,000 for accessibility Installation to comply with AODA standards since the stage is not fully accessible for performers and technicians who use mobility devices, as part of the 2025 Budget process. The project is financed by the remaining balance of Section 37 from 311 Bay Street (XR3026-3700055) and 825 Bay Street (XR3026-3700117) development. Price quotations showed that the project cost is around \$0.200 million. Sankofa Square will ask for extra project funding during 2026 budget process.

**2025 Capital Spending by Program
Rate Supported Programs**

Program (\$M)	Period	2025 Approved Cash Flow	2025 Expenditure			Alert (Benchmark 70% spending rate)
			Year-To-Date Spending	Projected Actuals	Projected %	
Solid Waste Management	4M-2025	75.04	8.45	69.12	92.1%	Ⓢ
Toronto Parking Authority	4M-2025	55.63	2.23	53.43	96.0%	Ⓢ
Toronto Water	4M-2025	1,224.21	131.64	975.38	79.7%	Ⓢ
TOTAL	4M-2025	1,354.88	142.32	1,097.93	81.0%	Ⓢ
<div> <div>□ >70%</div> <div>□ between 50% and 70%</div> <div>□ < 50% or > 100%</div> </div>						

For the four months ended April 30, 2025, the capital expenditures for Rate Supported Programs totalled \$1097.9 million of their collective 2025 Approved Capital Budget of \$1354.9 million. 3 programs in this service area have the year-end spending rate of over 70% of their respective 2025 Approved Capital Budgets.

Programs with year-end spending rate above 70% are Solid Waste Management Services, Toronto Parking Authority, and Toronto Water.

Chart 1
2025 Approved Budget by Category (\$75.04)

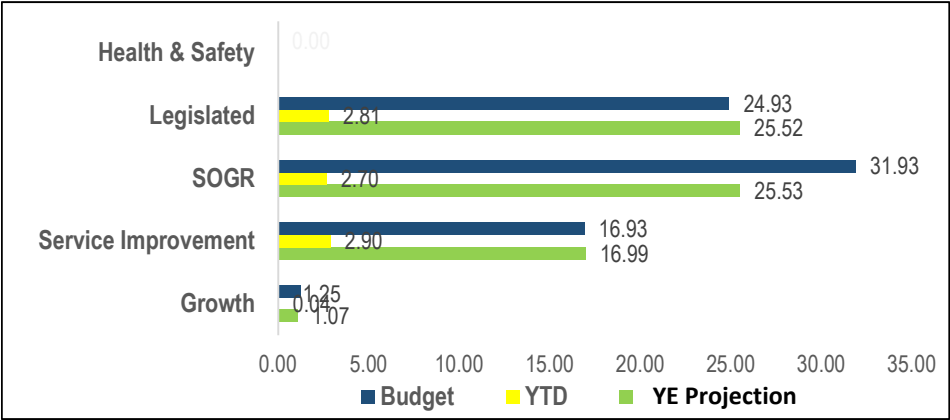


Table 1
2025 Active Projects by Category

Health & Safety	
Legislated	3
SOGR	7
Service Improvement	11
Growth	2
Total # of Projects	23

Chart 2
Project Status - 23

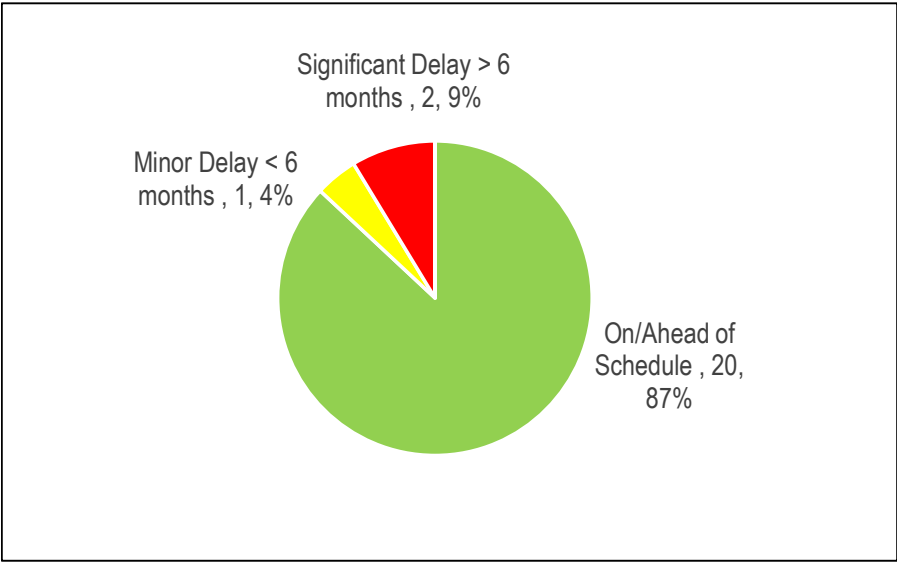


Table 2

Reason for Delay	3	
	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		1
RFQ/RFP Delayed		
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects		
Community Consultation		
COVID-19 Related		
Other*	2	
Total # of Projects	2	1

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
69.44	0.50	5.10		

* Reasons for "Other" Projects Delay:

- Other project delays include the project for the Dufferin Waste Facility Site Improvement & the project for Fleet Technology Enhancements (please see Notes 1 & 2 respectively on "Projects by Category")
- SWM IT APPLICATION INITIATIVES – Delay is less than 6 months. CSW018-04 - TRANSFER STATION EFFICIENCIES: Testing for unattended scale revealed an issue with one scenario, delaying planned April 14 Phase 2 launch (unattended scales at Disco TS). Updated target for Phase 2 go-live is before end of Q2. Phase 4A priority items in development.

Solid Waste Management (SOL)

Projects by Category (Million)	2025 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Health & Safety										
Sub-Total	0.000	0.000		0.000		-	-		0.000	0.000
Legislated										
Green Lane Landfill	15.000	0.547	3.6%	15.000	100.0%	ⓖ	ⓖ		518.241	171.004
Perpetual Care of Landfills	7.922	1.812	22.9%	8.510	107.4%	Ⓡ	ⓖ		140.724	72.127
Landfill Capacity Development	2.008	0.455	22.6%	2.008	100.0%	ⓖ	ⓖ		7.022	2.034
Sub-Total	24.930	2.813	11.3%	25.518	102.4%	-	-		665.987	245.166
State of Good Repair										
Collection Yard Asset Management	1.182	0.410	34.7%	2.768	234.1%	Ⓡ	ⓖ		52.623	10.936
Transfer Station Asset Management	23.149	1.456	6.3%	18.546	80.1%	ⓖ	ⓖ		347.499	101.246
Diversion Facilities Asset Management	0.012	0.023	187.3%	0.059	484.2%	Ⓡ	ⓖ		3.276	2.779
Organics Processing Facility Asset Management	2.344	0.436	18.6%	3.071	131.0%	Ⓡ	ⓖ		63.917	9.577
Dufferin Waste Facility Site Improvement	4.579		0.0%	0.326	7.1%	Ⓡ	Ⓡ	#1	57.790	1.806
Renewable Natural Gas	0.086		0.0%	0.000	0.0%	Ⓡ	ⓖ		0.865	0.000
New Fleet	0.576	0.369	64.2%	0.762	132.4%	Ⓡ	ⓖ		4.355	2.203
Sub-Total	31.929	2.695	8.4%	25.533	80.0%	-	-		530.326	128.547
Service Improvements										
CNG Refuel Station Installation	0.000			0.000			ⓖ		1.058	1.058
Diversion Systems	3.105	0.725	23.4%	3.136	101.0%	ⓖ	ⓖ		250.855	59.093
Landfill Gas Utilization	0.011	0.000	1.5%	0.019	178.1%	Ⓡ	ⓖ		0.000	0.528
Construction of Biogas Utilization at Disco & Dufferin	0.022	0.009	40.5%	0.043	194.0%	Ⓡ	ⓖ		3.256	3.206
Long Term Waste Management Strategy	8.659	1.614	18.6%	8.659	100.0%	ⓖ	ⓖ		48.934	33.570
SWM IT Application Initiatives	2.478	0.398	16.1%	2.317	93.5%	ⓖ	ⓖ		55.733	12.009
IT Corporate Initiatives	1.305	0.099	7.6%	1.410	108.1%	Ⓡ	ⓖ		16.175	8.683
Two-Way Radio Replacement	0.035		0.0%	0.000	0.0%	Ⓡ	ⓖ		0.781	0.631
Fleet Technology Enhancements	0.525	0.025	4.8%	0.550	104.8%	Ⓡ	Ⓡ	#2	3.637	0.244
SWMS Strategic Initiatives	0.500	0.012	2.4%	0.605	120.9%	Ⓡ	Ⓨ	#3	0.933	0.220
Engineering Planning Studies	0.294	0.019	6.6%	0.254	86.3%	ⓖ	ⓖ		11.495	2.637
Sub-Total	16.934	2.902	17.1%	16.993	100.3%	-	-		392.857	121.879
Growth Related										
Dufferin OP Facility	0.000	-0.016		0.000			ⓖ		81.315	80.229
Disco OP Facility	0.000		0.0%	0.000	0.0%	Ⓡ	ⓖ			
Organics Processing Facility	1.246	0.057	4.6%	1.072	86.0%	ⓖ	ⓖ		132.745	2.213
Sub-Total	1.246	0.042	3.3%	1.072	86.0%	-	-		214.061	82.441
Total	75.039	8.452	11.3%	69.116	92.1%				1,803.230	578.034
On Time			On Budget							
On/Ahead of Schedule			ⓖ		>70% of Approved Cash Flow					
Minor Delay < 6 months			Ⓨ		Between 50% and 70%					
Significant Delay > 6 months			Ⓡ		< 50% or >100% of Approved Cash Flow					

Note # 1:

Dufferin Waste Facility Site Improvement: Delayed greater than 6 months due to a change in the original project scope, Net Zero requirements, approvals of site plan and building permits. AECOM's 75% submission was incomplete and additional geotechnical investigation has been requested by the consultant. Closed landfill methane gas assessment was requested by the site plan application reviewer. One project is in design phase. AECOM requires additional time finalize the tender package and to address site plan review and building permit comments. This has lengthened the engineering timeline and pushed back the start of construction. Increased project scope and consultant delays have delayed the development of the tender package which has pushed back the start of construction to Q1 2026 with expected completion in 2030.

Note # 2:

Fleet Technology Enhancements - Delay on this project is greater than 6 months due largely to delays in use of the driver facing in-dash camera, due to TSD intake process for AI camera technology and integration with City infrastructure and delays in installation of side guards, collision avoidance systems. Collision avoidance system pilot was conducted and completed. Sideguards will be installed in 2025 and 2026. Driver facing in-dash cameras will not be purchased until at least 2026 as the RFP will take at least a year to develop. Originally planned for 2022, completion is now planned for 2026.

Note # 3:

SWMS Strategic Initiatives - Delay on this project is less than 6 months due to procurement issues with CSW020-01 (Divisional Risk Assessment) and CSW020-02 (Organization Review), spending expected to start in 2025. Projections showing overspent because most funding was pushed to 2026. If projection remains unchanged in Q2 or Q3, a budget adjustment will be made to accelerate funding forward to 2025. CSW020-03 (Rate Revenue Restructuring): Project is on track to be completed in 2025.

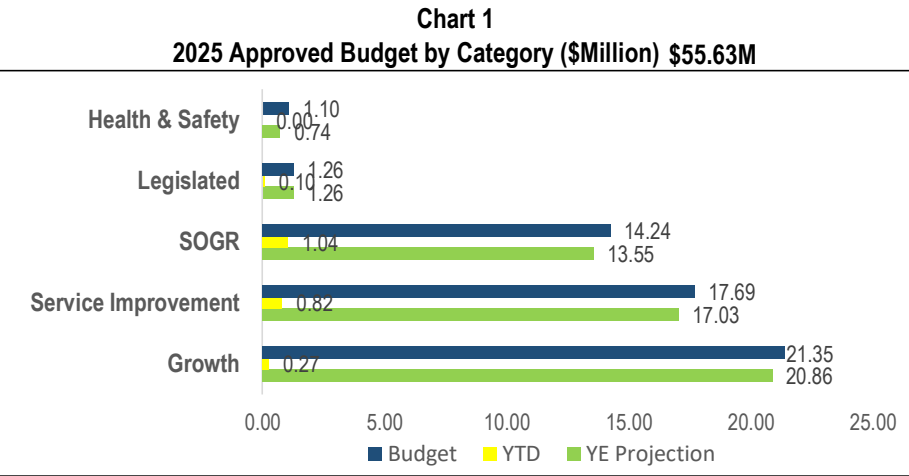


Table 1
2025 Active Projects by Category

Health & Safety	2
Legislated	1
SOGR	4
Service Improvement	10
Growth	4
Total # of Projects	21

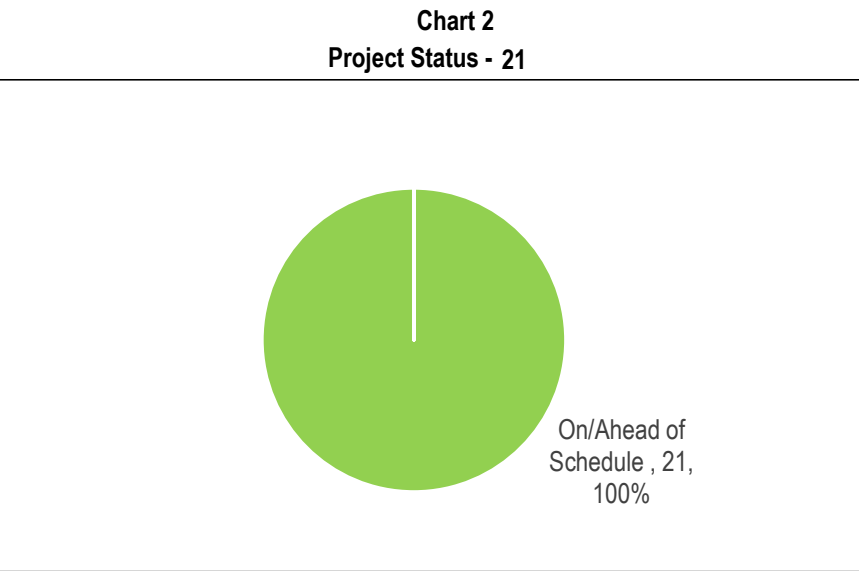


Table 2
Reason for Delay

	Significant Delay	Minor Delay
Insufficient Staff Resources		
Procurement Issues		
RFQ/RFP Delayed		
Contractor Issues		
Site Conditions		
Co-ordination with Other Projects		
Community Consultation		
Other*		
Total # of Projects		

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
55.63				

Toronto Parking Authority (TPA)

Projects by Category (Million)	2025 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to-Date
		\$	%	\$	%	On Budget	On Time			
Health & Safety										
CCTV (Security of garages) via City of Toronto	0.900	0.000	0.0%	0.540	60.0%	Y	G	#1	0.905	0.425
Health & Safety Strategy	0.198	0.000	0.0%	0.198	100.0%	G	G		0.398	0.000
Sub-Total	1.098	0.000	0.0%	0.738	67.2%	-	-		1.303	0.425
Legislated										
Asset Management 2025-2029	1.260	0.098	7.8%	1.260	100.0%	G	G		7.260	0.098
Sub-Total	1.260	0.098	7.8%	1.260	100.0%	-	-		7.260	0.098
State of Good Repair										
Surface Lot Condition Assessment	0.225	0.000	0.0%	0.225	100.0%	G	G		0.625	0.269
SOGR Backlog	9.618	0.717	7.5%	9.137	95.0%	G	G		107.075	2.663
Garage Repair & Equipment - Health & Safety	4.122	0.324	7.9%	3.916	95.0%	G	G		32.140	13.821
Tenant Capital Repairs	0.270	0.000	0.0%	0.270	100.0%	G	G		2.270	0.000
Sub-Total	14.235	1.041	7.3%	13.548	95.2%	-	-		142.110	16.753
Service Improvements										
Reimaging The Monitoring Stations	1.700	0.000	0.0%	1.700	100.0%	G	G		9.082	0.333
Green EV Fleet	0.315	0.000	0.0%	0.315	100.0%	G	G		3.525	0.305
Parking Management System Modernization	5.247	0.000	0.0%	5.247	100.0%	G	G		14.197	0.160
Wayfinding	0.675	0.000	0.0%	0.675	100.0%	G	G		4.068	0.521
Budget Tool, Go To Market & Invoicing System Replacement	1.800	0.142	7.9%	1.800	100.0%	G	G		3.620	0.142
City Framework for On-Street Expansion 2025 - 2028	0.558	0.000	0.0%	0.558	100.0%	G	G		0.708	0.000
BST Website Refresh	0.446	0.000	0.0%	0.446	100.0%	G	G		0.446	0.000
Centralize City Parking Assets	0.144	0.000	0.0%	0.144	100.0%	G	G		0.144	0.000
HR Module Enhancements	0.225	0.000	0.0%	0.225	100.0%	G	G		0.225	0.000
Parking Technology Enhancements	6.579	0.677	10.3%	5.921	90.0%	G	G		29.679	0.677
Sub-Total	17.689	0.819	4.6%	17.031	96.3%	-	-		65.693	2.138
Growth Related										
4 Year Bike Share Expansion	12.122	0.051	0.4%	12.122	100.0%	G	G		43.138	17.798
Digital Payments Solution: Mobile App, Reservation	0.877	0.000	0.0%	0.789	90.0%	G	G		7.477	0.400
EV Off-Street Projects	8.100	0.162	2.0%	7.695	95.0%	G	G		57.656	12.345
EV-On Street Projects	0.250	0.057	22.7%	0.250	100.0%	G	G		3.028	0.057
Sub-Total	21.349	0.270	1.3%	20.856	97.7%	-	-		111.299	30.599
Total	55.631	2.229	4.0%	53.433	96.0%				327.665	50.013

On Time	On Budget
On/Ahead of Schedule	>70% of Approved Cash Flow
Minor Delay < 6 months	Between 50% and 70%
Significant Delay > 6 months	< 50% or >100% of Approved Cash Flow

Note # 1:

CCTV Camera project is expected to be on track. The projected spending rate is based on the trend observed over the past 2 years.

Toronto Water (TW)

Chart 1
2025 Approved Budget by Category (\$Million) \$1,224.21

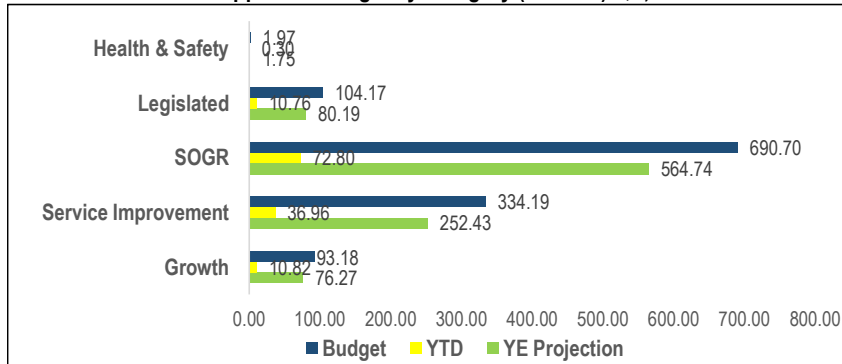


Table 1
2025 Active Projects by Category

Health & Safety	3
Legislated	7
SOGR	21
Service Improvement	17
Growth	11
Total # of Projects	59

Chart 2
Project Status - 59

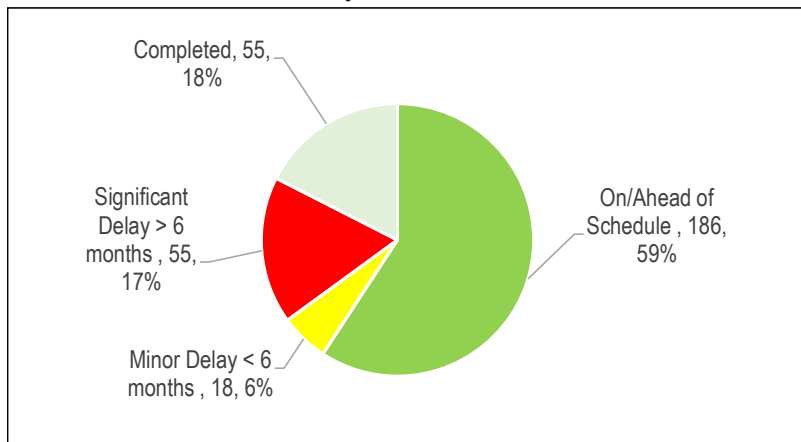


Table 2

Reason for Delay	73	
	Significant Delay	Minor Delay
Insufficient Staff Resources	10	3
Procurement Issues	3	2
RFQ/RFP Delayed	11	6
Contractor Issues	4	1
Site Conditions	2	1
Co-ordination with Other Projects	8	
Community Consultation		
Other*	17	5
Total # of Projects	55	18

Table 3
Projects Status (\$Million)

On/Ahead of Schedule	Minor Delay < 6 months	Significant Delay > 6 months	Completed	Cancelled
938.59	48.48	222.79	14.35	

Reasons for "Other*" Projects Delay:

- There were minor or major delays for approximately 73 projects due to pending scoping or design phase as a result of additional scope requirements or design revisions, need to reassess priorities due to infrastructure condition, acquire necessary easements, complete required field investigations, collaborate with other divisions and coordinate activities with other external and internal projects, address utility requirements and required plant shut down, pending site approvals and agreements with Toronto Region and Conservation Authority, re-procurement of contracts previously cancelled due to high pricing, delays in the construction contracts and revised construction delivery models, access to the private property, procurement delays, and insufficient staff resources, and/or combination of several factors listed above.

Key Discussion Points:

- As of April 30, for year-end Toronto Water is projecting spending of \$975.376 million or 79.7% of the 2025 Approved Capital Budget of \$1.224 billion. The projected year-end spending rate is lower than the 10-Year Rate Model completion target for 2025 of 82.0%.
- 65.1% or \$796.835 million is dedicated to State of Good Repair, Health and Safety and Legislative projects in 2025.
- \$952.938 million or 76.8% of projects are on track for scheduled completion or completed. Most capital projects are multi-year or on-going expenditure projects with completion dates in future years.

Toronto Water (TW)

Key Discussion Points (cont'd):

- Delivering capital construction projects efficiently has become progressively challenging due to increasingly complex coordination requirements, procurement practices that have not kept pace with evolving needs, extended timelines for acquisition of required permits and easements, and capital construction delivery project management methodologies that have not adapted to the growing delivery rate and complexity of coordination.
- A four-pronged, systems-based strategy has been recommended to address these challenges by integrating capital coordination, project delivery, procurement, and congestion management into a unified framework, IE20.1 – Enhancing Capital Construction Delivery, as approved by City Council at its April 23-25 meeting. The capital spend rate will continue to be impacted until such time as the recommendations are being implemented.
- The following provides year to date spending by various program areas: Rehabilitation and Replacement of Linear Infrastructure for Water and Sewers projects (\$46.844 million or 9.1% of the 2025 Capital Budget); Improvements at Ashbridges Bay Treatment Plant which include the upgrade of primary treatment process (\$21.322 million or 17.4% of the 2025 Capital Budget), Highland Creek Treatment Plant which include the bio-solids treatment upgrades and waste activated sludge and dewatering process upgrades (\$7.491 million or 19.3% of the 2025 Capital Budget), and Humber Treatment Plant which include the construction of treatment upgrades (\$5.184 million or 16.3% of the 2025 Capital Budget); Wet Weather Flow (\$8.536 million or 10.9% of the 2025 Capital Budget); Transmission and Storage Facilities including the watermain construction and implementation of corrosion control projects at the water treatment plants (\$3.647 million or 5.8% of the 2025 Capital Budget); Trunk Sewer projects (\$11.112 million or 18.8% of the 2025 Capital Budget); Improvements at Water Treatment Plants which include capital investment at Clark, Harris, Horgan, and Island Treatment Plants (\$4.154 million or 5.3% of the 2025 Capital Budget); Basement Flooding Program (\$16.336 million or 9.2% of the 2025 Capital Budget); and Other Capital Projects (\$7.011 million or 11.5% of the 2025 Capital Budget).
- Chart 1 reflects projects by category as displayed at the program level in the Project by Category Table. Chart 2 reflects the total number of individual projects.

Toronto Water (TW)

Projects by Category (Million)	2025 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
Health & Safety										
Ashbridges Bay Treatment Plant	0.216	0.047	21.8%	0.216	100.0%	G	G	#3	14.618	13.749
FJ Horgan Treatment Plant	0.235	-	0.0%	-	0.0%	R	R		0.350	-
Humber Wastewater Treatment	1.521	0.250	16.4%	1.534	100.9%	G	G		18.129	14.361
Sub-Total	1.972	0.297	15.1%	1.750	88.7%	-	-		33.097	28.110
Legislated										
Ashbridges Bay Treatment Plant	24.540	4.832	19.7%	23.374	95.2%	G	G	#1	585.317	501.875
Highland Creek Treatment Plant	0.541	0.908	167.8%	1.452	268.4%	R	G		45.894	35.527
Humber Wastewater Treatment	4.510	0.306	6.8%	3.646	80.8%	G	G		71.158	59.568
Island Treatment Plant	15.970	0.013	0.1%	11.925	74.7%	G	G	#1	155.144	24.439
Pumping Stations and Forcemains	9.440	1.223	13.0%	10.929	115.8%	R	G		141.698	43.543
Water Service Replacement	49.109	3.455	7.0%	28.807	58.7%	Y	G		484.972	355.380
WT - Storage & Treatment	0.055	0.026	47.9%	0.053	96.4%	G	G		1.831	1.582
Sub-Total	104.165	10.762	10.3%	80.187	77.0%	-	-		1,486.014	1,021.914
State of Good Repair										
Ashbridges Bay Treatment Plant	88.885	16.051	18.1%	83.405	93.8%	G	G	#3	2,707.249	553.619
RL Clark Treatment Plant	1.640	-	0.0%	1.174	71.6%	G	G		14.733	6.450
RC Harris Treatment Plant	1.817	0.254	14.0%	1.752	96.4%	G	G		51.393	37.097
Highland Creek Treatment Plant	11.790	2.011	17.1%	6.961	59.0%	Y	R	#3	351.208	190.943
FJ Horgan Treatment Plant	5.124	0.042	0.8%	1.774	34.6%	R	R		22.962	10.174
Humber Wastewater Treatment	24.747	4.597	18.6%	20.669	83.5%	G	G		556.494	244.309
Island Treatment Plant	2.133	0.097	4.5%	0.980	45.9%	R	G	#1	45.747	11.603
Linear Engineering	113.872	18.327	16.1%	105.547	92.7%	G	G		1,205.138	815.901
Pumping Stations and Forcemains	12.438	4.902	39.4%	13.075	105.1%	R	G		103.288	39.575
Sewer Rehabilitation	93.627	11.063	11.8%	80.690	86.2%	G	G	#3	991.089	684.858
Sewer Replacement	26.439	0.941	3.6%	18.143	68.6%	Y	R		152.149	55.932
Trunk Sewers	15.824	3.130	19.8%	11.100	70.1%	Y	G		417.700	240.699
Trunk Watermains	14.895	0.910	6.1%	7.758	52.1%	Y	R	#3	41.505	7.778
Watermain Cleaning and Lining	38.481	1.522	4.0%	37.818	98.3%	G	G		903.545	754.355
Watermain Replacement	122.003	2.953	2.4%	91.192	74.7%	G	R		882.035	570.727
Water Service Replacement	4.007	0.025	0.6%	4.007	100.0%	G	G	#2	56.530	41.056
WT - Storage and Treatment	41.330	2.198	5.3%	31.788	76.9%	G	Y		214.153	108.921
WTP - Plantwide	35.013	2.304	6.6%	26.954	77.0%	G	G		80.243	40.583
WWF - Implementation Projects	13.935	0.139	1.0%	3.576	25.7%	R	R	#1	109.967	35.568
WWF - Stream Restoration	21.724	0.732	3.4%	15.407	70.9%	Y	G		208.704	79.380
Yards & Facilities	0.975	0.604	61.9%	0.975	100.0%	G	G		11.454	4.158
Sub-Total	690.698	72.801	10.5%	564.744	81.8%	-	-		9,127.286	4,533.686
Service Improvements										
Ashbridges Bay Treatment Plant	1.514	0.138	9.1%	0.876	57.9%	Y	G	#1	58.268	47.398
Water Meter Program (AMR)	31.430	3.211	10.2%	27.174	86.5%				354.807	240.766
Business & Technology Support	21.050	1.756	8.3%	15.199	72.2%				158.963	80.948
Basement Flooding Program	177.886	16.336	9.2%	135.123	76.0%		R	#3	2,125.152	934.236

Toronto Water (TW)

Projects by Category (Million)	2025 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			
RC Harris Treatment Plant	2.188	-	0.0%	0.640	29.3%		Ⓜ	#3	14.373	2.358
Highland Creek Treatment Plant	26.397	4.573	17.3%	24.478	92.7%		Ⓜ		750.359	115.837
FJ Horgan Treatment Plant	1.377	0.302	21.9%	1.375	99.9%		Ⓜ		7.928	1.485
Humber Wastewater Treatment	1.016	0.031	3.0%	0.633	62.3%		Ⓜ	#2	138.189	38.854
Island Treatment Plant	0.172	0.134	78.1%	0.483	280.8%	Ⓜ	Ⓜ	#1	8.664	7.869
Linear Engineering	3.616	0.162	4.5%	2.366	65.4%		Ⓜ	#2	32.663	10.405
Trunk Sewers	5.402	0.307	5.7%	4.310	79.8%		Ⓜ		39.822	1.611
Trunk Watermains	0.307	0.018	5.9%	0.297	96.7%		Ⓜ		8.624	7.701
WT - Storage & Treatment	0.386	0.001	0.2%	0.184	47.7%		Ⓜ	#3	33.116	31.404
WTP - Plantwide	11.971	1.008	8.4%	5.816	48.6%		Ⓜ	#3	257.413	38.278
WWF - Implementation Projects	28.987	3.482	12.0%	14.518	50.1%	Ⓜ	Ⓜ	#3	889.152	673.760
WWF -TRCA	13.488	4.184	31.0%	13.488	100.0%		Ⓜ		187.368	178.064
Yards & Facilities	7.005	1.320	18.8%	5.471	78.1%	Ⓜ	Ⓜ	#2	141.641	51.300
Sub-Total	334.192	36.961	11.1%	252.430	75.5%	-	-		5,206.502	2,462.274
Growth Related										
Ashbridges Bay Treatment Plant	7.620	0.255	3.3%	7.200	94.5%		Ⓜ		459.135	9.716
Island Treatment Plant	0.070	-	0.0%	0.167	238.6%	Ⓜ	Ⓜ	#1	22.815	0.770
Linear Engineering	0.945	0.003	0.3%	0.755	79.9%	Ⓜ	Ⓜ	#2	4.364	1.615
New Service Connections	43.184	8.339	19.3%	41.310	95.7%		Ⓜ		672.590	513.187
New Sewers	10.448	-	0.0%	4.609	44.1%		Ⓜ	#3	274.876	50.404
Pumping Stations & Force mains	0.275	-	0.0%	0.293	106.5%	Ⓜ	Ⓜ	#1	31.483	26.513
Trunk Sewers	15.781	1.550	9.8%	15.781	100.0%		Ⓜ		994.825	28.642
Trunk WM	5.173	0.285	5.5%	2.331	45.1%	Ⓜ	Ⓜ	#1	115.205	101.690
Water Efficiency Plan	0.531	0.121	22.8%	0.481	90.6%		Ⓜ		14.113	12.616
Watermain Replacement	8.640	0.055	0.6%	2.988	34.6%		Ⓜ	#3	178.290	104.989
WT - Storage & Treatment	0.518	0.209	40.3%	0.350	67.6%	Ⓜ	Ⓜ	#1	7.196	6.341
Sub-Total	93.185	10.816	11.6%	76.265	81.8%	-	-		2,774.892	856.483
Total	1,224.212	131.637	10.8%	975.376	79.7%				18,627.791	8,902.467

On Time	Ⓜ	On Budget	Ⓜ
On/Ahead of Schedule	Ⓜ	>70% of Approved Cash Flow	Ⓜ
Minor Delay < 6 months	Ⓜ	Between 50% and 70%	Ⓜ
Significant Delay > 6 months	Ⓜ	< 50% or >100% of Approved Cash Flow	Ⓜ

Note # 1:

Several projects are proceeding ahead of schedule (Canadian Environmental Protection Act (CEPA) Compliance at Highland Creek Wastewater Treatment Plant, Group 7 Sewage Pumping Station Upgrades, Sunnyside Sewage Pumping Station Wet Well, HVAC Upgrades at Island Water Treatment Plant). Appropriate reallocation of funding will be included in the Toronto Water 2025 Capital Budget and 2026-2034 Capital Plan Adjustments Report for the period ending April 30th. A number of other major projects within Program areas is proceeding on schedule with lower (2022 Water Service Replacement SOGR projects, Island Water Treatment Plant Flooding Resiliency project, Trunk Sewer SOGR projects, Wet Weather Flow Stream Restoration projects, Ashbridges Bay Wastewater Treatment Plant service improvement projects, Downsview Main Keele and Pumping Station projects) or nominally higher than anticipated costs (Island Water Treatment Plant Photovoltaic System, Group 5 Sewage Pumping Station Upgrades).

Note # 2:

Minor project delays are due to complex site conditions requiring additional assessments (Scarborough Reservoir Surge Tank within the Water Storage and Treatment Program Area), assessment of divisional priorities (wet weather flow projects at Humber Wastewater Treatment Plant), pending development of project scope or project plan (District Operations Facility Upgrades within the Yards and Facilities Program Area, Sanitary Capacity Assessment Modeling within the Linear Engineering Program Area), and need to refine Request for Proposal requirements (Joint Optimization Study Update Phase III within the Linear Engineering Program Area).

Note # 3:

Toronto Water (TW)

Projects by Category (Million)	2025 Approved Cash Flow	YTD Exp.		Projected Actual to Year-End				Notes	Total Approved Budget	Life-to- Date
		\$	%	\$	%	On Budget	On Time			

Major project delays are due to one or combination of various technical issues as well as complexity of projects including extended/pending design phase to address utility reallocation requirements and coordinate with a required treatment plant shut down (Cast Iron Trunk Replacement - Phase 4 within the Trunk Watermains Program Area), additional scope items and acquisition of necessary permits (Western Beach Retrofit within the Wet Weather Flow Implementation projects Program Area), required scope refinement and redesign activities or pending site approval (Emergency Standby Power at RC Harris Water Treatment Plant, UV Disinfection Construction at Island Water Treatment Plant), due to vendor performance (Ozonation System Rehabilitation at FJ Horgan Water Treatment Plant), delays in design contracts (Watermain Replacement - 2025-2026 Program, Waterfront Sanitary Master Servicing Plan Implementation), need to acquire necessary easements and complete required field investigations (Basement Flooding Relief Program - Group 4 Construction, Shepard/Leslie Offline Storage Tank Phase 2 construction within the Wet Water Flow Implementation Projects Program Area), complex site conditions, coordination with other divisions or pending completion of required investigations (Sewer Replacement projects - 2025-2026 Program), insufficient staff resources (Chemical Systems and Service Water Modifications at FJ Horgan Water Treatment Plant), revisions to delivery model for construction (Liquid Train Engineering at Highland Creek Wastewater Treatment Plant), pending confirmation/approval of research funding (Engineer-Improved Treatment Studies within the Water Storage and Treatment Program Area), and need to coordinate with Gardiner Expressway construction project (Watermain Upgrades - 2025-2026 Program).