

Appendix 3
Capital Variance Dashboard by Program and Agency
For the Period ended June 30, 2025

Table of Content

Program/Agency	Page #
Community and Social Services Summary	2
Children's Services	3
Economic Development and Culture	6
Parks and Recreation	9
Seniors Services and Long-Term Care	16
Toronto Shelter and Support Services	18
Toronto Employment & Social Services	21
Fire Services	23
Toronto Paramedic Services	26
Infrastructure Services Summary	29
Transportation Services	30
Development and Growth Services Summary	34
City Planning	35
Housing Secretariat	37
Waterfront Revitalization Initiative	40
Corporate Services Summary	43
Customer Experience	44
Corporate Real Estate Management	46
Environment, Climate and Forestry	50
Fleet Services	52
Chief Information Security Office	54
Technology Services	56
Finance and Treasury Summary	60
Office of the CFO and Treasurer	61
Financial Operations & Control	63
Other City Programs	65
City Clerk's Office	66
Accountability Offices (Toronto Lobbyist Registrar)	68
Agencies Summary	70
Exhibition Place	71
Toronto & Region Conservation Authority	74
Toronto Police Service	77
Toronto Public Health	80
Toronto Public Library	82
Toronto Transit Commission	85
Toronto Zoo	89
Sankofa Square	91
Rate Supported Programs Summary	93
Solid Waste Management Services	94
Toronto Parking Authority	97
Toronto Water	100

2025 Capital Spending by Program Community and Social Services

Program (\$M)	Period	2025 Approved Cash Flow	2025 Expenditure			Trending	Alert (Benchmark 70% spending rate)
			Year To Date Actuals	Projected Actuals	Projected %		
Children's Services	4M-2025	11.66	1.38	11.04	94.6%		Ⓔ
	Q2-2025	11.66	2.16	10.09	86.5%	↓	Ⓔ
Economic Development and Culture	4M-2025	38.14	2.51	22.10	57.9%		Ⓐ
	Q2-2025	38.06	4.97	20.76	54.5%	↓	Ⓐ
Parks and Recreation	4M-2025	394.76	57.40	316.85	80.3%		Ⓔ
	Q2-2025	424.21	115.53	352.37	83.1%	↑	Ⓔ
Seniors Services and Long-Term Care	4M-2025	18.13	0.83	8.33	46.0%		Ⓡ
	Q2-2025	18.13	2.36	10.81	59.6%	↑	Ⓐ
Toronto Shelter and Support Services	4M-2025	117.24	10.02	128.42	109.5%		Ⓡ
	Q2-2025	117.24	20.36	136.15	116.1%	↑	Ⓡ
Toronto Employment & Social Services	4M-2025	0.60	0.00	0.60	100.0%		Ⓔ
	Q2-2025	0.60	0.00	0.00	0.0%	↓	Ⓡ
Fire Services	4M-2025	27.10	0.22	14.71	54.3%		Ⓐ
	Q2-2025	27.10	3.85	13.07	48.2%	↓	Ⓡ
Toronto Paramedic Services	4M-2025	30.00	0.42	16.31	54.3%		Ⓐ
	Q2-2025	30.00	1.83	13.52	45.1%	↓	Ⓡ
TOTAL	4M-2025	637.63	72.79	518.35	81.3%		Ⓔ
	Q2-2025	667.00	151.06	556.78	83.5%	↑	Ⓔ

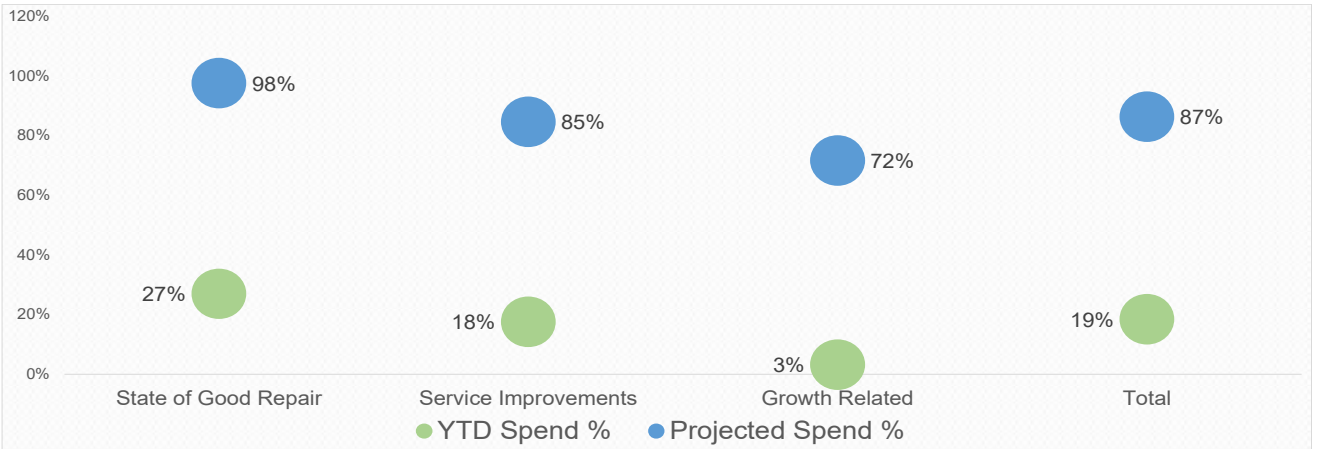
Projected / Year end Actuals Spending	
> 70%	Ⓔ
Between 50%-70%	Ⓐ
< 50%	Ⓡ

For the six months ended June 30, 2025, the capital expenditures for Community and Social Services totalled \$151.1 million of their collective 2025 Approved Capital Budget of \$667.0 million. Spending is expected to increase to \$556.8 (83.5%) million by year-end.

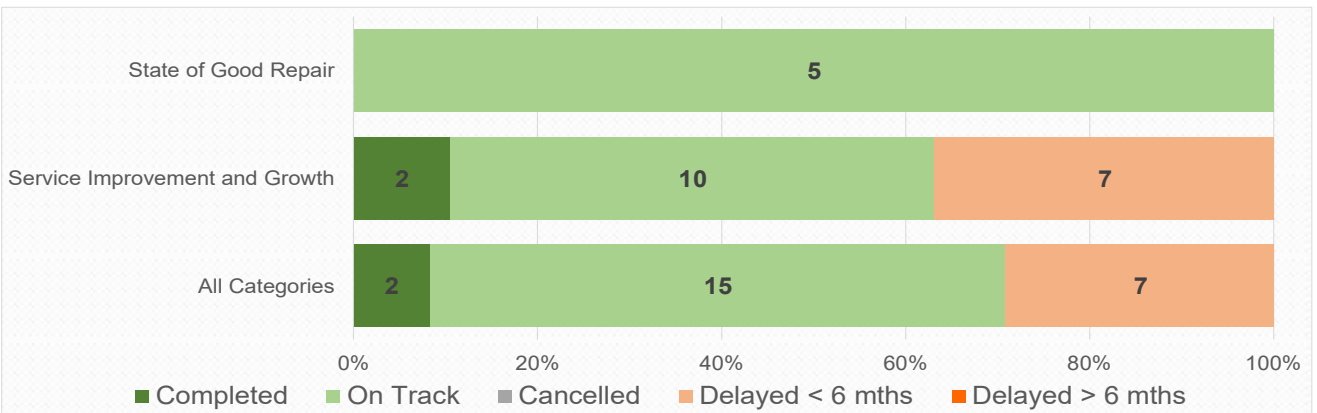
Programs with more than 70% projected spending rate are: Children's Services, Parks and Recreation, Toronto Shelter and Support Services.

Children's Services (CHS)

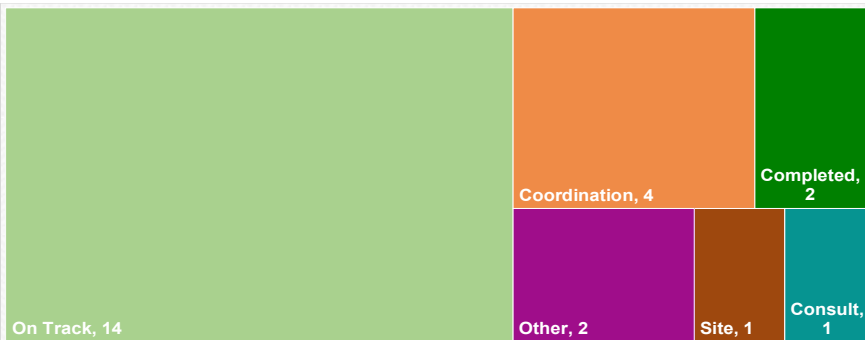
Actual and Projected Spend Rates by Category



Project Overall Status by Category



Project Spending Status with Delay Reasons



Project Spending Status		Total
Spending On Track		14
Completed		2
Cancelled		0
Insufficient Staff Resources		0
Procurement Issues		0
RFQ/RFP Delayed		0
Contractor Issues		0
Site Conditions		1
Co-ordination with Other Projects		4
Community Consultation		1
Other		2
Total # of Projects		24

Key Discussion Points

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

Note: The project spending status represents current year spending, which is not necessarily representative of the overall project status.

Children's Services (CHS)

TELCCS - State of Good Repair 2021	0.001		0.0%	0.001	100.0%			1.366	1.364	99.9%	On Track
TELCCS - State of Good Repair 2022	0.287	0.020	6.9%	0.287	100.0%			1.540	1.273	82.6%	On Track
TELCCS - State of Good Repair 2023	0.900		0.0%	0.900	100.0%			1.044	0.077	7.3%	On Track
TELCCS - State of Good Repair 2024	0.840	0.513	61.1%	0.840	100.0%			1.540	1.013	65.8%	On Track
TELCCS - State of Good Repair 2025	0.300	0.097	32.2%	0.250	83.3%			1.540	0.097	6.3%	On Track
State of Good Repair	2.329	0.630	27.1%	2.279	97.9%			7.030	3.824		
Alexandra Park Child Care Centre	0.600	0.023	3.8%	0.250	41.7%	Site Conditions	2	3.078	2.060	66.9%	Delayed < 6 mths
			40.6%	0.412	100.0%					93.0%	On Track
			0.0%	0.010	9.8%	Other				85.1%	Completed
			0.0%	0.025	50.0%	Co-ordination with Other Projects				0.0%	Delayed < 6 mths
			2.4%	0.873	100.0%					96.2%	On Track
			21.5%	1.611	100.0%					78.5%	On Track
			0.0%	0.275	100.0%					92.1%	On Track
			0.0%	0.400	80.0%					68.4%	On Track
			4.0%	0.250	100.0%					83.9%	On Track
			0.0%	0.015	4.6%	Other				91.7%	Completed
			0.0%	0.050	50.0%	Co-ordination with Other Projects				0.9%	Delayed < 6 mths
			0.0%	0.850	80.9%					44.6%	Delayed < 6 mths
			55.3%	1.700	100.0%					58.5%	On Track
			0.0%	0.336	100.0%					4.9%	On Track
			0.0%	0.180	51.4%	Co-ordination with Other Projects				0.0%	Delayed < 6 mths
Service Improvements	8.535	1.507	17.7%	7.238	84.8%			124.134	66.594		

150 Queens Wharf Rd (New EarlyON No. 17)	0.050		0.0%	0.025	50.0%	Co-ordination with Other Projects	4	2.229		0.0%	Delayed < 6 mths
3933 Keele Street Child Care Centre	0.050		0.0%	0.025	50.0%	Community Consultation		6.960		0.0%	Delayed < 6 mths
Lawrence Heights Child Care Centre	0.200	0.013	6.3%	0.175	87.5%			13.000	0.022	0.2%	On Track
Willowridge Child Care Centre	0.500	0.014	2.7%	0.350	70.0%			1.998	0.133	6.6%	On Track
Growth Related	0.800	0.026	3.3%	0.575	71.9%			24.187	0.154		
Projects Total	11.664	2.163	18.5%	10.092	86.5%			155.351	70.571		

Note Section:

Note #1:

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

Note #2:

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

Note #3:

The Canoe Landing Block 31 Child Care Centre and the Stanley Public School projects are complete but waiting for final invoicing.

Note #4:

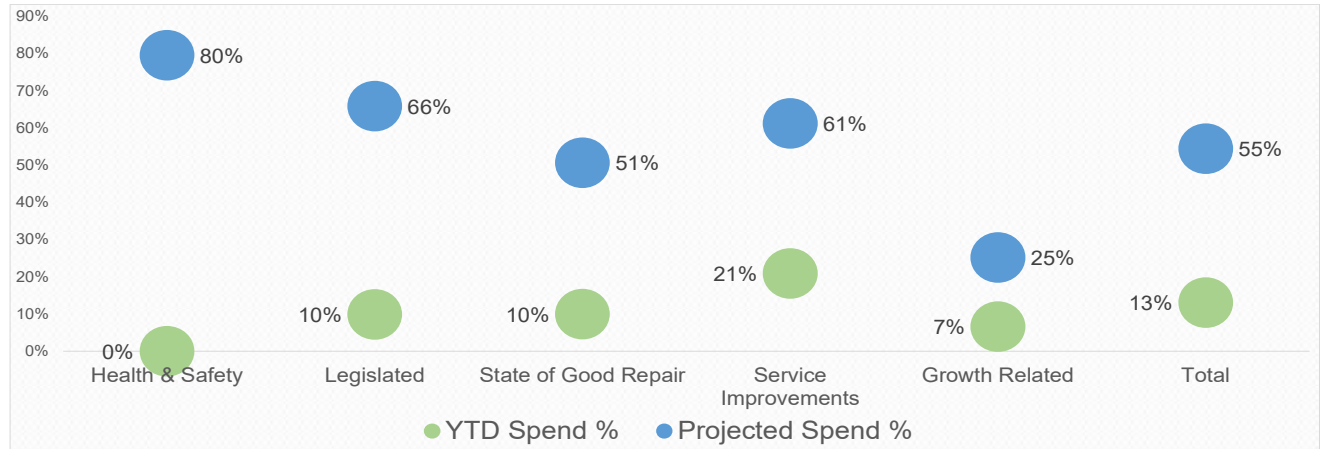
Preliminary planning and designing activities are still ongoing in the David & Mary Thomson and 150 Queens Wharf Rd (New EarlyON No. 17) projects.

Note #5:

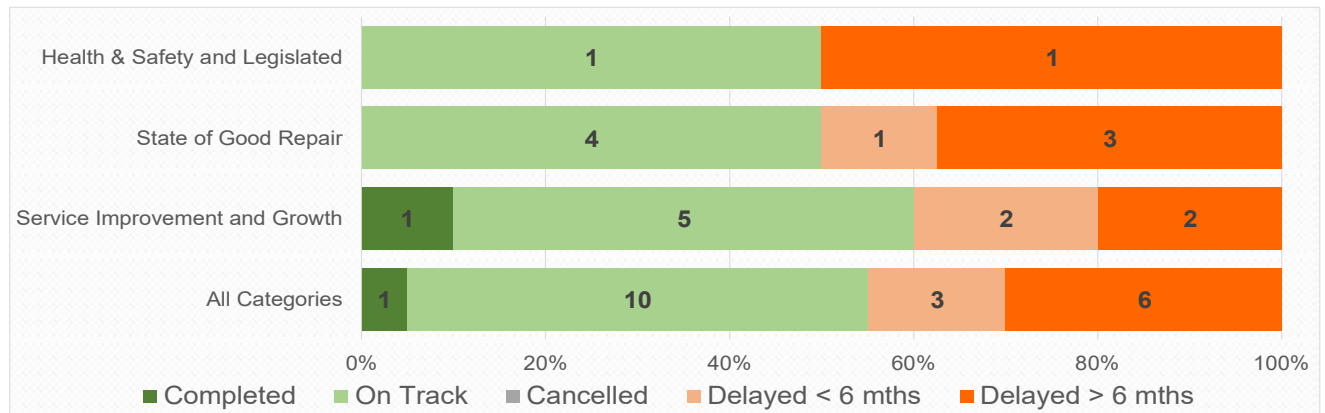
The Woodbine Casino Child Care Centre project is delayed due to the delay in review of legal agreements.

Economic Development and Culture (ECT)

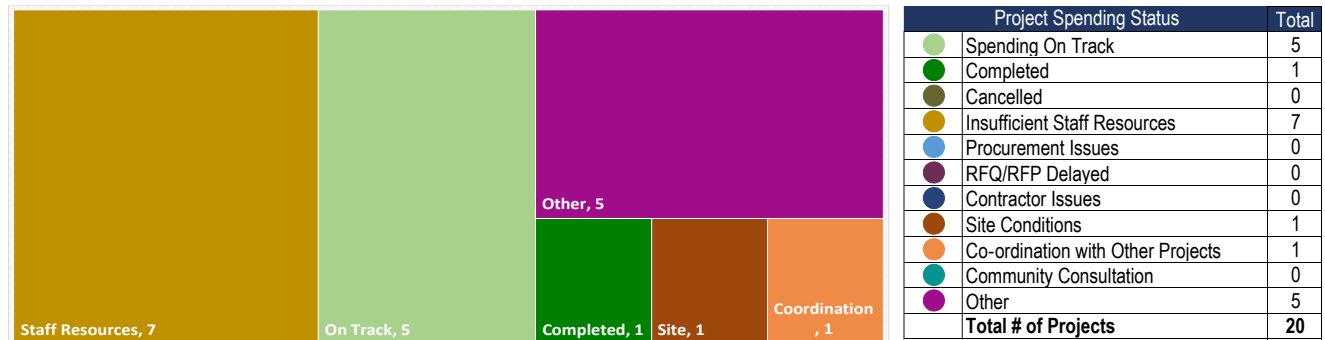
Actual and Projected Spend Rates by Category



Project Overall Status by Category



Project Spending Status with Delay Reasons



Key Discussion Points

Economic Development and Culture spent \$4.974 million or 13% YTD and is projecting to spend \$20.759 million or 54.4% of its 2025 Capital Budget by the end of 2025. Projected underspending of \$17.403 million is mainly attributed to insufficient staffing resources due to retired staff and vacancies. Additional significant project details as follows:

The BIA Action Plan for Toronto's Economic Program (APTE) - The Action Plan for Toronto's Economy Program endeavours to establish a long-term vision to identify potential actions the City and other partners can take to maintain and enhance Toronto's public realm. By early Fall 2025, with staffing in place, planning will begin on how best to move forward with capital projects designed to enhance Toronto's competitiveness while supporting more inclusive, sustainable and impactful economic growth in communities across Toronto. By year-end the projected actuals are 8.2% or \$0.090 million of \$1.090 million.

Indigenous Centre for Innovation and Entrepreneurship - Construction completion of the ICIE was delayed due to an issue related to the delivery and installation of louvers for the windows and the construction Manager needing to resolve delay issues with the General Contractor. No further delays are now anticipated. Construction is ongoing and the project will be fully completed by the end of 2025. As of Period 6 2025, \$1.726 million or 41.1% of \$4.205 million has been spent. By year-end, it is estimated that \$3.258 million or 77.5% of \$4.205 million will be spent.

BIA Equal Share Funding Program Project - Equal Share Projects tendered in early Spring 2025 have begun construction with completion targeted for December 31, 2025. Equal Share Projects that have completed the design stage are slated to be tendered in early Spring 2025 with a target completion date of December 31, 2025. As of Period 6 2025, \$0.359 million or 5.0% of \$7.164 million has been spent. By year-end, the projected actuals are 47.1% or \$3.374 million of \$7.164 million.

Little Jamaica BIA Laneway Improvement - The improvements initiated for Reggae Lane arose from close community consultation and have implications for multiple City divisions. A consultant and contractor will be engaged to identify and address opportunities to retrofit/rebuild the existing retaining wall and fence, and other noted concerns raised by the local community. These improvements will enhance the pedestrian experience and further animate this iconic space. The project is currently in the procurement stage, with intentions to have a consultant on board in early Summer 2025. As of Period 6 2025, \$0.022 million or 14.5% of \$0.150 million has been spent. By year-end, the projected actuals are 88.1% or \$0.132 million of \$0.150 million.

Note: The project spending status represents current year spending, which is not necessarily representative of the overall project status.

Economic Development and Culture (ECT)

All Projects (\$million)	2025							Overall			
Project Name	Approved Budget	YTD Expenditure		Projected Actual to Year-End		Reason for Spending Delays	Notes	Total Approved Budget	Life-to-Date Actuals	%	Project Status
		\$	%	\$	%						
MAJOR MAINTENANCE	0.011		0.0%	0.011	100.0%			0.241	0.230	95.3%	On Track
CASA LOMA EXTERIOR RESTORATION	0.003		0.0%		0.0%	Other	#4	3.980	3.977	99.9%	Completed
Health & Safety	0.014		0.0%	0.011	79.8%			4.221	4.207	99.7%	
MAJOR MAINTENANCE	2.532	0.251	9.9%	1.672	66.0%	Co-ordination with Other Projects	#2	3.478	1.201	34.5%	Delayed > 6 mths
Legislated	2.532	0.251	9.9%	1.672	66.0%			3.478	1.201	34.5%	
RESTORATION/PRESERVATION OF HERITAGE ELEMENTS	10.197	1.495	14.7%	6.715	65.9%	Insufficient Staff Resources	#1	24.935	12.361	49.6%	Delayed > 6 mths
BIA EQUAL SHARE FUNDING	7.164	0.651	9.1%	3.374	47.1%	Other	#5	14.379	5.213	36.3%	On Track
MAJOR MAINTENANCE	2.600	0.186	7.1%	0.901	34.6%	Insufficient Staff Resources	#1	7.640	4.565	59.7%	Delayed > 6 mths
COLLECTIONS CARE	1.466	0.022	1.5%	0.275	18.8%	Insufficient Staff Resources	#1	1.816	0.173	9.5%	Delayed > 6 mths
ACTION PLAN TORONTO ECONOMY	1.090		0.0%	0.090	8.2%	Other	#6	1.090		0.0%	On Track
EGLINGTON CROSSTOWN BIA	0.820	0.015	1.9%	0.525	64.1%	Other	#7	1.560	0.015	1.0%	On Track
BIA PLANNING ACT REVENUE FUNDING	0.574	0.043	7.4%	0.416	72.5%			5.096	3.579	70.2%	On Track
CULTURAL INFRASTRUCTURE DEVELOPMENT	0.406	0.021	5.2%	0.050	12.3%	Insufficient Staff Resources	#1	0.498	0.117	23.4%	Delayed < 6 mths
State of Good Repair	24.317	2.433	10.0%	12.347	50.8%			57.014	26.023		
INDIGENOUS CENTRE FOR INNOVATION	4.205	1.726	41.1%	3.258	77.5%	Site Conditions	#3	9.853	7.684	78.0%	Delayed < 6 mths
SERVICE ENHANCEMENT	3.250	0.089	2.7%	0.631	19.4%	Other	#8	4.645	1.278	27.5%	Delayed > 6 mths
COMMERICAL FAÇADE	1.642	0.163	9.9%	1.441	87.8%			2.022	0.347	17.2%	On Track
ECONOMIC COMPETITIVENESS DATA MGMT. SYSTEM	0.537	0.203	37.9%		90.5%	Insufficient Staff Resources	#1			67.5%	Delayed < 6 mths
COLLECTIONS CARE	0.464	0.004	0.9%		64.7%	Procurement Issues				17.0%	Delayed < 6 mths
MURAL PROGRAM	0.354	0.030	8.3%		100.0%					33.4%	On Track
STREETSCAPE MASTER PLAN PROGRAM	0.251	0.050	19.9%		40.2%					27.5%	On Track
CULTURAL INFRASTRUCTURE DEVELOPMENT	0.055		0.0%		100.0%					45.1%	On Track
			0.0%		10.0%	Insufficient Staff Resources	#1			0.0%	Delayed > 6 mths
Service Improvements	10.808	2.265	21.0%	6.631	61.4%			21.351	12.054		
CULTURAL INFRASTRUCTURE DEVELOPMENT	0.387	0.025	6.6%	0.097	25.2%	Insufficient Staff Resources	#1	1.031	0.669	65.0%	On Track
Growth Related	0.387	0.025	6.6%	0.097	25.2%			1.031	0.669	65.0%	
Projects Total	38.057	4.974	13.1%	20.759	54.5%			87.095	44.155	50.7%	

Major Capital Projects (\$million)	2025							Overall						
Project Name	Approved Budget	YTD Expenditure		Projected Actual to Year-End		Reason for Spending Delays	Notes	Total Approved Budget	Life-to-Date Actuals	%	Project Status	Start Date	Completion Date	
		\$	%	\$	%								Original Planned	Revised Planned / Actual
RESTORATION/PRESERVATION OF HERITAGE ELEMENT	2.031	0.300	14.8%	0.950	46.8%	Other	#11	9.000	4.269	47.4%	On Track	05/01/2025	12/31/2027	12/31/2027

Note Section:

Note # 1

Restoration and Preservation of Heritage Elements - John Mackenzie House Drainage & Museum Signage, Major Maintenance - Assembly Hall Mechanical, Collection Care - Collection Facility Mechanical, Economic Competitiveness Data Mgmt. System - Digital Service Delivery Phase 2, Cultural Infrastructure Development - Guild Revitalization Log Cabin & Museum of Toronto Planning Study projects are experiencing delays due to insufficient staffing resources from vacancies.

Note # 2

Major Maintenance - Alumnae Theatre AODA project has been on hold until contractual conditions are all met by the tenant. The Theatre Passe Muraille AODA project continues to proceed on schedule with the expected completion by the end of 2025.

Note # 3

The Indigenous Centre for Innovation and Entrepreneurship project was delayed due to site conditions related to delivery and installation of window louvres. No further delays are anticipated with the expected completion by the end of 2025.

Note # 4

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

Note # 5

The BIA Equal Share Funding projects tendered in Spring 2025 have begun construction with completion targeted for December 31, 2025. Other projects are in planning and coordination stages and are on track to unfold on schedule for 2027 completion.

Note # 6

The Action Plan for Toronto's Economy project is in the planning and coordination stage.

Note # 7

Eglinton Crosstown BIA Streetscape Improvement projects are in the planning and coordination stage.

Note # 8

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

Note # 9

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

Note # 10

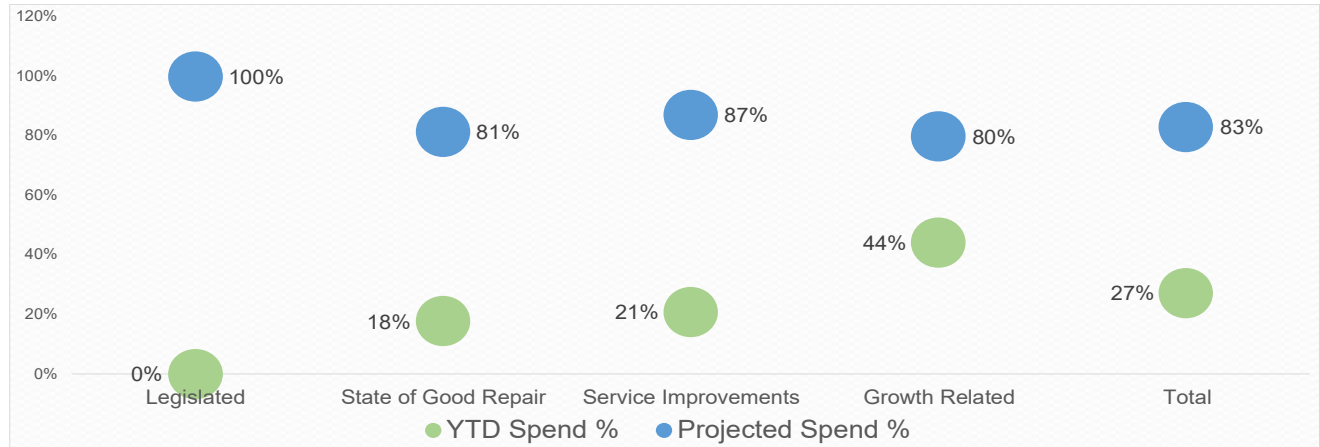
The Collections Care - Culture Assets Storage Workshop project is delayed due to procurement issues.

Note # 11

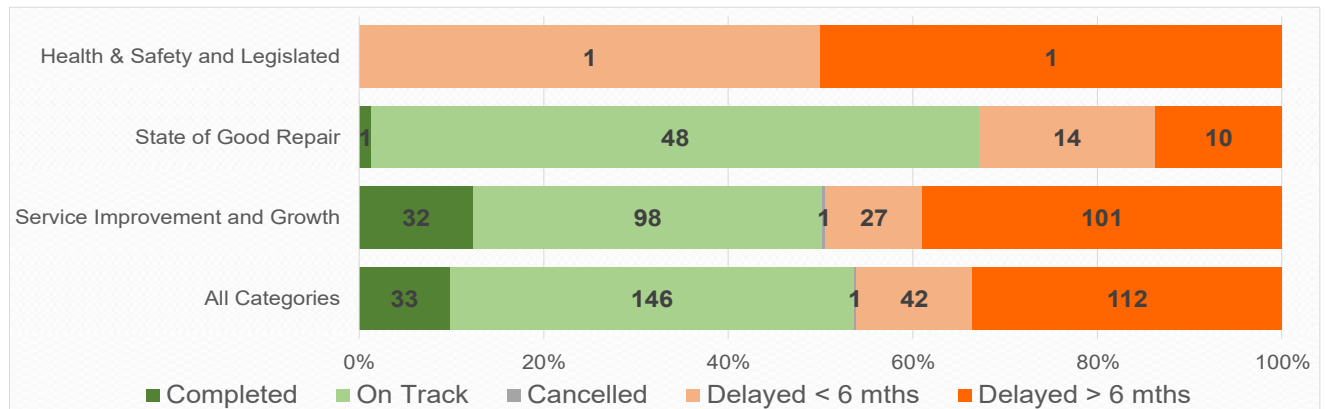
Restoration and Preservation of Heritage Elements - Casa Loma Exterior Restoration & South Terrace project is in design and tender stage and construction will take place in 2026.

Parks & Recreation (PKS)

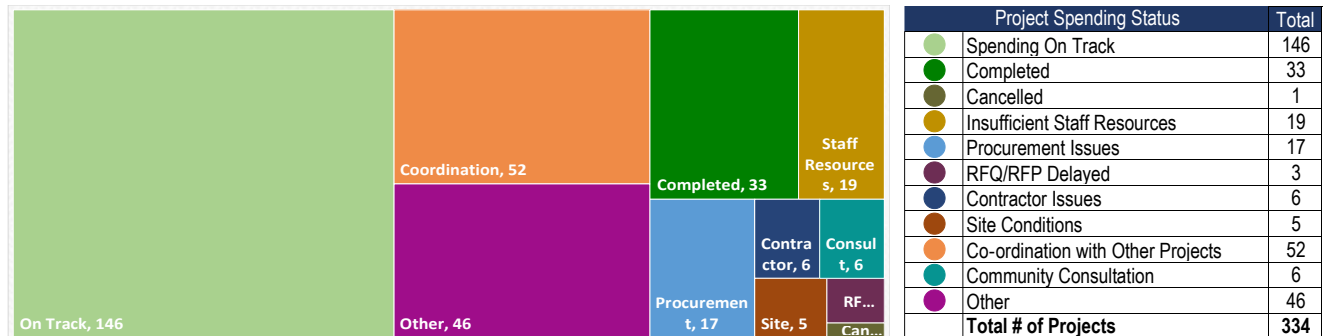
Actual and Projected Spend Rates by Category



Project Overall Status by Category



Project Spending Status with Delay Reasons



Key Discussion Points

- Parks and Recreation spent \$115.534 million or 27.2% of the 2025 Capital Budget and is projecting a 2025 year-end spend of \$352.374 million, or 83.1% of its 2025 Capital Budget of \$424.210 million. This includes a 81.5% spend rate or \$110.292 million for State of Good Repair projects (\$44.626 million or 92.7% on the Capital Asset Management Program for SOGR)
- Projected under-spending of \$71.835 million is mainly attributed to a number of reasons as follows:
 - Supply chain impacts and material shortages.
 - Delays in projects being led or in coordination with partners that are external to P&R control
 - Difficult and long process to advance recruitment of positions given other corporate hiring challenges and priorities.
 - Delays in Procurement (Topham Park Wading Pool Conversion)
- As of June 30, 2025, Parks and Recreation reported 146 projects currently on-track (\$229.7 million) and 33 completed projects (\$8.7 million). 154 projects (\$185.8 million) experienced delays primarily due to longer than anticipated RFP/RFQ processes, insufficient staff resources, site conditions, contractor issues, community engagement and consultation for park development and community centre projects, coordination and interdependencies with other projects, and other reasons mentioned above.

Note: The project spending status represents current year spending, which is not necessarily representative of the overall project status.

Parks & Recreation (PKS)

All Projects (\$million)		2025						Overall			
Project Name	Approved Budget	YTD Expenditure		Projected Actual to Year-End		Reason for Spend	Notes	Total Approved Budget	Life-to-Date Actuals	%	Project Status
		\$	%	\$	%						
LAND ACQUISITION	0.242		0.0%	0.242	100.0%	Other	1	7.136	5.256	73.7%	Delayed < 6 mths
Legislated	0.242		0.0%	0.242	100.0%			7.136	5.256		
ARENA	35.617	11.384	32.0%	29.896	83.9%	Co-ordination with Other Projects	2	263.050	169.392	64.4%	Delayed < 6 mths
COMMUNITY CENTRES	23.541	0.495	2.1%	21.000	89.2%			170.313	84.124	49.4%	On Track
ENVIRONMENTAL INITIATIVES	2.920	0.470	16.1%	2.747	94.1%			38.933	30.588	78.6%	On Track
FACILITY COMPONENTS	16.124	1.992	12.4%	14.384	89.2%			89.026	60.238	67.7%	On Track
OUTDOOR RECREATION CENTRE	5.771	0.580	10.0%	4.300	74.5%			45.564	19.417	42.6%	On Track
PARK DEVELOPMENT	18.817	5.392	28.7%	15.050	80.0%			63.461	47.748	75.2%	On Track
PARKING LOTS & TENNIS COURTS	3.777	0.292	7.7%	2.654	70.3%			38.389	30.371	79.1%	On Track
PLAYGROUNDS/WATERPLAY	3.256	1.294	39.7%	2.279	70.0%			18.119	14.768	81.5%	On Track
POOL	6.718	1.076	16.0%	2.891	43.0%			73.588	48.451	65.8%	On Track
SPECIAL FACILITIES	13.955	1.074	7.7%	10.573	75.8%			174.468	108.072	61.9%	On Track
TRAILS & PATHWAYS	4.899	0.034	0.7%	4.519	92.2%			69.652	36.855	52.9%	On Track
State of Good Repair	135.394	24.082	17.8%	110.293	81.5%			1,044.562	650.024		
ARENA	0.872	0.385	44.1%	0.456	52.3%			16.780	12.190	72.6%	On Track
COMMUNITY CENTRES	0.512	0.859	167.7%		58.6%	Other	5			19.1%	Delayed > 6 mths
ENVIRONMENTAL INITIATIVES	0.803	1.202	149.6%		69.0%	Other	3			80.4%	Delayed > 6 mths
FACILITY COMPONENTS	28.641	1.130	3.9%		66.3%					31.4%	On Track
FIFA	13.976	2.712	19.4%		100.0%					54.9%	On Track
INFORMATION TECHNOLOGY	15.056	4.849	32.2%		98.1%					77.0%	On Track
OUTDOOR RECREATION CENTRE	6.155	0.595	9.7%		84.1%	Procurement Issues				52.6%	Delayed > 6 mths
PARK DEVELOPMENT	28.564	5.642	19.8%		80.9%	Co-ordination with Other Projects				55.6%	Delayed > 6 mths
PLAYGROUNDS/WATERPLAY	19.876	4.349	21.9%		94.5%	Procurement Issues				78.5%	Delayed > 6 mths
POOL	0.700		0.0%		66.2%					82.5%	On Track
SPECIAL FACILITIES	37.378	10.285	27.5%		99.6%	Other				37.7%	Delayed > 6 mths
TRAILS & PATHWAYS	2.061	0.207	10.1%		43.5%	Other				48.6%	Delayed > 6 mths
Service Improvements	154.594	32.214	20.8%	134.723	87.1%			1,121.638	568.287		
ARENA	1.355	0.038	2.8%	1.140	84.1%	Procurement Issues	2	20.085	0.534	2.7%	Delayed > 6 mths
COMMUNITY CENTRES	74.563	32.386	43.4%		70.2%					52.3%	On Track
LAND ACQUISITION	12.706	9.086	71.5%		90.9%					30.0%	On Track
OUTDOOR RECREATION CENTRE	3.026	0.452	14.9%		60.8%					5.4%	On Track
PARK DEVELOPMENT	17.454	6.637	38.0%		97.4%	Procurement Issues				27.8%	Delayed < 6 mths
PARKING LOTS & TENNIS COURTS	0.185		0.0%		48.6%	Insufficient Staff Resources				1.7%	Delayed > 6 mths
PLAYGROUNDS/WATERPLAY	2.500	1.107	44.3%		72.8%	Procurement Issues				26.2%	Delayed > 6 mths
POOL	18.943	7.786	41.1%		96.9%					27.2%	On Track
SPECIAL FACILITIES	3.250	1.746	53.7%		92.5%					30.1%	On Track
Growth Related	133.980	59.238	44.2%	107.117	80.0%			1,526.126	605.509		
Projects Total	424.210	115.534	27.2%	352.375	83.1%			3,699.462	1,829.076		

Major Capital Projects (\$million)		2025						Overall						
Project Name	Approved Budget	YTD Expenditure		Projected Actual to Year-End		Reason for Spend	Notes	Total Approved Budget	Life-to-Date Actuals	%	Project Status	Start Date	Completion Date	
		\$	%	\$	%								Original Planned	Revised Planned / Actual
318 QUEENS QUAY WEST PARK DEVELOPMENT CONSTRUCTION	0.288		0.0%		0.0%		11	22.326	3.315	14.8%	On Track	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	12/30/2023	12/30/2029
40 WABASH PARKDALE NEW COMMUNITY CENTRE	2.250	0.691	30.7%	0.769	34.2%		12	116.674	6.601	5.7%	On Track	Design Phase: 2017 Construction Start: Q2 2026	12/31/2021	12/31/2028
DAVISVILLE COMMUNITY POOL	18.943	7.786	41.1%	18.360	96.9%		13	71.835	19.574	27.2%	On Track	Pre-Design / Investigation Phase - February 2017 Design Phase: October 2020 Construction Start: Aug 2024	03/30/2025	02/28/2027
DON MILLS COMMUNITY RECREATION & ARENA FACILITY	0.438	0.367	83.7%	0.438	100.0%		14	6.200	2.343	37.8%	On Track	Design Phase: January 2016 Construction Start: Q4 2026	12/31/2025	12/31/2029
ETHENNONHAWAHSTIHNEN COMMUNITY CENTRE AND INDOOR PLAY SPACE	3.354	0.233	6.9%	1.400	41.8%		15	95.503	83.251	87.2%	On Track	2013	12/31/2020	07/01/2027
FERRY FLEET REPLACEMENT	35.596	10.273	28.9%	35.500	99.7%		16	156.044	53.138	34.1%	On Track	Design Phase: March 2015 Construction Phase (Vessels): August 2024 Construction Phase (Shoreside): May 2025	12/31/2018	12/31/2027
FMP-JOHN INNES CRC REDEVELOPMENT	0.353	0.859	243.5%	0.300	85.0%		17	127.700	4.733	3.7%	On Track	Design Phase: March 2020 Construction Start: Q3 2026	12/31/2026	07/30/2027

IT-OPERATIONAL MODERNIZATION (FORMER ENTERPRISE WORK MANAGEMENT SYSTEM)	1.092	0.511	46.8%	1.092	100.0%		18	18.564	15.879	85.5%	On Track	01/01/2012	12/30/2026	12/31/2026
IT-REGISTRATION, PERMITTING & LICENSING (CLASS REPLACEMENT)	9.666	3.147	32.6%	9.666	100.0%		19	41.025	33.759	82.3%	On Track	Design Phase: May 2016 Implementation: July 2018	09/30/2019	12/31/2026
LOWER YONGE STREET COMMUNITY CENTRE SPACE	0.794	0.010	1.2%	0.500	63.0%		20	19.033	18.273	96.0%	Completed	Construction Start: May 10, 2021	03/31/2022	02/21/2025
MOSS PARK - PARK REDEVELOPMENT	0.070	0.040	57.8%	0.064	90.9%	Co-ordination with Other Projects	21	0.500	0.325	65.0%	Delayed > 6 mths	Design Phase: March 2020 Construction Start: Q2 2028	11/15/2026	12/31/2034
NORTH EAST SCARBOROUGH COMMUNITY CENTRE AND CHILD CARE CENTRE	13.742	10.481	76.3%	13.742	100.0%		22	91.135	81.137	89.0%	On Track	Design Phase - 2017 to 2020 Construction Start: Q4 2021	06/30/2023	07/25/2025
WALLACE EMERSON (GALLERIA) CRC AND PARK DEVELOPMENT	11.805	14.836	125.7%	12.700	107.6%		23	80.583	59.241	73.5%	On Track	Construction: June 20, 2022	06/30/2024	05/28/2028
WESTERN NORTH YORK NEW COMMUNITY CENTRE AND CHILD CARE CENTRE	6.108	0.526	8.6%	6.072	99.4%		24	132.975	11.842	8.9%	On Track	Design Phase: February 2016 Construction Start: Q2 2025	12/31/2020	09/01/2028

Note Section:

Note #1

LAND ACQUISITION: Real estate transactions remain on track, though some closing delays have been experienced due to title encumbrances, environmental conditions, and extended negotiations. These parcels are essential for enabling future park and community space growth.

Note #2

ARENA: Arena investments are timed around ice seasons and summer shutdowns, which compress available construction windows. Delays are attributed to procurement timing, longer-than-expected design reviews, and coordination with recreation programming. Roofing and mechanical upgrades, in particular, require staging across multiple sites with limited contractor capacity. Projects remain a priority, with delivery phased through Q4 and early 2026.

Note #3

ENVIRONMENTAL INITIATIVES: This includes Wilket Creek Phase 3 and tree planting/naturalization efforts. Timing is shaped by weather-dependent fieldwork, permit clearance from Toronto Water, and alignment with climate adaptation planning. In-year adjustment will be requested in future variance reports to address overexpenditures.

Note #4

SPECIAL FACILITIES: Projects in this portfolio—such as Allan Gardens Conservatory Restoration and High Park Forestry School—tend to be complex, high-profile heritage or specialized-use sites. Delay factors include heritage approvals, environmental assessments, and architect-led revisions to scope or materials. Some projects require agency approval or are staged around service delivery windows. Procurement delays are also prevalent due to limited market response on niche construction tenders. Despite this, proceeding in accordance with refined timelines.

Note #5

COMMUNITY CENTRES (CC): Community Centres includes major recreation facilities such as Western North York CC, Lawrence Heights CRC, and 40 Wabash CC. These large, multi-year projects are navigating complex pre-construction phases including zoning reviews, site plan control applications, design development, stakeholder consultation, and utility coordination. Delays are largely strategic—tied to finalizing program requirements, aligning capital scope with community expectations, and bundling with complementary projects. Procurement capacity and coordination with other programs also contribute to slower initial spending, with construction ramping up in 2026. In-year adjustment will be requested in future variance reports to address overexpenditures.

Note #6

OUTDOOR RECREATION CENTRE (ORC): Includes multi-use sport infrastructure including basketball courts, pavilions, and skateparks. The variance reflects design changes, heritage overlays, accessibility alignment, and inter-divisional consultation. These projects are highly visible and require careful alignment with youth engagement strategies and inclusive design principles.

Note #7

PARK DEVELOPMENT: Park development projects such as Toronto Island Park Master Plan Implementation, Market Lane Parkette, and Lower Garrison Creek are in various stages of design and readiness. Delays are rooted in complex permitting processes, geotechnical/environmental studies, Indigenous engagement, and seasonal construction constraints. In urban settings, site logistics and integration with adjacent development (including underground utilities and water infrastructure) also extend lead times. While under-spending appears significant, these projects are progressing through necessary due diligence before moving to the construction phase.

Note #8

PLAYGROUNDS / WATERPLAY: Includes Play Enhancement Program, splash pad upgrades, and Ward-based community priority projects. Variance stems from extended engagement timelines, site-specific soil/environmental testing, and coordination with park development programs. Playgrounds are frequently bundled with other capital scopes for economies of scale, which leads to timing adjustments. Procurement is underway for many locations, and implementation will continue in 2026.

Note #9

TRAILS & PATHWAYS: Projects such as John Street Corridor and multi-use trails are delayed due to coordination with other projects, utility conflicts, and right-of-way constraints. Weather conditions have also shifted construction into later quarters.

Note #10

PARKING LOTS & TENNIS COURTS: Smaller site projects delayed by community consultation, equipment delivery delays, and bundling with adjacent park upgrades. Work is expected to resume in 2026.

Note #11

318 QUEENS QUAY W PK DEVELOPMENT CONSTRUCTION: 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.

Note #12

40 WABASH PARKDALE NEW COMMUNITY CENTRE: Virtual community engagement commenced in mid-September 2020. 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 final stage of Public Consultation completed December 2023, including the Indigenous Engagement. COT Staff have reviewed and approved the Design Development Report and Class B 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. City review of tender documents is scheduled for September 2025. Initiation of Construction Procurement process is scheduled for August 2025.

Note #13

DAVISVILLE COMMUNITY POOL : 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 for the construction is complete. One lane of Davisville Avenue has been temporary occupied for the construction to support the construction staging and other activities. Excavation Shoring, soil remediation and foundation works are complete. It is estimated that by the end of Q4, 2025, 40% of the construction will be completed. Acceleration has been requested in Q2 to align to the progress of the project in 2025.

Note #14

DON MILLS COMMUNITY RECREATION & ARENA FACILITY : The site for the Integrated CRC and Arenas is anticipated to be transferred to the city in Q2 2025. 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. 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 P&R staff. 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 approved April 7, 2025. Site Plan Approval application was submitted Construction drawings are in progress.

Note #15

ETHENNONHAWAHSTIHNEN CC INDOOR PLAY SPACE: 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.

Note #16

FERRY FLEET REPLACEMENT: Two Vessels will be constructed, with delivery of the first vessel between early November and early December, 2026, and the second vessel between late March and late April, 2027. The end date of December 2027 reflects timing for receipt and close-out of all invoicing. In October 2024, City Council directed P&R to enter into a Delivery Agreement with Toronto Port Lands Corporation (CreateTO) to deliver the shoreside infrastructure upgrades at the Jack Layton Ferry Terminal necessary to provide charging and docking infrastructure for the new electric ferries. In December, 2024, CreateTO issued an nRFP for the shoreside infrastructure construction. The nRFP closed on February 21st, 2025, and CreateTO award the project to Pomerleau. Pomerleau mobilized to site May 19, 2025. Detailed design of the ferries is nearing completion. The shipyard has accelerated the Steel Cutting milestone to July 8, 2025, for the Ropax vessel and August 25, 2025, for the Pax vessel; however, this will not result in an earlier delivery date for the two vessels. The City signed an Offer to Connect with Toronto Hydro on June 13, 2025, to provide two new dedicated feeders to the Jack Layton Ferry Terminal, to provide power to charge the new electric ferries.

Note #17

FMP-John Innes CRC Redevelopment Design & Construction: Project is at 90% contract document phase with Site Plan Approval (SPA) and building permit still outstanding. Building permit application submitted and paid February 26, 2025. Milestones: Indigenous public art competition, led by the City and an Indigenous curator was completed in June 2024. There will be Indigenous public art inside the building and outside near the park entrance. Anticipated tender in Q1 2026.

Note #18

IT-OPERATIONAL MODERNIZATION (FORMER ENTERPRISE WORK MANAGEMENT SYSTEM): 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.

Note #19

IT-REGISTRATION, PERMITTING & LICENSING: 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. As part of Phase 2, RBT will be launching multiple product development items in Q3 and Q4 of 2025. Remaining product development items will be launched in Q2 2026. In addition, the project team continues to drive business transformation by leveraging out of the box functionality to support online facility booking and the sale of gift cards for example. Change Management with staff is also at the forefront of Phase 2.

Note #20

LOWER YONGE STREET COMMUNITY CENTRE SPACE: 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. Capital Projects Design & Delivery is coordinating next steps to repair and return the pool to operation.

Note #21

MOSS PARK - PARK REDEVELOPMENT DESIGN: Detailed design of the park is progressing and will be followed by preparation of contract documents. The park design is being coordinated to align with adjacent projects including the John Innes Community Recreation Centre replacement and the Metrolinx Ontario Line Moss Park station site. This coordination has added complexity to the overall delivery of assets and therefore extended the timeline to completion. Delays and risks: Tender documents will be held for release until the Ontario Line completion dates are confirmed and the parkland being used by Metrolinx for Ontario Line staging is returned to P&R, which is anticipated to be 2030 for full return of parkland from Metrolinx.

Note #22

NORTH EAST SCARBOROUGH COMMUNITY CENTRE AND CHILD CARE CENTRE: 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. The project was substantially completed on April 30, 2025 by 97%. Total completion will be achieved by the end of August 2025. Currently the contractor is addressing outstanding items and minor deficiencies.

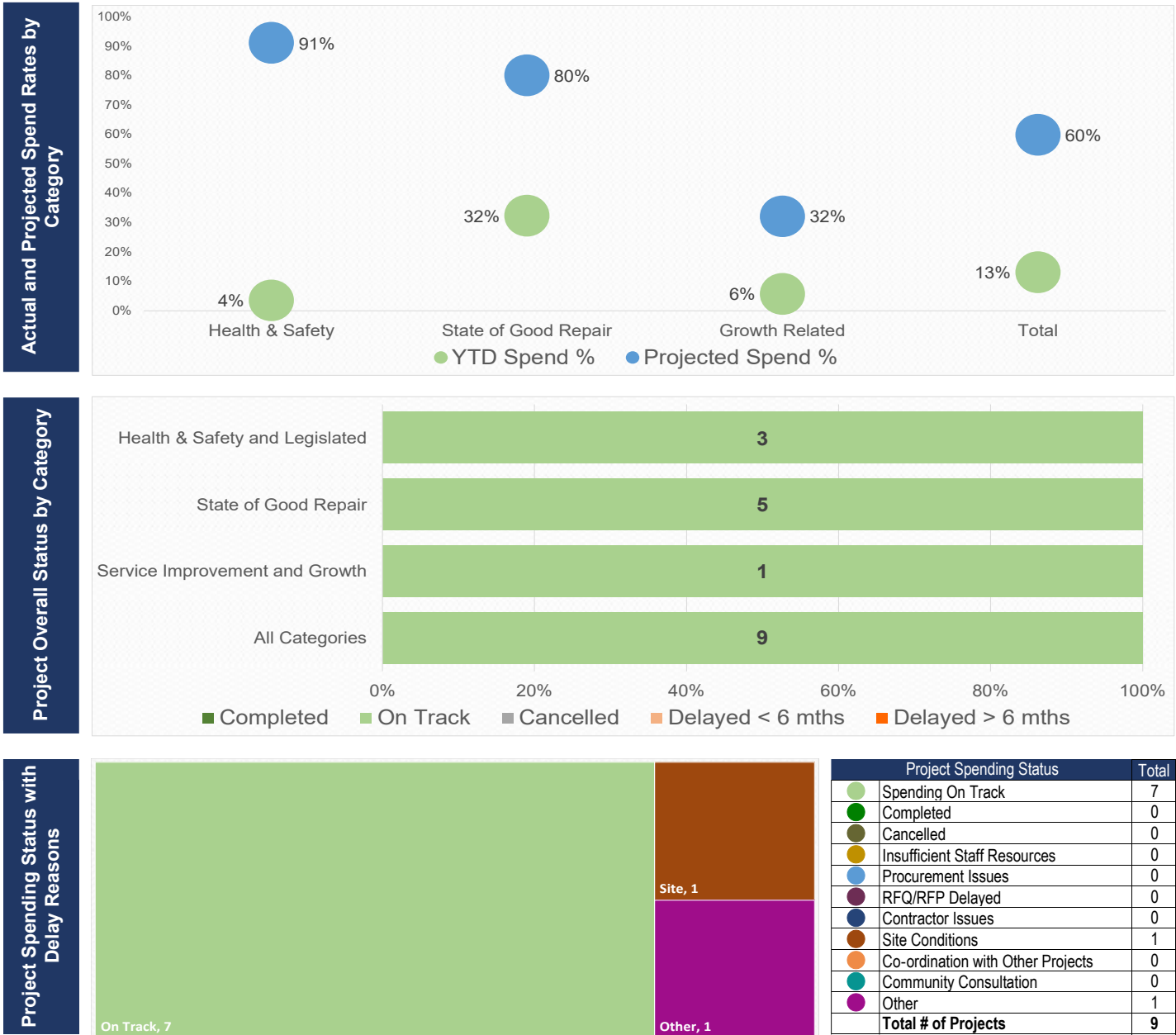
Note #23

WALLACE EMERSON (GALLERIA) CRC AND PARK DEVELOPMENT: Project construction completion is forecast for May 2026 with Project Closeout (excl Construction Contract Warranty obligations) completed by end of 2026. As at June 30 2025, 81.3% of the project Construction Contract has been certified complete and invoiced. In-year adjustments will be requested in future variance reports to address overexpenditures.

Note #24

WESTERN NORTH YORK NEW COMMUNITY CENTRE AND CHILD CARE CENTRE : 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 reached 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. Construction agreement was signed in early June 2025. NOAC and Building Permits were issued in early June and construction commenced shortly after. Contractor has fully mobilized to site and is currently working on early site earthwork and site removals. Substantial completion is forecasted for May 2028 and Total Performance is October 2028. Warranty period is from 2028 to 2030.

Seniors Services and Long-Term Care (HOM)



Note: The project spending status represents current year spending, which is not necessarily representative of the overall project status.

Seniors Services and Long-Term Care (HOM)

All Projects (\$million)	2025							Overall			
Project Name	Approved Budget	YTD Expenditure		Projected Actual to Year-End		Reason for Spending Delays	Notes	Total Approved Budget	Life-to-Date Actuals	%	Project Status
		\$	%	\$	%						
Building Health & Safety - 2021	0.266	0.027	10.0%	0.266	100.0%			2.116	1.877	88.7%	On Track
Building Health & Safety - 2022	1.260	0.020	1.6%	1.260	100.0%			2.115	0.874	41.3%	On Track
Building Health & Safety - Ongoing	2.644	0.100	3.8%	2.264	85.6%			14.845	0.150	1.0%	On Track
Health & Safety	4.170	0.147	3.5%	3.790	90.9%			19.076	2.901		
Building SOGR - 2020	0.700	0.045	6.5%	0.700	100.0%			7.065	6.411	90.7%	On Track
Building SOGR - 2021	1.381	0.590	42.7%	1.119	81.1%			6.607	4.921	74.5%	On Track
Building SOGR - 2022	0.857	0.054	6.4%	0.752	87.8%			12.024	4.744	39.5%	On Track
Building SOGR - Ongoing	1.291	0.941	72.9%	1.291	100.0%			10.753	1.971	18.3%	On Track
SPIF Community Parkland - Kipling Acres	1.105	0.090	8.2%	0.398	36.0%	Site Conditions		3.627	0.138	3.8%	On Track
State of Good Repair	5.334	1.721	32.3%	4.260	79.9%			40.076	18.184		
4610 Finch Ave East Redevelopment	8.622	0.491	5.7%	2.760	32.0%	Other	1	435.628	4.854	1.1%	On Track
Growth Related	8.622	0.491	5.7%	2.760	32.0%			435.628	4.854		
Projects Total	18.125	2.359	13.0%	10.809	59.6%			494.781	25.939		

Major Capital Projects (\$million)	2025							Overall						
Project Name	Approved Budget	YTD Expenditure		Projected Actual to Year-End		Reason for Spending Delays	Notes	Total Approved Budget	Life-to-Date Actuals	%	Project Status	Start Date	Completion Date	
		\$	%	\$	%								Original Planned	Revised Planned / Actual
4610 Finch Ave East Redevelopment	8.622	0.491	5.7%	2.760	32.0%	Other	1	435.628	4.854	1.1%	On Track	03/01/2020	12/31/2025	12/31/2029

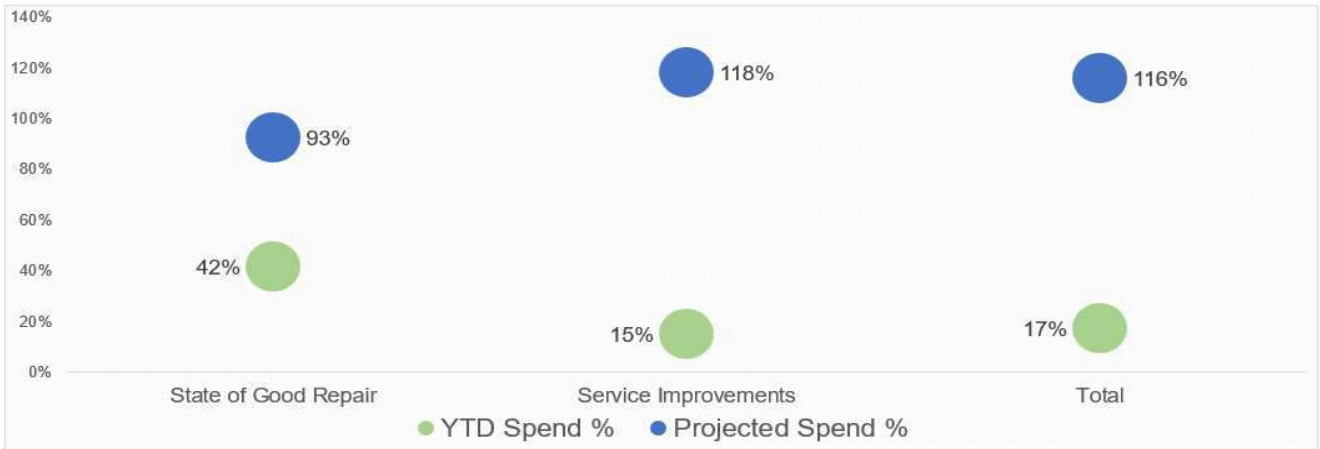
Note Section:

Note # 1

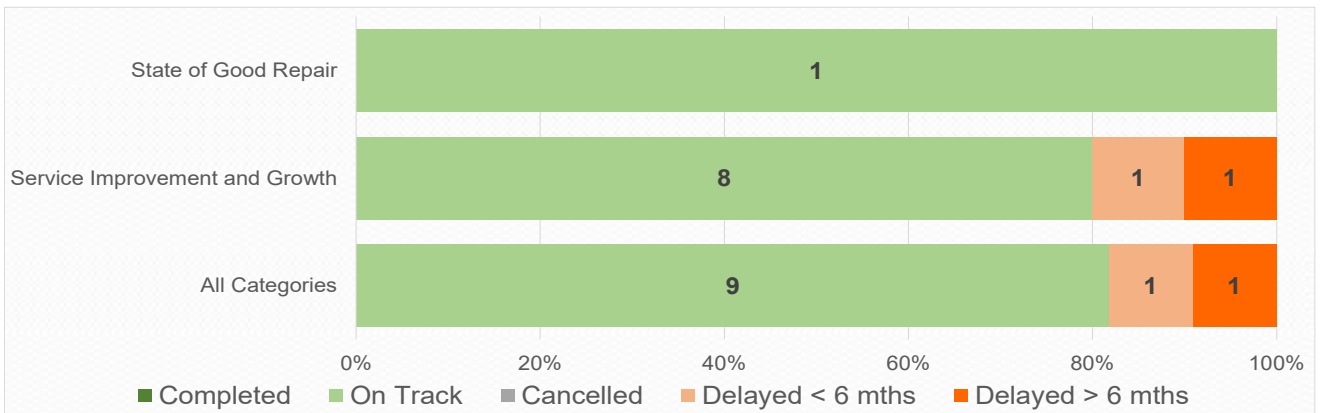
Delay in spending is due to the redesign and rezoning requirements as a result of the compliance change in carbon emission target. Required rezoning application was approved by the Scarborough Community Council on July 8th. Project is currently in the contract documentation phase.

Toronto Shelter and Support Services (SHL)

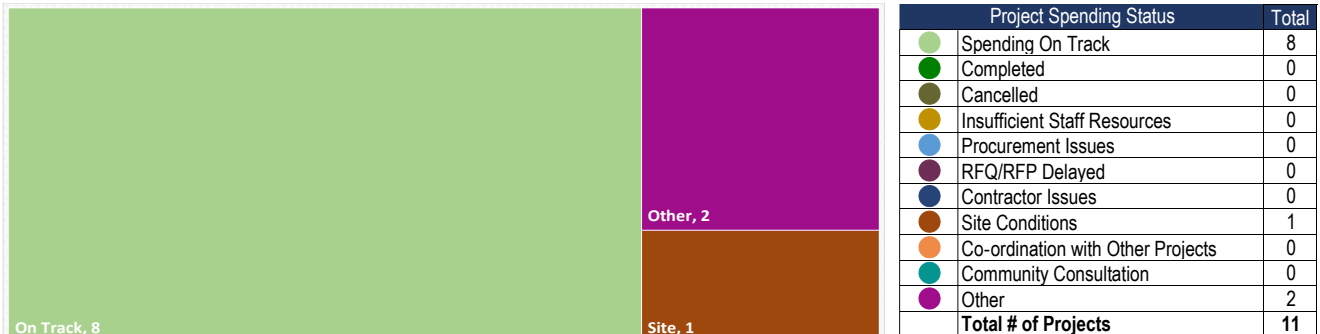
Actual and Projected Spend Rates by Category



Project Overall Status by Category



Project Spending Status with Delay Reasons



Note: The project spending status represents current year spending, which is not necessarily representative of the overall project status.

Toronto Shelter and Support Services (SHL)

All Projects (\$million)	2025						Overall				
Project Name	Approved Budget	YTD Expenditure		Projected Actual to Year-End		Reason for Spending Delays	Notes	Total Approved Budget	Life-to-Date Actuals	%	Project Status
		\$	%	\$	%						
TSSS - SOGR	9.721	4.074	41.9%	9.000	92.6%			17.106	4.074	23.8%	On Track
State of Good Repair	9.721	4.074	41.9%	9.000	92.6%			17.106	4.074		
George Street Revitalization (GSR)	12.537	4.830	38.5%	11.332	90.4%		1	684.942	114.974	16.8%	On Track
Housing and Shelter Infrastructure Development (Formerly, Addition of 1000 New Shelter Beds)			21.3%		52.9%	Site Conditions				76.1%	Delayed < 6 mths
COVID - 19 Resilience Response	1.792	0.239	13.3%	0.761	42.5%	Other	3	15.261	9.888	64.8%	On Track
AODA	9.594	0.145	1.5%	9.594	100.0%			13.518	4.068	30.1%	On Track
Office Modernization Project	1.529	0.194	12.7%	1.529	100.0%			3.931	2.597	66.1%	On Track
SMIS Study	0.100		0.0%	0.100	100.0%			0.100		0.0%	On Track
Spadina Project	0.308		0.0%	0.308	100.0%			6.778	0.057	0.8%	On Track
Winter Plan	5.801	0.643	11.1%	3.000	51.7%	Other	4	23.797	3.933	16.5%	On Track
Homelessness Services Capital Infrastructure Strategy (HSCIS)	66.921	8.408	12.6%	95.618	142.9%		5	258.125	30.508	11.8%	On Track
IT Tool - Incidents of Anti-Black Racism	0.375		0.0%	0.375	100.0%			0.751		0.0%	Delayed > 6 mths
Service Improvements	107.523	16.281	15.1%	127.152	118.3%			1,127.342	257.473		
Projects Total	117.245	20.355	17.4%	136.152	116.1%		6	1,144.448	261.547		

Major Capital Projects (\$million)	2025							Overall						
Project Name	Approved Budget	YTD Expenditure		Projected Actual to Year-End		Reason for Spending Delays	Notes	Total Approved Budget	Life-to-Date Actuals	%	Project Status	Start Date	Completion Date	
		\$	%	\$	%								Original Planned	Revised Planned / Actual
George Street Revitalization (GSR)	12.537	4.830	38.5%	11.332	90.4%		1	684.942	114.974	16.8%	On Track	01/01/2016	11/30/2023	02/28/2030
Housing and Shelter Infrastructure Development (Formerly, Addition of 1000 New Shelter Beds)			21.3%		52.9%	Site Conditions	2			76.1%	Delayed < 6 mths	01/01/2018	12/31/2020	03/31/2027
Homelessness Services Capital Infrastructure Strategy (HSCIS)			12.6%		142.9%		5			11.8%	On Track	07/01/2024	12/31/2033	12/31/2033

Note Section:

Note # 1: George Street Revitalization (GSR)

GSR Transition: 2025 approved cashflows will support construction at 2299 Dundas and is expected to be completed in Q3-2026.

Note # 2: Housing and Shelter Infrastructure Development

Construction at 233 Carlton, the precursor for 67 Adelaide, has experienced some site complications, with expected completion slated for Q3-2025. 67 Adelaide is currently in tender phase with construction to begin once 233 Carlton is complete. Project completion is anticipated in Q1-2027.

Note # 3: COVID - 19 Resilience Response

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

Note # 4: Winter Plan

TSSS is working to secure under-utilized City properties to support future years winter programs, resulting in underspending for this project. The project expected completion date remains as April 2027.

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

Target acquisition of 5 sites in 2025 with 1 site closed and 4 sites currently under Agreement of Purchase and Sale. The design and tender of the sites acquired in 2024 are underway and have a target construction start of Q4-2025. To address the projected overspending in 2025, a budget adjustment will be requested through a future staff report.

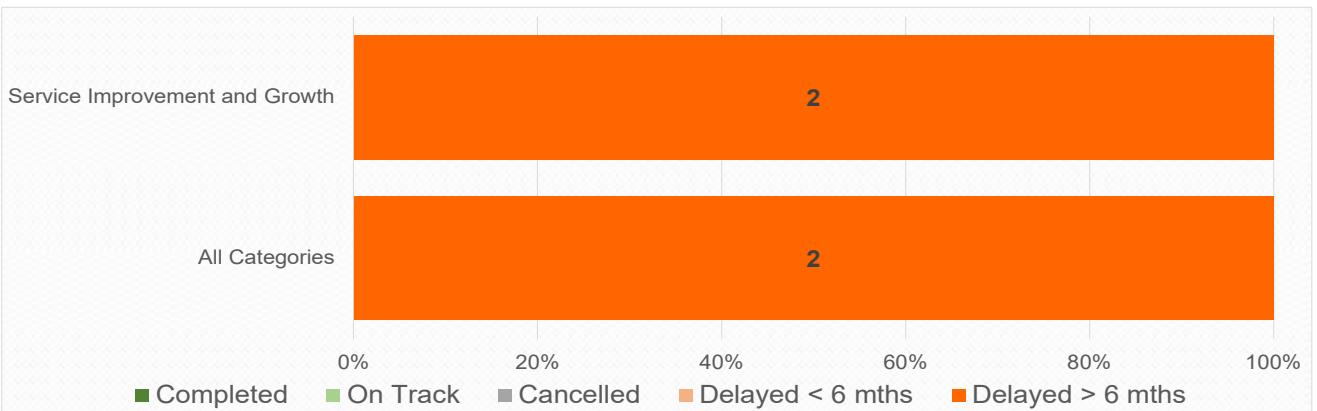
Note #6: Overall projected overspending is primarily driven by HSCIS project, which will be addressed through a future budget adjustment request as detailed under note 5. HSCIS project overall remains within its total approved project cost.

Toronto Employment & Social Services (SOC)

Actual and Projected Spend Rates by Category



Project Overall Status by Category



Project Spending Status with Delay Reasons



Key Discussion Points

Office 1 and 2 - Projects are delayed due to difficulty in locating a suitable City owned relocation site for the new offices. Working with Corporate Real Estate Management (CREM) to onboard a broker to assist in identifying potential third-party locations.

Note: The project spending status represents current year spending, which is not necessarily representative of the overall project status.

Toronto Employment & Social Services (SOC)

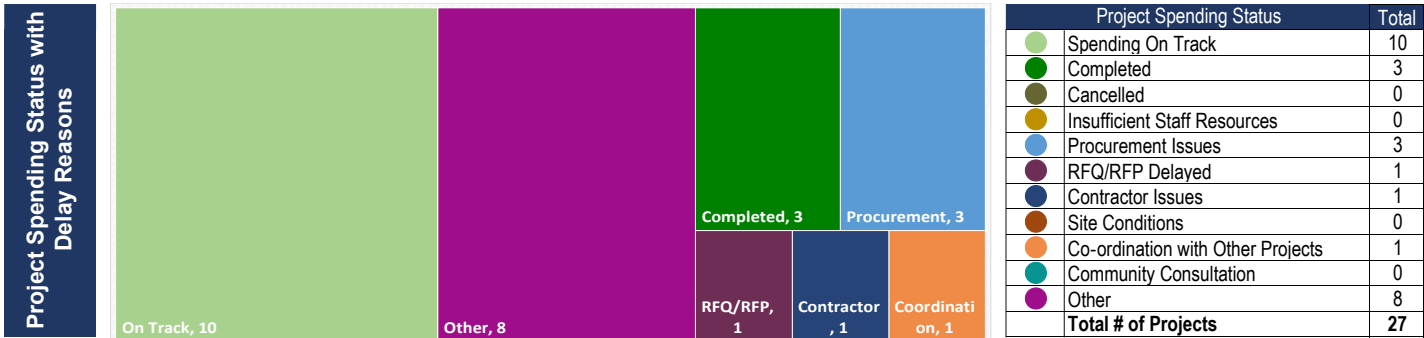
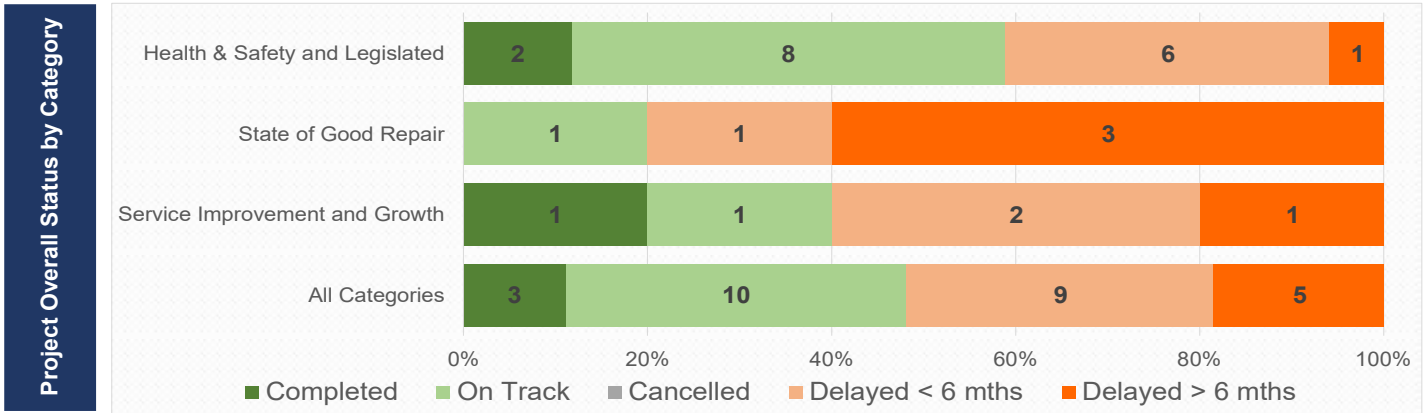
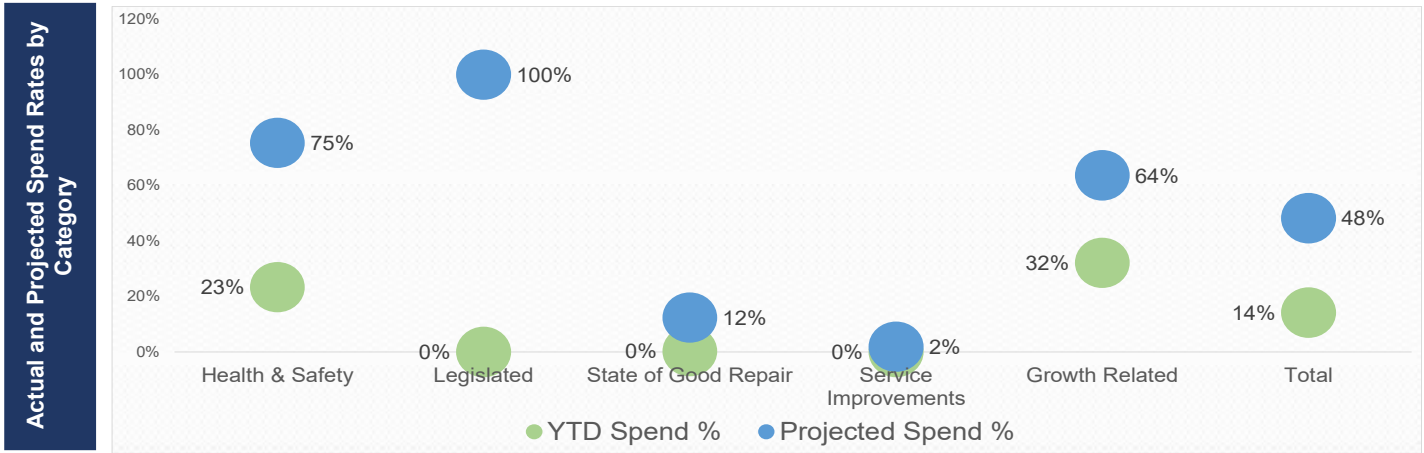
All Projects (\$million)	2025							Overall			
Project Name	Approved Budget	YTD Expenditure		Projected Actual to Year-End		Reason for Spending Delays	Notes	Total Approved Budget	Life-to-Date Actuals	%	Project Status
		\$	%	\$	%						
OFFICE 1	0.100		0.0%		0.0%	Other	#1	0.100		0.0%	Delayed > 6 mths
			0.0%		0.0%	Other				0.0%	Delayed > 6 mths
Service Improvements	0.600		0.0%		0.0%			0.600			
Projects Total	0.600		0.0%		0.0%			0.600			

Note Section:

Note # 1 & 2

The projects are delayed due to coordination with corporate partners in finding a suitable location.

Fire Services (FIR)



Note: The project spending status represents current year spending, which is not necessarily representative of the overall project status.

Fire Services (FIR)

All Projects (\$million)	2025							Overall			
Project Name	Approved Budget	YTD Expenditure		Projected Actual to Year-End		Reason for Spending Delays	Notes	Total Approved Budget	Life-to-Date Actuals	%	Project Status
		\$	%	\$	%						
Replacement of Fire Apparatus Exhaust System	0.575	0.000	0.0%	0.172	29.9%	Contractor Issues	1	0.575	0.000	0.0%	Delayed < 6 mths
Fireboat Dock Repair (Station 334)	0.405	0.015	3.6%	0.151	37.4%	RFQ/RFP Delayed	2	0.446	0.056	12.5%	Delayed < 6 mths
Mobile Driver System	0.067		0.0%		0.0%	Other	3	0.067		0.0%	Delayed > 6 mths
Fire Station Digital Signage Turn Out								0.107	0.107	100.0%	Completed
Replacement of Portable Radio - 2025	5.050	3.570	70.7%	4.000	79.2%	Other	4	5.050	3.570	70.7%	Delayed < 6 mths
Stationwear Decontamination Equipment-Phase 2	3.632	0.110	3.0%	1.966	54.1%	Procurement Issues	5	3.819	0.299	7.8%	Delayed < 6 mths
Mass Spectrometer CBRNE equipment	0.388		0.0%	0.388	100.0%			0.970		0.0%	On Track
Heavy Duty Vehicle Column Lift (Replacement)	0.233		0.0%	0.215	92.2%			0.552		0.0%	Completed
Breathing Air Compressors	0.192		0.0%	0.192	100.0%			0.420	0.142	33.8%	On Track
Replacement Thermal Imaging Camera	0.413		0.0%	0.413	99.9%			1.450	1.199	82.7%	On Track
Bunker Suit Washer/Extractor Installations	0.354	0.003	0.8%	0.188	53.1%	Procurement Issues	6	0.420	0.068	16.3%	Delayed < 6 mths
PPE Decontamination Equipment-Phase 2	0.915	0.004	0.5%	0.687	75.1%	Procurement Issues	6	0.943	0.032	3.4%	Delayed < 6 mths
Emergency Medical Bags	0.175		0.0%	0.175	100.0%			0.175		0.0%	On Track
Compact Powered Suction	0.275		0.0%	0.275	100.0%			0.275		0.0%	On Track
Toronto Fire Services Security Program	0.430		0.0%	0.381	88.6%			2.560		0.0%	On Track
Personal Protection Equipment Replacement - 2025-2026	2.751		0.0%	2.751	100.0%			5.400		0.0%	On Track
Health & Safety	15.856	3.702	23.3%	11.954	75.4%			23.229	5.473		
Replacement of HUSAR Equipment -2025	0.050		0.0%	0.050	100.0%			0.050		0.0%	On Track
Legislated	0.050		0.0%	0.050	100.0%			0.050			
Feasibility Study - Flemington Station	0.102	0.015	15.1%	0.060	58.8%	Other	7	0.185	0.099	53.5%	Delayed < 6 mths
TFS Minor Building Repair	0.023		0.0%	0.023	100.0%			0.023		0.0%	On Track
Training Simulators and Facility Rehab	0.206	0.001	0.4%	0.036	17.3%	Other	8	0.300	0.095	31.8%	Delayed > 6 mths
Toronto Radio Infrastructure Project (TRIP)	4.838		0.0%	0.500	10.3%	Other	9	8.489	3.213	37.9%	Delayed > 6 mths
CAD Upgrade	0.638		0.0%	0.100	15.7%	Other	10	1.960	1.330	67.8%	Delayed > 6 mths
State of Good Repair	5.807	0.016	0.3%	0.719	12.4%			10.957	4.737		
Flemington Park New Fire Station & Trucks	4.850		0.0%	0.020	0.4%	Other	11	16.300	0.029	0.2%	Delayed > 6 mths
Forklift for Toronto Fire Academy	0.065		0.0%	0.065	100.0%			0.065		0.0%	On Track
Fire Prevention Technology Integration	0.072		0.0%	0.010	13.9%	Other	12	1.010	0.948	93.9%	Delayed < 6 mths
Service Improvements	4.987		0.0%	0.095	1.9%			17.375	0.976		
Feasibility Study of Fire Academy	0.244		0.0%	0.100	40.9%	Co-ordination with Other Projects	13	0.300	0.086	28.7%	Delayed < 6 mths
HUSAR Building Expansion-Change in Scope	0.154	0.128		0.154				7.900	6.775		Completed
Growth Related	0.398	0.128	32.2%	0.254	63.7%			8.200	6.861		
Projects Total	27.098	3.846	14.2%	13.072	48.2%			59.811	18.049		

Note Section:**Note # 1**

The first tender received no response from bidders and will be retendered to the general contractor using a 2nd stage procurement that usually takes 3-4 months. Project is expected to be completed in Q1 2026.

Note # 2

The concept design phase was completed in 2024, and the design development phase was tendered in April 2025. Substantial completion of construction is targeted for the end of 2025, with full completion anticipated in April 2026.

Note # 3

A changing training environment perpetuated by legislative changes has resulted in a change in training focus. Project research and development ongoing. Fund will be carried to year 2026. million, with unspent funding to be re-purposed for other training needs.

Note # 4

Purchase of portable radios and accessories completed in Q1. Remaining purchases for 2025 include additional portable radios for Security and end-user training package on the portable devices.

Note # 5

Minor delay due to late issuance of the construction purchase order.

Note # 6

Minor delay due to procurement issues.

Note # 7

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

Note # 8

Change in training focus as a result of legislative changes. Further assessment is needed to identify requirements.

Note # 9

Work is in progress to determine scope and funding of additional deliverables required through end of current contract (2025 to 2028) to meet AG recommendations, service growth, and new contract option planning.

Note # 10

Open Access Interface portion of project is delayed due to legal concerns regarding the provider's agreement.

Note # 11

The design work is currently delayed, as the feasibility study is still in progress and parking requirements remain unresolved. As a result of the design delay, the project's completion date is expected to shift from 2027 to 2028.

Note # 12

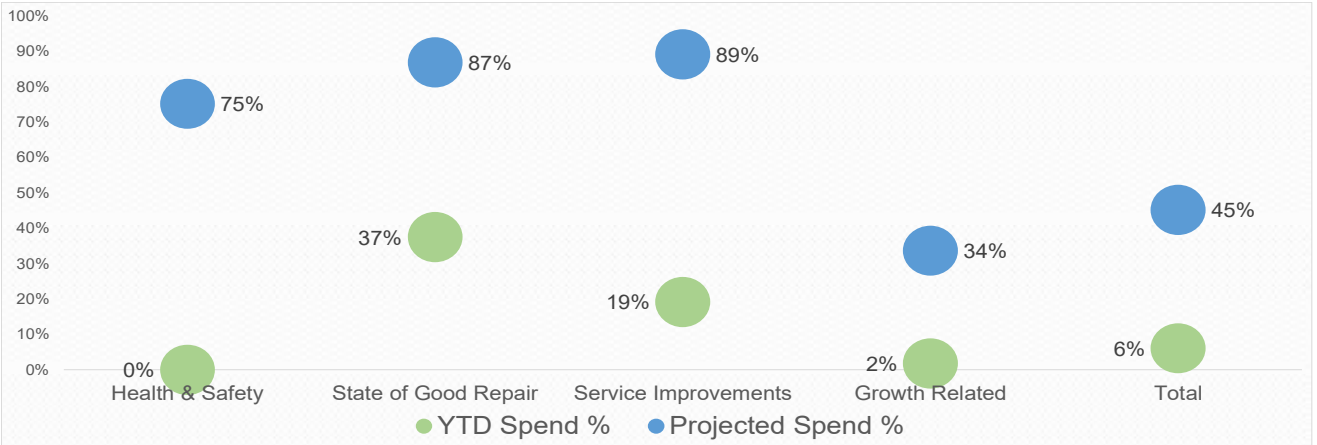
Approximately 80% of project deliverables have been completed; testing and reinspection work is ongoing, with the additional project components that will be completed in 2026.

Note # 13

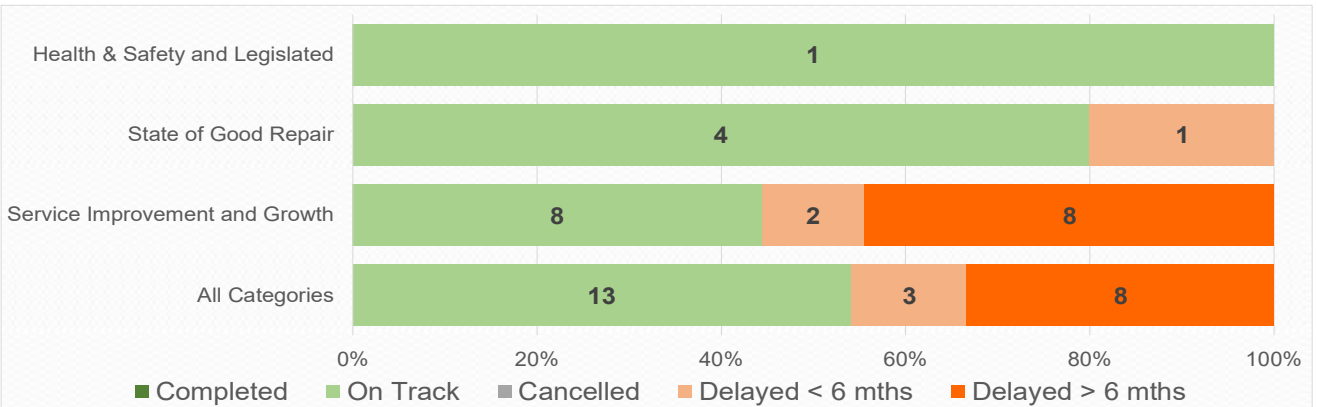
The project is delayed reflecting the need to co-ordination with the CREM-led needs assessment of the Fleet facility located at 843 Eastern Ave (adjacent to the Fire Academy). The needs assessment for the fleet facility is required prior to commencing consolidation plans feasibility work for all municipal lands in this area. The expected completion is Q1 2026.

Toronto Paramedic Services (AMB)

Actual and Projected Spend Rates by Category



Project Overall Status by Category



Project Spending Status with Delay Reasons



Note: The project spending status represents current year spending, which is not necessarily representative of the overall project status.

Toronto Paramedic Services (AMB)

All Projects (\$million)	2025							Overall			
Project Name	Approved Budget	YTD Expenditure		Projected Actual to Year-End		Reason for Spending Delays	Notes	Total Approved Budget	Life-to-Date Actuals	%	Project Status
		\$	%	\$	%						
Power Stretchers Supplemental 2025	1.600		0.0%	1.200	75.0%			1.600		0.0%	On Track
Health & Safety	1.600		0.0%	1.200	75.0%			1.600			
Mobile Data Communications	0.549	0.199	36.1%	0.539	98.2%	Other	1	1.150	0.713	62.0%	On Track
Medical Equipment Replacement	0.513	0.151	29.5%	0.413	80.5%			7.823	7.462	95.4%	On Track
Portable Radio Replacement	0.457		0.0%	0.357	78.1%			2.259	1.802	79.8%	On Track
Dispatch Console Replacement	0.285		0.0%	0.185	64.9%			2.582	2.476	95.9%	Delayed < 6 mths
CAD Upgrade	0.520	0.520	100.0%	0.520	100.0%			1.110	0.590	53.2%	On Track
State of Good Repair	2.323	0.870	37.4%	2.013	86.7%			14.924	13.043		
Next Generation 9-1-1	0.412	0.139	33.6%	0.412	100.0%	Other	2	2.500	0.476	19.1%	On Track
Capital Asset Management Planning	1.909	0.399	20.9%	1.909	100.0%			3.078	2.924	95.0%	On Track
Future Strategic Staging Locations F-SSL	0.331		0.0%	0.071	21.5%			0.950	0.019	2.0%	Delayed < 6 mths
Asset Tracking	0.150		0.0%	0.100	66.7%	Other	3	1.100		0.0%	Delayed < 6 mths
Service Improvements	2.802	0.537	19.2%	2.492	88.9%			7.628	3.419		
Additional Ambulances 7 Per Year - 2025	2.800		0.0%	2.800	100.0%	Other	4	2.800		0.0%	On Track
Multi-Function Station #2 - Construction	14.971	0.015	0.1%	2.071	13.8%			93.985	3.149	3.4%	Delayed > 6 mths
Multi-Function Station #2 Facility - TPS	0.624		0.0%	0.124	19.9%	Other	5	3.400	0.745	21.9%	Delayed > 6 mths
Additional ERV	1.276		0.0%	1.076	84.3%	Other	6	2.340	1.514	64.7%	On Track
Ambulance Post - 30 Queens Plate Drive	1.037	0.132	12.7%	0.137	13.2%			2.048	1.472	71.9%	Delayed > 6 mths
Ambulance Post - 330 Bering Ave.	0.342	0.186	54.3%	0.242	70.7%			0.700	0.439	62.7%	On Track
Ambulance Post #3 - Don Mills CRC 844 D	0.025		0.0%	0.005	20.0%	Other	7	2.900		0.0%	Delayed > 6 mths
Ambulance Post #4 - 4610 Finch Ave East	0.575		0.0%	0.575	100.0%	Other	9	2.450		0.0%	On Track
Rivalda Stores	0.095	0.059	62.5%	0.045	47.2%			0.950	0.411	43.2%	Delayed > 6 mths
Multi-Function Station #3 - Design - 610 Bay St.	0.095		0.0%	0.025	25.9%			2.965	0.083	2.8%	Delayed > 6 mths
Multi-Function Station #5 - Design - 18 Dyas Rd.	0.016		0.0%	0.006	37.2%			8.850	0.034	0.4%	Delayed > 6 mths
			2.7%		37.8%					9.3%	Delayed > 6 mths
			0.0%		80.0%			0.0%	On Track		
			0.0%		100.0%			0.0%	On Track		
Growth Related	23.279	0.422	1.8%	7.819	33.6%			140.188	8.875		
Projects Total	30.005	1.829	6.1%	13.525	45.1%			164.340	25.337		

Major Capital Projects (\$million)		2025							Overall						
Project Name	Approved Budget	YTD Expenditure		Projected Actual to Year-End		Reason for Spending Delays	Notes	Total Approved Budget	Life-to-Date Actuals	%	Project Status	Start Date	Completion Date		
		\$	%	\$	%								Original Planned	Revised Planned / Actual	
Multi-Function Station #2 - Construction	14.971	0.015	0.1%	2.071	13.8%	Other	4	93.985	3.149	3.4%	Delayed > 6 mths	01/01/2017	12/31/2028	12/31/2029	
Ambulance Post - 30 Queens Plate Drive	1.037	0.132	12.7%	0.137	13.2%	Other	6	2.048	1.472	71.9%	Delayed > 6 mths	01/01/2019	12/31/2023	12/31/2026	
Multi-Function Station #3 - Design - 610 Bay St.	0.095		0.0%	0.025	25.9%	Other	9	2.965	0.083	2.8%	Delayed > 6 mths	01/01/2022	12/31/2025	12/31/2028	
Multi-Function Station #5 - Design - 18 Dyas Rd.	0.016		0.0%	0.006	37.2%	Other	10	8.850	0.034	0.4%	Delayed > 6 mths	01/01/2022	12/31/2027	12/31/2028	

Note Section:

Note # 1

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

Note # 2

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

Note # 3

The Asset Tracking project will begin using the M5 electronic asset management system in June 2025 to track and maintain equipment, starting with power stretchers, and supported by Toughbooks. The project is expected to extend the equipment life through timely maintenance and to minimize misplaced assets.

Note # 4

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

Note # 5

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

Note # 6

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

Note # 7

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

Note # 8

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

Note # 9

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

Note # 10

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

Note # 11

Equipment & Garage - 1116 King St W - A vendor for architectural and engineering services was selected in March 2025; the City's environmental team is also preparing a hazardous materials remediation plan to ready the building for FIFA 2026.

2025 Capital Spending by Program Infrastructure Services

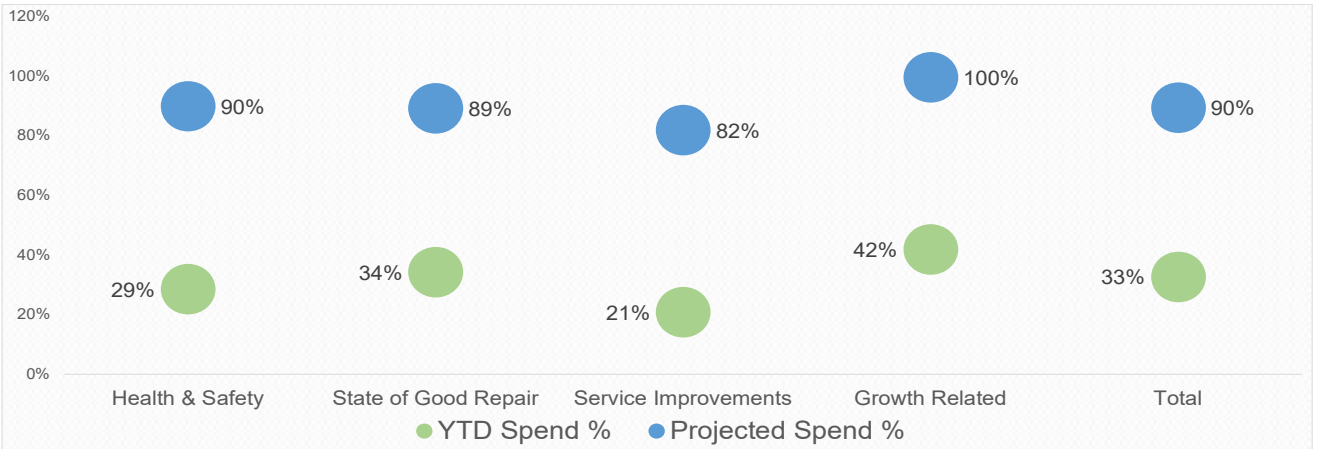
Program (\$M)	Period	2025 Approved Cash Flow	2025 Expenditure			Trending	Alert (Benchmark 70% spending rate)
			Year To Date Actuals	Projected Actuals	Projected %		
Transportation Services	4M-2025	649.92	92.05	579.96	89.2%		Ⓞ
	Q2-2025	650.14	212.56	582.51	89.6%	↑	Ⓞ
TOTAL	4M-2025	649.92	92.05	579.96	89.2%		Ⓞ
	Q2-2025	650.14	212.56	582.51	89.6%	↑	Ⓞ

Projected / Year end Actuals Spending	
> 70%	Ⓞ
Between 50%-70%	Ⓜ
< 50%	Ⓡ

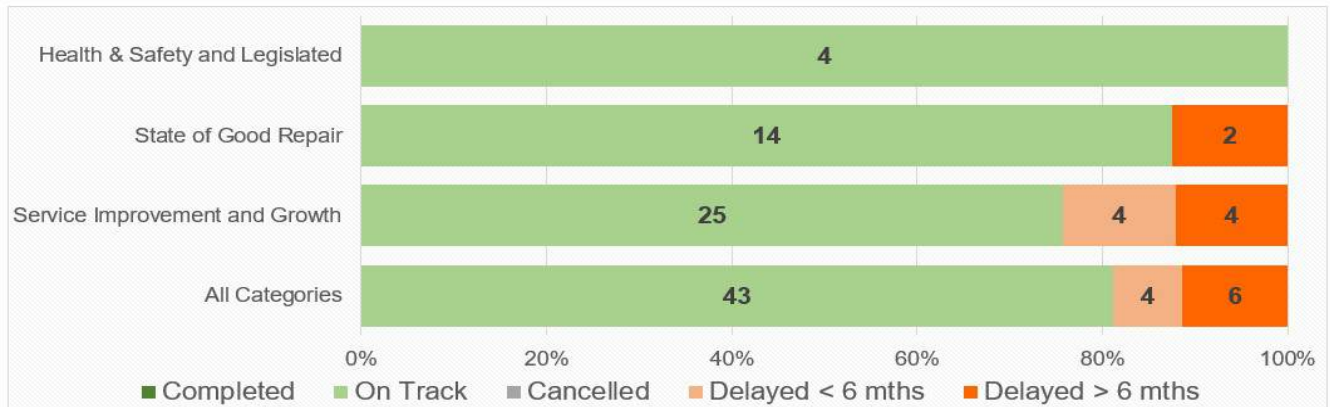
For the six months ended June 30, 2025, the capital expenditures for Infrastructure Services totalled \$212.6 million of their collective 2025 Approved Capital Budget of \$650.1 million. Spending is expected to increase to \$582.5 (89.6%) million by year-end.

Transportation Services (TRN)

Actual and Projected Spend Rates by Category



Project Overall Status by Category



Project Spending Status with Delay Reasons



Note: The project spending status represents current year spending, which is not necessarily representative of the overall project status.

Transportation Services (TRN)

All Projects (\$million)	2025							Overall			
Project Name	Approved Budget	YTD Expenditure		Projected Actual to Year-End		Reason for Spending Delays	Notes	Total Approved Budget	Life-to-Date Actuals	%	Project Status
		\$	%	\$	%						
City Bridge Rehabilitation (Critical)	50.830	16.869	33.2%	45.747	90.0%			311.564	220.262	70.7%	On Track
Glen Road Pedestrian Bridge	2.467	1.731	70.2%	2.220	90.0%			25.940	21.603	83.3%	On Track
Guide Rail Program	1.000	0.023	2.3%	0.900	90.0%			13.553	9.481	70.0%	On Track
Road Safety Plan	32.003	6.068	19.0%	28.848	90.1%						On Track
Health & Safety	86.299	24.691	28.6%	77.715	90.1%			351.058	251.345		
City Bridge Rehabilitation	57.929	24.749	42.7%	52.136	90.0%						On Track
Critical Interim Road Rehabilitation	10.000	0.188	1.9%	7.500	75.0%						On Track
Ditch Rehabilitation & Culvert Reconstruction	2.800	0.040	1.4%	2.100	75.0%						On Track
Don Valley Parkway Rehabilitation	5.370	2.884	53.7%	5.370	100.0%						On Track
Dufferin Street Bridge Rehabilitation	0.702	0.098	14.0%	0.197	28.0%	Other	#1				Delayed > 6 mths
Dunn and Dowling Bridges	0.800		0.0%		0.0%	Other	#2				Delayed > 6 mths
F.G. Gardiner	171.584	86.606	50.5%	169.915	99.0%			2,380.455	750.927	31.5%	On Track
Facility Improvements	3.000	1.328	44.3%	2.700	90.0%						On Track
Laneways	2.468	0.498	20.2%	2.221	90.0%						On Track
Local Road Rehabilitation	87.724	16.732	19.1%	74.565	85.0%						On Track
Major Road Rehabilitation	50.000	9.204	18.4%	35.000	70.0%						On Track
Major SOGR Pooled Contingency	5.500	1.146	20.8%	5.225	95.0%						On Track
Retaining Walls Rehabilitation	2.500	0.315	12.6%	1.750	70.0%						On Track
Sidewalks	15.000	0.512	3.4%	13.500	90.0%						On Track
Signs & Markings Asset Management	3.114	0.445	14.3%	2.364	75.9%						On Track
Traffic Plant Requirements / Signal Asset Management	3.600	0.155	4.3%	2.700	75.0%						On Track
State of Good Repair	422.092	144.899	34.3%	377.243	89.4%			2,380.455	750.927		
Cycling Infrastructure	35.001	8.588	24.5%	31.501	90.0%						On Track
Eglinton Connects	7.000	0.137	2.0%		70.0%						On Track
Engineering Studies	6.000	2.533	42.2%		95.0%						On Track
FIFA-related CCTV cameras	0.150		0.0%		95.0%						On Track
Green Streets Improvement	1.500	0.083	5.6%		75.0%						On Track
King Street Transit Priority	0.500	0.276	55.2%		65.0%	Other					Delayed < 6 mths
Mapping & GIS Repository	0.400	0.070	17.6%		80.0%					65.3%	On Track
MoveTO	7.700	0.724	9.4%		90.0%					48.8%	On Track
Neighbourhood Improvements	4.033	0.571	14.2%		68.4%						On Track
Resources Road Land Arrangement	0.150		0.0%		90.0%						On Track
Rockcliffe Flood Mitigation	1.500	0.862	57.5%		95.0%						On Track
Surface Network Transit Plan	1.000	0.716	71.6%		95.0%					9.6%	On Track
System Enhancements for Road Repair & Permits	2.700	0.444	16.4%		90.0%					38.5%	On Track
TO360 Wayfinding	0.620	0.056	9.1%		90.0%					60.0%	On Track
West Toronto Rail Path Extension	10.000	1.249	12.5%		50.0%	Other				4.0%	Delayed < 6 mths
Service Improvements	78.254	16.308	20.8%	64.201	82.0%			273.250	48.787		
Agincourt Improvement	1.200		0.0%		0.0%	Other	#5				Delayed > 6 mths
Beecroft Extension		5.659								42.0%	On Track
Broadview Extension	10.000	0.227	2.3%		65.8%					25.6%	On Track
Emery Village Improvements	0.102	0.003	2.7%		95.0%	Other				7.8%	Delayed > 6 mths
John Street Revitalization Project	1.000	1.284	128.4%		128.4%					11.1%	On Track
Lawrence-Allen Revitalization Project	1.000	1.277	127.7%		127.7%					31.7%	On Track
Legion Road Extension & Grade Separation	0.410		0.0%		24.0%	Other					Delayed < 6 mths
Metrolinx Additional Infrastructure	2.904	1.041	35.9%		90.0%					53.5%	On Track

North York Service Road	0.300	0.002	0.5%	0.015	5.0%	Other	#9	40.728	33.628	82.6%	Delayed > 6 mths
Overlea Blvd and Don Mills Rd Improvement	2.000	0.001	0.1%	1.300	65.0%						On Track
Peel and Gladstone	0.500		0.0%	0.150	30.0%						On Track
Port Union Road	11.203	1.902	17.0%	10.082	90.0%			36.218	14.914	41.2%	On Track
Rean to Kenaston - New Road		4.248		4.248			#6	11.544	10.809	93.6%	On Track
Scarlett / St. Clair / Dundas	3.270	0.140	4.3%	2.289	70.0%			71.469	14.145	19.8%	On Track
St. Clair TMP	18.785	5.374	28.6%	18.785	100.0%						On Track
Steeles Widening (Tapscott Rd - Beare Rd)	0.500		0.0%	0.200	40.0%	Other	#10	109.222	1.235	1.1%	Delayed < 6 mths
Work for TTC & Others	9.823	5.498	56.0%	9.332	95.0%						On Track
Yonge TOmorrow	0.500		0.0%		0.0%	Other	#11				Delayed > 6 mths
Growth Related	63.496	26.658	42.0%	63.349	99.8%			591.602	157.357		
Projects Total	650.141	212.556	32.7%	582.509	89.6%			3,596.364	1,208.415		

Major Capital Projects (\$million)	2025							Overall						
Project Name	Approved Budget	YTD Expenditure		Projected Actual to Year-End		Reason for Spending Delays	Notes	Total Approved Budget	Life-to-Date Actuals	%	Project Status	Start Date	Completion Date	
		\$	%	\$	%								Original Planned	Revised Planned / Actual
F. G. Gardiner	166.472	86.214	51.8%	166.472	100.0%		#12	2,380.455	750.535	31.5%	On Track	04/01/2017	TBD	N/A

Note Section:

Note # 1

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

Note # 2

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

Note # 3

Project design taking longer than anticipated to minimize impacts to roadway congestion.

Note # 4

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

Note # 5

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

Note # 6

Acceleration of funding from future years required as project has advanced ahead of schedule. Acceleration anticipated to be completed as part of 3rd Quarter Variance Reporting in 2025.

Note # 7

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

Note # 8

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

Note # 9

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

Note # 10

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

Note # 11

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

Note # 12

Projects are proceeding ahead of schedule.

Contract 2 - Rehabilitation of the elevated portion of the Expressway from Dufferin to Strachan - Design/Build tender awarded in 2023. Budget advancement anticipated by 3rd Quarter as works are being accelerated.

DVP East - Waterfront Toronto is the delivery agent carrying the construction works. Construction works proceeding on schedule. Works commenced in 2021 and anticipate to continue through 2022- 2026.

2025 Capital Spending by Program Development and Growth Services

Program (\$M)	Period	2025 Approved Cash Flow	2025 Expenditure			Trending	Alert (Benchmark 70% spending rate)
			Year To Date Actuals	Projected Actuals	Projected %		
City Planning	4M-2025	8.63	1.23	7.77	90.1%		Ⓞ
	Q2-2025	8.63	1.54	6.98	80.8%	↓	Ⓞ
Housing Secretariat	4M-2025	615.44	161.43	528.79	85.9%		Ⓞ
	Q2-2025	618.14	209.12	515.22	83.3%	↓	Ⓞ
Waterfront Revitalization Initiative	4M-2025	129.80	10.57	93.90	72.3%		Ⓞ
	Q2-2025	148.80	34.32	107.12	72.0%	↓	Ⓞ
TOTAL	4M-2025	753.86	173.22	630.46	83.6%		Ⓞ
	Q2-2025	775.56	244.98	629.31	81.1%	↓	Ⓞ

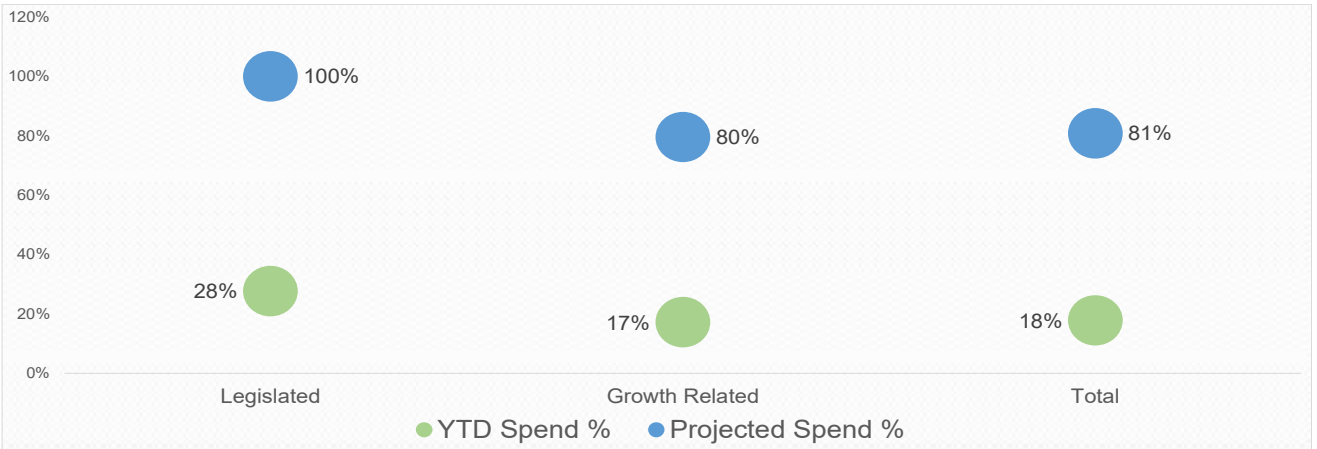
Projected / Year end Actuals Spending	
> 70%	Ⓞ
Between 50%-70%	Ⓜ
< 50%	Ⓡ

For the six months ended June 30, 2025, the capital expenditures for Development and Growth Services totalled \$245.0 million of their collective 2025 Approved Capital Budget of \$775.6 million. Spending is expected to increase to \$629.3 (81.1%) million by year-end.

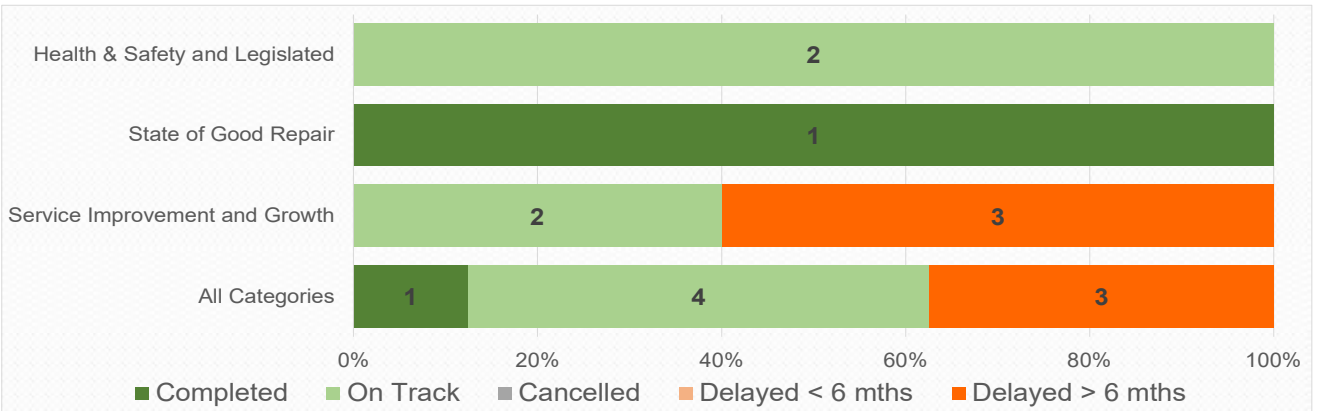
Programs with more than 70% projected spending rate are: City Planning, Housing Secretariat, Waterfront Revitalization Initiative.

City Planning (URB)

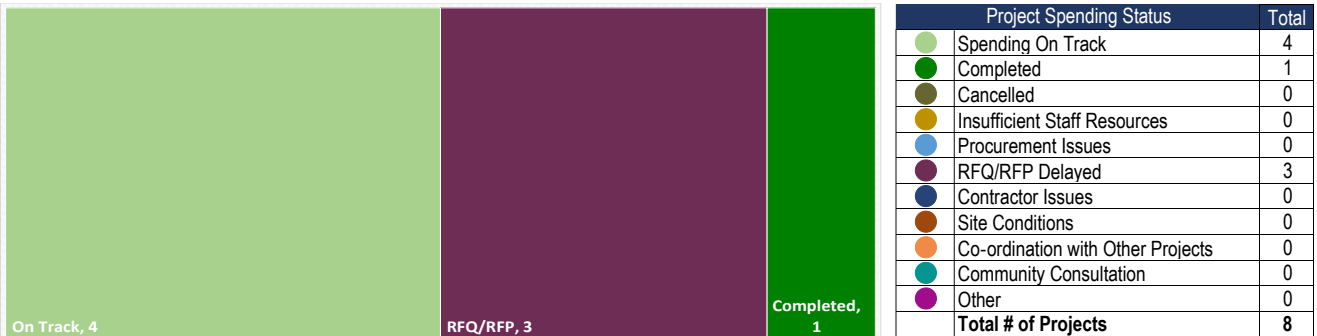
Actual and Projected Spend Rates by Category



Project Overall Status by Category



Project Spending Status with Delay Reasons



Note: The project spending status represents current year spending, which is not necessarily representative of the overall project status.

City Planning (URB)

All Projects (\$million)	2025							Overall			
Project Name	Approved Budget	YTD Expenditure		Projected Actual to Year-End		Reason for Spending Delays	Notes	Total Approved Budget	Life-to-Date Actuals	%	Project Status
		\$	%	\$	%						
Official Plan Conformity Review	0.136	0.105	77.1%	0.136	100.0%			0.545	0.514	94.3%	On Track
Five Year Review of the Official Plan	0.401	0.044	10.9%	0.401	100.0%			3.355	2.517	75.0%	On Track
Legislated	0.537	0.148	27.6%	0.537	100.0%			3.900	3.031		
St. Lawrence Market North-Archaeological								0.200	0.186	93.1%	Completed
State of Good Repair								0.200	0.186		
Growth Studies	2.963	0.892	30.1%		75.5%	RFQ/RFP Delayed	1	7.345	3.930	53.5%	Delayed > 6 mths
Heritage Studies	0.441	0.087	19.8%		69.2%	RFQ/RFP Delayed	1	1.150	0.801	69.6%	Delayed > 6 mths
Transportation & Transit Studies	0.689	0.250	36.3%		72.1%	RFQ/RFP Delayed	1	1.800	0.997	55.4%	Delayed > 6 mths
Places - Civic Improvements	3.000	0.160	5.3%		80.0%			13.257	6.438	48.6%	On Track
Scarborough Rapid Transit Adaptive Reuse	1.000		0.0%		100.0%			1.500		0.0%	On Track
Growth Related	8.093	1.389	17.2%	6.439	79.6%			25.052	12.166		
Projects Total	8.629	1.538	17.8%	6.975	80.8%			29.152	15.384		

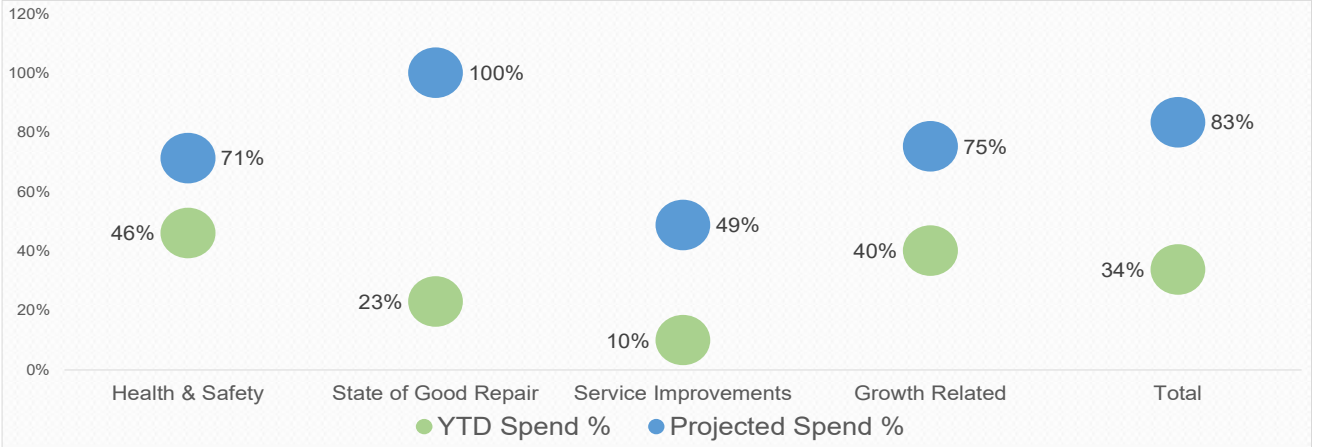
Note Section:

Note # 1

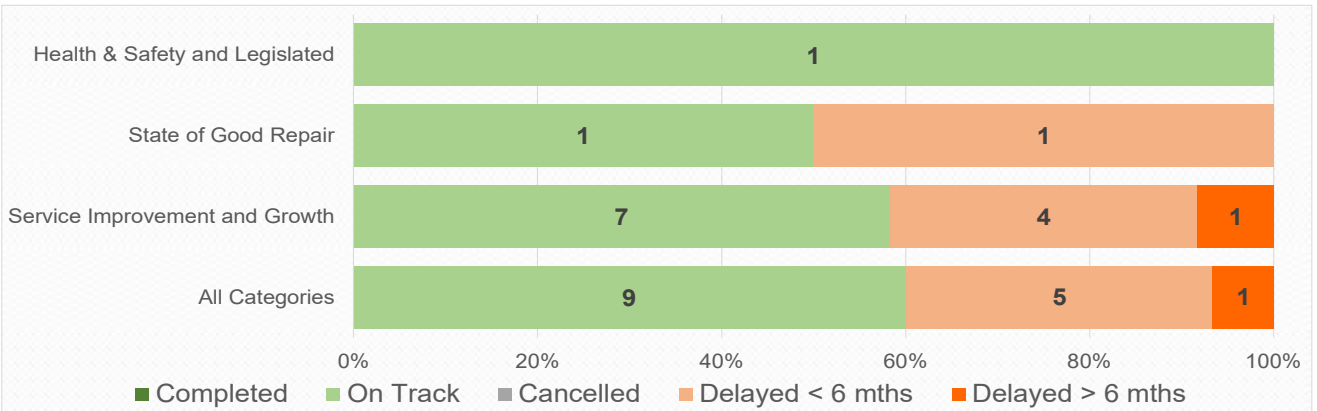
RFP/RFQ Delayed

Housing Secretariat (HSE)

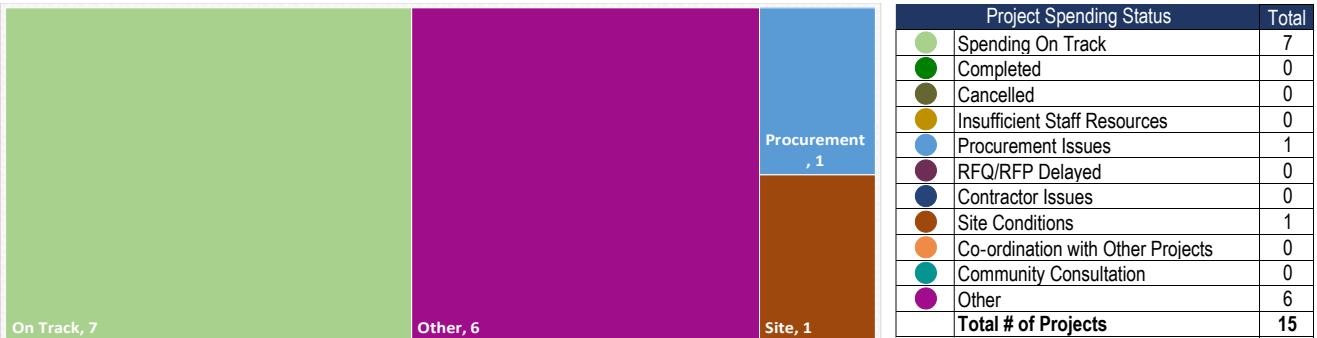
Actual and Projected Spend Rates by Category



Project Overall Status by Category



Project Spending Status with Delay Reasons



Key Discussion Points

- **Taking Action on Tower Renewal Program:** Slow program uptake due to external factors (interest rates, construction costs) resulted in projected underspending by year-end.
- **Choice Base Housing Access System** projects were delayed due to challenges in the procurement process.
- **TCHC Development In-Flight** projects are projected to be underspent by year-end due to lower-than-expected expenditures across multiple development projects as their progress was significantly impacted by various delays in demolition permit, construction start, pending site plan approvals and outstanding infrastructure and design requirements, and planning activities.

Note: The project spending status represents current year spending, which is not necessarily representative of the overall project status.

Housing Secretariat (HSE)

All Projects (\$million)	2025							Overall			
Project Name	Approved Budget	YTD Expenditure		Projected Actual to Year-End		Reason for Spending Delays	Notes	Total Approved Budget	Life-to-Date Actuals	%	Project Status
		\$	%	\$	%						
TCHC IT Capital	17.480	8.050	46.1%	12.461	71.3%			28.930	12.522	43.3%	On Track
Health & Safety	17.480	8.050	46.1%	12.461	71.3%			28.930	12.522		
TCHC Building Repair Capital	215.916	49.718	23.0%	215.916	100.0%	Other	#1	1,970.877	478.400	24.3%	On Track
TCHC Carbon Budget	0.470		0.0%	0.350	74.5%			44.520		0.0%	Delayed < 6 mths
State of Good Repair	216.386	49.718	23.0%	216.266	99.9%			2,015.397	478.400		
Taking Action on Tower Renewal Program	6.050	0.219	3.6%	2.000	33.1%	Other	#2	30.393	0.923	3.0%	On Track
						Procurement Issues				88.2%	On Track
			24.6%		75.0%					38.0%	Delayed > 6 mths
			0.0%		69.2%					0.0%	On Track
Service Improvements	9.820	0.985	10.0%	4.790	48.8%			53.459	5.717		
Housing Now	76.450	47.903	62.7%	57.596	75.3%	Other	#4	1,233.623	76.531	6.2%	On Track
Rental Development	27.131	5.930	21.9%		76.3%	Other				9.6%	Delayed < 6 mths
Modular Housing	2.787	0.886	31.8%		100.0%					86.9%	On Track
Rapid Housing Initiative	55.435	10.455	18.9%		73.0%	Site Conditions				58.0%	Delayed < 6 mths
Emergency Housing Action	19.620	19.620	100.0%		100.0%					69.3%	On Track
Third Party Grants Funding	95.605	60.261	63.0%		86.2%	Other				25.5%	On Track
TCHC Development In-Flight	87.307	5.311	6.1%		55.0%	Other				49.5%	Delayed < 6 mths
TCHC Regent Park Energy Inc	10.115		0.0%		100.0%					0.0%	Delayed < 6 mths
Growth Related	374.451	150.366	40.2%	281.700	75.2%			2,996.597	774.143		
Projects Total	618.137	209.119	33.8%	515.217	83.3%			5,094.384	1,270.783		

Major Capital Projects (\$million)	2025							Overall						
Project Name	Approved Budget	YTD Expenditure		Projected Actual to Year-End		Reason for Spending Delays	Notes	Total Approved Budget	Life-to-Date Actuals	%	Project Status	Start Date	Completion Date	
		\$	%	\$	%								Original Planned	Revised Planned / Actual
Housing Now	76.450	47.903	62.7%	57.596	75.3%	Other	#4	1,233.623	76.531	6.2%	On Track	Jan-19	12/31/2034	12/30/2034
Supportive Housing (Modular Housing, Rapid Housing Initiative, Emergency Housing Action)	77.842	30.961	39.8%	62.875	80.8%	Site Conditions	#6	791.606	490.681	62.0%	Delayed < 6 mths	Jan-20	Various (2026-2029)	Various (2026-2029)

Note Section:

Note # 1:

Delay in approval for Scarlettwood and Sparroway projects impacted start dates and cashflow requirements.

Note # 2:

Slow program uptake due to external factors (interest rates, construction costs).

Note # 3:

The start of Phase 3 was delayed by one quarter, with the kick off occurring on May 27, 2025. This delay is a result of prolonged procurement timelines and the subsequent contract negotiations with the vendor.

Note # 4:

Market condition (shortage of labour and materials, increasing interest rates and escalating construction costs) slowed CreateTO taking project to market. Lengthy negotiation with CMHC to reach loan agreement prior to construction starts also delayed planned spending.

The Housing Now Initiative is a key program under the HousingTO 2020-2030 Action Plan aimed at creating new affordable rental housing within mixed-income, transit rich, complete communities. Creating new affordable housing through the Housing Now Initiative will increase the opportunity for structurally vulnerable and marginalized individuals, including indigenous peoples, black people, people of colour, seniors, women, and members of the LGBTQ2S+ community to access safe, healthy and adequate homes. More housing opportunities for essential workers and families will also be created through the Housing Now Initiative. Between 2020 and 2030, the Housing Now Initiative aims to deliver 10,000 new affordable rental homes within transit-oriented, mixed-income, mixed-use, complete communities by leveraging City-owned land.

Note # 5:

Delays in the pre-construction work primarily due to market conditions (shortage of labour and materials, increasing interest rates and escalating construction costs) continued to challenge the financial viability of various affordable housing projects, resulting in project slow downs and in some cases, changes to original plans.

Note # 6:

Supported Housing Development are funded by Modular Housing Initiative (MHI), Rapid Housing Initiative (RHI), and Emergency Housing Action (EHI). RHI projects experienced delay in obtaining permits or construction delay primarily due to unexpected site conditions. MHI and EHI projects are projected to be on track.

Supportive Housing 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.

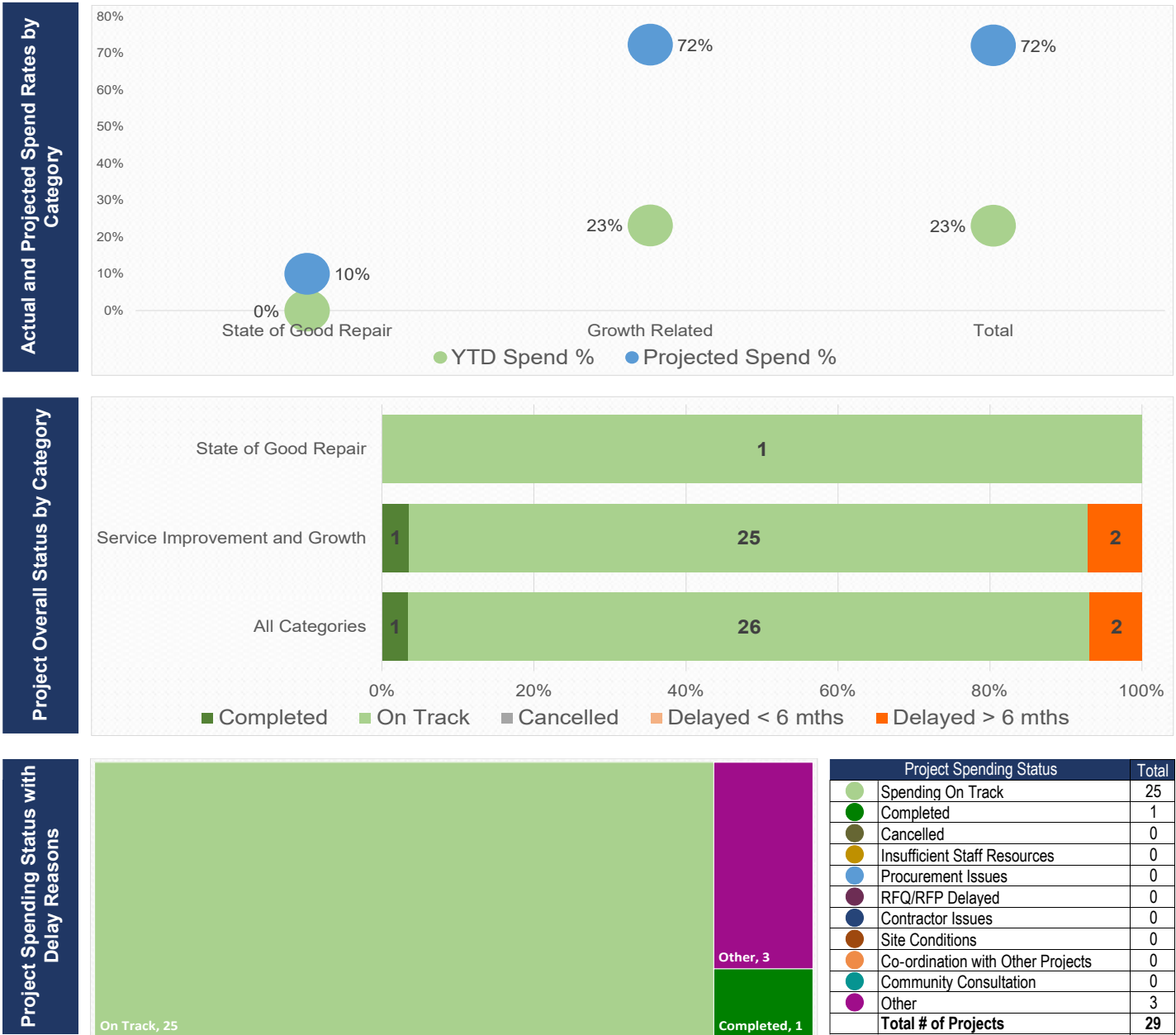
Note # 7:

Although there were delays in the RFQ/RFP process, the current RFP is underway, with funding expected to be committed by the fall and disbursement anticipated by 2025. Homeownership project experienced delay in start of construction.

Note # 8:

The underspending in City funding is largely driven by lower-than-expected expenditures across multiple development projects due to delays in obtaining the demolition permit (Swansea), delays in start of construction (Regent Park Phase 4 & 5), change in the terms of the guaranteed maximum price (Lawrence Heights Phase 1), pending site plan approvals and outstanding infrastructure and design requirements (Firgrove), delays related to planning activities (Alexandra Park). Overall, the changes and underspending in 2025, along with scheduled adjustments to 2026 and beyond, will be captured as part of the 2026 budget cycle.

Waterfront Revitalization Initiative (WFT)



Note: The project spending status represents current year spending, which is not necessarily representative of the overall project status.

Waterfront Revitalization Initiative (WFT)

All Projects (\$million)		2025						Overall			
Project Name	Approved Budget	YTD Expenditure		Projected Actual to Year-End		Reason for Spending Delays	Notes	Total Approved Budget	Life-to-Date Actuals	%	Project Status
		\$	%	\$	%						
Dockwall Prioritization Study	0.500		0.0%	0.050	10.0%			1.500		0.0%	On Track
State of Good Repair	0.500		0.0%	0.050	10.0%			1.500			
Precinct Implementation Projects	2.126	0.004	0.2%	1.600	75.3%			251.123	248.002	98.8%	On Track
Transportation Initiatives	1.000	0.036	3.6%	0.710	71.0%			35.199	31.434	89.3%	On Track
Waterfront Secretariat	0.700	0.396	56.6%	0.600	85.7%			11.560	10.878	94.1%	On Track
East Bayfront Environmental	0.040	0.006	14.9%	0.040	100.0%			0.157	0.156	99.4%	On Track
Urban Planning Resources	0.600	0.313	52.2%	0.500	83.3%			6.785	5.776	85.1%	On Track
Bathurst Quay Public Realm	0.028	0.012	44.2%	0.025	90.3%			1.888	1.274	67.5%	On Track
Quayside	0.055		0.0%	0.039	71.0%			0.550	0.495	90.0%	On Track
Lower Don Coordination	0.410	0.066	16.2%	0.291	71.0%			2.109	1.024	48.6%	On Track
Park Planning And Design Development	0.496	0.174	35.0%	0.352	71.0%			1.820	1.387	76.2%	On Track
Next Phase Of Waterfront Revitalization	0.306	0.076	24.8%	0.217	71.0%			0.800	0.570	71.3%	On Track
Port Lands Planning And Implementation S	2.000	0.048	2.4%	1.450	72.5%			6.136	1.479	24.1%	On Track
Convert Fire Hall To Community Space Pfr	0.173		0.0%	0.173	100.0%			3.000	2.827	94.2%	Completed
Bayside Phase 2 Water's Edge Promenade	3.870	2.893	74.7%	3.096	80.0%			17.152	2.893	16.9%	On Track
Western Waterfront Master Plan Update	0.257	0.028	11.0%	0.185	72.0%			0.400	0.071	17.8%	On Track
Indigenous Engagement	0.475	0.016	3.3%	0.337	71.0%			0.625	0.122	19.5%	On Track
Port Lands 2024 Bud Adjustment	7.830		0.0%	5.638	72.0%			22.700	14.870	65.5%	On Track
Port Lands Parks And Public Realm	16.500	1.962	11.9%	11.715	71.0%		1	32.500	14.049	43.2%	On Track
Commissioners Street Sewer Detailed Desi	3.530		0.0%	1.584	44.9%	Other	2	7.150		0.0%	Delayed > 6 mths
Keating Channel Dredging	12.700	2.035	16.0%	10.160	80.0%		3	24.000	8.103	33.8%	On Track
Keating Channel Pedestrian Bridge	3.400		0.0%	1.000	29.4%	Other	4	9.000		0.0%	Delayed > 6 mths
Design For Basin Street Reconstruction	0.500		0.0%	0.200	40.0%			3.000		0.0%	On Track
Quayside Transportation Infrastructure	41.900	13.817	33.0%	32.000	76.4%		5	102.000	44.446	43.6%	On Track
Quayside Parks Infrastructure	10.000		0.0%	7.200	72.0%		6	40.000		0.0%	On Track
Quayside Next Phase	6.500		0.0%	4.700	72.3%			18.400		0.0%	On Track
Billy Bishop 2018 Airport Master Plan Up	0.400	0.032	8.1%	0.100	25.0%			1.200	0.032	2.7%	On Track
Ookwemin Minimising 2025 Roads Infrastruct	12.000	11.787	98.2%	11.787	98.2%		7	15.000	11.787	78.6%	On Track
Wider Waterfront Studies And Marine Stra	0.500		0.0%	0.370	74.0%			3.000		0.0%	On Track
Broadview Eastern Flood Protection	20.000	0.617	3.1%	11.000	55.0%	Other	8	200.000	12.315	6.2%	On Track
Growth Related	148.295	34.319	23.1%	107.070	72.2%			817.254	413.989		
Projects Total	148.795	34.319	23.1%	107.120	72.0%			818.754	413.989		

Major Capital Projects (\$million)		2025						Overall						
Project Name	Approved Budget	YTD Expenditure		Projected Actual to Year-End		Reason for Spending Delays	Notes	Total Approved Budget	Life-to-Date Actuals	%	Project Status	Start Date	Completion Date	
		\$	%	\$	%								Original Planned	Revised Planned / Actual
Port Lands Parks And Public Realm	16.500	1.962	11.9%	11.715	71.0%		1	32.500	14.049	43.2%	On Track	02/14/2024	12/31/2025	12/31/2025
Keating Channel Dredging	12.700	2.035	16.0%	10.160	80.0%		3	24.000	8.103	33.8%	On Track	02/14/2024	12/31/2026	12/31/2026
Quayside Transportation Infrastructure	41.900	13.817	33.0%	32.000	76.4%		5	102.000	44.446	43.6%	On Track	02/14/2024	12/31/2026	12/31/2026
Quayside Parks Infrastructure	10.000		0.0%	7.200	72.0%		6	40.000		0.0%	On Track	02/14/2025	12/31/2028	12/31/2028
Ookwemin Minising 2025 Roads Infrastruct	12.000	11.787	98.2%	11.787	98.2%		7	15.000	11.787	78.6%	On Track	04/24/2025	12/31/2031	12/31/2031
Broadview Eastern Flood Protection	20.000	0.617	3.1%	11.000	55.0%	Other	8	200.000	12.315	6.2%	On Track	11/30/2023	12/31/2028	12/31/2028

Note Section:

Note # 1

Work is continuing in 2025 on Phase 2 of Biidaasige Park on the west side of Cherry St. with Phase 1 of the park open to the public on July 18, 2025.

Note # 2

RFP recently awarded following delays, work will commence shortly.

Note # 3

Dredging work has commenced and is continuing through 2025.

Note # 4

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

Note # 5

Design work has advanced considerably and invoicing has commenced.

Note # 6

Negotiations in licence agreements are taking longer than planned for parks, it is anticipated that a significant amount of progress can still be achieved by year-end.

Note # 7

The Ookwemin Minising project creates infrastructure that will enable the future development of approximately 4,500 new total housing units and includes local roads, sidewalks, bicycle paths and lighting and signalling infrastructure for development blocks east and west of New Cherry St.

Note # 8

Spending has been delayed because the Province has not yet secured access to the site.

2025 Capital Spending by Program Corporate Services

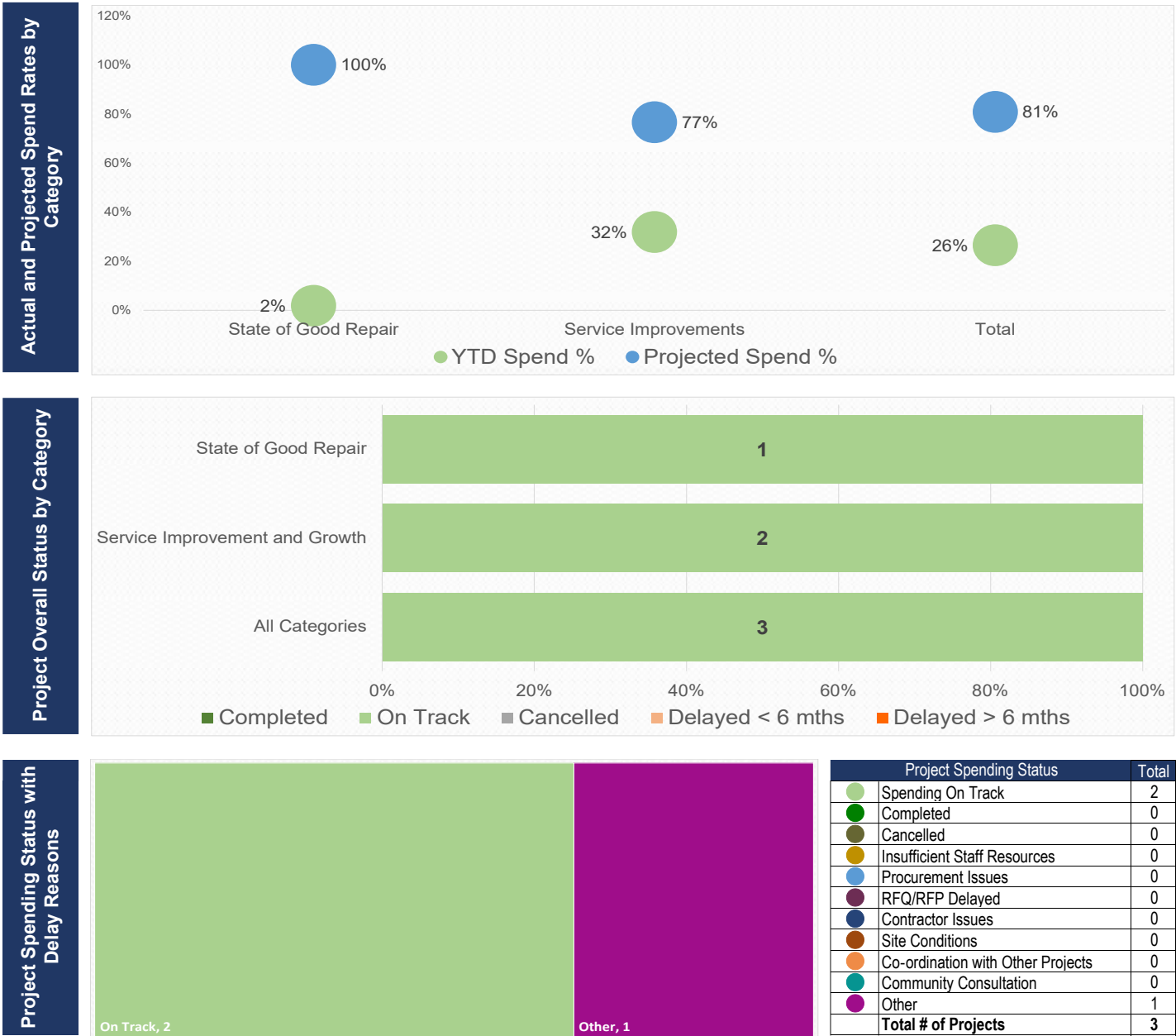
Program (\$M)	Period	2025 Approved Cash Flow	2025 Expenditure			Trending	Alert (Benchmark 70% spending rate)
			Year To Date Actuals	Projected Actuals	Projected %		
Customer Experience	4M-2025	3.40	0.57	2.75	80.8%		Ⓔ
	Q2-2025	3.40	0.90	2.75	80.8%	□	Ⓔ
Corporate Real Estate Management	4M-2025	210.07	25.98	184.98	88.1%		Ⓔ
	Q2-2025	226.28	61.49	196.07	86.6%	↓	Ⓔ
Environment, Climate and Forestry	4M-2025	24.44	1.42	17.76	72.7%		Ⓔ
	Q2-2025	24.44	2.76	17.76	72.7%	↓	Ⓔ
Fleet Services	4M-2025	95.85	48.72	120.89	126.1%		Ⓓ
	Q2-2025	113.67	71.97	121.80	107.2%	↓	Ⓓ
Chief Information Security Office	4M-2025	7.92	1.41	7.75	97.9%		Ⓔ
	Q2-2025	7.92	3.19	6.11	77.1%	↓	Ⓔ
Technology Services	4M-2025	86.69	16.39	81.94	94.5%		Ⓔ
	Q2-2025	86.70	29.54	83.13	95.9%	↑	Ⓔ
TOTAL	4M-2025	428.38	94.50	416.07	97.1%		Ⓔ
	Q2-2025	462.41	169.85	427.61	92.5%	↓	Ⓔ

Projected / Year end Actuals Spending	
> 70%	Ⓔ
Between 50%-70%	Ⓕ
< 50%	Ⓓ

For the six months ended June 30, 2025, the capital expenditures for Corporate Services totalled \$169.9 million of their collective 2025 Approved Capital Budget of \$462.4 million. Spending is expected to increase to \$427.6 (92.5%) million by year-end.

Programs with more than 70% projected spending rate are: Customer Experience, Corporate Real Estate Management, Environment, Climate and Forestry, Fleet Services, Chief Information Security Office, Technology Services.

Customer Experience (CXD)



Note: The project spending status represents current year spending, which is not necessarily representative of the overall project status.

Customer Experience (CXD)

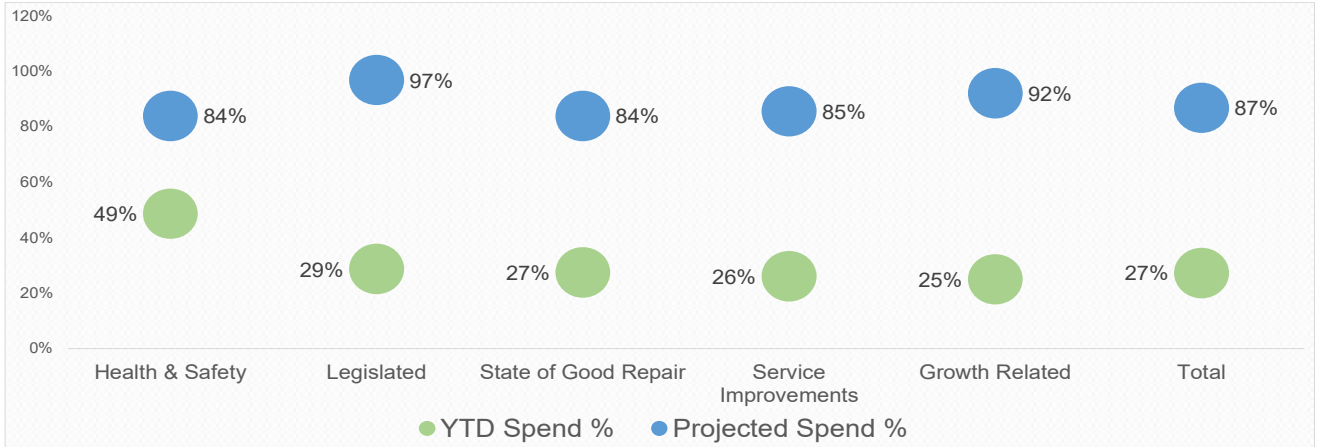
All Projects (\$million)	2025							Overall			
Project Name	Approved Budget	YTD Expenditure		Projected Actual to Year-End		Reason for Spending Delays	Notes	Total Approved Budget	Life-to-Date Actuals	%	Project Status
		\$	%	\$	%						
SOGR - VARIOUS	0.610	0.011	1.9%	0.610	100.0%			2.027	1.418	70.0%	On Track
State of Good Repair	0.610	0.011	1.9%	0.610	100.0%			2.027	1.418		
2023 CHANNEL AND COUNTER STRATEGY CUSTOMER SERVICE INITIATIVE	2.165 0.625	0.889	41.1% 0.0%	1.758 0.380	81.2% 60.8%	Other	1	5.281 2.900	3.752	71.0% 0.0%	On Track On Track
Service Improvements	2.790	0.889	31.9%	2.138	76.6%			8.181	3.752		
Projects Total	3.400	0.901	26.5%	2.748	80.8%			10.208	5.170		

Note Section:

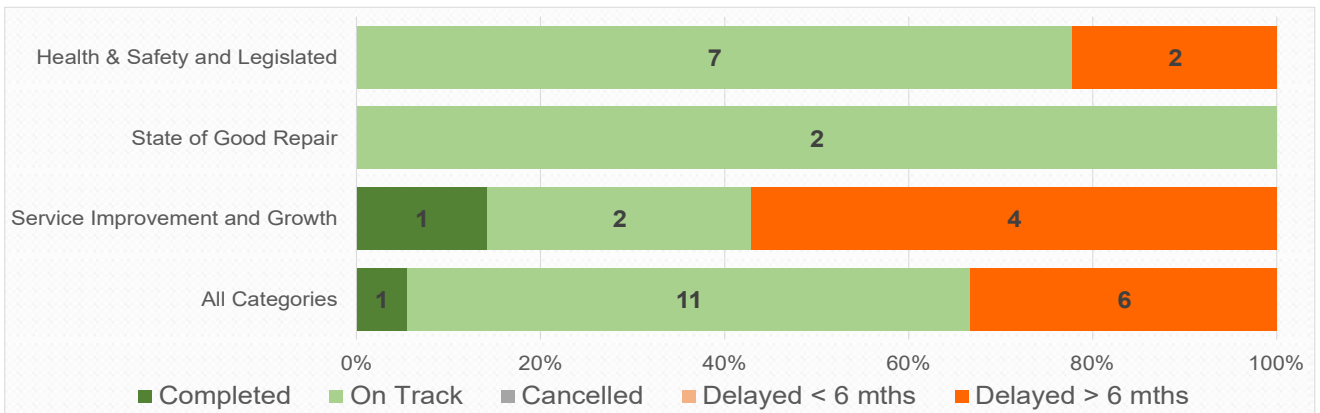
Note #1: The delay in spending was due to the vendor selection process. A vendor has now been selected, and the project is expected to be delivered on time and within budget.

Corporate Real Estate Management (FAC)

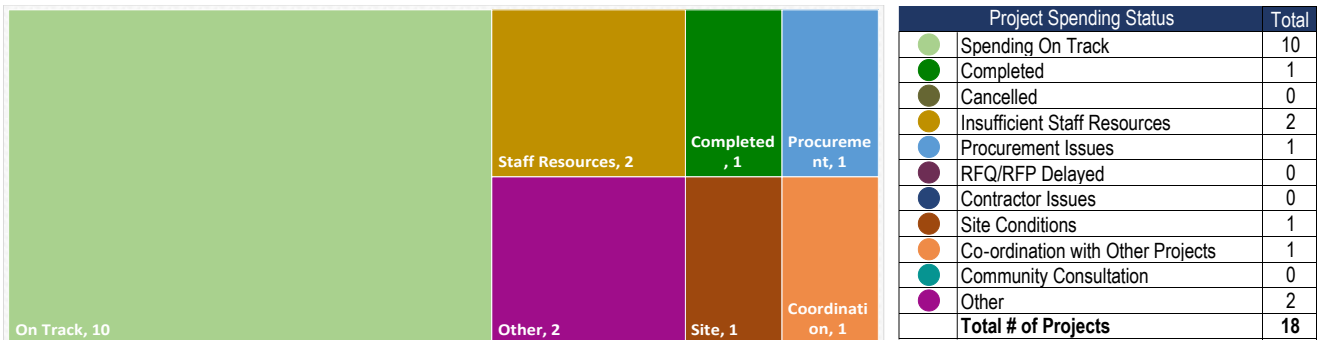
Actual and Projected Spend Rates by Category



Project Overall Status by Category



Project Spending Status with Delay Reasons



Key Discussion Points

The overall CREM program's year-end spending is projected to be \$196 million, or 87% of the 2025 capital plan. This includes: major strategic projects such as the Workplace Modernization Program (ModernTO) and the New Etobicoke Civic Centre, each with their own unique complexities.

For major projects, construction of the New Etobicoke Civic Centre have started in 2024; and accelerating construction of three floors at City Hall and Metro Hall under the ModernTO Workplace Modernization Program, and two floors at Metro Hall are expected completion by Q2 2025. On the core SOGR program, forecasted year-end spending for 2025 is 84%. A number of projects are now in the construction phase and progress on these will be reflected through an increase in spending throughout 2025. Ongoing risks being managed and potentially impacting the Division's ability to achieve the forecasted spend rate include bids exceeding available funding levels due to ongoing inflationary market conditions, weather conditions and unforeseen site conditions during construction, and changing client needs and demands. Overall, over 80 SOGR and improvement projects are scheduled for completion, which will help in addressing numerous backlog issues and improving service and reliability across a variety of City facilities.

Note: The project spending status represents current year spending, which is not necessarily representative of the overall project status.

Corporate Real Estate Management (FAC)

All Projects (\$million)	2025						Overall				
Project Name	Approved Budget	YTD Expenditure		Projected Actual to Year-End		Reason for Spending Delays	Notes	Total Approved Budget	Life-to-Date Actuals	%	Project Status
		\$	%	\$	%						
Emergency Repairs	1.466	0.423	28.8%	0.957	65.3%	Procurement Issues		11.341	4.298	37.9%	On Track
Global Corporate Security Program	1.000	0.291	29.1%	0.487	48.7%			4.425	2.888	65.3%	Delayed > 6 mths
Physical Security Capital Plan	2.145	0.807	37.6%	2.091	97.5%			26.723	8.685	32.5%	On Track
Security Bollards - Union Station	2.149	1.760	81.9%	2.122	98.8%			5.135	3.729	72.6%	On Track
Health & Safety	6.760	3.281	48.5%	5.657	83.7%			47.624	19.600	41.2%	
Accessibility for Ontarians with Disabilities Act (AODA)	2.393	1.261	52.7%	2.254	94.2%	Co-ordination with Other Projects		198.063	148.028	74.7%	On Track
Environmental Remediation	3.376	1.445	42.8%	2.728	80.8%			11.265	7.148	63.5%	Delayed > 6 mths
Meridian Arts Centre - AODA	4.777	1.788	37.4%	4.777	100.0%			6.635	1.788	26.9%	On Track
Meridian Hall - AODA	2.998	1.207	40.3%	2.998	100.0%			6.007	1.207	20.1%	On Track
Safety Audits	9.929	1.015	10.2%	9.929	100.0%			19.661	9.747	49.6%	On Track
Legislated	23.472	6.715	28.6%	22.686	96.6%			241.631	167.918	69.5%	
275 Merton St. - Office Relocation	0.901	0.107	11.8%	1.700	188.8%	Other	#1	2.000	0.206	10.3%	On Track
CCTV Infrastructure Enhancements	0.002	0.002	100.0%	0.002	100.0%			9.842	9.842	100.0%	On Track
Energy Management	0.750		0.0%		0.0%	Other	#2	1.750		0.0%	Delayed > 6 mths
Global Corporate Security Program	1.243	0.293	23.5%	1.209	97.3%			9.600	8.620	89.8%	On Track
Mechanical & Electrical	9.985	3.264	32.7%	8.018	80.3%	Co-ordination with Other Projects		135.563	54.697	40.3%	Delayed < 6 mths
Meridian Arts Centre - SOGR	1.709	0.028	1.6%	1.708	99.9%			4.233	0.028	0.7%	On Track
Meridian Hall - SOGR	1.867	0.444	23.8%	1.848	99.0%			5.821	0.444	7.6%	On Track
Others - SOGR	13.679	5.093	37.2%	12.204	89.2%	Site Conditions		105.058	64.769	61.7%	Delayed < 6 mths
Roofing	0.738	0.004	0.6%	0.374	50.7%	Procurement Issues		9.924	2.044	20.6%	Delayed > 6 mths
Sitework	3.878	0.473	12.2%	2.260	58.3%	Co-ordination with Other Projects		55.211	21.033	38.1%	Delayed > 6 mths
SOGR - Leased Properties	2.413	0.617	25.6%	2.042	84.6%			5.884	3.438	58.4%	On Track
St. Lawrence Centre for the Arts - SOGR	0.825	0.176	21.4%	0.825	100.0%			0.825	0.176	21.4%	On Track
Structural / Building Envelope	7.516	1.976	26.3%	5.904	78.5%	Co-ordination with Other Projects		139.562	96.790	69.4%	Delayed > 6 mths
State of Good Repair	45.505	12.478	27.4%	38.094	83.7%			485.274	262.087	54.0%	
Administrative Penalty System	0.013	0.003	23.2%	0.006	46.8%	Site Conditions Insufficient Staff Resources		2.674	2.639	98.7%	Completed
Corporate Facilities Refurbishment Program	0.275	0.076	27.8%	0.087	31.8%			1.527	1.299	85.1%	Delayed > 6 mths
Energy Management	7.380	0.504	6.8%	2.648	35.9%			312.248	18.334	5.9%	Delayed > 6 mths
Etobicoke Civic Centre	90.845	22.487	24.8%	82.465	90.8%			546.961	104.964	19.2%	On Track
Global Corporate Security Program	2.489	0.637	25.6%	1.805	72.5%	Insufficient Staff Resources		24.132	2.173	9.0%	Delayed > 6 mths
Indian Residential School Survivors Legacy	0.427	0.215	50.3%	0.251	58.9%			24.950	24.738	99.1%	Completed
Meridian Arts Centre - Net Zero Carbon Initiatives	0.050	0.004	7.7%	0.050	100.0%			3.339	0.004	0.1%	On Track
Meridian Hall - Net Zero Carbon Initiatives	0.078	0.024	30.4%	0.078	100.0%			2.302	0.024	1.0%	On Track
ModernTO	12.752	7.328	57.5%	10.067	78.9%			250.001	65.613	26.2%	On Track
Others - Service Improvements	2.005	1.039	51.8%	1.679	83.7%	Other	#3	35.191	17.482	49.7%	Delayed > 6 mths
Others - SOGR	2.896	0.679	23.5%	2.212	76.4%			6.936	3.629	52.3%	On Track
Relocation of Fire Station 332	5.448	0.983	18.0%	5.447	100.0%			39.674	4.170	10.5%	On Track
Sitework	2.200	0.256	11.6%	2.239	101.8%	Other	#1	8.400	0.256	3.0%	On Track
St. Lawrence Market North Redevelopment	0.638	0.043	6.7%	0.530	83.0%			127.146	118.850	93.5%	Completed
Toronto Strong Neighbourhood Strategy	0.562	0.039	7.0%	0.562	100.0%			1.603	0.964	60.1%	On Track
TransformTO	0.060		0.0%		0.0%			1.996	1.900	95.2%	Completed
Union Station Enhancement Project	0.315	0.018	5.8%	0.015	4.7%	Co-ordination with Other Projects		4.498	1.291	28.7%	Delayed > 6 mths
Union Station PTIF Projects	0.217	(0.009)	-4.3%	0.163	75.1%			1.223	0.996	81.5%	On Track
Union Station Revitalization	0.853		0.0%	0.533	62.5%			9.160	7.794	85.1%	Completed
Various IT-Related Projects	4.495	0.595	13.2%	3.681	81.9%			36.123	5.226	14.5%	On Track

Wellington Destructor - Construction	0.103		0.0%		0.0%			0.125	0.022	17.9%	Cancelled
Service Improvements	134.102	34.923	26.0%	114.519	85.4%			1,440.208	382.369	26.5%	
Others - Service Improvements	0.201		0.0%		0.0%	Other	#4	7.898	6.346	80.4%	Delayed > 6 mths
Strategic Property Acquisitions	16.243	4.098	25.2%	15.111	93.0%			194.124	178.179	91.8%	On Track
Growth Related	16.445	4.098	24.9%	15.111	91.9%			202.022	184.525		
Projects Total	226.285	61.494	27.2%	196.067	86.6%			2,416.759	1,016.499		

Major Capital Projects (\$million)	2025							Overall						
Project Name	Approved Budget	YTD Expenditure		Projected Actual to Year-End		Reason for Spending Delays	Notes	Total Approved Budget	Life-to-Date Actuals	%	Project Status	Start Date	Completion Date	
		\$	%	\$	%								Original Planned	Revised Planned / Actual
Accessibility for Ontarians with Disabilities Act (AODA)	2.393	1.261	52.7%	2.254	94.2%		#5				On Track	03/31/2018	12/31/2024	12/31/2027
Etobicoke Civic Centre	90.845	22.487	24.8%	82.465	90.8%		#6				On Track	03/31/2018	03/31/2028	03/31/2028
ModernTO	12.752	7.328	57.5%	10.067	78.9%		#7				On Track	09/30/2019	12/31/2027	12/31/2030

Note Section:

Note # 1

The project team is monitoring the projected over spend and will submit a budget adjustment if required.

Note # 2

The project spending is delayed as the team and project scope are mobilizing during the lead-up stage.

Note # 3

The Booth Yards Feasibility project is delayed as the project team reassess the scope of work needed.

Note # 4

The Concrete Batching Consolidation project is delayed as the project team reassess the scope of the project.

Note # 5

Project is on track. 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.

Note # 6

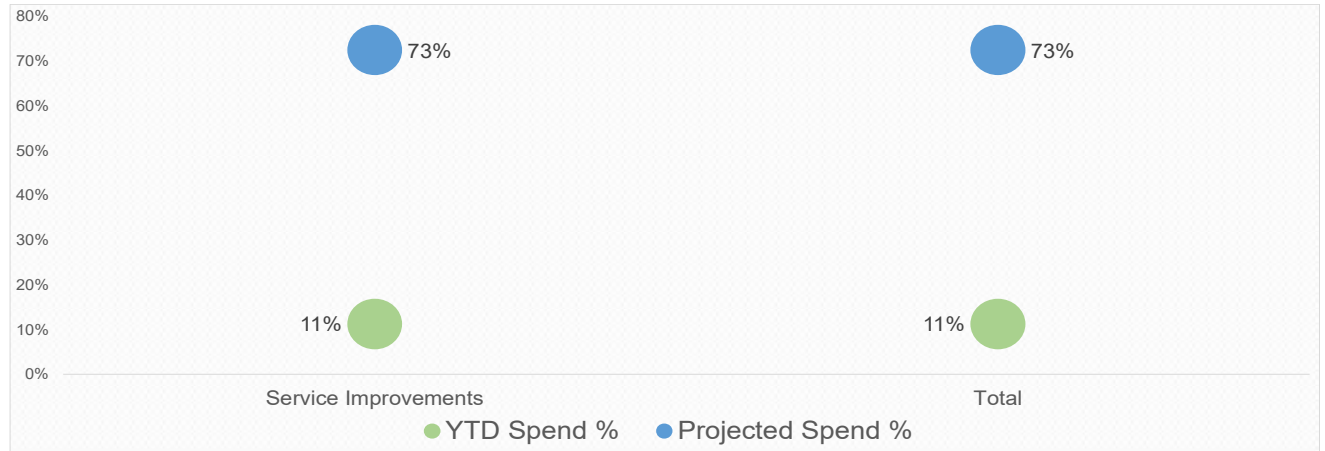
Project is on track. The new Etobicoke Civic Centre project will be a landmark within the precinct and will include the following facilities: a community recreation centre, a community library, a public health clinic, a childcare centre, Council chambers and constituency offices, City offices and amenity 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.

Note # 7

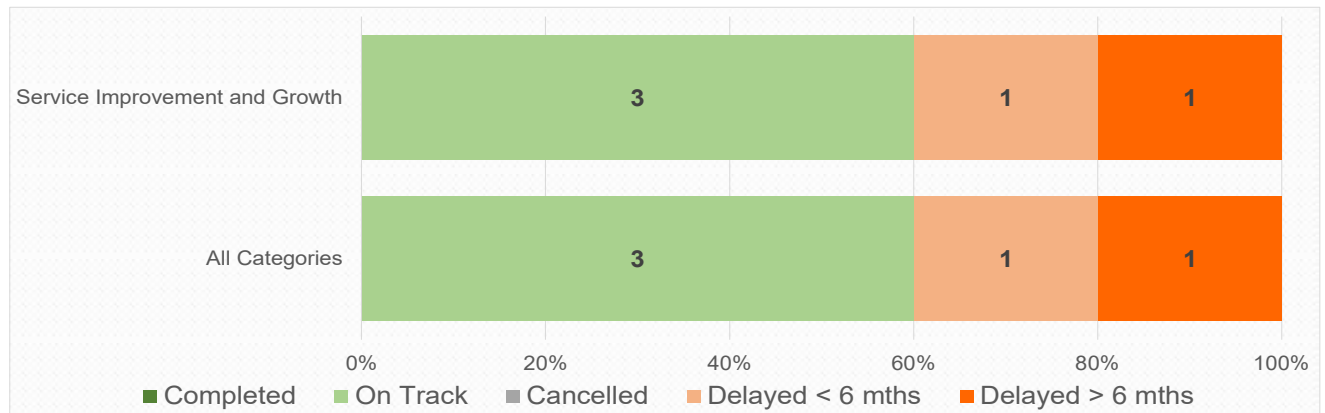
Project is on track. The Workplace Modernization program aims to optimize the City's office portfolio and footprint by consolidating office employees from City Divisions, Agencies and Corporations in 15 locations from the current 55 leased-in and City-owned locations. This will be achieved by modernizing 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.

Environment, Climate & Forestry Division (ECD)

Actual and Projected Spend Rates by Category



Project Overall Status by Category



Project Spending Status with Delay Reasons



Note: The project spending status represents current year spending, which is not necessarily representative of the overall project status.

Environment, Climate & Forestry Division (ECD)

All Projects (\$million)	2025							Overall			
Project Name	Approved Budget	YTD Expenditure		Projected Actual to Year-End		Reason for Spending Delays	Notes	Total Approved Budget	Life-to-Date Actuals	%	Project Status
		\$	%	\$	%						
Existing Building Retrofits	14.353	0.930	6.5%	12.400	86.4%	Site Conditions Other Other					On Track
Net Zero Carbon Plan Program	5.500		0.0%		15.0%						On Track
New Development Sustainable Energy Plan Financing	0.500		0.0%		100.0%						Delayed < 6 mths
Renewable Thermal Energy Program	0.509	0.043	8.4%		89.4%						Delayed > 6 mths
Residential Energy Retrofit Program (HELP)	3.577	1.789	50.0%		100.0%						On Track
Service Improvements	24.440	2.762	11.3%	17.757	72.7%						
Projects Total	24.440	2.762	11.3%	17.757	72.7%						

Note Section:

Note # 1

Temporary delays caused by unexpected site conditions are now being addressed.

Note # 2

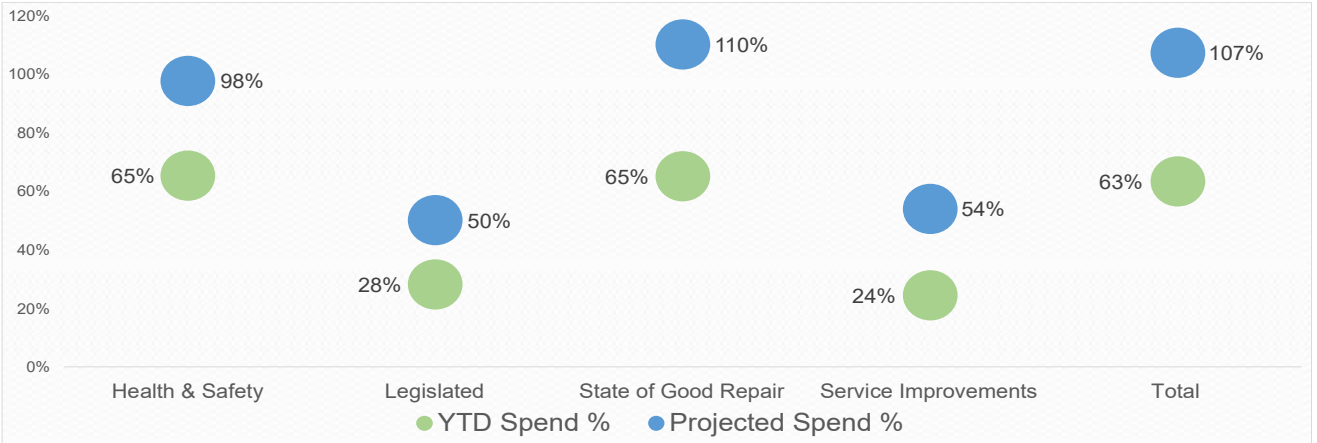
The project is delayed due to changes in scope.

Note # 3

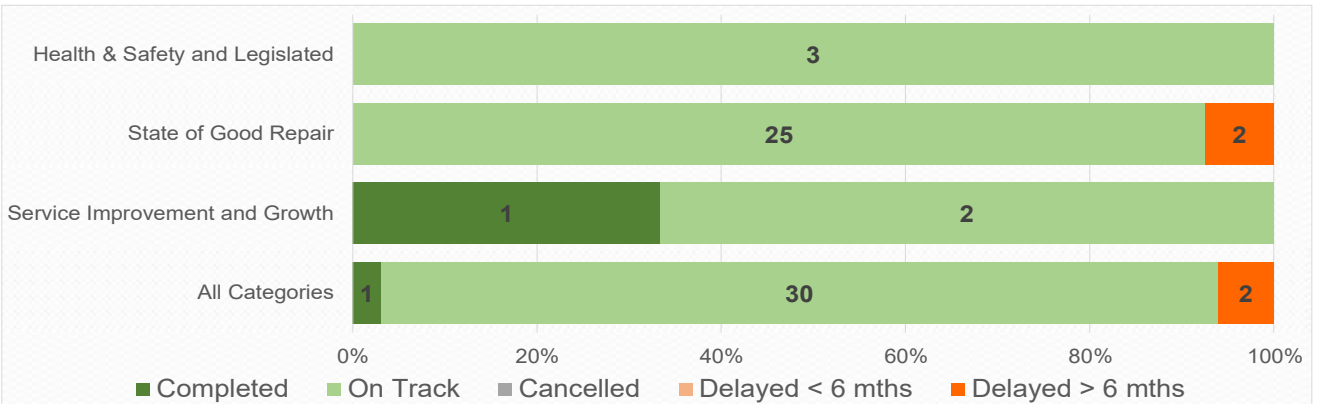
Lower spending due to increasing interest rates impacting the attractiveness of the loan programs.

Fleet Services (FLT)

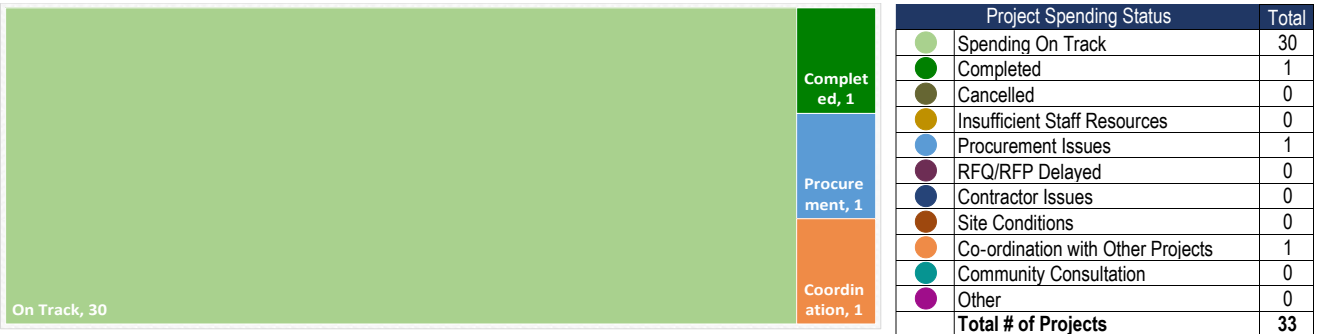
Actual and Projected Spend Rates by Category



Project Overall Status by Category



Project Spending Status with Delay Reasons



Note: The project spending status represents current year spending, which is not necessarily representative of the overall project status.

Fleet Services (FLT)

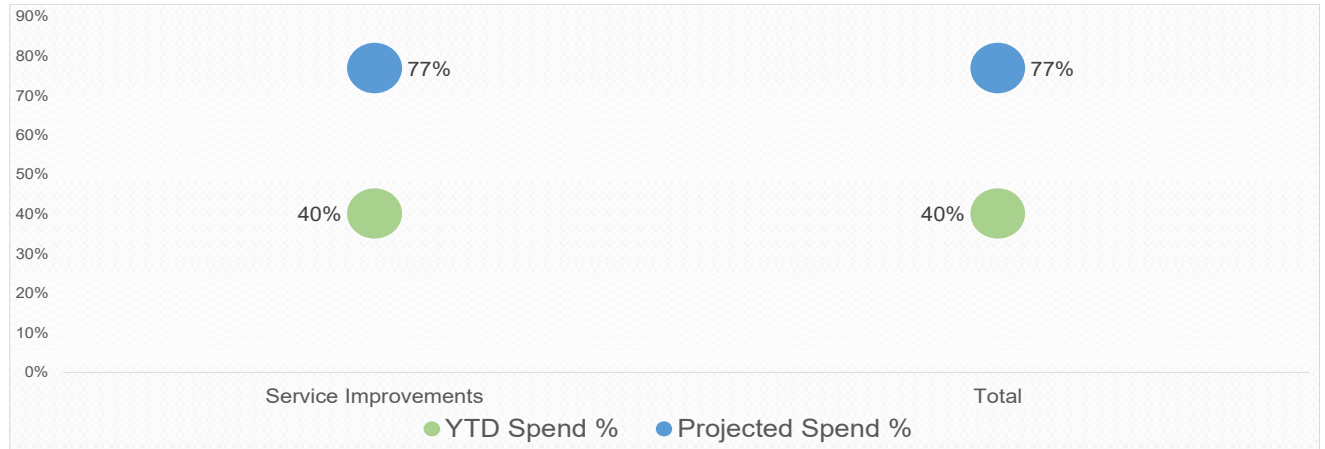
All Projects (\$million)	2025						Overall				
Project Name	Approved Budget	YTD Expenditure		Projected Actual to Year-End		Reason for Spending Delays	Notes	Total Approved Budget	Life-to-Date Actuals	%	Project Status
		\$	%	\$	%						
Sideguards Retrofit - 2025	0.636	0.415	65.2%	0.620	97.5%			4.355	0.415	9.5%	On Track
Health & Safety	0.636	0.415	65.2%	0.620	97.5%			4.355	0.415		
EV Program	4.035	1.250	31.0%	2.220	55.0%			16.766	8.557	51.0%	On Track
Sustainable Fleet Project	0.401		0.0%		0.0%			0.439	0.001	0.1%	On Track
Legislated	4.436	1.250	28.2%	2.220	50.1%			17.205	8.558		
Addressing Aging Backlog	0.345	0.073	21.0%	0.343	99.4%			50.457	0.073	0.1%	On Track
Arena Boards - Fleet Replacement	0.302		0.0%	0.153	50.6%			0.864	0.109	12.6%	On Track
Convert SWM Refuse Collection Vehicles	1.370	0.195	14.2%	1.365	99.6%			6.632	0.195	2.9%	On Track
Economic Development & Culture - Fleet Replacement	0.081	0.079	97.3%	0.079	97.3%			0.380	0.156	41.2%	On Track
Engineering & Construction Services - Fleet Replacement	0.103	0.063	61.4%	0.315	304.9%		#1	2.636	1.799	68.2%	On Track
Exhibition - Fleet Replacement	0.802	0.312	38.9%	0.312	38.9%			1.820	1.246	68.5%	On Track
Facility & Real Estate - Fleet Replacement	0.281	0.177	63.1%	0.595	211.8%		#1	4.686	1.189	25.4%	On Track
Fire Services - Fleet Replacement	28.444	25.349	89.1%	20.991	73.8%			276.898	75.054	27.1%	On Track
Fleet - Insurance Contingency	0.146	(0.000)	0.0%	0.036	24.7%			0.535	0.264	49.3%	On Track
Fleet - Tools & Equipment	0.768	0.322	42.0%	0.462	60.2%			2.260	1.281	56.7%	On Track
Fleet Office Modernization	0.221		0.0%	0.136	61.5%			0.843	0.447	53.0%	On Track
Fleet Services - Fleet Replacement	0.154	0.107	69.5%	0.150	97.1%			1.452	0.243	16.8%	On Track
Fleet Transition to ZEV	0.050	0.050	99.3%	0.050	99.3%			198.669	0.050	0.0%	On Track
Fuel Site Closure, Upgrade & Replacement	0.487	0.008	1.7%	0.147	30.3%	Co-ordination with Other Projects		5.583	0.287	5.1%	Delayed > 6 mths
Library - Fleet Replacement	0.301	(0.000)	0.0%	0.147	48.6%			5.585	0.472	8.5%	On Track
Maximize CNG Fleet	1.250	0.033	2.6%	1.237	99.0%			4.080	0.033	0.8%	On Track
Municipal Licensing - Fleet Replacement	0.470	0.008	1.7%	0.008	1.7%	Procurement Issues		3.004	1.237	41.2%	Delayed > 6 mths
Parks, Forestry & Recreation - Fleet Replacement	6.021	4.963	82.4%	10.845	180.1%		#1	45.733	28.879	63.1%	On Track
Public Health - Fleet Replacement	0.000	0.000	72.8%	0.000	72.8%			0.648	0.145	22.4%	On Track
Purchasing & Materials - Fleet Replacement	0.101		0.0%		0.0%			0.284	0.069	24.5%	On Track
Solid Waste - Fleet Replacement	18.474	17.391	94.1%	44.126	238.8%		#1	181.426	93.895	51.8%	On Track
Toronto Community Housing Corporation - Fleet Replacement	0.644	0.437	67.8%	0.642	99.6%			4.405	3.330	75.6%	On Track
Toronto Paramedic - Fleet Replacement	19.254	1.615	8.4%	13.888	72.1%			47.682	28.061	58.9%	On Track
Toronto Shelter and Support Services	0.160	0.022	13.5%	0.025	15.9%			1.016	0.255	25.1%	On Track
Toronto Water - Fleet Replacement	8.868	5.192	58.5%	8.644	97.5%			55.605	42.757	76.9%	On Track
Transportation Services - Fleet Replacement	17.957	13.571	75.6%	13.097	72.9%			51.267	31.724	61.9%	On Track
Zoo - Fleet Replacement	0.733	0.139	18.9%	0.732	99.9%			1.816	0.476	26.2%	On Track
State of Good Repair	107.788	70.105	65.0%	118.525	110.0%			956.263	313.724		
Sustainment of Fleet Technologies and Systems	0.613	0.168	27.5%	0.338	55.2%			2.562	1.422	55.5%	On Track
			14.9%		49.6%					0.0%	Completed
										59.1%	On Track
Service Improvements	0.806	0.197	24.5%	0.434	53.9%			5.811	1.829		
Projects Total	113.666	71.967	63.3%	121.800	107.2%			983.634	324.526		

Note Section:

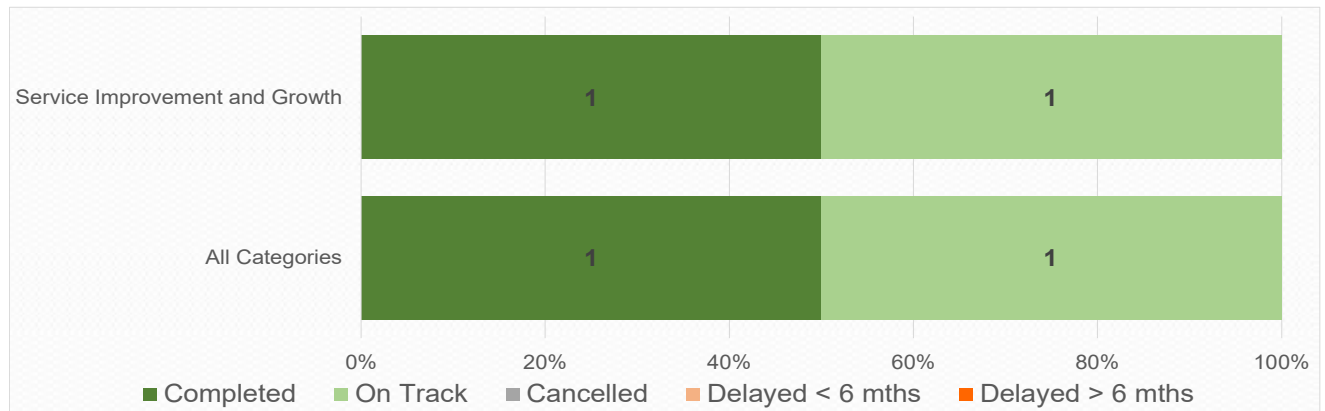
Note # 1. These projects are expected to be overspent. Additional funding will be reallocated from either underspent projects or advanced from future years in Q3.

Chief Information Security Office (CYB)

Actual and Projected Spend Rates by Category



Project Overall Status by Category



Project Spending Status with Delay Reasons



Note: The project spending status represents current year spending, which is not necessarily representative of the overall project status.

Chief Information Security Office (CYB)

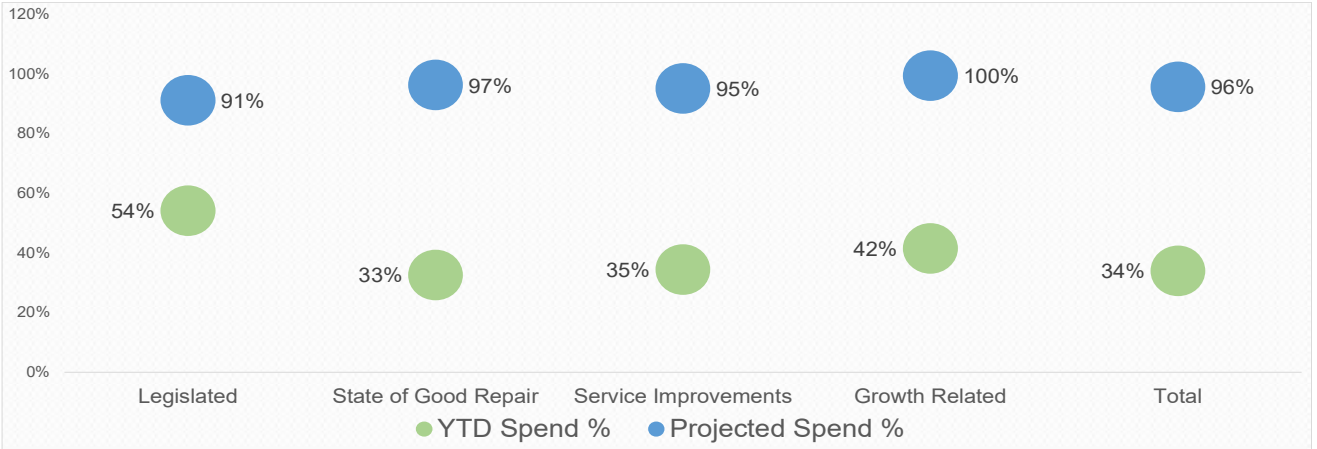
All Projects (\$million)	2025							Overall			
Project Name	Approved Budget	YTD Expenditure		Projected Actual to Year-End		Reason for Spending Delays	Notes	Total Approved Budget	Life-to-Date Actuals	%	Project Status
		\$	%	\$	%						
Cyber Command Centre	5.000	2.120	42.4%	3.000	60.0%		1	6.000	2.624	43.7%	Completed
Cyber Foundation	2.922	1.069	36.6%	3.108	106.4%			13.634	5.363	39.3%	On Track
Service Improvements	7.922	3.189	40.3%	6.108	77.1%			19.634	7.987		
Projects Total	7.922	3.189	40.3%	6.108	77.1%			19.634	7.987		

Note Section:

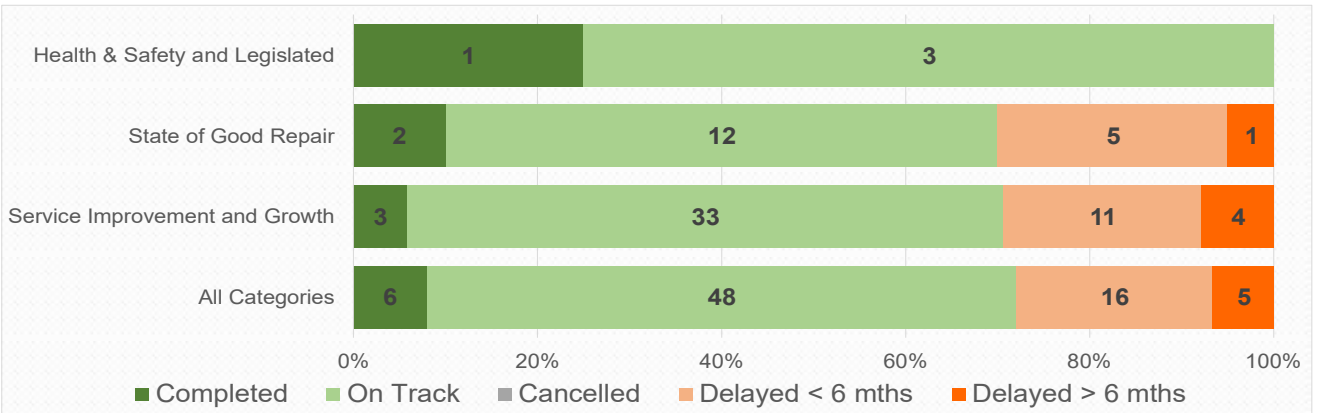
Note # 1. The project was completed under budget. It will be closed once all invoices have been cleared, and the remaining funds will be returned to the source.

Technology Services (ITP)

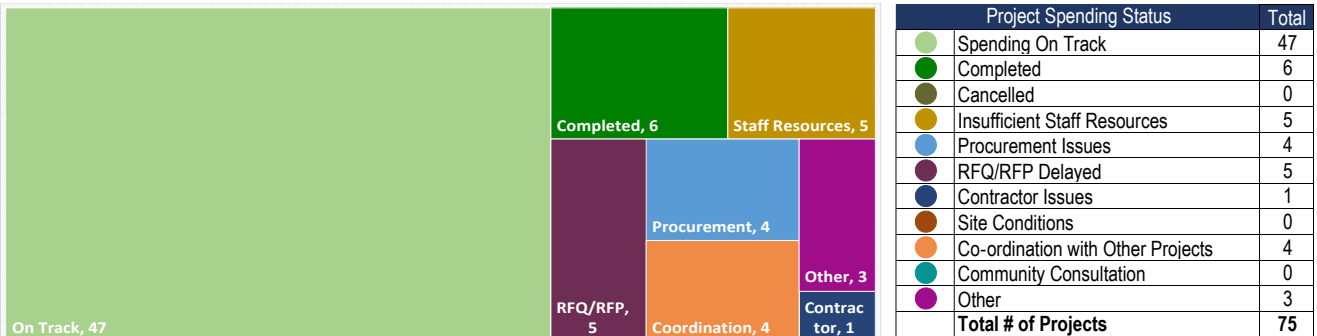
Actual and Projected Spend Rates by Category



Project Overall Status by Category



Project Spending Status with Delay Reasons



Project Spending Status		Total
●	Spending On Track	47
●	Completed	6
●	Cancelled	0
●	Insufficient Staff Resources	5
●	Procurement Issues	4
●	RFQ/RFP Delayed	5
●	Contractor Issues	1
●	Site Conditions	0
●	Co-ordination with Other Projects	4
●	Community Consultation	0
●	Other	3
Total # of Projects		75

Note: The project spending status represents current year spending, which is not necessarily representative of the overall project status.

Technology Services (ITP)

All Projects (\$million)		2025						Overall			
Project Name	Approved Budget	YTD Expenditure		Projected Actual to Year-End		Reason for Spending Delays	Notes	Total Approved Budget	Life-to-Date Actuals	%	Project Status
		\$	%	\$	%						
Automating Short Term Rental Operator Verification Process	0.332	0.319	95.9%	0.315	95.0%			0.659	0.645	98.0%	On Track
Corporate Accessibility Services/Support Acquisition	0.241	0.093	38.4%	0.241	100.0%			0.397	0.105	26.5%	On Track
HR Labour Relations Information System								0.275	0.275	100.0%	Completed
Multi-Tenant Housing - Technology Implementation	0.535	0.190	35.6%	0.457	85.4%			1.160	0.399	34.4%	On Track
Legislated	1.108	0.601	54.3%	1.014	91.4%			2.491	1.425		
Asset Lifecycle Management	27.291	10.112	37.1%	26.357	96.6%			475.607	193.382	40.7%	On Track
Audio Visual Program	2.173	0.286	13.2%	2.173	100.0%	Co-ordination with Other Projects		16.544	1.213	7.3%	Delayed > 6 mths
Directory Services Transition	0.619	0.111	17.9%	0.619	100.0%			1.657	0.754	45.5%	On Track
Disaster Recovery Program	0.652	0.262	40.3%	0.652	100.0%			4.713	4.123	87.5%	On Track
Divisional Roadmaps	0.239		0.0%	0.120	50.0%	Insufficient Staff Resources		0.814		0.0%	Delayed < 6 mths
DOMINO DECOMMISSIONING STRATEGY & IMPLEMENTATION	0.022	0.007	32.2%	0.022	98.8%			5.453	5.449	99.9%	Completed
Fleet/Fire/EMS Joint Fit Gap Analysis and Market Scan	0.303	0.195	64.3%	0.216	71.3%			0.383	0.275	71.7%	On Track
on Fleet Management Information System	0.703	0.145	20.7%	0.620	88.2%			1.070	0.385	36.0%	On Track
Legal Services Document Management System	0.646	0.316	48.9%	0.646	100.0%			2.636	0.831	31.5%	On Track
Modernization Of Microsoft Access Application - Phase 1	0.041	0.033	79.3%	0.024	57.7%			1.434	1.426	99.4%	Completed
Museum & Heritage Services It Infrastructure SOGR	1.557	0.316	20.3%	1.557	100.0%			8.401	0.732	8.7%	On Track
Network Modernization	0.375	0.143	38.2%	0.346	92.2%	Co-ordination with Other Projects		0.913	0.362	39.7%	Delayed < 6 mths
Project Portfolio Management System Migrate To ServiceNow	0.650	0.259	39.9%	0.650	100.0%			2.738	0.259	9.5%	On Track
Public Digital Evolution	0.077		0.0%		0.0%	RFQ/RFP Delayed		0.104		0.0%	Delayed < 6 mths
Public Engagement Database and Online Engagement Platform	0.523	0.037	7.1%	0.523	100.0%			2.437	0.037	1.5%	On Track
SAP BW Modernization (State of Good Repair)	0.589	0.233	39.6%	0.589	100.0%	RFQ/RFP Delayed		47.203	0.591	1.3%	Delayed < 6 mths
SAP ERP Modernization	0.589	0.131	22.3%	0.589	100.0%	RFQ/RFP Delayed		63.214	0.131	0.2%	Delayed < 6 mths
SAP Materials Management and Warehouse Mgmt Transf	0.538	0.005	1.0%	0.538	100.0%			1.367	0.005	0.4%	On Track
SuccessFactors Reporting Migration	0.254		0.0%	0.254	100.0%			2.514		0.0%	On Track
UKG TeleStaff SOGR - Cloud Solution Migration	0.793	0.029	3.7%	0.793	100.0%			11.554	0.029	0.3%	On Track
Unified Communications											
State of Good Repair	38.635	12.623	32.7%	37.287	96.5%			650.755	209.985		
311 - Technology Upgrades	0.001		0.0%		0.0%			2.631	2.630	100.0%	Completed
Accelerating The Digitization Journey	0.848	0.238	28.0%		99.8%			4.227	0.747	17.7%	On Track
Access Control Self Serve	0.253	0.052	20.4%		100.0%	Procurement Issues		1.680	0.254	15.1%	Delayed > 6 mths
Application Portfolio Management	0.437	0.021	4.8%		60.0%			1.055	0.021	2.0%	On Track
Artificial Intelligence (AI)	0.613	0.345	56.3%		100.0%			3.053	1.202	39.4%	On Track
Class Replacement - Ent Implementation	1.600	0.365	22.8%		89.8%			3.413	1.118	32.8%	On Track
Community Development and Regulatory & Licensing (CDRL) System Modernized Program	0.686	0.503	73.3%		100.0%	Insufficient Staff Resources		13.813	1.232	8.9%	Delayed < 6 mths
ConnectTO - Network Utility	1.644	0.249	15.2%		88.2%	Co-ordination with Other Projects		10.196	2.735	26.8%	Delayed < 6 mths
Data Centre Solution Implementation	3.245	0.828	25.5%		100.0%			17.181	4.739	27.6%	On Track
Digital Payments	0.450	0.022	4.8%		100.0%			1.371	0.022	1.6%	On Track
Digital Service Enhancement	0.603	0.095	15.8%		100.0%	Insufficient Staff Resources		0.720	0.212	29.4%	Delayed < 6 mths
Diversity Data Collection & Reporting Modernizati	0.218	0.005	2.3%		100.0%			1.235	0.005	0.4%	On Track
ECS Cloud Deployment-Construction	2.267	0.492	21.7%		95.2%			8.492	6.423	75.6%	On Track
Employee Communication Modernization	0.728	0.267	36.6%		75.8%	Insufficient Staff Resources		1.810	1.130	62.4%	Delayed < 6 mths
Enterprise Business Intelligence Implementation	0.696	0.456	65.5%		100.0%			3.350	2.885	86.1%	On Track
Enterprise Social Media Management and Analytics Software			53.1%		100.0%					9.4%	On Track
			41.4%		100.0%	Procurement Issues				51.0%	Delayed < 6 mths
			40.0%		100.0%	RFQ/RFP Delayed				57.5%	Delayed > 6 mths

File Services Migration to SharePoint	0.100	0.033	33.0%	0.100	100.0%	Insufficient Staff Resources		1.426	0.033	2.3%	Delayed < 6 mths
Fleet Services Driver Accident And Fine Management	1.303	0.527	40.4%	1.303	100.0%			4.408	2.269	51.5%	On Track
Geocortex and VertiGIS Studio SaaS Assessment for LUIS 3.0	0.242	0.196	80.9%	0.242	100.0%			2.825	0.229	8.1%	On Track
High-Volume Recruitment Capabilities	0.403	0.011	2.7%	0.403	100.0%			2.405	0.011	0.5%	On Track
HR Labour Relations Information System	0.225	0.101	44.7%	0.216	95.8%			1.339	1.224	91.4%	On Track
Human Services Integration Service Enhancements	0.735	0.168	22.9%	0.532	72.4%			0.850	0.246	29.0%	On Track
LLRS Replacement	0.437	0.209	47.8%	0.436	99.8%			1.650	1.069	64.8%	On Track
MLS Business Licensing & Permitting Portal 2.0	0.346	0.166	48.0%	0.317	91.6%			0.924	0.103	11.1%	On Track
MLS Chameleon CMS Enablement of Features Initiative	0.133	0.014	10.5%	0.106	80.0%			1.076	0.014	1.3%	On Track
MLS MODERNIZATION - PHASE 2	0.041	0.041	100.0%	0.041	100.0%			8.790	8.703	99.0%	On Track
MLS Onboarding To Administration	0.037		0.0%	0.037	100.0%			0.487		0.0%	On Track
Modernized Data Centre Architecture	1.637	0.407	24.9%	1.637	100.0%	Other	1	13.894	12.202	87.8%	Delayed > 6 mths
OEM Business Continuity Improvements	0.076	0.076	99.9%	0.076	99.8%			0.297	0.296	100.0%	On Track
OFFICE 365	2.036	0.913	44.9%	1.970	96.8%			14.374	10.272	71.5%	On Track
OPEN DATA MASTER PLAN IMPLEMENTATION	0.784	0.383	48.8%	0.784	100.0%			4.500	3.428	76.2%	On Track
PPEB – Day Forward Scanning Implementation Project	0.866	0.367	42.3%	0.866	100.0%			1.297	0.442	34.1%	On Track
Privileged Access Management (PAM)	0.620	0.030	4.9%	0.496	80.0%			3.650	0.030	0.8%	On Track
Project Tracking Tool Capital Coordination Future State Seed Project	0.427	0.100	23.4%	0.242	56.8%			0.602	0.147	24.4%	On Track
Public Digital Access (PDA)	1.704	0.422	24.8%	1.387	81.4%	Other	2	4.226	0.563	13.3%	Delayed < 6 mths
Quality Assurance Centre Of Excellence Foundation	0.398	0.006	1.6%	0.191	48.0%	Procurement Issues		0.461	0.006	1.4%	Delayed < 6 mths
SAP SuccessFactors Onboarding 2.0	0.644	0.369	57.3%	0.644	100.0%	RFQ/RFP Delayed		1.395	0.626	44.9%	Delayed > 6 mths
SDFA- Online Grant Management	0.106		0.0%	0.064	60.0%	Procurement Issues		0.820	0.599	73.1%	Delayed < 6 mths
ServiceNow	2.294	0.776	33.8%	2.294	100.0%			14.182	8.089	57.0%	On Track
Special Events Consolidated Permitting Application and Monitoring Tool			1.1%		72.1%					0.5%	On Track
			56.2%		100.0%	Contractor Issues				7.5%	Delayed < 6 mths
			34.9%		100.0%					23.7%	On Track
Toronto Emergency Management Business Continuity Information System			30.6%		91.9%	Other				3.1%	Delayed < 6 mths
			17.1%		99.7%					24.5%	On Track
			89.8%		93.4%	Co-ordination with Other Projects				98.0%	Completed
Service Improvements	45.654	15.773	34.5%	43.533	95.4%			258.850	119.845		
Data Centre Zones Implementation	0.083		0.0%	0.079	94.5%			2.789	2.694	96.6%	On Track
			67.6%		100.0%					96.8%	Completed
			29.7%		100.0%					8.9%	On Track
			62.6%		100.0%					81.1%	On Track
Growth Related	1.299	0.541	41.7%	1.294	99.6%			7.148	4.664		
Projects Total	86.695	29.538	34.1%	83.128	95.9%			919.244	335.920		

Major Capital Projects (\$million)		2025						Overall						
Project Name	Approved Budget	YTD Expenditure		Projected Actual to Year-End		Reason for Spending Delays	Notes	Total Approved Budget	Life-to-Date Actuals	%	Project Status	Start Date	Completion Date	
		\$	%	\$	%								Original Planned	Revised Planned / Actual
Disaster Recovery Program			40.3%		100.0%					87.5%	On Track	01/01/2013	12/31/2025	12/31/2027
Enterprise Work Mgmt Solution (EWMS)-cross divisional project	18.192	5.335	29.3%	15.337	84.3%	Procurement Issues	5	121.048	58.485	48.3%	Delayed < 6 mths	01/01/2013	12/31/2026	12/31/2029
OFFICE 365	2.036	0.913	44.9%	1.970	96.8%		6	14.374	10.272	71.5%	On Track	07/01/2021	04/30/2026	04/30/2026

Note Section:

Note #1: Project is delayed due to a complete reset following the Proof of Concept results. New parameters are being defined, and work will resume once the Enterprise Architect and technical team are onboarded.

Note #2: The project is delayed due to additional funding transferred from Chief Information Security Office in April 2025 and a proposed scope expansion. Additional work has been added for more divisions. These changes will affect the original timeline, which had initially targeted completion by Q2 2026 for only three services.

Note #3: The project is delayed due to ongoing discussions to finalize the baseline schedule for procurement and implementation.

Note #4: A Project Change Request (PCR) was submitted to address scope changes and align timelines with business outcomes. The DR program is on track to establishing a standardized management framework, governance model, and operational processes to guide and support all City divisions in enhancing their disaster recovery capabilities.

Note #5: Revised the project schedule to reflect updated timelines for procurement activities related to acquiring professional services for Phase 1 implementation. Awaiting for vendor contract to be awarded for

Note #6: Deliverables for the Phase 1 has been completed. Key activities of Phase 2 are underway which includes launching Teams & Channels to target groups and decommissioning Webex.

2025 Capital Spending by Program Finance and Treasury

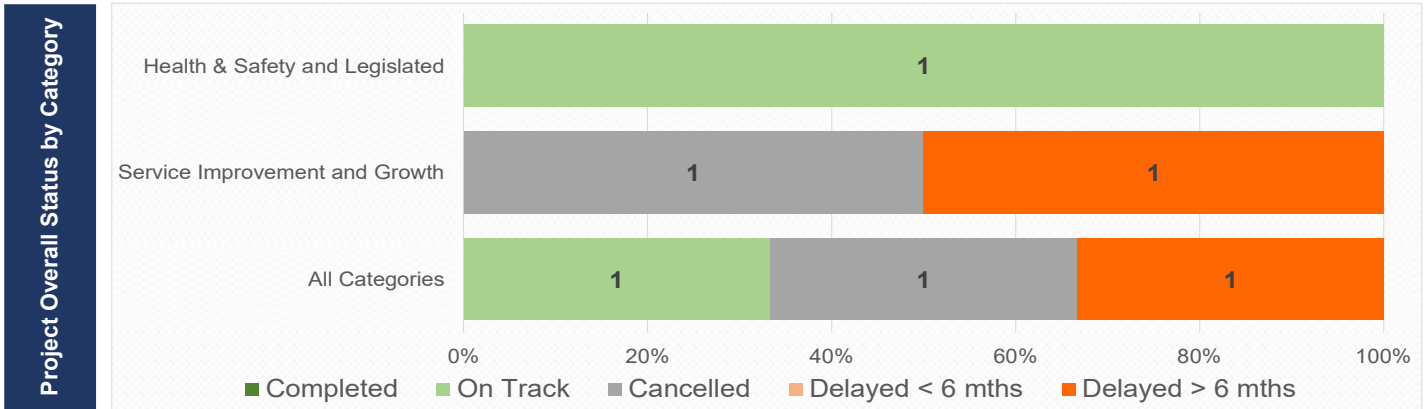
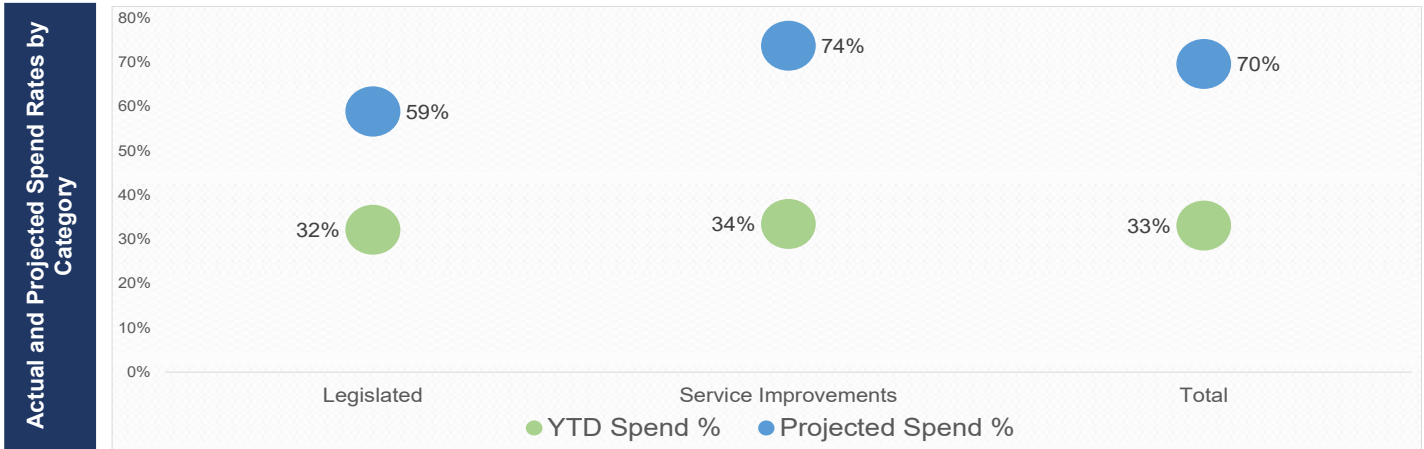
Program (\$M)	Period	2025 Approved Cash Flow	2025 Expenditure			Trending	Alert (Benchmark 70% spending rate)
			Year To Date Actuals	Projected Actuals	Projected %		
Office of the CFO and Treasurer	4M-2025	5.49	0.99	4.72	85.9%		
	Q2-2025	4.53	1.50	3.16	69.8%	↓	
Financial Operations & Control	4M-2025	43.80	8.79	43.46	99.2%		
	Q2-2025	43.80	14.01	31.05	70.9%	↓	
TOTAL	4M-2025	49.29	9.78	48.18	97.8%		
	Q2-2025	48.33	15.51	34.21	70.8%	↓	

Projected / Year end Actuals Spending	
> 70%	Ⓔ
Between 50%-70%	Ⓕ
< 50%	Ⓖ

For the six months ended June 30, 2025, the capital expenditures for Finance and Treasury totalled \$15.5 million of their collective 2025 Approved Capital Budget of \$48.3 million. Spending is expected to increase to \$34.2 (70.8%) million by year-end.

Program with more than 70% projected spending rate is: Financial Operations & Control.

Office of the CFO and Treasurer (CFO)



Note: The project spending status represents current year spending, which is not necessarily representative of the overall project status.

Office of the CFO and Treasurer (CFO)

All Projects (\$million)	2025							Overall			
Project Name	Approved Budget	YTD Expenditure		Projected Actual to Year-End		Reason for Spending Delays	Notes	Total Approved Budget	Life-to-Date Actuals	%	Project Status
		\$	%	\$	%						
Integrated Asset Planning Management (IAPM)	1.245	0.401	32.2%	0.735	59.1%	Other	#1	3.096	2.252	72.7%	On Track
Legislated	1.245	0.401	32.2%	0.735	59.1%			3.096	2.252		
Corporate Buyer Program						Other	#2				Cancelled
Supply Chain Management Transformation (SCMT)	3.282	1.101	33.5%	2.426	73.9%	Other	#3	38.011	26.391	69.4%	Delayed > 6 mths
Service Improvements	3.282	1.101	33.5%	2.426	73.9%			38.011	26.391		
Projects Total	4.527	1.502	33.2%	3.161	69.8%			41.107	28.643		

Note Section:

Note # 1

Project spending is anticipated to be below budget, as no further consulting services will be used beyond the existing contract value.

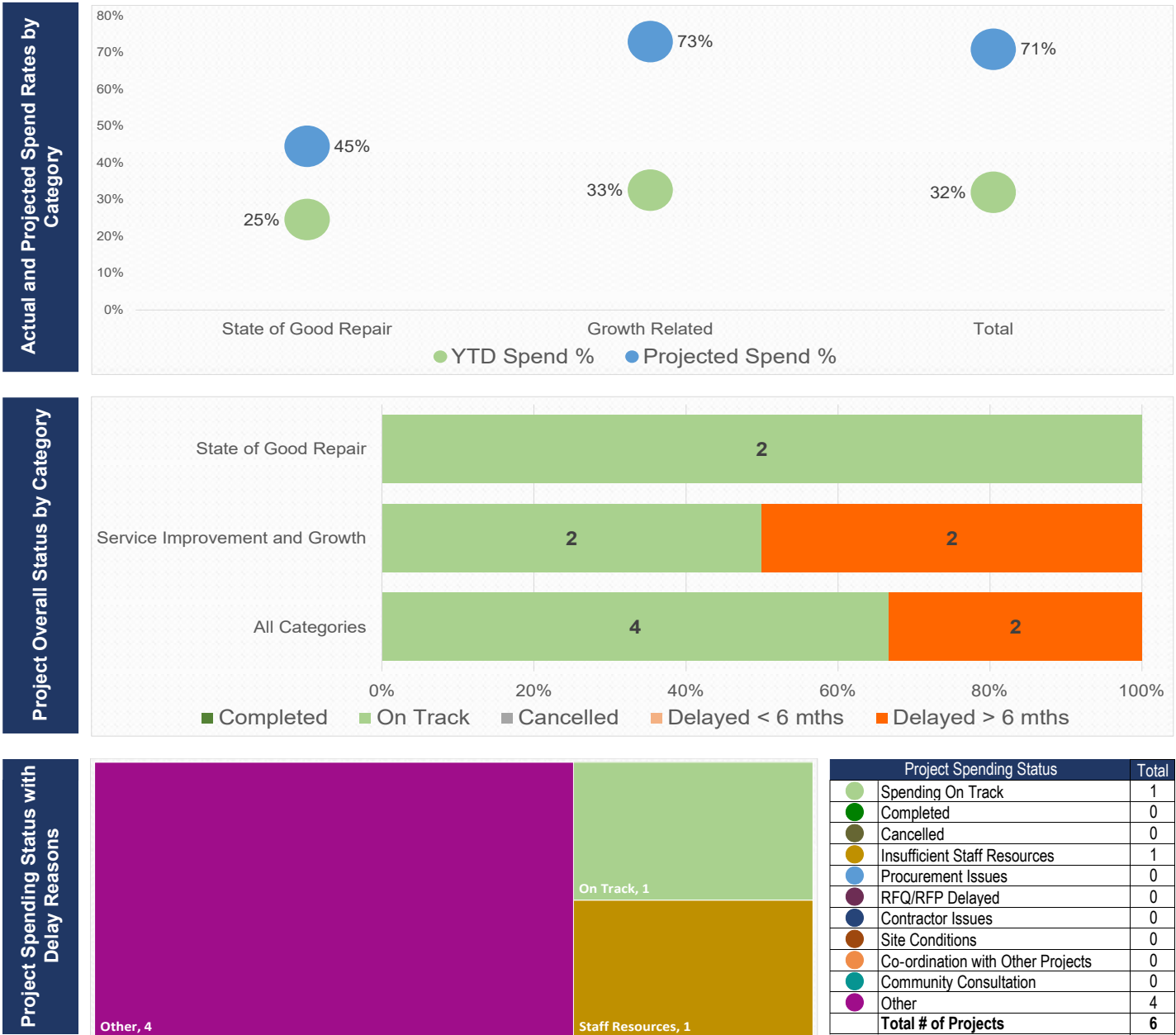
Note # 2

Delays due to lack of resources, aligning scope with the Financial Transformation Project and strategic changes due to product availability.

Note # 3

Project is cancelled as this service will be transitioned under the operating budget.

Financial Operations & Control (FNS)



Note: The project spending status represents current year spending, which is not necessarily representative of the overall project status.

Financial Operations & Control (FNS)

All Projects (\$million)		2025						Overall			
Project Name	Approved Budget	YTD Expenditure		Projected Actual to Year-End		Reason for Spending Delays	Notes	Total Approved Budget	Life-to-Date Actuals	%	Project Status
		\$	%	\$	%						
Tax Billing System	1.224	0.621	50.8%	0.839	68.5%	Other	#1	7.873	4.822	61.3%	On Track
Utility Billing System	2.000	0.172	8.6%	0.597	29.8%	Other	#2	5.971	2.514	42.1%	On Track
State of Good Repair	3.224	0.794	24.6%	1.435	44.5%			13.844	7.336		
Service Improvements											
Financial Systems Transformation Program	38.429	12.848	33.4%	28.903	75.2%	Insufficient Staff Resources Other Other		151.454	103.594	68.4%	On Track
			12.4%		24.9%					50.5%	Delayed > 6 mths
			25.9%		48.0%					83.8%	Delayed > 6 mths
										0.0%	On Track
Growth Related	40.574	13.215	32.6%	29.612	73.0%			164.150	111.658		
Projects Total	43.798	14.009	32.0%	31.047	70.9%			177.993	118.994		

Major Capital Projects (\$million)	2025							Overall						
Project Name	Approved Budget	YTD Expenditure		Projected Actual to Year-End		Reason for Spending Delays	Notes	Total Approved Budget	Life-to-Date Actuals	%	Project Status	Start Date	Completion Date	
		\$	%	\$	%								Original Planned	Revised Planned / Actual
	38.429	12.848	33.4%	28.903	75.2%			151.454	103.594	68.4%	On Track	1-Jan-21	30-Apr-27	30-Apr-27

Note Section:

Note # 1

Underspending is due to a pause in the Commercial Parking Levy initiative and lower-than-expected costs for support for the public-facing system development.

Note # 2

Information gathering of system determination for the new utility billing system RFP is proceeding slower than planned. Spending will increase once the work on this RFP initiates.

Note # 3

Capital spending plans are being reassessed to ensure optimal use and alignment with future Finance Shared Services (FSS) projects.

Note # 4

The project's start date has been rescheduled to 2026

Note # 5

The Financial System Transformation Program (FSTP) is modernizing the City's core financial software system to a new platform. The project is on track. Integration Cycle 1 and Cycle 2 have been completed. Training is underway. The revised go-live date for S/4HANA is Q3/4 2025, with project completion scheduled for Q2 2026. The FSTP project went through a project reset in early 2024 which included the revised budget, resources and schedule for go-live, including revisions to the implementation vendors' contract.

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

Program (\$M)	Period	2025 Approved Cash Flow	2025 Expenditure			Trending	Alert (Benchmark 70% spending rate)
			Year To Date Actuals	Projected Actuals	Projected %		
City Clerk's Office	4M-2025	4.74	0.66	4.15	87.6%		
	Q2-2025	4.74	1.10	3.77	79.6%	↓	
Accountability Offices	4M-2025	0.73	0.13	0.54	74.5%		
	Q2-2025	0.73	0.23	0.53	71.9%	↓	
TOTAL	4M-2025	5.47	0.79	4.70	85.9%		
	Q2-2025	5.47	1.33	4.30	78.6%	↓	

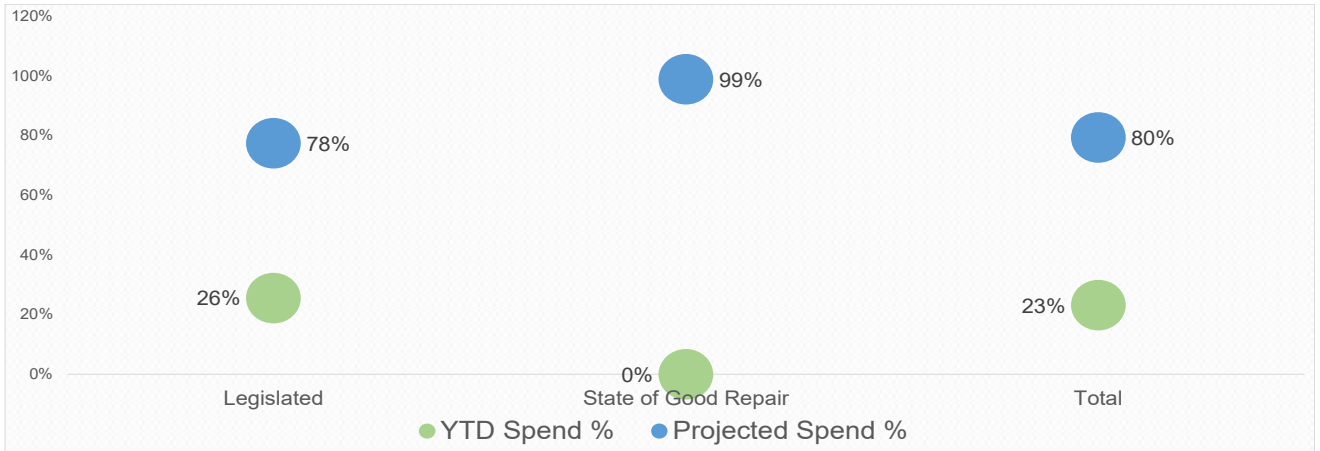
Projected / Year end Actuals Spending	
> 70%	ⓐ
Between 50%-70%	Ⓨ
< 50%	Ⓡ

For the six months ended June 30, 2025, the capital expenditures for Other City Programs totalled \$1.3 million of their collective 2025 Approved Capital Budget of \$5.5 million. Spending is expected to increase to \$4.3 (78.6%) million by year-end.

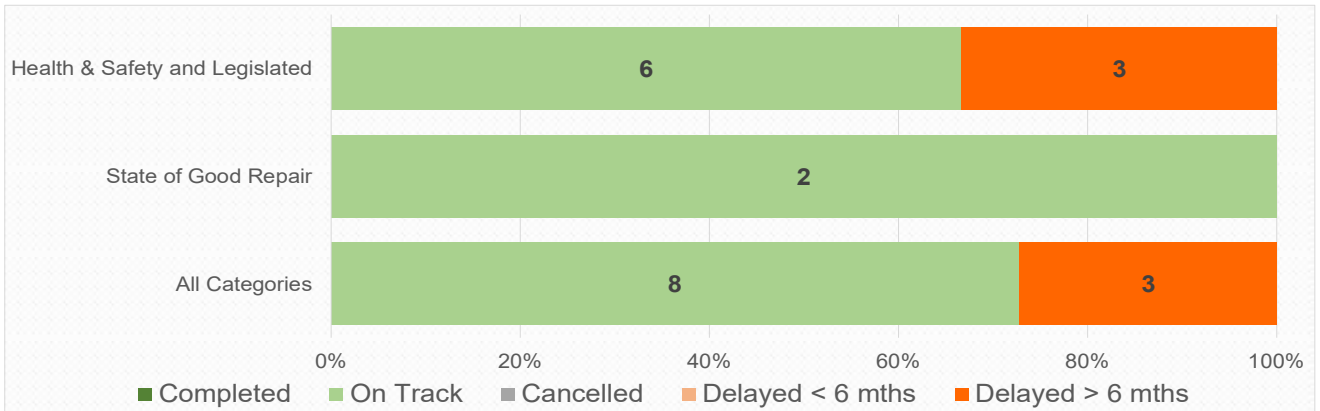
Programs with more than 70% projected spending rate are: City Clerk's Office, Accountability Offices.

City Clerk's Office (CLK)

Actual and Projected Spend Rates by Category



Project Overall Status by Category



Project Spending Status with Delay Reasons



Note: The project spending status represents current year spending, which is not necessarily representative of the overall project status.

City Clerk's Office (CLK)

All Projects (\$million)		2025						Overall			
Project Name	Approved Budget	YTD Expenditure		Projected Actual to Year-End		Reason for Spending Delays	Notes	Total Approved Budget	Life-to-Date Actuals	%	Project Status
		\$	%	\$	%						
ELECTION TECHNOLOGY PROGRAM FOR 2026	1.730	0.690	39.9%	1.679	97.1%			4.860	2.145	44.1%	On Track
ELECTION SUPPLY CHAIN LOGISTICS – TRACKING TECHNOLOGY PHASE 1	0.185		0.0%	0.185	100.0%			0.200	0.015	7.6%	On Track
TMMIS SOGR 2019-2022	0.300	0.173	57.7%	0.295	98.3%			1.057	0.922	87.3%	On Track
PUBLIC APPOINTMENTS SOGR 2023-2024	0.133		0.0%	0.024	18.4%	Insufficient Staff Resources		0.370	0.102	27.7%	Delayed > 6 mths
REGISTRY SERV. TRACKING SYS SOGR 2023-24	0.437	0.175	40.0%	0.215	49.2%	Insufficient Staff Resources		0.804	0.541	67.2%	Delayed > 6 mths
ELEC SUPPLY LOGISTICS - LTC HOMES -2026 ELECTION	0.160		0.0%	0.160	100.0%			0.160		0.0%	On Track
ELECTION VOTE TABULATOR PROTECTIVE CASES	0.550		0.0%	0.183	33.3%	Other	#1	0.550		0.0%	On Track
FOI CASE MANAGEMENT SYSTEM PROJECT 2025-2026	0.270	0.041	15.2%	0.229	84.8%			1.270	0.041	3.2%	On Track
LIQUOR LICENSE SYSTEM 2025	0.550	0.026	4.6%	0.380	69.1%	Other	#2	0.550	0.026	4.6%	Delayed > 6 mths
Legislated	4.315	1.104	25.6%	3.351	77.7%			9.821	3.792		
WEDDING CHAMBERS RENOVATIONS SOGR 2024-25	0.250		0.0%	0.250	100.0%			0.270		0.0%	On Track
REPLACEMENT OF RECORDS CENTRE ORDER PICKERS	0.175		0.0%	0.171	97.8%			0.175		0.0%	On Track
State of Good Repair	0.425		0.0%	0.421	99.1%			0.445			
Projects Total	4.740	1.104	23.3%	3.772	79.6%			10.266	3.792		

Note Section:

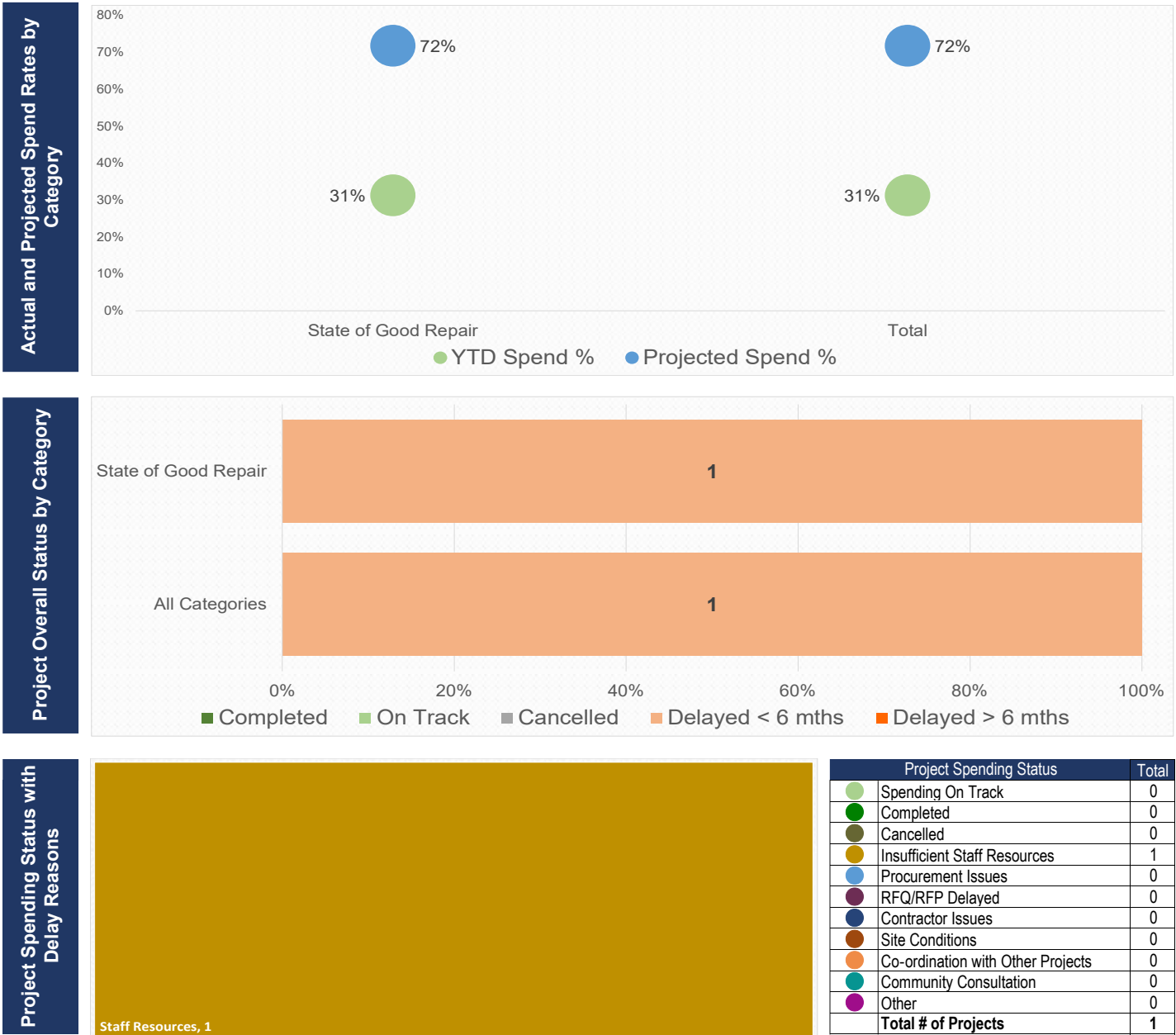
Note # 1

ELECTION VOTE TABULATOR PROTECTIVE CASES - Spending on the project is delayed as a result of supply chain issues, physical warehouse space constraints and availability of staff resources given the Ward 25 by-election later in the year. The procurement process has begun and the project is expected to be completed on time.

Note # 2

LIQUOR LICENSE SYSTEM - The project completion date has been revised to April 2026 due to the increased scope and complexity involved in building a custom application rather than leveraging the originally planned JIRA application solution.

Accountability Offices (CLR)



Note: The project spending status represents current year spending, which is not necessarily representative of the overall project status.

Accountability Offices (CLR)

All Projects (\$million)	2025							Overall			
Project Name	Approved Budget	YTD Expenditure		Projected Actual to Year-End		Reason for Spending Delays	Notes	Total Approved Budget	Life-to-Date Actuals	%	Project Status
		\$	%	\$	%						
Lobbyist Registry System SOGR 2024	0.730	0.229	31.3%	0.525	71.9%	Insufficient Staff Resources	1	1.000	0.425	42.5%	Delayed < 6 mths
State of Good Repair	0.730	0.229	31.3%	0.525	71.9%			1.000	0.425		
Projects Total	0.730	0.229	31.3%	0.525	71.9%			1.000	0.425		

Note Section:

Note # 1

- Development work underway for TLR's Lobbyist Disclosure Site and Lobbyist Registry System
- Project completion timeline pushed to Q2 2026 as some shared project resources have to be partially re-directed to work on other non-TLR systems to meet urgent sustainment requirements.

2025 Capital Spending by Program Agencies

Program (\$M)	Period	2025 Approved Cash Flow	2025 Expenditure			Trending	Alert (Benchmark 70% spending rate)
			Year To Date Actuals	Projected Actuals	Projected %		
Exhibition Place	4M-2025	94.51	25.24	94.51	100.0%		
	Q2-2025	112.21	38.35	112.21	100.0%	↑	
TO Live	4M-2025	18.99	2.21	15.87	83.5%		
	Q2-2025					↑	
Toronto & Region Conservation Authority	4M-2025	29.09	7.25	29.08	100.0%		
	Q2-2025	29.09	12.69	29.09	100.0%	↑	
Toronto Police Service	4M-2025	126.77	41.09	107.75	85.0%		
	Q2-2025	126.77	49.12	103.10	81.3%	↓	
Toronto Public Health	4M-2025	3.61	0.55	3.08	85.3%		
	Q2-2025	7.41	0.86	6.85	92.3%	↑	
Toronto Public Library	4M-2025	48.43	11.49	45.78	94.5%		
	Q2-2025	48.43	20.42	45.44	93.8%	↓	
Toronto Transit Commission	4M-2025	1,732.09	363.75	1,609.66	92.9%		
	Q2-2025	1,732.09	604.28	1,503.11	86.8%	↓	
Toronto Zoo	4M-2025	50.68	9.41	44.66	88.1%		
	Q2-2025	50.68	16.38	45.35	89.5%	↑	
Sankofa Square	4M-2025	0.15	0.00	0.09	60.6%		
	Q2-2025	0.15	0.00	0.09	60.6%	□	
TOTAL	4M-2025	2,104.18	461.00	1,950.40	92.7%		
	Q2-2025	2,106.68	742.09	1,845.14	87.6%	↓	

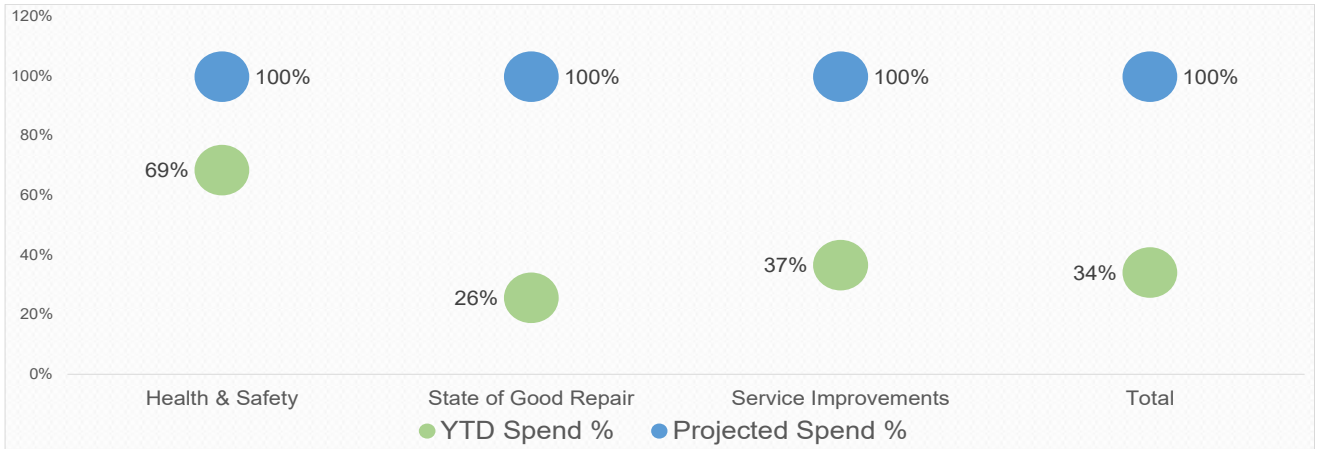
Projected / Year end Actuals Spending	
> 70%	Ⓞ
Between 50%-70%	Ⓨ
< 50%	Ⓡ

For the six months ended June 30, 2025, the capital expenditures for Agencies totalled \$742.1 million of their collective 2025 Approved Capital Budget of \$2,106.7 million. Spending is expected to increase to \$1,845.1 (87.6%) million by year-end.

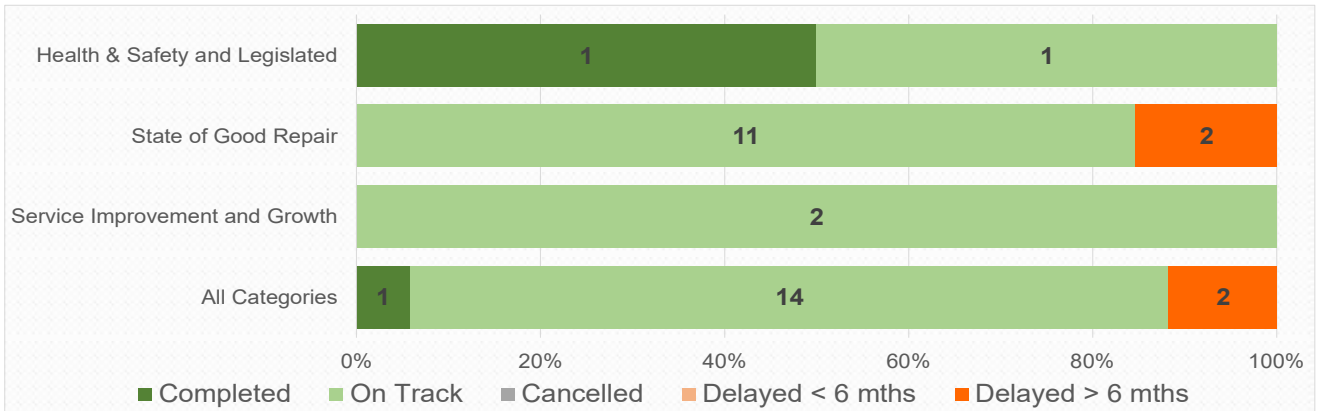
Programs with more than 70% projected spending rate are: Exhibition Place, Toronto & Region Conservation Authority, Toronto Police Service, Toronto Public Health, Toronto Public Library, Toronto Transit Commission, Toronto Zoo.

Exhibition Place (EXH)

Actual and Projected Spend Rates by Category



Project Overall Status by Category



Project Spending Status with Delay Reasons



Project Spending Status		Total
●	Spending On Track	14
●	Completed	1
●	Cancelled	0
●	Insufficient Staff Resources	0
●	Procurement Issues	0
●	RFQ/RFP Delayed	0
●	Contractor Issues	0
●	Site Conditions	0
●	Co-ordination with Other Projects	2
●	Community Consultation	0
●	Other	0
Total # of Projects		17

Key Discussion Points

Key Discussion Points:

- **Roof Sectional Replacement over Exhibit Halls (\$17.693 million)** State of Good Repair project. Originally, the project was scheduled to be completed in two phases. After issuance of the tender to the market for pricing, six (6) bids were received - Lowest compliant bidder had provided favourable pricing for both phases. To avoid future price increases due to inflation and possible tariff situation, Exhibition Place made the decision to complete both phases in 2025. During 4-Month variance reporting, project budget increased by reprioritizing projects from 2025 approved Capital budget envelope. Projects which have been reallocated will be rescheduled/reprioritized within the 10-Year Plan. In Q2 variance reporting, project budget will be increased through acceleration of future budget commitments.
- **BMO FIELD UPGRADES FOR FIFA WC 2026 (\$69.988 million)** Service Improvement Project. Construction Manager has been hired. Phase 1 work nearing 95% completion, and Phase 2 works has been initiated.

Note: The project spending status represents current year spending, which is not necessarily representative of the overall project status.

Exhibition Place (EXH)

All Projects (\$million)		2025						Overall			
Project Name	Approved Budget	YTD Expenditure		Projected Actual to Year-End		Reason for Spending Delays	Notes	Total Approved Budget	Life-to-Date Actuals	%	Project Status
		\$	%	\$	%						
OTHER BUILDING - 74	0.107	0.106	99.7%	0.107	100.0%			0.150	0.150	99.8%	Completed
GENERAL SERVICES BUILDING - 91	0.050	0.001	2.2%	0.050	100.0%			0.050	0.001	2.2%	On Track
Health & Safety	0.157	0.107	68.6%	0.157	100.0%			0.200	0.151		
Legislated											
PRE-ENGINEERING PROGRAM - 72	0.089	0.065	72.9%	0.089	100.0%	Co-ordination with Other Projects		0.175	0.151	86.2%	Delayed > 6 mths
OTHER BUILDING - 74	0.400	0.062	15.6%	0.400	100.0%			0.400	0.062	15.6%	On Track
EQUIPMENT - 75	1.474	0.492	33.4%	1.474	100.0%			5.700	2.718	47.7%	On Track
ENERCARE CENTRE - 76	18.394	4.727	25.7%	18.394	100.0%			19.265	5.598	29.1%	On Track
COLISEUM COMPLEX - 77	1.700	0.115	6.8%	1.700	100.0%	Co-ordination with Other Projects		1.975	0.390	19.7%	Delayed > 6 mths
PARKS PARKING LOTS AND ROADS - 79	0.534	0.273	51.1%	0.534	100.0%			0.805	0.544	67.5%	On Track
HORSE PALACE - 80	0.326	0.006	1.7%	0.326	100.0%			0.350	0.030	8.5%	On Track
FOOD BUILDING - 81	0.356	0.005	1.5%	0.356	100.0%			1.131	0.781	69.0%	On Track
BETTER LIVING CENTRE - 83	0.015		0.0%	0.015	100.0%			0.060	0.045	74.7%	On Track
BEANFIELD CENTRE - 85	0.629	0.209	33.3%	0.629	100.0%			1.805	1.385	76.7%	On Track
GENERAL SERVICES BUILDING - 91	0.594	0.248	41.8%	0.594	100.0%			0.600	0.254	42.4%	On Track
ELECTRICAL UNDERGROUND HV UTILITIES - 96	1.658	0.489	29.5%	1.658	100.0%			12.425	7.256	58.4%	On Track
PRESS BUILDING - 92	0.050	0.041	82.1%	0.050	100.0%			0.050	0.041	82.1%	On Track
State of Good Repair	26.220	6.732	25.7%	26.220	100.0%			44.741	19.254		
			2.2%		100.0%					2.2%	On Track
			36.8%		100.0%					37.3%	On Track
Service Improvements	85.838	31.506	36.7%	85.838	100.0%			146.850	54.724		
Growth Related											
Projects Total	112.214	38.346	34.2%	112.214	100.0%			191.791	74.129		

Major Capital Projects (\$million)	2025							Overall						
Project Name	Approved Budget	YTD Expenditure		Projected Actual to Year-End		Reason for Spending Delays	Notes	Total Approved Budget	Life-to-Date Actuals	%	Project Status	Start Date	Completion Date	
		\$	%	\$	%								Original Planned	Revised Planned / Actual
57446 Public Art & Monument Collection Restoration & Conservation	0.050	0.002	3.4%	0.050	100.0%	RFQ/RFP Delayed	# 1	0.050	0.002	3.4%	On Track	01/01/2025	12/31/2025	09/30/2025
57630 Roof Sectional Replacement over Exhibit Halls	17.693	4.350	24.6%	17.693	100.0%			17.693	4.350	24.6%	On Track	01/01/2025	12/31/2025	
48060 Riding Ring Upgrade	0.126	0.001	1.0%	0.126	100.0%			0.150	0.025	16.7%	Delayed > 6 mths	01/01/2024	12/31/2024	
58058 Riding Ring Upgrade	0.100	0.002	2.3%	0.100	100.0%			0.100	0.002	2.3%	On Track	01/01/2025	12/31/2025	
58059 Lighting -Various	0.100	0.002	2.3%	0.100	100.0%			0.100	0.002	2.3%	On Track	01/01/2025	12/31/2025	
59664 Phase 2 -Consolidate Substations & Upgrade Code (2025)	0.625	0.014	2.2%	0.625	100.0%			4.925	4.314	87.6%	On Track	01/01/2025	12/31/2025	
59665 Phase 1 -Replace Priority Feeders (2025)	1.000	0.442	44.2%	1.000	100.0%			5.000	0.442	8.8%	On Track	01/01/2025	12/31/2025	

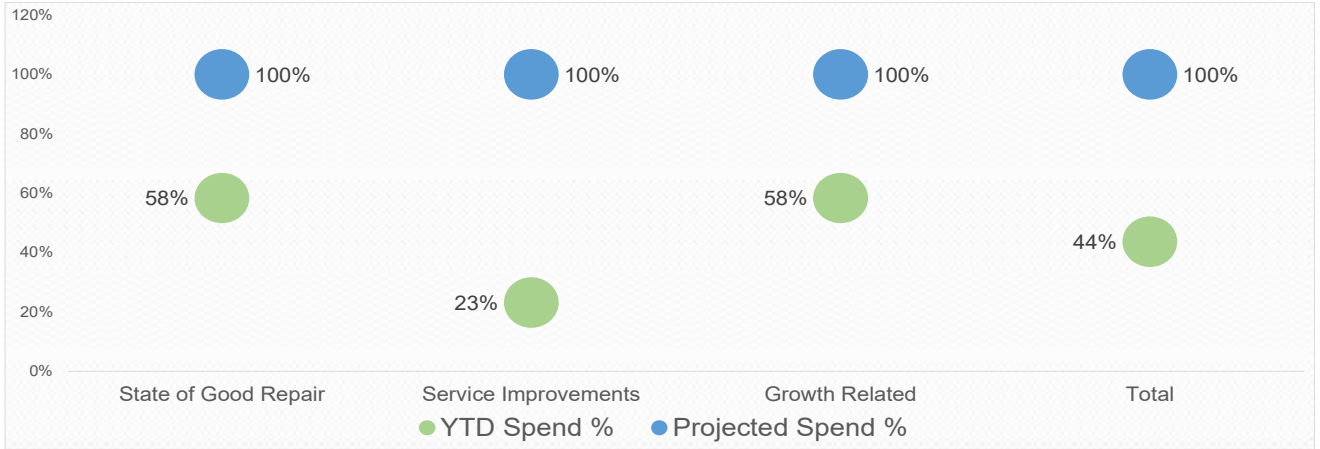
Note Section:

Note # 1

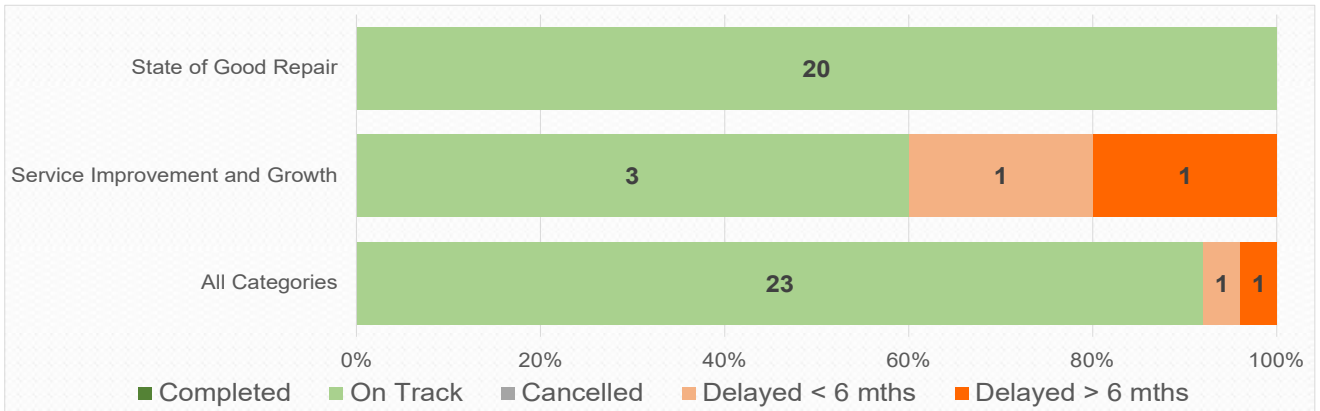
Board has approved an award to the lowest compliant bidder. Construction in progress.

Toronto & Region Conservation Authority (TRC)

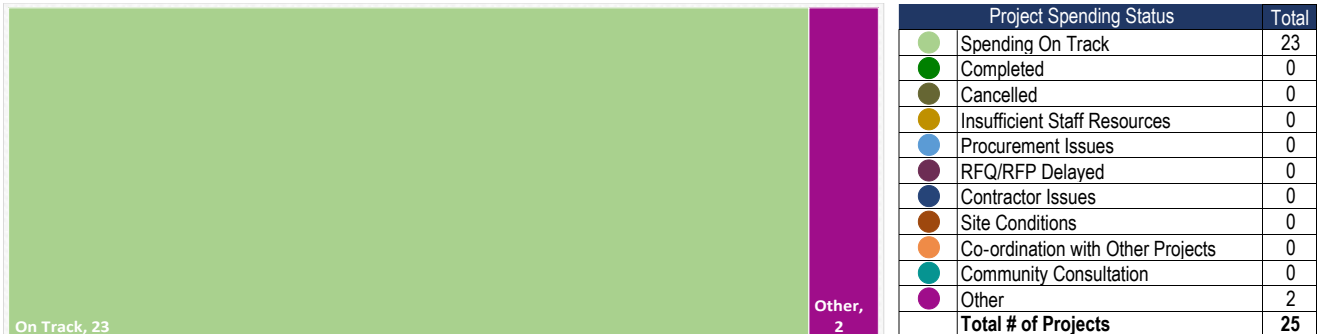
Actual and Projected Spend Rates by Category



Project Overall Status by Category



Project Spending Status with Delay Reasons



Note: The project spending status represents current year spending, which is not necessarily representative of the overall project status.

Toronto & Region Conservation Authority (TRC)

All Projects (\$million)		2025						Overall			
Project Name	Approved Budget	YTD Expenditure		Projected Actual to Year-End		Reason for Spending Delays	Notes	Total Approved Budget	Life-to-Date Actuals	%	Project Status
		\$	%	\$	%						
Health & Safety											
Legislated											
GREENSPACE LAND ACQUISITION (ACTIVE 09+)	0.064	0.037	58.3%	0.064	100.0%			1.068	1.041	97.5%	On Track
SHORELINE MONITORING & MAINTENANCE	0.400	0.233	58.3%	0.400	100.0%			5.550	5.383	97.0%	On Track
EROSION INFRASTRUCTURE MAJOR MAINTENANCE	2.020	1.178	58.3%	2.020	100.0%			18.290	17.448	95.4%	On Track
RETROFIT ACTIVITIES FOR 2009+	0.371	0.216	58.3%	0.371	100.0%			4.689	4.534	96.7%	On Track
SUSTAINABLE COMMUNITIES 2008+	1.028	0.600	58.3%	1.028	100.0%			12.029	11.601	96.4%	On Track
WATERSHED MONITORING/TERRESTRIAL NATURAL	0.597	0.348	58.3%	0.597	100.0%			7.126	6.877	96.5%	On Track
REGIONAL WATERSHED MANAGEMENT 2008+	1.579	0.921	58.3%	1.579	100.0%			16.739	16.081	96.1%	On Track
REGENERATION SITES 2008+	0.601	0.351	58.3%	0.601	100.0%			7.148	6.898	96.5%	On Track
WTRFRNT DEV ENVIRONMENTAL MONITORING & M	0.245	0.143	58.3%	0.245	100.0%			3.425	3.323	97.0%	On Track
WTRFRNT DEV KEATING CHANNEL DREDGING	0.320	0.187	58.3%	0.320	100.0%			4.480	4.347	97.0%	On Track
WTRFRNT DEV ASHBRIDGES BAY	0.250	0.146	58.3%	0.250	100.0%			3.700	3.596	97.2%	On Track
TOMMY THOMPSON CELL 2 CAPPING	0.050	0.029	58.3%	0.050	100.0%			1.079	1.058	98.1%	On Track
WATERFRONT DEVELOPMENT ONGOING MAJOR MA	0.188	0.110	58.3%	0.188	100.0%			2.958	2.880	97.4%	On Track
TORONTO PLANNING INITIATIVES	0.100	0.058	58.3%	0.100	100.0%			0.880	0.838	95.3%	On Track
INFO TECHNOLOGY REPLACEMENT ITEMS 2008+	0.321	0.187	58.2%	0.321	100.0%			3.825	3.691	96.5%	On Track
TRCA ADMIN INFRASTRUCTURE - MAJOR FACILI	0.300	0.175	58.3%	0.300	100.0%			3.472	3.347	96.4%	On Track
LAYER 2 - EXTRA WATERFRONT MAJOR MAINTEN	6.000	3.500	58.3%	6.000	100.0%			28.550	26.050	91.2%	On Track
LAYER 2 - EXTRA FLOODWORKS MAJOR MAINTEN	0.200	0.117	58.3%	0.200	100.0%			3.000	2.917	97.2%	On Track
LAYER 2 - EXTRA EROSION MAJOR MAINTENANC	1.000	0.583	58.3%	1.000	100.0%			39.756	39.339	99.0%	On Track
TORONTO WILDLIFE CENTRE - LANDSCAPE REST	0.017	0.010	58.3%	0.017	100.0%			2.583	2.576	99.7%	On Track
State of Good Repair	15.651	9.129	58.3%	15.651	100.0%			170.347	163.826		
WTRFRNT DEV TOMMY THOMPSON PARK INTERIM	0.809	0.472	58.3%		100.0%	Other	#2	5.419	5.082	93.8%	On Track
			58.3%		100.0%					58.3%	Delayed < 6 mths
			8.8%		100.0%					8.8%	On Track
			0.0%		100.0%					43.0%	On Track
Service Improvements	12.131	2.805	23.1%	12.131	100.0%			17.931	8.667		
			58.3%		100.0%	Other	#1			28.6%	Delayed > 6 mths
Growth Related	1.303	0.760	58.3%	1.303	100.0%			38.617	11.042		
Projects Total	29.085	12.695	43.6%	29.085	100.0%			226.896	183.535		

Major Capital Projects (\$million)		2025						Overall						
Project Name	Approved Budget	YTD Expenditure		Projected Actual to Year-End		Reason for Spending Delays	Notes	Total Approved Budget	Life-to-Date Actuals	%	Project Status	Start Date	Completion Date	
		\$	%	\$	%								Original Planned	Revised Planned / Actual
LONG TERM ACCOMMODATION - 5 SHOREHAM	1.303	0.760	58.3%	1.303	100.0%	Other	#1	38.617	11.042	28.6%	Delayed > 6 mths	01/01/2020	12/01/2021	09/30/2025
SCARBOROUGH BLUFFS WEST INDIVIDUAL ENVIR	1.722		0.0%	1.722	100.0%	Other	#2	2.912	1.252	43.0%	Delayed < 6 mths	12/01/2021	12/01/2024	12/01/2027

Note Section:

Note # 1

The delay is the result of the following factors:

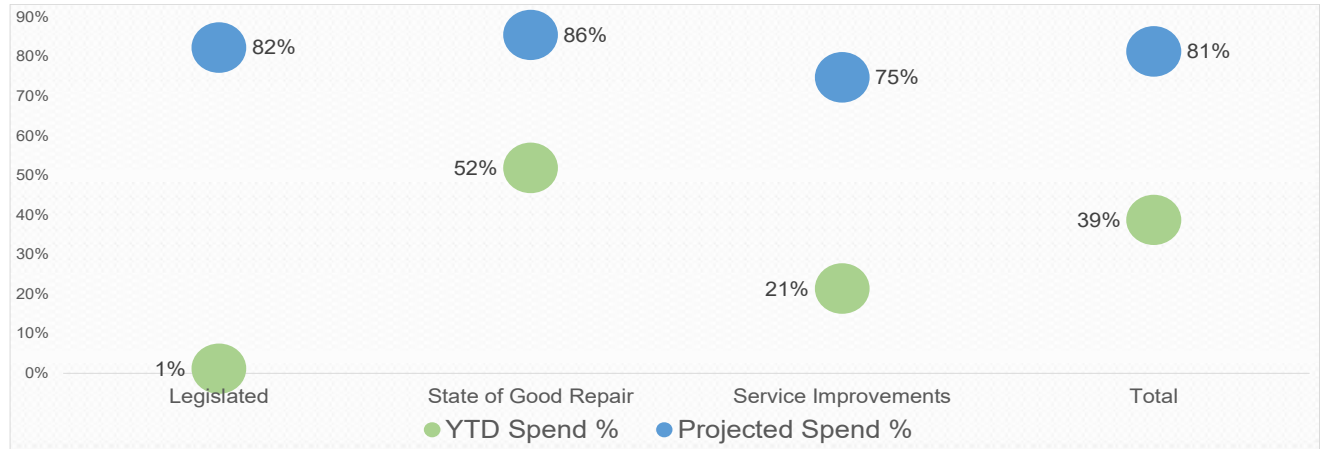
1. Mass timber trade and Construction Manager under performing
2. Various union labour strikes, supply chain issues related to COVID19 and sub-contractor escalation and delay claims
3. Delays to interior trade work as a result of water ingress issues through CLT roof deck and resultant elevated moisture contents.
4. Coordination and submission of Alternative Solutions for OBC non compliant Mass Timber designs.

Note # 2

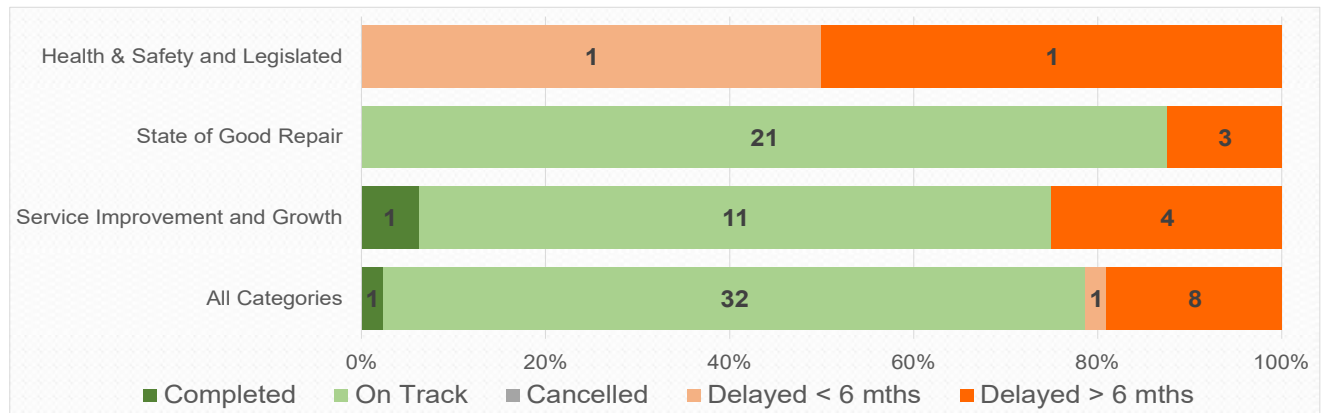
1. Delays working with the Ministry of the Environment on the Environmental Assessment process.

Toronto Police Service (POL)

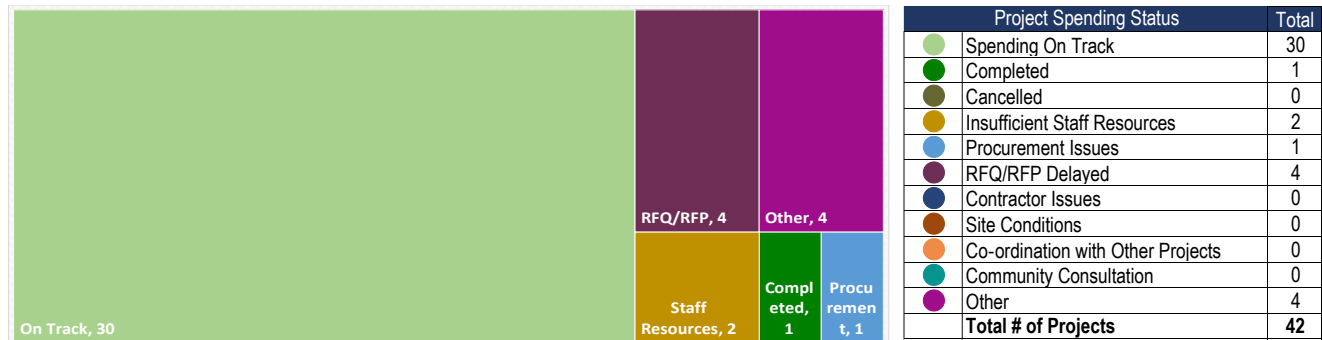
Actual and Projected Spend Rates by Category



Project Overall Status by Category



Project Spending Status with Delay Reasons



Key Discussion Points

Toronto Police Service is projecting a 2025 year-end spend of \$103.098 million, or 81.3% of its 2025 Approved Capital Budget of \$126.772 million.

Projected underspending is mainly attributed to the following key projects:

Wireless Parking System, ALPR for Parking Enforcement and Vehicle Impound Program - Delay in RFP process and RFP will be revised and re-issued after the Service finalizes the overall plan on modernizing and digitizing the Parking Enforcement Unit's services. The updated project timeline will be communicated in future variance reports. The total projected unspent amount of \$4.123 million will be carried forward to 2026.

New Records Management System (RMS) - Some contractor services initially planned in 2025 might be performed in early 2026. The projected unspent amount of \$2.774 million will be carried forward to 2026.

Real Time Operating Centre - The Service is aiming to launch the pilot program in the 4th quarter of 2025 which will build on the existing Intelligence Operations Centre structure, expanding its mandate to support the Toronto Police Operation Centre and enhance frontline situational awareness across Toronto. The project team will provide further updates in future capital variance reports. The projected unspent amount of \$2 million will be carried forward to 2026.

Digital Program (Platform & Transformation) - Underspending due to delays related to vendor and resource availability issues. The project team is actively managing the project timeline and onboarding new hires in 2025 Q3. The projected unspent amount of \$1.9 million will be carried forward to 2026.

Long Term Facility Plan - 41 Division; New Build - The project's phase 2 is in progress and the occupancy is expected to be delayed to 2027. Based on the latest project timeline, the projected unspent amount of \$1.532 million will be carried forward to 2026.

Note: The project spending status represents current year spending, which is not necessarily representative of the overall project status.

Toronto Police Service (POL)

Next Generation (N.G.) 9-1-1	3.778	0.052	1.4%	3.095	81.9%			16.583	10.558	63.7%	Delayed > 6 mths
Relocation of Wellness Services	0.075	(0.008)	-10.4%	0.075	100.0%			1.840	1.757	95.5%	Delayed < 6 mths
Legislated	3.853	0.045	1.2%	3.170	82.3%			18.423	12.315		
Automated Fingerprint Identification System (A.F.I.S.) Replacement	0.553		0.0%	0.553	100.0%			7.874	3.336	42.4%	On Track
Body Worn Camera - Replacement Plan	2.150	2.079	96.7%	2.150	100.0%	Other	1	31.832	7.210	22.7%	On Track
Communications Center 9th Floor Renovation	1.024		0.0%	0.167	16.3%			12.612		0.0%	Delayed > 6 mths
Conducted Energy Weapon	0.860	0.761	88.5%	0.860	100.0%			14.116	4.710	33.4%	On Track
Connected Officer LR	3.100	2.450	79.0%	2.599	83.8%			28.714	4.075	14.2%	On Track
Digital Photography	0.713		0.0%	0.713	100.0%			3.744	1.388	37.1%	On Track
Divisional CCTV Management (D.V.A.M. I & II)	0.758	0.401	53.0%	0.600	79.2%	Other	2	14.923	7.710	51.7%	On Track
Facial Recognition System Replacement	1.500		0.0%	0.900	60.0%			3.000		0.0%	On Track
Forensic Identification Services (FIS) building HVAC lifecycle	0.427		0.0%	0.427	100.0%			5.553		0.0%	On Track
Furniture Lifecycle Replacement	3.014	0.865	28.7%	2.263	75.1%			33.931	17.632	52.0%	On Track
Gun Range Remediation Upgrades	1.700	0.152	8.9%	0.996	58.6%			1.700	0.152	8.9%	On Track
Hydrogen Fuel Cells	0.086		0.0%	0.086	100.0%	Procurement Issues		9.200	2.614	28.4%	On Track
Infrastructure Lifecycle	14.839	9.221	62.1%	13.839	93.3%			302.607	57.771	19.1%	On Track
Locker Replacement	0.830	0.022	2.7%	0.740	89.1%			10.041	4.373	43.6%	On Track
Mobile Workstations	9.550	6.664	69.8%	8.550	89.5%			52.956	33.547	63.3%	On Track
Radar Unit Replacement	0.221		0.0%	0.187	84.7%			2.312	1.252	54.2%	On Track
Radio Replacement	0.100	0.064	63.9%	0.100	100.0%	RFQ/RFP Delayed		78.875	38.110	48.3%	On Track
Small Equipment Replacement	4.555	0.870	19.1%	4.021	88.3%			39.165	9.672	24.7%	On Track
State-of-Good-Repair - Police	6.319	1.962	31.1%	5.870	92.9%						On Track
Uninterrupted Power Supply (U.P.S.) Lifecycle Replacement	0.977	0.516	52.8%	0.818	83.7%			12.652	2.091	16.5%	On Track
Vehicle Impound Program (V.I.P.) Replacement	0.400		0.0%	0.100	25.0%			1.000		0.0%	Delayed > 6 mths
Vehicle Replacement	14.098	10.866	77.1%	13.331	94.6%	RFQ/RFP Delayed		259.810	125.069	48.1%	On Track
Wireless Parking System	3.084		0.0%	0.161	5.2%			13.482	3.375	25.0%	Delayed > 6 mths
Workstation, Laptop, Printer- Lifecycle plan	3.826	1.859	48.6%	3.826	100.0%			92.940	48.508	52.2%	On Track
State of Good Repair	74.685	38.752	51.9%	63.859	85.5%			1,033.039	372.594		
ALPR Technology for Parking Enforcement	1.000		0.0%	0.100	10.0%	RFQ/RFP Delayed		5.000		0.0%	Delayed > 6 mths
			100.0%	0.038	100.0%					99.6%	Completed
			58.1%	0.024	70.0%					37.1%	On Track
			7.0%	0.272	100.0%					95.2%	On Track
			2.2%	1.000	34.5%					0.7%	Delayed > 6 mths
			0.0%	0.055	100.0%	Insufficient Staff Resources				90.8%	On Track
			0.0%	0.400	100.0%					0.0%	On Track
			0.0%	0.753	100.0%					24.7%	On Track
			28.4%	13.806	90.0%					72.9%	Delayed > 6 mths
			0.0%	0.394	40.3%					1.0%	On Track
			0.0%	0.215	68.2%	RFQ/RFP Delayed				64.2%	Delayed > 6 mths
			20.9%	11.228	80.2%					25.9%	On Track
			0.0%	0.219	21.9%					2.9%	On Track
			0.0%	0.500	20.0%					0.0%	On Track
			0.0%	0.565	45.7%					85.3%	On Track
			39.2%	6.500	87.7%	Insufficient Staff Resources				44.9%	On Track
Service Improvements	48.234	10.320	21.4%	36.069	74.8%			313.920	114.392		
Projects Total	126.772	49.116	38.7%	103.098	81.3%			1,365.383	499.300		

Major Capital Projects (\$million)		2025						Overall						
Project Name	Approved Budget	YTD Expenditure		Projected Actual to Year-End		Reason for Spending Delays	Notes	Total Approved Budget	Life-to-Date Actuals	%	Project Status	Start Date	Completion Date	
		\$	%	\$	%								Original Planned	Revised Planned / Actual
Automated Fingerprint Identification System (A.F.I.S.) Replacement	0.553		0.0%	0.553	100.0%		5	7.874	3.336	42.4%	On Track	01/01/2019	ongoing	ongoing
Communications Center 9th Floor Renovation	1.024		0.0%	0.167	16.3%	Other	1	12.612		0.0%	Delayed > 6 mths	02/01/2025	12/31/2027	12/31/2028
Digital Program (Platform & Transformation)	2.900	0.062	2.2%	1.000	34.5%	Insufficient Staff Resources	6	8.700	0.062	0.7%	Delayed > 6 mths	02/01/2025	12/31/2027	12/31/2028
Gun Range Remediation Upgrades	1.700	0.152	8.9%	0.996	58.6%	Procurement Issues	7	1.700	0.152	8.9%	On Track	02/01/2025	ongoing	ongoing
Long Term Facility Plan - 41 Division; New Build	15.337	4.352	28.4%	13.806	90.0%		8	85.575	62.342	72.9%	Delayed > 6 mths	01/01/2018	12/31/2026	12/31/2027
Long Term Facility Plan - 54 Division; New Station	0.977		0.0%	0.394	40.3%	RFQ/RFP Delayed	9	102.922	0.994	1.0%	On Track	01/01/2017	12/31/2030	12/31/2030
New Records Management System (RMS)	14.002	2.924	20.9%	11.228	80.2%		10	30.598	7.922	25.9%	On Track	01/01/2023	12/31/2027	12/31/2027
Next Generation (N.G.) 9-1-1	3.778	0.052	1.4%	3.095	81.9%		11	16.583	10.558	63.7%	Delayed > 6 mths	01/01/2019	09/30/2026	12/31/2028
Real Time Operating Centre	2.500		0.0%	0.500	20.0%	Other	4	9.700		0.0%	On Track	02/01/2025	12/31/2029	12/31/2029
State-of-Good-Repair - Police	6.319	1.962	31.1%	5.870	92.9%		12	ongoing	ongoing	N/A	On Track	ongoing	ongoing	ongoing
Transforming Corporate Support (HRMS, TRMS)	1.236		0.0%	0.565	45.7%	Insufficient Staff Resources	13	8.435	7.199	85.3%	On Track	01/01/2014	12/31/2026	12/31/2026

Note Section:

Note # 1 :The project's planned completion has been revised to 2028 as the Service is pending for the results of the furniture and uninterrupted power supply feasibility studies to execute the renovation.

Note # 2: The Service is in the contract negotiation process and will provide updates on the project timeline and spending rate estimates in 2025 Q3.

Note # 3: The 2025 work focus is to engage consultants and complete the needs assessment that incorporates all building infrastructure and requirements. The construction timeline and revised budget requirement will be determined based on the needs assessment result.

Note # 4 : Spending is delayed due to the pilot program starting toward the end of the year.

Note # 5: The project team has been reviewing the project resources continuously to stabilize the project schedule. It is projected that the entire amount will be spent by year-end.

Note # 6: Underspending due to delays related to vendor and resource availability issues. The project team is actively managing the project timeline and onboarding new hires in 2025 Q3.

Note # 7: The Service is finalizing arrangements with the vendor before ordering the required materials for the maintenance and repairment of gun ranges.

Note # 8: The second phase occupancy is expected to be delayed to 2027.

Note # 9: RFQ/RFP delayed, request for pre-qualification for the architectural consultation is expected to begin in 2025 Q3.

Note # 10: It is projected that the underspending at year-end is due to some contractor services originally planned for 2025 that may be performed in early 2026 and will be carried forward accordingly.

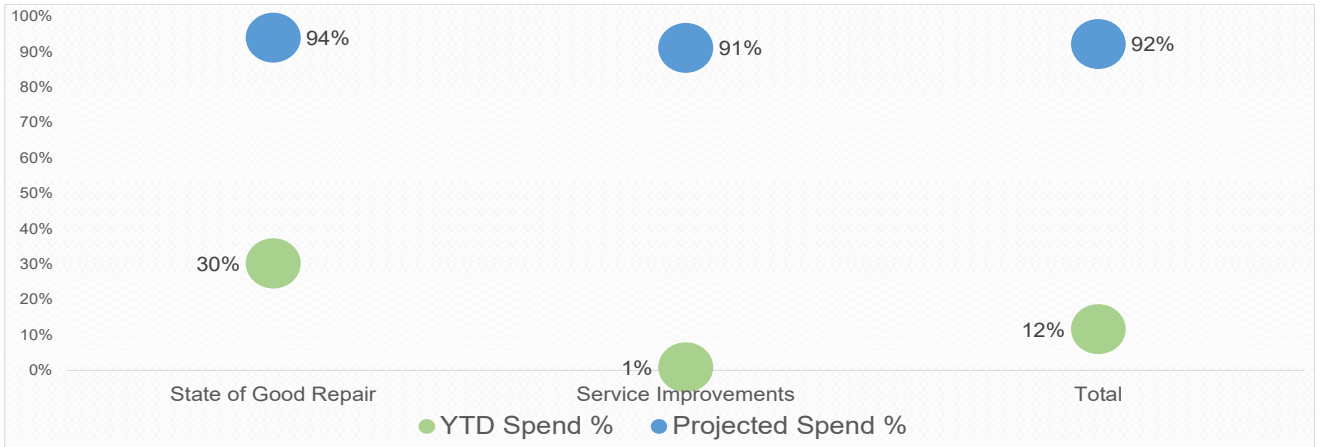
Note # 11: Installation of uninterrupted power supply is expected to be completed in 2028 (previously 2026) after the renovation of partial floors of the Communication Center is completed.

Note # 12: SOGR funds are used to maintain the general condition, overall safety and requirements of existing Service buildings.

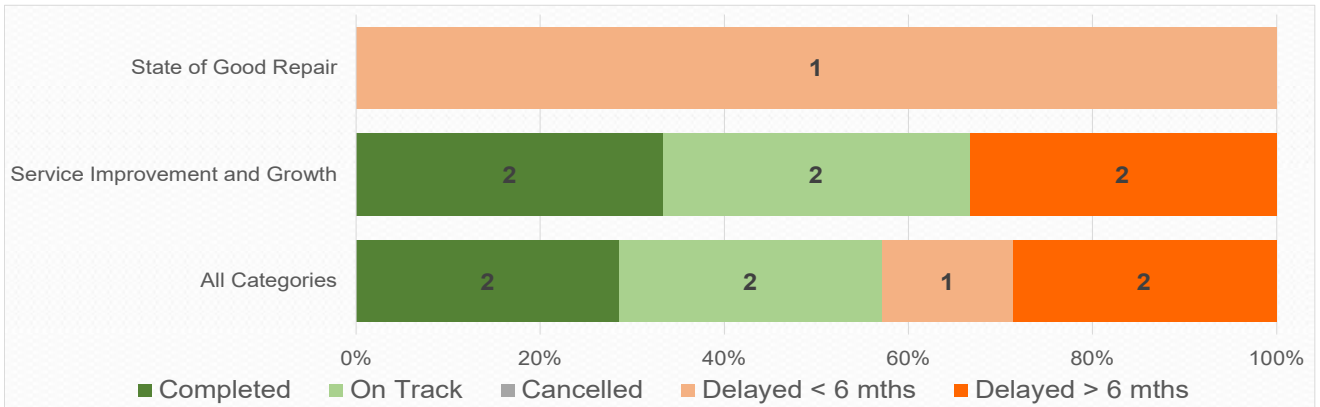
Note # 13: Underspending due to delays in recruiting for a consultant.

Toronto Public Health (TPH)

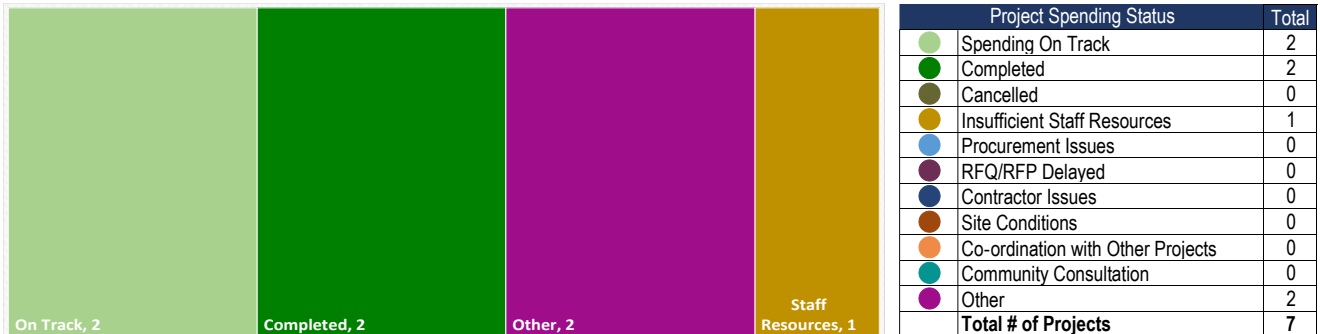
Actual and Projected Spend Rates by Category



Project Overall Status by Category



Project Spending Status with Delay Reasons



Note: The project spending status represents current year spending, which is not necessarily representative of the overall project status.

Toronto Public Health (TPH)

All Projects (\$million)	2025							Overall			
Project Name	Approved Budget	YTD Expenditure		Projected Actual to Year-End		Reason for Spending Delays	Notes	Total Approved Budget	Life-to-Date Actuals	%	Project Status
		\$	%	\$	%						
Inspection Management - Implementation	2.718	0.823	30.3%	2.560	94.2%	Insufficient Staff Resources		7.788	4.631	59.5%	Delayed < 6 mths
State of Good Repair	2.718	0.823	30.3%	2.560	94.2%			7.788	4.631		
Electronic Medical Records - Phase 3	0.091	0.029	32.1%	0.078	85.6%	Other Other		2.655	2.593	97.7%	Completed
Electronic Medical Record - Phase 4 Tuberculosis	0.320	0.008	2.5%		69.4%					0.4%	Delayed > 6 mths
Inspection Management - Rabies	0.298		0.0%		0.0%					0.0%	Delayed > 6 mths
Mobile Dental Van	0.183		0.0%		100.0%					0.0%	On Track
Universal Morning Meal Program-Phase 3	3.800		0.0%		100.0%					0.0%	On Track
Alton/Midland Dental Clinic	0.004	0.004	100.0%		100.0%					99.6%	Completed
Service Improvements	4.696	0.042	0.9%	4.288	91.3%			11.987	3.458		
Projects Total	7.415	0.865	11.7%	6.848	92.3%			19.775	8.089		

Note Section:

Note # 1

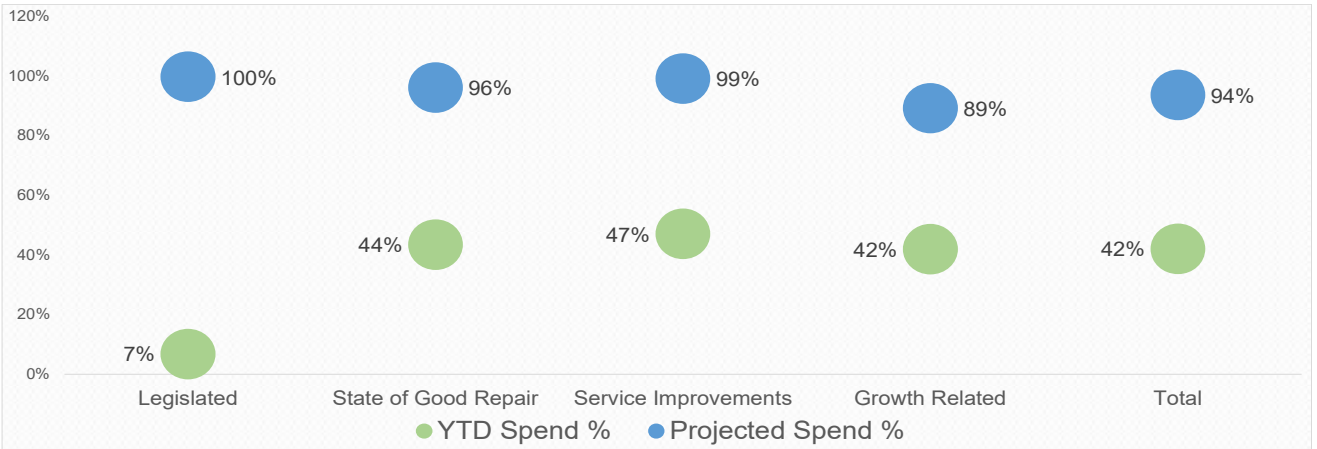
Project has a change in scope with no impact on total project cost.

Note #2

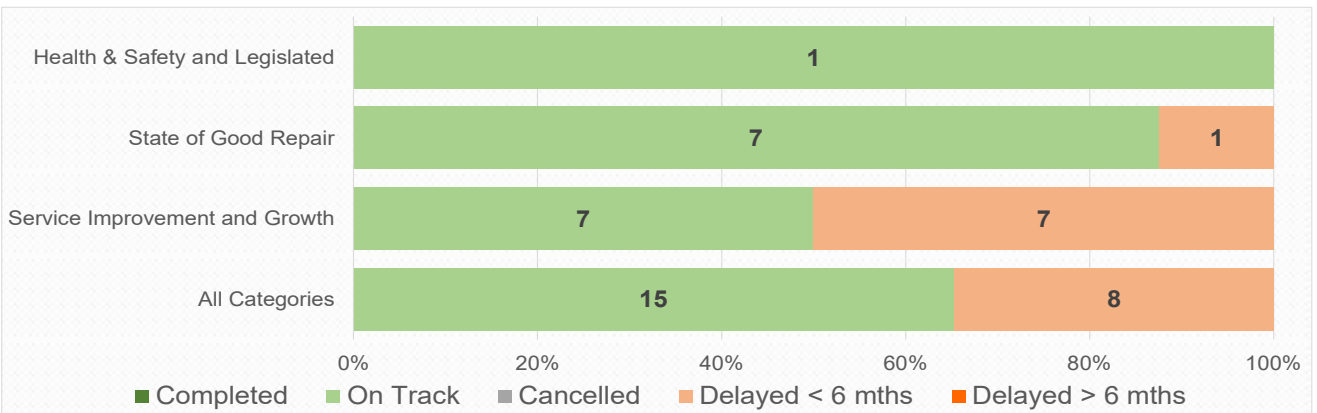
Project start date is deferred to Nov 2029 as a result of the revision of Inspection Management project initiatives' implementation sequence.

Toronto Public Library (LIB)

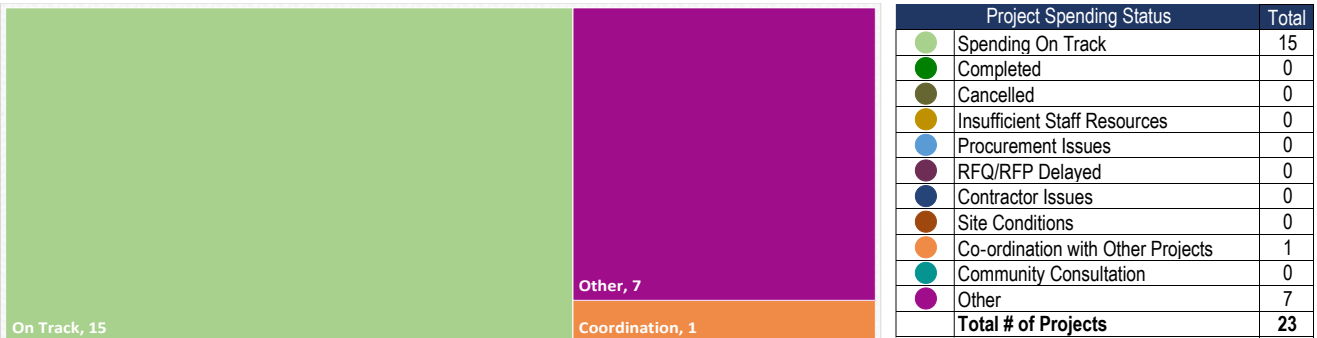
Actual and Projected Spend Rates by Category



Project Overall Status by Category



Project Spending Status with Delay Reasons



Key Discussion Points

Toronto Public Library spent \$20.416 million or 42.2% YTD and is projecting to spend \$45.437 million or 93.8% of its 2025 Capital Budget by the end of 2025.

Note: The project spending status represents current year spending, which is not necessarily representative of the overall project status.

Toronto Public Library (LIB)

Health & Safety											
Multi-Branch Minor Reno Prog (Accessibility)	1.442	0.098	6.8%	1.442	100.0%			10.643	3.300	31.0%	On Track
Legislated	1.442	0.098	6.8%	1.442	100.0%			10.643	3.300		
Flemingdon Park Renovation - Design	0.050		0.0%	0.024	47.7%	Other	#1	0.276		0.0%	Delayed < 6 mths
Multi-Branch Minor Reno Prog	8.548	5.668	66.3%	8.548	100.0%			66.146	49.719	75.2%	On Track
Northern District Exterior	0.136	0.032	23.6%	0.136	100.0%			3.505	3.401	97.0%	On Track
Northern District Renovation - Design	0.191	0.014	7.4%	0.186	97.1%			2.846	0.014	0.5%	On Track
Richview Building Elements (SOG)	0.449	0.222	49.4%	0.449	100.0%			3.546	0.986	27.8%	On Track
Technology Asset Management Prog	4.881	1.730	35.4%	4.531	92.8%			58.594	22.022	37.6%	On Track
Toronto Reference Library Renovation	8.204	2.152	26.2%	7.773	94.7%			29.209	8.789	30.1%	On Track
Yorkville Renovation - Design	0.050		0.0%	0.050	100.0%			0.597		0.0%	On Track
State of Good Repair	22.508	9.817	43.6%	21.696	96.4%			164.719	84.931		
Service and Digital Modernization	4.157	1.961	47.2%	4.132	99.4%			36.183	16.104	44.5%	On Track
Service Improvements	4.157	1.961	47.2%	4.132	99.4%			36.183	16.104		
Bridlewood Branch Relocation	0.590	0.590	100.0%	0.590	100.0%			12.253	12.253	100.0%	On Track
			64.9%	5.727	100.0%					35.0%	On Track
			68.3%	2.000	100.0%					18.0%	On Track
			12.8%	1.675	75.6%	Other				53.4%	Delayed < 6 mths
			9.8%	0.180	100.0%					99.0%	On Track
			19.7%	4.758	87.1%					12.9%	On Track
			0.0%		0.0%	Other				0.0%	Delayed < 6 mths
			80.0%	1.855	100.0%					94.2%	On Track
			0.0%		0.0%	Co-ordination with Other Projects				0.0%	Delayed < 6 mths
			1.0%	0.421	68.5%	Other				0.1%	Delayed < 6 mths
			0.0%	0.043	100.0%	Other				0.0%	Delayed < 6 mths
			0.0%	0.919	100.0%	Other				7.1%	Delayed < 6 mths
			0.0%		0.0%	Other				0.0%	Delayed < 6 mths
Growth Related	20.319	8.540	42.0%	18.168	89.4%			209.583	66.693		
Projects Total	48.425	20.416	42.2%	45.437	93.8%			421.128	171.028		

Major Capital Projects (\$million)		2025						Overall						
Project Name	Approved Budget	YTD Expenditure		Projected Actual to Year-End		Reason for Spending Delays	Notes	Total Approved Budget	Life-to-Date Actuals	%	Project Status	Start Date	Completion Date	
		\$	%	\$	%								Original Planned	Revised Planned / Actual
Bridlewood Branch Relocation	0.590	0.590	100.0%	0.590	100.0%		#6	12.253	12.253	100.0%	On Track	01/01/2020	11/30/2024	11/30/2024
Centennial Renovation & Expansion - Construction	5.727	3.717	64.9%	5.727	100.0%		#7	21.744	7.604	35.0%	On Track	01/01/2018	12/31/2027	12/31/2027
Dawes Road Reconstruction & Expansion	2.000	1.367	68.3%	2.000	100.0%		#8	50.717	9.139	18.0%	On Track	01/01/2015	12/31/2029	12/31/2029
Junction Triangle (Perth Dupont Relocation) - Construction	1.855	1.484	80.0%	1.855	100.0%		#9	6.414	6.042	94.2%	On Track	01/01/2018	07/31/2025	07/31/2025
Pleasant View Library Renovation & Expansion - Construction	0.615	0.006	1.0%	0.421	68.5%	Other	#3	4.932	0.006	0.1%	Delayed < 6 mths	01/01/2021	12/01/2026	12/31/2028

Note Section:

Note # 1

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

Note # 2

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

Note # 3

The *Pleasant View Library Relocation & Expansion* project is awaiting the construction tender with construction expected to commence in 2028.

Note # 4

The *St. Lawrence Relocation & Expansion - Design and Construction* project is being worked on in connection with City partners and an alternate site has been identified. The design work will commence in Q3/Q4 2025.

Note # 5

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

Note # 6

The *Bridlewood Branch Relocation* project has reached a stage where the branch has reopened. However, close-out costs have been incurred to address identified deficiencies and finalize the capital project. As a result, an adjustment to the project budget is required to ensure that cash flows align with actual spending in 2025.

Note # 7

The *Centennial Renovation & Expansion - Construction* project started in September 2024 and is progressing well. Project completion is targeted for 2027.

Note # 8

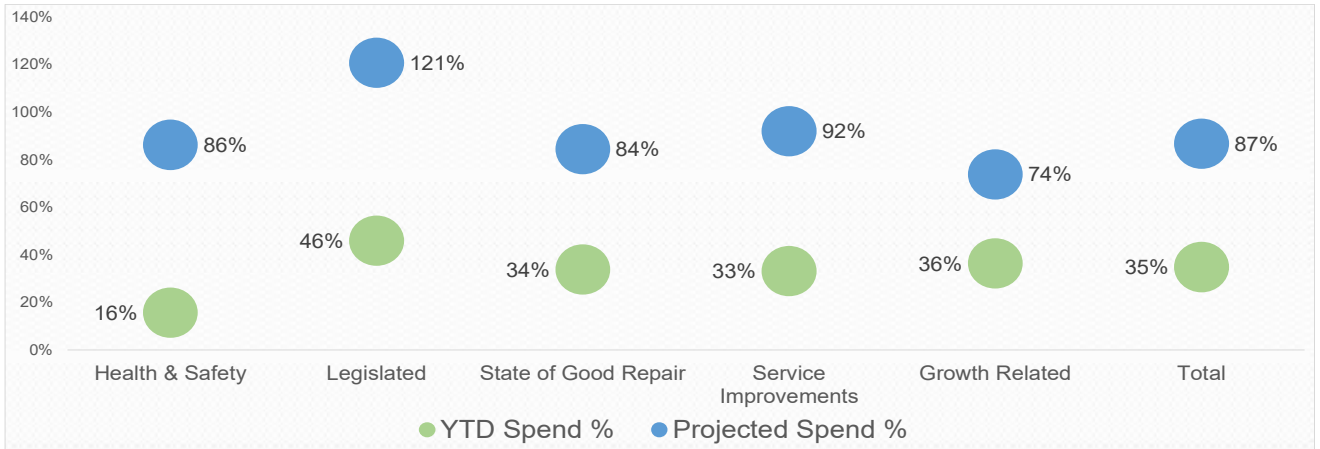
The *Dawes Road Reconstruction & Expansion* project is underway.

Note # 9

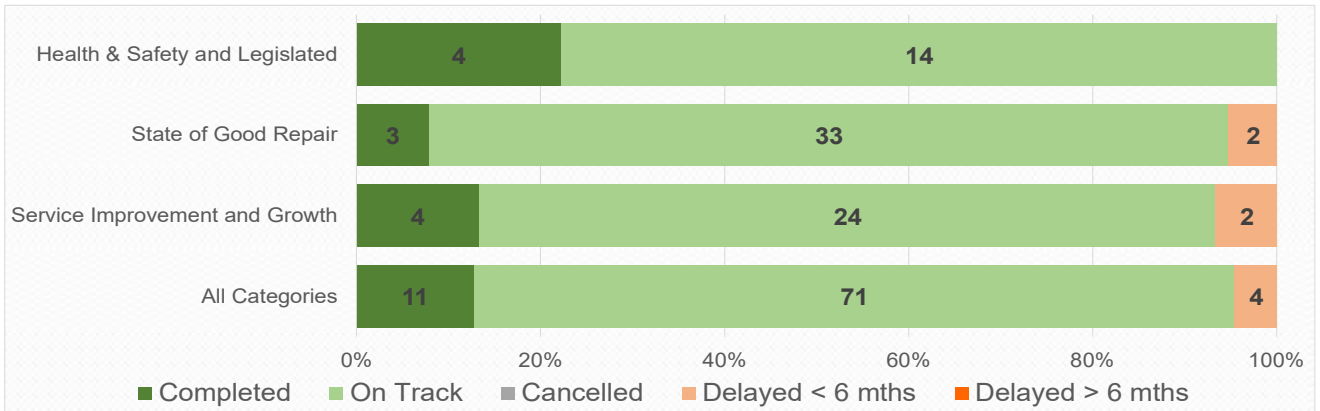
The *Junction Triangle (Perth Dupont Relocation)* project is nearing completion and is expected to be opened in August 2025.

Toronto Transit Commission (TTC)

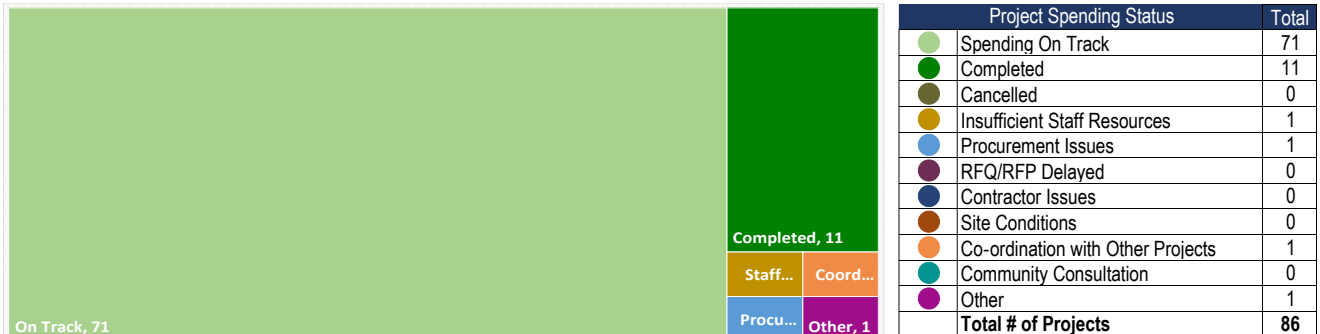
Actual and Projected Spend Rates by Category



Project Overall Status by Category



Project Spending Status with Delay Reasons



Note: The project spending status represents current year spending, which is not necessarily representative of the overall project status.

Toronto Transit Commission (TTC)

All Projects (\$million)	2025						Overall				
Project Name	Approved Budget	YTD Expenditure		Projected Actual to Year-End		Reason for Spending Delays	Notes	Total Approved Budget	Life-to-Date Actuals	%	Project Status
		\$	%	\$	%						
Power Dist. H&S	0.157	0.117	74.9%	0.680	433.9%			1.459	1.223	83.8%	On Track
Finishes-H&S	1.419	(0.011)	-0.7%	0.150	10.6%			7.974	5.127	64.3%	On Track
Fire Ventilation Upgrades & Second Exits - H&S	11.290	1.483	13.1%	10.414	92.2%			197.882	52.834	26.7%	On Track
Streetcar Overhaul - H&S	0.185	0.034	18.2%	0.185	100.0%			19.401	1.281	6.6%	On Track
Subway Car Overhaul - H&S											Completed
Computer Equipment And Software - H&S	1.901	0.684	36.0%	1.681	88.4%			12.251	6.783	55.4%	On Track
Other Buildings - H&S	2.936	0.385	13.1%	2.138	72.8%			104.009	4.678	4.5%	On Track
Bus Overhaul - H&S								1.825	1.825	100.0%	Completed
Safety and Reliability	1.365	0.333	24.4%	1.365	100.0%			13.429	3.397	25.3%	On Track
Health & Safety	19.253	3.026	15.7%	16.613	86.3%			358.230	77.149		
Communications-Legislated	0.295	0.152	51.7%	0.295	100.1%			22.091	17.209	77.9%	Completed
Equipment-Legislated	0.510	0.822	161.1%	1.375	269.5%			66.110	26.384	39.9%	On Track
Streetcar Network-Legislated	0.376	0.033	8.8%	0.445	118.4%			54.934	53.290	97.0%	On Track
Easier Access-Phase III	123.269	54.323	44.1%	145.853	118.3%			1,201.770	852.733	71.0%	On Track
Subway Car Overhaul - Legislated (AODA)											Completed
Subway Asbestos Removal	8.918	4.475	50.2%	11.241	126.0%			147.216	109.562	74.4%	On Track
Computer Equipment And Software - Legis	0.250		0.0%	0.150	60.2%			0.250		0.0%	On Track
Other Service Planning - Legislated	1.076	1.137	105.7%	2.598	241.4%			30.544	20.931	68.5%	On Track
Other Buildings - Legislated	2.993	2.312	77.2%	4.371	146.0%			86.994	65.868	75.7%	On Track
Legislated	137.688	63.254	45.9%	166.328	120.8%			1,609.911	1,145.977		
Subway Track - SOGR	23.452	19.952	85.1%	43.411	185.1%			411.013	371.470	90.4%	On Track
Surface Track - SOGR	27.252	15.446	56.7%	41.923	153.8%			296.250	332.396	112.2%	On Track
Traction Power-Various - SOGR	29.282	10.663	36.4%	29.374	100.3%			485.956	435.755	89.7%	On Track
Power Dist. SOGR	9.404	2.360	25.1%	9.215	98.0%			254.272	161.437	63.5%	On Track
Communications-SOGR	13.504	6.325	46.8%	15.074	111.6%			203.949	172.923	84.8%	On Track
Signal Systems-SOGR	41.182	7.468	18.1%	23.720	57.6%			366.028	240.069	65.6%	On Track
Finishes-SOGR	30.528	11.040	36.2%	31.585	103.5%			335.721	266.084	79.3%	On Track
Equipment-SOGR	90.814	18.375	20.2%	81.876	90.2%			918.198	562.182	61.2%	On Track
On-Grade Paving Rehabilitation	5.923	3.369	56.9%	8.728	147.3%			173.348	154.976	89.4%	On Track
Bridges And Tunnels-Various	40.916	18.918	46.2%	46.507	113.7%			619.670	493.600	79.7%	On Track
Fire Ventilation Upgrades & Second Exits - SOGR	6.198	1.658	26.8%	6.198	100.0%			437.656	376.403	86.0%	On Track
Purchase of Wheel Trans	11.802	5.279	44.7%	10.880	92.2%			128.362	80.535	62.7%	On Track
Purchase Of Subway Cars - SOGR	1.559	0.662	42.5%	1.559	100.0%			2,220.870	233.379	10.5%	On Track
Streetcar Overhaul - SOGR	34.865	18.771	53.8%	34.865	100.0%			133.877	80.208	59.9%	On Track
Subway Car Overhaul - SOGR	46.467	23.065	49.6%	42.618	91.7%			825.861	240.592	29.1%	On Track
Automotive Non-Revenue Vehicle Replace - SOGR	14.952	3.128	20.9%	11.752	78.6%			52.095	34.552	66.3%	On Track
Rail Non Revenue Vehicle Overhaul	3.757	0.626	16.7%	2.497	66.5%			35.260	20.988	59.5%	On Track
Rail Non-Revenue Vehicle Purchase - SOGR	0.416	0.028	6.8%	0.338	81.4%			53.827	4.047	7.5%	On Track
Tools And Shop Equipment	14.995	2.888	19.3%	12.393	82.6%			69.555	46.074	66.2%	On Track
Revenue & Fare Handling Equipment -SOGR	7.833	0.183	2.3%	3.833	48.9%			74.116	57.651	77.8%	On Track
Computer Equipment And Software - SOGR	87.611	20.972	23.9%	70.330	80.3%			665.095	451.360	67.9%	On Track
Other Furniture And Office Equipment	0.626	(0.001)	-0.2%	0.550	87.9%			4.912	4.165	84.8%	On Track
Other Service Planning - SOGR	0.168	0.286	170.5%	1.598	952.6%			31.445	21.994	69.9%	On Track
Transit Shelters & Loops	0.240	0.001	0.6%	0.326	136.1%			3.403	2.642	77.7%	On Track
Other Buildings - SOGR	23.273	13.567	58.3%	30.707	131.9%			873.798	543.771	62.2%	On Track
Purchase of Buses -SOGR	465.118	138.293	29.7%	294.316	63.3%	Other	#4	1,160.154	761.322	65.6%	Delayed < 6 mths
Bus Overhaul - SOGR	68.309	30.994	45.4%	68.311	100.0%			760.184	657.476	86.5%	On Track
Other Maintenance Equipment	4.353	1.065	24.5%	3.172	72.9%	Procurement Issues	#3	14.929	10.195	68.3%	Delayed < 6 mths
Queensway Bus Garage Renovations											Completed
Purchase of Streetcars - SOGR	0.052	(0.001)	-1.3%		0.0%			1,107.611	1,107.559	100.0%	Completed
POP Legacy Fare Collection									3.397		Completed
ATC Resignalling - YUS Line	5.158	1.337	25.9%	4.776	92.6%			710.158	682.939	96.2%	On Track

ATC Resignalling - Bloor/Danforth Line	15.477	7.422	48.0%	18.020	116.4%		636.566	38.440	6.0%	On Track
Leslie Barns	0.356	(0.004)	-1.1%	0.390	109.6%		523.489	517.048	98.8%	On Track
TR Yard And Tail Track Accommodation	7.138	4.611	64.6%	7.138	100.0%		540.198	447.969	82.9%	On Track
Warehouse Consolidation	0.397	0.079	20.0%	0.397	100.0%		2.632	5.070	192.6%	On Track
Corporate Initiatives - CLA	10.768	2.367	22.0%	8.765	81.4%		37.735	10.538	27.9%	On Track
Scabourough Rapid Tranist - Bus Replacement	17.803	2.151	12.1%	14.523	81.6%		188.704	115.629	61.3%	On Track
State of Good Repair	1,161.946	393.347	33.9%	981.667	84.5%		15,356.896	9,746.832		
Subway Track - Service Improvement			56.6%	13.751	182.6%	Co-ordination with Other Projects	5.722	5.722	100.0%	On Track
			3.3%	0.125	38.5%					On Track
			49.3%	0.562	149.3%					Delayed < 6 mths
			1.8%	5.707	100.0%					On Track
			3.7%	0.072	7.9%					Completed
			18.8%	3.249	41.4%					On Track
			16.8%	0.100	100.5%					On Track
			17.4%	5.090	65.4%					On Track
			5.2%	12.478	45.9%					Delayed < 6 mths
			12.6%	16.299	49.8%					On Track
			39.9%	0.476	99.9%	Insufficient Staff Resources				On Track
			10.1%	0.100	100.0%					On Track
			54.3%	77.778	128.9%					On Track
			43.3%	22.191	101.7%					Completed
			53.0%	10.757	106.0%					On Track
Service Improvements	183.391	60.852	33.2%	168.734	92.0%		4,091.616	671.254		
Bus Rapid Transit-Growth		(0.003)	0.0%	0.900	60.0%		37.143	37.140	100.0%	Completed
			49.2%	0.435	100.1%				99.8%	On Track
			-2.6%	0.679	79.7%				1.6%	On Track
			14.0%	16.012	67.5%				30.4%	On Track
			54.8%	142.623	100.0%				36.4%	On Track
			17.8%	2.255	100.0%				Completed	Completed
				0.467					84.7%	On Track
				6.230					91.5%	On Track
			76.1%	0.170	186.0%				On Track	On Track
Growth Related	229.807	83.802	36.5%	169.771	73.9%		6,209.617	5,177.354		
Projects Total	1,732.085	604.280	34.9%	1,503.114	86.8%		27,626.271	16,818.567		

Major Capital Projects (\$million)	2025							Overall						
Project Name	Approved Budget	YTD Expenditure		Projected Actual to Year-End		Reason for Spending Delays	Notes	Total Approved Budget	Life-to-Date Actuals	%	Project Status	Start Date	Completion Date	
		\$	%	\$	%								Original Planned	Revised Planned / Actual
Equipment-SOGR	90.814	18.375	20.2%	81.876	90.2%	Other	#5	918.198	562.182	61.2%	On Track	2022	On-going	On-going
Fire Ventilation Upgrades & Second Exits - SOGR	6.198	1.658	26.8%	6.198	100.0%	Other	#6	437.656	376.403	86.0%	On Track	2002	Post 2030	On-going
Easier Access-Phase III	123.269	54.323	44.1%	145.853	118.3%	Contractor Issues	#7	1,201.770	852.733	71.0%	On Track	2007	31/12/2027	31/12/2028
Purchase Of Subway Cars - SOGR	1.559	0.662	42.5%	1.559	100.0%	Other	#8	2,220.870	233.379	10.5%	On Track	2020	Post 2027	TBD
Other Buildings - Service Improvement	32.728	4.116	12.6%	16.299	49.8%	RFQ/RFP Delayed	#9	156.881	118.812	75.7%	On Track	2015	On-going	On-going
Purchase of Buses -SOGR	465.118	138.293	29.7%	294.316	63.3%	Other	#4	1,160.154	761.322	65.6%	Delayed < 6 mths	2018	31/12/2025	31/03/2026
ATC Resignalling - Bloor/Danforth Line	15.477	7.422	48.0%	18.020	116.4%	Other	#10	636.566	38.440	6.0%	On Track	2021	Post 2025	Post 2033
Line 1 Capacity Enhancement	21.824	9.457	43.3%	22.191	101.7%	Other	#11	1,074.612	92.771	8.6%	On Track	2019	Post 2035	Post 2035
Line 2 Capacity Enhancement	10.153	5.378	53.0%	10.757	106.0%	Other	#12	1,010.780	49.739	4.9%	On Track	2019	Post 2035	Post 2035

Note Section:

Note # 1

Project deferred due to coordination with third party.

Note # 2

Insufficient resources and delay with consultants being on board.

Note # 3

Deferred due to supply chain issue.

Note # 4

Ebus procurement: Vendors impacted by supply chain and quality issues. Project completion has been deferred from Q4 2025 to Q1 2026.

Note # 5

Ebus charge points: Commissioning at various garages have take longer than anticipated due to technical complexities. Efforts are underway to mitigate capacity deficits at key garages.

Note # 6

On Track

Note # 7

Following removal of the previous elevator subcontractor at Greenwood and Museum stations, a new subcontractor was onboarded and the TTC is working with the general contractor to identify opportunities for schedule recovery at both stations.

Note # 8

On track, RFP submissions closing on Aug 19, 2025 and evaluations are forecasted to be completed by Oct 2025.

Note # 9

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 the contractor during the Development Phase.

Note # 10

On Track, with Stage 4 Bid Submissions due by September 2025.

Note # 11

Delay in obtaining agreement with York Region and CN Rail. TTC continues to work with all Stakeholders.

Note # 12

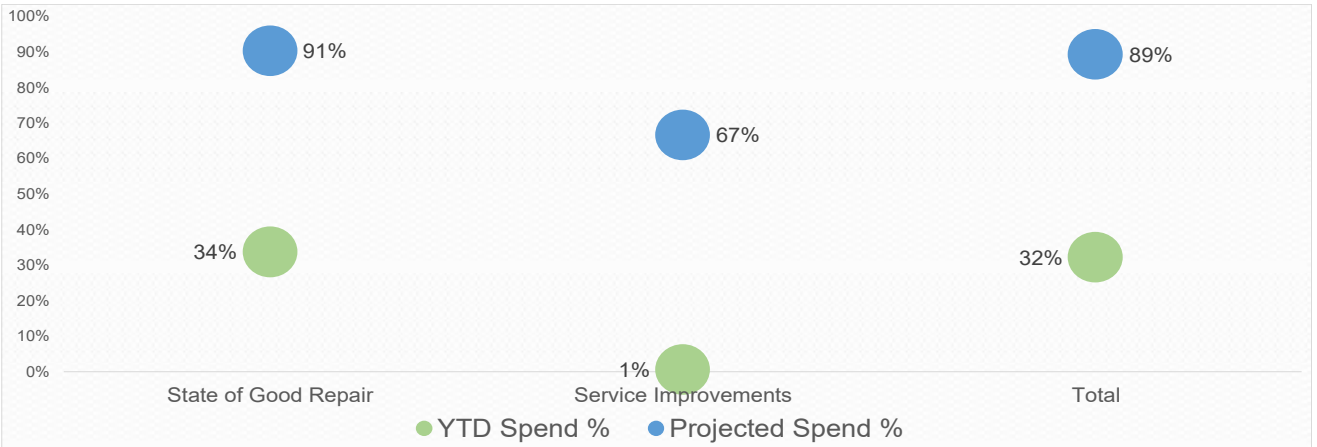
The contract award for the Spadina Streetcar Platform Extension was deferred due to the property acquisition delay. The Project Team is collaborating with Operations to address resource constraints which are impacting the schedule.

Note # 13

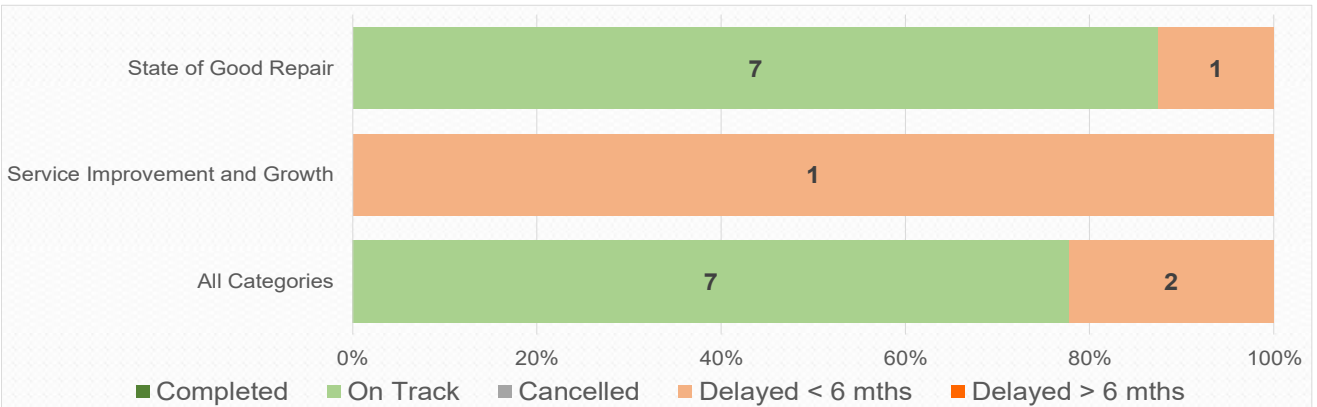
The project is currently projected to overspend due to design maturity— initial estimate was based on 30% design, and is now at the 60% design stage. TTC expects to have a more accurate forecast by the 9M mark. If the overspend materializes, it will be addressed through a budget transfer.

Toronto Zoo (ZOO)

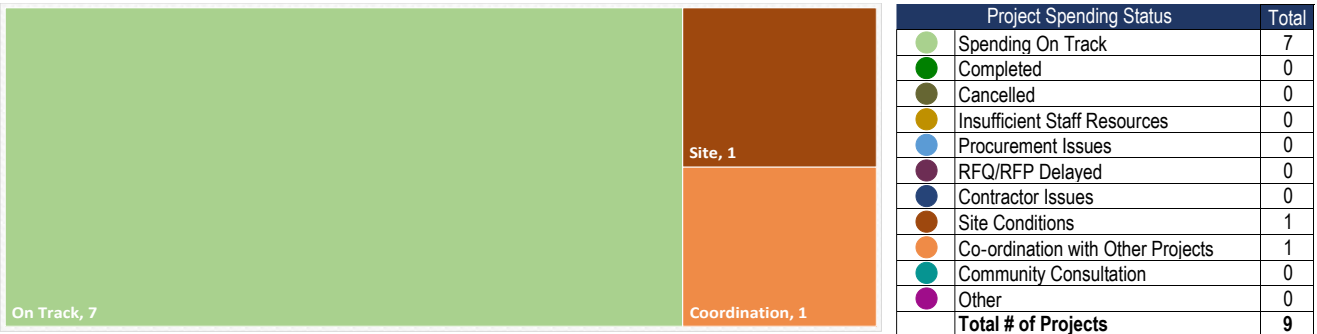
Actual and Projected Spend Rates by Category



Project Overall Status by Category



Project Spending Status with Delay Reasons



Key Discussion Points

- Toronto Zoo spent \$16.376 million or 32.3% YTD and is projecting to spend \$45.348 million or 89.5% of its 2025 Approved Capital Budget.
- Of the 9 active projects, 7 projects are projected to be on track for completion and 2 projects are experiencing minor delay due to coordination with other projects and site conditions.

Note: The project spending status represents current year spending, which is not necessarily representative of the overall project status.

Toronto Zoo (ZOO)

All Projects (\$million)	2025							Overall			
Project Name	Approved Budget	YTD Expenditure		Projected Actual to Year-End		Reason for Spending Delays	Notes	Total Approved Budget	Life-to-Date Actuals	%	Project Status
		\$	%	\$	%						
Health & Safety											
Legislated											
Building & Services Refurbishment	2.004	1.984	99.0%	2.004	100.0%	Site Conditions	1	17.281	15.314	88.6%	On Track
Carbon Budget- Site-Wide Generator Replacement	0.100		0.0%	0.100	100.0%			0.100		0.0%	On Track
Carbon Budget-Equipment Replacement	0.400		0.0%	0.400	100.0%			0.400		0.0%	On Track
Exhibit Refurbishment	3.698	1.437	38.8%	3.698	100.0%			8.125	5.863	72.2%	On Track
Grounds and Visitor Improvement	3.481	2.075	59.6%	3.481	100.0%			13.625	12.218	89.7%	On Track
Information Systems	1.100	0.210	19.1%	1.100	100.0%			6.678	5.788	86.7%	On Track
Welcome Area - Design	0.064	0.014	22.3%	0.064	100.0%			1.888	1.838	97.4%	On Track
Welcome Area - Phase A Construction	37.590	10.643	28.3%	33.000	87.8%			76.287	26.150	34.3%	Delayed < 6 mths
State of Good Repair	48.438	16.363	33.8%	43.848	90.5%					124.384	67.172
Savanna Indoor Winter Holding & Viewing Design	2.247	0.013	0.6%	1.500	66.8%	Co-ordination with Other Projects	2	4.300	1.266	29.4%	Delayed < 6 mths
Service Improvements	2.247	0.013	0.6%	1.500	66.8%			4.300	1.266		
Growth Related											
Projects Total	50.684	16.376	32.3%	45.348	89.5%			128.684	68.438		

Major Capital Projects (\$million)	2025							Overall						
Project Name	Approved Budget	YTD Expenditure		Projected Actual to Year-End		Reason for Spending Delays	Notes	Total Approved Budget	Life-to-Date Actuals	%	Project Status	Start Date	Completion Date	
		\$	%	\$	%								Original Planned	Revised Planned / Actual
Welcome Area - Design	0.064	0.014	22.3%	0.064	100.0%		1	1.888	1.838	97.4%	On Track	12/01/2019	12/31/2025	12/31/2025
Welcome Area - Phase A Construction	37.590	10.643	28.3%	33.000	87.8%	Site Conditions	1	76.287	26.150	34.3%	Delayed < 6 mths	09/01/2023	12/31/2025	03/01/2026

Note Section:

Note # 1

The Welcome Area Construction project is delayed due to site conditions, the project is currently in the construction phase and is projected to spend at 88% by year-end.

Note # 2

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

Sankofa Square (SS)



Note: The project spending status represents current year spending, which is not necessarily representative of the overall project status.

Sankofa Square (SS)

All Projects (\$million)	2025						Overall				
Project Name	Approved Budget	YTD Expenditure		Projected Actual to Year-End		Reason for Spending Delays	Notes	Total Approved Budget	Life-to-Date Actuals	%	Project Status
		\$	%	\$	%						
SANKOFA SQUARE SIGNAGE	0.092		0.0%	0.092	100.0%		# 1	0.105	0.013	12.0%	On Track
ACCESSIBILITY INSTALLATION TO MEET AODA	0.060		0.0%		0.0%	Procurement Issues	# 2	0.060		0.0%	Delayed > 6 mths
Legislated	0.152		0.0%	0.092	60.6%			0.165	0.013		
Projects Total	0.152		0.0%	0.092	60.6%			0.165	0.013		

Note Section:

Note # 1

City Council adopted the amendments to the Sign Bylaw on April 23-2025. This amendment allows the use of the words Sankofa Square on signage. Final designs and engineered drawings will have to be approved by Sign Variance Committee.

New logo and fonts approved by the Board. Procurement documents have been circulated to potential fabricators for design drawings & costings. Fabrication and installation contract to be issued in summer 2025.

Note # 2

The initial funding will allow further design and costing work. The preliminary costings indicate that further funding (estimated \$0.2M total project cost) will be required to complete the work. The funding will be requested as part of the 2026 budget process.

Architect and contractor working on designs & costings. Work onsite will have to be co-ordinated around spring/summer 2026 event bookings.

2025 Capital Spending by Program Rate Programs

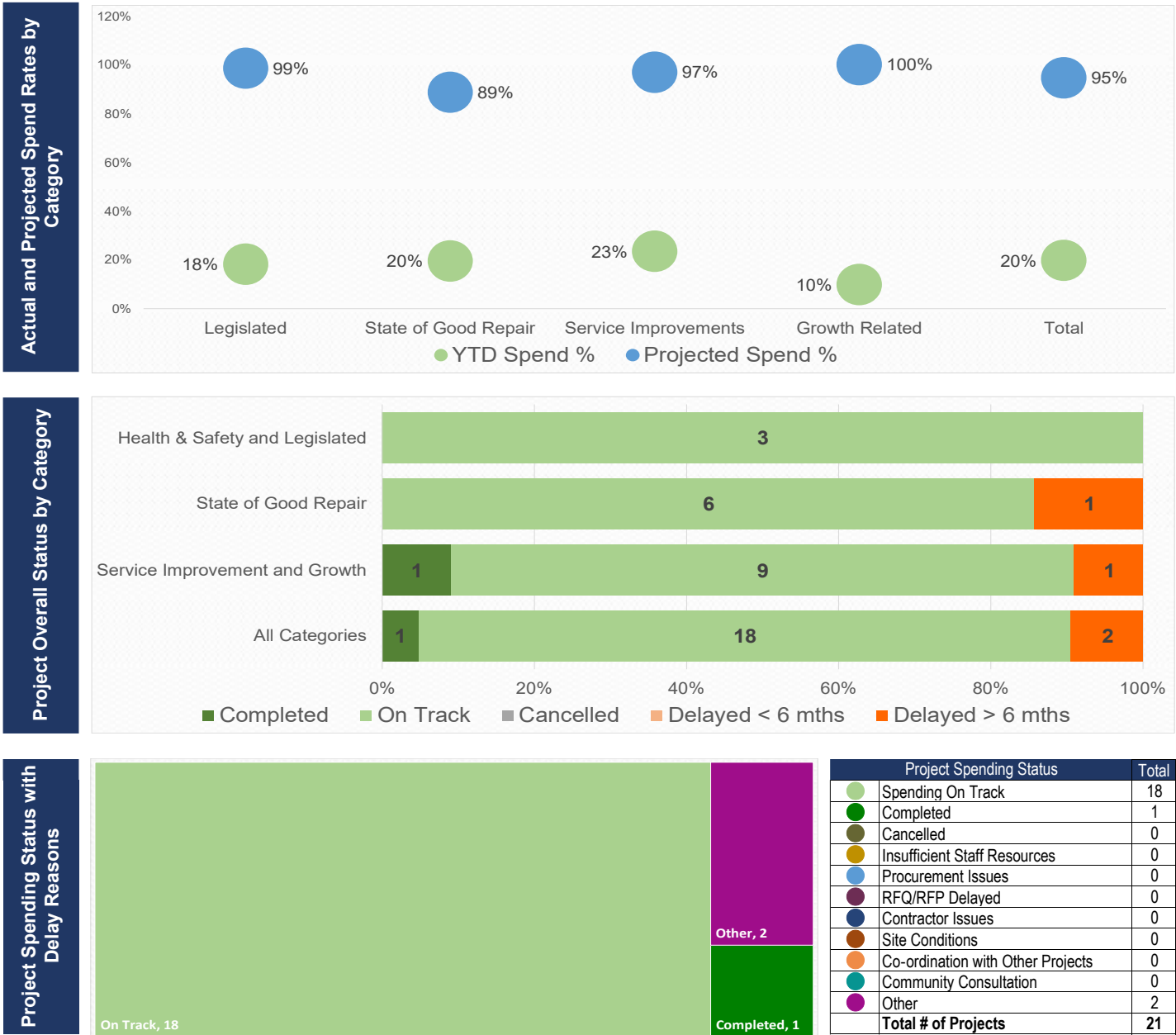
Program (\$M)	Period	2025 Approved Cash Flow	2025 Expenditure			Trending	Alert (Benchmark 70% spending rate)
			Year To Date Actuals	Projected Actuals	Projected %		
Solid Waste Management Services	4M-2025	75.04	8.45	69.12	92.1%		Ⓞ
	Q2-2025	75.04	14.85	70.96	94.6%	↑	Ⓞ
Toronto Parking Authority	4M-2025	55.63	2.23	53.43	96.0%		Ⓞ
	Q2-2025	55.63	8.98	52.57	94.5%	↓	Ⓞ
Toronto Water	4M-2025	1,224.21	131.64	975.38	79.7%		Ⓞ
	Q2-2025	1,224.21	262.30	931.90	76.1%	↓	Ⓞ
TOTAL	4M-2025	1,354.88	142.32	1,097.93	81.0%		Ⓞ
	Q2-2025	1,354.88	286.13	1,055.44	77.9%	↓	Ⓞ

Projected / Year end Actuals Spending	
> 70%	Ⓞ
Between 50%-70%	Ⓢ
< 50%	Ⓡ

For the six months ended June 30, 2025, the capital expenditures for Rate Programs totalled \$286.1 million of their collective 2025 Approved Capital Budget of \$1,354.9 million. Spending is expected to increase to \$1,055.4 (77.9%) million by year-end.

Programs with more than 70% projected spending rate are: Solid Waste Management Services, Toronto Parking Authority, Toronto Water.

Solid Waste Management (SOL)



Note: The project spending status represents current year spending, which is not necessarily representative of the overall project status.

Solid Waste Management (SOL)

All Projects (\$million)	2025							Overall			
Project Name	Approved Budget	YTD Expenditure		Projected Actual to Year-End		Reason for Spending Delays	Notes	Total Approved Budget	Life-to-Date Actuals	%	Project Status
		\$	%	\$	%						
GREEN LANE LANDFILL	19.458	1.123	5.8%	19.377	99.6%			520.953	172.108	33.0%	On Track
LANDFILL CAPACITY DEVELOPMENT	2.008	0.883	44.0%	2.008	100.0%			7.045	2.463	35.0%	On Track
PERPETUAL CARE OF CLOSED LANDFILLS	7.922	3.348	42.3%	7.570	95.6%			140.099	73.788	52.7%	On Track
Legislated	29.388	5.354	18.2%	28.955	98.5%			668.097	248.359		
COLLECTION YARD ASSET MANAGEMENT	2.185	0.656	30.0%	2.142	98.0%	Other	1	29.089	9.945	34.2%	On Track
DIVERSION FACILITIES ASSET MANAGEMENT	0.058	0.023	39.5%	0.058	100.0%			3.320	2.779	83.7%	On Track
DUFFERIN WASTE FACILITY SITE IMPROVEMENT	2.887	0.008	0.3%	0.049	1.7%			57.574	1.815	3.2%	Delayed > 6 mths
NEW FLEET	0.995	0.688	69.1%	0.995	100.0%			3.590	2.522	70.3%	On Track
ORGANICS PROCESSING FACILITY ASSET MGMT	4.192	0.841	20.1%	4.180	99.7%			64.245	9.982	15.5%	On Track
RENEWABLE NATURAL GAS	0.086		0.0%		0.0%			0.865		0.0%	On Track
TRANSFER STATION ASSET MANAGEMENT	17.113	3.167	18.5%	16.979	99.2%			348.533	103.396	29.7%	On Track
State of Good Repair	27.516	5.382	19.6%	24.403	88.7%			507.215	130.438		
CONSTRUCTION OF BIOGAS UTILIZATION AT DI	0.056	0.013	23.1%	0.043	77.2%	Other		3.259	3.210	98.5%	On Track
DIVERSION SYSTEMS	3.106	1.031	33.2%		100.0%					23.6%	On Track
ENGINEERING PLANNING STUDIES	0.399	0.110	27.5%		100.0%					23.6%	On Track
FLEET TECHNOLOGY ENHANCEMENTS	0.525	0.054	10.3%		100.0%					7.2%	Delayed > 6 mths
IT CORPORATE INITIATIVES	1.260	0.149	11.8%		80.8%					53.6%	On Track
LONG TERM WASTE MANAGEMENT STRATEGY	8.659	2.005	23.2%		100.0%					68.1%	On Track
SWM IT APPLICATION INITIATIVES	2.478	0.600	24.2%		90.3%					22.0%	On Track
SWMS STRATEGIC INITIATIVES	0.545	0.045	8.3%		100.0%					22.1%	On Track
TWO-WAY RADIO REPLACEMENT	0.034		0.0%		0.0%			80.8%	On Track		
Service Improvements	17.063	4.007	23.5%	16.533	96.9%			394.682	122.092		
DUFFERIN SSO FACILITY		(0.009)						81.321	80.235	98.7%	Completed
ORGANICS PROCESSING FACILITY	1.073	0.115	10.7%	1.073	100.0%			133.945	2.271	1.7%	On Track
Growth Related	1.073	0.106	9.9%	1.073	100.0%			215.266	82.505		
Projects Total	75.039	14.849	19.8%	70.963	94.6%			1,785.260	583.394		

Major Capital Projects (\$million)		2025						Overall						
Project Name	Approved Budget	YTD Expenditure		Projected Actual to Year-End		Reason for Spending Delays	Notes	Total Approved Budget	Life-to-Date Actuals	%	Project Status	Start Date	Completion Date	
		\$	%	\$	%								Original Planned	Revised Planned / Actual
GREEN LANE LANDFILL	19.458	1.123	5.8%	19.377	99.6%		3	520.953		0.0%	On Track	Prior to 2010	12/31/2026	12/31/2040
PERPETUAL CARE OF CLOSED LANDFILLS	7.922	3.348	42.3%	7.570	95.6%		4	140.099		0.0%	On Track	Prior to 2010	12/31/2032	12/31/2034
TRANSFER STATION ASSET MANAGEMENT	17.113	3.167	18.5%	16.979	99.2%		5	348.533		0.0%	On Track	Prior to 2010	12/31/2034	12/31/2034

Note Section:

Note # 1

Increased project scope and consultant delays have delayed the development of the tender package which has pushed back the start of construction to 2026.

Note # 2

Delays on this project are greater than six months due to TSD intake process for AI camera technology and integration with City infrastructure. In addition, sideguards that were to be installed in 2024 will now be installed in 2025 and 2026.

Note # 3

Green Lane Landfill: Project is on track. 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.

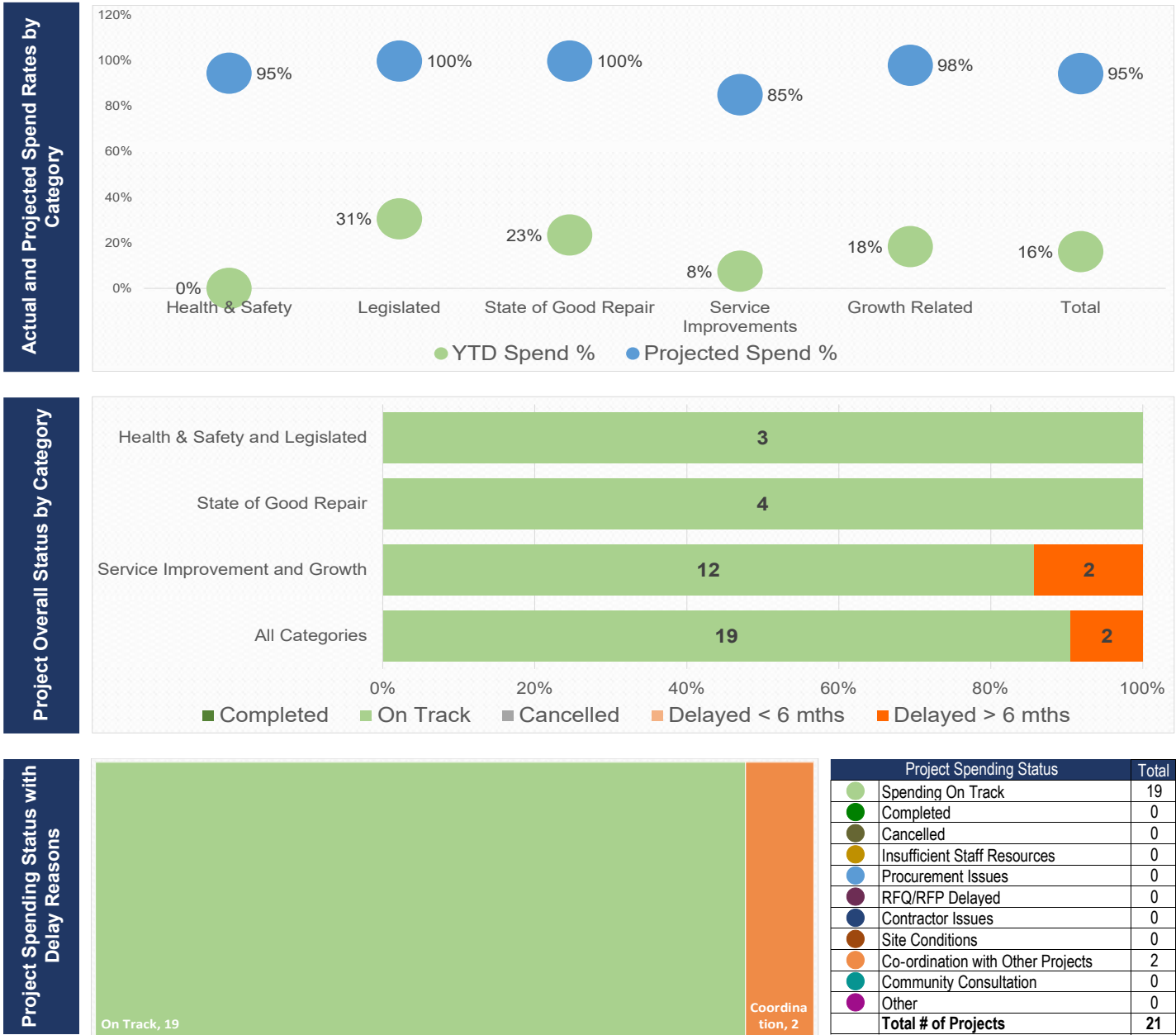
Note # 4

Perpetual Care Of Closed Landfills: Project is on track. Legislated project for the perpetual care of various municipal closed landfills.

Note # 5

Transfer Station Asset Management: Projects are on track. 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.

Toronto Parking Authority (TPA)



Note: The project spending status represents current year spending, which is not necessarily representative of the overall project status.

Toronto Parking Authority (TPA)

All Projects (\$million)	2025						Overall				
Project Name	Approved Budget	YTD Expenditure		Projected Actual to Year-End		Reason for Spending Delays	Notes	Total Approved Budget	Life-to-Date Actuals	%	Project Status
		\$	%	\$	%						
CCTV (Security of garages) via City of Toronto	0.900		0.0%	0.900	100.0%			0.905	0.425	46.9%	On Track
Health & Safety Strategy	0.198		0.0%	0.140	70.7%			0.398		0.0%	On Track
Health & Safety	1.098		0.0%	1.040	94.7%			1.303	0.425		
Asset Management 2025-2029	1.260	0.385	30.6%	1.260	100.0%			7.260	0.385	5.3%	On Track
Legislated	1.260	0.385	30.6%	1.260	100.0%			7.260	0.385		
Surface Lot Condition Assessment	0.225		0.0%	0.225	100.0%			0.625	0.269	43.1%	On Track
SOGR Backlog	9.618	1.536	16.0%	9.618	100.0%			107.075	3.482	3.3%	On Track
Garage Repair & Equipment - Health & Safety	4.122	1.808	43.9%	4.122	100.0%			32.140	15.304	47.6%	On Track
Tenant Capital Repairs	0.270		0.0%	0.270	100.0%			2.270		0.0%	On Track
State of Good Repair	14.235	3.344	23.5%	14.235	100.0%			142.110	19.056		
Reimaging The Monitoring Stations	1.700		0.0%	0.455	26.8%			9.082	0.333	3.7%	On Track
Green EV Fleet	0.315	0.010	3.3%		100.0%					8.9%	On Track
Parking Management System Modernization	5.247		0.0%		100.0%					1.1%	On Track
Wayfinding	0.675		0.0%		51.9%					12.8%	On Track
Budget Tool, Go To Market & Invoicing System Replacement	1.800	0.368	20.5%		100.0%					10.2%	On Track
City Framework for On-Street Expansion 2025 - 2028	0.558		0.0%		0.0%	Co-ordination with Other Projects				0.0%	Delayed > 6 mths
BST Website Refresh	0.446		0.0%		0.0%	Co-ordination with Other Projects				0.0%	Delayed > 6 mths
Centralize City Parking Assets	0.144	0.017	11.5%		72.2%					11.5%	On Track
HR Module Enhancements	0.225		0.0%		100.0%					0.0%	On Track
Parking Technology Enhancements	6.579	0.933	14.2%		100.0%					3.1%	On Track
Service Improvements	17.689	1.328	7.5%	15.075	85.2%			65.693	2.646		
4 Year Bike Share Expansion	12.122	3.151	26.0%	12.101	99.8%			43.138	20.897	48.4%	On Track
			0.0%		100.0%					5.3%	On Track
			8.1%		95.5%					22.3%	On Track
			46.5%		100.0%					3.8%	On Track
Growth Related	21.349	3.921	18.4%	20.963	98.2%			111.299	34.250		
Projects Total	55.631	8.979	16.1%	52.573	94.5%			327.665	56.763		

Major Capital Projects (\$million)	2025							Overall						
Project Name	Approved Budget	YTD Expenditure		Projected Actual to Year-End		Reason for Spending Delays	Notes	Total Approved Budget	Life-to-Date Actuals	%	Project Status	Start Date	Completion Date	
		\$	%	\$	%								Original Planned	Revised Planned / Actual
4 Year Bike Share Expansion	12.122	3.151	26.0%	12.101	99.8%		#3	43.138	20.897	48.4%	On Track	01/01/2022	12/31/2029	12/31/2029
EV Off-Street Projects	8.100	0.654	8.1%	7.735	95.5%		#4	57.656	12.837	22.3%	On Track	01/01/2022	12/31/2033	12/31/2033
Garage Repair & Equipment - Health & Safety	4.122	1.808	43.9%	4.122	100.0%		#5	32.140	15.304	47.6%	On Track	01/01/2023	12/31/2034	12/31/2034

Note Section:

Note # 1:

City led project and needs clarity of timeline of delivery, more analysis of profitability needed for placement of equipment/machines at new locations.

Note # 2:

Project scope under review since it is subcontracted out and has security issues.

Note # 3:

Four-year bike share expansion will achieve footprint in all 25 wards and will also fund the expansion to Toronto Centre Island.

Note # 4:

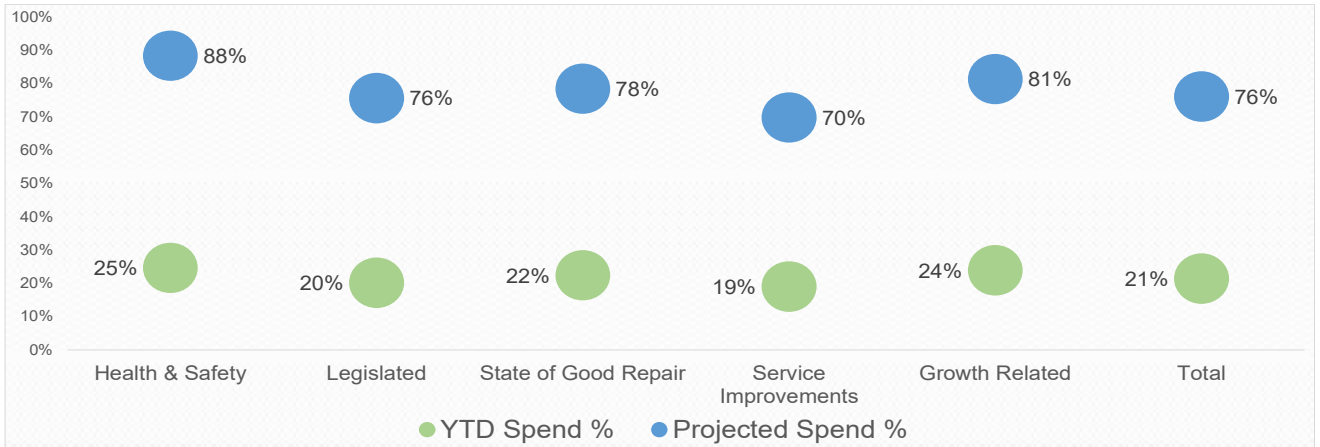
The program is expected to deliver incremental 60 L2 and 15 L3 chargers installed in 2025.

Note # 5:

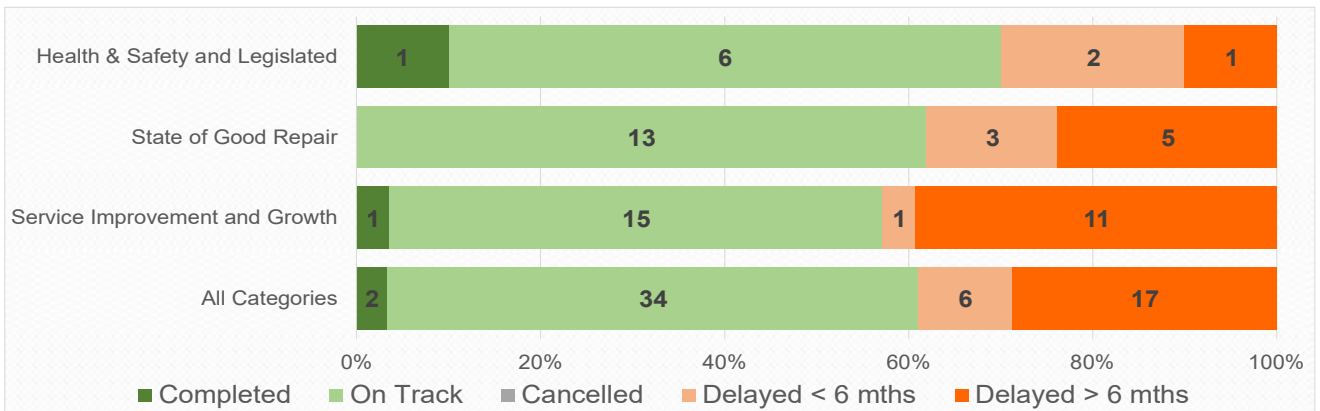
This is a multi-year and phased project that includes garage restoration and modernization that includes incorporating innovative technologies that digitize our footprint and wayfinding that supports enhanced customer experience.

Toronto Water

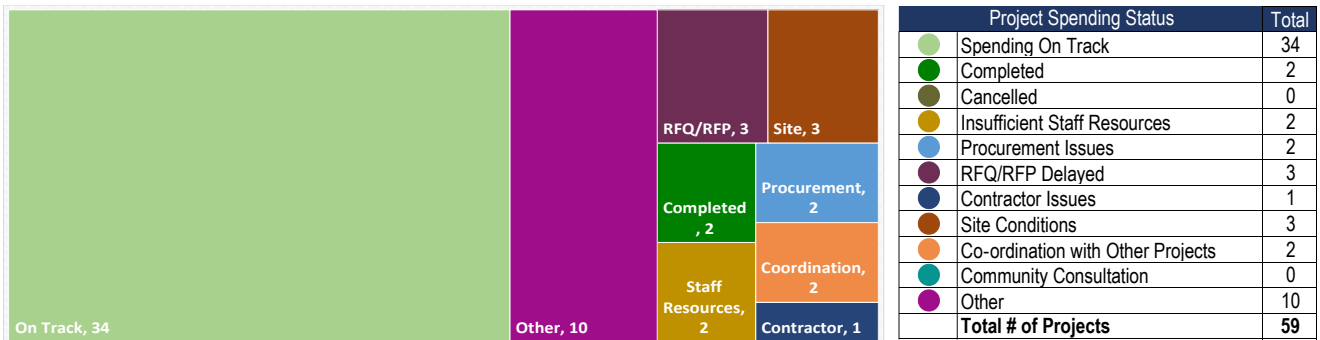
Actual and Projected Spend Rates by Category



Project Overall Status by Category



Project Spending Status with Delay Reasons



Key Discussion Points

1. This dashboard displays progress by 28 program areas, representing 314 water and wastewater projects. Most capital projects are multi-year or on-going expenditure projects with completion dates in future years.
2. \$740.350 million or 71% of projects are on track for scheduled completion or completed. The projected year-end spend rate of 76% is lower than the 10-Year Rate Model completion target for 2025 of 82.0%.
3. Delivering capital construction projects efficiently has become progressively challenging due to increasingly complex coordination requirements, procurement practices that have not kept pace with evolving needs, extended timelines for acquisition of required permits and easements, and capital construction delivery project management methodologies that have not adapted to the growing delivery rate and complexity of coordination. A four-pronged, systems-based strategy has been recommended to address these challenges by integrating capital coordination, project delivery, procurement, and congestion management into a unified framework. The capital spend rate will continue to be impacted until such time as the recommendations are being implemented.

Note: The project spending status represents current year spending, which is not necessarily representative of the overall project status.

Toronto Water

All Projects (\$million)		2025						Overall			
Project Name	Approved Budget	YTD Expenditure		Projected Actual to Year-End		Reason for Spending Delays	Notes	Total Approved Budget	Life-to-Date Actuals	%	Project Status
		\$	%	\$	%						
Ashbridges Bay Treatment Plant	0.216	0.047	21.8%	0.132	61.1%	Insufficient Staff Resources	#1	38.160	37.291	97.7%	Completed
FJ Horgan Treatment Plant	0.235		0.0%		0.0%			0.350		0.0%	Delayed > 6 mths
Humber Wastewater Treatment	1.521	0.439	28.9%	1.611	105.9%		#1	18.129	14.551	80.3%	On Track
Health & Safety	1.972	0.486	24.7%	1.743	88.4%			56.639	51.842		
Ashbridges Bay Treatment Plant	26.563	9.537	35.9%	23.253	87.5%	Other	#1	585.317	506.580	86.5%	On Track
Highland Creek Treatment Plant	1.622	1.301	80.2%	1.850	114.1%			45.894	35.920	78.3%	On Track
Humber Wastewater Treatment	4.510	1.166	25.8%	4.204	93.2%		#2	71.158	60.428	84.9%	On Track
Island Treatment Plant	15.970	0.090	0.6%	10.436	65.3%	Co-ordination with Other Projects		155.144	24.516	15.8%	Delayed < 6 mths
Pumping Stations&Forcemains	10.940	2.584	23.6%	10.755	98.3%			141.698	44.905	31.7%	On Track
Water Service Replacement	49.109	7.264	14.8%	31.740	64.6%			484.972	359.190	74.1%	Delayed < 6 mths
WT - Storage & Treatment	0.055	0.026	47.9%	0.053	96.4%			1.831	1.582	86.4%	On Track
Legislated	108.769	21.968	20.2%	82.290	75.7%			1,486.014	1,033.121		
Ashbridges Bay Treatment Plant	94.485	25.571	27.1%	85.562	90.6%	Other	#1	2,707.249	563.139	20.8%	On Track
RL Clark Treatment Plant	1.640	0.222	13.5%	1.012	61.7%		#3	14.733	6.671	45.3%	On Track
RC Harris Treatment Plant	1.817	0.759	41.8%	1.751	96.4%			51.393	37.602	73.2%	On Track
Highland Creek Treatment Plant	11.790	2.960	25.1%	6.598	56.0%	Contractor Issues		351.208	191.893	54.6%	Delayed > 6 mths
FJ Horgan Treatment Plant	5.124	0.043	0.8%	1.774	34.6%			22.559	10.175	45.1%	Delayed > 6 mths
Humber Wastewater Treatment	25.137	6.912	27.5%	20.806	82.8%	Other	#1	556.494	246.625	44.3%	On Track
Island Treatment Plant	2.133	0.220	10.3%	1.117	52.4%			45.747	11.725	25.6%	On Track
Linear Engineering	113.872	34.086	29.9%	102.560	90.1%	Procurement Issues	#1	1,205.138	831.659	69.0%	On Track
Pumping Stations&Forcemains	13.147	9.273	70.5%	14.752	112.2%			103.288	43.946	42.5%	On Track
Sewer Rehabilitation	93.627	21.387	22.8%	68.498	73.2%	Site Conditions		991.089	695.182	70.1%	Delayed < 6 mths
Sewer Replacement	26.439	5.407	20.5%	18.272	69.1%		#1	152.149	60.398	39.7%	Delayed > 6 mths
Trunk Sewers	16.301	5.579	34.2%	10.546	64.7%	Other	#4	383.078	243.148	63.5%	On Track
Trunk Watermains	14.895	1.720	11.5%	8.574	57.6%		#1	41.505	8.588	20.7%	Delayed > 6 mths
Watermain Cleaning & Lining	38.481	6.393	16.6%	42.879	111.4%	Other	#2	903.545	759.226	84.0%	On Track
Watermain Replacement	122.003	18.200	14.9%	74.272	60.9%		#1	882.035	585.974	66.4%	Delayed < 6 mths
Water Service Replacement	4.007	0.282	7.0%	4.022	100.4%	Site Conditions		56.530	41.313	73.1%	On Track
WT - Storage & Treatment	43.891	10.352	23.6%	31.760	72.4%		#5	214.153	117.075	54.7%	Delayed < 6 mths
WTP - Plantwide	35.013	4.291	12.3%	31.101	88.8%	Other	#1	80.243	42.570	53.1%	On Track
WWF - Implementation Projects	7.435	0.139	1.9%	3.164	42.6%		#5	109.967	35.568	32.3%	Delayed > 6 mths
WWF - Stream Restoration	21.724	1.151	5.3%	14.717	67.7%	Yards & Facilities	#1	208.704	79.799	38.2%	On Track
Yards & Facilities	0.975	0.724	74.3%	0.911	93.4%			11.454	4.279	37.4%	On Track
State of Good Repair	693.935	155.671	22.4%	544.649	78.5%			9,092.259	4,616.554		
Ashbridges Bay Treatment Plant	1.514	0.252	16.6%	0.782	51.7%	Procurement Issues	#1	58.268	47.512	81.5%	On Track
Water Meter Program (AMR)	31.430	3.930	12.5%	9.912	31.5%		#6	354.807	241.486	68.1%	Delayed > 6 mths
Business & Technology Support	21.050	3.578	17.0%	14.672	69.7%		#7	158.963	82.770	52.1%	Delayed > 6 mths
Basement Flooding Program	178.399	28.662	16.1%	134.166	75.2%	Site Conditions		2,125.152	946.562	44.5%	Delayed > 6 mths
RC Harris Treatment Plant	2.188	0.029	1.3%	0.440	20.1%			14.373	2.387	16.6%	Delayed > 6 mths
Highland Creek Treatment Plant	26.397	8.452	32.0%	23.956	90.8%	Other	#2	750.359	119.716	16.0%	On Track
FJ Horgan Treatment Plant	1.377	0.564	41.0%	1.375	99.9%			4.907	1.676	34.2%	On Track
Humber Wastewater Treatment	1.016	0.152	14.9%	0.594	58.5%	Other	#1	138.189	38.975	28.2%	Delayed < 6 mths
Island Treatment Plant	0.484	0.148	30.6%	0.483	99.8%			8.664	7.883	91.0%	On Track
Linear Engineering	3.616	0.366	10.1%	2.343	64.8%	RFQ/RFP Delayed	#1	32.663	10.610	32.5%	On Track
Trunk Sewers	5.402	1.882	34.8%	3.810	70.5%		#1	39.822	3.186	8.0%	On Track
Trunk Watermains	0.307	0.018	5.9%	0.303	98.7%	RFQ/RFP Delayed		8.624	7.701	89.3%	On Track
WT - Storage & Treatment	0.386	0.006	1.7%	0.184	47.7%		#8	33.116	31.409	94.8%	Delayed > 6 mths
WTP - Plantwide	11.971	2.167	18.1%	5.367	44.8%	RFQ/RFP Delayed		257.413	39.437	15.3%	Delayed > 6 mths
WWF - Implementation Projects	24.502	5.008	20.4%	14.229	58.1%			889.152	675.286	75.9%	Delayed > 6 mths
WWF -TRCA	13.488	6.244	46.3%	13.320	98.8%	RFQ/RFP Delayed		187.368	180.125	96.1%	On Track
Yards & Facilities	7.005	1.427	20.4%	4.866	69.5%			141.641	51.407	36.3%	Delayed > 6 mths
Service Improvements	330.532	62.887	19.0%	230.800	69.8%			5,203.480	2,488.130		

Ashbridges Bay Treatment Plant	7.620	0.592	7.8%	5.760	75.6%	Other	#9	459.135	10.053	2.2%	On Track
Island Treatment Plant	0.070		0.0%	0.036	51.4%			22.815	0.770	3.4%	Delayed > 6 mths
Linear Engineering	0.945	0.036	3.8%	0.932	98.6%	Insufficient Staff Resources	#1	4.364	1.648	37.8%	On Track
New Service Connections	43.184	16.955	39.3%	41.951	97.1%			672.590	521.804	77.6%	On Track
New Sewers	6.267	0.351	5.6%	5.096	81.3%			274.876	50.755	18.5%	On Track
Pumping Stations&Forcemains	0.275		0.0%	0.078	28.4%			31.483	26.513	84.2%	Delayed > 6 mths
Trunk Sewers	15.781	2.299	14.6%	14.877	94.3%			994.825	29.391	3.0%	On Track
Trunk Watermains	4.953	0.617	12.5%	0.985	19.9%	Co-ordination with Other Projects	#1	114.985	102.023	88.7%	On Track
Water Efficiency Plan	0.751	0.169	22.5%	0.671	89.4%			14.333	12.663	88.4%	On Track
Watermain Replacement	8.640	0.038	0.4%	1.782	20.6%			178.290	104.972	58.9%	Delayed > 6 mths
WT - Storage & Treatment	0.518	0.236	45.5%	0.250	48.3%			7.196	6.368	88.5%	Completed
Growth Related	89.004	21.292	23.9%	72.417	81.4%			2,774.894	866.960		
Projects Total	1,224.212	262.305	21.4%	931.899	76.1%			18,613.287	9,056.606		

Major Capital Projects (\$million)		2025						Overall						
Project Name	Approved Budget	YTD Expenditure		Projected Actual to Year-End		Reason for Spending Delays	Notes	Total Approved Budget	Life-to-Date Actuals	%	Project Status	Start Date	Completion Date	
		\$	%	\$	%								Original Planned	Revised Planned / Actual
Downsview Trunk Watermain (CPW041-06, CPW060-20)	4.849	0.712	14.7%	0.810	16.7%		#10	85.005	64.446	75.8%	Completed	01/31/2023	12/31/2026	12/31/2026
Ashbridges Bay D Building (CWW019-34)	23.427	11.444	48.8%	23.556	100.6%		#11	99.126	50.236	50.7%	On Track	03/31/2018	12/31/2030	12/31/2030
Outfall Construction (CWW039-06)	9.764	5.921	60.6%	9.764	100.0%		#12	287.189	258.776	90.1%	On Track	01/31/2018	12/31/2027	12/31/2027
Fairbanks Silverthrone (CWW421-22)	57.363	17.552	30.6%	50.647	88.3%		#13	338.664	214.791	63.4%	On Track	10/31/2021	12/31/2028	12/31/2028
Don & Waterfront - Offline Storage Tank (CWW480-02)	4.356	1.710	39.3%	1.904	43.7%	RFQ/RFP Delayed	#14	72.566	10.264	14.1%	Delayed > 6 mths	09/30/2017	12/31/2031	12/31/2031
Don & Waterfront Trunk/CSO Construction - Phase 1 (CWW480-03)	0.700		0.0%	1.300	185.7%		#15	456.805	433.680	94.9%	On Track	01/31/2018	12/31/2026	12/31/2026

Note Section:

Note # 1

Several projects are proceeding ahead of schedule (Canadian Environmental Protection Act (CEPA) Compliance at Highland Creek Wastewater Treatment Plant, Forcemain Replacement - Phase 2 and Watermain Structural Lining), or nearing completion with nominally higher costs or reduced spending. Appropriate reallocation of funding will be included in Toronto Water's 2025 Capital Budget and 2026-2034 Capital Plan Adjustments Report for the period ending September 30th.

Note # 2

Minor project delays due to one or combination of reasons including need to revise project scope in response to high pricing (Chemical and Residual Management project at Island Water Treatment Plant), delays in design process, delays in procurement process due to bid disputes and coordination with transit projects (2022-2024 Watermain Replacement projects), and assessment of divisional priorities (Wet Weather Flow projects at Humber Wastewater Treatment Plant).

Note # 3

Liquid Train Engineering project at Highland Creek Wastewater Treatment Plant experienced reduced contract administration spending due to revisions to the delivery model for construction and reduced construction spending in 2025.

Note #4

Cast Iron Trunk Replacement - Phase 4 - Construction project delivery was delayed pending utility relocations and coordination with required plant shut down.

Note #5

Western Beaches Retrofit project was delayed due to an extended detailed design for additional scope items and need to acquire the necessary permits.

Note #6

Enterprise Systems Integration project was delayed due to coordination with another division.

Note #7

Several Basement Flooding Relief - Group 4 Construction projects have been delayed through the design process to acquire necessary easements or complete required field investigations. Additionally, there was a lower than forecasted spending in 2025 for procurement of one large easement as the process for the land acquisition remains under discussion.

Note #8

UV Disinfection Construction project at Island Water Treatment Plant was delayed pending completion of design revisions and site plan approval.

Note #9

Island Photovoltaic System construction works have been deferred due to high estimated project cost.

Major Capital Projects**Note #10**

Contract was awarded in 2022, and the transmission watermain has been installed. Substantial Performance was achieved in Q1 2025, and the project is nearing completion.

Note #11

Project was awarded in 2023, and is currently proceeding on track in 2025. Forecast to nominally exceed the plan, reallocation to be completed at year-end.

Note #12

Construction started in early 2019, and is proceeding on track in 2025.

Note #13

The main tunnel contract was awarded in 2021. The tunnelling component of the project started in 2023 and was completed in 2024. The project is proceeding on track in 2025.

Note #14

Construction works for the first phase of the project was completed in 2024. Phase 2 construction is experiencing delays in tendering due to challenges obtaining permits.

Note #15

The Coxwell Bypass Tunnel is approximately 99 per cent complete and is currently projecting to proceed ahead of forecast. 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.