

Appendix 3
Major Capital Projects
For the period ended December 31, 2024
(\$000s)

(\$000s)

Division/Project name		2024 Cash Flow (Active Projects)		Total Project Cost (Active Projects)		Status	Start Date	End Date		On Budget	On Time
		Approved	Year-End Actual Spend	Approved Budget	Life to Date			Planned	Revised		
Economic Development & Culture											
Casa Loma Garden Wall Restoration		3,339	3,308	5,000	3,975	Minor Delay	Jul-23	Dec-25	Jun-26	Ⓞ	Ⓞ
	Comments:	<p>The southwest Garden Wall at Casa Loma is a significant landscape feature on the grounds of Casa Loma. Built at the same time as the castle by Sir Henry Pellatt the garden wall separates the upper terrace from the lower garden and slope that descends to Davenport Ave. In addition to being an aesthetic feature, the garden wall is a structural retaining wall, which is why its state of good repair is critical. Capital Assets project managers and their consultants have been monitoring the west wall for almost a decade, ever since the near structural failure and restoration of the east garden wall. The project was originally delayed to accommodate the tenant's operation, and then the pandemic caused further delay.</p> <p>The first phase of the project was tendered in Q1 – Q2, 2023 and was awarded to a heritage contractor familiar with the vagaries of the site. Construction started November 1, 2023, and the contractor maintained an aggressive schedule in order to meet the contract requirement to be substantially performed by June 1, 2024 in time for Liberty's spring season. The contractor completed the work, dealt with deficiencies and demobilised from site by the end of Q3. The last remaining scope of work is to install a new fence and gate which will be fabricated by the contractor and installed in April 2025. The first phase of this project will be 100% complete by the end of April 2025.</p>									
	Explanation for Delay:	Additional funding was added and cash flowed for 2025 to advance the second phase of the project. The plan is to tender this phase of the project in the spring of 2025 and complete the work by the end of June 2026. At this time the Casa Loma Garden Wall and Casa Loma South Terrace project will be completed on schedule.									
Parks, Forestry and Recreation											
Ferry Fleet Replacement		35,896	25,046	150,392	29,000	On Track	Design Phase: March 2015	Dec-18	Dec-27	Ⓞ	Ⓞ
	Comments:	<p>An RFP was issued in July 2017 for professional services for ferry fleet replacement options. The contract was awarded to KPMG LLP working with BMT Group Ltd. The analysis was completed and provided to the City in late 2018. Concept Naval incorporated recommendations from the KPMG report including, a hybrid-electric vessel design. The cost of the ferries as designed exceeded the available budget. In 2020, City Council set new goals for GHG emission. Based on the above, it was determined to proceed with fully electric vessels and the necessary supporting shore side charging infrastructure. The 10Y capital plan was amended in 2022 based on the revised cost of the project. Concept Naval's scope was amended due to changes in ferry design and construction administration. An Agreement was executed with Concept Naval to proceed with the design of full electric vessels and the necessary shore side infrastructure. The new vessels will be accessible and covered.</p> <p>The RFP for an Electrical Integrator was issued into the marketplace in September 2022 by Concept Naval and closed in December 2022. In March 2023, AKA Energy Systems was determined as the successful system integrator as a result of this RFP. A Negotiated Request for Proposal (nRFP) for the vessel replacement was issued in July 2023 and closed November 13th, 2023. The two bids received were evaluated and in July 2024, City Council recommended award to Damen Shipbuilding. Two Vessels will be constructed, with delivery of the first vessel for November 2026, the Second vessel March 2027. The end date of December 2027 reflects timing for receipt and close-out of all invoicing. In October 2024, City Council directed P&R to enter into a Delivery Agreement with Toronto Port Lands Corporation (CreateTO) to deliver the shoreside infrastructure upgrades at the Jack Layton Ferry Terminal necessary to provide charging and docking infrastructure for the new electric ferries. In December, 2024, CreateTO issued an nRFP for the shoreside infrastructure construction. The nRFP closed on February 21st, 2025, and contract award is in progress as of March 27, 2025.</p>									
	Explanation for Delay:	Project is currently on track									
Ethenonnhawahstihnen Community Centre, Community Centre, Child Care Centre, Ethenonnhawahstihnen Library Branch, and Underground Parking Garage		4,807	4,777	99,726	83,009	On Track	2013	2020	Building - December 31, 2023, Legal and Deficiencies December 31, 2024 Indoor Play Space - Construction December 31, 2025, Warranty Period December 31, 2027	Ⓞ	Ⓞ

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	Comments:	The community centre and library fully opened to the public on July 4, 2023. Celebratory opening with the community took place on March 22, 2024 marking a key milestone for the community. The Contractor has completed 99% of all deficiencies while the building is fully operational with minimal disruptions to programs. An additional scope to convert the mini gym into an indoor play space is underway. The indoor play space portion of the project has been awarded to the Centennial Centre for Science and Technology. The contract has been executed. Public consultation was completed in February 2025, and a summary is available on the project webpage. The detailed design for the indoor play space is currently in development. Construction is anticipated to begin in Fall 2025 and to be completed in early 2026, with the warranty period extending until the of December 2027.									
	Explanation for Delay:	Project is currently on track									
Don Mills Community Recreation & Arena Facility Design & Construction		500	436	6,200*	1,512	On Track	Design Phase: January 2016 Construction Start: Q4 2026	Dec-25	Dec-29	Ⓢ	Ⓢ
	Comments:	<p>At the July 2019 meeting, City Council approved the report "Planning Recreation Facilities for the Don Mills Communities" (EX.7.5) which provided direction to advance an integrated Community Recreation Centre and Arena complex (Preferred facility) on the Celestica Site (Don Mills and Eglinton) and for staff to enter into discussions with the land owner to expedite the transfer of Park Blocks 3A & 3B to discuss opportunities to advance the design and construction of the recreation facility on this site. The report also recommended that Council direct the City Solicitor and appropriate City staff to work with Cadillac Fairview to negotiate the extension of the Don Mills Civitan Arena (at 1030 Don Mills Road) in an effort to minimize disruption while the new arena at Celestica is constructed; and that City Council direct the GM, PF&R to report back through the 2020 Budget process with a preliminary estimate of the full cost of the Preferred Facility and the funding needed beyond the existing approved capital project 'Don Mills Civitan Arena'. The site for the Integrated CRC and Arenas is anticipated to be transferred to the city in Q2 2025 (date to be determined). The process of property conveyance of land at 844 Don Mills Road (Block 3A/3B from Aspen Ridge Homes to the City) began in September 2023 and is expected to be completed by June 2025.</p> <p>The nRFP process is complete and the design work has been awarded to an architectural consultant team. Design start-up began in May 2022. The stakeholder workshop was conducted in July 2022 and the Community Engagement consultant was retained in September 2022. Phase 1 Public Engagement began in fall 2022 and was completed in April 2023. The Schematic Design Report was completed in May 2023 and reviewed by PF&R staff. Technical Advisory Committee and Executive Steering Committee review meetings were undertaken in Summer 2023. Phase 2 Public Engagement began September 2023 and was completed in November 2023. Design Development phase is underway. Phase 3 Public Engagement was completed in June 2024. Accessibility Committee Review occurred in September 2024. Design Review Panel occurred in December 2024. Parking requirements are under further review. Design Development Report was completed in March 2025 and submitted for COT review and approval; now in progress.</p> <p>*Project cost has been updated to reflect approved cash flow commitments only, future year estimates were included in previous reporting.</p>									
	Explanation for Delay:	Project is currently on track.									
Davisville Community Pool Design and Construction		9,535	9,535	71,835	11,749	On Track	Pre-Design / Investigation Phase - February 2017 Design Phase: October 2020 Construction Start: Aug 2024	Sep-22	Feb-27	Ⓢ	Ⓢ
	Comments:	<p>The construction tender to four pre-qualified general contractors closed June 5, 2023, and the City received a single high bid which exceeded the approved budget. The pre-qualified general contractors provided recommendations to the City to improve the results of the second tender. A second Request for Tender (RFT) was re-issued on November 16, 2023 and closed on February 13, 2024. Award of the construction contract was approved at the May 1, 2024 General Government Committee. Site Plan Approval (SPA/NoAC) and building permit/conditional permit(s) were issued. Construction started August 2024. Peer review for the land conveyance for street right-of-way widening is complete. City/ TDSB/TLC agreements (including Lease revisions) are underway. One lane of Davisville Avenue has been temporary occupied for the construction to support the construction staging and other activities. Excavation Shoring and, soil remediation works are complete, foundation works are ongoing. It is estimated that by the end of Q4, 2025, 60% of the overall project will be completed. Cash flow will be accelerated through the year-end capital variance report to align to the progress of the project in 2025.</p>									
	Explanation for Delay:	Project is currently on track									

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North East Scarborough Community Centre and Child Care Centre Design and Construction		25,421	25,421	84,235	70,542	On Track	Design Phase 2017 to 2020 Construction Start: Q4 2021	Jun-23	Dec-25	Ⓞ	Ⓞ
Comments:		Award of the project to Aquicon Construction Company was approved by City Council on December 15, 2021, and the construction agreement was fully executed on January 21, 2022. The project is advancing, and the contractor has been paid for 87% of the contract amount. The superstructure is completed; the exterior cladding, exterior grading at daycare outdoor area, parking, and driveway; concrete at playground, parking lot, splash pad and curbs work is advancing as well as mechanical and electrical work. By the end of Q4, 2024, 87% of the overall project was completed.									
Explanation for Delay:		Project is currently on track									
Western North York New Community Centre and Child Care Centre Design and Construction		893	893	133,646	4,893	On Track	Design Phase: February 2016 Construction Start: Q2 2025	Fall 2021	Mar-28	Ⓞ	Ⓞ
Comments:		Committee of Adjustment for a minor variance was completed in July 2023. The Delegated Approval Form (DAF) for Easement Agreement with TCDSB was executed with CREM on April 15, 2024 and has been fully executed with the TCDSB. Final Site Plan Approval (SPA) submission was submitted by the consultant in early September 2024. The open loop wells construction has reach substantial completion. Three (3) Public Artists have been retained and are currently developing the designs of the art installation. Watermain upgrade construction work is 100% completed. The Negotiated Request for Proposal (nRFP) for construction services was posted to Ariba on April 24, 2024 and closed on August 28, 2024. The evaluation and negotiations phase was concluded in December 2024. The staff report was prepared and adopted by GGC on February 25, 2025, for award to Pomerleau. The agreement is currently with Legal for execution with Pomerleau, which is expected to be executed by the end of April 2025. Construction is planned to commence in May 2025 and completion of the community centre is anticipated by the end of Q1 of 2028. NOAC and building permit is pending issuance, following acceptance of parking condition from Transportation. Project is projecting to stay within the budget of \$133.646M. Total spend for 2024 is in line with tracked costs.									
Explanation for Delay:		Project is currently on track.									
40 Wabash Parkdale New Community Centre Design and Construction		2,921	2,861	118,000	5,850	Minor Delay	Design Phase: 2017 Construction Start: Q4 2025	Dec-23	Dec-28	Ⓞ	Ⓞ
Comments:		Due to the COVID-19 pandemic, a fulsome community engagement strategy using "virtual", on-line meetings instead of in-person meetings was developed, and this consultation commenced in mid-September 2020 with a variety of virtual public meetings. Site design work was done to generate a number of site design approaches for review with the public in Phase 4 of community engagement, now underway. A Railway Risk Mitigation study was completed and reviewed in advance with Metrolinx, ready for submission and review as part of the Site Plan Approval. A Phase 2 ESA study has been completed, identifying the need for further environmental investigation and documentation, including a Record of Site Condition to allow a change in use from industrial to community centre use, to be submitted along with the Building Permit application. Design Review Panel occurred on April 14, 2022. The Schematic Design was approved by the stakeholders and the consultants were advised to proceed to the next stage - Design Development. The fifth (final stage) of Public Consultation began in spring 2023 and was completed December 2023, including the Indigenous Engagement. The Design Development Report and Class B Cost Estimate were submitted for COT Review and Approval in August 2023. COT Staff have reviewed and approved the Report and Cost Estimate and authorized the consultants to proceed to the next stage - Construction Documents, currently in progress. The Site Plan Approval pre-application (SPA) was submitted in July 2023 and is currently on-going. The full Site Plan Approval application was submitted in June 2024. The Building Permit application was submitted in February 2025. The Construction Contract Documents are 95% complete and have been submitted for City review; now in progress. An RFSQ (Request for Supplier Qualifications) will happen by June 30, 2025 in advance of project tender in Q3 2025.									
Explanation for Delay:		Project is currently on track.									
IT-Registration, Permitting & Licensing (CLASS Replacement)		9,251	9,251	45,028	31,199	On Track	Design Phase: May 2016 Implementation: July 2018	Sep-19	Dec-26	Ⓞ	Ⓞ

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	Comments:	The negotiable Request for Proposal (nRFP) was issued on April 6, 2017. The nRFP evaluation and negotiation was completed in June 2018. Based on the scope negotiation with the selected vendor (Legend Recreational Software) in June 2018, City Council approved, on July 23, 2018 entering into a contract with Legend based on a phased implementation timeline until 2023 and an additional budget of \$7.5 million to cover implementation in years 2021, 2022, and 2023. Implementation started in 2018, and in 2019 the vendor did not meet agreed development milestones, causing significant delays and resulting in a number of extensions afforded by the City to meet go-live dates. In December 2019, the City asked the vendor to rectify the performance issues and adhere to performance KPIs to meet project milestones. The Vendor cited Force Majeure due to the COVID-19 pandemic and thus would not be able to fulfil its contractual obligations. Since then, the Project engaged in exploratory discussions with the vendor of the existing Class system to determine their ability to meet City requirements. Decision was made to pursue a competitive procurement (nRFP) to select a new vendor and was released in April 2021. Contract awarded by General Government Committee in May and City Council in June 2023. Phase 1 project is underway. Phase 1 of the project includes the launch of ACTIVENet out of the box functionality in addition to prioritized product development items. The new registration and booking system, ACTIVENet, was launched to the public November 6, 2024. Since launch we have held highly successful Winter registration events, achieving a 55% increase in registrations within the first 10 minutes compared to last year. Post-launch system stabilization is underway and Phase 2 of the RBT project will continue in 2025 which includes 8 additional product development stories and enhancement requests that were identified during phase 1 and launch.									
	Explanation for Delay:	Project currently on track.									
IT-Operational Modernization (former Enterprise Work Management System)		2,249	1,863	18,564	15,358	Minor Delay	Jan-12	Dec-20	Dec-26	Ⓞ	Ⓢ
	Comments:	This project is a modernization initiative for the division, which includes the reviewing of current business processes and technology system capabilities; identifying any potential capability gaps; and laying the groundwork for future technology initiatives. The work underway includes process mapping; asset data validation and collection; and the introduction of interim tools to modernize key operational processes.									
	Explanation for Delay:	The project is delayed to align with the delivery and coordination of other capital projects.									
318 Queens Quay West Park (Rees Street Park) Phase 1 Design & Construction		0	0	15,800	3,312	On Track	Anticipated Schedule: Pop-up Park: Plan/Design: Apr-Sept 2025 Construction: Sept 2025-May 2026 Park and Aquatic Centre Design Competition: Start: 2028 Complete: 2029 Detailed Design: 2029-2031 AC/Park Construction: 2031-2035	Dec-22	Dec-29	Ⓞ	Ⓞ
	Comments:	The site was part of a 2019 Design Competition being completed in partnership with Waterfront Toronto - via authority of a Delivery Agreement. The design competition was completed and the winning consultants completed Schematic Design only. No construction resulted. An updated approach to the future Rees Park design is needed to address significant changes that have evolved since the Design Competition. Changes include; Toronto Water removing the requirement for a 16m diameter storm shaft and tunnel from this site, resulting in the need for re-design of the park since the previous park design required accommodation of the TW storm shaft. The City continues to work in partnership with Waterfront Toronto (WT) to deliver the Rees Park project. An amendment to the 2021 Delivery Agreement will be required when details of the new approach to the project are determined. Cash flow in 2025-2027 will enable delivery of pop-up Park w/ CREM for FIFA. The remaining park funding is reserved for full build-out of the property. The final project objectives and program are being developed with the ward Councillor and will be vetted with the advisory committees and public through engagement in late 2025/2026. Co-ordination with other projects adjacent to the site is on-going at 360-380 Queens Quay (developer delivered), and includes the transfer of an additional parkland parcel contributing to the park. This transfer of parkland was completed by year-end 2024. *Program for site has required revisions due to significant changes in the property conditions and context. The ultimate project scope will capture additional opportunities identified since the initial design competition.									
	Explanation for Delay:										

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York Off Ramp/Love Park Design and Construction		0	0	13,000	12,810	On Track	Design Phase: June 2020 Construction Start: July 15, 2021	Aug-20	Jul-25	Ⓢ	Ⓢ
Comments:		The winning team, Claude Cormier and Associates (CC+A), was announced in October 2018, with the Contract Award completed by Waterfront Toronto. Delivery Agreement for governance of the project executed in 2019. Environmental investigations and approvals required for parkland construction completed. Contract award by Waterfront Toronto with City approval. Construction Kick-off July 8, 2021 and mobilization on July 16, 2021. Substantial completion achieved in June 2023 and the park opened to the public on June 23, 2023. Pond Commissioning completed April 30, 2024 and pond warranty period initiated May 1, 2024. Park under warranty for 2 years. One year park warranty meeting being planned for May 2025. Two-year warranty is complete June 23 2025.									
Explanation for Delay:		Project currently on track.									
Lower Yonge Street Community Centre Space		1,903	1,903	19,033	18,239	On Track	Construction Start: May 10, 2021	Mar-22	Feb-26	Ⓢ	Ⓢ
Comments:		Construction started May 10, 2021. Shell building construction is complete. Community Centre Interior Fit-Out construction is substantially complete with minor deficiencies / incomplete work now being finalized. Furniture was delivered to site as of December 31, 2022, and furniture installation was completed in May 2023. The Interim Occupancy Agreement was executed on March 31, 2023, and the facility was handed over to City staff. The Property Conveyance and Shared Facilities Agreement with the Developer, Legal Services and CREM was completed on November 14, 2023. The facility is now open to the public - a soft opening occurred on June 17, 2023, with all areas complete except the pool, which opened later to the public on October 2, 2023. The facility is operational and open to the public, except the pool which is currently closed to the public, as of November 27, 2024 due to technical issues. Deficiencies of the pool tank are expected to cause an ongoing closure of the pool in 2025.									
Explanation for Delay:											
FMP-John Innes CRC Redevelopment Design & Construction		1,522	1,522	65,700	3,747	On Track	Design Phase: March 2020 Construction Start: Q3 2026	Dec-26	Dec-29	Ⓢ	Ⓢ
Comments:		Public consultation was completed in June 2023. Indigenous public art competition, led by the City and an Indigenous curator was completed in June 2024. There will be Indigenous public art inside the building and outside near the park entrance. Project is at 90% contract document phase with Site Plan Approval (SPA) and building permit still outstanding. Building permit application submitted and paid February 26, 2025. Class A estimate for CRC at 50% package completion is <u>\$ 111,543,920.00</u> . Additional funding is included in the 2025-2034 Capital Budget and Plan during the 2025 budget process to address the updated estimate.									
Explanation for Delay:		Project currently on track.									
Moss Park - Park Redevelopment Design & Construction		240	25	500*	285	On Track	Design Phase: March 2020 Construction Start: Q2 2028	Nov-26	Dec-30	Ⓢ	Ⓢ
Comments:		Detailed design of the park is progressing and will be followed by preparation of contract documents. The park design is being coordinated to align with adjacent projects including the John Innes Community Recreation Centre replacement and the Metrolinx Ontario Line Moss Park station site. This coordination has added complexity to the overall delivery of assets and therefore extended the timeline Tender documents will be held for release until the Ontario Line completion dates are confirmed and the parkland being used by Metrolinx for Ontario Line staging is returned to PF&R, which is anticipated to be 2030 for full return of parkland from Metrolinx.									
		*Project cost has been updated to reflect approved cash flow commitments only, future year estimates were included in previous reporting.									
Explanation for Delay:		Project currently on track.									
Wallace Emerson (Galleria) CRC and Park Development		23,422	23,422	81,790	42,355	On Track	Construction: June 20, 2022	Apr-25	Dec-26	Ⓢ	Ⓢ
Comments:		Construction on the Wallace Emerson Community Recreation Centre, Childcare Centre and Park Improvements began on June 20, 2022. Project construction completion is forecasted for May 2026 with project close-out to be completed by the end of 2026. By the end of Q4, 2024, 64.7% of the project Construction Contract has been certified complete and invoiced.									
Explanation for Delay:		Project currently on track.									

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Senior Services & Long Term Care										
4610 Finch Ave East	2,611	2,446	175,970	4,363	On Track	Mar-20	Dec-27	Dec-29	Ⓔ	Ⓓ
Comments:	Project is in the contract documents and zoning application phase. The division is currently working with City planners on the required rezoning application. The rezoning application review with Community Planning is still active. On April 3rd, 2025 an application was resubmitted to address outstanding comments.									
Explanation for Delay:	In 2024, a new carbon reduction target was established for the site of 400kgCO2/M2 which required a redesign. Further, progress on the project is contingent on the pending Rezoning approval from Community Planning, which is a prerequisite before subsequent phases of the project such as Site Plan Control and Building Permitting could be initiated and secured.									
Toronto Shelter and Support Services										
George Street Revitalization (GSR)	26,073	17,323	684,942	110,144	Significant Delay	Jan-16	Feb-28	Feb-30	Ⓓ	Ⓓ
Comments:	GSR Transition: Difficulties experienced in acquiring and renovating sites to transition clients out of Seaton House have so far delayed the project. 2024 approved cashflows has supported construction at 76 Church St. and 2299 Dundas. 76 Church has been completed in Q4-2024. Construction at 2299 Dundas had a delayed start and is expected to be completed in Q4-2025. 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. A recalibrated project scope and cost estimate is scheduled as a report back to Executive Committee and Council in April 2025. These reports will be brought forward by CREM, Heritage and Planning, respectively.									
Explanation for Delay:	The following are general explanations for the delays: 1) The GSR Main Project is delayed, in part due to delays with completion of the output specifications informing the RFQ/RFP. Project has since pivoted to City procured delivery that fits within the current approved budget and achieves better value for money and greater city-building and programming benefits. CREM will report back to City Council with a project update and new strategy April 2025. Project execution is planned between 2026 to 2030 2) GSR Transition site is delayed due to unexpected site conditions.									
Housing and Shelter Infrastructure Development (Formerly, Addition of 1000 New Shelter Beds)	13,664	4,416	120,139	89,627	Significant Delay	Jan-18	Dec-25	Dec-26	Ⓔ	Ⓓ
Comments:	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 December 2026.									
Explanation for Delay:	The following are general explanations for the delays: 1) The project will extend to December 2026 due to complexities in both the acquisition and construction phases of the project; 2) One site is dependent upon the completion of the other.									
Homelessness Services Capital Infrastructure Strategy (HSCIS)	57,293	22,100	89,511	22,100	On/Ahead of Schedule	Jul-24	Dec-33		Ⓔ	Ⓔ

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	Comments:	During 2024's budget process, \$674.5 million capital needs for Implementation of Homelessness Services Capital Infrastructure Strategy (HSCIS) approved by Council on November 8, 2023 (EC7.7). On June 26, 2024 Council approved funding for \$89.5 million of the \$674.5 million HSCIS budget (Item - 2024.EX15.3) with cash flow commitments of \$57.3 million in 2024 and a future commitment of \$32.2 million in 2025, fully funded by the City Building Reserve Fund, in order to proceed with the due diligence and acquisition of between 5 to 7 sites. The City's request to the Federal government for funding the project has not yet been confirmed. City secured 6 sites in 2024. Two sites have been purchased & four City owned properties have also been secured for shelter development. Deposit was paid in 2024 for an additional site, and the rest of the purchase price will likely be paid in Q3-2025 upon due diligence completion. Currently there are five sites in the pipeline, if negotiations are successful these sites could be secured in early 2025.									
	Explanation for Delay:	N/A									
Toronto Paramedic Services											
MULTI-FUNCTION STATION #2 - 300 Progress Ave.		398	327	93,085	3,378	On Track	Jan-17	Dec-25	Dec-28	Ⓞ	Ⓡ
	Comments:	This Multi-Function Ambulance Station #2 at 300 Progress Avenue will allow PS to maximize emergency medical coverage for the North-East portion of the city while at the same time provide the necessary space for anticipated growth, logistical support and paramedic continuing medical education facilities.									
	Explanation for Delay:	Design: A second feasibility study conducted by CREM's architect was completed in July 2019. The architectural contract for the design was awarded in June 2020. In 2021, the Conceptual Design Phase, Schematic Design Phase, and Net Zero Energy Feasibility Study were completed, followed by the Detailed Design Phase. A development request was submitted to City Planning in December 2021. Due to supply chain disruptions and rising material and labor costs, Procurement Services initiated a targeted market survey in the spring of 2022 to assess interest in specialized products and high-volume materials specified in the design. Expropriation: On July 15, 2021 (2021.GL24.12), City Council approved expropriation proceedings to acquire part of 350 Progress Avenue. This acquisition was necessary to construct a primary access route to 300 Progress Avenue and provide site services, including domestic water, sanitary, stormwater, hydro, telecommunications, and other ancillary infrastructure for the new Toronto Paramedic Services multi-function station. The Stage 1 expropriation report was approved in November 2021, with a 30-day notice period completed without any requests for a Hearing of Necessity. The Stage 2 report was adopted by the General Government and Licensing Committee (GGLC) on July 4, 2022 (2022.GL32.27) and approved by City Council on July 19, 2022. Stage 2 Notices were issued to the owner of 350 Progress Avenue on October 26, 2022. The City of Toronto paid the Land Transfer Tax for the 350 Progress Avenue expropriation to the Ministry of Finance on November 25, 2022. An offer of possession for the expropriated land was served, accepted on February 23, 2023, and payment was finalized on August 3, 2023. Parking impacts: Coordination with Toronto Police Services to address parking impacts related to the proposed access plan is ongoing. In 2024, the consultant revised the design as per City Planning's request, which was subsequently approved by Toronto Police Services in October 2024. The consultant is now finalizing the parking design, with a submission to City Planning expected in Spring 2025.									
		Permit: In February 2023, City Planning requested a redesign and additional site investigations. CREM submitted a revised development application to City Planning on May 1, 2023. The Memorandum of Understanding for Site Plan Approval was reviewed and signed by the Ministry of Transportation, Transportation Services, and Engineering and Construction Services. The building permit application was submitted on April 5, 2024. As of December 31, 2024, 4 out of 5 expected building permits have been received. The final permit is expected to be issued in January of 2025. General Contractor Tender: The contract documentation for construction services was reviewed by the Fairness Monitor and released to the market on June 12, 2024. The nRFP closed on August 23, 2024, with two submissions received; one of which was non-compliant. The contract award is scheduled for Q1 2025.									
AMBULANCE POST - 30 Queens Plate Dr.		1,931	95	2,348	511	Minor Delay	Jan-19	Dec-23	Dec-26	Ⓞ	Ⓡ

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Division/Project name		2024 Cash Flow (Active Projects)		Total Project Cost (Active Projects)		Status	Start Date	End Date		On Budget	On Time
		Approved	Year-End Actual Spend	Approved Budget	Life to Date			Planned	Revised		
	Comments:	This project construction involves a 2-Bay Ambulance Post co-located with Toronto Fire Services (TFS) at 30 Queens Plate Drive. This Paramedic Services Post is part of the TFS Station A Woodbine project.									
	Explanation for Delay:	<p>Property utilization: On October 20, 2020, TFS announced the deferral of the 30 Queen's Plate Drive station and corresponding fire apparatus projects, as community development had not occurred as planned. In June 2021, at the Operational Program Management Committee (OPMC) meeting, PS proposed a plan regarding the utilization of the property in collaboration with TFS and CreateTO. As a result of this meeting, PS was granted permission to use the property.</p> <p>Design: In Q1 2023, a Purchase Order was issued for architectural and engineering design services. The Consultant initially anticipated that the design would be completed by September 2023; however, it was delayed due to changes in scope for a permanent building instead of a high-maintenance temporary Sprung Structure. The updated design will also include additional onsite facilities for staff, such as change rooms, showers, and lockers. A Purchase Order amendment for consulting services was issued on August 30, 2023, to incorporate these scope changes.</p> <p>On January 18, 2024, Toronto Fire Services (TFS) and Toronto Paramedic Services agreed to proceed with building the Post at 30 Queen's Plate, provided it does not interfere with the future construction of a co-located fire station. This agreement was signed by both Chiefs. To ensure alignment with evolving TFS site requirements, design changes were completed and signed off by TFS on May 3, 2024. Design work has since resumed and is progressing based on the approved revised schematic design. A Purchase Order amendment will be required to address these changes.</p> <p>Permit: The building permit is anticipated to be issued by November 2025.</p> <p>General Contractor Tender: The tender for a general contractor is planned for Q1 2026. The project requirements include adherence to green standards and heating specifications for the office space.</p>									
MULTI-FUNCTION STATION #3 - 610 Bay St. (Phase1)		227	32	265	70	Significant Delay	Jan-22	Dec-25	Dec-28	Ⓞ	Ⓜ
	Comments:	Phase 1 involves using 610 Bay Street as an interim Ambulance Station, an administrative office, a temporary space to relocate staff from other stations undergoing SOGR and AODA upgrades, and a staging area for logistical and medical supplies in downtown Toronto.									
	Explanation for Delay:	<p>Artwork: PS collaborated with the Economic Development & Culture Division to integrate public artwork at 610 Bay Street Station. An RFP for an artist was issued in May 2022, with an artist selected in Q3 2022. PS paid for the artwork in January 2023. However, changes to the project scope in 2024 led to the cancellation of the artwork, and the funds were refunded.</p> <p>Property ownership and first General Contractor tender: In 2022, CREM initiated the General Contractor (GC) tender, with the contract award and construction start planned for January 2023. CREM Transaction Services had a previous lease agreement with Toronto Coach Terminal Inc. (TCTI), which owns the 610 Bay Street property. Construction could not start since City of Toronto did not own the property. The January 2023 construction start timeline was delayed. The GC bid expired at the end of March 2023, prompting PMMD to cancel the procurement process on May 31, 2023. The Legal Division reviewed the sale agreement for the 610 Bay Street property between the City of Toronto and TCTI. The property sale was finalized on April 8, 2024, and the transaction closed on July 18, 2024.</p> <p>Design: The project's original goal was to construct a temporary Paramedic Station at 610 Bay St. Due to delays in the property transfer, the scope has been changed to interim Ambulance Station, an administrative office, a temporary space to relocate staff from other stations.</p> <p>Permit: A building permit was issued on September 11, 2024.</p> <p>Second General Contractor tender: On July 25, 2024, the second GC tendering started in collaboration with the consultant, UOAI Inc. Substantial project completion is expected within 12 to 18 months following the General Contractor (GC) contract award. CreateTO plans to begin construction of the 610 Bay development, including the permanent Multifunction Paramedic Station in Q1 2026.</p>									
MULTI-FUNCTION STATION #5 - 18 Dyas Road - (Phase 1)		20	5	50	34	Significant Delay	Jan-22	Dec-27		Ⓞ	Ⓜ
	Comments:	Multi-Function Station #5 to be used by Community Paramedicine (CP) and District 5 (D5) primarily due to increased service demands.									

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Division/Project name		2024 Cash Flow (Active Projects)		Total Project Cost (Active Projects)		Status	Start Date	End Date		On Budget	On Time
		Approved	Year-End Actual Spend	Approved Budget	Life to Date			Planned	Revised		
Explanation for Delay:		<p>Project Scope: A Feasibility Study/Test Fit commenced in April 2022 to explore the potential for housing several Toronto Paramedic Services (PS) units. In October 2022, after consultations with CREM, PMO, CreateTO, and ModernTO architects, it was determined that PS's Community Paramedicine, District 5 Operations, and other support operations could be accommodated at this location.</p> <p>Fuel Site Relocation: In December 2022, CreateTO proposed the possibility of relocating a fuel site from Oriole Yards to the 18 Dyas Road site. On April 28, 2023, a feasibility and traffic study was completed, concluding that the relocation would fit into the plans. However, the relocation of the fuel site has not yet been approved by the Housing Secretariat, as per CreateTO.</p> <p>Project Director and Manager Assignment: In 2024, a Project Director and Project Manager were assigned to this project to support a phased approach, with anticipated PS occupancy of the entire building by 2026.</p> <p>Tenants at 18 Dyas Road: The location currently houses the Paramedic Services Community Paramedicine program and various City of Toronto divisions. CreateTO is working with ModernTO to relocate other divisions from 18 Dyas Road. Once, these divisions are relocated, a General Construction RFP will be drafted.</p> <p>Business Note Development: In Q3 2024, CreateTO is finalizing a deal to relocate the existing tenants to another municipally owned building.</p>									
Transportation Services											
F. G. Gardiner*		209,986	196,646	2,380,455	664,321	On Track	Apr-17	TBD (subject to the completion of the award process)	N/A	Ⓞ	Ⓞ
Comments:		<p>Projects are proceeding as scheduled.</p> <p>Contract 1 - Rehabilitation of the Expressway from Jarvis to Cherry reach substantial completion. Efforts underway to close out project.</p> <p>Contract 2 - Rehabilitation of the elevated portion of the Expressway from Dufferin to Strachan - Design/Build tender awarded in 2023.</p> <p>DVP East - Waterfront Toronto is the delivery agent carrying the construction works. Construction works proceeding on schedule. Works commenced in 2021 and anticipate to continue through 2022-2025.</p> <p>Note: budget adjusted to reflect recent provincial funding provided for GS2 contract Acceleration</p>									
Explanation for Delay:		N/A									
*The total project cost for the Gardiner reflects the 2017 - 2030 costs for Phase 1 works as per the Gardiner Expressway Strategic Rehabilitation Plan											
Housing Secretariat											
Housing Now		62,892	6,896	865,680	36,187	Significant Delay	Jan-19	Dec-25	Dec-29	Ⓡ	Ⓡ
Comments:		<p>The Housing Now Initiative is a key program under the HousingTO 2020-2030 Action Plan aimed at creating new affordable rental housing within mixed-income, transit rich, complete communities. Creating new affordable housing through the Housing Now Initiative will increase the opportunity for structurally vulnerable and marginalized individuals, including indigenous peoples, black people, people of colour, seniors, women, and members of the LGBTQ2S+ community to access safe, healthy and adequate homes. More housing opportunities for essential workers and families will also be created through the Housing Now Initiative.</p> <p>Between 2020 and 2030, the Housing Now Initiative aims to deliver 10,000 new affordable rental homes within transit-oriented, mixed-income, mixed-use, complete communities by leveraging City-owned land.</p>									
Explanation for Delay:		<p>Many of the activities planned to support pre-development work for 27 sites were able to move forward. However, some projects were delayed primarily as a result of market factors, including shortage of labour and materials, increasing interest rates and escalating construction costs.</p>									
Supportive Housing		91,620	55,782	712,360	466,388	Minor Delay	various	various	various	Ⓢ	Ⓢ

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		Approved	Year-End Actual Spend	Approved Budget	Life to Date			Planned	Revised		
	Comments:	The program is providing permanent, affordable rental housing with support services on-site primarily for homeless people. Between 2020 and 2030, the City aims to approve 18,000 new supportive homes, to be delivered through partnerships with the federal and provincial governments. This target includes 1,000 modular supportive homes. Supported Housing Development are funded by Modular Housing Initiative (MHI), Rapid Housing Initiative (RHI), and Emergency Housing Action (EHI).									
	Explanation for Delay:	Supportive Housing projects are funded by the Modular Housing Initiative (MHI), Rapid Housing Initiative (RHI), Emergency Housing Initiative (EHI). Modular projects are experiencing delays due to site and market conditions (labour and material availabilities). Some were completed in 2023, with the exception of 2 projects with planned completions in 2024 and 2025. Funding from RHI, and EHI will continue to fund the supportive housing projects until project completion.									
Waterfront Revitalization Initiative											
Precinct Implementation Projects		9,101	5,975	251,123	247,998	On Track	Jan-05	May-25	May-25	Y	G
	Comments:	The East Bayfront Community Centre is a multi-year construction project that commenced in October 2020. The Centre will open in 2025. This project is jointly funded with PF&R and the Waterfront Secretariat. The water works component on Lower Jarvis Street between Lakeshore Boulevard and Queens Quay was completed in 2022; its two year warranty period, with a final reconciliation of outstanding payments to vendors, will be completed in early 2025.									
	Explanation for Delay:										
Port Lands Flood Protection		64,223	64,223	394,825	394,825	Completed	Nov-16	Dec-25	Dec-24	G	G
	Comments:	Port Lands Flood Protection is one of North America's most significant urban regeneration projects. Together with associated projects, it will flood protect over 240 hectares of land in the Port Lands. Funded by all three levels of government, the \$1.42 billion project includes 23 separate sub-projects and, in addition to flood protection, is anticipated to remediate contaminated land, deliver new bridges, infrastructure and public parks, and create a new naturalized mouth of the Don River. Approximately half of the project will open to the public in Summer 2025. The balance will open to the public in late 2025 or Spring 2026.									
	Explanation for Delay:										
Port Lands Flood Protection (2024 Budget Adjustment)		14,870	14,870	22,700	14,870	On Track	Feb-24	Dec-25	Dec-25	G	G
	Comments:	same as Port Lands Flood Protection.									
	Explanation for Delay:										
Port Lands Parks and Public Realm		30,000	12,086	32,500	7,103	On Track	Feb-24	Dec-25	Dec-25	R	G
	Comments:	Work is continuing with funding required into 2025. Some of the soil that was needed to support construction took longer to settle than anticipated, resulting in the deferral of some work into 2025 and reduced expenditures for 2024.									
	Explanation for Delay:										
Keating Channel Dredging		12,000	6,068	24,000		On Track	Feb-24	Dec-25	Dec-25	Y	G
	Comments:	Dredging work has commenced and it is expected to still be completed by the end of 2025.									
	Explanation for Delay:										
Quayside Transportation Infrastructure		58,700	30,629	102,000	30,629	On Track	Feb-24	Dec-26	Dec-26	Y	G
	Comments:	A Delivery Agreement has been negotiated and executed. The agreement, is comprehensive in nature and applies to both the design and implementation phases of the project. Design work has advanced considerably and invoicing has commenced.									
	Explanation for Delay:										
Corporate Real Estate Management											

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		Approved	Year-End Actual Spend	Approved Budget	Life to Date			Planned	Revised		
St. Lawrence Market North Redevelopment		18,310	9,971	128,020 (based on latest Council approval)	119,682	Significant Delay	July 2019 *Note this is a re-baselined start date based on latest approval from Council	Q2 2022 *Note this is a re- baselined end date based on latest approval from Council	Q4 2024	Ⓢ	Ⓢ
Comments:		Phase 1:Design and construction of a Temporary Market Building, at 125 The Esplanade, and client relocation. Completed June 2015. Phase 2:Demolition of the existing North Market Building at 92 Front St. including archaeological assessment and environmental remediation of the site in advance of new construction. Completed April 2017. Phase 3:Substantial Performance attained November 2024. Court Services in operation November 4, 2024, including Court move from Old City Hall March 5, 2024. TPA improvements are ongoing. Completion of deficiencies and Building Permit close out anticipated Q2 2025. *The approved budget was revised in July 2024. The project is on budget based on this revised project budget.									
Explanation for Delay:		Project delays are primarily driven by impacts from the COVID-19 pandemic, labour disruptions impacting available trades during construction, program-driven changes, and Contractor performance including completion of deficiencies. Lien claims, contract disputes, and litigation are ongoing influencing Contractor performance.									
ModernTO - Workplace Modernization Program		16,733	10,640	250,000	58,270	On Track	Q3 2019	Q4 2027	Q4 2027	Ⓢ	Ⓢ
Comments:		The Workplace Modernization program aims to optimize the City's office portfolio and footprint by consolidating office employees from City Divisions, Agencies and Corporations in 15 locations from the current 55 leased-in and City-owned locations. This will be achieved by modernizing 5 core buildings, thus reducing the City office floor area by 1 million sq. ft. and generating annual savings of \$30.5 million in operating costs and reduction of the City's State of Good Repair (SOGR) obligations from unlocking 8 City-owned properties. Key elements completed to date: - Reduced office floor area by approximately 201,000 sq. ft., by exiting 22 out of 34 leases (32 original, 2 added scope), resulting in \$7.9 million annual recurring operating savings - Accelerated construction on City Hall 5E, 22E, and Metro Hall 2 South substantially completed in 2023 - Project Management Services / Program Manager for the Workplace Modernization Program onboarded Q3 2024 Key elements to be completed: - Accelerated construction on Metro Hall 11 expected completion in Q1 2025, and Metro Hall 12 expected completion in Q2 2025 - Program Manager to revalidate program requirements, schedule, and budget - Modernization of 5 core buildings in scope - Unlocking 8 City-owned sites, generating an estimated \$450 million in land value to be leveraged for City building purposes (affordable housing, community, and environmental initiatives) - responsibility of CreateTO, see Council report 2022.EX31.10 "ModernTO: Unlocking Eight City-Owned Properties"									
Explanation for Delay:											
New Etobicoke Civic Centre		56,338	51,772	433,385	86,400	On Track	January 2018	Q1 2028	Q1 2028	Ⓢ	Ⓢ
Comments:		The new Etobicoke Civic Centre project will be a landmark within the precinct and will include the following facilities: a community recreation centre, a community library, a public health clinic, a childcare centre, Council chambers and constituency offices, City offices and amenity floors, civic public meeting rooms & public counter and a civic square. The new ECC will also house a double height District Energy Plant within the 2 storey below grade parking structure. Construction has commenced in March 2024 with substantial completion expected in March 2028. The building is planned to be open to the public in Q4 2028.									
Explanation for Delay:											
Accessibility for Ontarians with Disabilities Act (AODA) Program		35,467	16,771	198,063	146,768	On Track	January 2018	December 2027	December 2027	Ⓢ	Ⓢ

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Comments:	CREM is implementing a capital accessibility program to proactively upgrade facilities that fall under its capital maintenance program called Toronto Accessibility Upgrades (TAU). It is following the highest level of standard (the Toronto Accessibility Design Guidelines), wherever feasible, for the removal of accessibility barriers at City-owned buildings. The AODA program has been implemented to upgrade 201 City buildings in its present portfolio. 5 buildings were removed from the program and transferred to TSSS as they are run TSSS. One other location was removed to be a stand-alone project to include SOGR upgrades.											
	Key elements completed to date of the 201 Buildings: - Overall 76% of the program's Validation, Design and Construction has been successfully completed. - 196 buildings have completed validation. With 5 buildings remaining to receive Validation sign-off from the clients. - 175 buildings have completed the detail design documentation for tender and implementation. 26 buildings are still in Design. - 40 buildings are currently in construction or will be procured to start this year. 79 Buildings are to be procured and constructed. - 104 buildings are in close-out and handover with construction complete. 97 Buildings are to start and/or complete construction. - 56 active projects are at the different stages (validation, design, or construction) of the program.											
		Key elements to be completed: - Revised strategy is planned to proceed with construction tender in 2025 for 14 buildings organized into 2 TAU groups which were temporarily placed on hold in 2024. - 8 TAU groups consisting of 49 buildings will be coordinated and integrated with the Workplace Modernization Program and planned state of good repair projects for implementation and future additional capital approvals. - All future work associated accessibility upgrades to the Civic Centres will be coordinated and integrated with the Workplace Modernization Program. As the WMP program manager validates scope and schedule, the timeline for the completion of the AODA work will be updated and the additional capital approvals will be requested.										
Explanation for Delay:												
Technology Services												
Disaster Recovery Program		472	472	3,861	3,861	Significant Delay	Jan-13	Dec-24	Dec-27	Ⓢ	Ⓢ	
Comments:	Disaster Recovery (DR) program has four work streams: •One stream of work packages is to set up the DR management framework and governance. this includes creating the 1st DR Policy, 1st DR Guideline, as well as templates and processes. This has been completed in 2024. •Second stream of work packages is to establish Business Continuity Disaster Recovery joint program Committee with partners of TEM and Office of Chief Information Security Officer to collectively mitigate corporate risks. Additionally, implement DR framework to all City divisions by leveraging organizational change management practices to establish a community of DR practices. This currently in progress. •Third stream is to ensure the implementation foundational infrastructure solutions at Tiffeld DC in order to enable DR environment in the City. This work is transitioned to DC Modernization project. •Fourth stream is to assess application priority, conduct architectural assessment on mission-critical applications, plan and implement DR solutions by leveraging DRaaS vendors and managed services. This is currently in progress. •DR program also co-develop DR Staff Report for reporting to City Council/Audit Committee each year since 2022. A report was completed in December 2024.											
	The project has been extended to Dec 31, 2027 due to additional project scopes and deliverables. A Project Change Request was submitted to document the increased project scope, and properly align and plan for project activities and milestones. The change request was approved in 2025.											
Explanation for Delay:												
Office 365		2,576	2,440	9,795	9,359	On Track	Jul-21	Mar-25	Mar-25	Ⓢ	Ⓢ	

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		Approved	Year-End Actual Spend	Approved Budget	Life to Date			Planned	Revised		
Comments:	Project Change Request (PCR) has been submitted to reflect the new planned completion date of March 2025.										
	The Scope of the M365 Phase 1 project is to migrate mailboxes to the Cloud, install M365 Applications, and assign licenses to staff within all divisions, Elected Officials and teams, and Accountability Officers' offices.										
Explanation for Delay:	Milestones completed are provided as follows: <ul style="list-style-type: none">• 38,668 licenses assigned• 22,249 computers received M365 Applications• 12,128 mobile devices received M365 Mobile Applications• 27,838 Individual mailboxes migrated• 422 Mailboxes provisioned for TFS staff• 5350 Shared and Generic Mailboxes migrated• M365 Accessibility Training Material Published on ELI• 1,660 Resource Mailbox Migration• 1,259 Distribution List Recreated• 28,000 Inactive Mailboxes Migrated• Mail Flow configuration completed Key activities planned are provided as follows: <ul style="list-style-type: none">• Complete Service Definition for Elected Officials• Obtain Clerks IT and TSD leadership approval to deploy OneDrive to Elected Officials										
Enterprise Work Management Solution		10,645	9,877	84,936	60,233	Significant Delay	Mar-13	Dec-26	Dec-29	Ⓢ	Ⓢ
Comments:	The implementation of the Enterprise Workforce Management System (EWMS) across four divisions is progressing through three distinct phases:										
	Phase 1: Successfully completed for Solid Waste Management Services (SWMS) (March 2022) as well as Transportation for Road Operations (October 2022). The system went live April 2024 for PF&R - Urban Forestry. Part 2 of the PF&R rollout is currently under review jointly with divisions. In parallel, the Toronto Water Phase 1 rollout is concentrating on critical areas such as Distribution & Collections (D&C), Customer & Technical Support (C&TS), and Water Infrastructure Management (WIM). System design and the procurement of vendor services for implementation are underway. Phase 2/3: Planning and development of business requirements are currently in progress to complete the full transition to Maximo and the decommissioning of current legacy work management system. The procurement process for awarding new vendor contracts is expected to be completed in 2025. The vendor contracts will confirm the rollout timelines for the remaining Phase 2 and Phase 3 scope areas. This remaining scope also includes the implementation of a new Maximo mobile solution as well as the transition to a cloud based system architecture. Note: EWMS is a TSD managed major cross-divisional project between Parks and Recreation, Solid Waste Management, Toronto Water, Transportation, Customer Experience Divisions and the Forestry Unit within Environment, Climate and Forestry Division. The financials reflected above is the consolidated budget and expenditures of this project.										
Explanation for Delay:	The project is experiencing procurement delays for phase 2 and 3 of the project and the phased rollout strategy to accommodate business adoption, changes, and address technical issues has impacted the timeline of phase 1.										
Financial Operations & Control											

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		Approved	Year-End Actual Spend	Approved Budget	Life to Date			Planned	Revised		
Financial Systems Transformation Project		57,315	33,959	151,454	90,746	On Track	Jan-21	Jan-25	Apr-27	Ⓢ	Ⓢ
Comments:		Following the re-alignment of the project in 2024, the revised go-live date for S/4HANA is October 2025, with project completion scheduled for May 2026. The BTR project go-live date is April 2027.									
		The FSTP project when through a project reset in early 2024 which included the revised budget, resources and schedule for go-live, including revisions to the implementation vendors' contract.									
Explanation for Delay:											
Exhibition Place											
Electrical Underground HV Utilities - Replace Priority Feeders		2,500	2,467	2,500	2,467	Completed	Jan-24	Dec-24		Ⓢ	Ⓢ
Comments:		Project complete. Minor remaining funds to be used for similar work.									
Explanation for Delay:											
Special Projects - Centennial Square Installation of Indigenous Feature Wall		3,032	3,032	3,135	3,135	Completed	Jan-23	Dec-23	Dec-24	Ⓢ	Ⓢ
Comments:		1) Delay refers to the cash flow of carry forward amount. In 2023 budget, \$1M was allocated from 3rd party recoveries (OVO Centre). 2) Construction portion: Since tender price was above budget due to cost escalations and price of steel, remaining amounts or shortfall was allocated from 2024 budget hence reference to tracking well OR on track. 3) Project complete.									
Explanation for Delay:											
Enercare Centre - Replacement of Lower Roof Sections		2,200	1,871	2,200	1,871	Completed	Jan-24	Dec-24		Ⓢ	Ⓢ
Comments:		Project complete. Remaining funds to be used for Enercare Centre main roof rehabilitation project.									
Explanation for Delay:											
Toronto and Region Conservation Authority											
LONG TERM ACCOMODATION - 5 SHOREHAM & INTEREST		1,603	1,603	38,617	10,282	Significant Delay	Jan-20	Dec-21	May-25	Ⓢ	Ⓢ
Comments:		Received Building Occupancy in February of 2025 with Substantial Completion in March of 2025. We are currently addressing deficiencies.									
Explanation for Delay:		The delay is the result of the following factors: 1. Mass timber trade and Construction Manager under performing 2. Various union labour strikes, supply chain issues related to COVID19 and sub-contractor escalation and delay claims 3. Delays to interior trade work as a result of water ingress issues through CLT roof deck and resultant elevated moisture contents. 4. Coordination and submission of Alternative Solutions for OBC non compliant Mass Timber designs.									
Toronto Police Service											
Long Term Facility Plan - 54/55 Divisions; New Build		214	155	100,000	994	Delayed	Jan-17	Dec-28	TBD	Ⓢ	Ⓢ

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Comments:	<p>In 1994, 54 and 55 Divisions were identified as priorities for replacement as the Service, and the growth of Toronto, demanded increased and more efficient operational floor space.</p> <ul style="list-style-type: none">•This project originally initiated to amalgamate 54 and 55 Divisions into one consolidated facility and the former Toronto Transit Commission's Danforth Garage site located at 1627 Danforth Avenue was identified as the recommended site. This option was put on hold due to the increased costs of construction and the challenges of constructing an underground parking structure that would accommodate the projected number of personnel and required parking spaces. Since the time that 1627 Danforth Avenue was identified as a potential site, the available space for a Service division has changed, resulting in this site no longer being operationally viable.•The Service explored alternative options for the two divisions, taking into consideration the operational requirements of the Service and the cost of renovating existing facilities versus building new facilities. No suitable location for an amalgamated site that meets operational and timeline requirements has been identified.•In reviewing requirements and forecasting growth, the Service has since identified that maintaining two geographically separate divisions as the best strategy to meet operational needs, enhance service delivery and accommodate future growth. A two-site model (i.e., the de-amalgamation of 54 and 55 Divisions) involves the redevelopment of the existing 54 Division (41 Cranfield Road) and 55 Division (101 Coxwell Avenue) sites using a phased construction approach.•During the construction period, Service members will be temporarily relocated to either nearby stations, or a viable alternative site that has been identified under the collaboration between the Service and Create T.O. This will allow the operations of both divisions to remain unaffected during the construction period.•The 2025 capital program has been revised to reflect the de-amalgamation of 54 and 55 Divisions and updated funding requirements (P2024-1212-4.3 refers). Any further changes to funding requirements will be addressed in future capital program submissions.									
Explanation for Delay:	Project timeline will be re-baselined from 2025 onwards following the de-amalgamation of the 54 and 55 Divisions.									
Long Term Facility Plan - 41 Division; New Build	28,200	27,442	86,005	57,990	On Time	Jan-18	Dec-26	Dec-26	Ⓢ	Ⓢ
Comments:	<p>The current 41 Division facility is approximately 60 years old. An assessment of the building indicated several building deficiencies and hence a new building is required.</p> <p>The phased construction and demolition approach for a new building on the existing 41 Division site will provide the Service with a new facility at the corner of Birchmount and Eglinton Avenues. This is an optimal, easily accessible site with ample area for future expansion. The new division will provide a modern, efficient workspace for the Service, serving the community for decades to come. The new 41 Division will be the first Net Zero Emission building in the Service's asset base and the first of its kind in Ontario. During construction, personnel continue to occupy a portion of the existing building as well as neighbouring Divisions, as required, to allow for uninterrupted business operations.</p> <ul style="list-style-type: none">•Phase 1 (South Building) occupancy is targeted for the 1st quarter of 2025. The Service's Facilities Management staff are working with divisional personnel to coordinate the move phases of people, equipment and furniture.• Phase 2 (North Building) occupancy is expected by the 4th quarter of 2026.									
Explanation for Delay:	On time and on budget.									
Relocation of Wellness Services	1,590	1,514	1,840	1,765	Delayed	Jan-23	Jan-25	Mar-25	Ⓢ	Ⓢ
Comments:	<p>This project involved renovations required to relocate portions of the Service's Wellness Unit from Toronto Police Headquarters to two additional, more accessible locations: the Toronto Police College in the west end and a 2,709 square foot leased space at 2075 Kennedy Road in the east end. This decentralized delivery model enables members to access wellness services and support from central, east, and west locations. Below are the project milestones for various locations:</p> <ul style="list-style-type: none">•East location: Became operational on August 29, 2023.•West location: Renovation was completed and office furniture was installed in December 2024. The location officially opened on January 22, 2025 to provide valuable support to the workflow and efficiency of the Wellness Unit. Minor deficiencies will be addressed in the 1st quarter of 2025.									
Explanation for Delay:	On budget. Minor deficiencies to be addressed for the west building and the project is expected to be completed in 2025 Q1.									
ANCOE (Global Search)	101	63	12,474	12,434	Delayed	Jan-15	Dec-24	Feb-25	Ⓢ	Ⓢ

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Division/Project name	2024 Cash Flow (Active Projects)		Total Project Cost (Active Projects)		Status	Start Date	End Date		On Budget	On Time
	Approved	Year-End Actual Spend	Approved Budget	Life to Date			Planned	Revised		
Comments:	A.N.C.O.E. is a business-led analytics and innovation program, which oversees and drives analytics and information management activities for the Service. This program includes key projects such as E.B.I. and Global Search. The program goals are the enhancement of the Service's analytical reporting environments through the integration of advanced Power B.I. as well as geospatial and reporting technologies. The program aims to deliver streamlined service processes, enhance data accessibility and enrich the delivery of analytics products to front-line members, management, and the public. •E.B.I. - Completed in 2021, this initiative included the implementation of the Service's Geographic Information System (G.I.S.) and Power B.I. platforms for monitoring and reporting on operational and strategic initiatives. These technologies enhance the Service's ability to share information through maps, applications, and interactive dashboards, both internally and with external stakeholders, including the public and other agencies. •Global Search - Completed in 2024, this project successfully migrated to a modern, cost-effective platform while integrating additional databases. Global Search empowers investigators, frontline officers, and staff to efficiently search multiple databases through a unified platform. The final invoices were settled in February 2025, marking the project officially completed.									
Explanation for Delay:	Project was completed in 2025 Q1 under budget.									
Next Generation (N.G.) 9-1-1	2,795	2,949	16,251	10,505	Delayed	Jan-19	Dec-25	Sep-26	🟢	🔴
Comments:	Current 9-1-1 systems are voice-centric and were originally designed for landlines. The Canadian Radio-television and Telecommunications (C.R.T.C.) has instructed Canadian telecommunications service providers to upgrade their infrastructure for N.G. 9-1-1 to an Internet Protocol (I.P.) - based platform technology capable of carrying voice, text and other data components. The system is designed to improve the way people request emergency services and how emergency responders communicate with each other. The system will also provide more accurate location information which will help emergency responders reach people more quickly and efficiently. In March 2025, the C.R.T.C. has extended the deadline for the N.G. 9-1-1 implementation to March 31, 2027. •The first phase of this project, which included the implementation of the new technology provided by Solacom and the renovation of the training room, was completed in July 2024. •The second phase of the project is now underway, focusing on transitioning to the I.P. protocol and enhancing 9-1-1 capabilities. This phase aims to improve public access to 9-1-1 services and optimize communication among emergency responders. The technological architecture of the solution (ESInet) has been designed and all necessary hardware has been installed. Testing is in progress. This phase is expected to be completed by the 1st quarter of 2025. Particularly, the transition to ESInet includes the implementation of an auto callback feature which will enhance response times for abandoned calls. •A guidance report was created, with the consultation of external experts, on privacy considerations for future phases of N.G. 9-1-1 in the 4th quarter of 2024. No additional privacy mitigations were identified as part of the ESInet migration in the second phase. The report will provide guidance for the Service to update the Privacy Impact Assessments for future introduction of new N.G. 9-1-1 capabilities. •Collaboration meetings with the secondary Public Safety Answering Point (Toronto Paramedic Services and Toronto Fire) on the N.G. 9-1-1 platform are ongoing. Additionally, collaboration meetings with other Primary Safety Answering Points have been initiated and established on a regular schedule. •The timing of core capability deployments will be determined externally by the C.R.T.C., however, major activities are not anticipated until 2026. •Interior renovations are planned for the existing offices on the partial floors of the Communications Centre in 2025 and 2026, following the completion of the second phase of the project. These renovations will support the implementation of the N.G. 9-1-1 system, which includes new technologies such as real-time texting. •The building permit has been received and the consultant engaged by Facilities Management is finalizing the tender package. Contract award and construction are anticipated to begin by the 2nd quarter of 2025.									
Explanation for Delay:	Spending rate is 106% due to some work for the second phase of the project completed ahead of schedule. Delay of renovation to 2025 and 2026.									
State-of-Good-Repair - Police	7,513	6,844	on-going	on-going	On Time	on-going	on-going	on-going	🟢	🟢
Comments:	S.O.G.R. funds are used to maintain the general condition, overall safety and requirements of existing Service buildings. The ongoing demand for upkeep at many of the Service's facilities continue at a high volume, particularly in those facilities that have been in the Service's portfolio for several years and require small and large-scale renovations. Some examples of work are hardware replacement (locking mechanisms), repairs or replacement of overhead door and gate equipment, flooring replacement, painting, replacement of security equipment, repairs to the range at the Toronto Police College and renovations to the Mounted unit riding ring. This project also includes technology upgrades to optimize service delivery and increase efficiencies.									
Explanation for Delay:	On time and on budget.									
Radio Replacement	100	0	75,921	38,046	On Time	Jan-16	on-going	on-going	🔴	🟢

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Major Capital Projects
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Division/Project name	2024 Cash Flow (Active Projects)		Total Project Cost (Active Projects)		Status	Start Date	End Date		On Budget	On Time
	Approved	Year-End Actual Spend	Approved Budget	Life to Date			Planned	Revised		
Comments:	The Service's Telecommunications Services Unit maintains mobile, portable and desktop radio units. The replacement lifecycle is ten years. •A consultant has been engaged to review and identify areas for improvement, efficiencies, technology and savings that can be incorporated into the next lifecycle plan in 2027. The review is in progress and will be continued in 2025.									
Explanation for Delay:	On time. The consultant's review is in progress and will continue in 2025.									
Automated Fingerprint Identification System (A.F.I.S.) Replacement	870	316	7,874	3,336	Delayed	Jan-19	Dec-24	Jun-25	Ⓡ	Ⓜ
Comments:	A.F.I.S. is based on a biometric identification methodology that uses digital imaging technology to obtain, store and analyze fingerprint data. A.F.I.S. allows for compatibility with external systems in other agencies such as the Royal Canadian Mounted Police, communicating electronically for real-time identification, fingerprint submissions, searches and criminal record updates. This system is also integrated with other Service systems to, for example, provide real-time confirmation of prisoner identity for Booking Officers and to process requests for background clearance, police reference checks and clearance letter services. The current A.F.I.S. is a 2011 model that was first deployed in January 2013, and reached end of life as at December 31, 2020. The system is currently undergoing a lifecycle upgrade scheduled from 2021 to 2025. •The contract award and negotiation with IDEMIA was completed in 2020. The planning and design phases were completed in the 3rd quarter of 2021, and 4th quarter of 2023 respectively. •Factory acceptance was completed in the 4th quarter of 2024, and system acceptance testing was commenced on site. Due to the vendor's resource issues, the testing was delayed and the vendor is resolving the issues to resume testing in the 1st quarter of 2025. The project schedule and resources are continuously reviewed and aligned to reflect shifts in the schedule. •The residual equipment is being reviewed for delivery and expected to be completed by the 1st quarter of 2025. The final two milestones, Acceptance and Implementation-to-Operational, are expected to be completed by the 2nd quarter of 2025. •Efforts continue with the vendor to balance resources and manage risk for both the support of the current A.F.I.S. system and the implementation of the new solution.									
Explanation for Delay:	Delayed due to the vendor's resource issues. The vendor is resolving the issues to resume testing in 2025 Q1.									
Mobile Command Centre	710	710	1,548	1,548	Completed	Feb-21	Jun-24	Dec-24	Ⓢ	Ⓢ
Comments:	The Mobile Command Centre is a critical asset designed to enhance public safety services in a dynamic urban environment. This vehicle is essential for providing rapid and flexible support to operations and incidents within the city. Its adaptable design ensures effective deployment for both emergency and non-emergency situations, including extreme event responses, major sporting events, searches, and investigative operations. •The vehicle is equipped with the necessary capabilities to seamlessly integrate with other emergency services and municipal, provincial, and federal agencies. Additionally, its design remains future-proof, allowing for the incorporation of emerging technologies to maintain its effectiveness within the Command, Control, and Communications framework. It will support the unique challenges of providing public safety services in a large urban city and play an essential role in fulfilling the need to readily support operations and occurrences within Toronto. •The Service has officially taken possession of the new command vehicle in 2024. The project has now transitioned into its operational preparation phase. •Training for operators is ongoing, and the vehicle was recently showcased during the introduction of the new Joint Air Support Unit media presentation.									
Explanation for Delay:	Project was completed in 2024 under budget.									
New Records Management System (RMS)	6,000	4,306	30,598	4,998	On Time	Jan-23	Dec-27	Dec-27	Ⓢ	Ⓢ

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	Approved	Year-End Actual Spend	Approved Budget	Life to Date			Planned	Revised		
Comments:	This project is for the replacement of the existing R.M.S.; a core business operating system of the Service. A review of the Service's existing system has highlighted technological weaknesses, as usability and functional gaps continue to create operational challenges and hinder the progression to a digital environment. The new system is expected to improve the ability to make connections between related pieces of information and increase the interaction and openness to the public of the Service's information and processes. •The contract award was approved at the April 28, 2023 Board meeting (Min. No. P2023-0428-7.0 refers). •The project team officially kicked off the project in February 2024, and completed 5 weeks of training on Niche R.M.S. to prepare for the system design and build phase in March and April 2024. •A project website has been launched for the Service's internal audience, providing information and demonstration videos about the system. •The project team developed two build iterations and is expecting to complete 45% of system configuration and 25% of process configuration by the 1st quarter of 2025. •The system development is in progress using an incremental build approach. It is expected to be complete by the 4th quarter of 2025, followed by training and rollout activities. •The biggest project risk is the retention of resources critical to executing the project, and the reliance on internal S.M.E.s, particularly uniform members that are often redeployed based on operational Service requirements. Lack of consistency and reliance on internal S.M.E.s has the potential to expand the timeline and costs of the project. The go-live approach and schedule is also being reviewed as the timeline may overlap with the Federation International de Football Association (F.I.F.A.) events.									
Explanation for Delay:										
Transforming Corporate Support (HRMS, TRMS)	109	0	8,435	7,199	Delayed	Jan-14	Dec-25	Dec-26	Ⓜ	Ⓜ
Comments:	The project focus is to develop more cost-effective, modern and automated processes to administer and report on the Service's people and human resources-related activities, including employee record management, payroll, benefits administration, and time and labour recording. The T.R.M.S. database migration, in all non-production environments, and work to modify T.R.M.S. application code to work with query/S.Q.L. databases has been completed. H.R.M.S. PeopleTools and application upgrade for migration to production was completed and the database conversion will be completed in 2024. Delays have been faced to secure a resources to review and enhance current Talent Acquisition practices to improve the candidate experience, communication and transparency practices.									
Explanation for Delay:	The Applicant Tracking Software project is on hold due to issues in finding a consultant.									
Body Worn Camera - Phase II	476	203	5,887	5,582	Delayed	Jan-17	Jan-25	Jun-25	Ⓜ	Ⓜ
Comments:	This project has equipped frontline officers with B.W.C.s. This initiative will enhance public trust and accountability as part of its commitment to the delivery of professional, transparent, unbiased, and accountable policing. The consolidation contracts with Axon Canada for B.W.C's, Conducted Energy Devices and In-Car Cameras was approved by the Board in December 2022 . In June 2022, a new training course for Case Managers and Investigators focusing on evidence management and disclosure was created. This course encapsulates all of the body-worn camera training and leverages our Evidence.com cloud-based platform as a digital evidence management system with the purpose of creating efficiencies and streamlining disclosure workflows to court. The Toronto Police College has established a Technology Implementation Section that will include all Evidence.com training into the broader curriculum. Additionally, B.W.C. training and Evidence.com disclosure training are now standard courses that are available as officers require it or as they transfer into new roles. Current priorities include integration of the legacy evidence management system(s) into Evidence.com, as well as improving evidence disclosure compliance throughout the Service, including addressing a significant disclosure backlog. Original estimates included spending on professional services and purchase of additional equipment and accessories to serve as spares and training equipment. Internal resource realignment reduced the need for professional services. A reassessment of training equipment additionally reduced the need for spending.									
Explanation for Delay:	Delay in procurement to 2025.									
Toronto Public Library										
Bridlewood Branch Relocation	4,671	4,671	11,663	11,663	Completed	Jan-20	Dec-24	Nov-24	Ⓜ	Ⓜ
Comments:	Project is completed, branch re-opened November 2024.									
Explanation for Delay:										
Centennial Renovation & Expansion	2,041	2,041	21,744	3,887	On Track	Jan-18	Dec-26	Dec-26	Ⓜ	Ⓜ
Comments:	Received site plan approval. Construction started in September 2024.									
Explanation for Delay:										

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Division/Project name		2024 Cash Flow (Active Projects)		Total Project Cost (Active Projects)		Status	Start Date	End Date		On Budget	On Time
		Approved	Year-End Actual Spend	Approved Budget	Life to Date			Planned	Revised		
Dawes Road Reconstruction & Expansion		144	144	37,757	7,772	Significant Delay	Jan-15	Dec-27	Dec-28	Ⓞ	Ⓡ
	Comments:	Construction is anticipated to start in 2025.									
	Explanation for Delay:	Timeline shifted by one year due to delays in obtaining site plan approval.									
Junction Triangle Construction (Perth Dupont Relocation)		3,129	3,129	5,918	4,598	Minor Delay	Jan-18	Dec-24	Jul-25	Ⓞ	Ⓜ
	Comments:	Construction started in April 2024.									
	Explanation for Delay:	The timeline shifted slightly due to final agreement on ownership transfer to start fit-out.									
Pleasant View Library Renovation & Expansion		34	34	4,189	34	Significant Delay	Jan-21	Dec-25	Dec-26	Ⓞ	Ⓡ
	Comments:	Awaiting site plan approval. Construction is anticipated to start in 2025.									
	Explanation for Delay:	Timeline shifted by one year due to delays in obtaining site plan approval.									
Toronto Transit Commission											
Equipment - Charging Systems		46,622	46,350	229,930	195,808	Significant Delay	2016	31/12/2025	30/04/2026	Ⓞ	Ⓡ
	Comments:	Installation of 248 Charge Points (Phase 1 and 2a): As of March 27, 2025: • All eight projects within the program for Phase 1 and 2a have been baselined at Stage Gate 3. • To date, 41 of 248 Charge Points have been commissioned.									
	Explanation for Delay:	Commissioning at the first two Phase 1 garages (Eglinton and Birchmount), following the original pilot program, took longer than anticipated. This is attributed to the challenges associated with the roll-out of the initial phase of a new program.									
Fire Ventilation Upgrades		5,066	5,066	390,074	374,744	On Track	1998	On-going	On-going	Ⓜ	Ⓞ
	Comments:	To date, the following work was completed: Major upgrades at five stations: York Mills, Sheppard-Yonge, Finch, Union, and Lawrence. • Subway Ventilation Equipment Replacement at Bloor (Fan #2), Sheppard West, Dundas West, and Sherbourne stations, and Clanton Park Emergency Service Building (ESB). • Completed Scope Design Review of the Subway Ventilation Equipment Replacement at Russell Hill ESB, Dupont Station and Spadina Station (Line 1 and Line 2) in October 2024. • As part of the Eglinton Crosstown LRT project, the testing and commissioning of the new Subway Ventilation Equipment at Eglinton Station is in progress and is planned to be completed by the end of 2024.									
	Explanation for Delay:	NA									
Second Exits		17,166	17,166	178,612	51,351	On Track	2002	Post 2033	Post 2033	Ⓜ	Ⓞ
	Comments:	As of March 20, 2025, nine of 14 stations in the Second Exits program are complete. • Second Exits have been completed at Broadview, Castle Frank, Pape, Dufferin, Woodbine, Wellesley, Chester, Museum, and Donlands stations. • In 2024, the Second Exits/Entrances at Museum and Donlands stations opened in May and August, respectively.									
	Explanation for Delay:	NA									
Easier Access III & Station Redevelopment		142,436	142,436	1,169,817	798,410	Minor Delay	2007	31/12/2027	31/12/2027	Ⓞ	Ⓜ
	Comments:	To date, 58 of 70 subway stations (83%) have been made accessible, including the following three stations in 2024: Donlands, Glencairn and Castle Frank, and High Park Station in 2025. The following summarizes the remaining 12 stations in the program: • Construction continues to progress at all 12 stations, with 11 stations expected to be accessible in 2025/2026. • The temporary bus terminal at Warden Station was put into service on January 5, 2025. • The contract for Old Mill, which was the final station to enter the construction phase, was awarded on January 29, 2025. A Quantitative Risk Assessment is being completed for Old Mill to determine the risk allocation and establish the completion date.									

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	Explanation for Delay:	The elevator subcontractor under the general contractor defaulted on the contracts for Museum and Greenwood stations. This has delayed the EIS date for Greenwood Station to Q1 2026 from Q2 2025, and the EIS date for Museum Station to Q3 2026 from Q2 2026. A new subcontractor has been onboarded and the TTC is working with the general contractor to identify opportunities for schedule recovery at both stations.									
Purchase of Buses		180,382	170,426	1,116,840	623,029	Minor Delay	2018	31/12/2025	31/03/2026	Ⓒ	Ⓓ
	Comments:	336 Hybrid-Electric Buses (Completed on time): • As of December 31, 2024, all 336 buses have been delivered and are available for service. 340 Zero-Emission Buses (eBuses) - in-progress: • Pre-production meetings were completed and the lead bus from both suppliers was delivered in July 2024. • As of March 17, 2025, 63 out of 340 vehicles have been delivered, of which 35 are in service.									
	Explanation for Delay:	*eBuses - Delays due to supply chain and battery performance issues. The root cause was identified and mitigation has been implemented. This has resulted in a schedule delay from Q4 2025 to Q1 2026.									
Purchase of 60 Streetcars		205,402	168,473	516,127	358,742	Minor Delay	2019	31/12/2026	31/12/2026	Ⓒ	Ⓒ
	Comments:	• The TTC received \$360 million in funding toward the TTC Streetcar Program (60 Streetcars and Hillcrest Facility) from the Provincial and Federal governments. The Contribution Agreement with Infrastructure Canada was completed in October 2024. • The third (of four) Canadian Content Audit was completed in September 2024, with the final audit to be completed in Q4 2025. • As of February 24, 2025, 36 streetcars have been delivered, of which 35 are in service.									
	Explanation for Delay:	•Certain parts have been delayed due to ongoing supply chain issues, which have impacted the delivery schedule, causing some of the 2024 deliveries to shift to 2025. The TTC is working with Alstom to monitor parts status and assess potential impacts.									
Yonge-Bloor Capacity Improvements		42,653	42,653	1,261,780	122,743	Minor Delay	2015	2035	Post 2035	Ⓢ	Ⓢ
	Comments:	• Early Works construction for the relocation of existing utilities was substantially completed in October 2024. Utility relocations, including sewer and hydro within the Bloor Street East right-of-way, are necessary prior to the commencement of the main construction work. • Brookfield has tendered the chiller plant, construction commenced in Q1 2025 and is expected to be completed by the end of Q2 2026. • An Independent Value Assessor (IVA) was retained in November 2024 to assist with the development and validation of the Target Price during the Development Phase. • The Progressive Design-Build (PDB) Request for Proposal (RFP) evaluations were completed, and approval to award the PDB contract for the Development Phase to Kenaidan Murphy Joint Venture (KMJV) was received at the February 24, 2025 Board meeting. The contract was subsequently signed in March 2025. The Development Phase is expected to be completed in early 2027.									
	Explanation for Delay:	• The program schedule was impacted due to the prolonged property negotiations and the extension of the RFP in-market period to address proponent concerns. Opportunities to mitigate the project schedule will be examined with KMJV during the Development Phase.									

Toronto Zoo										
WELCOME AREA - PHASE A CONSTRUCTION	20,965	14,443	62,099	15,507	Minor Delay	Sep-23	Dec-24	Apr-25	Ⓨ	Ⓨ
Comments:	New arrival plaza, community and event space, classrooms, labs, conservation programming space, restaurants, gift shops, animal habitat to be constructed at the front entrance area of the Toronto Zoo replacing the existing 50 year old entrance area									
Explanation for Delay:	Minor design, permitting and procurement related delays									
WELCOME AREA - DESIGN	570	505	1,888	1,824	Minor Delay	Dec-19	Aug-23	Apr-25	ⓐ	Ⓨ
Comments:	New arrival plaza, community and event space, classrooms, labs, conservation programming space, restaurants, gift shops, animal habitat to be constructed at the front entrance area of the Toronto Zoo replacing the existing 50 year old entrance area									

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Explanation for Delay:		Minor design, permitting and procurement related delays									
Solid Waste Management Services											
GREEN LANE LANDFILL		22,653	19,902	236,176	170,896	On Track	Prior to 2010	Dec-26	Dec-26	Ⓞ	Ⓞ
Comments:		Legislated project for Green Lane landfill development that mainly include Leachate control system; gas control systems; cell excavation & base construction; engineering & monitoring; site services/final cover/storm; and buffer land acquisition.									
Explanation for Delay:											
TRANSFER STATION ASSET MANAGEMENT		17,419	13,202	361,510	100,657	On Track	Prior to 2010	Dec-32	Dec-33	Ⓞ	Ⓞ
Comments:		These multi year projects include State of Good Repair work for roofing, paving, drainage systems, sprinkler systems, repairs to tipping floors and household hazardous waste depot relocation.									
Explanation for Delay:											
PERPETUAL CARE OF CLOSED LANDFILLS		10,530	9,455	130,104	70,946	On Track	Prior to 2010	Dec-32	Dec-32	Ⓞ	Ⓞ
Comments:		Legislated project for the perpetual care of closed landfills.									
Explanation for Delay:											
Toronto Parking Authority											
St. Lawrence (CREM City Led)		14,000	14,000	14,500	14,000	Completed	Jan-24	Dec-24	Dec-24	Ⓞ	Ⓞ
Comments:		The project is a City led project that requires St. Lawrence to be handed over to TPA to its satisfaction. TPA signed-off on substantial completion of the garage through commissioning agent. Business operations expected to start in Q2 2025.									
Explanation for Delay:											
St. Patrick (JV TPA Led)		5,661	5,661	6,029	5,764	Completed	Dec-18	Dec-24	Dec-24	Ⓞ	Ⓞ
Comments:		This is a Joint venture that has been handed over by the developers in Q4 2024. The Car Park is transacting since January 25th, 2025.									
Explanation for Delay:											
GARAGE REPAIRS CP43 CP68 CP58 HEALTH & SAFETY		17,072	13,497	17,072	13,497	On Track	Jan-24	Dec-24	Dec-25	Ⓞ	Ⓞ
Comments:		As part of the priorities on reducing state of good repairs backlog, these selected garages have been chosen for 2024 to be completed. Project is expected to be completed in 2025 given the multi-year scope.									
Explanation for Delay:											
NEW GARAGE FIT OUTS (St. Lawrence and St. Patricks)		6,824	6,824	6,824	6,824	On Track	Jan-24	Dec-24	Dec-24	Ⓞ	Ⓞ
Comments:		This scope of this project is to retrofit equipment for new car park opening in 2024. This is related to St. Lawrence and St. Patrick's JV. Substantial completion and engineer sign off occurred in 2024.									
Explanation for Delay:											
Toronto Water											
DOWNSVIEW TRUNK WATERMAIN		24,121	23,831	84,763	63,734	On Track	Jan-23	Dec-25	Dec-25	Ⓞ	Ⓞ
Comments:		Contract was awarded in 2022, and transmission watermain has been installed and is in the commissioning and completion phase.									
Explanation for Delay:											
ASHBRIDGES BAY D BUILDING		26,693	27,300	91,083	38,793	On Track	Mar-18	Dec-27	Dec-27	Ⓞ	Ⓞ
Comments:		Project was awarded in 2023, and is proceeded on track in 2024.									

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	Approved	Year-End Actual Spend	Approved Budget	Life to Date			Planned	Revised		
	Explanation for Delay:									
OUTFALL CONSTRUCTION	13,935	10,138	281,899	252,856	Minor Delay	Jan-18	Dec-26	Dec-26	Y	Y
	Comments:		Construction started in early 2019, and the project is approximately 92% completed. The project has experienced some minor delays in 2024 as it nears completion.							
	Explanation for Delay:		Outfall construction delayed due to coordination with other works at the Ashbridges Bay Wastewater Treatment Plant, mainly the Disinfection Construction project.							
FAIRBANKS SILVERTHORNE	62,757	56,663	315,252	197,240	On Track	Oct-21	Dec-28	Dec-28	G	G
	Comments:		The main tunnel contract was awarded in 2021. As of 2024, the twenty planned shafts have been completed, as well as all necessary micro-tunneling activity. Construction expenditures are proceeded on track for 2024.							
	Explanation for Delay:									
DON & WATERFRONT - OFFLINE STORAGE TANK	1,388	1,250	52,773	8,554	Minor Delay	Sep-17	Dec-28	Dec-29	Y	Y
	Comments:		Phase 1 construction works have been completed.							
	Explanation for Delay:		Phase 2 construction works are delayed pending acquisition of required permits.							
Don & Waterfront Trunk/CSO Const - PHASE 1	60,959	35,519	453,947	433,680	On Track	Jan-18	Dec-25	Dec-25	G	G
	Comments:		Coxwell Bypass Tunnel is nearing completion. The construction of the five main shafts that are connected to this tunnel is complete: at Ashbridges Bay Treatment Plant; in the Keating Railyard (Lakeshore Ave and Don Roadway); on Bayview Avenue at Bloor Street; at the North Toronto Wastewater Treatment Plant; and at the Coxwell Ravine Park.							
	Explanation for Delay:									
<div>>70% of Approved Project Cost</div> <div>Between 50% and 70%</div> <div>< 50% or > 100% of Approved Project Cost</div> <div><div>G</div><div>Y</div><div>R</div></div>										