

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

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**2025 Capital Spending by Program**  
**Community and Social Services**

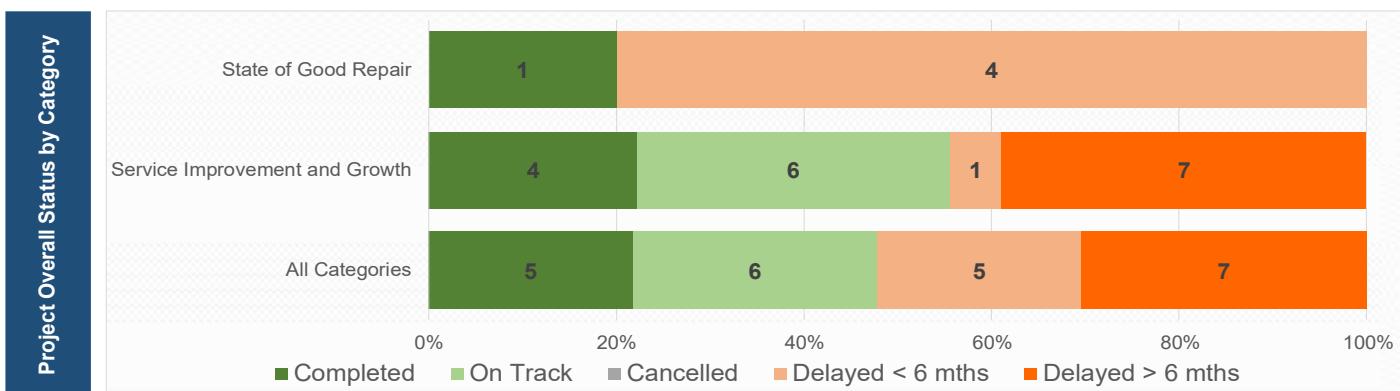
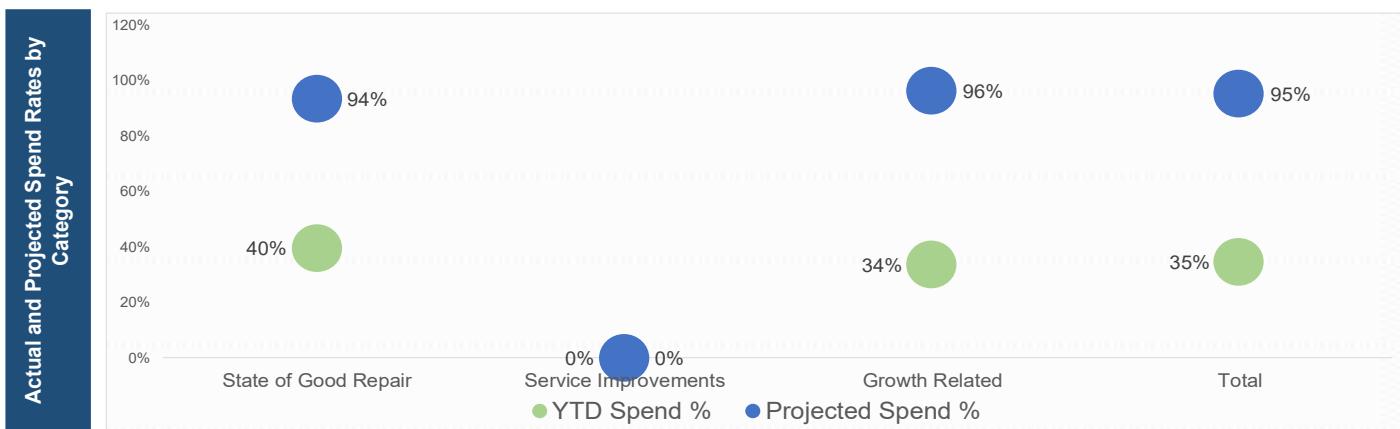
Program (\$M)	Period	2025 Approved Cash Flow	2025 Expenditure			Trending	Alert (Benchmark 70% spending rate)
			Year To Date Actuals	Projected Actuals	Projected %		
Children's Services	4M-2025	11.66	1.38	11.04	94.6%	↓	G
	Q2-2025	11.66	2.16	10.09	86.5%	↓	
	Q3-2025	11.66	4.05	11.12	95.4%	↑	
Economic Development and Culture	4M-2025	38.14	2.51	22.10	57.9%	↓	
	Q2-2025	38.06	4.97	20.76	54.5%	↓	
	Q3-2025	37.91	9.36	18.33	48.4%	↓	R
Parks and Recreation	4M-2025	394.76	57.40	316.85	80.3%	↑	
	Q2-2025	424.21	115.53	352.37	83.1%	↑	G
	Q3-2025	425.83	248.61	384.64	90.3%	↑	
Seniors Services and Long-Term Care	4M-2025	18.13	0.83	8.33	46.0%	↑	R
	Q2-2025	18.13	2.36	10.81	59.6%	↑	Y
	Q3-2025	18.13	6.60	11.46	63.2%	↑	Y
Toronto Shelter and Support Services	4M-2025	117.24	10.02	128.42	109.5%	↑	R
	Q2-2025	117.24	20.36	136.15	116.1%	↑	R
	Q3-2025	157.24	67.54	127.26	80.9%	↓	G
Toronto Employment & Social Services	4M-2025	0.60	0.00	0.60	100.0%	↑	G
	Q2-2025	0.60	0.00	0.00	0.0%	↓	R
	Q3-2025	0.60	0.00	0.00	0.0%	□	R
Fire Services	4M-2025	27.10	0.22	14.71	54.3%	↑	Y
	Q2-2025	27.10	3.85	13.07	48.2%	↓	R
	Q3-2025	27.10	4.87	12.24	45.2%	↓	R
Toronto Paramedic Services	4M-2025	30.00	0.42	16.31	54.3%	↑	Y
	Q2-2025	30.00	1.83	13.52	45.1%	↓	R
	Q3-2025	30.00	4.68	23.70	79.0%	↑	G
TOTAL	4M-2025	637.63	72.79	518.35	81.3%	↑	G
	Q2-2025	667.00	151.06	556.78	83.5%	↑	G
	Q3-2025	708.47	345.71	588.75	83.1%	↓	G

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

For the nine months ended September 30, 2025, the capital expenditures for Community and Social Services totalled \$345.7 million of their collective 2025 Approved Capital Budget of \$708.5 million. Spending is expected to increase to \$588.8 (83.1%) million by year-end.

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

## Children's Services (CHS)

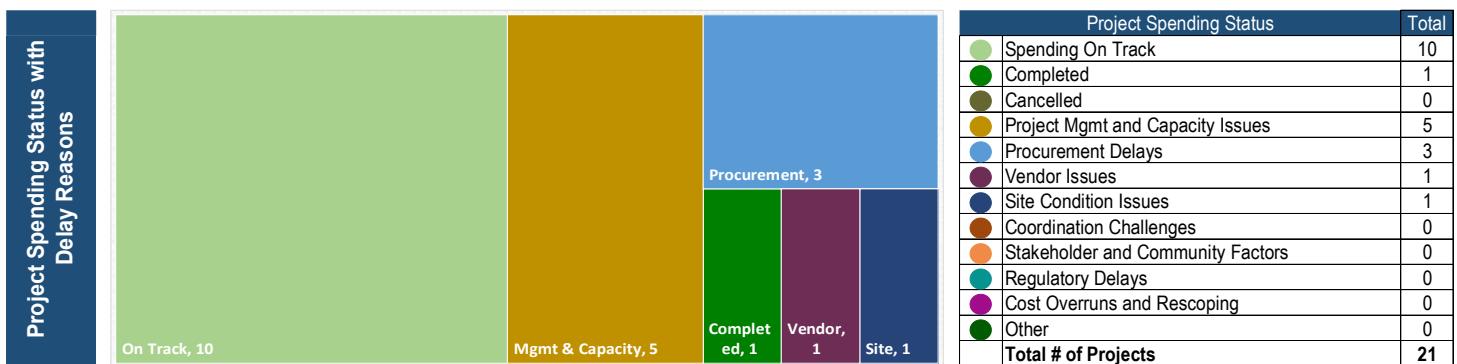
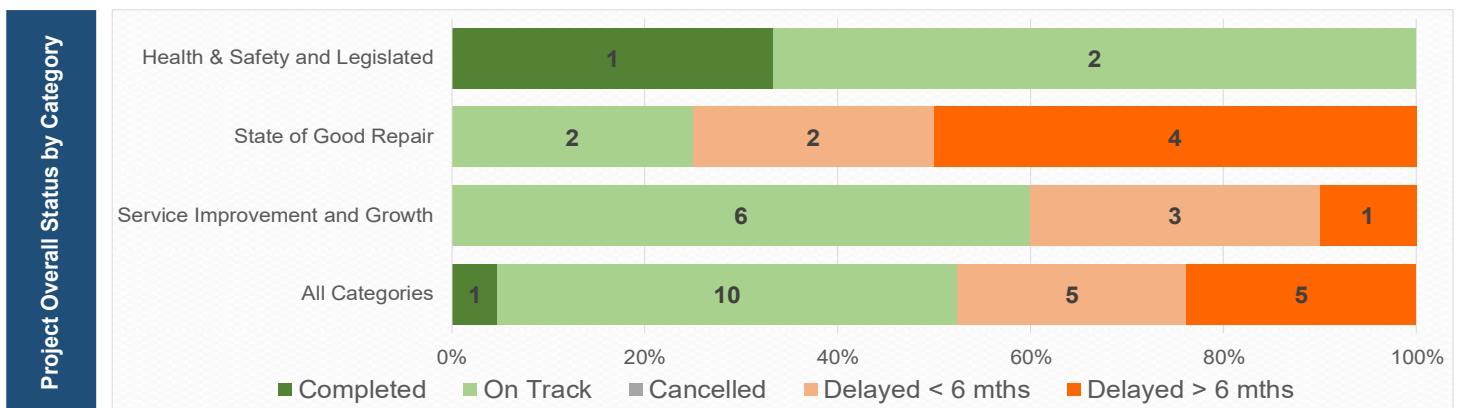
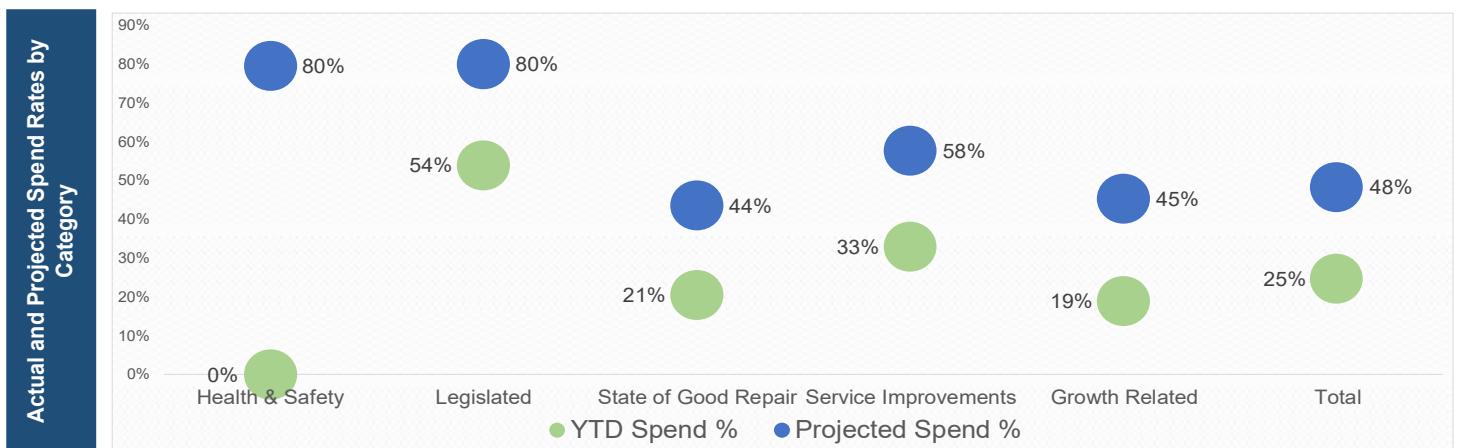


- Key Discussion Points
- Specific project activities scheduled for completion in 2025 may be delayed due to non-receipt of regular or final invoices, and delay completion of other final finishes. These issues are expected to be resolved in 2026.
  - Projects being jointly delivered with other divisions/agencies, and agreements being negotiated with third parties, may be delayed in the preliminary planning phase.

## Children's Services (CHS)

Project Status Summary										
Project Name	Planned Start Date	Actual Start Date	Planned End Date	Actual End Date	Planned Duration (mths)	Actual Duration (mths)	Planned Budget (\$)	Actual Budget (\$)	Planned Status	Actual Status
TELCCS - State of Good Repair 2021	0.001		-	0.001	100.0%			1.366	1.364	99.9% Completed
TELCCS - State of Good Repair 2022	0.287	0.170	59.3%	0.287	100.0%	Regulatory Delays		1.540	1.423	92.4% Delayed < 6 mths
TELCCS - State of Good Repair 2023	0.900	0.141	15.7%	0.900	100.0%	Regulatory Delays		1.044	0.218	20.9% Delayed < 6 mths
TELCCS - State of Good Repair 2024	0.840	0.514	61.2%	0.740	88.1%	Procurement Delays		1.540	1.014	65.8% Delayed < 6 mths
TELCCS - State of Good Repair 2025	0.300	0.097	32.2%	0.250	83.3%	Vendor Issues		1.540	0.097	6.3% Delayed < 6 mths
<b>State of Good Repair</b>	<b>2.329</b>	<b>0.922</b>	<b>39.6%</b>	<b>2.179</b>	<b>93.5%</b>			<b>7.030</b>	<b>4.116</b>	<b>58.6%</b>
TELCCS - Playground Retrofit	0.051		-	-	Coordination Challenges			10.150	4.887	48.1% Delayed > 6 mths
<b>Service Improvements</b>	<b>0.051</b>		-	-				<b>10.150</b>	<b>4.887</b>	<b>48.1%</b>
150 Queens Wharf Rd (New EarlyON No. 17)	0.050		-	-	Coordination Challenges			2.229	-	Delayed > 6 mths
		-	-	-	Regulatory Delays				-	Delayed > 6 mths
		45.3%	0.023	45.3%	Cost Overruns and Rescoping				66.9%	Delayed > 6 mths
		98.7%	0.212	100.0%					93.5%	On Track
		-	0.010	100.0%					85.1%	Completed
		25.2%	0.025	50.0%	Stakeholder and Community Factors				0.2%	Delayed > 6 mths
		37.3%	0.100	81.3%	Vendor Issues				96.3%	Delayed > 6 mths
		21.5%	1.500	93.1%					78.5%	On Track
		-	-	-					92.1%	Completed
		-	0.050	100.0%	Vendor Issues				68.4%	Delayed < 6 mths
		20.0%	0.050	100.0%					83.9%	Completed
		77.4%	1.850	100.0%					91.7%	Completed
		22.3%	4.576	100.0%					58.7%	On Track
		5.0%	0.500	100.0%					15.0%	On Track
		-	0.050	100.0%	Coordination Challenges				7.2%	On Track
									-	Delayed > 6 mths
<b>Growth Related</b>	<b>9.284</b>	<b>3.123</b>	<b>33.6%</b>	<b>8.946</b>	<b>96.4%</b>			<b>130.171</b>	<b>63.377</b>	<b>48.7%</b>
<b>Projects Total</b>	<b>11.664</b>	<b>4.045</b>	<b>34.7%</b>	<b>11.125</b>	<b>95.4%</b>			<b>147.351</b>	<b>72.379</b>	<b>49.1%</b>

## Economic Development and Culture (ECT)



# Economic Development and Culture (ECT)

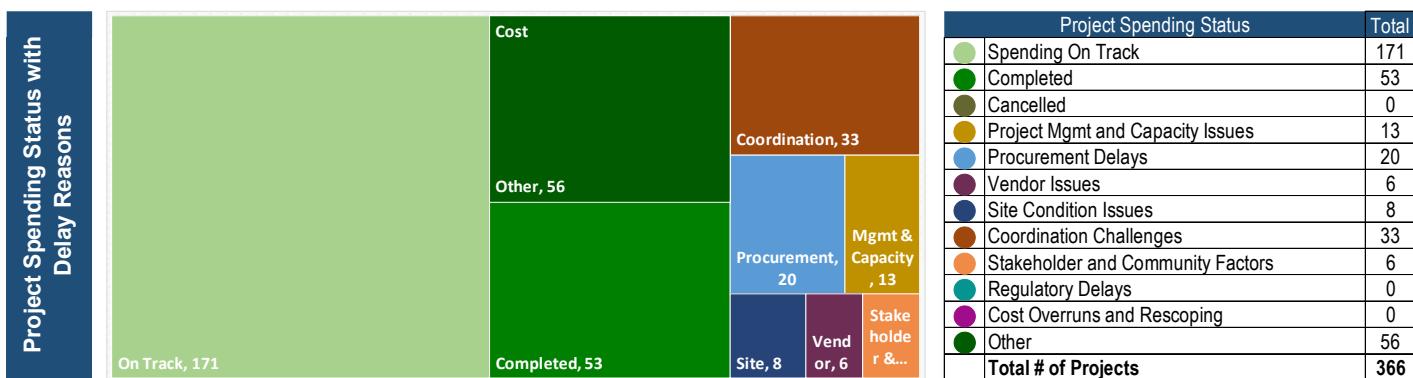
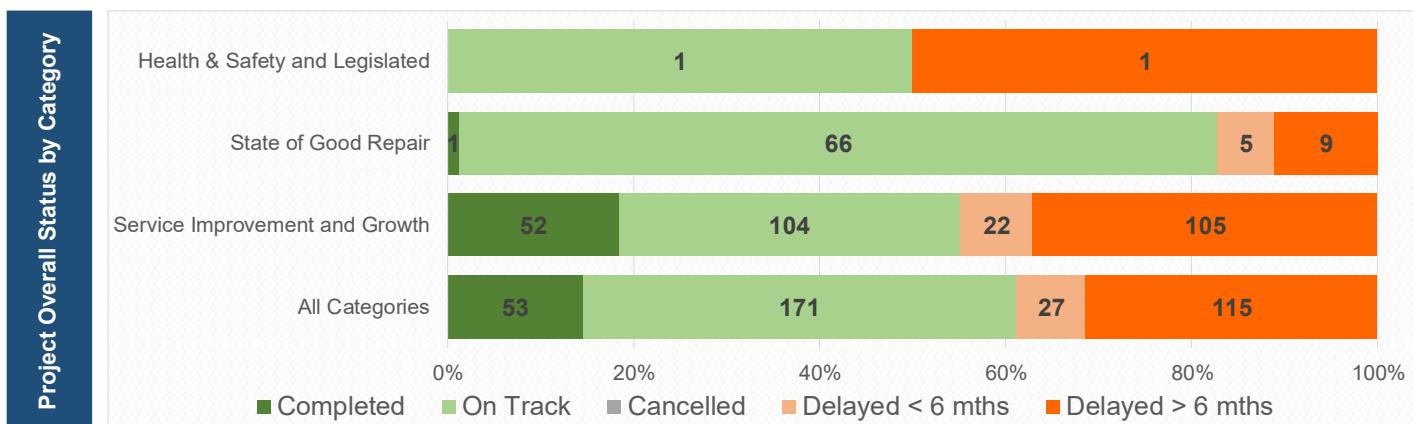
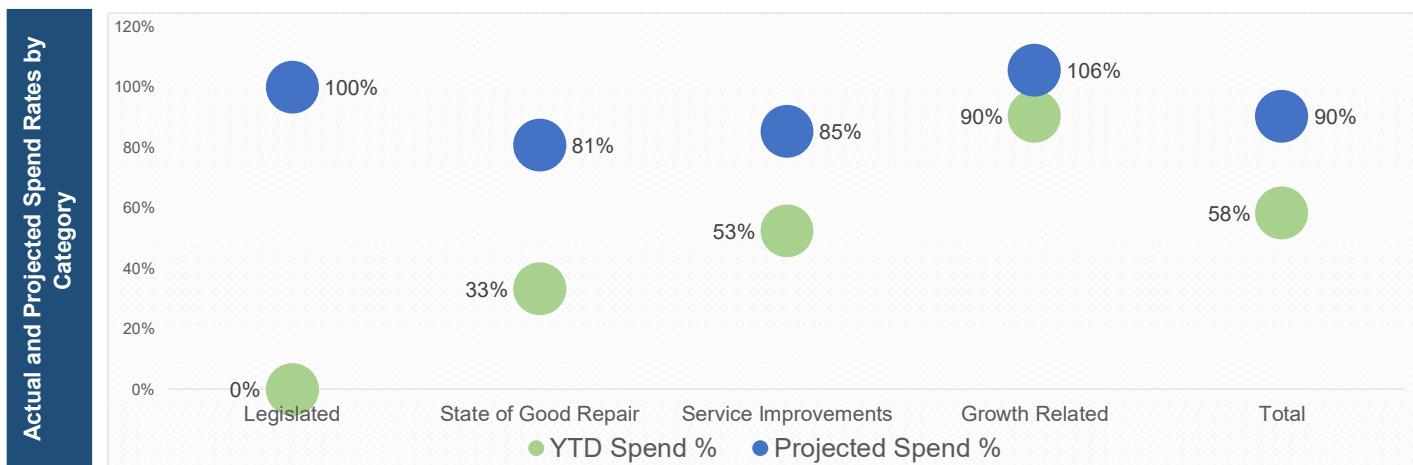
All Projects (\$million)		2025								Overall			
Project Name	Approved Budget	YTD Expenditure		Projected Actual to Year-End		Reason for Spending Delays	Notes	Total Approved Budget	Life-to-Date Actuals	%	Project Status		
		\$	%	\$	%								
		100.0%		100.0%						95.3%	On Track		
		0.0%		0.0%						99.9%	Completed		
Health & Safety	0.014	0.0%	0.011	79.8%				4.221	4.207				
MAJOR MAINTENANCE	0.552	0.298	54.1%	0.443	80.2%			1.498	1.245	83.1%	On Track		
Legislated	0.552	0.298	54.1%	0.443	80.2%			1.498	1.245				
BIA ACTION PLAN TORONTO ECONOMY APT	1.090	0.259		75.5%			#3	0.259	0.259	100.0%	On Track		
BIA EQUAL SHARE FUNDING	6.864	2.052		43.9%	Procurement Delays		#2	11.748	6.499	55.3%	Delayed > 6 mths		
BIA PLANNING ACT REVENUE FUNDING	0.574	0.083	14.5%	0.191	33.2%	Procurement Delays	#4	5.096	3.605	70.7%	Delayed < 6 mths		
COLLECTIONS CARE	1.466	0.022	1.5%	0.300	20.5%	Project Mgmt and Capacity Issues	#5	1.816	0.173	9.5%	Delayed > 6 mths		
CULTURAL INFRASTRUCTURE DEVELOPMENT	0.606	0.034	5.7%	0.050	8.3%	Project Mgmt and Capacity Issues	#5	0.698	0.127	18.1%	Delayed < 6 mths		
EGLINGTON CROSSTOWN BIA STREETSCAPE IMPROVEMENT	0.820	0.015	1.9%	0.266	32.4%			1.560	0.015	1.0%	On Track		
MAJOR MAINTENANCE	3.100	0.315	10.1%	0.559	18.0%	Vendor Issues	#6	7.690	4.604	59.9%	Delayed > 6 mths		
RESTORATION/PRESERVATION OF HERITAGE ELEMENTS	11.327	2.538	22.4%	6.076	53.6%	Project Mgmt and Capacity Issues	#5	26.065	12.704	48.7%	Delayed > 6 mths		
<b>State of Good Repair</b>	<b>25.847</b>	<b>5.319</b>	<b>20.6%</b>	<b>11.281</b>	<b>43.6%</b>			<b>54.932</b>	<b>27.986</b>				
COLLECTIONS CARE	0.464	0.073		53.9%	Procurement Delays			0.550	0.159	28.9%	Delayed < 6 mths		
COMMERCIAL FAÇADE IMPROVEMENT PROGRAM	1.792	0.718		83.4%				2.172	0.798	36.7%	On Track		
CULTURAL INFRASTRUCTURE DEVELOPMENT	0.055			45.5%				0.493	0.257	52.1%	On Track		
ECONOMIC COMPETITIVENESS DATA MGMT. SYST	0.537	0.278		96.0%				1.700	1.200	70.6%	On Track		
INDIGENOUS CENTRE FOR INNOVATION AND ENT	4.205	2.320		77.5%	Site Condition Issues		#7	9.853	7.968	80.9%	Delayed < 6 mths		
MURAL PROGRAM	0.374	0.082		99.0%				0.485	0.193	39.8%	On Track		
RESTORATION/PRESERVATION OF HERITAGE ELEMENTS	0.050			10.0%				0.100		0.0%	On Track		
				11.8%	Project Mgmt and Capacity Issues	#5				26.9%	Delayed > 6 mths		
				43.6%	Project Mgmt and Capacity Issues	#5				29.2%	Delayed < 6 mths		
<b>Service Improvements</b>	<b>11.108</b>	<b>3.665</b>	<b>33.0%</b>	<b>6.420</b>	<b>57.8%</b>			<b>20.475</b>	<b>11.961</b>				
CULTURAL INFRASTRUCTURE DEVELOPMENT	0.387	0.073	18.9%	0.175	45.4%			#8	0.962	0.717	74.5%	On Track	
<b>Growth Related</b>	<b>0.387</b>	<b>0.073</b>	<b>18.9%</b>	<b>0.175</b>	<b>45.4%</b>				<b>0.962</b>	<b>0.717</b>			
<b>Projects Total</b>	<b>37.907</b>	<b>9.356</b>	<b>24.7%</b>	<b>18.330</b>	<b>48.4%</b>			<b>82.089</b>	<b>46.115</b>				

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
		\$	%	\$	%						
RESTORATION/PRESERVATION OF HERITAGE ELEMENTS	2,031	0.300	14.8%	0.375	18.5%		#1	9,000	4,269	47.4%	On Track
	Start Date: 05/01/2025; Original Planned Completion Date: 12/31/2027; Revised Planned/ Actual Completion Date: 12/31/2027										

#### Note Section:

- Note # 1**  
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.
- Note # 2**  
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 # 3**  
The Action Plan for Toronto's Economy project is in the planning and coordination stage.
- Note # 4**  
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 # 5**  
Delays due to insufficient staffing resources from vacancies.
- Note # 6**  
Vendor is behind schedule and is not responding to follow-up requests. May need to consider enacting bonding to complete the project.
- Note # 7**  
A base building issue related to rusting radiators has caused the latest delay with this project.
- Note # 8**  
Park construction delayed leading to a delay in spending on public art elements. Project remains on track to be complete by 2027

## Parks & Recreation (PKS)



Key Discussion Points

- Parks and Recreation spent \$248.615 million or 58.4% of the 2025 Capital Budget and is projecting a 2025 year-end spend of \$384.638 million, or 90.3% of its 2025 Capital Budget of \$425.827 million. This includes a 80.8% spend rate or \$109.806 million for State of Good Repair projects (\$44.388 million or 90.2% on the Capital Asset Management Program for SOGR)
- Projected under-spending of \$41.188 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 September 30, 2025, Parks and Recreation reported 171 projects currently on-track (\$277.2 million) and 53 completed projects (\$10.7 million). 142 projects (\$137.3 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.

# Parks & Recreation (PKS)

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
		\$	%	\$	%						
LAND ACQUISITION	0.242		0.0%	0.242	100.0%			7.136	5.256	73.7%	On Track
Legislated	0.242		0.0%	0.242	100.0%			7.136	5.256		
FACILITY COMPONENTS	16.124	5.559	34.5%	14.551	90.2%			58.881	34.641	58.8%	On Track
OUTDOOR RECREATION CENTRE	5.771	0.969	16.8%	4.564	79.1%			45.564	21.196	46.5%	On Track
PARK DEVELOPMENT	19.317	7.369	38.1%	10.685	55.3%			66.961	52.714	78.7%	On Track
PARKING LOTS & TENNIS COURTS	3.777	0.462	12.2%	2.663	70.5%			38.389	31.162	81.2%	On Track
PLAYGROUNDS/WATERPLAY	3.256	2.402	73.8%	2.402	73.8%			18.119	15.765	87.0%	On Track
POOL	6.718	1.943	28.9%	5.821	86.6%			73.588	49.378	67.1%	On Track
ARENA	35.617	20.079	56.4%	34.570	97.1%	Coordination Challenges	#1	263.050	180.714	68.7%	Delayed > 6 mths
TRAILS & PATHWAYS	4.899	1.241	25.3%	4.519	92.2%			69.752	37.791	54.2%	On Track
COMMUNITY CENTRES	23.541	2.073	8.8%	20.040	85.1%			167.313	81.920	49.0%	On Track
ENVIRONMENTAL INITIATIVES	2.920	1.004	34.4%	1.031	35.3%			38.933	30.737	78.9%	On Track
SPECIAL FACILITIES	13.955	2.199	15.8%	8.961	64.2%			174.368	109.066	62.5%	On Track
<b>State of Good Repair</b>	<b>135.894</b>	<b>45.297</b>	<b>33.3%</b>	<b>109.806</b>	<b>80.8%</b>			<b>1,014.917</b>	<b>645.085</b>		
FACILITY COMPONENTS	28.641	3.504			65.4%			56.144	17.546	31.3%	On Track
OUTDOOR RECREATION CENTRE	6.165	0.862			41.0%	Procurement Delays	#2	53.746	28.711	53.4%	Delayed > 6 mths
PARK DEVELOPMENT	28.719	11.731			78.9%	Coordination Challenges	#3	375.038	219.691	58.6%	Delayed > 6 mths
PLAYGROUNDS/WATERPLAY	19.876	8.735			83.7%	Procurement Delays	#4	109.078	89.584	82.1%	Delayed > 6 mths
POOL	0.700	0.107			34.6%			24.652	20.344	82.5%	On Track
ARENA	0.872	1.057			210.2%			16.780	12.813	76.4%	On Track
TRAILS & PATHWAYS	2.061	0.715			66.4%	Other	#6	28.830	14.776	51.3%	Delayed > 6 mths
COMMUNITY CENTRES	0.512	1.012			781.1%	Other	#7	152.197	23.241	15.3%	Delayed > 6 mths
ENVIRONMENTAL INITIATIVES	0.803	1.254			214.3%	Coordination Challenges	#8	15.566	12.533	80.5%	Delayed > 6 mths
SPECIAL FACILITIES	37.378	34.310			95.3%	Other	#9	183.832	79.736	43.4%	Delayed > 6 mths
INFORMATION TECHNOLOGY	15.056	6.948			85.1%	Other	#10	78.172	62.248	79.6%	Delayed > 6 mths
FIFA	13.976	11.136			100.0%			20.575	18.560	90.2%	On Track
<b>Service Improvements</b>	<b>154.760</b>	<b>81.370</b>	<b>52.6%</b>	<b>132.144</b>	<b>85.4%</b>			<b>1,114.610</b>	<b>599.783</b>		
LAND ACQUISITION	12.706	12.440			117.9%					31.5%	On Track
OUTDOOR RECREATION CENTRE	3.052	2.568			62.9%					12.0%	On Track
PARK DEVELOPMENT	17.455	15.181			83.7%	Procurement Delays				32.7%	Delayed < 6 mths
PARKING LOTS & TENNIS COURTS	0.185	0.014			7.6%	Other				1.9%	Delayed > 6 mths
PLAYGROUNDS/WATERPLAY	2.500	1.975			73.1%	Procurement Delays				33.9%	Delayed > 6 mths
POOL	18.943	13.073			75.2%					38.9%	On Track
					81.7%	Procurement Delays	#1			6.5%	Delayed > 6 mths
										56.8%	On Track
										40.3%	On Track
<b>Growth Related</b>	<b>134.931</b>	<b>121.947</b>	<b>90.4%</b>	<b>142.447</b>	<b>105.6%</b>			<b>1,518.830</b>	<b>665.412</b>		
<b>Projects Total</b>	<b>425.827</b>	<b>248.615</b>	<b>58.4%</b>	<b>384.638</b>	<b>90.3%</b>			<b>3,655.493</b>	<b>1,915.536</b>		

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	
		\$	%	\$	%							
318 QUEENS QUAY WEST PARK DEVELOPMENT CONSTRUCTION	0.288	0.008	2.6%	0.008	2.6%		#12	22.326	3.315	14.8%	On Track	
	<b>Start Date:</b> 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; <b>Original</b> Planned Completion Date: 12/30/2023; <b>Revised</b> Planned/ Actual Completion Date: 12/30/2029											
40 WABASH PARKDALE NEW COMMUNITY CENTRE	2.250	0.809	36.0%	0.812	36.1%		#13	116.674	6.601	5.7%	On Track	
	<b>Start Date:</b> Design Phase: 2017, Construction Start: Q2 2026 <b>Original</b> Planned Completion Date: 12/31/2028; <b>Revised</b> Planned/ Actual Completion Date: 12/31/2029											
DAVISVILLE COMMUNITY POOL	18.943	13.073	69.0%	14.241	75.2%		#14	71.835	19.574	27.2%	On Track	
	<b>Start Date:</b> Pre-Design / Investigation Phase - February 2017; Design Phase: October 2020; Construction Start: Aug 2024; <b>Original</b> Planned Completion Date: 03/30/2025; <b>Revised</b> Planned/ Actual Completion Date: 02/28/2027											
DON MILLS COMMUNITY RECREATION & ARENA FACILITY	0.438	1.027	234.2%	1.803	411.4%		#15	6.200	2.343	37.8%	On Track	
	<b>Start Date:</b> Design Phase: January 2016; Construction Start: Q4 2026; <b>Original</b> Planned Completion Date: 12/31/2025; <b>Revised</b> Planned/ Actual Completion Date: 12/31/2029											
ETHENNONNHAWAHSTIHNE COMMUNITY CENTRE AND INDOOR PLAY SPACE	0.918	0.121	13.1%	1.236	134.6%		#16	95.503	83.251	87.2%	On Track	
	<b>Start Date:</b> 2013; <b>Original</b> Planned Completion Date: 12/31/2020; <b>Revised</b> Planned/ Actual Completion Date: 07/01/2027											
FERRY FLEET REPLACEMENT	35.596	34.261	96.3%	35.500	99.7%		#17	156.044	53.138	34.1%	On Track	
	<b>Start Date:</b> Design Phase: March 2015; Construction Phase (Vessels): August 2024; Construction Phase (Shoreside): May 2025; <b>Original</b> Planned Completion Date: 12/31/2018; <b>Revised</b> Planned/ Actual Completion Date: 12/31/2027											
FMP-JOHN INNES CRC REDEVELOPMENT	0.353	1.011	286.4%	4.000	1133.5%		#18	127.700	4.733	3.7%	On Track	
	<b>Start Date:</b> Design Phase: March 2020; Construction Start: Q3 2026; <b>Original</b> Planned Completion Date: 12/31/2026; <b>Revised</b> Planned/ Actual Completion Date: 07/30/2030											
IT-OPERATIONAL MODERNIZATION (FORMER ENTERPRISE WORK MANAGEMENT SYSTEM)	1.092	0.632	57.9%	0.800	73.2%		#19	18.564	15.879	85.5%	On Track	
	<b>Start Date:</b> 01/01/2012; <b>Original</b> Planned Completion Date: 12/30/2026; <b>Revised</b> Planned/ Actual Completion Date: 12/31/2026											
IT-REGISTRATION, PERMITTING & LICENSING (CLASS REPLACEMENT)	9.666	4.541	47.0%	8.000	82.8%		#20	41.025	33.759	82.3%	On Track	
	<b>Start Date:</b> Design Phase: May 2016; Implementation: July 2018; <b>Original</b> Planned Completion Date: 09/30/2019; <b>Revised</b> Planned/ Actual Completion Date: 12/31/2026											

LOWER YONGE STREET COMMUNITY CENTRE SPACE	0.794	0.033	4.2%	0.200	25.2%		#21	19.033	18.273	96.0%	Completed
	Start Date: Construction Start: May 10, 2021; <b>Original</b> Planned Completion Date: 03/31/2022; <b>Revised</b> Planned/ Actual Completion Date: 02/21/2026										
MOSS PARK - PARK REDEVELOPMENT	0.070	0.045	64.0%	0.070	100.0%	Coordination Challenges	#22	0.500	0.325	65.0%	Delayed > 6 mths
	Start Date: Design Phase: March 2020 Construction Start: Q2 2028; <b>Original</b> Planned Completion Date: 11/15/2026; <b>Revised</b> Planned/ Actual Completion Date: 12/31/2034										
NORTH EAST SCARBOROUGH COMMUNITY CENTRE AND CHILD CARE CENTRE	13.742	12.766	92.9%	13.742	100.0%		#23	91.135	81.137	89.0%	On Track
	Start Date: Design Phase - 2017 to 2020; Construction Start: Q4 2021; <b>Original</b> Planned Completion Date: 06/30/2023; <b>Revised</b> Planned/ Actual Completion Date: 07/25/2025										
WALLACE EMERSON (GALLERIA) CRC AND PARK DEVELOPMENT	11.805	18.867	159.8%	22.838	193.5%		#24	80.583	59.241	73.5%	On Track
	Start Date: Construction: June 20, 2022; <b>Original</b> Planned Completion Date: 06/30/2024; <b>Revised</b> Planned/ Actual Completion Date: 05/28/2026										
WESTERN NORTH YORK NEW COMMUNITY CENTRE AND CHILD CARE CENTRE	6.108	10.392	170.1%	10.416	170.5%		#25	132.975	11.842	8.9%	On Track
	Start Date: Design Phase: February 2016; Construction Start: Q2 2025; <b>Original</b> Planned Completion Date: 12/31/2020; <b>Revised</b> Planned/ Actual Completion Date: 09/01/2028										

#### Note Section:

##### Note # 1

**Arena:** The Arena program is projected to come in on budget as expenditures have closely aligned with planned cash flows and project schedules. Most arena-related projects in 2025 focus on state-of-good-repair (SOGR) work—such as mechanical upgrades, refrigeration system replacements, accessibility improvements, and roof renewals—rather than new facility builds. These projects are generally smaller in scope, well-defined, and managed under existing multi-year contracts, which reduces exposure to market volatility and cost escalation. In addition, effective project phasing and procurement planning have allowed the division to bundle similar work across multiple facilities, achieving cost efficiencies and consistent delivery timelines. The combination of stable project scopes, controlled schedules, and proactive cost management has ensured that overall spending within the Arena program remains within approved budget levels.

##### Note # 2

**Outdoor Recreation Centre:** Underspending in the Outdoor Recreation Centre program is primarily the result of project phasing and delayed construction starts for several park-based recreation facility upgrades. Many of these projects involve sports field improvements, lighting installations, track resurfacing, and amenity replacements that require coordination with seasonal programming schedules and favourable weather conditions. As a result, tenders and field mobilization were strategically deferred to avoid disrupting active community use during the summer months. In addition, scope refinements and permitting reviews—including environmental assessments and TRCA clearances for certain sites—have extended pre-construction timelines. A few projects also rely on Section 37/42 or external partnership funding, which has delayed contract awards pending confirmation of contributions. Overall, while design and preparatory work have progressed, construction activity is expected to ramp up in early 2026, with underspending in 2025 largely tied to timing and coordination of multi-site outdoor recreation upgrades.

##### Note # 3

**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 # 4

**Playgrounds / Waterplay:** Underspending in the Playground / Waterplay program is mainly attributable to delays in tendering, permitting, and site mobilization for a number of planned renewal and new development projects. Many of these projects require detailed site coordination, accessibility upgrades, and replacement of aging play structures, splash pads, and safety surfacing—each of which involves multiple design iterations and community consultations before proceeding to construction. In several cases, procurement timelines were extended due to high bid prices or limited contractor availability during peak construction months, resulting in re-tendering or scope adjustments. Additionally, supply chain issues for specialized equipment (e.g., waterplay features, safety surfacing materials) and seasonal constraints have shifted substantial portions of work into spring and summer 2026. Consequently, while design and preparatory work have advanced, physical construction and spending are lagging behind planned cash flows, leading to underspending in the 2025 financial year.

##### Note # 5

These projects are expected to be overspent in 2025. Additional funding will be accelerated to 2025 through future variance report to align with project delivery timeline.

#### Note # 6

**Trails & Pathways:** Underspending in the Trails and Pathways program is primarily due to project readiness and coordination delays with external partners such as the Toronto and Region Conservation Authority (TRCA) and Transportation Services. Many trail projects require extensive environmental assessments, permitting, and interdivisional approvals before construction can begin, particularly when located in ravine or floodplain areas. Several projects are also in the design or tender preparation stage, with construction deferred to 2026 to align with seasonal conditions and to coordinate with adjacent infrastructure or road works. In addition, supply and contractor availability constraints have extended procurement timelines for pathway surfacing and lighting components. Overall, the underspending reflects timing and sequencing issues rather than funding reductions, with major expenditures expected once construction activities ramp up in the next fiscal year.

#### Note # 7

**Community Centres:** Overspending within the Community Centres program is primarily driven by a small number of large, multi-year facility projects that have reached critical delivery milestones in 2025. Key contributors include Galleria, North East Scarborough, and Western North York Community Recreation Centres, all of which are experiencing significant construction activity and associated cost escalation. In addition, the YMCA at 505 Richmond Street West achieved substantial completion this year, triggering the City's final payment under the Construction Funding Agreement. These projects collectively represent some of the division's most complex and high-value builds, with overspending largely attributable to construction inflation, contractual obligations tied to project completion, and the timing of major payment milestones within the fiscal year. This project is expected to be overspent in 2025 - additional funding will be accelerated to 2025 through future variance report to align with project delivery timeline.

#### Note # 8

**Environmental Initiatives:** Delays in the Environmental Initiatives program is mainly due to project phasing, permitting, and coordination requirements with Other divisions and agencies. Many initiatives under this program involve naturalization, stormwater management, and energy-efficiency retrofits, which require environmental assessments, TRCA approvals, and detailed technical design before implementation. Some projects were also rescheduled to align with broader park redevelopment or ravine restoration work, resulting in deferred cash flows. In addition, several planned procurements were delayed as specifications were updated to meet the City's Net Zero and climate resilience standards. Overall, expenditures are expected to increase in 2026 once the necessary approvals and interdivisional coordination are complete. This project is expected to be overspent in 2025 - additional funding will be accelerated to 2025 through future variance report to align with project delivery timeline.

#### Note # 9

**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 # 10

**Information Technology:** IT projects such as *Youth Outreach Systems*, *Digital Experience Platforms*, and *Wi-Fi Expansion* are advancing, but several are behind due to vacant technical roles, vendor onboarding, and integration with Technology Services and P&R operations. Delays also result from changing security requirements and the need to phase deployment in alignment with frontline staff training and business continuity.

#### Note # 11

**Parking Lots & Tennis Courts:** Underspending in the Parking Lots and Tennis Courts program is primarily the result of timing delays in construction and tendering for resurfacing and rehabilitation projects. Many of these works are weather-dependent and must be completed during warmer months, which limits the available construction window. In several cases, contract awards were delayed due to extended design reviews, coordination with park operations, or the need to align construction schedules with adjacent facility upgrades. Some projects also experienced scope adjustments to incorporate accessibility improvements, drainage upgrades, or lighting replacements, requiring additional design and permitting time. As a result, while planning and preparatory work progressed through 2025, cash flows have shifted to 2026, and spending to date remains below planned levels.

#### Note # 12

**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. The division continues to work with the local councillor and Waterfront Toronto to determine next steps.

#### Note # 13

**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 Consultations 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. Completion of tender documents anticipated by December 2025.

#### Note # 14

**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.

**Note # 15**

**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. Design development report and class B cost estimate is complete and contract documents(for construction awarding) are in progress. Additional funding will be accelerated to 2025 through future variance report to align with project delivery timeline.

**Note # 16**

**ETHENNONN HAWAHSTIHNE 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 # 17**

**'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 # 18**

**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. Additional funding will be accelerated to 2025 through future variance report to align with project delivery timeline.

**Note # 19**

**'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 # 20**

**'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 # 21**

**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 # 22**

**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 # 23**

**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. Opening expected November 2025.

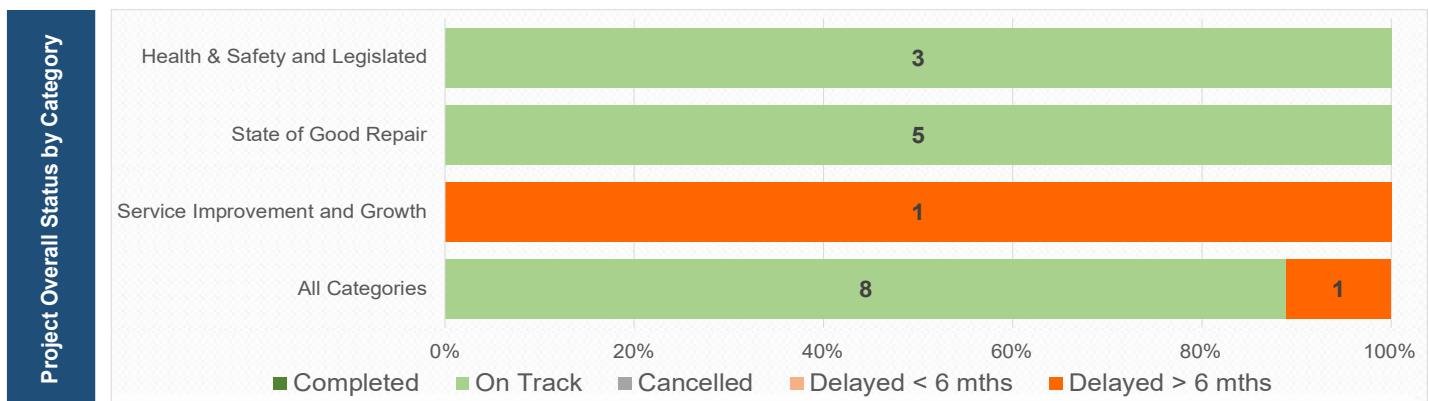
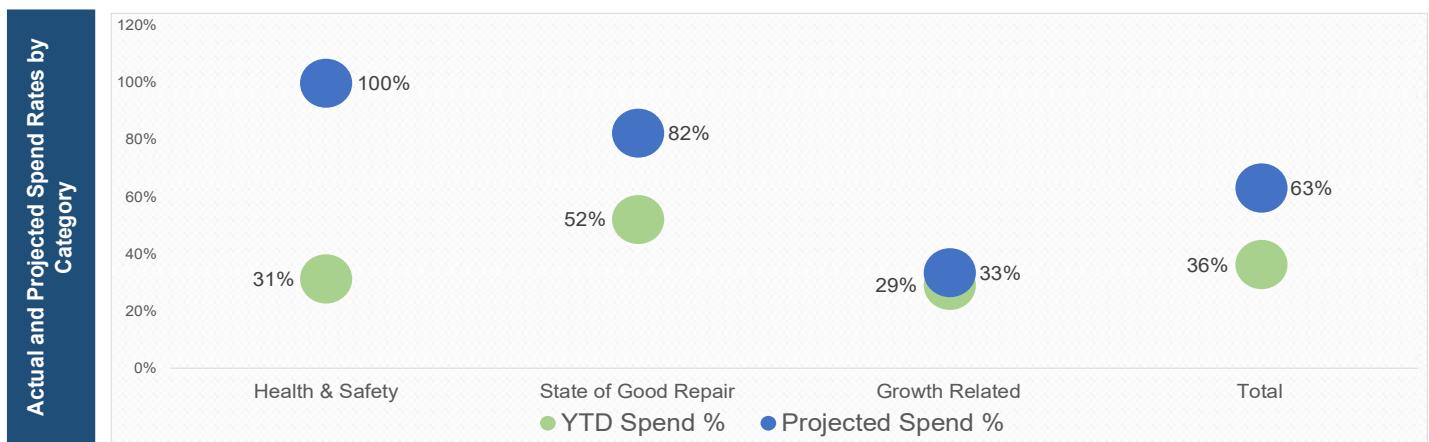
**Note # 24**

**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. The finishes are being constructed, the pool tanks are being tested for potential leak. The project is on track to complete by late Spring 2026.

**Note # 25**

**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. Additional funding will be accelerated to 2025 through future variance report to align with project delivery timeline.

## Seniors Services and Long Term Care (HOM)



# 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	1.264	47.8%	2.644	100.0%			14.845	1.314	8.8%	On Track
<b>Health &amp; Safety</b>	<b>4.170</b>	<b>1.310</b>	<b>31.4%</b>	<b>4.170</b>	<b>100.0%</b>			<b>19.076</b>	<b>4.065</b>	<b>21.3%</b>	
Building SOGR - 2020	0.700	0.074	10.5%	0.700	100.0%			7.065	6.439	91.1%	On Track
Building SOGR - 2021	1.381	1.299	94.1%	1.381	100.0%			6.607	5.629	85.2%	On Track
Building SOGR - 2022	0.857	0.082	9.6%	0.857	100.0%			12.024	4.772	39.7%	On Track
Building SOGR - Ongoing	1.291	1.176	91.1%	1.291	100.0%			10.753	2.205	20.5%	On Track
SPIF Community Parkland - Kipling Acres	1.105	0.153	13.8%	0.171	15.5%	Site Condition Issues		3.627	0.200	5.5%	On Track
<b>State of Good Repair</b>	<b>5.334</b>	<b>2.783</b>	<b>52.2%</b>	<b>4.399</b>	<b>82.5%</b>			<b>40.076</b>	<b>19.245</b>	<b>48.0%</b>	
4610 Finch Ave East Redevelopment	8.622	2.512	29.1%	2.887	33.5%	Regulatory Delays	#1	435.628	6.875	1.6%	Delayed > 6 mths
<b>Growth Related</b>	<b>8.622</b>	<b>2.512</b>	<b>29.1%</b>	<b>2.887</b>	<b>33.5%</b>			<b>435.628</b>	<b>6.875</b>	<b>1.6%</b>	
<b>Projects Total</b>	<b>18.125</b>	<b>6.605</b>	<b>36.4%</b>	<b>11.456</b>	<b>63.2%</b>			<b>494.781</b>	<b>30.185</b>	<b>6.1%</b>	

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
		\$	%	\$	%						
4610 Finch Ave East Redevelopment			29.1%		33.5%	Regulatory Delays				1.6%	Delayed > 6 mths

## 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. The project has submitted a Site Plan Application and initiated the building permitting process, and is currently in the contract documentation phase with the expectation to start construction in the beginning of Q2 2026.

## Toronto Shelter and Support Services (SHL)



# 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	5.807	59.7%	8.689	89.4%			17.106	5.807	33.9%	On Track
<b>State of Good Repair</b>	<b>9.721</b>	<b>5.807</b>	<b>59.7%</b>	<b>8.689</b>	<b>89.4%</b>			<b>17.106</b>	<b>5.807</b>		
George Street Revitalization (GSR)	12.537	6.737	53.7%	9.383	74.8%		1	684.942	116.881	17.1%	On Track
Housing and Shelter Infrastructure Development (Formerly, Addition COVID - 19 Resilience Response	8.566	2.176	25.4%	2.585	30.2%	Site Condition Issues	2	120.139	91.803	76.4%	Delayed > 6 mths
AODA	1.792	0.400	22.3%	0.537	30.0%	Other	3	15.261	10.049	65.8%	On Track
Office Modernization Project	9.594	0.609	6.3%	0.798	8.3%	Procurement Delays	4	13.518	4.532	33.5%	Delayed > 6 mths
SMIS Study	1.529	0.339	22.2%	1.000	65.4%	Other	5	3.931	2.742	69.7%	Delayed > 6 mths
Spadina Project	0.100		0.0%		0.0%	Other	6	0.100		0.0%	Delayed > 6 mths
Winter Plan	0.308		0.0%	0.308	100.0%		7	6.778	0.057	0.8%	On Track
Homelessness Services Capital Infrastructure Strategy (HSCIS)	5.801	0.727	12.5%	1.000	17.2%	Other	8	23.797	4.017	16.9%	On Track
IT Tool - Incidents of Anti-Black Racism	106.921	50.746	47.5%	102.957	96.3%		9	298.125	72.845	24.4%	On Track
<b>Service Improvements</b>	<b>147.523</b>	<b>61.733</b>	<b>41.8%</b>	<b>118.568</b>	<b>80.4%</b>			<b>1,167.342</b>	<b>302.926</b>		
<b>Projects Total</b>	<b>157.245</b>	<b>67.540</b>	<b>43.0%</b>	<b>127.257</b>	<b>80.9%</b>			<b>1,184.448</b>	<b>308.732</b>		

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
		\$	%	\$	%						
George Street Revitalization (GSR)	12.537	6.737	53.7%	9.383	74.8%		1	684.942	116.881	17.1%	On Track
		Start Date: 01/01/2016; Original Planned Completion Date: 11/30/2023; Revised Planned/ Actual Completion Date: 12/31/2029									
Housing and Shelter Infrastructure Development (Formerly, Addition of 1000 New Shelter Beds)	8.566	2.176	25.4%	2.585	30.2%	Site Condition Issues	2	120.139	91.803	76.4%	Delayed > 6 mths
		Start Date: 01/01/2018; Original Planned Completion Date: 12/31/2020; Revised Planned/ Actual Completion Date: 12/31/2027									
Homelessness Services Capital Infrastructure Strategy (HSCIS)	106.921	50.746	47.5%	102.957	96.3%		8	298.125	72.845	24.4%	On Track
		Start Date: 07/01/2024; Original Planned Completion Date: 12/31/2033; Revised Planned/ Actual Completion Date: 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.

GSR Main: In April 2025, City Council approved staff report (2025.EX22.2) recommending a revised project scope for phase 1 within the current approved project budget and confirming Corporate Real Estate Management services as the lead for project management of the facility. A Request For Proposal for design services was issued in April 2025 with a closing date at the end of May 2025. TSSS' project team participated in individual and consensus evaluations for all proponent submissions, led by PMMD. At the July 30, 2025 Bid Award Panel (BAP) meeting, the contract for design services was adopted to award the contract (2025.BA143.7). The design work is expected to take approximately 12 months. Project construction is currently planned completion by the end of 2029.

### Note # 2: Housing and Shelter Infrastructure Development

Construction at 233 Carlton, the precursor for 67 Adelaide, has experienced some site complications, with expected completion expected Q4-2025. 67 Adelaide is currently in tender phase with construction to begin once 233 Carlton is complete. Project completion is now anticipated in Q4-2027.

### Note # 3: COVID - 19 Resilience Response

Construction of 1 site is projected to be completed in Q4-2025. 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: AODA**

AODA is experiencing significant delays with tendering. Of the delayed sites, two sites are expected to begin construction in Q2-2026 and be completed in Q4-2026, and another site is expected to begin construction in Q4-2026 and be completed by Q4-2027.

**Note # 5: Office Modernization Project**

Office modernization project work has been delayed pending completion of SOGR work which is expected by the end of 2025. As a result, Office Modernization is expected to be completed in Q4-2026.

**Note # 6: SMIS Study**

TSSS will provide and submit the documentation on SMIS capabilities for AG review. Pending the outcome of the AG review, TSSS will determine how to proceed with these funds.

**Note # 7: 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 # 8: Homelessness Services Capital Infrastructure Strategy (HSCIS)**

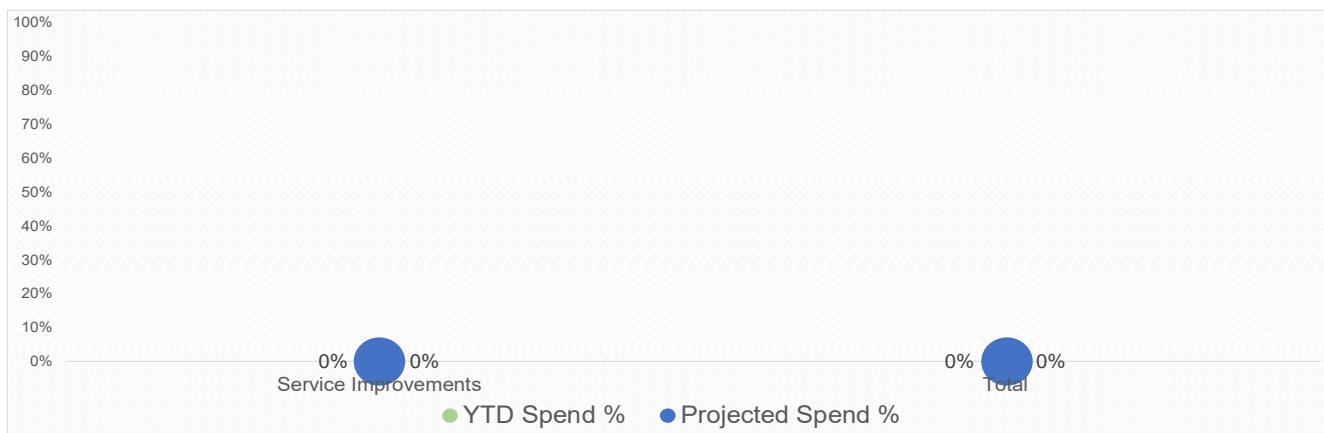
Target acquisition of 5 sites in 2025 with 3 sites closed and 2 sites currently under Agreement of Purchase and Sale will be expected to be closed by the end of 2025. The design and tender of the sites acquired in 2024 are underway and have a target construction start of Q4-2025. Additional \$40.000 million of funding has been confirmed by the Federal government to support this project.

**Note # 9: IT Tool - Incidents of Anti-Black Racism**

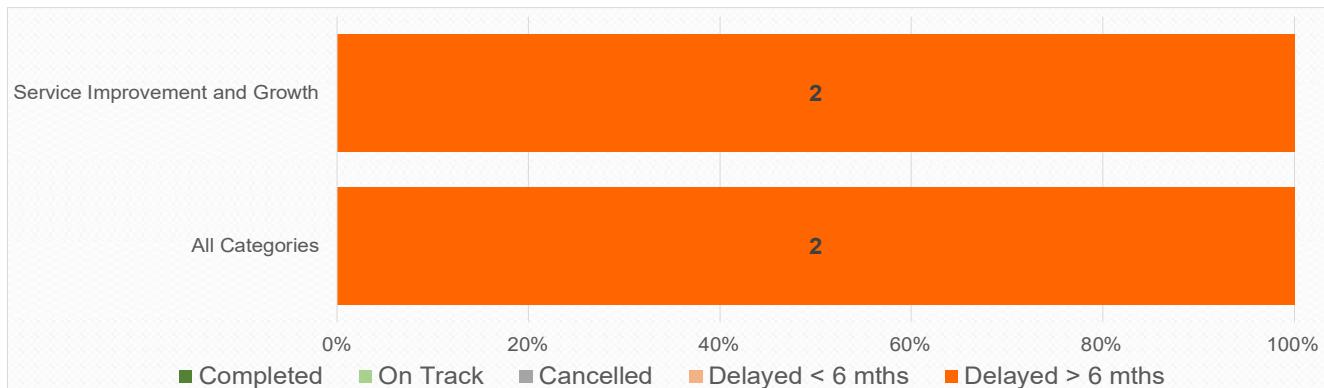
Technology Services Division has experienced delays in launching the Anti-Black Racism Reporting Tool, resulting in delays initiating the IT Tool for Incidents of Anti-Black Racism project. The spending for this project is expected to start in 2026.

## 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 relocation site for the new offices. As City-owned sites in the catchment area do not meet the division's requirements, work continues with Corporate Real Estate Management (CREM) to onboard a broker to assist in identifying potential third-party locations.

# Toronto Employment & Social Services (SOC)

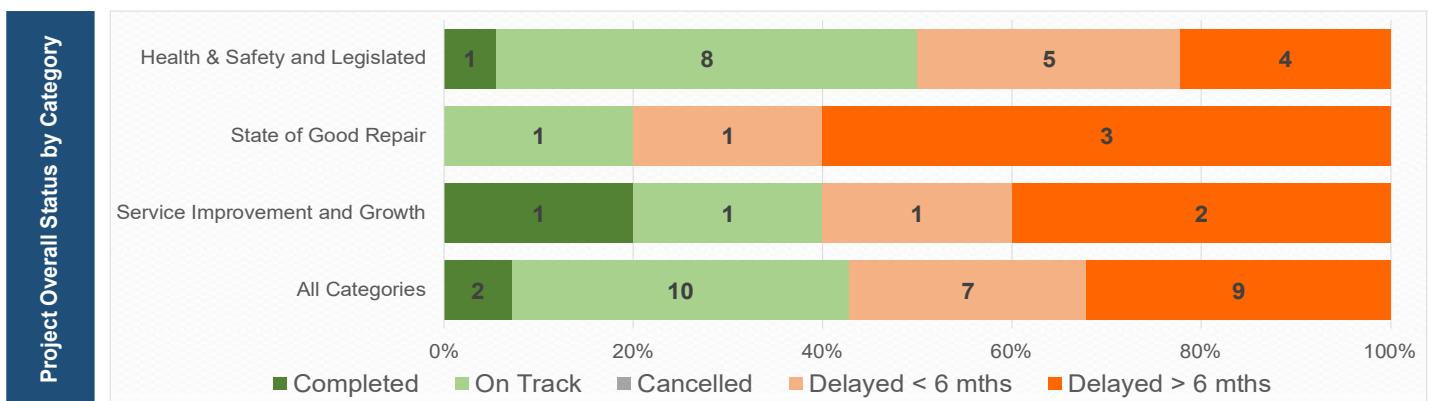
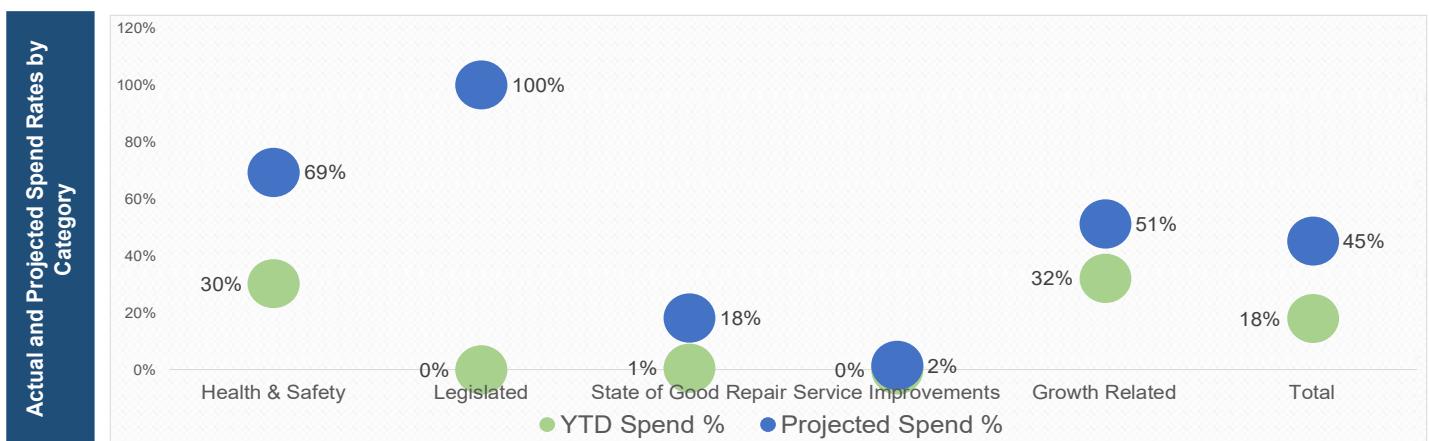
All Projects (\$million)	2025								Overall		
	Approved Budget	YTD Expenditure		Projected Actual to Year-End		Reason for Spending Delays	Notes	Total Approved Budget	Life-to-Date Actuals	%	Project Status
		\$	%		%						
Office 1	0.100		0.0%		0.0%	Other		0.100		0.0%	Delayed > 6 mths
Office 2	0.500		0.0%		0.0%	Other		0.500		0.0%	Delayed > 6 mths
<b>Service Improvements</b>	<b>0.600</b>		<b>0.0%</b>		<b>0.0%</b>			<b>0.600</b>		<b>0.0%</b>	
<b>Projects Total</b>	<b>0.600</b>		<b>0.0%</b>		<b>0.0%</b>			<b>0.600</b>		<b>0.0%</b>	

## Note Section:

### Note # 1

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

## Fire Services (FIR)



# Fire Services (FIR)

Project Name	2025								Overall			
	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 Portable Radio (2025)	5.050	3.570	70.7%	3.740	74.1%			5.050	3.570	70.7%	Delayed < 6 mths	
Stationwear Decontamination Equipment - Phase 2	3.262	0.614	18.8%	1.966	60.3%	Procurement Delays	5	3.449	0.801	23.2%	Delayed < 6 mths	
Personal Protection Equipment Replacement (2025-2026)	2.751	0.0%	0.0%	2.672	97.1%			5.400	0.0%	0.0%	On Track	
PPE Decontamination Equipment-Phase 2	0.915	0.080	8.7%	0.687	75.1%			0.943	0.108	11.4%	Delayed < 6 mths	
Replacement of Fire Apparatus Exhaust System	0.575	0.000	0.0%	0.009	1.6%	Procurement Delays	1	0.575	0.000	0.0%	Delayed > 6 mths	
Toronto Fire Services Security Program	0.430	0.074	17.1%	0.178	41.4%	Procurement Delays	2	2.560	0.074	2.9%	Delayed < 6 mths	
Replacement Thermal Imaging Camera	0.413	0.0%	0.0%	0.413	99.9%			1.450	0.787	54.3%	On Track	
Fireboat Dock Repair - Station 334	0.405	0.015	3.6%	0.151	37.4%	Procurement Delays	3	0.446	0.056	12.5%	Delayed > 6 mths	
Mass Spectrometer CBRNE equipment	0.388	0.0%	0.0%	0.130	33.5%	Procurement Delays	4	0.970	0.0%	0.0%	Delayed > 6 mths	
Bunker Suit Washer/Extractor Installations	0.354	0.053	15.0%	0.188	53.1%	Procurement Delays	5	0.420	0.119	28.3%	Delayed < 6 mths	
Heavy Duty Vehicle Column Lift (Replacement)	0.233	0.215	92.2%	0.215	92.2%			0.552	0.215	38.9%	Completed	
Compact Powered Suction	0.203	0.093	45.7%	0.126	62.1%			0.203	0.093	45.7%	On Track	
Breathing Air Compressor	0.192	0.0%	0.0%	0.109	56.8%	Other	6	0.420	0.142	33.8%	On Track	
Emergency Medical Bags	0.175	0.0%	0.0%	0.124	70.9%			0.175	0.0%	0.0%	On Track	
Rail Car Training Platform/Railing Installation	0.075	0.0%	0.0%	0.075	100.0%			0.075	0.0%	0.0%	On Track	
Fire Hoses for Operating and Training Divisions	0.165	0.0%	0.0%	0.030	18.2%	Other	7	0.165	0.0%	0.0%	On Track	
Mobile Driver System	0.027	0.0%	0.0%	0.0%	0.0%	Other	8	0.027	0.0%	0.0%	Delayed > 6 mths	
<b>Health &amp; Safety</b>	<b>15.613</b>	<b>4.713</b>	<b>30.2%</b>	<b>10.813</b>	<b>69.3%</b>			<b>22.880</b>	<b>5.964</b>			
Replacement of HUSAR Equipment (2025)	0.050	0.0%	0.050	100.0%				0.050	0.0%	0.0%	On Track	
<b>Legislated</b>	<b>0.050</b>	<b>0.0%</b>	<b>0.050</b>	<b>100.0%</b>				<b>0.050</b>				
Toronto Radio Infrastructure Project (TRIP)	4.838	0.0%	0.758	15.7%	Other		9	8.489	3.150	37.1%	Delayed > 6 mths	
CAD Upgrade	0.638	0.0%	0.100	15.7%	Other		10	1.960	1.330	67.8%	Delayed > 6 mths	
TFS Minor Building Repair	0.394	0.016	0.160	40.6%	Other		11	0.394	0.016	4.0%	On Track	
Feasibility Study - Flemingdon Station	0.102	0.016	0.030	29.6%	Stakeholder and Community Factors		12	0.185	0.099	53.3%	Delayed < 6 mths	
Training Simulators and Fac Rehab	0.078	0.001	0.055	70.4%				0.172	0.095	55.4%	Delayed > 6 mths	
<b>State of Good Repair</b>	<b>6.049</b>	<b>0.032</b>	<b>0.5%</b>	<b>1.103</b>	<b>18.2%</b>			<b>11.200</b>	<b>4.689</b>			
Flemington Park New Fire Station & Trucks	4.850	0.0%	0.0%	0.0%	0.0%	Other		16.300	0.029	0.2%	Delayed > 6 mths	
Fire Prevention Technology Integration	0.072	0.0%	0.010	13.9%	Other		14	1.010	0.938	92.9%	Delayed > 6 mths	
Forklift for Toronto Fire Academy	0.065	0.0%	0.065	100.0%				0.065	0.0%	0.0%	On Track	
<b>Service Improvements</b>	<b>4.987</b>	<b>0.0%</b>	<b>0.075</b>	<b>1.5%</b>				<b>17.375</b>	<b>0.967</b>			
Feasibility Study of Fire Academy	0.244	0.0%	0.050	20.5%	Coordination Challenges		15	0.300	0.056	18.5%	Delayed < 6 mths	
HUSAR Building Expansion - Change in Scope	0.154	0.128	83.4%	0.154	100.0%			7.900	6.766	85.6%	Completed	
<b>Growth Related</b>	<b>0.398</b>	<b>0.128</b>	<b>32.2%</b>	<b>0.204</b>	<b>51.1%</b>			<b>8.200</b>	<b>6.821</b>			
<b>Projects Total</b>	<b>27.098</b>	<b>4.874</b>	<b>18.0%</b>	<b>12.244</b>	<b>45.2%</b>			<b>59.704</b>	<b>18.441</b>			

## Note Section:

### Note # 1

The contract will be awarded and PO issued in December 2025. The delay was result of no response from bidders during the initial tender. Construction will start in January 2026 with the expected completion in Q1 2026.

### Note # 2

Late issuance of contract for 5 remaining sites. Project is expected to be completed in Q1 2026.

### Note # 3

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 # 4

Late issuance of contract. Project is expected to be completed in Q4 2026.

### Note # 5

Minor delay due to procurement issues. Project is expected to be completed under budget as work is less complex than initially expected.

### Note # 6

Lower than expected needs for compressors. Remaining funds will be used in 2026 for replacements of Other compressors.

**Note # 7**

The purchase of a spare hose was ordered in October 2025 and is expected to be delivered in Q1 2026.

**Note # 8**

A changing training environment perpetuated by legislative changes has resulted in a change in training focus. Fund will be carried to year 2026, with \$39k allocated in 2025 to Other urgent capital need.

**Note # 9**

Progress delays due to resource capacity and focus on TRIP 3.0 planning.

**Note # 10**

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

**Note # 11**

The electrical upgrade design phase will be completed in 2025. The construction phase will start in Q4 2025 and the project is expected to be completed in Q1 2026.

**Note # 12**

The work plan has been delayed, due to site plan discussions with project partners. Project is expected to be completed in Q2 2026.

**Note # 13**

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 2029.

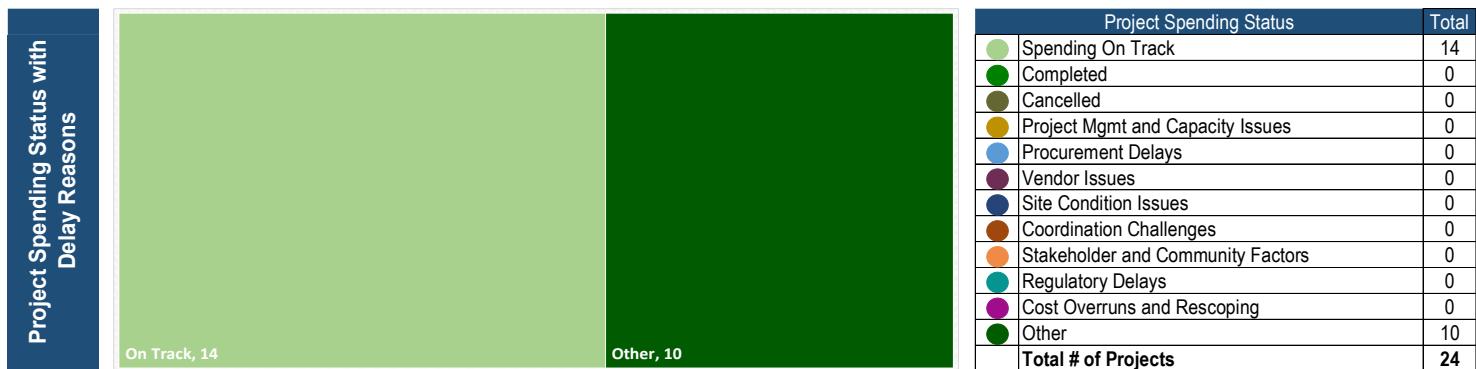
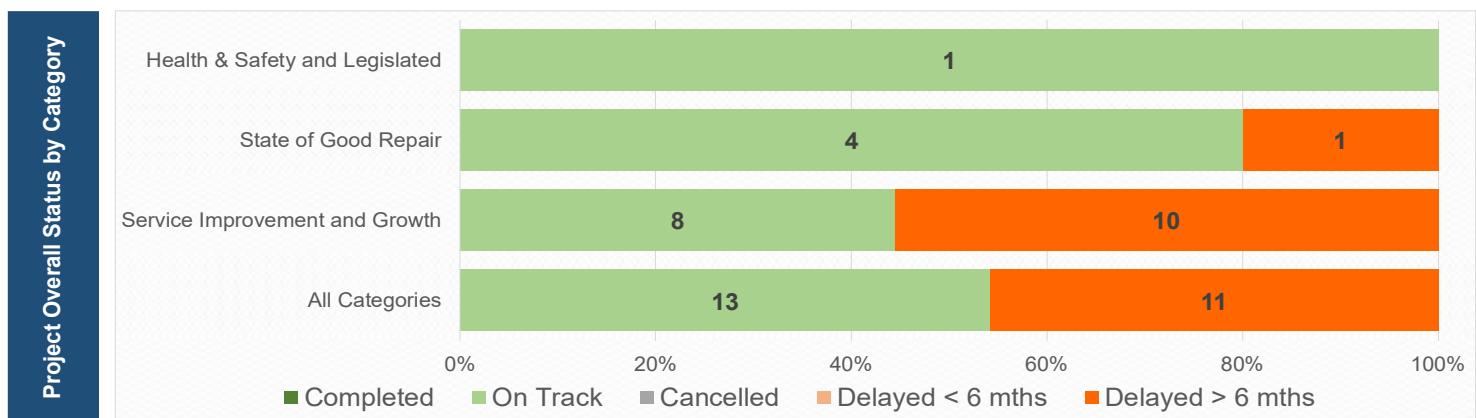
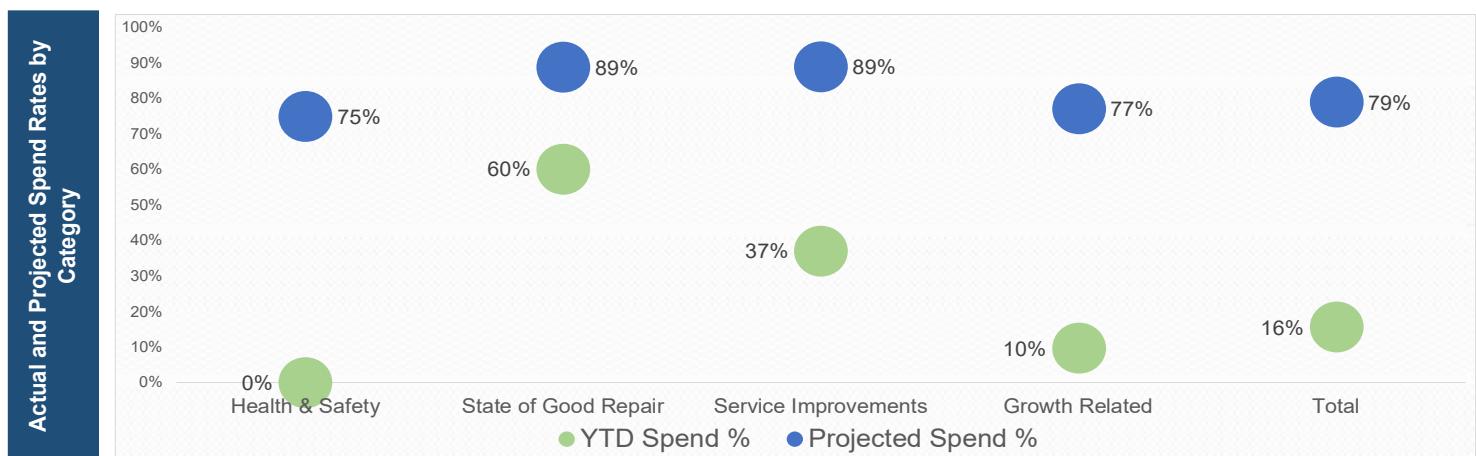
**Note # 14**

Progress delays due to two deliverables being in the design phase as a result of resource and subject matter experts capacity issues. Project is expected to be completed in Q4 2026.

**Note # 15**

Delayed due to co-ordination with CREM-led feasibility study of the Fleet facility located at 843 Eastern Ave. The final feasibility study report is required prior to commencing any work related to the Master Consolidated Plan Feasibility work for all municipal lands in this area. Project is expected to be completed in Q2 2026.

## Toronto Paramedic Services (AMB)



# Toronto Paramedic Services (AMB)

Project Status Report - Q3 2023										
Project Category		Current Status			Performance Metrics			Future Outlook		
Project Name	Current Status	Planned	Actual	Completion %	Cost (Planned)	Cost (Actual)	Cost Variance	Completion %	Cost (Planned)	Cost (Actual)
Power Stretchers Supplemental 2025	On Track	1.600		0.0%	1.200	75.0%			1.600	
<b>Health &amp; Safety</b>	<b>On Track</b>	<b>1.600</b>		<b>0.0%</b>	<b>1.200</b>	<b>75.0%</b>			<b>1.600</b>	
Mobile Data Communications	On Track	0.549	0.200	36.3%	0.539	98.2%			1.150	0.714
Medical Equipment Replacement	On Track	0.513	0.458	89.4%	0.463	90.2%			7.823	7.768
Portable Radio Replacement	On Track	0.457	0.309	67.6%	0.357	78.1%			2.259	2.111
Dispatch Console Replacement	Delayed > 6 mths	0.285		0.0%	0.185	64.9%	Other	1	2.582	2.476
CAD Upgrade	On Track	0.520	0.432	83.1%	0.520	100.0%			1.110	0.502
<b>State of Good Repair</b>	<b>On Track</b>	<b>2.323</b>	<b>1.398</b>	<b>60.2%</b>	<b>2.063</b>	<b>88.8%</b>			<b>14.924</b>	<b>13.571</b>
Next Generation 9-1-1	On Track	0.412	0.220	53.4%	0.412	100.0%			2.500	0.558
Capital Asset Management Planning	On Track	1.909	0.775	40.6%	1.909	100.0%			3.078	3.300
Future Strategic Staging Locations F-SSL	Delayed > 6 mths	0.331		0.0%	0.071	21.5%	Other	2	0.950	0.019
Asset Tracking	Delayed > 6 mths	0.150	0.043	28.8%	0.100	66.7%	Other	3	1.100	0.043
<b>Service Improvements</b>	<b>Delayed &gt; 6 mths</b>	<b>2.802</b>	<b>1.038</b>	<b>37.1%</b>	<b>2.492</b>	<b>88.9%</b>			<b>7.628</b>	<b>3.920</b>
Additional Ambulances 7 Per Year - 2025	On Track	2.800	1.147	41.0%	2.800	100.0%			2.800	1.147
				0.1%	11.971	80.0%				3.4%
				0.0%	0.124	19.9%	Other			21.9%
				35.3%	1.076	84.3%				83.9%
				21.6%	0.337	32.5%	Other			76.4%
				65.0%	0.242	70.7%				68.0%
				0.0%	0.005	20.0%	Other			0.0%
				0.0%	0.575	100.0%				0.0%
				63.8%	0.075	78.9%	Other			43.4%
				0.0%	0.025	25.9%	Other			2.8%
				0.0%	0.006	37.2%	Other			0.4%
				7.6%	0.425	37.8%	Other			9.8%
				77.9%	0.040	80.0%				1.9%
				0.0%	0.250	100.0%				0.0%
<b>Growth Related</b>	<b>On Track</b>	<b>23.279</b>	<b>2.243</b>	<b>9.6%</b>	<b>17.949</b>	<b>77.1%</b>			<b>140.188</b>	<b>10.696</b>
<b>Projects Total</b>	<b>On Track</b>	<b>30.005</b>	<b>4.679</b>	<b>15.6%</b>	<b>23.705</b>	<b>79.0%</b>			<b>164.340</b>	<b>28.188</b>

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
			\$	%	\$	%						
Multi-Function Station #2 - Construction		14.971	0.015	0.1%	11.971	80.0%			93.985	3.149	3.4%	Delayed > 6 mths
Ambulance Post - 30 Queens Plate Drive		1.037	0.224	21.6%	0.337	32.5%	Other	5	2.048	1.564	76.4%	Delayed > 6 mths
Multi-Function Station #3 - Design - 610 Bay St.		0.095		0.0%	0.025	25.9%	Other	8	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%	Other	9	8.850	0.034	0.4%	Delayed > 6 mths

#### Note Section:

##### Note # 1

The Dispatch Console Replacement project has been delayed by over six months due to vendor capacity constraints related to the nationwide NG911 transition, with remaining equipment delivery and training facility setup extending completion by November 5, 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. A new RFP is in progress with an expected project completion in 2026.

##### Note # 3

The Asset Tracking project has begun using the M5 electronic asset management system 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. Implementation of the 5G solution has delayed the project by over six months with an expectation completion in 2027.

##### Note # 4

The Multi-Function Station #2 Facility project, which involves parking coordination with Toronto Police Services, has been delayed by more than six months due to City Planning design revisions and ongoing coordination on parking access. Final design updates are currently underway, with the site plan submission targeted for Q4 2025.

##### Note # 5

The Ambulance Post – 30 Queens Plate Drive project has been delayed by over six months due to a scope change from a temporary to a permanent facility with added staff amenities, requiring additional design work, approvals, and coordination with Toronto Fire Services, but the project is moving forward with a building permit expected by Q1 2026 and construction tendering in Q2 2026.

##### Note # 6

The Ambulance Post #3 – Don Mills CRC 844 D project has been delayed by over six months due to extended design and planning efforts within a larger recreation centre development, requiring public engagement, coordination with Parks & Recreation, and design reviews, with construction expected to begin in 2027.

##### Note # 7

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 # 8

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 # 9

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 # 10

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

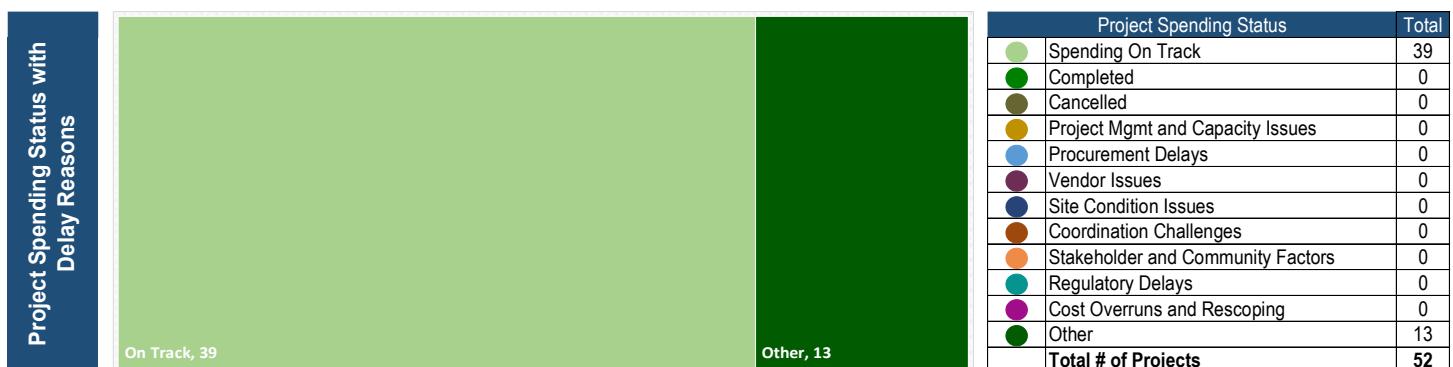
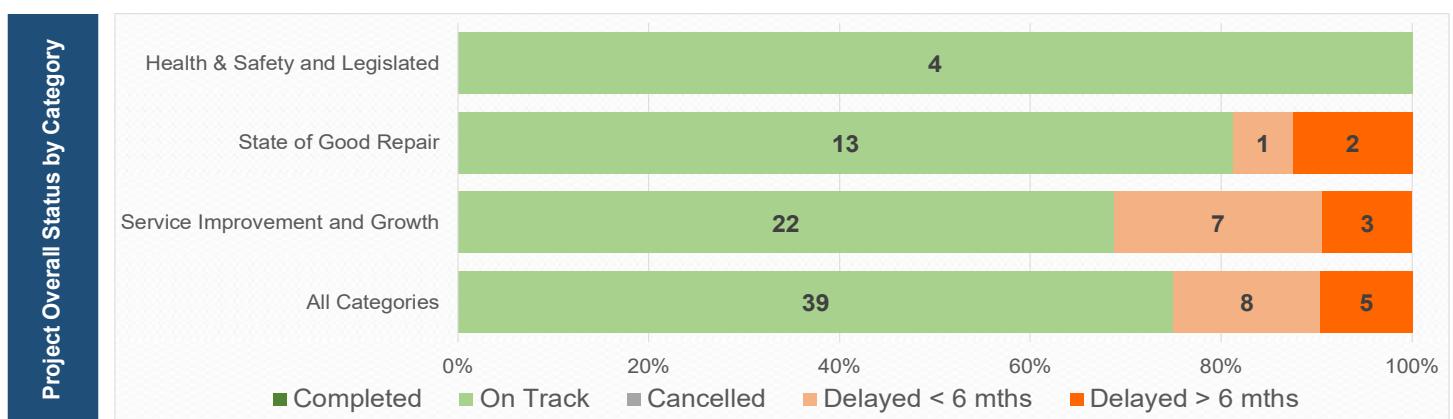
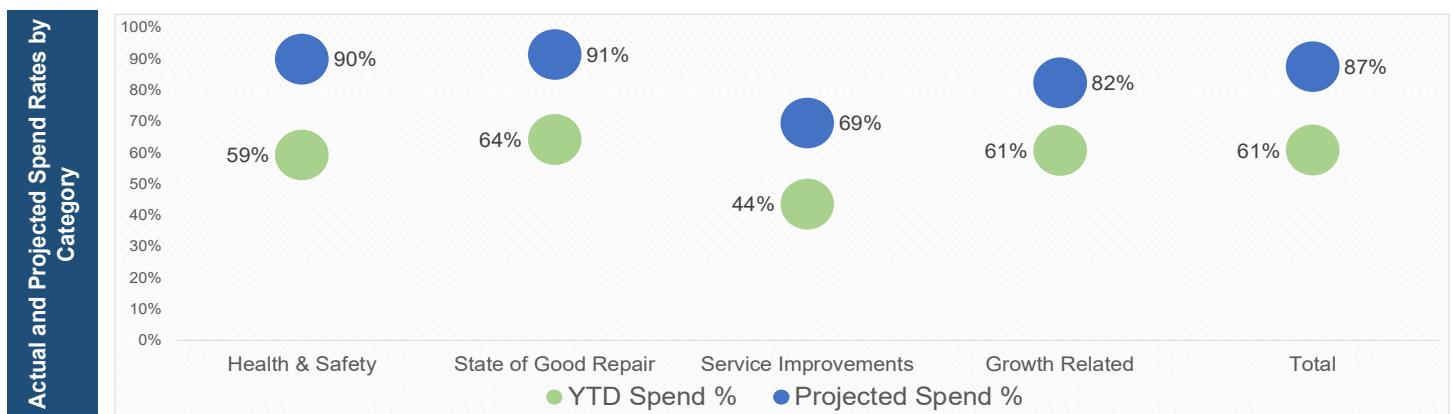
Program (\$M)	Period	2025 Approved Cash Flow	2025 Expenditure			Trending	Alert (Benchmark 70% spending rate)
			Year To Date Actuals	Projected Actuals	Projected %		
Transportation Services	4M-2025	649.92	92.05	579.96	89.2%	↔	
	Q2-2025	650.14	212.56	582.51	89.6%		
	Q3-2025	672.64	408.73	587.98	87.4%		
Transit Expansion	4M-2025	173.48	8.92	96.52	55.6%	↔	
	Q2-2025	173.48	26.19	102.13	58.9%		
	Q3-2025	173.48	50.31	92.69	53.4%		
TOTAL	4M-2025	823.40	100.97	676.48	82.2%	↔	
	Q2-2025	823.62	238.75	684.64	83.1%		
	Q3-2025	846.12	459.04	680.68	80.4%		

Projected / Year end Actuals Spending	
> 70%	ⓘ
Between 50%-70%	ⓘ
< 50%	ⓘ

For the nine months ended September 30, 2025, the capital expenditures for Infrastructure Services totalled \$459.0 million of their collective 2025 Approved Capital Budget of \$846.1 million. Spending is expected to increase to \$680.7 (80.4%) million by year-end.

Program with more than 70% projected spending rate is: Transportation Services.

## Transportation Services (TRN)



# 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)	25.830	22.102	85.6%	24.539	95.0%			311.564	225.495	72.4%	On Track
Glen Road Pedestrian Bridge	2.467	1.929	78.2%	2.220	90.0%			25.940	21.801	84.0%	On Track
Guide Rail Program	1.000	0.438	43.8%	0.900	90.0%			13.553	21.369	157.7%	On Track
Road Safety Plan	32.203	11.911	37.0%	27.562	85.6%						On Track
<b>Health &amp; Safety</b>	<b>61.499</b>	<b>36.380</b>	<b>59.2%</b>	<b>55.220</b>	<b>89.8%</b>			<b>351.058</b>	<b>268.664</b>		
City Bridge Rehabilitation	57.929	45.170	78.0%	55.033	95.0%						On Track
Critical Interim Road Rehabilitation	10.000	2.608	26.1%	7.500	75.0%						On Track
Ditch Rehabilitation & Culvert Reconstruction	2.800	0.806	28.8%	2.100	75.0%						On Track
Don Valley Parkway Rehabilitation	9.370	7.845	83.7%	9.370	100.0%						On Track
Dufferin Street Bridge Rehabilitation	0.702	0.125	17.8%	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	192.584	140.927	73.2%	191.817	99.6%			2,380.455	805.247	33.8%	On Track
Facility Improvements	3.000	1.612	53.7%	2.550	85.0%						On Track
Laneways	2.468	1.051	42.6%	2.221	90.0%						On Track
Local Road Rehabilitation	87.724	55.257	63.0%	78.952	90.0%						On Track
Major Road Rehabilitation	50.000	20.133	40.3%	35.000	70.0%						On Track
Major SOGR Pooled Contingency	5.500	1.997	36.3%	3.850	70.0%						On Track
Retaining Walls Rehabilitation	2.500	0.586	23.4%	2.000	80.0%						On Track
Sidewalks	15.000	6.374	42.5%	13.500	90.0%						On Track
Signs & Markings Asset Management	3.114	1.972	63.3%	2.364	75.9%						On Track
Traffic Plant Requirements / Signal Asset Management	3.600	0.282	7.8%	1.800	50.0%	Other	#3				Delayed < 6 mths
<b>State of Good Repair</b>	<b>447.092</b>	<b>286.745</b>	<b>64.1%</b>	<b>408.254</b>	<b>91.3%</b>			<b>2,380.455</b>	<b>805.247</b>		
Cycling Infrastructure	35.001	18.825	53.8%	28.001	80.0%						On Track
Eglinton Connects	7.000	2.620			50.0%	Other	#4				Delayed < 6 mths
Engineering Studies	6.032	4.462			100.0%						On Track
FIFA-related CCTV cameras	0.150	0.090			90.0%						On Track
Green Streets Improvement	1.500	0.159			70.0%						On Track
King Street Transit Priority	0.500	0.276			50.0%	Other	#5				Delayed < 6 mths
Mapping & GIS Repository	0.400	0.127			60.0%	Other	#6				Delayed < 6 mths
MoveTO	7.700	1.847			80.0%						67.8%
Neighbourhood Improvements	4.433	1.364			69.0%						51.0%
Rockcliffe Flood Mitigation	2.500	2.220			100.0%						On Track
Surface Network Transit Plan	1.230	1.021			100.0%						On Track
System Enhancements for Road Repair & Permits	2.700	0.715			80.0%						10.4%
TO360 Wayfinding	0.620	0.145			90.0%						39.6%
West Toronto Rail Path Extension	11.700	1.659			14.5%	Other	#7				61.4%
<b>Service Improvements</b>	<b>81.466</b>	<b>35.531</b>	<b>43.6%</b>	<b>56.576</b>	<b>69.4%</b>			<b>273.250</b>	<b>51.041</b>		
Agincourt Improvement	1.200		0.0%		0.0%	Other	#8				Delayed > 6 mths
Beecroft Extension	7.961	7.961						22.316	11.666		On Track
Broadview Extension	10.000	0.227						188.000	48.221		On Track
Emery Village Improvements	0.102	0.003						6.289	0.490		On Track
John Street Revitalization Project	1.400	1.364						65.586	7.343		On Track
Lawrence-Allen Revitalization Project	1.300	1.277						19.500	6.190		On Track
Legion Road Extension & Grade Separation	0.410					Other	#9				Delayed < 6 mths

Metrolinx Additional Infrastructure	2.904	1.041	35.9%	2.613	90.0%	Other	#10	20.731	11.098	53.5%	On Track
North York Service Road	0.300	0.002	0.8%	0.015	5.0%	Other	#10	40.728	33.628	82.6%	Delayed > 6 mths
Overlea Blvd and Don Mills Rd Improvement	2.000	0.888	44.4%	1.400	70.0%	Other	#11	36.218	19.742	54.5%	On Track
Peel and Gladstone	0.500		0.0%	0.150	30.0%	Other		11.544	10.809	93.6%	Delayed < 6 mths
Port Union Road	11.203	6.730	60.1%	10.082	90.0%	Other		71.469	14.268	20.0%	On Track
Rean to Kenaston - New Road	4.248	4.248	100.0%	4.248	100.0%	Other		109.222	1.237	1.1%	On Track
Scarlett / St. Clair / Dundas	3.270	0.263	8.0%	2.289	70.0%	Other	#12	591.602	164.691		Delayed < 6 mths
St. Clair TMP:Gunns, Keele, Davenport	18.785	13.623	72.5%	14.089	75.0%	Other	#13	3,596.364	1,289.644		On Track
Steeles Widenings	0.500	0.001	0.3%	0.200	40.0%	Other					Delayed > 6 mths
Work for TTC & Others	16.000	12.445	77.8%	16.000	100.0%	Other					On Track
Yonge TOMorrow	0.500		0.0%		0.0%	Other					Delayed > 6 mths
<b>Growth Related</b>	<b>82.583</b>	<b>50.075</b>	<b>60.6%</b>	<b>67.934</b>	<b>82.3%</b>						
<b>Projects Total</b>	<b>672.640</b>	<b>408.731</b>	<b>60.8%</b>	<b>587.983</b>	<b>87.4%</b>						

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		
		\$	%	\$	%								
F. G. Gardiner	187.472	139.704	74.5%	187.472	100.0%		#14	2,380.455	804.025	33.8%	On Track		
Start Date: 04/01/2017; Original Planned Completion Date: TBD; Revised Planned/ Actual Completion Date: 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

The assessment of asset condition and development of the Asset Management Plan for Traffic Signal assets is to commence in 2026. Once the asset management plan is completed, a revised SOGR plan schedule will be implemented for this asset.

##### Note # 4

Planned delivery of works impacted by Provincial legislation. Planning of works for 2026 underway to take into consideration impacts of Provincial legislation.

##### Note # 5

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

##### Note # 6

Project progress slower than anticipated due to IT competing priorities.

##### Note # 7

The construction tender is now anticipated to be issued by the end of 2025 and is contingent on signed Municipal Infrastructure Agreement (MIA). Utility coordination and design for relocation is ongoing.

##### Note # 8

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

##### Note # 9

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

##### Note # 10

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

##### Note # 11

The project was substantially completed in 2024 with some finishing work expected in 2025.

##### Note # 12

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 # 13

Design contract is underway but award was delayed as additional time was required to develop and finalize the call documents.

##### Note # 14

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.

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

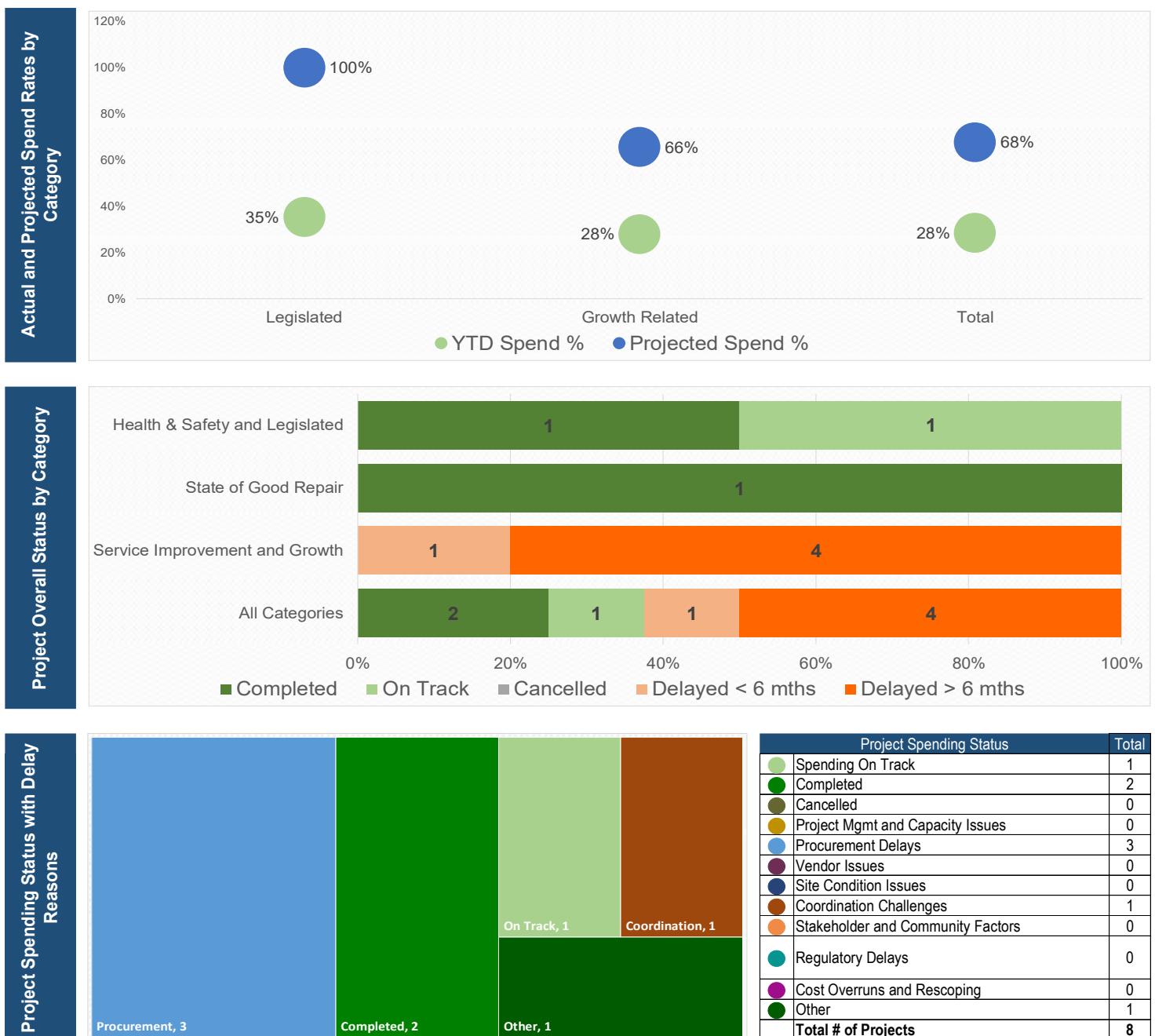
Program (\$M)	Period	2025 Approved Cash Flow	2025 Expenditure			Trending	Alert (Benchmark 70% spending rate)
			Year To Date Actuals	Projected Actuals	Projected %		
City Planning	4M-2025	8.63	1.23	7.77	90.1%		
	Q2-2025	8.63	1.54	6.98	80.8%	⬇	
	Q3-2025	8.63	2.46	5.85	67.8%	⬇	
Housing Secretariat	4M-2025	615.44	161.43	528.79	85.9%		
	Q2-2025	618.14	209.12	515.22	83.3%	⬇	
	Q3-2025	624.38	276.60	533.16	85.4%	↑	
Waterfront Revitalization Initiative	4M-2025	129.80	10.57	93.90	72.3%		
	Q2-2025	148.80	34.32	107.12	72.0%	⬇	
	Q3-2025	148.80	47.11	104.66	70.3%	⬇	
TOTAL	4M-2025	753.86	173.22	630.46	83.6%		
	Q2-2025	775.56	244.98	629.31	81.1%	⬇	
	Q3-2025	781.80	326.16	643.67	82.3%	↑	

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

For the nine months ended September 30, 2025, the capital expenditures for Development and Growth Services totalled \$326.2 million of their collective 2025 Approved Capital Budget of \$781.8 million. Spending is expected to increase to \$643.7 (82.3%) million by year-end.

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

## City Planning (URB)



# City Planning (URB)

Project Name	Approved Budget	2025						Overall			
		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	0.136	100.0%	0.136	100.0%			0.545	0.545	100.0%	Completed
Five Year Review of the Official Plan	0.401	0.054	13.5%	0.401	100.0%			3.355	2.528	75.3%	On Track
<b>Legislated</b>	<b>0.537</b>	<b>0.190</b>	<b>35.4%</b>	<b>0.537</b>	<b>100.0%</b>			<b>3.900</b>	<b>3.073</b>		
St. Lawrence Market North-Archaeological								0.200	0.186	93.1%	Completed
<b>State of Good Repair</b>								<b>0.200</b>	<b>0.186</b>		
Growth Studies	2.963	0.825	27.8%	2.051	69.2%	Procurement Delays	1	7.345	3.793	51.6%	Delayed > 6 mths
Heritage Studies	0.441	0.179	40.6%		72.1%	Procurement Delays				77.2%	Delayed > 6 mths
Transportation & Transit Studies	0.689	0.327	47.4%		72.1%	Procurement Delays				41.4%	Delayed > 6 mths
Places - Civic Improvements	3.000	0.937	31.2%		78.2%	Coordination Challenges				54.3%	Delayed < 6 mths
Scarborough Rapid Transit Adaptive Reuse	1.000		0.0%		10.0%	Other				0.0%	Delayed > 6 mths
<b>Growth Related</b>	<b>8.093</b>	<b>2.268</b>	<b>28.0%</b>	<b>5.311</b>	<b>65.6%</b>			<b>24.552</b>	<b>12.419</b>		
<b>Projects Total</b>	<b>8.629</b>	<b>2.458</b>	<b>28.5%</b>	<b>5.848</b>	<b>67.8%</b>			<b>28.652</b>	<b>15.678</b>		

## Note Section:

### Note # 1

RFP/RFQ Delayed.

### Note # 2

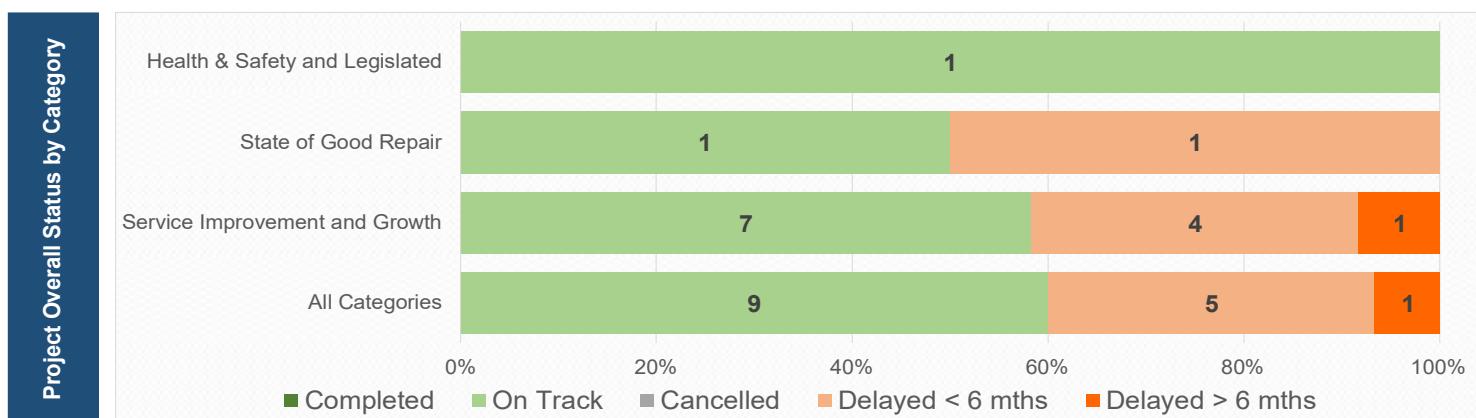
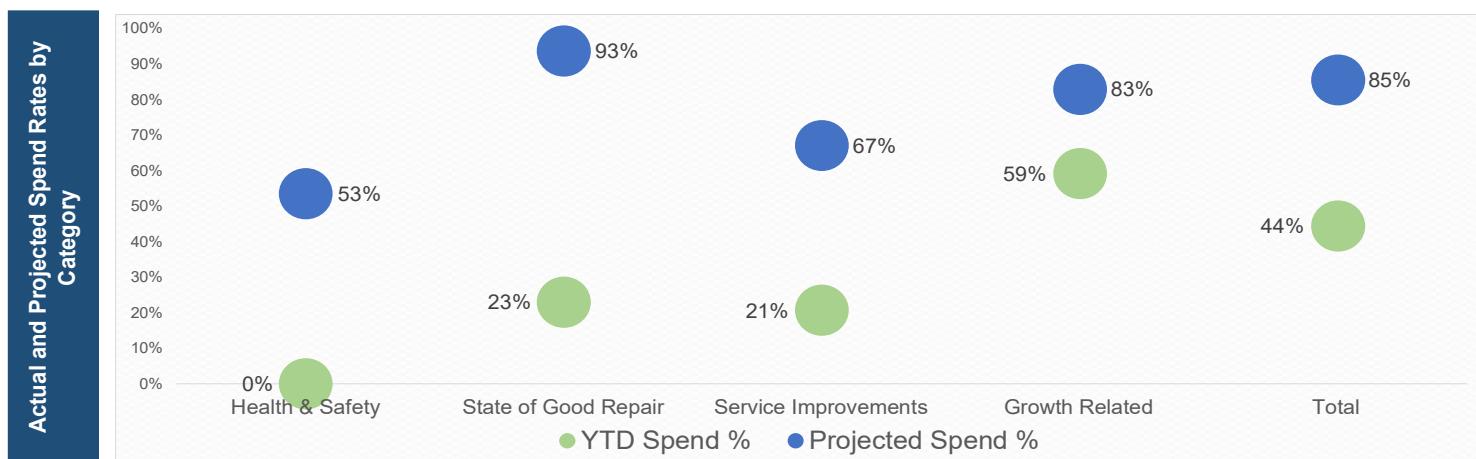
Projects are contingent on partner divisions work plans and ability to issue procurement documents.

### Note # 3

Project has been delayed to accommodate the complexity of the required technical work.



## Housing Secretariat (HSE)



Key Discussion Points

- **Choice Base Housing Access System** projects will return to Council in Q1 2026 to seek approval on program policy changes.
- **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.
- **TCHC IT Capital project** is projected to be underspent by year-end due to timing of project implementation.

# 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		0.0%	9.348	53.5%	Other	#1	28.930	4.472	15.5%	On Track
<b>Health &amp; Safety</b>	<b>17.480</b>		<b>0.0%</b>	<b>9.348</b>	<b>53.5%</b>			<b>28.930</b>	<b>4.472</b>		
TCHC Building Repair Capital	215.916	49.718	23.0%	201.882	93.5%			1,970.877	478.400	24.3%	On Track
TCHC Carbon Budget	0.470		0.0%	0.350	74.5%	Other	#2	44.520		0.0%	Delayed < 6 mths
<b>State of Good Repair</b>	<b>216.386</b>	<b>49.718</b>	<b>23.0%</b>	<b>202.232</b>	<b>93.5%</b>			<b>2,015.397</b>	<b>478.400</b>		
Taking Action on Tower Renewal Program	6.050	0.730	12.1%	3.778	62.4%	Other	#3	30.393	1.434	4.7%	On Track
Toronto Renovates TR Non-TCA										88.2%	On Track
Choice Base Housing Access System	3.120	1.293			75.0%	Other				42.7%	Delayed > 6 mths
TCHC Community And Tenant Support	0.650				69.7%					0.0%	On Track
<b>Service Improvements</b>	<b>9.820</b>	<b>2.023</b>	<b>20.6%</b>	<b>6.571</b>	<b>66.9%</b>			<b>53.459</b>	<b>6.755</b>		
Housing Now	66.450	51.093	76.9%	60.947	91.7%			1,233.623	79.721	6.5%	On Track
Rental Development	33.281	19.468			95.1%					13.8%	Delayed < 6 mths
Modular Housing	2.787	1.352			88.9%					88.1%	On Track
Rapid Housing Initiative	29.213	19.099			87.3%					59.5%	Delayed < 6 mths
Emergency Housing Action	26.229	26.229			100.0%					72.9%	On Track
Third Party Grants Funding	125.307	94.254			95.2%					31.1%	On Track
TCHC Development In-Flight	87.307	13.361			46.0%	Other				67.9%	Delayed < 6 mths
TCHC Regent Park Energy Inc	10.115				87.1%					0.0%	Delayed < 6 mths
<b>Growth Related</b>	<b>380.690</b>	<b>224.855</b>	<b>59.1%</b>	<b>315.012</b>	<b>82.7%</b>			<b>3,002.687</b>	<b>848.632</b>		
<b>Projects Total</b>	<b>624.377</b>	<b>276.597</b>	<b>44.3%</b>	<b>533.163</b>	<b>85.4%</b>			<b>5,100.473</b>	<b>1,338.260</b>		

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	
		\$	%	\$	%							
Housing Now	66.450	51.093	76.9%	60.947	91.7%			1,233.623	79.721	6.5%	On Track	
	Start Date: Jan-19; <b>Original</b> Planned Completion Date: 12/31/2034; <b>Revised</b> Planned/ Actual Completion Date: 12/30/2034											
Supportive Housing (Modular Housing, Rapid Housing Initiative, Emergency Housing Action)	58.230	46.679	80.2%	54.201	93.1%		#6	791.696	506.399	64.0%	Delayed < 6 mths	
	Start Date: Jan-20; <b>Original</b> Planned Completion Date: Various (2026-2029); <b>Revised</b> Planned/ Actual Completion Date: Various (2026-2029)											

#### Note Section:

##### Note # 1:

Spending delay is due to timing of project implementation.

##### Note # 2:

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

##### Note # 3:

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

##### Note # 4:

The project will return to Council in Q1 2026 to seek approval on program policy changes.

##### Note # 5:

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

##### Note # 6:

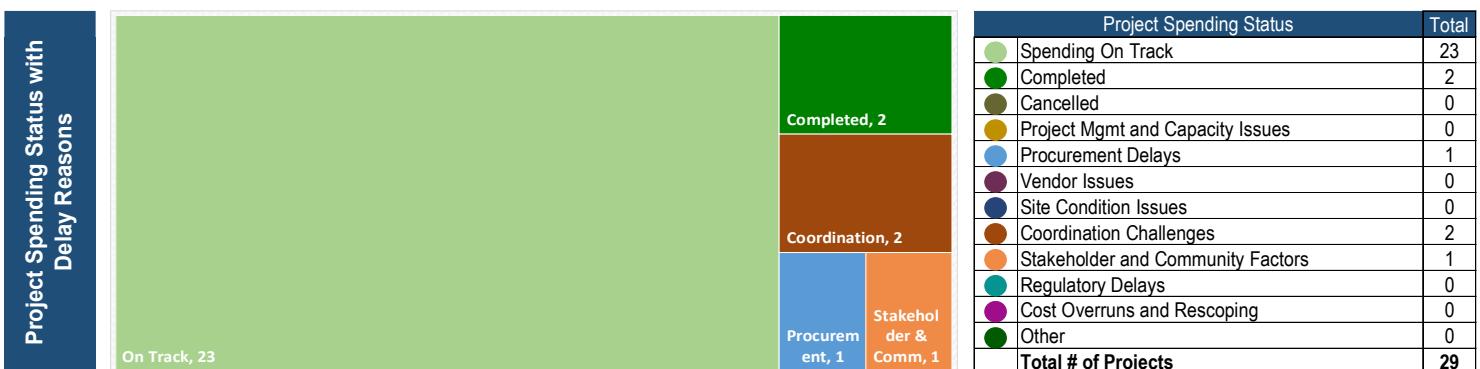
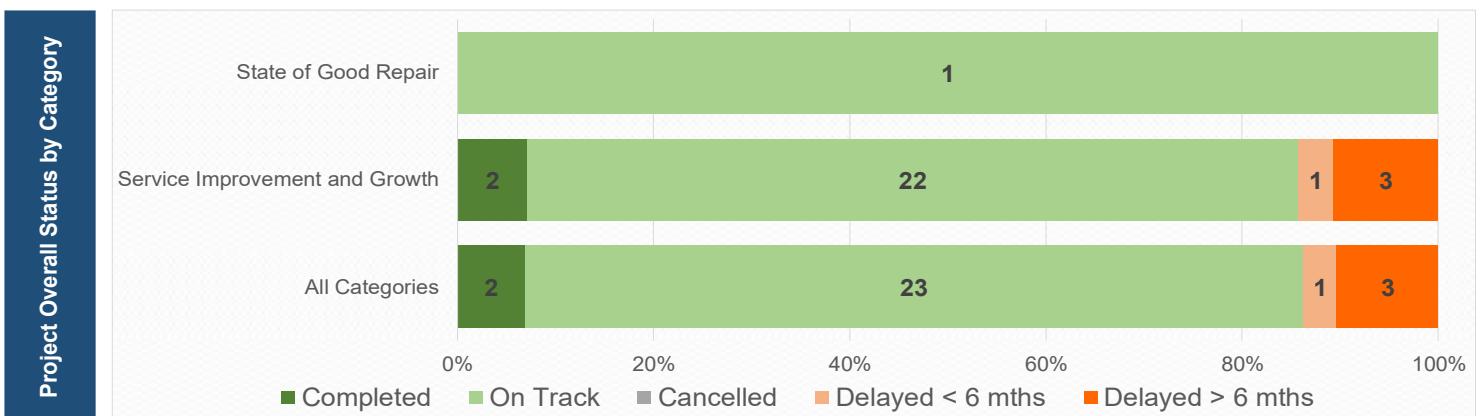
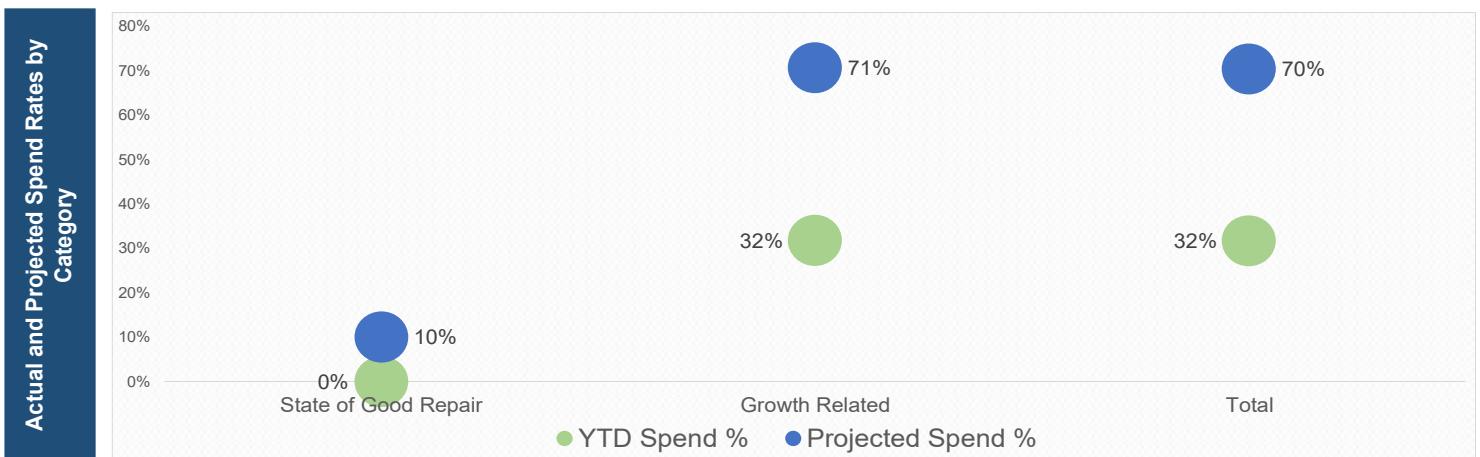
Supported Housing Development are funded by Modular Housing Initiative (MHI), Rapid Housing Initiative (RHI), and Emergency Housing Action (EHI). RHI projects experienced delay in obtaining permits or construction delay primarily due to unexpected site conditions. MHI and EHI projects are projected to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

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 until Q1 2026 (Swansea), delays in start of construction due to delayed site plan and design approvals (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)



# 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		
<b>State of Good Repair</b>	<b>0.500</b>		<b>0.0%</b>	<b>0.050</b>	<b>10.0%</b>			<b>1.500</b>					
Precinct Implementation Projects	2.126	0.450	21.2%	1.200	56.5%	Coordination Challenges Stakeholder and Community Factors	1	251.123	248.448	98.9%	Delayed > 6 mths		
Transportation Initiatives	1.000	0.036	3.6%	0.510	51.0%		2	35.199	31.434	89.3%	Delayed > 6 mths		
Waterfront Secretariat	0.700	0.574	82.1%	0.650	92.9%			11.560	11.056	95.6%	On Track		
East Bayfront Environmental	0.040	0.006	14.9%	0.020	50.2%			0.157	0.156	99.4%	Completed		
Urban Planning Resources	0.600	0.462	77.0%	0.550	91.7%			6.785	5.924	87.3%	On Track		
Bathurst Quay Public Realm	0.028	0.021	75.9%	0.021	75.9%			1.888	1.283	67.9%	On Track		
Quayside	0.055	0.055	100.0%	0.055	100.0%			0.550	0.550	100.0%	On Track		
Lower Don Coordination	0.410	0.138	33.7%	0.300	73.2%			2.109	1.096	52.0%	On Track		
Park Planning And Design Development	0.496	0.238	47.9%	0.360	72.6%			1.820	1.451	79.7%	On Track		
Next Phase Of Waterfront Revitalization	0.306	(0.001)	0.0%	0.230	75.2%			0.800	0.493	61.7%	On Track		
Port Lands Planning and Implementation Studies	2.000		0.0%	1.450	72.5%			6.136	1.502	24.5%	On Track		
Convert Fire Hall To Community Space Pfr	0.173		0.0%	0.0	0.0%			3.000	2.827	94.2%	Completed		
Bayside Phase 2 Water's Edge Promenade	3.870	2.893	74.7%	2.893	74.7%			17.152	2.893	16.9%	On Track		
Western Waterfront Master Plan Update	0.257	0.099	38.5%	0.183	71.2%			0.400	0.142	35.5%	On Track		
Indigenous Engagement	0.475	0.017	3.7%	0.350	73.7%			0.625	0.124	19.8%	On Track		
Port Lands 2024 Bud Adjustment	7.830		0.0%	7.100	90.7%			22.700	14.870	65.5%	On Track		
Port Lands Parks And Public Realm	16.500	3.854	23.4%	12.500	75.8%		3	32.500	15.940	49.0%	On Track		
Commissioners Street Sewer Detailed Design	3.530		0.0%	1.400	39.7%	Procurement Delays	4	7.150		0.0%	Delayed < 6 mths		
Keating Channel Dredging	12.700	3.851	30.3%	9.500	74.8%		5	24.000	9.919	41.3%	On Track		
Keating Channel Pedestrian Bridge	3.400		0.0%	0.0	0.0%	Coordination Challenges	6	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	21.785	52.0%	30.000	71.6%		7	102.000	52.414	51.4%	On Track		
Quayside Parks Infrastructure	10.000		0.0%	7.200	72.0%		8	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 Update	0.400	0.032	8.1%	0.100	25.0%			1.200	0.032	2.7%	On Track		
Ookwemin Minising Enabling Infrastructure	12.000	11.787	98.2%	11.787	98.2%		9	15.000	11.787	78.6%	On Track		
Wider Waterfront Studies And Marine Strategy	0.500		0.0%	0.350	70.0%			3.000		0.0%	On Track		
Broadview Eastern Flood Protection	20.000	0.808	4.0%	11.000	55.0%		10	200.000	12.536	6.3%	On Track		
<b>Growth Related</b>	<b>148.295</b>	<b>47.106</b>	<b>31.8%</b>	<b>104.609</b>	<b>70.5%</b>			<b>817.254</b>	<b>426.876</b>				
<b>Projects Total</b>	<b>148.795</b>	<b>47.106</b>	<b>31.7%</b>	<b>104.659</b>	<b>70.3%</b>			<b>818.754</b>	<b>426.876</b>				

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
			\$	%	\$	%						
Port Lands Parks And Public Realm		16.500	3.854	23.4%	12.500	75.8%		3	32.500	15.940	49.0%	On Track
		Start Date: 02/14/2024; Original Planned Completion Date: 12/31/2025; Revised Planned/ Actual Completion Date: 12/31/2025										
Keating Channel Dredging		12.700	3.851	30.3%	9.500	74.8%		5	24.000	9.919	41.3%	On Track
		Start Date: 02/14/2024; Original Planned Completion Date: 12/31/2025; Revised Planned/ Actual Completion Date: 12/31/2026										
Quayside Transportation Infrastructure		41.900	21.785	52.0%	30.000	71.6%		7	102.000	52.414	51.4%	On Track
		Start Date: 02/14/2024; Original Planned Completion Date: 12/31/2026; Revised Planned/ Actual Completion Date: 12/31/2026										
Quayside Parks Infrastructure		10.000	0.0%	7.200	72.0%			8	40.000		0.0%	On Track
		Start Date: 02/14/2025; Original Planned Completion Date: 12/31/2028; Revised Planned/ Actual Completion Date: 12/31/2028										
Ookwemin Minising Enabling Infrastructure		12.000	11.787	98.2%	11.787	98.2%		9	15.000	11.787	78.6%	On Track
		Start Date: 04/24/2025; Original Planned Completion Date: 12/31/2031; Revised Planned/ Actual Completion Date: 12/31/2031										
Broadview Eastern Flood Protection		20.000	0.808	4.0%	11.000	55.0%		10	200.000	12.536	6.3%	On Track
		Start Date: 11/30/2023; Original Planned Completion Date: 12/31/2028; Revised Planned/ Actual Completion Date: 12/31/2028										

#### Note Section:

##### Note # 1

Reconciliation of prior year contribution agreements with Waterfront Toronto is expected to be completed in 2026.

##### Note # 2

Neighbourhood consultation and change in project design has delayed the project, construction anticipated to begin in 2026.

##### Note # 3

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 # 4

RFP recently awarded following delays, invoicing now pending the execution of Delivery Agreement with the City that is expected to be completed in 2025.

##### Note # 5

Dredging work has commenced and is continuing through 2025.

##### Note # 6

Construction has been delayed to allow for additional input and due diligence on the specific installation, construction techniques, scheduling, or cost estimating.

##### Note # 7

Design work has advanced considerably and invoicing has commenced.

##### Note # 8

Permits have been secured, anticipated that a significant amount of progress can still be achieved by year-end.

##### Note # 9

Foundation work has been completed, including the completion of master servicing and due diligence on environmental contamination alongside preliminary designs for public realm and open spaces.

##### Note # 10

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

**2025 Capital Spending by Program**  
**Corporate Services**

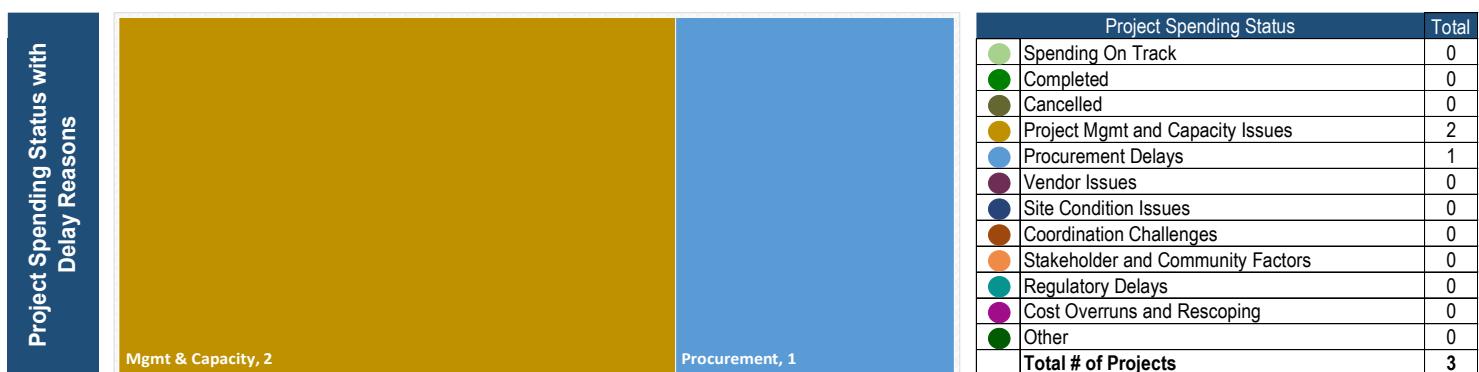
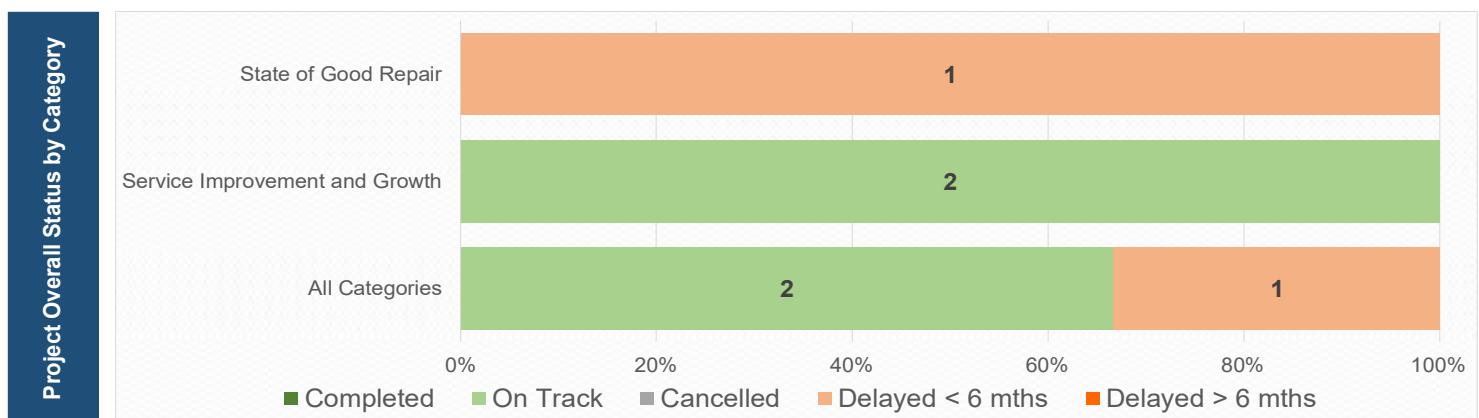
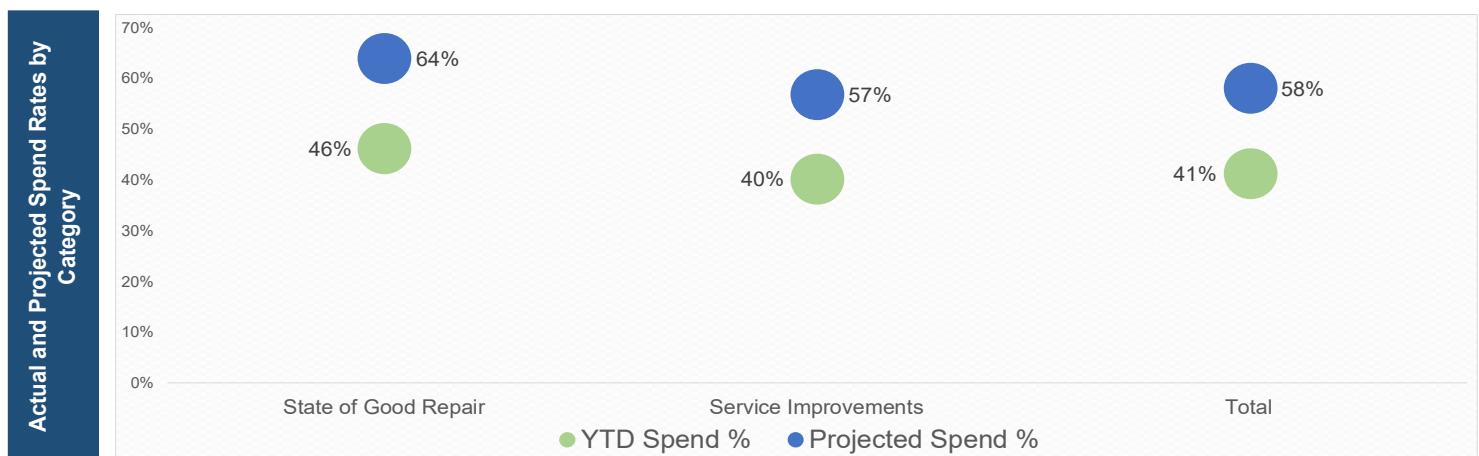
Program (\$M)	Period	2025 Approved Cash Flow	2025 Expenditure			Trending	Alert (Benchmark 70% spending rate)
			Year To Date Actuals	Projected Actuals	Projected %		
Customer Experience	4M-2025	3.40	0.57	2.75	80.8%	□	
	Q2-2025	3.40	0.90	2.75	80.8%	□	
	Q3-2025	3.40	1.40	1.98	58.1%	▼	
Corporate Real Estate Management	4M-2025	210.07	25.98	184.98	88.1%	□	
	Q2-2025	226.28	61.49	196.07	86.6%	▼	
	Q3-2025	260.22	157.80	228.96	88.0%	↑	
Environment, Climate and Forestry	4M-2025	24.44	1.42	17.76	72.7%	□	
	Q2-2025	24.44	2.76	17.76	72.7%	▼	
	Q3-2025	24.44	3.39	15.73	64.4%	▼	
Fleet Services	4M-2025	95.85	48.72	120.89	126.1%	□	
	Q2-2025	113.67	71.97	121.80	107.2%	▼	
	Q3-2025	163.26	106.48	161.88	99.2%	▼	
Toronto Cyber Security	4M-2025	7.92	1.41	7.75	97.9%	□	
	Q2-2025	7.92	3.19	6.11	77.1%	▼	
	Q3-2025	7.92	3.94	5.58	70.5%	▼	
Technology Services	4M-2025	86.69	16.39	81.94	94.5%	□	
	Q2-2025	86.70	29.54	83.13	95.9%	↑	
	Q3-2025	86.70	51.61	82.74	95.4%	▼	
TOTAL	4M-2025	428.38	94.50	416.07	97.1%	□	
	Q2-2025	462.41	169.85	427.61	92.5%	▼	
	Q3-2025	545.94	324.62	496.87	91.0%	▼	

Projected / Year end Actuals Spending	
> 70%	Ⓐ
Between 50%-70%	Ⓑ
< 50%	Ⓒ

For the nine months ended September 30, 2025, the capital expenditures for Corporate Services totalled \$324.6 million of their collective 2025 Approved Capital Budget of \$545.9 million. Spending is expected to increase to \$496.9 (91.0%) million by year-end.

Programs with more than 70% projected spending rate are: Corporate Real Estate Management, Fleet Services, Toronto Cyber Security, Technology Services.

## Customer Experience (CXD)



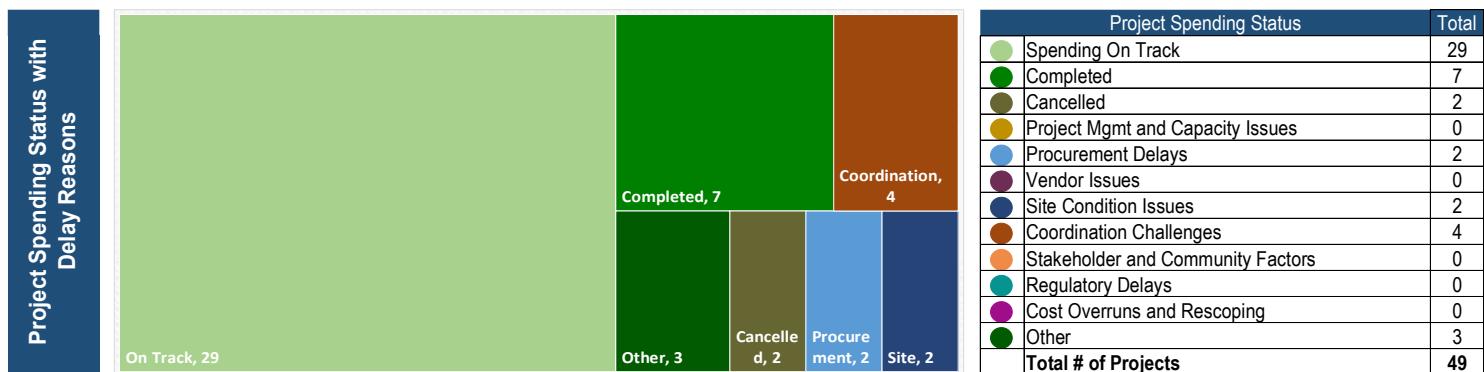
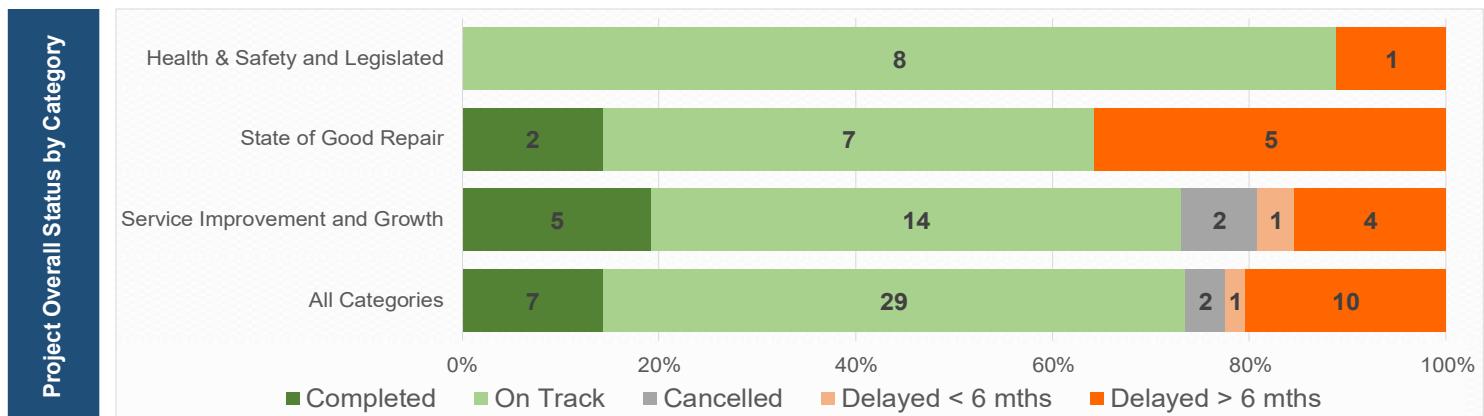
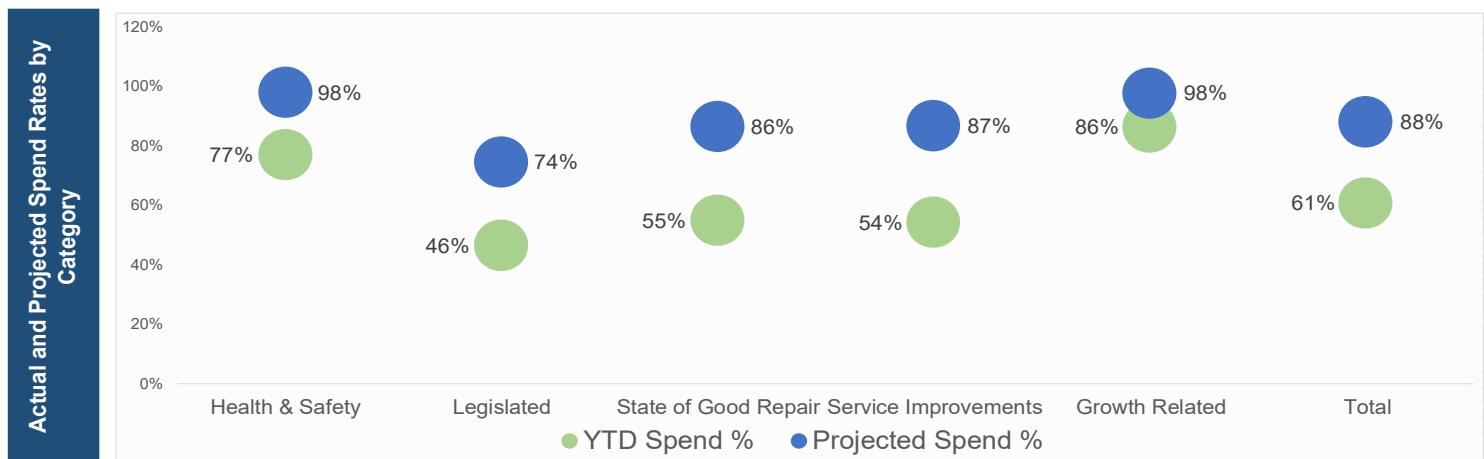
# Customer Experience (CXD)

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	0.282	46.2%	0.390	63.9%	Project Mgmt and Capacity Issues		2.027	1.689	83.3%	Delayed < 6 mths
<b>State of Good Repair</b>	<b>0.610</b>	<b>0.282</b>	<b>46.2%</b>	<b>0.390</b>	<b>63.9%</b>			<b>2.027</b>	<b>1.689</b>		
2023 CHANNEL AND COUNTER STRATEGY	2.165	1.121	51.8%	1.586	73.3%	Project Mgmt and Capacity Issues		5.281	3.975	75.3%	On Track
CUSTOMER SERVICE INITIATIVE	0.625		0.0%		0.0%	Procurement Delays	1	2.900		0.0%	On Track
<b>Service Improvements</b>	<b>2.790</b>	<b>1.121</b>	<b>40.2%</b>	<b>1.586</b>	<b>56.8%</b>			<b>8.181</b>	<b>3.975</b>		
<b>Projects Total</b>	<b>3.400</b>	<b>1.402</b>	<b>41.2%</b>	<b>1.976</b>	<b>58.1%</b>			<b>10.208</b>	<b>5.664</b>		

## Note Section:

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

## Corporate Real Estate Management (CREM)



The overall CREM program's year-end spending is projected to be \$229 million, or 88% 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.

The CREM capital program includes SOGR, improvement projects and delivery of major capital initiatives. 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 the end of 2025. On the core SOGR program, forecasted year-end spending for 2025 is 86%. 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.

# Corporate Real Estate Management (CREM)

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	1.166	0.688	59.0%	0.972	83.3%			11.341	4.564	40.2%	On Track		
Global Corporate Security Program	1.000	0.559	55.9%	0.927	92.7%			4.425	3.157	71.3%	On Track		
Physical Security Capital Plan	2.145	1.425	66.4%	2.262	105.4%		#1	26.723	9.303	34.8%	On Track		
Security Bollards - Union Station	2.799	2.793	99.8%	2.793	99.8%			5.135	4.761	92.7%	On Track		
<b>Health &amp; Safety</b>	<b>7.110</b>	<b>5.465</b>	<b>76.9%</b>	<b>6.953</b>	<b>97.8%</b>			<b>47.624</b>	<b>21.785</b>				
Accessibility for Ontarians with Disabilities Act (AODA)	3.393	2.639	77.8%	3.361	99.1%			198.063	149.407	75.4%	On Track		
Environmental Remediation	3.376	1.481	43.9%	2.489	73.7%	Coordination Challenges		11.265	7.184	63.8%	Delayed > 6 mths		
Meridian Arts Centre	4.602	2.820	61.3%	3.720	80.8%			6.635	2.820	42.5%	On Track		
Meridian Hall	2.914	2.127	73.0%	2.654	91.1%			6.007	2.127	35.4%	On Track		
Safety Audits	9.929	2.186	22.0%	5.803	58.4%			19.661	10.918	55.5%	On Track		
<b>Legislated</b>	<b>24.214</b>	<b>11.253</b>	<b>46.5%</b>	<b>18.027</b>	<b>74.5%</b>			<b>241.631</b>	<b>172.456</b>				
275 Merton St. - Office Relocation	1.401	0.451	32.2%	1.500	107.1%			2.000	0.550	27.5%	On Track		
Albert Campbell Square Park Rehabilitation	0.002	(0.027)	-1121.0%		0.0%			3.194	3.165	99.1%	Completed		
CCTV Infrastructure Enhancements	0.002	0.002	100.0%	0.002	100.0%			9.842	9.842	100.0%	Completed		
Energy Management	0.750		0.0%		0.0%	Other	#2	1.750		0.0%	Delayed > 6 mths		
Global Corporate Security Program	1.243	0.660	53.2%	0.780	62.7%			9.600	8.988	93.6%	On Track		
Mechanical & Electrical	10.098	4.913	48.7%	8.294	82.1%			135.814	56.346	41.5%	On Track		
Meridian Arts Centre	0.808	0.156	19.4%	0.708	87.6%			4.233	0.156	3.7%	On Track		
Meridian Hall	1.302	0.565	43.4%	1.169	89.7%			5.821	0.565	9.7%	On Track		
Others - SOGR	14.125	8.913	63.1%	12.919	91.5%	Other	#2	98.881	65.396	66.1%	Delayed > 6 mths		
Roofing	0.738	0.560	75.8%	0.570	77.2%	Procurement Delays		9.924	2.599	26.2%	Delayed > 6 mths		
Sitework	2.864	0.875	30.6%	2.329	81.3%	Coordination Challenges		55.211	21.435	38.8%	Delayed > 6 mths		
SOGR - Leased Properties	2.063	1.318	63.9%	1.927	93.4%			5.884	4.138	70.3%	On Track		
St. Lawrence Centre for the Arts	0.565	0.242	42.8%	0.462	81.8%			0.825	0.242	29.3%	On Track		
Structural / Building Envelope	6.320	4.579	72.5%	5.847	92.5%	Coordination Challenges		139.795	99.393	71.1%	Delayed > 6 mths		
<b>State of Good Repair</b>	<b>42.279</b>	<b>23.207</b>	<b>54.9%</b>	<b>36.506</b>	<b>86.3%</b>			<b>482.775</b>	<b>272.816</b>				
Administrative Penalty System	0.013	0.003	23.2%	0.003	23.2%			2.674	2.639	98.7%	Completed		
Corporate Facilities Refurbishment Program	0.290	0.095	32.8%	0.095	32.8%	Site Condition Issues		1.527	1.318	86.3%	Delayed > 6 mths		
Energy Management	7.380	1.247	16.9%	1.764	23.9%	Procurement Delays		312.248	19.077	6.1%	Delayed > 6 mths		
Etobicoke Civic Centre	90.845	49.297	54.3%	82.465	90.8%			546.961	131.774	24.1%	On Track		
Global Corporate Security Program	2.489	1.622	65.2%	2.902	116.6%		#1	24.132	3.158	13.1%	On Track		
Indian Residential School Survivors Legacy	0.427	0.308	72.1%	0.343	80.3%			24.950	24.831	99.5%	Completed		
Meridian Arts Centre	0.005	0.004	85.0%	0.004	85.0%			3.339	0.004	0.1%	On Track		
Meridian Hall	0.045	0.024	52.8%	0.039	86.1%			2.302	0.024	1.0%	On Track		
ModernTO	11.452	9.360	81.7%	9.913	86.6%			250.001	67.630	27.1%	On Track		
Others - Service Improvements	2.640	1.582	59.9%	2.575	97.5%			34.521	17.502	50.7%	On Track		
Others - SOGR	2.896	1.753	60.5%	2.410	83.2%			6.936	4.702	67.8%	On Track		
Real Estate Property Management and Lease Admin	(0.000)		0.0%		0.0%			0.569	0.560	98.4%	Completed		
Relocation of Fire Station 332	5.448	3.184	58.5%	5.447	100.0%			39.674	6.371	16.1%	On Track		
Sitework	3.000	1.839	61.3%	3.000	100.0%			8.400	1.839	21.9%	On Track		
St. Lawrence Market North Redevelopment	0.638	0.207	32.4%	0.530	83.0%			127.146	119.015	93.6%	Completed		
Toronto Strong Neighbourhood Strategy	0.562	0.058	10.3%	0.417	74.3%			1.603	0.982	61.3%	On Track		
TransformTO	0.060		0.0%		0.0%			1.996	1.900	95.2%	Completed		
Union Station - Signage & Wayfinding	0.086	(0.009)	-10.8%	0.035	40.9%			0.322	0.226	70.4%	Cancelled		

Union Station Enhancement Project	0.315	0.013	4.1%	0.017	5.4%	Coordination Challenges		4.498	1.286	28.6%	Delayed > 6 mths
Union Station PTIF Projects	0.131		0.0%	0.128	97.5%			0.901	0.770	85.4%	On Track
Union Station Revitalization	0.853	0.087	10.2%	0.533	62.5%			4.342	7.881	181.5%	On Track
Various IT-Related Projects	4.495	1.982	44.1%	3.708	82.5%			36.123	6.613	18.3%	On Track
Wellington Destructor - Construction	0.103		0.0%		0.0%			0.125	0.022	17.9%	Cancelled
<b>Service Improvements</b>	<b>134.174</b>	<b>72.655</b>	<b>54.2%</b>	<b>116.328</b>	<b>86.7%</b>			<b>1,435.290</b>	<b>420.123</b>		
Others - Service Improvements	0.201		0.0%		0.0%	Other	#3	7.898	6.346	80.4%	Delayed > 6 mths
Parkdale Hub Acquisition	1.029	(0.139)	-13.6%	0.143	13.9%	Site Condition Issues		22.108	17.939	81.1%	Delayed < 6 mths
Strategic Property Acquisitions	51.215	45.363	88.6%	51.001	99.6%			212.017	201.365	95.0%	On Track
<b>Growth Related</b>	<b>52.445</b>	<b>45.223</b>	<b>86.2%</b>	<b>51.144</b>	<b>97.5%</b>			<b>242.022</b>	<b>225.650</b>		
<b>Projects Total</b>	<b>260.222</b>	<b>157.804</b>	<b>60.6%</b>	<b>228.959</b>	<b>88.0%</b>			<b>2,449.342</b>	<b>1,112.830</b>		

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
			\$	%	\$	%						
Accessibility for Ontarians with Disabilities Act (AODA)		3,393	2,639	77.8%	3,361	99.1%		#4	198,063	149,407	75.4%	On Track
Etobicoke Civic Centre		90,845	49,297	54.3%	82,465	90.8%		#5	546,961	131,774	24.1%	On Track
ModernTO		11,452	9,360	81.7%	9,913	86.6%		#6	250,001	67,630	27.1%	On Track
		Start Date: 03/31/2018; Original Planned Completion Date: 12/31/2024; Revised Planned/ Actual Completion Date: 12/31/2027										
		Start Date: 03/31/2018; Original Planned Completion Date: 03/31/2028; Revised Planned/ Actual Completion Date: 03/31/2028										
		Start Date: 09/30/2019; Original Planned Completion Date: 12/31/2027; Revised Planned/ Actual Completion Date: 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 still being mobilized during the lead-up stage.

##### Note # 3

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

##### Note # 4

The project is on track. The AODA program has been implemented to upgrade 201 City buildings within the current portfolio. Five buildings were removed from the program and transferred to TSSS, as they are operated by TSSS. Another location was removed to become a stand-alone project that will include SOGR upgrades.

##### Note # 5

The project is on track. The new Etobicoke Civic Centre will serve as a landmark within the precinct and will include a community recreation centre, library, public health clinic, childcare centre, Council chambers and constituency offices, City offices with amenity floors, civic meeting rooms and public counters, and a civic square. The new ECC will also feature a double-height District Energy Plant located within the two-storey below-grade parking structure.

##### Note # 6

The 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 into 15 locations, down from the current 55 leased and City-owned sites. This will be achieved by modernizing five core buildings, reducing the City's office floor area by 1 million square feet, and generating annual operating cost savings of \$30.5 million. The program will also reduce the City's State of Good Repair (SOGR) obligations by unlocking eight City-owned properties.

## Environment, Climate & Forestry Division (ECF)



# Environment, Climate & Forestry Division (ECF)

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%	12.100	84.3%	Coordination Challenges	#1	44.200	7.824	17.7%	Delayed < 6 mths		
Net Zero Carbon Plan Program	5.500		0.0%		0.0%	Coordination Challenges				0.0%	Delayed > 6 mths		
New Development Sustainable Energy Plan Financing	0.500		0.0%		0.0%	Coordination Challenges				0.4%	Delayed > 6 mths		
Renewable Thermal Energy Program	0.509	0.043	8.4%		10.8%	Procurement Delays				56.1%	Delayed > 6 mths		
Residential Energy Retrofit Program (HELP)	3.577	2.414	67.5%		100.0%					57.4%	On Track		
<b>Service Improvements</b>	<b>24.440</b>	<b>3.387</b>	<b>13.9%</b>	<b>15.732</b>	<b>64.4%</b>				<b>146.435</b>	<b>33.753</b>			
<b>Projects Total</b>	<b>24.440</b>	<b>3.387</b>	<b>13.9%</b>	<b>15.732</b>	<b>64.4%</b>				<b>146.435</b>	<b>33.753</b>			

## Note Section:

### Note # 1

The project is delayed due to coordination challenges.

### Note # 2

The project is delayed due to coordination challenges.

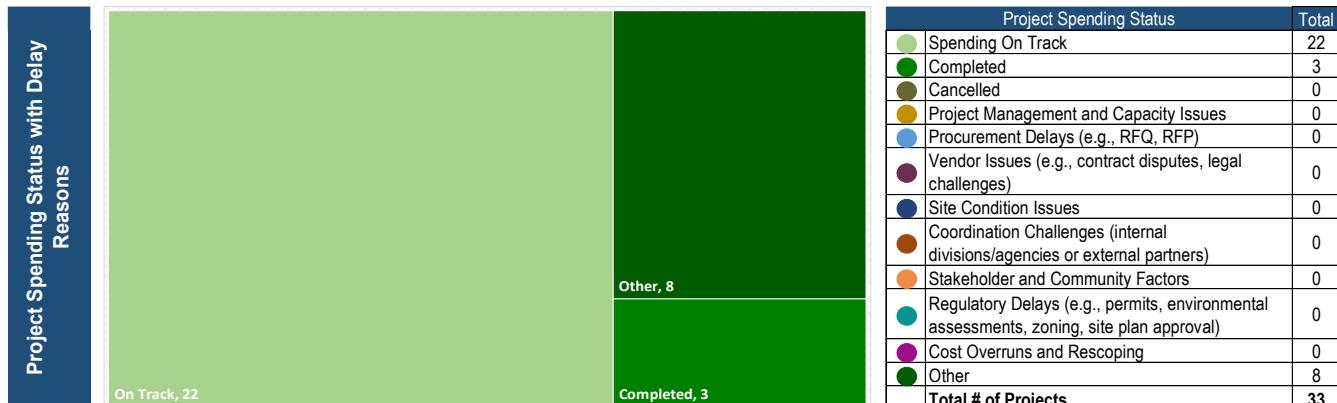
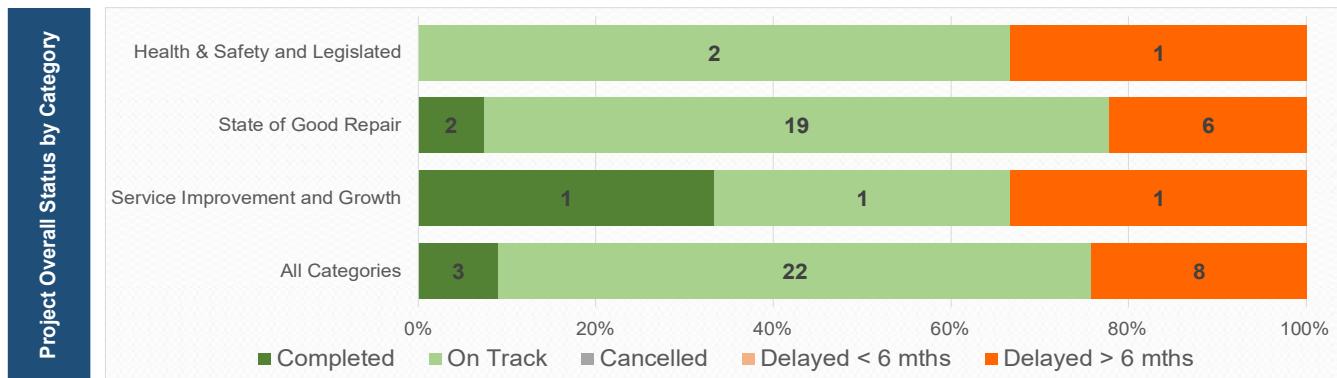
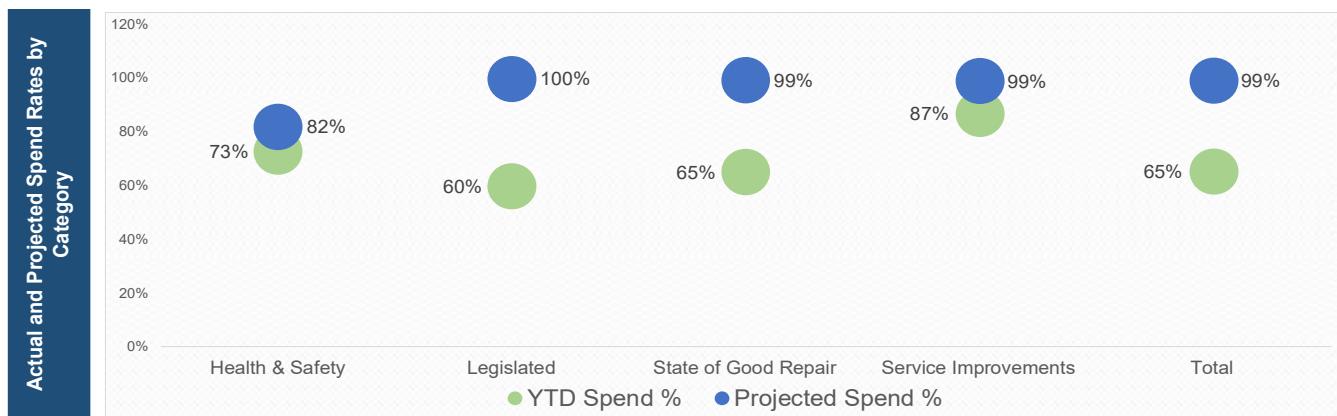
### Note # 3

The project is delayed due to coordination challenges.

### Note # 4

The project is delayed due to procurement issues.

## Fleet Services (FLT)



# Fleet Services (FLT)

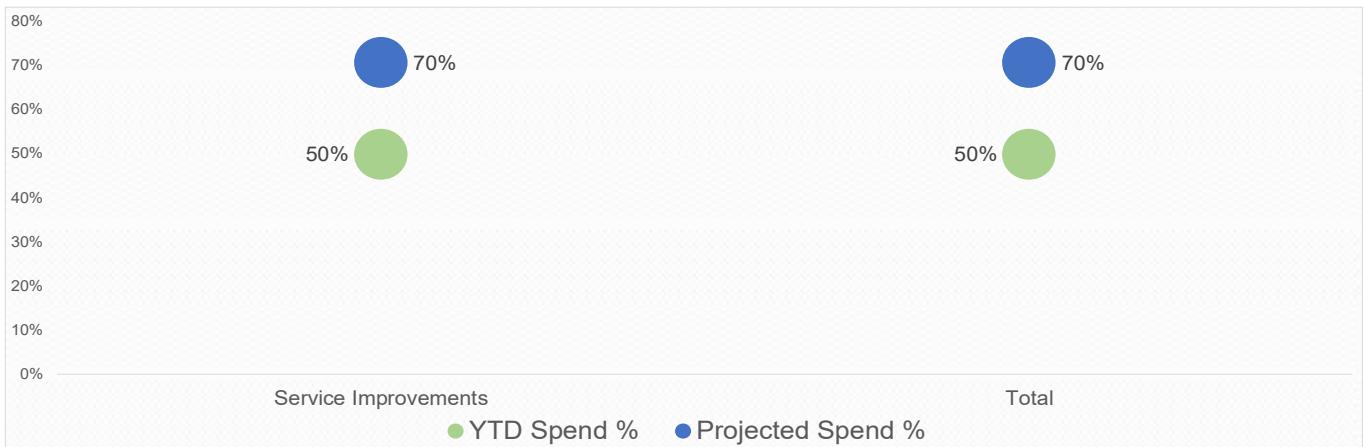
All Projects (\$million)		2025						Overall			
Project Name	Approved Budget	YTD Expenditure		Projected Actual to Year-End		Reason for Spending Delays	Notes	Total Approved Budget	Life-to-Date Actuals	%	Project Status
		\$	%	\$	%						
Sideguards Retrofit - 2025	1.736	1.263	72.7%	1.423	81.9%			4.355	1.263	29.0%	On Track
<b>Health &amp; Safety</b>	<b>1.736</b>	<b>1.263</b>	<b>72.7%</b>	<b>1.423</b>	<b>81.9%</b>			<b>4.355</b>	<b>1.263</b>	<b>29.0%</b>	
EV Program	2.090	1.250	59.8%	2.084	99.8%			16.766	9.856	58.8%	On Track
<b>Legislated</b>	<b>2.090</b>	<b>1.250</b>	<b>59.8%</b>	<b>2.084</b>	<b>99.8%</b>			<b>17.205</b>	<b>9.894</b>	<b>57.5%</b>	
Addressing Aging Backlog	0.595	0.333	56.0%	0.581	97.7%			50.457	0.333	0.7%	On Track
Arena Boards - Fleet Replacement	0.153		0.0%	0.153	99.9%	Other	1	0.864	0.109	12.6%	Delayed > 6 mths
Convert SWM Refuse Collection Vehicles	1.280	0.876	68.4%	1.275	99.6%			6.632	0.876	13.2%	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	0.318	0.063	19.9%	0.315	98.9%			2.636	1.799	68.2%	On Track
Exhibition - Fleet Replacement	0.320	0.320	100.0%	0.320	100.0%	Other	1	1.820	1.254	68.9%	Delayed > 6 mths
Facility & Real Estate - Fleet Replacement	0.684	0.207	30.3%	0.674	98.5%			4.686	2.130	45.5%	On Track
Fire Services - Fleet Replacement	58.644	34.162	58.3%	58.378	99.5%			276.898	83.867	30.3%	On Track
Fleet - Tools & Equipment	0.513	0.387	75.4%	0.505	98.6%	Other	1	2.260	1.879	83.1%	Delayed > 6 mths
Fleet Office Modernization	0.046	0.029	62.4%	0.043	93.8%			0.843	0.476	56.4%	On Track
Fleet Services - Fleet Replacement	0.154	0.150	97.7%	0.150	97.7%			1.452	0.287	19.8%	Completed
Fleet Transition to ZEV	0.255	0.119	46.6%	0.241	94.4%			198.669	0.119	0.1%	On Track
Fuel Site Closure, Upgrade & Replacement	0.117	0.008	7.0%	0.116	99.6%			5.583	0.287	5.1%	On Track
Library - Fleet Replacement	0.000	0.000	74.2%	0.000	74.1%	Other	1	5.585	1.412	25.3%	Delayed > 6 mths
Maximize CNG Fleet	0.190	0.132	69.2%	0.185	97.5%			4.080	0.132	3.2%	On Track
Municipal Licensing - Fleet Replacement	0.009	0.009	92.1%	0.009	99.9%			3.004	1.237	41.2%	Completed
Parks, Forestry & Recreation - Fleet Replacement	11.821	7.977	67.5%	11.579	98.0%			45.733	31.893	69.7%	On Track
Public Health - Fleet Replacement	0.000	0.000	97.0%	0.000	97.0%			0.648	0.145	22.4%	On Track
Solid Waste - Fleet Replacement	40.574	31.544	77.7%	40.365	99.5%			181.426	108.048	59.6%	On Track
Toronto Community Housing Corporation - Fleet Replacement	0.954	0.627	65.7%	0.952	99.8%			4.405	3.521	79.9%	On Track
Toronto Paramedic - Fleet Replacement	15.864	2.939	18.5%	15.752	99.3%			47.682	29.384	61.6%	On Track
Toronto Shelter and Support Services	0.169	0.026	15.3%	0.168	99.3%			1.016	0.259	25.5%	On Track
Toronto Water - Fleet Replacement	6.858	6.358	92.7%	6.808	99.3%			55.605	43.924	79.0%	On Track
Transportation Services - Fleet Replacement	18.807	17.220	91.6%	18.694	99.4%			51.267	35.373	69.0%	On Track
Zoo - Fleet Replacement	0.733	0.139	18.9%	0.733	100.0%			1.816	0.622	34.2%	On Track
<b>State of Good Repair</b>	<b>159.140</b>	<b>103.704</b>	<b>65.2%</b>	<b>158.077</b>	<b>99.3%</b>			<b>956.263</b>	<b>349.854</b>	<b>36.6%</b>	
Sustainment of Fleet Technologies and Systems	0.163	0.163	100.0%	0.163	100.0%			2.562	1.416	55.3%	On Track
Vendor Management Portal	0.135	0.096	71.0%	0.132	97.8%	Other	1	0.688	0.474	68.9%	Delayed > 6 mths
<b>Service Improvements</b>	<b>0.298</b>	<b>0.259</b>	<b>86.8%</b>	<b>0.295</b>	<b>99.0%</b>			<b>5.811</b>	<b>4.452</b>	<b>76.6%</b>	
<b>Projects Total</b>	<b>163.264</b>	<b>106.476</b>	<b>65.2%</b>	<b>161.879</b>	<b>99.2%</b>			<b>983.634</b>	<b>365.462</b>	<b>37.2%</b>	

## Note Section:

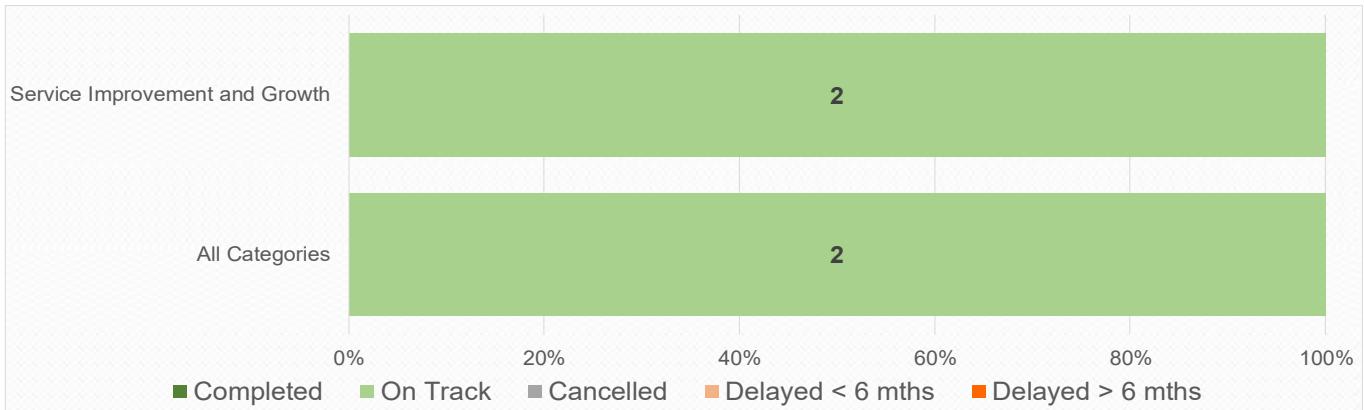
Note # 1 - These projects have been extended due to project scope adjustments requiring realignment of deliverables and timelines.

## Toronto Cyber Security (TCS)

Actual and Projected Spend Rates by Category



Project Overall Status by Category



Project Spending Status with Delay Reasons

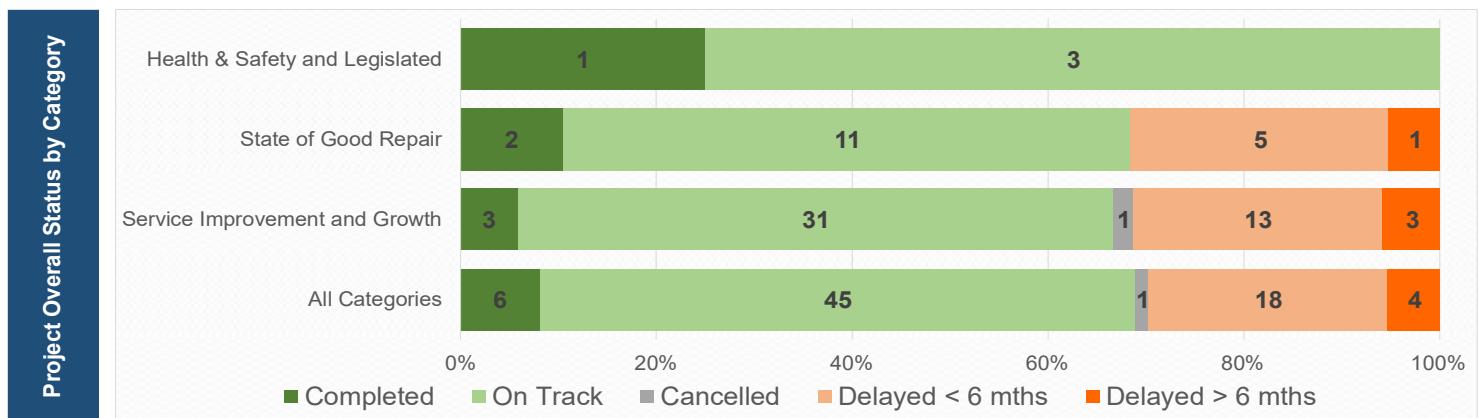
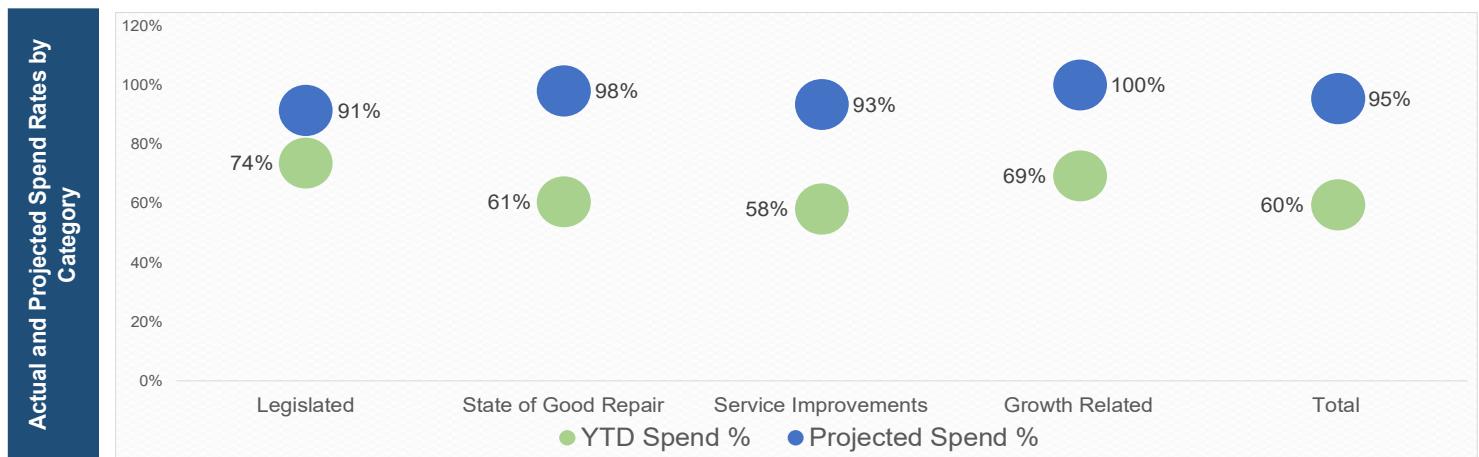


Project Spending Status		Total
Spending On Track	2	
Completed	0	
Cancelled	0	
Project Mgmt and Capacity Issues	0	
Procurement Delays	0	
Vendor Issues	0	
Site Condition Issues	0	
Coordination Challenges	0	
Stakeholder and Community Factors	0	
Regulatory Delays	0	
Cost Overruns and Rescoping	0	
Other	0	
<b>Total # of Projects</b>	<b>2</b>	

# Toronto Cyber Security (TCS)

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	2.800	2.272	81.1%	2.442	87.2%			3.800	2.776	73.0%	On Track
Cyber Foundation	5.122	1.670	32.6%	3.140	61.3%			15.834	5.964	37.7%	On Track
<b>Service Improvements</b>	<b>7.922</b>	<b>3.941</b>	<b>49.8%</b>	<b>5.582</b>	<b>70.5%</b>			<b>19.634</b>	<b>8.740</b>		
<b>Projects Total</b>	<b>7.922</b>	<b>3.941</b>	<b>49.8%</b>	<b>5.582</b>	<b>70.5%</b>			<b>19.634</b>	<b>8.740</b>		

## Technology Services (ITP)



# 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	0.284	85.6%	0.315	95.0%			0.659	0.611	92.8%	On Track
Corporate Accessibility Services/Support Acquisition	0.241	0.206	85.1%	0.241	100.0%			0.397	0.218	54.9%	On Track
HR Labour Relations Information System								0.275	0.275	100.0%	Completed
Multi-Tenant Housing - Technology Implementation	0.535	0.327	61.1%	0.457	85.4%			1.160	0.536	46.2%	On Track
<b>Legislated</b>	<b>1.108</b>	<b>0.816</b>	<b>73.7%</b>	<b>1.014</b>	<b>91.4%</b>			<b>2.491</b>	<b>1.640</b>	<b>65.8%</b>	
Asset Lifecycle Management	27.291	17.325	63.5%	27.290	100.0%			475.607	200.595	42.2%	On Track
Audio Visual Program	2.173	1.759	80.9%	2.173	100.0%			16.544	2.686	16.2%	On Track
Directory Services Transition	0.319	0.183	57.2%	0.293	91.7%	Procurement Delays		1.657	0.826	49.8%	Delayed > 6 mths
Disaster Recovery Program	0.677	0.440	64.9%	0.672	99.2%			4.713	4.300	91.2%	On Track
Divisional Roadmaps	0.039		0.0%	0.039	100.0%	Project Mgmt and Capacity Issues		0.814		0.0%	Delayed < 6 mths
DOMINO DECOMMISSIONING STRATEGY & IMPLEMENTATION	0.022	0.022	100.0%	0.022	100.0%			5.464	5.464	100.0%	Completed
Fleet/Fire/EMS Joint Fit Gap Analysis and Market Scan on Fleet M	0.303	0.212	70.1%	0.277	91.4%			0.383	0.292	76.3%	On Track
Legal Services Document Management System	0.703	0.266	37.9%	0.478	68.1%			1.070	0.506	47.3%	On Track
Modernization Of Microsoft Access Application - Phase 1	0.646	0.511	79.1%	0.645	99.8%			2.636	1.026	38.9%	On Track
Museum & Heritage Services It Infrastructure SOGR	0.041	0.033	79.3%	0.033	79.3%			1.434	1.426	99.4%	Completed
Network Modernization	2.103	0.603	28.7%	1.892	90.0%			8.401	1.019	12.1%	On Track
Project Portfolio Management System Migrate To ServiceNow	0.332	0.262	78.9%	0.320	96.4%	Coordination Challenges		0.870	0.481	55.3%	Delayed < 6 mths
Public Digital Evolution	0.650	0.622	95.8%	0.650	100.0%			2.738	0.622	22.7%	On Track
Public Engagement Database and Online Engagement Platform						Procurement Delays		0.104		0.0%	Delayed < 6 mths
SAP BW Modernization (State of Good Repair)	0.523	0.087	16.7%	0.371	71.0%			2.437	0.087	3.6%	On Track
SAP ERP Modernization	0.589	0.353	60.0%	0.589	100.0%	Procurement Delays		47.185	0.711	1.5%	Delayed < 6 mths
SAP Materials Management and Warehouse Mgmt Transf	0.589	0.331	56.2%	0.589	100.0%	Procurement Delays		63.214	0.331	0.5%	Delayed < 6 mths
SuccessFactors Reporting Migration	0.168	0.021	12.7%	0.119	71.0%			1.367	0.021	1.6%	On Track
UKG TeleStaff SOGR - Cloud Solution Migration	0.034		0.0%	0.034	100.0%			2.514		0.0%	On Track
Unified Communications	1.018	0.125	12.3%	0.937	92.0%			11.554	0.125	1.1%	On Track
<b>State of Good Repair</b>	<b>38.220</b>	<b>23.157</b>	<b>60.6%</b>	<b>37.424</b>	<b>97.9%</b>			<b>650.705</b>	<b>220.519</b>	<b>33.9%</b>	
311 - Technology Upgrades								2.630	2.630	100.0%	Completed
Accelerating The Digitization Journey	0.848	0.603	71.1%	0.843	99.4%			4.227	1.112	26.3%	On Track
Access Control Self Serve	0.108	0.077	70.7%	0.107	98.4%	Procurement Delays		1.680	0.279	16.6%	Delayed < 6 mths
Application Portfolio Management	0.247	0.026	10.3%	0.239	96.8%			1.055	0.026	2.4%	On Track
Artificial Intelligence (AI)	1.006	0.663	66.0%	1.006	100.0%			3.037	1.520	50.0%	On Track
Class Replacement - Ent Implementation	1.250	0.661	52.9%	1.228	98.2%			3.413	1.413	41.4%	On Track
Community Development and Regulatory & Licensing (CDRL)	1.347	1.052	78.1%	1.347	100.0%	Procurement Delays		13.813	1.782	12.9%	Delayed < 6 mths
System Modernized Program						Coordination Challenges		10.196	2.807	27.5%	Delayed < 6 mths
ConnectTO - Network Utility	1.644	0.321	19.5%	1.151	70.0%	Procurement Delays		17.181	4.927	28.7%	Delayed < 6 mths
Data Centre Solution Implementation	3.245	1.016	31.3%	2.272	70.0%			1.371	0.250	18.3%	On Track
Digital Payments	0.430	0.250	58.2%	0.429	99.8%			0.720	0.372	51.7%	On Track
Digital Service Enhancement	0.603	0.256	42.4%	0.483	80.0%			1.235	0.027	2.2%	On Track
Diversity Data Collection & Reporting Modernizati	0.131	0.027	20.5%	0.093	71.0%			8.492	6.813	80.2%	Delayed < 6 mths
ECS Cloud Deployment-Construction	1.932	0.881	45.6%	1.870	96.8%	Coordination Challenges		1.810	1.254	69.3%	Delayed > 6 mths
Employee Communication Modernization	0.728	0.390	53.6%	0.552	75.8%	Project Mgmt and Capacity Issues		3.946	3.157	80.0%	On Track
Enterprise Business Intelligence Implementation	1.517	0.727	48.0%	1.415	93.3%			0.844	0.120	14.2%	On Track
Enterprise Social Media Management and Analytics Software	0.150	0.120	80.1%	0.120	80.1%			5.727	3.603	62.9%	Delayed > 6 mths
Enterprise Work Mgmt Solution (EWMS)	11.777	8.001	67.9%	11.692	99.3%	Coordination Challenges		77.216	42.015	54.4%	Delayed < 6 mths
eScheduling Solution & Implementation	1.413	0.876	62.0%	1.406	99.5%	Coordination Challenges		1.426	0.113	7.9%	On Track
File Services Migration to SharePoint	0.200	0.113	56.4%	0.200	100.0%			4.190	2.589	61.8%	On Track
Fleet Services Driver Accident And Fine Management	1.303	0.847	65.0%	1.303	100.0%			2.825	0.322	11.4%	On Track
Geocortex and VertiGIS Studio SaaS Assessment for LUIS 3.0	0.460	0.289	62.7%	0.368	80.0%			2.405	0.097	4.0%	On Track
High-Volume Recruitment Capabilities	0.298	0.097	32.5%	0.212	71.0%			1.349	1.307	96.9%	On Track
HR Labour Relations Information System	0.225	0.184	81.5%	0.216	95.8%			0.850	0.381	44.9%	Delayed < 6 mths
Human Services Integration Service Enhancements	0.435	0.303	69.6%	0.343	78.8%	Project Mgmt and Capacity Issues					

LLRS Replacement	0.437	0.318	72.8%	0.423	96.8%			1.642	1.179	71.8%	On Track
MLS Business Licensing & Permitting Portal 2.0	0.346	0.270	78.0%	0.317	91.6%			0.924	0.270	29.2%	On Track
MLS Chameleon CMS Enablement of Features Initiative	0.173	0.069	39.9%	0.165	95.1%			1.076	0.069	6.4%	On Track
MLS MODERNIZATION - PHASE 2	0.074	0.074	100.0%	0.074	100.0%			8.790	8.672	98.7%	Cancelled
MLS Onboarding To Administration	0.127		0.0%	0.127	100.0%	Project Mgmt and Capacity Issues		0.487		0.0%	Delayed < 6 mths
Modernized Data Centre Architecture	1.567	0.653	41.7%	1.410	90.0%	Coordination Challenges		13.894	12.448	89.6%	Delayed < 6 mths
OEM Business Continuity Improvements	0.076	0.076	99.9%	0.076	99.9%			0.297	0.297	100.0%	On Track
OFFICE 365	2.003	1.441	72.0%	1.903	95.0%			14.341	10.800	75.3%	On Track
OPEN DATA MASTER PLAN IMPLEMENTATION	0.808	0.618	76.5%	0.799	98.9%			4.500	3.663	81.4%	On Track
PPEB – Day Forward Scanning Implementation Project	1.026	0.606	59.0%	1.015	98.9%			1.297	0.681	52.5%	On Track
Privileged Access Management (PAM)	0.042	0.041	97.7%	0.041	97.6%			3.650	0.041	1.1%	On Track
Project Tracking Tool Capital Coordination Future State Seed Project	0.246	0.146	59.5%	0.246	100.0%			0.602	0.193	32.1%	On Track
Public Digital Access (PDA)	1.254	0.749	59.8%	1.163	92.7%	Coordination Challenges		4.226	0.890	21.1%	Delayed < 6 mths
Quality Assurance Centre Of Excellence Foundation	0.150	0.006	4.2%	0.150	100.0%			0.461	0.006	1.4%	On Track
SAP SuccessFactors Onboarding 2.0	1.134	0.539	47.6%	1.020	90.0%	Procurement Delays		1.395	0.796	57.1%	Delayed > 6 mths
SDFA- Online Grant Management						Coordination Challenges		0.820	0.599	73.1%	Delayed < 6 mths
ServiceNow	2.594	1.543	59.5%	2.495	96.2%			13.902	8.856	63.7%	On Track
Special Events Consolidated Permitting Application and Monitoring Tool	0.260	0.158	60.7%	0.260	100.0%			0.373	0.158	42.4%	On Track
TEAM Central Service Delivery Solution	1.500	1.076	71.7%	1.500	100.0%	Procurement Delays		9.366	1.119	12.0%	Delayed < 6 mths
TFS Online Payment	0.243	0.146	60.0%	0.236	97.3%			0.449	0.171	38.1%	On Track
Toronto Emergency Management Business Continuity Information System	0.374	0.293	78.3%	0.367	98.1%	Procurement Delays		4.274	0.293	6.9%	Delayed < 6 mths
T-Recc Cloud Assessment & Migration	0.353	0.128	36.3%	0.352	99.7%			0.987	0.309	31.3%	On Track
Webgencat Replacement	0.090	0.081	90.2%	0.081	90.2%			0.464	0.455	98.1%	Completed
<b>Service Improvements</b>	<b>46.172</b>	<b>26.810</b>	<b>58.1%</b>	<b>43.112</b>	<b>93.4%</b>			<b>259.854</b>	<b>130.883</b>	<b>50.4%</b>	
Data Centre Zones Implementation	0.083	0.000	0.2%	0.083	100.1%			2.778	2.694	97.0%	On Track
eSignature Project	0.020	0.020	100.0%	0.020	100.0%			0.282	0.282	100.0%	Completed
Talent Management Solution Assessment	0.421	0.337	80.0%	0.421	100.0%			1.749	0.337	19.2%	On Track
Workforce Business Intelligence	0.670	0.470	70.1%	0.670	100.0%			1.837	1.636	89.1%	On Track
<b>Growth Related</b>	<b>1.194</b>	<b>0.826</b>	<b>69.2%</b>	<b>1.194</b>	<b>100.0%</b>			<b>6.645</b>	<b>4.949</b>	<b>74.5%</b>	
<b>Projects Total</b>	<b>86.695</b>	<b>51.610</b>	<b>59.5%</b>	<b>82.744</b>	<b>95.4%</b>			<b>919.695</b>	<b>357.991</b>	<b>38.9%</b>	

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
		\$	%	\$	%						
Disaster Recovery Program	0.677	0.440	64.9%	0.672	99.2%			4.713	4.300	91.2%	On Track
<b>Start Date: 01/01/2013; Original Planned Completion Date: 07/01/2020; Revised Planned/ Actual Completion Date: 12/31/2027</b>											
Enterprise Work Mgmt Solution (EWMS)	11.777	8.001	67.9%	11.692	99.3%	Coordination Challenges		77.286	42.015	54.4%	Delayed < 6 mths
<b>Start Date: 03/01/2013; Original Planned Completion Date: 01/01/2013; Revised Planned/ Actual Completion Date: 12/31/2026</b>											
OFFICE 365	2.003	1.441	72.0%	1.903	95.0%			14.341	10.800	75.3%	On Track
<b>Start Date: 07/01/2021; Original Planned Completion Date: 03/29/2020; Revised Planned/ Actual Completion Date: 03/31/2026</b>											

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

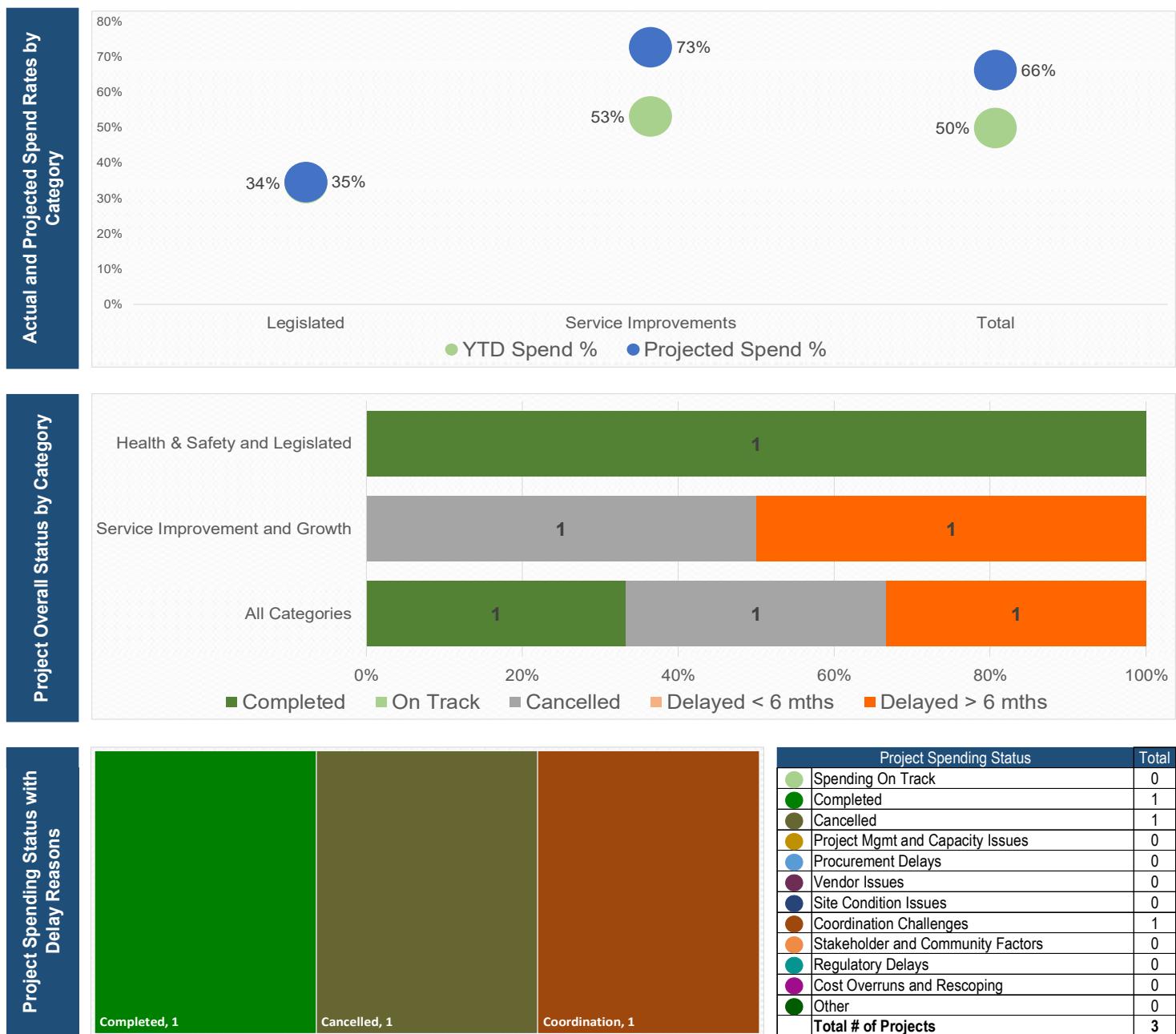
Program (\$M)	Period	2025 Approved Cash Flow	2025 Expenditure			Trending	Alert (Benchmark 70% spending rate)
			Year To Date Actuals	Projected Actuals	Projected %		
Office of the CFO and Treasurer	4M-2025	5.49	0.99	4.72	85.9%		
	Q2-2025	4.53	1.50	3.16	69.8%	⬇	
	Q3-2025	3.26	1.63	2.16	66.2%	⬇	
Financial Operations & Control	4M-2025	43.80	8.79	43.46	99.2%		
	Q2-2025	43.80	14.01	31.05	70.9%	⬇	
	Q3-2025	43.80	21.11	32.23	73.6%	↑	
TOTAL	4M-2025	49.29	9.78	48.18	97.8%		
	Q2-2025	48.33	15.51	34.21	70.8%	⬇	
	Q3-2025	47.06	22.73	34.39	73.1%	↑	

Projected / Year end Actuals Spending	
> 70%	ⓘ
Between 50%-70%	ⓟ
< 50%	ⓘ

For the nine months ended September 30, 2025, the capital expenditures for Finance and Treasury totalled \$22.7 million of their collective 2025 Approved Capital Budget of \$47.1 million. Spending is expected to increase to \$34.4 (73.1%) million by year-end.

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

## Office of the CFO and Treasurer (CFO)



# 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)	0.561	0.192	34.3%	0.194	34.7%		#1	2.412	2.044	84.7%	Completed
<b>Legislated</b>	<b>0.561</b>	<b>0.192</b>	<b>34.3%</b>	<b>0.194</b>	<b>34.7%</b>			<b>2.412</b>	<b>2.044</b>		
Corporate Buyer Program											
Supply Chain Management Transformation (SCMT)	2.699	1.434	53.1%	1.965	72.8%	Coordination Challenges	#3	36.275	26.725	73.7%	Delayed > 6 mths
<b>Service Improvements</b>	<b>2.699</b>	<b>1.434</b>	<b>53.1%</b>	<b>1.965</b>	<b>72.8%</b>			<b>36.275</b>	<b>26.725</b>		
<b>Projects Total</b>	<b>3.260</b>	<b>1.627</b>	<b>49.9%</b>	<b>2.159</b>	<b>66.2%</b>			<b>38.687</b>	<b>28.768</b>		

## 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. An in-year budget adjustment has been submitted via the 9M variance report to convert 4 temporary capital positions supporting the IAPM project to permanent operating positions to better reflect the operational coverage of these positions' work.

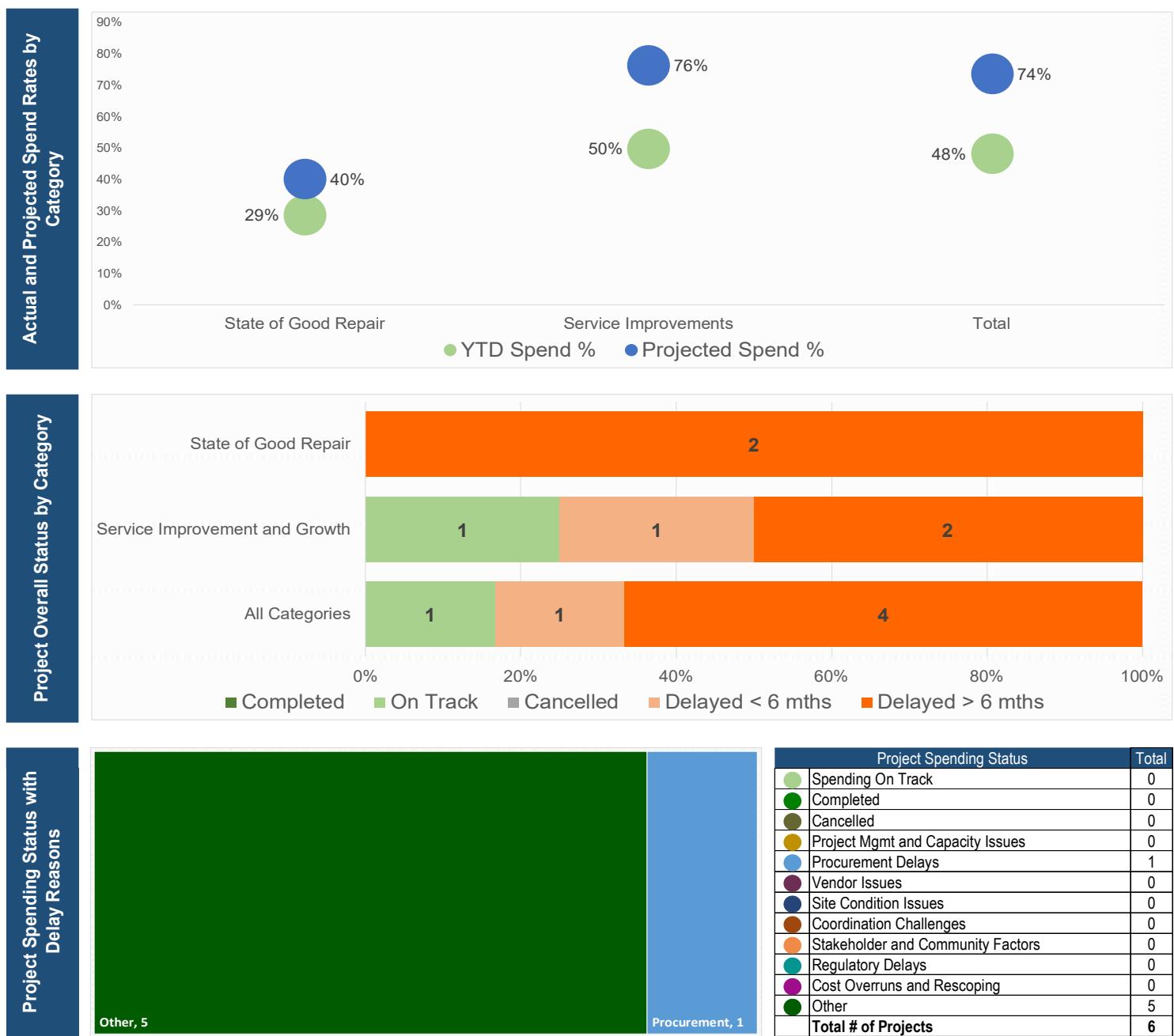
### Note # 2

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

### Note # 3

Delays due to lack of resources, aligning scope with the Financial Transformation Project and strategic changes due to product availability. An in-year budget adjustment has been submitted via the 9M variance report to convert 4 temporary capital positions supporting the SCMT project to permanent operating positions to better reflect the operational coverage of these positions' work.

## Financial Operations & Control (FNS)



# 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	0.682	55.8%	0.803	65.6% Other	#1	7.873	4.884	62.0%	Delayed > 6 mths			
Utility Billing System	2.000	0.241	12.1%	0.490	24.5% Other	#2	5.971	2.583	43.3%	Delayed > 6 mths			
<b>State of Good Repair</b>	<b>3.224</b>	<b>0.924</b>	<b>28.7%</b>	<b>1.294</b>	<b>40.1%</b>			<b>13.844</b>	<b>7.466</b>				
Financial Systems Transformation Program	38.429	19.846	51.6%	30.505	79.4% Procurement Delays	#3	151.454	110.592	73.0%	Delayed < 6 mths			
Parking Tag Management Software Upgrade	1.388	0.207	14.9%	0.299	21.5% Other	#4	2.458	1.276	51.9%	Delayed > 6 mths			
PPEB Transformation Program	0.757	0.131	17.3%	0.131	17.3% Other	#5	8.140	6.758	83.0%	Delayed > 6 mths			
Process Innovation Project					Other		2.097		0.0%	On Track			
<b>Service Improvements</b>	<b>40.574</b>	<b>20.183</b>	<b>49.7%</b>	<b>30.934</b>	<b>76.2%</b>			<b>164.150</b>	<b>118.625</b>				
<b>Projects Total</b>	<b>43.798</b>	<b>21.107</b>	<b>48.2%</b>	<b>32.228</b>	<b>73.6%</b>			<b>177.993</b>	<b>126.092</b>				

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		
		\$	%	\$	%								
Financial Systems Transformation Program	38.429	19.846	51.6%	30.505	79.4% Procurement Delays	#6	151.454	110.592	73.0%	On Track			
		Start Date: 1-Jan-21; Original Planned Completion Date: 30-Apr-27; Revised Planned/ Actual Completion Date: 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

The delay in project delivery is attributed to prioritization of the RLC/ASE stream, dependencies on the CLASS replacement project and resource constraints.

### Note # 4

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

### Note # 5

The project's start date has been rescheduled to 2026

### Note # 6

The Financial System Transformation Program (FSTP) is modernizing the City's core financial software system to a new platform. The project is slightly delayed due to the RPF process related with the Budgeting Tool Revitalization project:

1. RPF released Jan 2024 to select cloud-based software completed with award in May 2025 to Anaplan; original procurement timelines anticipated award in May 2024.

2. RPF to procure implementation services in-progress with award anticipate in early 2026 with partner expected to commence April 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. The revised go-live date for S/4HANA is Q3/4 2025, with project completion scheduled for Q2 2026.

**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%	⬇	
	Q3-2025	4.74	1.80	3.17	67.0%	⬇	
Accountability Offices	4M-2025	0.73	0.13	0.54	74.5%		
	Q2-2025	0.73	0.23	0.53	71.9%	⬇	
	Q3-2025	0.73	0.35	0.50	68.5%	⬇	
Corporate Initiatives	4M-2025	1.01	0.27	0.75	74.0%		
	Q2-2025	1.01	0.24	0.80	79.3%	↑	
	Q3-2025	1.01	0.50	0.72	71.4%	⬇	
TOTAL	4M-2025	6.48	1.06	5.44	84.0%		
	Q2-2025	6.48	1.57	5.10	78.7%	⬇	
	Q3-2025	6.48	2.65	4.39	67.8%	⬇	

Projected / Year end Actuals Spending	
> 70%	
Between 50%-70%	⌚
< 50%	⌚⌚

For the nine months ended September 30, 2025, the capital expenditures for Other City Programs totalled \$2.7 million of their collective 2025 Approved Capital Budget of \$6.5 million. Spending is expected to increase to \$4.4 (67.8%) million by year-end.

Program with more than 70% projected spending rate is: Corporate Initiatives.

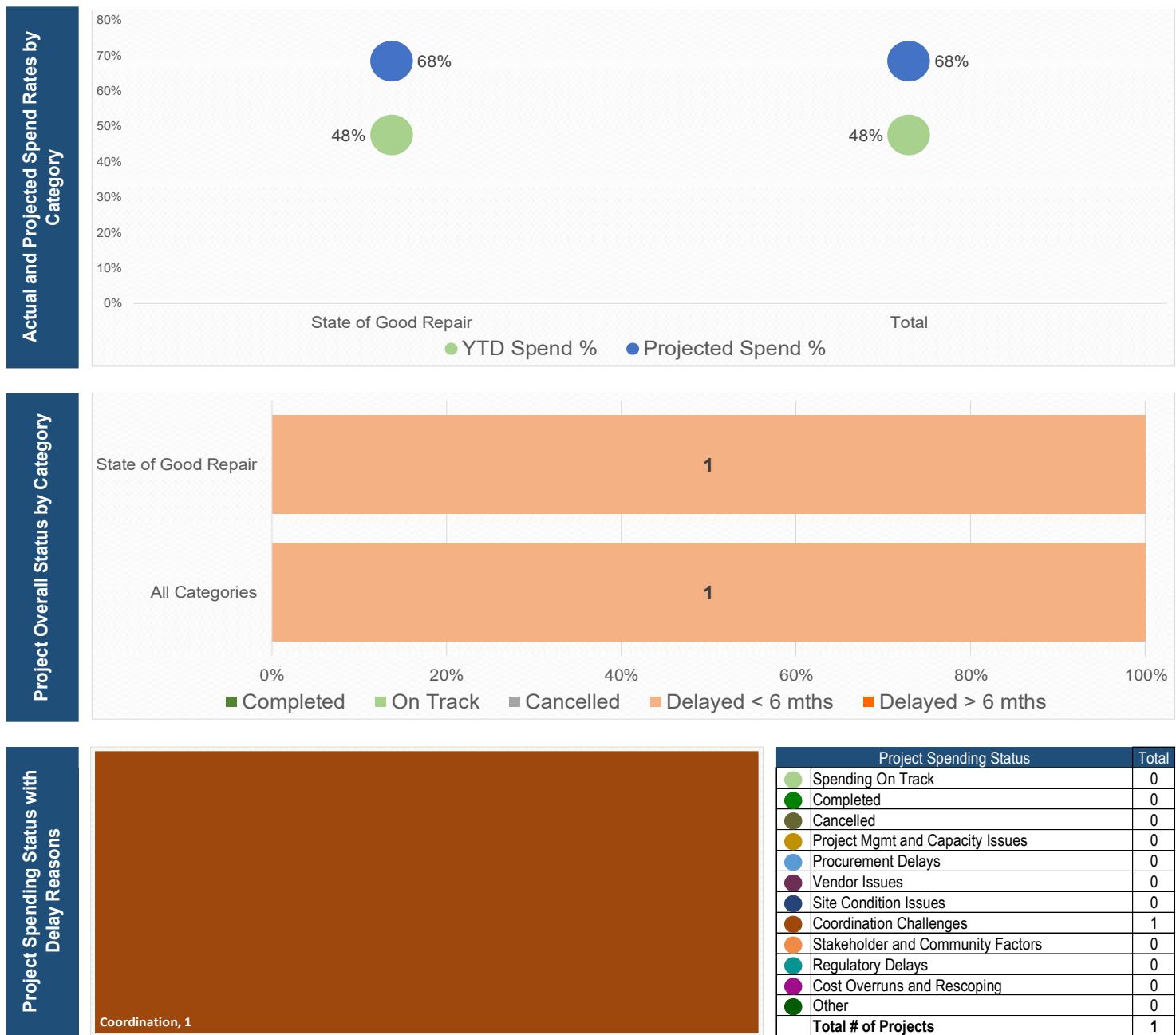
## City Clerk's Office (CLK)



# 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 ELECTION	1.730	1.125	65.0%	1.660	96.0%			4.860	2.580	53.1%	On Track		
ELECTION SUPPLY CHAIN LOGISTICS – TRACKING TECHNOLOGY PHASE 1	0.185		0.0%		0.0%	Coordination Challenges		0.200	0.015	7.6%	Delayed < 6 mths		
TMMIS SOGR 2019-2022	0.300	0.232	77.2%	0.295	98.2%			1.057	0.981	92.8%	On Track		
PUBLIC APPOINTMENTS SOGR 2023-2024	0.133		0.0%	0.013	9.5%	Project Mgmt and Capacity Issues		0.370	0.102	27.7%	On Track		
REGISTRY SERV. TRACKING SYS SOGR 2023-24	0.437	0.200	45.8%	0.207	47.4%	Project Mgmt and Capacity Issues		0.804	0.566	70.4%	On Track		
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%	0.157	28.5%	Project Mgmt and Capacity Issues		0.550		0.0%	On Track		
FOI CASE MANAGEMENT SYSTEM PROJECT 2025-2026	0.270	0.119	44.2%	0.210	77.8%			1.270	0.119	9.4%	On Track		
LIQUOR LICENSE SYSTEM 2025	0.550	0.128	23.2%	0.270	49.1%	Project Mgmt and Capacity Issues		0.550	0.128	23.2%	Delayed > 6 mths		
<b>Legislated</b>	<b>4.315</b>	<b>1.804</b>	<b>41.8%</b>	<b>2.971</b>	<b>68.9%</b>			<b>9.821</b>	<b>4.491</b>				
WEDDING CHAMBERS RENOVATIONS SOGR 2024-25	0.250		0.0%	0.031	12.4%	Procurement Delays					On Track		
REPLACEMENT OF RECORDS CENTRE ORDER PICKERS	0.175		0.0%	0.171	97.8%						On Track		
<b>State of Good Repair</b>	<b>0.425</b>		<b>0.0%</b>	<b>0.202</b>	<b>47.6%</b>								
<b>Projects Total</b>	<b>4.740</b>	<b>1.804</b>	<b>38.1%</b>	<b>3.173</b>	<b>67.0%</b>			<b>9.821</b>	<b>4.491</b>				

## Accountability Offices (CLR)



# 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	0.347	47.6%	0.500	68.5%	Coordination Challenges	1	1.000	0.543	54.3%	Delayed < 6 mths
State of Good Repair	0.730	0.347	47.6%	0.500	68.5%			1.000	0.543		
Projects Total	0.730	0.347	47.6%	0.500	68.5%			1.000	0.543		

## Note Section:

### Note # 1

- Development work underway for TLR's Lobbyist Disclosure Site and Lobbyist Registry System
- Project completion timeline impacted as some shared project resources had to be partially re-directed to work on Other non-TLR systems to meet urgent sustainment requirements.
- Revised end date now updated from June 2026 to July 2026 as approved by the Project Steering Committee.

## 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%	↑	ⓘ
	Q3-2025	113.21	64.12	112.21	99.1%	↓	ⓘ
TO Live	4M-2025	18.99	2.21	15.87	83.5%		ⓘ
	Budget has been incorporated in Corporate Real Estate Management since 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%	↑	ⓘ
	Q3-2025	29.09	17.42	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%	↓	ⓘ
	Q3-2025	126.77	68.41	103.13	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%	↑	ⓘ
	Q3-2025	7.41	1.37	5.70	76.8%	↓	ⓘ
Toronto Public Library	4M-2025	48.43	11.49	45.78	94.5%		ⓘ
	Q2-2025	48.43	20.42	45.44	93.8%	↓	ⓘ
	Q3-2025	62.45	36.20	58.98	94.5%	↑	ⓘ
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%	↓	ⓘ
	Q3-2025	1,748.75	930.79	1,659.51	94.9%	↑	ⓘ
Toronto Zoo	4M-2025	50.68	9.41	44.66	88.1%		ⓘ
	Q2-2025	50.68	16.38	45.35	89.5%	↑	ⓘ
	Q3-2025	50.68	30.69	48.11	94.9%	↑	ⓘ
Sankofa Square	4M-2025	0.15	0.00	0.09	60.6%		
	Q2-2025	0.15	0.00	0.09	60.6%	□	ⓘ
	Q3-2025	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%	↓	
	Q3-2025	2,138.52	1,148.99	2,016.82	94.3%	↑	

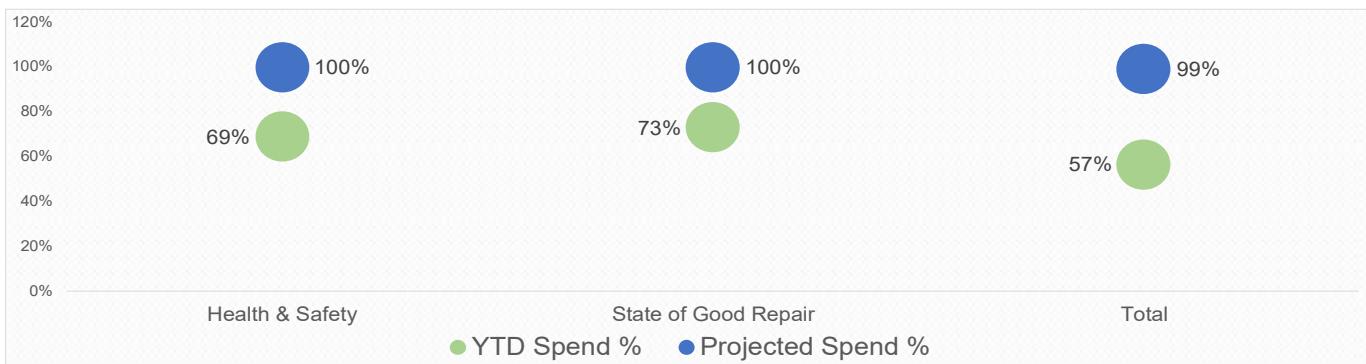
Projected / Year end Actuals Spending	
> 70%	ⓘ
Between 50%-70%	ⓘ
< 50%	ⓘ

For the nine months ended September 30, 2025, the capital expenditures for Agencies totalled \$1,149.0 million of their collective 2025 Approved Capital Budget of \$2,138.5 million. Spending is expected to increase to \$2,016.8 (94.3%) million by year-end.

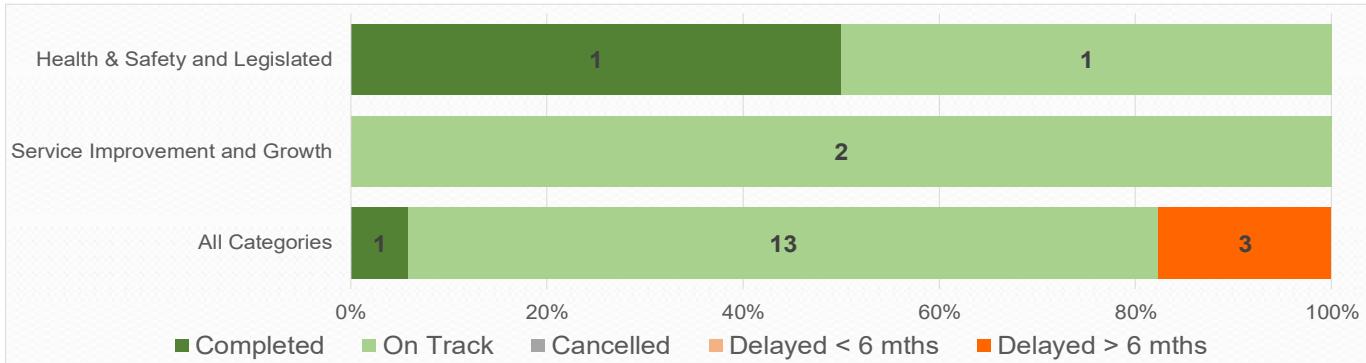
Programs with more than 70% projected spending rate are: Exhibition Place, Toronto & Region Conservation Authority, Toronto Police Service, Toronto Public Health, Toronto Public Library, Toronto Transit Commission, Toronto Zoo.

## Exhibition Place (EXH)

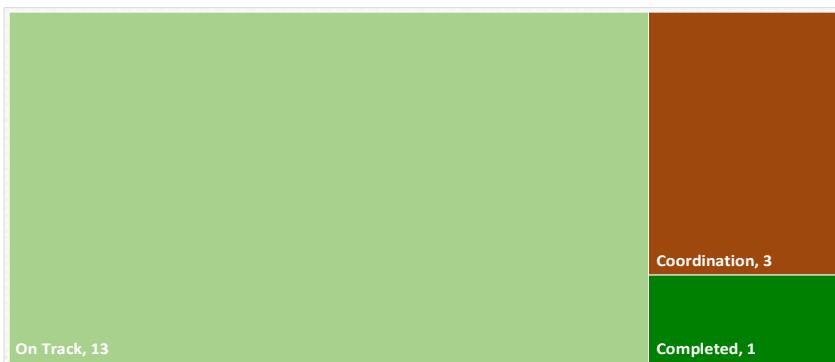
### Actual and Projected Spend Rates by Category



### Project Overall Status by Category



### Project Spending Status with Delay Reasons



➤ *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, 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. Through the 4-Month and Q2 variance reports, project budget was increased by reprioritizing projects from 2025 and accelerating future budget commitments.*

➤ *BMO Field Upgrades for FIFA World Cup 2026 (\$86.688 million) Service Improvement Project. Construction Manager has been hired. Phase 1 work nearing 95% completion, and Phase 2 works has been initiated. Contracting for semi-permanent structures completed, and construction work underway.*

### Key Discussion Points

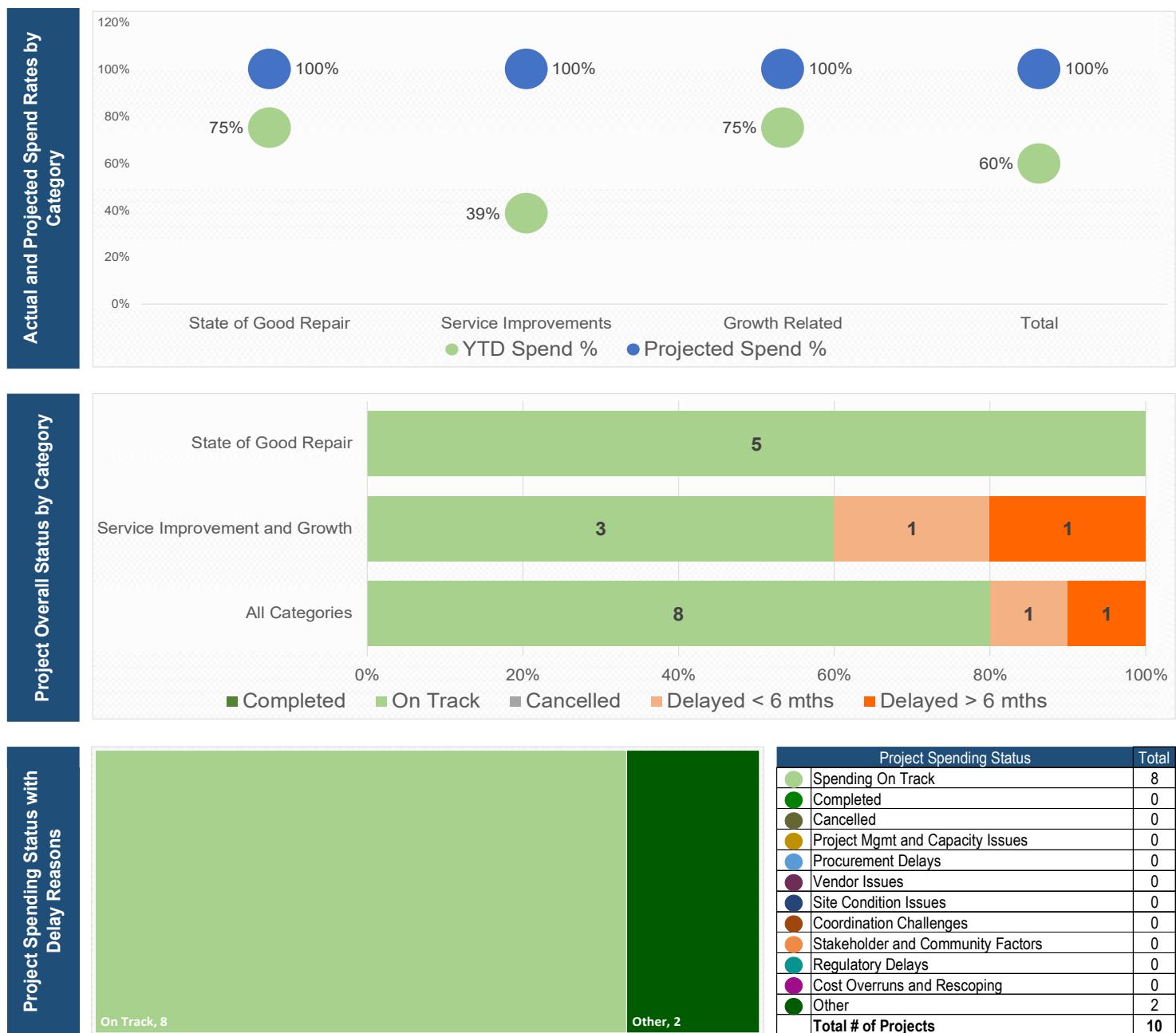
# Exhibition Place (EXH)

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	0.107	100.0%	0.107	100.0%			0.150	0.150	100.0%	Completed		
GENERAL SERVICES BUILDING - 91	0.050	0.002	3.3%	0.050	100.0%			0.050	0.002	3.3%	On Track		
<b>Health &amp; Safety</b>	<b>0.157</b>	<b>0.108</b>	<b>69.1%</b>	<b>0.157</b>	<b>100.0%</b>			<b>0.200</b>	<b>0.152</b>				
PRE-ENGINEERING PROGRAM - 72	0.089	0.089	100.0%	0.089	100.0%	Coordination Challenges		0.175	0.175	100.0%	Delayed > 6 mths		
Other BUILDING - 74	0.400	0.068	16.9%	0.400	100.0%			0.400	0.068	16.9%	On Track		
EQUIPMENT - 75	1.474	0.691	46.9%	1.474	100.0%			3.700	2.918	78.9%	On Track		
ENERCARE CENTRE - 76	18.394	15.726	85.5%	18.394	100.0%			19.265	16.597	86.2%	On Track		
COLISEUM COMPLEX - 77	1.700	0.343	20.2%	1.700	100.0%			1.975	0.617	31.3%	Delayed > 6 mths		
PARKS PARKING LOTS AND ROADS - 79	0.534	0.339	63.4%	0.534	100.0%			0.805	0.610	75.7%	On Track		
HORSE PALACE - 80	0.326	0.197	60.5%	0.326	100.0%			0.350	0.221	63.2%	On Track		
FOOD BUILDING - 81	0.356	0.008	2.2%	0.356	100.0%			1.131	0.783	69.3%	On Track		
BETTER LIVING CENTRE - 83	0.015		0.0%	0.015	100.0%			0.060	0.045	74.7%	Delayed > 6 mths		
BEANFIELD CENTRE - 85	0.629	0.227	36.0%	0.629	100.0%			1.805	1.403	77.7%	On Track		
GENERAL SERVICES BUILDING - 91	0.594	0.334	56.2%	0.594	100.0%			0.600	0.340	56.7%	On Track		
ELECTRICAL UNDERGROUND HV UTILITIES - 96	0.050	0.042	83.2%	0.050	100.0%			0.050	0.042	83.2%	On Track		
PRESS BUILDING - 92	1.658	1.110	66.9%	1.658	100.0%			12.425	7.877	63.4%	On Track		
<b>State of Good Repair</b>	<b>26.220</b>	<b>19.173</b>	<b>73.1%</b>	<b>26.220</b>	<b>100.0%</b>			<b>42.741</b>	<b>31.695</b>				
PARKS PARKING LOTS AND ROADS - 79	0.150	0.005	3.3%		100.0%			0.150	0.005	3.3%	On Track		
BMO FIELD UPGRADE - 93	86.688	44.832	51.7%		98.8%			157.982	60.025	38.0%	On Track		
<b>Service Improvements</b>	<b>86.838</b>	<b>44.837</b>	<b>51.6%</b>	<b>85.838</b>	<b>98.8%</b>			<b>158.132</b>	<b>60.030</b>				
<b>Projects Total</b>	<b>113.214</b>	<b>64.119</b>	<b>56.6%</b>	<b>112.214</b>	<b>99.1%</b>			<b>201.074</b>	<b>91.877</b>				

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		
		\$	%	\$	%								
57446 Public Art & Monument Collection Restoration & Conservation	0.050	0.003	6.1%	0.050	100.0%			0.050	0.003	6.1%	On Track		
		Start Date: 01/01/2025; Original Planned Completion Date: 12/31/2025											
57630 Roof Sectional Replacement over Exhibit Halls	17.693	15.282	86.4%	17.693	100.0%			17.693	15.282	86.4%	On Track		
		Start Date: 01/01/2025; Original Planned Completion Date: 12/31/2025											
48060 Riding Ring Upgrade	0.126	0.126	100.0%	0.126	100.0%			0.150	0.150	100.0%	Completed		
		Start Date: 01/01/2024; Original Planned Completion Date: 12/31/2024; Revised Planned/Actual Completion Date: 09/30/2025											
58058 Riding Ring Upgrade	0.100	0.068	67.9%	0.100	100.0%			0.100	0.068	67.9%	On Track		
		Start Date: 01/01/2025; Original Planned Completion Date: 12/31/2025											
58059 Lighting -Various	0.100	0.003	3.4%	0.100	100.0%			0.100	0.003	3.4%	On Track		
		Start Date: 01/01/2025; Original Planned Completion Date: 12/31/2025											
	0.625	0.157	25.1%	0.625	100.0%			4.925	4.457	90.5%	On Track		

59664 Phase 2 -Consolidate Substations & Upgrade Code (2025)	<b>Start Date:</b> 01/01/2025; <b>Original Planned Completion Date:</b> 12/31/2025								
	1.000	0.920	92.0%	1.000	100.0%		5.000	0.920	18.4% On Track
59665 Phase 1 -Replace Priority Feeders (2025)	<b>Start Date:</b> 01/01/2025; <b>Original Planned Completion Date:</b> 12/31/2025								

## Toronto & Region Conservation Authority (TRC)



# Toronto & Region Conservation Authority (TRC)

Project Name	Approved Budget	2025						Overall			
		YTD Expenditure		Projected Actual to Year-End		Reason for Spending Delays	Notes	Total Approved Budget	Life-to-Date Actuals	%	Project Status
		\$	%	\$	%						
GREENSPACE LAND ACQUISITION (ACTIVE 09+)	0.064	0.048	75.0%	0.064	100.0%			1.068	1.057	99.0%	On Track
SHORELINE MONITORING & MAINTENANCE	0.400	0.300	75.0%	0.400	100.0%			5.550	5.483	98.8%	On Track
EROSION INFRASTRUCTURE MAJOR MAINTENANCE	2.020	1.515	75.0%	2.020	100.0%			18.290	17.953	98.2%	On Track
RETROFIT ACTIVITIES FOR 2009+	0.371	0.278	75.0%	0.371	100.0%			4.689	4.627	98.7%	On Track
SUSTAINABLE COMMUNITIES 2008+	1.028	0.771	75.0%	1.028	100.0%			12.029	11.858	98.6%	On Track
WATERSHED MONITORING/TERRESTRIAL NATURAL	0.597	0.448	75.0%	0.597	100.0%			7.126	7.027	98.6%	On Track
REGIONAL WATERSHED MANAGEMENT 2008+	1.579	1.185	75.0%	1.579	100.0%			16.739	16.476	98.4%	On Track
REGENERATION SITES 2008+	0.601	0.451	75.0%	0.601	100.0%			7.148	7.048	98.6%	On Track
WTRFRNT DEV ENVIRONMENTAL MONITORING & M	0.245	0.184	75.0%	0.245	100.0%			3.425	3.384	98.8%	On Track
WTRFRNT DEV KEATING CHANNEL DREDGING	0.320	0.240	75.0%	0.320	100.0%			4.480	4.427	98.8%	On Track
WTRFRNT DEV ASHBRIDGES BAY	0.250	0.188	75.0%	0.250	100.0%			3.700	3.658	98.9%	On Track
TOMMY THOMPSON CELL 2 CAPPING	0.050	0.038	75.0%	0.050	100.0%			1.079	1.071	99.2%	On Track
WATERFRONT DEVELOPMENT ONGOING MAJOR MA	0.188	0.141	75.0%	0.188	100.0%			2.958	2.927	98.9%	On Track
TORONTO PLANNING INITIATIVES	0.100	0.075	75.0%	0.100	100.0%			0.880	0.863	98.1%	On Track
INFO TECHNOLOGY REPLACEMENT ITEMS 2008+	0.321	0.240	74.9%	0.321	100.0%			3.825	3.771	98.6%	On Track
TRCA ADMIN INFRASTRUCTURE - MAJOR FACILI	0.300	0.225	75.0%	0.300	100.0%			3.472	3.422	98.6%	On Track
LAYER 2 - EXTRA WATERFRONT MAJOR MAINTEN	6.000	4.500	75.0%	6.000	100.0%			28.550	27.550	96.5%	On Track
LAYER 2 - EXTRA FLOODWORKS MAJOR MAINTEN	0.200	0.150	75.0%	0.200	100.0%			3.000	2.967	98.9%	On Track
LAYER 2 - EXTRA EROSION MAJOR MAINTENANC	1.000	0.750	75.0%	1.000	100.0%			39.756	39.589	99.6%	On Track
TORONTO WILDLIFE CENTRE - LANDSCAPE REST	0.017	0.012	75.0%	0.017	100.0%			2.583	2.580	99.9%	On Track
<b>State of Good Repair</b>	<b>15.651</b>	<b>11.738</b>	<b>75.0%</b>	<b>15.651</b>	<b>100.0%</b>			<b>170.347</b>	<b>167.738</b>		
WTRFRNT DEV TOMMY THOMPSON PARK INTERIM	0.809	0.607			100.0%					97.5%	On Track
SCARBOROUGH WATERFRONT PROJECT - WEST SH	3.000	2.250			100.0%					83.3%	On Track
THE MEADOWAY - MULTI USE TRAIL	6.600	1.726			100.0%					27.4%	On Track
SCARBOROUGH BLUFFS WEST INDIVIDUAL ENVIR	1.722	0.118			100.0%	Other				44.9%	Delayed < 6 mths
<b>Service Improvements</b>	<b>12.131</b>	<b>4.701</b>	<b>38.8%</b>	<b>12.131</b>	<b>100.0%</b>			<b>17.931</b>	<b>10.902</b>		
			75.0%		100.0%	Other				29.4%	Delayed > 6 mths
<b>Growth Related</b>	<b>1.303</b>	<b>0.977</b>	<b>75.0%</b>	<b>1.303</b>	<b>100.0%</b>			<b>38.617</b>	<b>11.368</b>		
<b>Projects Total</b>	<b>29.085</b>	<b>17.416</b>	<b>59.9%</b>	<b>29.085</b>	<b>100.0%</b>			<b>226.896</b>	<b>190.008</b>		

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
			\$	%	\$	%						
		1.303	0.977	75.0%		0.0%	Other	#1	11.585	11.368	98.1%	Delayed > 6 mths
LONG TERM ACCOMMODATION - 5 SHOREHAM		Start Date: 01/01/2020; Original Planned Completion Date: 12/01/2021; Revised Planned/ Actual Completion Date: 09/30/2025										
SCARBOROUGH BLUFFS WEST INDIVIDUAL ENVIR		1.722	0.118	6.8%		0.0%	Other	#2	2.912	1.308	44.9%	Delayed < 6 mths
		Start Date: 12/01/2021; Original Planned Completion Date: 12/01/2024; Revised Planned/ Actual Completion Date: 12/01/2027										

#### Note Section:

##### Note # 1

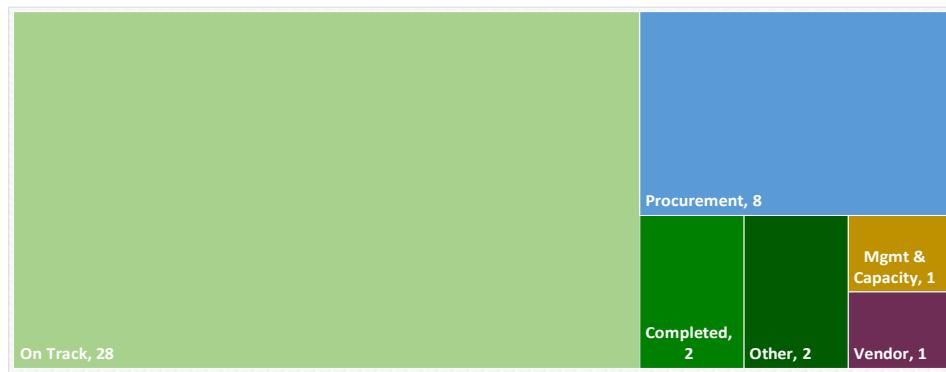
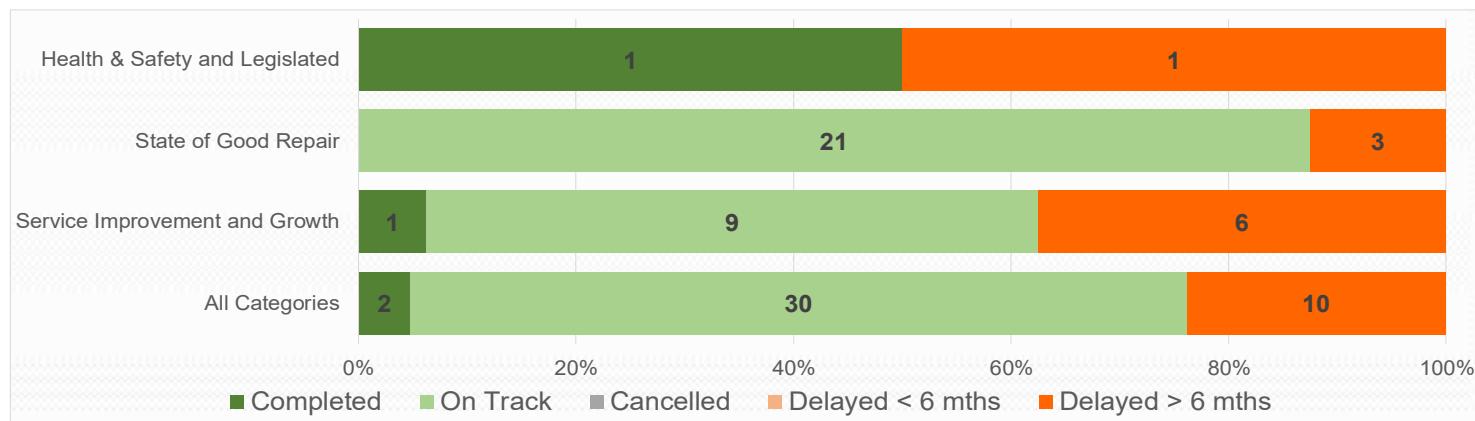
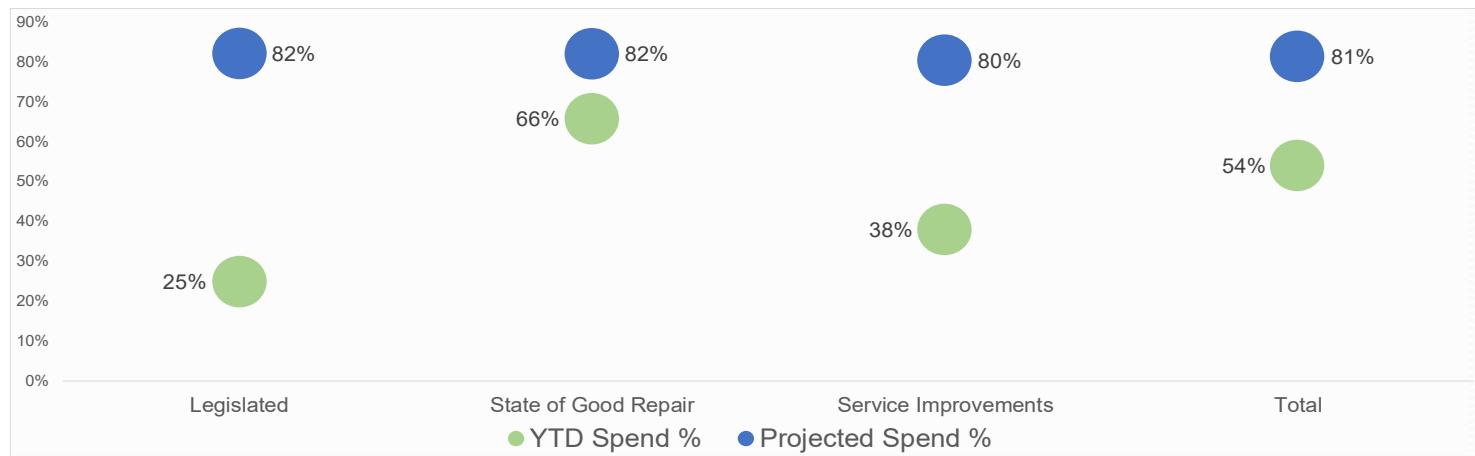
The delay is the result of the following factors:

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)



Project Spending Status		Total
■	Spending On Track	28
■	Completed	2
■	Cancelled	0
■	Project Mgmt and Capacity Issues	1
■	Procurement Delays	8
■	Vendor Issues	1
■	Site Condition Issues	0
■	Coordination Challenges	0
■	Stakeholder and Community Factors	0
■	Regulatory Delays	0
■	Cost Overruns and Rescoping	0
■	Other	2
Total # of Projects		42

Toronto Police Service is projecting a 2025 year-end spend of \$103.127 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 \$4.398 million will be carried forward to 2026.

**New Records Management System (RMS)** - Some contractor services initially planned in 2025 might be delivered in early 2026. The projected unspent amount of \$3.502 million will be carried forward to 2026.

**Mobile Workstations** - As modem and workstation deployment is expected to be delayed to Nov 2025, the final deployment will be conducted in 2026. The total projected unspent amount of \$2 million will be carried forward to 2026.

**Facial Recognition System Replacement** - The contract negotiation is in progress and the implementation timeline will be updated in future variance reports. The total projected unspent amount of \$1.3 million will be carried forward to 2026.

# Toronto Police Service (POL)

Project Performance Summary												
Project Name		Planned Start Date		Actual Start Date		Planned End Date		Actual End Date		Status		
Next Generation (N.G.) 9-1-1	3.778	0.924	24.5%	3.095	81.9%	Other	1	16.583	11.429	68.9%	Delayed > 6 mths	
Relocation of Wellness Services	0.027	0.027	100.0%	0.027	100.0%			1.791	1.791	100.0%	Completed	
<b>Legislated</b>	<b>3.804</b>	<b>0.950</b>	<b>25.0%</b>	<b>3.122</b>	<b>82.1%</b>			<b>18.374</b>	<b>13.220</b>	<b>72.0%</b>		
Automated Fingerprint Identification System (A.F.I.S.) Replacement	0.553	0.316	57.1%	0.553	100.0%			7.874	3.652	46.4%	On Track	
Body Worn Camera - Replacement Plan	2.150	2.079	96.7%	2.150	100.0%			31.832	7.210	22.7%	On Track	
Communications Center 9th Floor Renovation	1.024	0.013	1.3%	0.035	3.4%	Procurement Delays		12.612	0.013	0.1%	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	2.368	76.4%	2.599	83.8%			28.714	3.994	13.9%	On Track	
Digital Photography	0.713	0.546	76.5%	0.659	92.4%			3.744	1.933	51.6%	On Track	
Divisional CCTV Management (D.V.A.M. I & II)	0.758	0.570	75.3%	0.681	89.9%			14.923	7.879	52.8%	On Track	
Facial Recognition System Replacement	1.500		0.0%	0.200	13.3%			3.000		0.0%	On Track	
Forensic Identification Services (FIS) building HVAC lifecycle	0.427	0.058	13.6%	0.083	19.4%			5.553	0.058	1.0%	On Track	
Furniture Lifecycle Replacement	3.014	1.521	50.5%	2.100	69.7%			33.931	18.288	53.9%	On Track	
Gun Range Remediation Upgrades	1.700	0.459	27.0%	1.427	84.0%			1.700	0.459	27.0%	On Track	
Hydrogen Fuel Cells	0.086	0.012	13.7%	0.086	100.0%			9.200	2.626	28.5%	On Track	
Infrastructure Lifecycle	14.839	12.069	81.3%	14.039	94.6%			302.607	60.619	20.0%	On Track	
Locker Replacement	0.830	0.517	62.3%	0.675	81.3%			10.041	4.868	48.5%	On Track	
Mobile Workstations	9.550	6.858	71.8%	7.550	79.1%			52.956	33.741	63.7%	On Track	
Radar Unit Replacement	0.221	0.181	81.9%	0.187	84.7%			2.312	1.433	62.0%	On Track	
Radio Replacement	0.100	0.068	68.0%	0.100	100.0%			78.875	38.114	48.3%	On Track	
Small Equipment Replacement	4.555	1.840	40.4%	3.488	76.6%			39.165	10.643	27.2%	On Track	
State-of-Good-Repair - Police	6.368	3.379	53.1%	6.143	96.5%						On Track	
Uninterrupted Power Supply (U.P.S.) Lifecycle Replacement	0.977	0.737	75.5%	0.818	83.7%			12.652	2.312	18.3%	On Track	
Vehicle Impound Program (V.I.P.) Replacement	0.400		0.0%		0.0%	Procurement Delays		1.000		0.0%	Delayed > 6 mths	
Vehicle Replacement	14.098	12.597	89.4%	13.491	95.7%			259.810	126.799	48.8%	On Track	
Wireless Parking System	3.084		0.0%	0.061	2.0%	Procurement Delays		13.482	3.375	25.0%	Delayed > 6 mths	
Workstation, Laptop, Printer- Lifecycle plan	3.826	2.201	57.5%	3.264	85.3%			92.940	48.849	52.6%	On Track	
<b>State of Good Repair</b>	<b>74.734</b>	<b>49.151</b>	<b>65.8%</b>	<b>61.251</b>	<b>82.0%</b>			<b>1,033.039</b>	<b>381.576</b>	<b>36.9%</b>		
ALPR Technology for Parking Enforcement	1.000		0.0%	0.025	2.5%	Procurement Delays		5.000		0.0%	Delayed > 6 mths	
			100.0%	0.038	100.0%					100.0%	Completed	
			58.1%	0.024	70.0%					37.1%	On Track	
			31.6%	0.272	100.0%					96.3%	On Track	
			18.7%	1.100	73.3%	Project Mgmt and Capacity Issues				3.8%	Delayed > 6 mths	
			72.3%	0.055	100.0%					97.4%	On Track	
			0.0%	0.000	0.0%	Procurement Delays				0.0%	On Track	
			60.8%	0.753	100.0%					29.3%	On Track	
			46.8%	15.337	100.0%	Other				76.1%	Delayed > 6 mths	
			0.0%	0.169	17.3%	Procurement Delays				1.0%	Delayed > 6 mths	
			0.0%	0.215	68.2%	Vendor Issues				64.2%	Delayed > 6 mths	
			29.4%	9.200	72.4%					29.8%	On Track	
			1.8%	0.019	1.9%	Procurement Delays				4.7%	Delayed > 6 mths	
			0.0%	4.747	91.3%					0.0%	On Track	
			0.0%	0.150	12.1%	Procurement Delays				85.3%	On Track	
			87.1%	6.650	89.7%					56.3%	On Track	
<b>Service Improvements</b>	<b>48.234</b>	<b>18.305</b>	<b>37.9%</b>	<b>38.755</b>	<b>80.3%</b>			<b>313.866</b>	<b>122.376</b>	<b>39.0%</b>		
<b>Projects Total</b>		<b>126.772</b>	<b>68.406</b>	<b>54.0%</b>	<b>103.127</b>	<b>81.3%</b>			<b>1,365.279</b>	<b>517.173</b>	<b>37.9%</b>	

Major Capital Projects (\$million)	2025								Overall			
	Approved Budget	YTD Expenditure		Projected Actual to Year-End		Reason for Spending Delays	Notes	Total Approved Budget	Life-to-Date Actuals	%	Project Status	
		\$	%	\$	%							
Automated Fingerprint Identification System (A.F.I.S.) Replacement	0.553	0.316	57.1%	0.553	100.0%		3	7.874	3.652	46.4%	On Track	
	Start Date: 01/01/2019; Original Planned Completion Date: ongoing; Revised Planned/ Actual Completion Date: ongoing											
Communications Center 9th Floor Renovation	1.024	0.013	1.3%	0.035	3.4%	Procurement Delays	4	12.612	0.013	0.1%	Delayed > 6 mths	
	Start Date: 02/01/2025; Original Planned Completion Date: 12/31/2027; Revised Planned/ Actual Completion Date: 12/31/2028											
Digital Program (Platform & Transformation)	1.500	0.280	18.7%	1.100	73.3%	Project Mgmt and Capacity Issues	5	7.300	0.280	3.8%	Delayed > 6 mths	
	Start Date: 02/01/2025; Original Planned Completion Date: 12/31/2027; Revised Planned/ Actual Completion Date: 12/31/2028											
Gun Range Remediation Upgrades	1.700	0.459	27.0%	1.427	84.0%		6	1.700	0.459	27.0%	On Track	
	Start Date: 02/01/2025; Original Planned Completion Date: ongoing; Revised Planned/ Actual Completion Date: ongoing											
Long Term Facility Plan - 41 Division; New Build	15.337	7.171	46.8%	15.337	100.0%	Other	2	85.575	65.162	76.1%	Delayed > 6 mths	
	Start Date: 01/01/2018; Original Planned Completion Date: 12/31/2026; Revised Planned/ Actual Completion Date: 12/31/2027											
Long Term Facility Plan - 54 Division; New Station	0.977		0.0%	0.169	17.3%	Procurement Delays	7	102.922	0.994	1.0%	Delayed > 6 mths	
	Start Date: 01/01/2017; Original Planned Completion Date: 12/31/2030; Revised Planned/ Actual Completion Date: 12/31/2030											
New Records Management System (RMS)	12.702	3.736	29.4%	9.200	72.4%		8	29.298	8.734	29.8%	On Track	
	Start Date: 01/01/2023; Original Planned Completion Date: 12/31/2027; Revised Planned/ Actual Completion Date: 12/31/2027											
Next Generation (N.G.) 9-1-1	3.778	0.924	24.5%	3.095	81.9%	Other	1	16.583	11.429	68.9%	Delayed > 6 mths	
	Start Date: 01/01/2019; Original Planned Completion Date: 09/30/2026; Revised Planned/ Actual Completion Date: 12/31/2028											
Real Time Operating Centre	5.200	0.001	0.0%	4.747	91.3%		9	12.400	0.001	0.0%	On Track	
	Start Date: 02/01/2025; Original Planned Completion Date: 12/31/2029; Revised Planned/ Actual Completion Date: 12/31/2029											
State-of-Good-Repair - Police	6.368	3.379	53.1%	6.143	96.5%		10				On Track	
	Start Date: ongoing; Original Planned Completion Date: ongoing; Revised Planned/ Actual Completion Date: ongoing											
Transforming Corporate Support (HRMS, TRMS)	1.236		0.0%	0.150	12.1%	Procurement Delays	11	8.435	7.199	85.3%	On Track	
	Start Date: 01/01/2014; Original Planned Completion Date: 12/31/2026; Revised Planned/ Actual Completion Date: 12/31/2026											

#### Note Section:

Note # 1: Installation of uninterrupted power supply is expected to be completed in 2028 after the renovation of partial floors of the Communication Center is completed.

Note # 2: Occupancy for the second phase is now anticipated to be delayed until mid-2027.

Note # 3: 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 # 4: The project's planned completion has been revised to 2028, as the Service is awaiting the results of the furniture and uninterrupted power supply feasibility studies before proceeding with the renovation.

Note # 5: Underspending has resulted from delays caused by vendor and resource availability challenges. The project team is proactively managing the timeline and expects to complete onboarding of new hires by the end of 2025.

Note # 6: The Service is finalizing arrangements with the vendor before ordering the required materials for the maintenance and repairment of gun ranges.

Note # 7: Architectural consultation has been delayed and is expected to begin in Q1 2026.

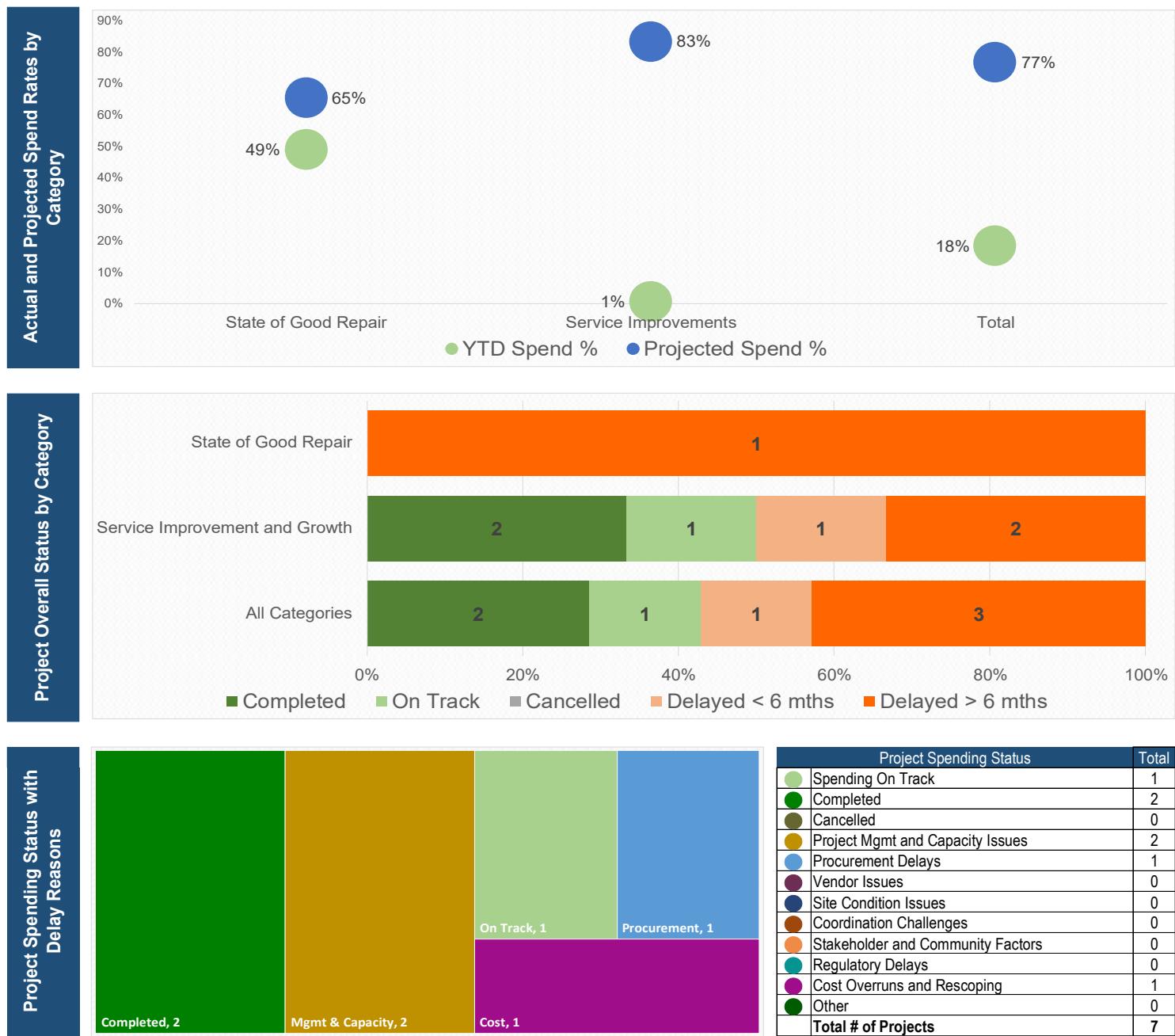
Note # 8: It is projected that the underspending at year-end is due to some contractor services originally planned for 2025 that may be performed in early 2026 and will be carried forward accordingly.

Note # 9: The Service plans to launch a pilot program in late 2025 to expand the current Intelligence Operations Centre. Progress updates will be provided in future capital variance reports.

Note # 10: SOGR funds are used to maintain the general condition, overall safety and requirements of existing Service buildings.

Note # 11: Underspending due to delays in recruiting for a consultant.

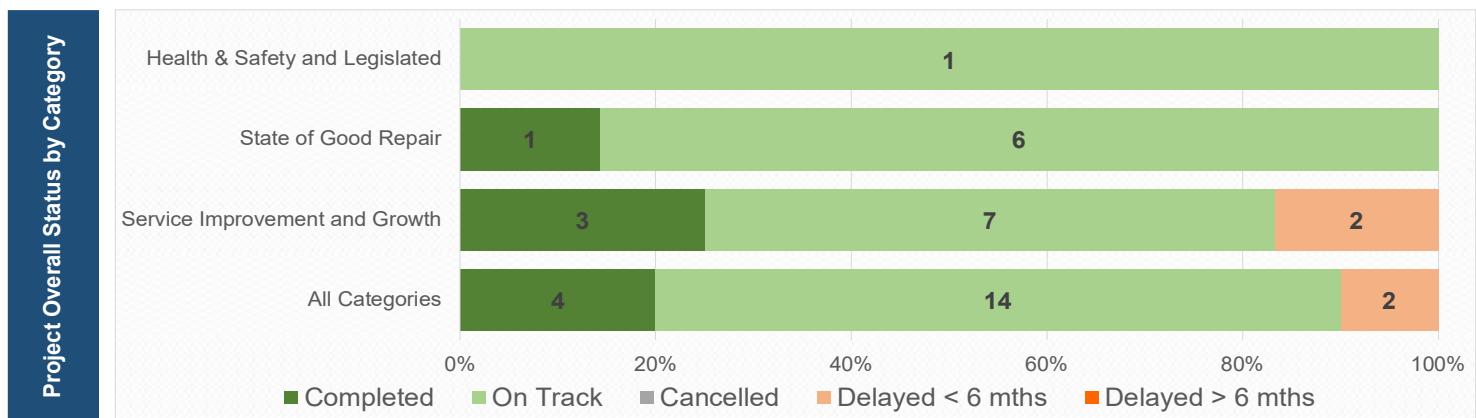
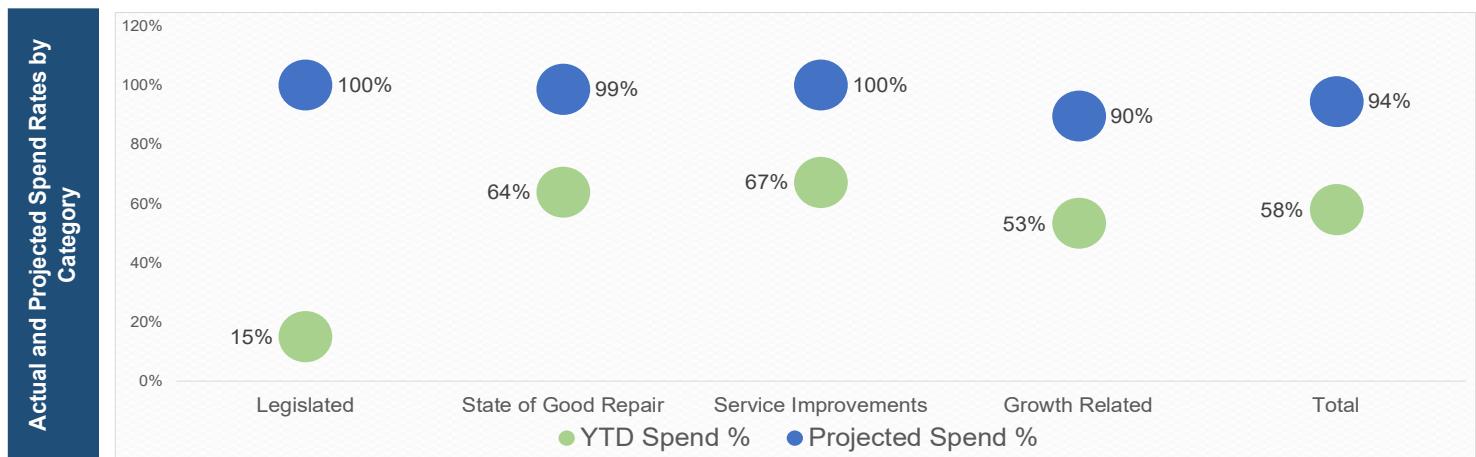
## Toronto Public Health (TPH)



# 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	1.335	49.1%	1.780	65.5%	Project Mgmt and Capacity Issues		7.788	5.143	66.0%	Delayed > 6 mths
<b>State of Good Repair</b>	<b>2.718</b>	<b>1.335</b>	<b>49.1%</b>	<b>1.780</b>	<b>65.5%</b>			<b>7.788</b>	<b>5.143</b>	<b>66.0%</b>	
Electronic Medical Records - Phase 3	0.091	0.029	32.1%	0.029	32.1%			2.655	2.593	97.7%	Completed
Electronic Medical Record - Phase 4	0.320		0.0%		0.0%	Cost Overruns and Rescoping		1.841		0.0%	Delayed > 6 mths
Tuberculosis											
Inspection Management - Rabies	0.298		0.0%		0.0%	Project Mgmt and Capacity Issues		2.374		0.0%	Delayed > 6 mths
Mobile Dental Van	0.183		0.0%	0.084	45.8%	Procurement Delays		0.457		0.0%	Delayed < 6 mths
Universal Morning Meal Program-Phase 3	3.800		0.0%	3.800	100.0%			3.800		0.0%	On Track
Alton/Midland Dental Clinic	0.004	0.004	100.0%	0.004	100.0%			0.860	0.857	99.6%	Completed
<b>Service Improvements</b>	<b>4.696</b>	<b>0.033</b>	<b>0.7%</b>	<b>3.917</b>	<b>83.4%</b>			<b>11.987</b>	<b>3.450</b>	<b>28.8%</b>	
<b>Projects Total</b>	<b>7.415</b>	<b>1.368</b>	<b>18.5%</b>	<b>5.697</b>	<b>76.8%</b>			<b>19.775</b>	<b>8.593</b>	<b>43.5%</b>	

## Toronto Public Library (LIB)



**Key Discussion Points**

Toronto Public Library spent \$36.200 million or 58.0% YTD and is projecting to spend \$58.985 million or 94.5% of its 2025 Capital Budget by the end of 2025.

# Toronto Public Library (LIB)

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		
		\$	%	\$	%								
<b>Health &amp; Safety</b>													
Multi-Branch Minor Reno Prog (Accessibility)	1.442	0.218	15.1%	1.442	100.0%			10.643	3.419	32.1%	On Track		
<b>Legislated</b>	<b>1.442</b>	<b>0.218</b>	<b>15.1%</b>	<b>1.442</b>	<b>100.0%</b>			<b>10.643</b>	<b>3.419</b>				
Multi-Branch Minor Reno Prog	13.662	10.191	74.6%	13.662	100.0%			66.146	54.243	82.0%	On Track		
Northern District Exterior	0.032	0.032	100.0%	0.032	100.0%			3.401	3.401	100.0%	Completed		
Northern District Renovation - Design	0.191	0.190	99.5%	0.190	99.5%			2.846	0.190	6.7%	On Track		
Richview Building Elements (SOGR)	0.449	0.369	82.3%	0.449	100.0%			3.546	1.134	32.0%	On Track		
Technology Asset Management Prog	4.881	2.904	59.5%	4.881	100.0%			58.594	23.196	39.6%	On Track		
Toronto Reference Library Renovation	8.204	3.783	46.1%	7.817	95.3%			29.209	10.421	35.7%	On Track		
Yorkville Renovation - Design	0.062	0.062	100.0%	0.062	100.0%			0.597	0.062	10.3%	On Track		
<b>State of Good Repair</b>	<b>27.479</b>	<b>17.532</b>	<b>63.8%</b>	<b>27.092</b>	<b>98.6%</b>			<b>164.338</b>	<b>92.646</b>				
Service and Digital Modernization	4.157	2.792	67.2%	4.157	100.0%			36.183	16.935	46.8%	On Track		
<b>Service Improvements</b>	<b>4.157</b>	<b>2.792</b>	<b>67.2%</b>	<b>4.157</b>	<b>100.0%</b>			<b>36.183</b>	<b>16.935</b>				
Bridlewood Branch Relocation	1.009	0.818	81.1%	1.009	100.0%			12.671	12.481	98.5%	Completed		
Centennial Reconstruction & Expansion - Construction	8.239	5.611	68.1%	8.239	100.0%					43.7%	On Track		
Dawes Road Reconstruction & Expansion - Construction	8.387	4.075	48.6%	8.387	100.0%					23.4%	On Track		
Digital Experiences	2.215	0.549	24.8%		80.7%					54.7%	On Track		
Ethennonnahawhstihnen' Library - Bayview Library Relocation	0.180	0.018	10.2%		35.0%					99.0%	Completed		
Etobicoke New Construction - Construction	5.464	2.689	49.2%		87.6%					17.7%	On Track		
Junction Triangle (Perth Dupont Relocation) - Construction	1.966	1.891	96.2%		100.0%					98.8%	Completed		
Pleasant View Library Renovation & Expansion - Construction	0.615	0.006	1.0%		9.1% Other		#2			0.1%	Delayed < 6 mths		
			0.0%		0.0% Other		#2			0.0%	On Track		
			0.0%		0.0% Other		#3			7.1%	On Track		
			0.0%		0.0% Other		#3			0.0%	Delayed < 6 mths		
<b>Growth Related</b>	<b>29.372</b>	<b>15.658</b>	<b>53.3%</b>	<b>26.294</b>	<b>89.5%</b>			<b>207.331</b>	<b>73.812</b>				
<b>Projects Total</b>	<b>62.450</b>	<b>36.200</b>	<b>58.0%</b>	<b>58.985</b>	<b>94.5%</b>			<b>418.495</b>	<b>186.812</b>				
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		
		\$	%	\$	%								
Bridlewood Branch Relocation	1.009	0.818	81.1%	1.009	100.0%		#4	12.671	12.481	98.5%	Completed		
						Start Date: 01/01/2020; Original Planned Completion Date: 11/30/2024; Revised Planned/Actual Completion Date: 11/30/2024							
Centennial Reconstruction & Expansion - Construction	8.239	5.611	68.1%	8.239	100.0%		#5	21.744	9.498	43.7%	On Track		
						Start Date: 01/01/2018; Original Planned Completion Date: 12/31/2027; Revised Planned/Actual Completion Date: 12/31/2027							
Dawes Road Reconstruction & Expansion - Construction	8.387	4.075	48.6%	8.387	100.0%		#6	50.717	11.847	23.4%	On Track		
						Start Date: 01/01/2015; Original Planned Completion Date: 12/31/2029; Revised Planned/Actual Completion Date: 12/31/2029							
Junction Triangle (Perth Dupont Relocation) - Construction	1.966	1.891	96.2%	1.966	100.0%		#7	6.525	6.450	98.8%	Completed		
						Start Date: 01/01/2018; Original Planned Completion Date: 07/31/2025; Revised Planned/Actual Completion Date: 07/31/2025							
Pleasant View Library Renovation & Expansion - Construction	0.615	0.006	1.0%	0.056	9.1% Other		#1	4.932	0.006	0.1%	Delayed < 6 mths		
						Start Date: 01/01/2021; Original Planned Completion Date: 12/01/2026; Revised Planned/Actual Completion Date: 12/31/2028							

**Note Section:****Note # 1**

The *Pleasant View Library Relocation & Expansion* project timelines have been revised based on the construction contract award in October 2025 with construction expected to commence in Q4 2025.

**Note # 2**

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 shortly and project completion timelines are unchanged.

**Note # 3**

The *Woodside Square Relocation & Expansion* project experienced delays in finalizing the lease terms and obtaining approvals to proceed with work in the new location. The design phase is to commence shortly.

**Note # 4**

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

**Note # 5**

The *Centennial Reconstruction & Expansion - Construction* is advancing ahead of schedule. As a result, an acceleration of cash flows from future years is required to align with 2025 expected spending.

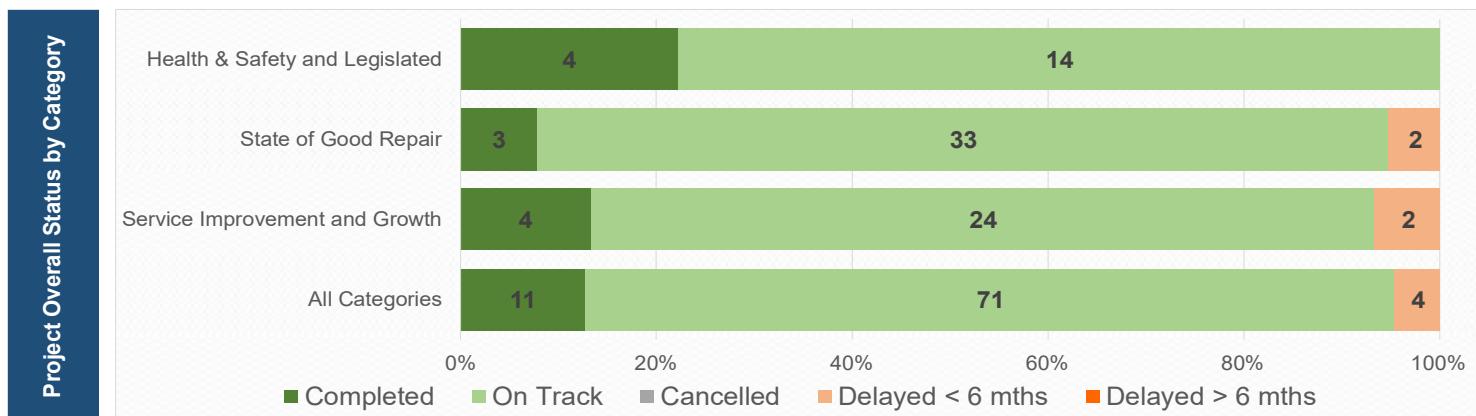
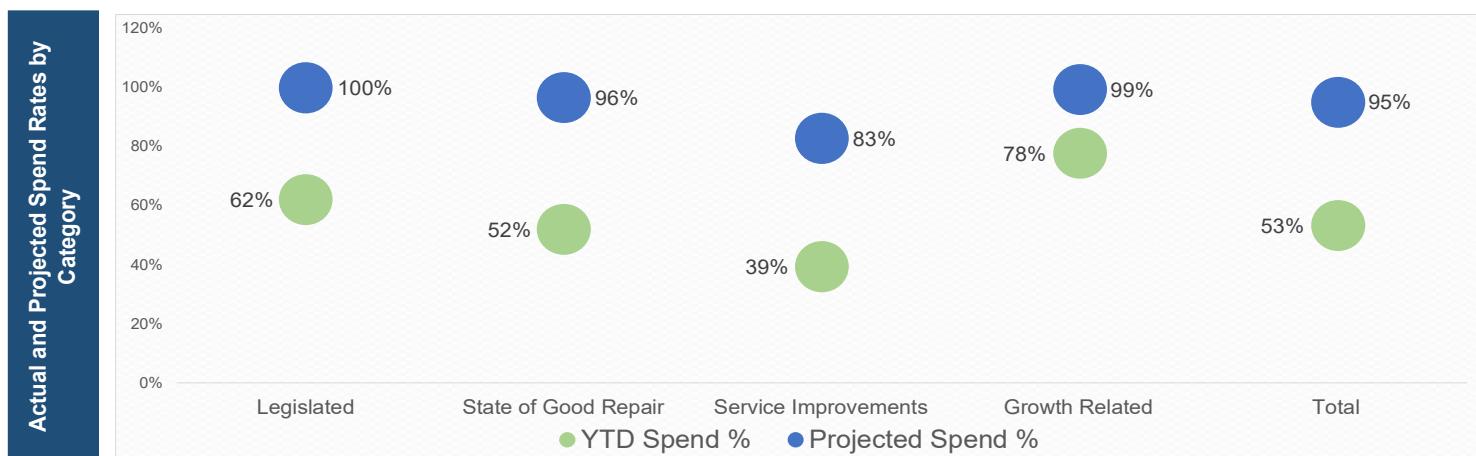
**Note # 6**

The *Dawes Road Reconstruction & Expansion* project is advancing ahead of schedule. As a result, an acceleration of cash flows from future years is required to align with 2025 expected spending.

**Note # 7**

The *Junction Triangle (Perth Dupont Relocation)* project is complete and the branch was opened in August 2025. However, close outs costs have been incurred to address identified deficiencies and finalise 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.

## Toronto Transit Commission (TTC)



# 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	0.680	0.192	28.2%	0.680	100.0%			1.459	1.298	88.9%	On Track
Finishes-H&S	0.362	(0.001)	-0.4%	0.362	100.0%			7.974	5.137	64.4%	On Track
Fire Ventilation Upgrades & Second Exits - H&S	11.290	3.166	28.0%	10.415	92.2%			197.882	54.517	27.6%	On Track
Streetcar Overhaul - H&S	0.185	0.163	88.2%	0.185	100.0%			19.401	1.411	7.3%	On Track
Subway Car Overhaul - H&S											Completed
Computer Equipment And Software - H&S	1.901	1.034	54.4%	1.652	86.9%			12.251	7.132	58.2%	On Track
Other Buildings - H&S	2.188	1.359	62.1%	2.138	97.7%			35.409	5.652	16.0%	On Track
Bus Overhaul - H&S											Completed
Safety and Reliability	1.365	0.501	36.7%	0.600	44.0%			13.429	3.565	26.6%	On Track
<b>Health &amp; Safety</b>	<b>17.971</b>	<b>6.413</b>	<b>35.7%</b>	<b>16.032</b>	<b>89.2%</b>			<b>289.630</b>	<b>80.537</b>		
Communications-Legislated	0.295	0.196	66.5%	0.295	100.0%			22.091	17.252	78.1%	Completed
Equipment-Legislated	1.490	1.252	84.0%	1.490	100.0%			66.110	26.814	40.6%	On Track
Streetcar Network-Legislated	0.445	0.104	23.5%	0.445	100.0%			54.934	53.362	97.1%	On Track
Easier Access-Phase III	144.214	88.639	61.5%	144.214	100.0%			1,202.644	887.048	73.8%	On Track
Subway Car Overhaul - Legislated (AODA)											Completed
Subway Asbestos Removal	11.253	7.101	63.1%	11.056	98.2%			147.216	112.188	76.2%	On Track
Computer Equipment And Software - Legis	0.250	0.054	21.5%	0.068	27.2%			0.250	0.054	21.5%	On Track
Other Service Planning - Legislated	2.930	1.930	65.9%	2.930	100.0%			32.044	21.724	67.8%	On Track
Other Buildings - Legislated	4.456	3.074	69.0%	4.456	100.0%			86.994	66.630	76.6%	On Track
<b>Legislated</b>	<b>165.332</b>	<b>102.350</b>	<b>61.9%</b>	<b>164.953</b>	<b>99.8%</b>			<b>1,612.285</b>	<b>1,185.073</b>		
Subway Track - SOGR	44.411	33.487	75.4%	44.411	100.0%			411.013	385.004	93.7%	On Track
Surface Track - SOGR	41.923	27.032	64.5%	41.923	100.0%			296.250	343.981	116.1%	On Track
Traction Power-Various - SOGR	29.315	15.737	53.7%	29.315	100.0%			484.956	440.829	90.9%	On Track
Power Dist. SOGR	8.871	4.439	50.0%	8.502	95.8%			254.272	163.516	64.3%	On Track
Communications-SOGR	15.818	10.210	64.5%	15.818	100.0%			204.087	176.809	86.6%	On Track
Signal Systems-SOGR	21.468	11.772	54.8%	21.468	100.0%			381.304	244.372	64.1%	On Track
Finishes-SOGR	31.816	20.717	65.1%	31.816	100.0%			335.721	275.761	82.1%	On Track
Equipment-SOGR	37.817	20.593	54.5%	37.037	97.9%			517.122	366.138	70.8%	On Track
On-Grade Paving Rehabilitation	8.521	5.449	64.0%	8.521	100.0%			173.348	157.056	90.6%	On Track
Bridges And Tunnels-Various	46.363	32.929	71.0%	46.363	100.0%			619.670	507.611	81.9%	On Track
Fire Ventilation Upgrades & Second Exits - SOGR	6.198	2.344	37.8%	6.198	100.0%			437.656	377.088	86.2%	On Track
Purchase of Wheel Trans	11.802	6.160	52.2%	10.880	92.2%			128.362	81.416	63.4%	On Track
Purchase Of Subway Cars - SOGR	126.551	1.020	0.8%	126.551	100.0%			2,220.870	233.737	10.5%	On Track
Streetcar Overhaul - SOGR	34.865	28.124	80.7%	34.808	99.8%			133.877	89.561	66.9%	On Track
Subway Car Overhaul - SOGR	46.259	31.504	68.1%	42.410	91.7%			825.861	249.031	30.2%	On Track
Automotive Non-Revenue Vehicle Replace - SOGR	14.952	6.921	46.3%	12.679	84.8%			52.095	38.345	73.6%	On Track
Rail Non Revenue Vehicle Overhaul	3.754	1.042	27.8%	1.721	45.9%			35.260	21.405	60.7%	On Track
Rail Non-Revenue Vehicle Purchase - SOGR	0.189	0.034	18.1%	0.059	31.4%			53.827	4.053	7.5%	On Track
Tools And Shop Equipment	14.995	5.227	34.9%	12.441	83.0%			69.555	48.413	69.6%	On Track
Revenue & Fare Handling Equipment -SOGR	4.108	0.243	5.9%	3.800	92.5%			74.116	57.710	77.9%	On Track
Computer Equipment And Software - SOGR	88.011	37.329	42.4%	68.247	77.5%			665.495	467.717	70.3%	On Track
Other Furniture And Office Equipment	0.651	0.044	6.8%	0.651	100.0%			4.912	4.210	85.7%	On Track
Other Service Planning - SOGR	1.938	1.410	72.8%	1.938	100.0%			32.945	23.118	70.2%	On Track
Transit Shelters & Loops	0.240	0.001	0.6%	0.240	100.0%			3.403	2.643	77.7%	On Track
Other Buildings - SOGR	31.304	19.876	63.5%	31.218	99.7%			875.128	550.079	62.9%	On Track
Purchase of Buses -SOGR	345.847	192.186	55.6%	345.844	100.0%	Procurement Delays	#4	1,200.920	815.215	67.9%	Delayed < 6 mths
Bus Overhaul - SOGR	68.068	48.282	70.9%	67.485	99.1%			760.184	674.763	88.8%	On Track
Other Maintenance Equipment	4.353	1.371	31.5%	3.172	72.9%	Procurement Delays	#3	14.929	10.502	70.3%	Delayed < 6 mths
Queensway Bus Garage Renovations											Completed

Purchase of Streetcars - SOGR		0.017						1,107.611	1,107.576	100.0%	Completed
POP Legacy Fare Collection								3.397			Completed
ATC Resignalling - YUS Line	2.880	2.150	74.7%	2.204	76.5%			694.883	683.752	98.4%	On Track
ATC Resignalling - Bloor/Danforth Line	15.477	10.425	67.4%	15.477	100.0%			636.566	41.444	6.5%	On Track
Leslie Barns	0.108	0.004	4.0%	0.108	100.0%			523.489	517.056	98.8%	On Track
TR Yard And Tail Track Accommodation	7.622	6.676	87.6%	7.622	100.0%			539.968	450.034	83.3%	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	10.748	3.417	31.8%	7.756	72.2%			37.497	11.588	30.9%	On Track
Scarborough Rapid Transit - Bus Replacement	16.720	5.287	31.6%	14.523	86.9%			188.704	118.764	62.9%	On Track
<b>State of Good Repair</b>	<b>1,144.359</b>	<b>593.541</b>	<b>51.9%</b>	<b>1,103.603</b>	<b>96.4%</b>			<b>14,998.486</b>	<b>9,748.765</b>		
Subway Track - Service Improvement								5.722	5.722	100.0%	On Track
Surface Track - Service Improvement	13.989	8.297	59.3%	13.822	98.8%	Coordination Challenges	#1	186.183	42.153	22.6%	On Track
Traction Power-Various - SI		0.042						8.392	5.450	64.9%	Delayed < 6 mths
Power Dist. Service Improvement	0.075	0.011	14.2%	0.075	100.0%			2.372	1.791	75.5%	On Track
Communications-Service Improvement								0.616	0.616	100.0%	Completed
Finishes-Service Improvement	0.529	0.231	43.7%	0.529	100.0%			7.669	2.090	27.3%	On Track
Equipment-Service Improvement	66.657	6.835	10.3%	52.097	78.2%			513.794	208.446	40.6%	On Track
Streetcar Overhaul - Service Improvement	0.912	0.047	5.1%	0.089	9.7%			2.324	0.167	7.2%	On Track
Automotive Non-Revenue Vehicle Replace - Service Imp.	7.849	1.536	19.6%	7.518	95.8%			35.988	24.424	67.9%	On Track
Rail Non-Revenue Vehicle Purchase - Service Imp.	0.100	0.038	37.9%	0.047	47.3%			13.499	0.314	2.3%	On Track
Computer Equipment And Software - Service Improvement	7.787	2.194	28.2%	4.814	61.8%			25.653	17.250	67.2%	Delayed < 6 mths
Other Service Planning - Service Improvement	21.307	3.480	16.3%	12.929	60.7%			96.723	34.219	35.4%	On Track
Other Buildings - Service Improvement	28.876	5.508	19.1%	11.485	39.8%			225.481	120.204	53.3%	On Track
Purchase of Buses - Service Improvement	0.476	0.285	59.8%	0.476	100.0%			2.728	108.304	3970.0%	On Track
Kipling Station Improvements	0.100	(0.066)	-65.9%	0.100	100.0%			14.754	14.587	98.9%	On Track
Bicycle Parking At Stations									0.944		Completed
Yonge-Bloor Capacity Improvements	75.673	49.008	64.8%	75.673	100.0%			1,426.208	171.750	12.0%	On Track
Line 1 Capacity Enhancement	19.787	14.448	73.0%	19.787	100.0%			1,074.612	97.761	9.1%	On Track
Line 2 Capacity Enhancement	12.240	8.802	71.9%	12.240	100.0%			1,010.780	53.164	5.3%	On Track
<b>Service Improvements</b>	<b>256.357</b>	<b>100.694</b>	<b>39.3%</b>	<b>211.680</b>	<b>82.6%</b>			<b>4,653.500</b>	<b>909.358</b>		
Bus Rapid Transit-Growth		(0.003)						37.143	37.140	100.0%	Completed
Sheppard Subway	0.141	(0.000)	0.0%	0.026	18.3%			968.982	968.357	99.9%	On Track
Purchase Of Subway Cars - Growth	0.435	0.322	74.2%	0.434	100.0%			288.296	4.695	1.6%	On Track
Other Service Planning - Growth	0.599	0.113	18.8%	0.348	58.2%			1.931	0.722	37.4%	On Track
Other Buildings - Growth	10.628	5.259	49.5%	10.603	99.8%			893.686	326.923	36.6%	On Track
Purchase of Buses - Growth											Completed
Purchase of Streetcars - Growth	142.623	119.248	83.6%	142.623	100.0%			516.127	477.989	92.6%	On Track
PRESTO Farecard Implementation	2.254	0.683	30.3%	2.254	100.0%			79.207	72.794	91.9%	On Track
McNicoll New Bus Garage Facility	0.467	0.397	84.9%	0.467	100.0%			169.400	165.292	97.6%	On Track
Spadina Subway Extension	7.296	1.596	21.9%	6.230	85.4%			3,199.171	3,142.773	98.2%	On Track
Waterfront Transit	0.283	0.180	63.6%	0.251	88.8%			54.799	24.662	45.0%	On Track
<b>Growth Related</b>	<b>164.725</b>	<b>127.795</b>	<b>77.6%</b>	<b>163.237</b>	<b>99.1%</b>			<b>6,208.743</b>	<b>5,221.347</b>		
<b>Projects Total</b>	<b>1,748.745</b>	<b>930.793</b>	<b>53.2%</b>	<b>1,659.506</b>	<b>94.9%</b>			<b>27,762.644</b>	<b>17,145.079</b>		

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
			\$	%	\$	%						
Equipment-Service Improvement		66.657	6.835	10.3%	52.097	78.2%			513.794	208.446	40.6%	On Track
Fire Ventilation Upgrades & Second Exits - SOGR		6.198	2.344	37.8%	6.198	100.0%			437.656	377.088	86.2%	On Track
Easier Access-Phase III		144.214	88.639	61.5%	144.214	100.0%			1,202.644	887.048	73.8%	On Track
Purchase Of Subway Cars - SOGR		126.551	1.020	0.8%	126.551	100.0%			2,220.870	233.737	10.5%	On Track
Purchase of Buses -SOGR		345.847	192.186	55.6%	345.844	100.0%			1,200.920	815.215	67.9%	Delayed < 6 mths
ATC Resignalling - Bloor/Danforth Line		15.477	10.425	67.4%	15.477	100.0%			636.566	41.444	6.5%	On Track
Yonge-Bloor Capacity Improvements		75.673	49.008	64.8%	75.673	100.0%			1,426.208	171.750	12.0%	On Track
Line 1 Capacity Enhancement		19.787	14.448	73.0%	19.787	100.0%			1,074.612	97.761	9.1%	On Track
Line 2 Capacity Enhancement		12.240	8.802	71.9%	12.240	100.0%			1,010.780	53.164	5.3%	On Track

#### Note Section:

##### Note # 1

Project deferred due to coordination with third party

##### Note # 2

Insufficient resources and delay with consultants being on board

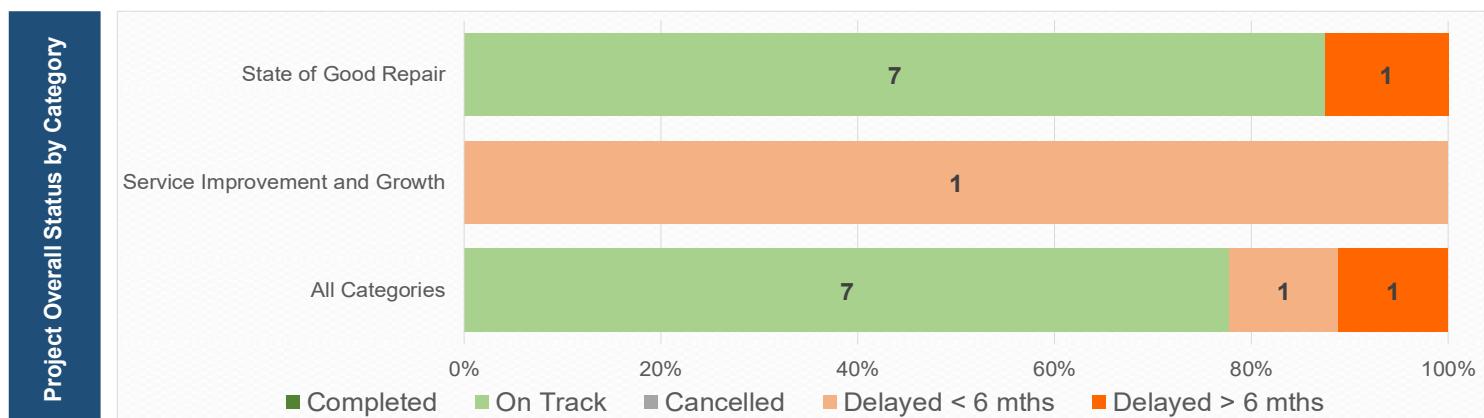
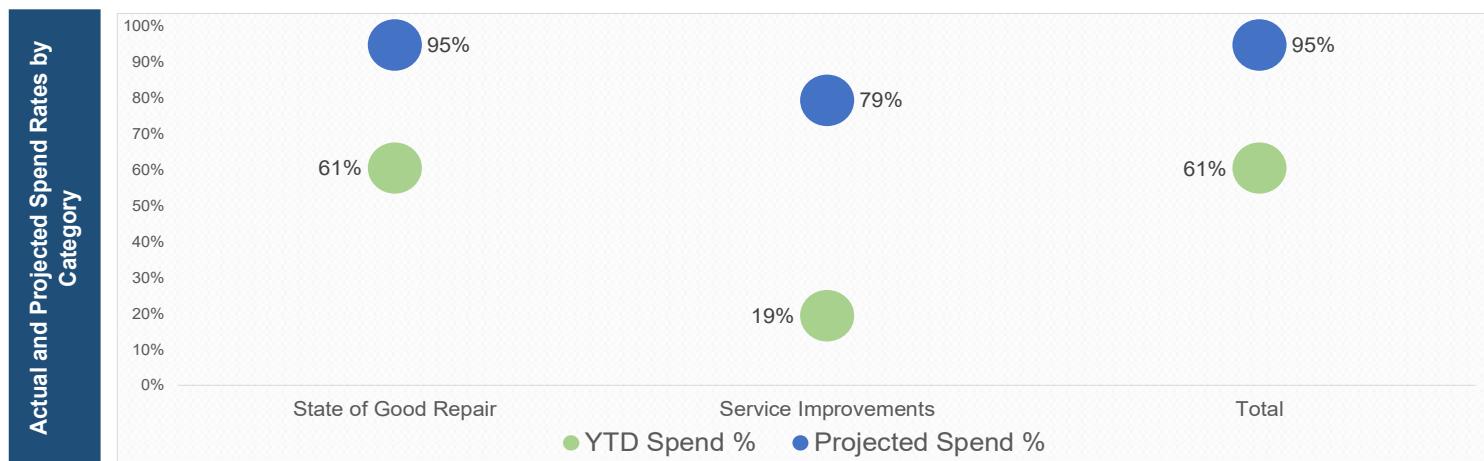
##### Note # 3

Deferred due to supply chain issue

##### Note # 4

eBus Procurement: Due to vendor-related supply chain and vehicle performance issues, this has resulted in a revised project completion of Q1 2026.

## Toronto Zoo (ZOO)



Key Discussion Points

- Toronto Zoo spent \$30.692 million or 60.6% YTD and is projecting to spend \$48.111 million or 94.9% 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 delay due to coordination challenge and site conditions.

# 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		
		\$	%	\$	%								
Building & Services Refurbishment	3.160	2.975	94.1%	3.159	100.0%			17.281	16.304	94.3%	On Track		
Carbon Budget- Site-Wide Generator Replacement	0.100		0.0%	0.096	95.6%			0.100		0.0%	On Track		
Carbon Budget-Equipment Replacement	0.400	0.013	3.4%	0.393	98.2%			0.400	0.013	3.4%	On Track		
Exhibit Refurbishment	4.822	2.117	43.9%	4.822	100.0%			8.125	6.544	80.5%	On Track		
Grounds and Visitor Improvement	3.381	2.457	72.7%	3.382	100.0%			13.625	12.601	92.5%	On Track		
Information Systems	1.100	0.816	74.2%	1.094	99.4%			6.678	6.394	95.7%	On Track		
Welcome Area - Design	0.064	0.015	24.0%	0.064	100.0%			1.888	1.839	97.4%	On Track		
Welcome Area - Phase A Construction	37.590	22.285	59.3%	35.048	93.2% Other		1	76.287	37.792	49.5%	Delayed > 6 mths		
<b>State of Good Repair</b>	<b>50.618</b>	<b>30.679</b>	<b>60.6%</b>	<b>48.058</b>	<b>94.9%</b>			<b>124.384</b>	<b>81.487</b>				
Savanna Indoor Winter Holding & Viewing Design	0.067	0.013	19.4%	0.053	79.5%	Coordination Challenges	2	4.300	1.266	29.4%	Delayed < 6 mths		
<b>Service Improvements</b>	<b>0.067</b>	<b>0.013</b>	<b>19.4%</b>	<b>0.053</b>	<b>79.5%</b>			<b>4.300</b>	<b>1.266</b>				
<b>Projects Total</b>	<b>50.684</b>	<b>30.692</b>	<b>60.6%</b>	<b>48.111</b>	<b>94.9%</b>			<b>128.684</b>	<b>82.753</b>				

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		
		\$	%	\$	%								
Welcome Area - Design	0.064	0.015	24.0%	0.064	100.0%			1	1.888	1.839	97.4%	On Track	
Welcome Area - Phase A Construction	37.590	22.285	59.3%	35.048	93.2% Other		1	76.287	37.792	49.5%	Delayed > 6 mths		
		Start Date: 12/01/2019; Original Planned Completion Date: 12/31/2025; Revised Planned/ Actual Completion Date: 12/31/2025											
		Start Date: 09/01/2023; Original Planned Completion Date: 12/31/2025; Revised Planned/ Actual Completion Date: 09/01/2026											

## Note Section:

### Note # 1

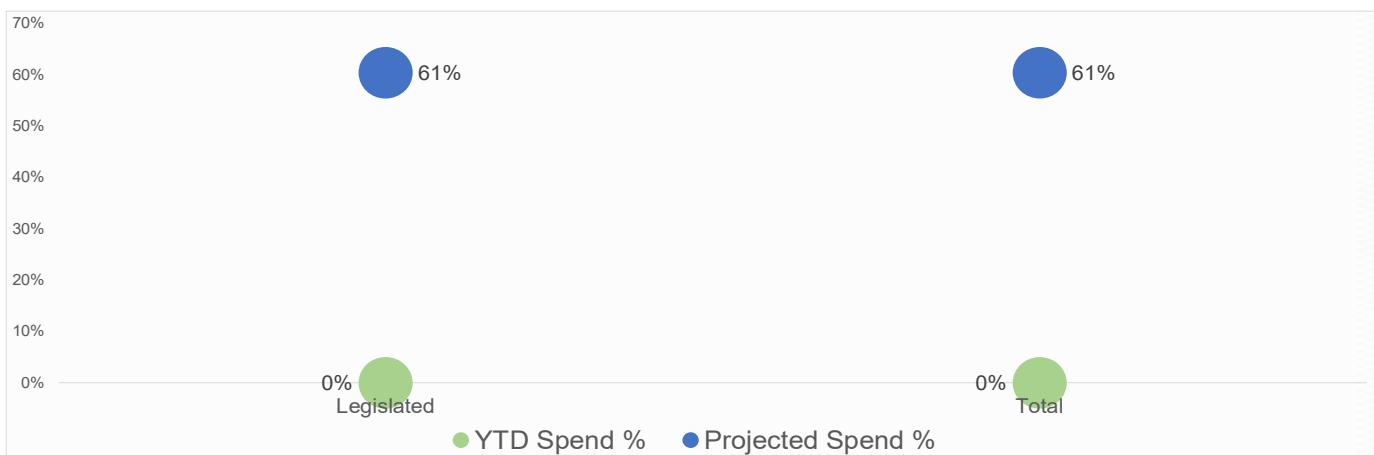
The Welcome Area Construction project is delayed due to site conditions and weather, the project is currently in the construction phase and spending projected at 93% by year-end.

### Note # 2

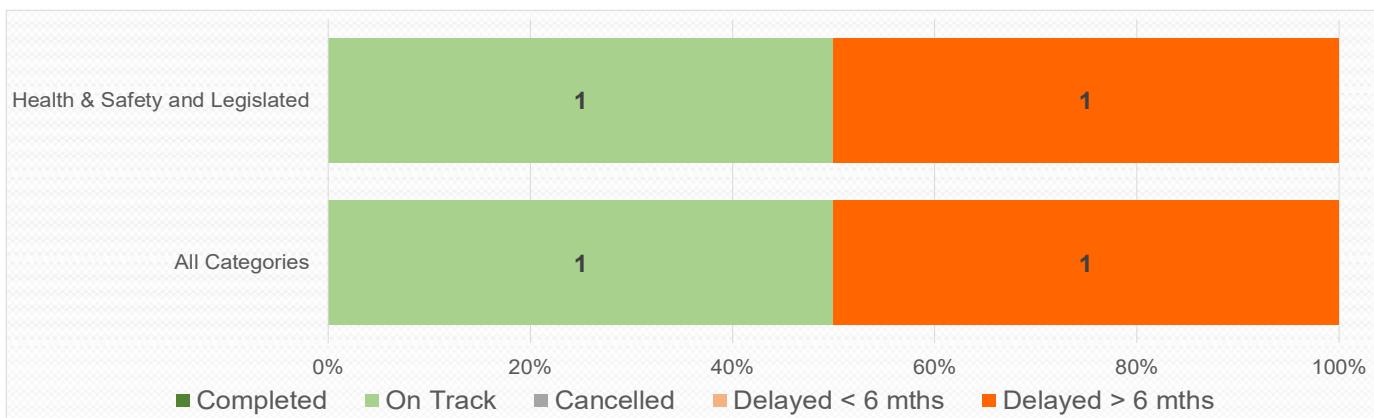
The Savanna Indoor Winter Holding & Viewing Design project is experiencing delay due to coordination with Other projects. The project is currently in the design phase with construction expected to begin in 2026.

## Sankofa Square (SS)

### 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	1	
Completed	0	
Cancelled	0	
Project Mgmt and Capacity Issues	0	
Procurement Delays	1	
Vendor Issues	0	
Site Condition Issues	0	
Coordination Challenges	0	
Stakeholder and Community Factors	0	
Regulatory Delays	0	
Cost Overruns and Rescoping	0	
Other	0	
<b>Total # of Projects</b>	<b>2</b>	

### Key Discussion Points

- Key Discussion Points:**
- **Sankofa Square Signage Project:** City Council adopted the new name Sankofa Square selected by the Recognition Review Community Advisory Committee on December 13, 2023 (MM13.29) and as adopted by the Board at its February 2024 Board meeting. City Council approved a capital project of \$105,000 for the cost of new signage as a result of Dundas Street renaming process (MM13.29), as part of the 2024 Budget process. City Council adopted the amendment of the Sign By-law on April 23, 2025 (PH20.4) to allow the installation of new signage. Signage and other brand assets will be designed later in the year for installation in the fourth quarter of 2025.
  - **Accessibility Installation To Meet AODA:** City Council approved a capital project of \$60,000 for accessibility Installation to comply with AODA standards since the stage is not fully accessible for performers and technicians who use mobility devices, as part of the 2025 Budget process. The project is financed by the remaining balance of Section 37 from 311 Bay Street (XR3026-3700055) and 825 Bay Street (XR3026-3700117) development. Price quotations showed that the project cost is around \$200,000. Sankofa Square will request additional funding through the 2026 budget process.

# 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	0.0%	Procurement Delays	# 2	0.060		0.0%	Delayed > 6 mths		
<b>Legislated</b>	<b>0.152</b>		<b>0.0%</b>	<b>0.092</b>	<b>60.6%</b>			<b>0.165</b>	<b>0.013</b>				
<b>Projects Total</b>	<b>0.152</b>		<b>0.0%</b>	<b>0.092</b>	<b>60.6%</b>			<b>0.165</b>	<b>0.013</b>				

## 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 and 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

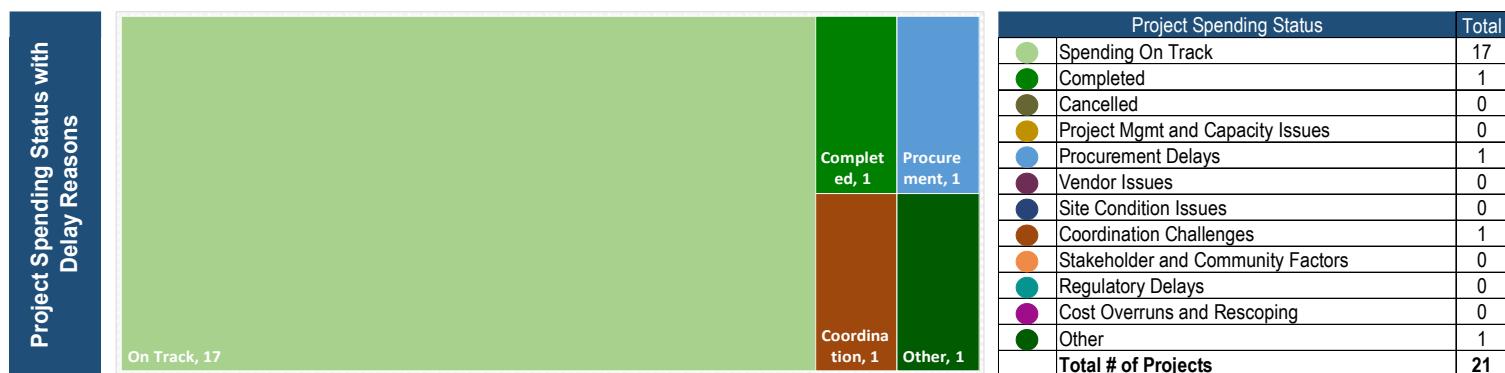
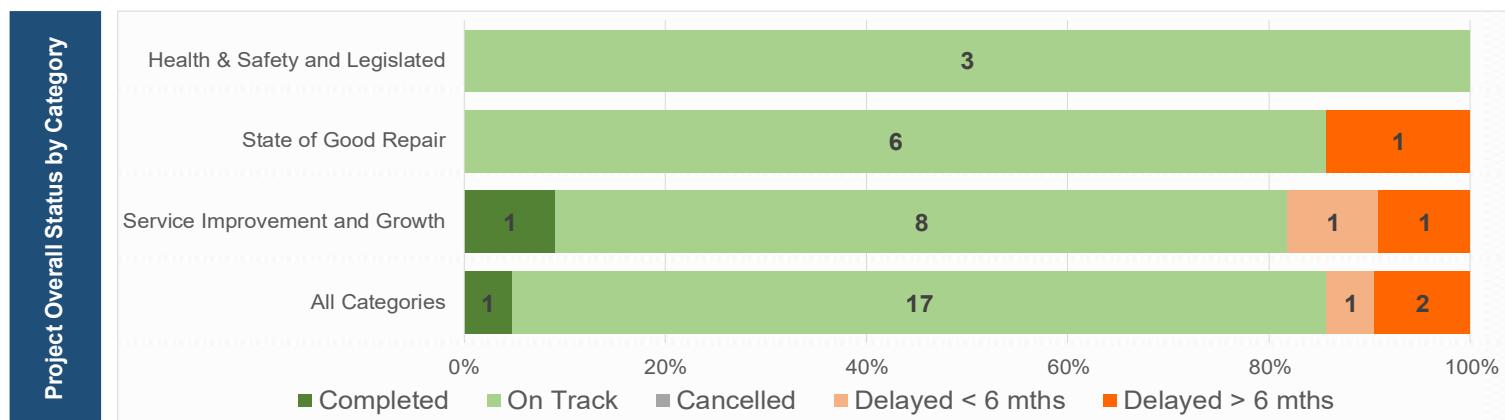
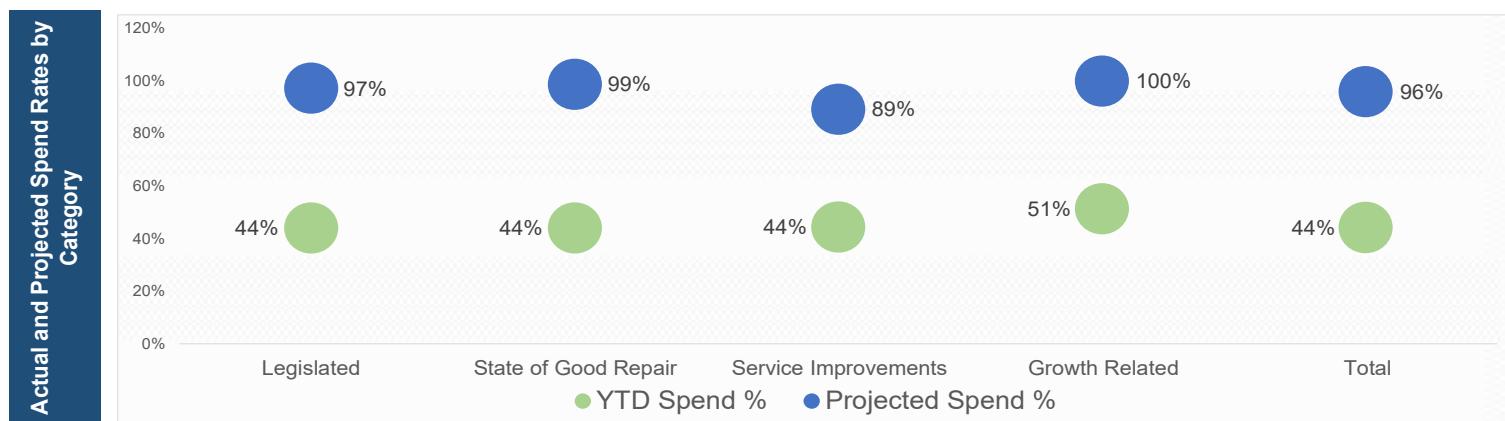
Program (\$M)	Period	2025 Approved Cash Flow	2025 Expenditure			Trending	Alert (Benchmark 70% spending rate)
			Year To Date Actuals	Projected Actuals	Projected %		
Solid Waste Management Services	4M-2025	75.04	8.45	69.12	92.1%		
	Q2-2025	75.04	14.85	70.96	94.6%	↑	
	Q3-2025	75.04	33.26	72.00	95.9%	↑	
Toronto Parking Authority	4M-2025	55.63	2.23	53.43	96.0%		
	Q2-2025	55.63	8.98	52.57	94.5%	↓	
	Q3-2025	55.90	24.45	49.90	89.3%	↓	
Toronto Water	4M-2025	1,224.21	131.64	975.38	79.7%		
	Q2-2025	1,224.21	262.30	931.90	76.1%	↓	
	Q3-2025	1,224.21	452.78	857.88	70.1%	↓	
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%	↓	
	Q3-2025	1,355.15	510.49	979.77	72.3%	↓	

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

For the nine months ended September 30, 2025, the capital expenditures for Rate Programs totalled \$510.5 million of their collective 2025 Approved Capital Budget of \$1,355.2 million. Spending is expected to increase to \$979.8 (72.3%) 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)



# 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	5.846	30.0%	19.458	100.0%			525.409	177.104	33.7%	On Track	
LANDFILL CAPACITY DEVELOPMENT	2.008	1.421	70.7%	2.008	100.0%			7.045	3.001	42.6%	On Track	
PERPETUAL CARE OF CLOSED LANDFILLS	7.922	5.705	72.0%	7.085	89.4%			140.099	76.090	54.3%	On Track	
<b>Legislated</b>	<b>29.388</b>	<b>12.972</b>	<b>44.1%</b>	<b>28.551</b>	<b>97.2%</b>				<b>672.553</b>	<b>256.195</b>	<b>38.1%</b>	
COLLECTION YARD ASSET MANAGEMENT	2.755	0.872	31.6%	2.752	99.9%	Other	1	30.662	10.151	33.1%	On Track	
DIVERSION FACILITIES ASSET MANAGEMENT	0.058	0.023	39.5%	0.057	99.0%			3.416	2.779	81.3%	On Track	
DUFFERIN WASTE FACILITY SITE IMPROVEMENT	1.057	0.009	0.8%	1.025	97.0%			54.051	1.816	3.4%	Delayed > 6 mths	
NEW FLEET	0.995	0.688	69.1%	0.921	92.6%			4.009	2.522	62.9%	On Track	
ORGANICS PROCESSING FACILITY ASSET MGMT	4.798	2.921	60.9%	4.797	100.0%			66.699	12.165	18.2%	On Track	
RENEWABLE NATURAL GAS	0.086		0.0%		0.0%			0.865		0.0%	On Track	
TRANSFER STATION ASSET MANAGEMENT	17.510	7.531	43.0%	17.355	99.1%			342.806	107.376	31.3%	On Track	
<b>State of Good Repair</b>	<b>27.259</b>	<b>12.043</b>	<b>44.2%</b>	<b>26.907</b>	<b>98.7%</b>				<b>502.506</b>	<b>136.808</b>	<b>27.2%</b>	
CONSTRUCTION OF BIOGAS UTILIZATION AT DI	0.056	0.020	34.9%	0.044	78.0%	Coordination Challenges	2	3.327	3.217	96.7%	On Track	
DIVERSION SYSTEMS	3.570	2.492	69.8%		100.0%			3.416	2.779	24.2%	On Track	
ENGINEERING PLANNING STUDIES	0.399	0.174	43.7%		72.7%			54.051	1.816	24.0%	On Track	
FLEET TECHNOLOGY ENHANCEMENTS	0.309	0.094	30.4%		48.5%			4.009	2.522	8.7%	Delayed > 6 mths	
IT CORPORATE INITIATIVES	1.260	0.195	15.4%		19.3%			66.699	12.165	54.2%	On Track	
LONG TERM WASTE MANAGEMENT STRATEGY	8.659	3.614	41.7%		100.0%			342.806	107.376	71.1%	On Track	
SWM IT APPLICATION INITIATIVES	2.478	1.032	41.6%		90.1%			107.376		22.8%	On Track	
SWMS STRATEGIC INITIATIVES	0.545	0.065	11.9%		43.1%	Procurement Delays	3	215.101	82.955	22.1%	Delayed < 6 mths	
TWO-WAY RADIO REPLACEMENT	0.034		0.0%		100.0%			133.780	2.720	82.5%	On Track	
<b>Service Improvements</b>	<b>17.311</b>	<b>7.685</b>	<b>44.4%</b>	<b>15.458</b>	<b>89.3%</b>				<b>395.103</b>	<b>125.671</b>	<b>31.8%</b>	
DUFFERIN SSO FACILITY		(0.009)						81.321	80.235	98.7%	Completed	
ORGANICS PROCESSING FACILITY	1.082	0.565	52.2%	1.081	99.9%			133.780	2.720	2.0%	On Track	
<b>Growth Related</b>	<b>1.082</b>	<b>0.556</b>	<b>51.4%</b>	<b>1.081</b>	<b>99.9%</b>				<b>215.101</b>	<b>82.955</b>	<b>38.6%</b>	
<b>Projects Total</b>	<b>75.039</b>	<b>33.256</b>	<b>44.3%</b>	<b>71.997</b>	<b>95.9%</b>				<b>1,785.264</b>	<b>601.630</b>	<b>33.7%</b>	

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	
		\$	%	\$	%							
GREEN LANE LANDFILL	19.458	5.846	30.0%	19.458	100.0%		3	525.409	177.104	33.7%	On Track	
		Start Date: Prior to 2010; Original Planned Completion Date: 12/31/2026; Revised Planned/ Actual Completion Date: 12/31/2040										
PERPETUAL CARE OF CLOSED LANDFILLS	7.922	5.705	72.0%	7.085	89.4%		4	140.099	76.090	54.3%	On Track	
		Start Date: Prior to 2010; Original Planned Completion Date: 12/31/2032; Revised Planned/ Actual Completion Date: 12/31/2034										
TRANSFER STATION ASSET MANAGEMENT	17.510	7.531	43.0%	17.355	99.1%		5	342.806	107.376	31.3%	On Track	
		Start Date: Prior to 2010; Original Planned Completion Date: 12/31/2034; Revised Planned/ Actual Completion Date: 12/31/2034										

## Note Section:

**Note # 1**  
**Dufferin Waste Facility Site Improvement** - Increased project scope and consultant delays have delayed the development of the tender package deferring the start of construction to 2026. CREM comments need to be addressed by AECOM to change Arch drawings to match ModernTO standards for workplace design, specifically the floor plan layout (i.e. # of meeting rooms, focus spaces, collab space, etc), accessibility , finishes, and IT equipment. Changes needed on arch, mech, elec, structural drawing sets pushing tender from Oct 2025 (per Q2 variance update) to Jan/Feb 2026.

**Note # 2**

**Fleet Technology Enhancements** - 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.

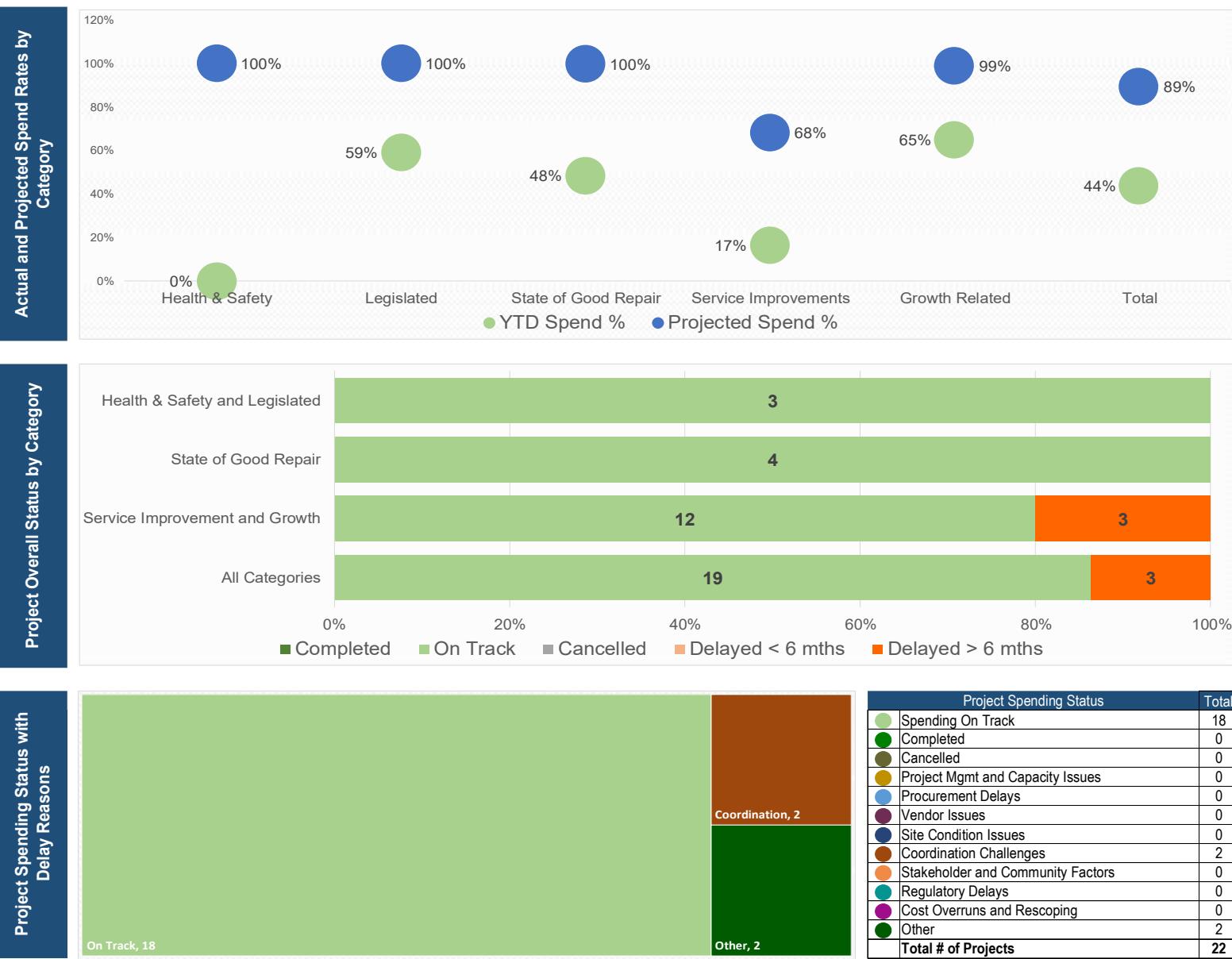
**Note # 4**

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)



# 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%	0.198	100.0%			0.398		0.0%	On Track
<b>Health &amp; Safety</b>	<b>1.098</b>		<b>0.0%</b>	<b>1.098</b>	<b>100.0%</b>			<b>1.303</b>	<b>0.425</b>		
Asset Management 2025-2029	1.260	0.745	59.1%	1.260	100.0%			7.260	0.745	10.3%	On Track
<b>Legislated</b>	<b>1.260</b>	<b>0.745</b>	<b>59.1%</b>	<b>1.260</b>	<b>100.0%</b>			<b>7.260</b>	<b>0.745</b>		
Surface Lot Condition Assessment	0.225		0.0%	0.225	100.0%			0.625	0.269	43.1%	On Track
SOGR Backlog	9.618	3.829	39.8%	9.618	100.0%			107.075	5.775	5.4%	On Track
Garage Repair & Equipment - Health & Safety	4.122	3.057	74.2%	4.090	99.2%			32.140	16.553	51.5%	On Track
Tenant Capital Repairs	0.270		0.0%	0.267	99.0%			2.270		0.0%	On Track
<b>State of Good Repair</b>	<b>14.235</b>	<b>6.886</b>	<b>48.4%</b>	<b>14.200</b>	<b>99.8%</b>			<b>142.110</b>	<b>22.598</b>		
Reimaging The Monitoring Stations	1.700		0.0%	1.427	84.0%			9.082	0.333	3.7%	On Track
Green EV Fleet	0.315	0.010			91.1%			3.525	0.315	8.9%	On Track
Parking Management System Modernization	5.247				20.2%	Other	#1	14.197	0.160	1.1%	On Track
Wayfinding	0.675				100.0%			4.068	0.521	12.8%	On Track
Budget Tool, Go To Market & Invoicing System Replacement	1.800	0.731			100.0%			3.620	0.731	20.2%	On Track
City Framework for On-Street Expansion 2025 - 2028	0.558				0.0%	Coordination Challenges	#2	0.708		0.0%	Delayed > 6 mths
BST Website Refresh	0.446				0.0%	Coordination Challenges	#3	0.446		0.0%	Delayed > 6 mths
Centralize City Parking Assets	0.144	0.025			100.0%			0.144	0.025	17.6%	On Track
HR Module Enhancements	0.225				0.0%	Other	#4	0.225		0.0%	Delayed > 6 mths
Parking Technology Enhancements	6.579	1.966			100.0%			29.679	1.966	6.6%	On Track
Acquisition - Bessarion Community Centre	0.225	0.225			100.0%			4.644	4.528	97.5%	On Track
<b>Service Improvements</b>	<b>17.914</b>	<b>2.958</b>	<b>16.5%</b>	<b>12.199</b>	<b>68.1%</b>			<b>70.337</b>	<b>8.579</b>		
4 Year Bike Share Expansion	12.146	9.905	81.6%	12.146	100.0%			43.138	27.652	64.1%	On Track
Digital Payments Solution: Mobile App, Reservation	0.877									5.3%	On Track
EV Off-Street Projects	8.100	3.682								27.5%	On Track
EV-On Street Projects	0.273	0.273								9.0%	On Track
<b>Growth Related</b>	<b>21.396</b>	<b>13.861</b>	<b>64.8%</b>	<b>21.141</b>	<b>98.8%</b>			<b>111.299</b>	<b>44.190</b>		
<b>Projects Total</b>	<b>55.903</b>	<b>24.449</b>	<b>43.7%</b>	<b>49.898</b>	<b>89.3%</b>			<b>332.309</b>	<b>76.536</b>		

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
		\$	%	\$	%						
4 Year Bike Share Expansion	12,146	9,905	81.6%	12,146	100.0%		#5	43,138	27,652	64.1%	On Track
	Start Date: 01/01/2022; Original Planned Completion Date: 12/31/2029; Revised Planned/ Actual Completion Date: 12/31/2029										
EV Off-Street Projects	8,100	3,682	45.5%	7,845	96.9%		#6	57,656	15,865	27.5%	On Track
	Start Date: 01/01/2022; Original Planned Completion Date: 12/31/2033; Revised Planned/ Actual Completion Date: 12/31/2033										
Garage Repair & Equipment - Health & Safety	4,122	3,057	74.2%	4,090	99.2%		#7	32,140	16,553	51.5%	On Track
	Start Date: 01/01/2023; Original Planned Completion Date: 12/31/2034; Revised Planned/ Actual Completion Date: 12/31/2034										

#### Note Section:

##### Note # 1:

Council motion for City review of procurement compliance (MM32.50). To be regrouped as Parking Equipment and Technology Enhancement for 2026-2035 Capital Plan.

##### Note # 2:

City led project and needs clarity of timeline of delivery, more analysis of profitability needed for placement of equipment/machines at new locations. To be regrouped into Parking Equipment and Technology Enhancements for 2026-2035 Capital Plan.

##### Note # 3:

Project scope under review since it is subcontracted out and has security issues. To be regrouped into IT Infrastructure and Cybersecurity for 2026-2035 Capital Plan.

##### Note # 4:

Change in project scope. To be renamed as HR Success Factor Module for 2026-2035 Capital Plan.

##### Note # 5:

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

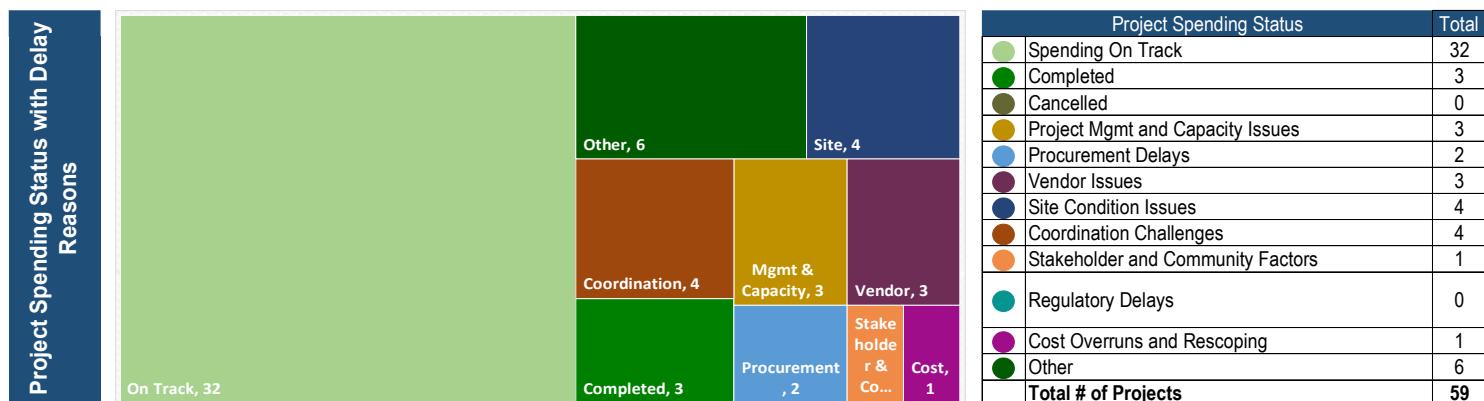
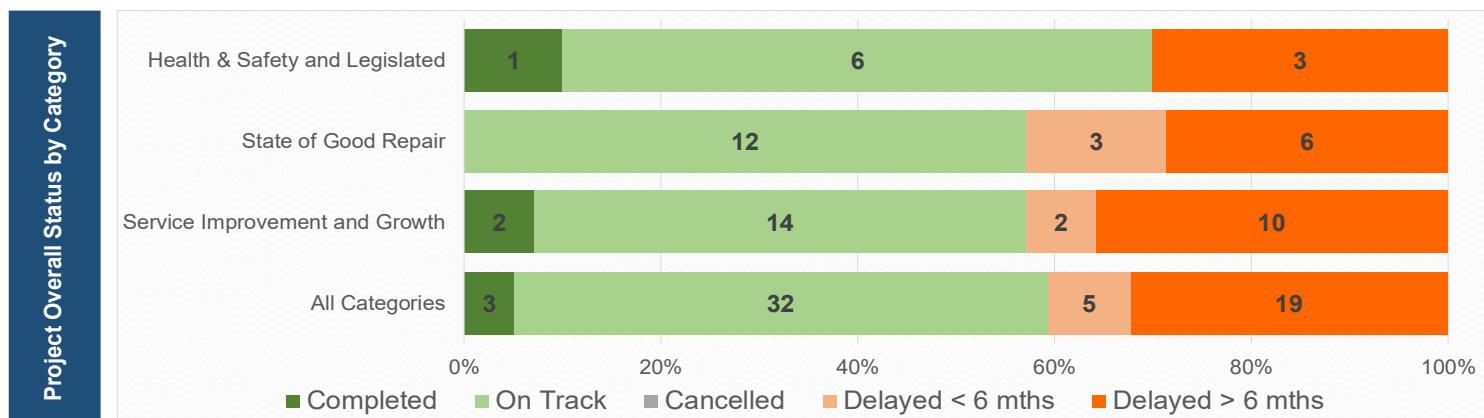
##### Note # 6:

The program is expected to deliver incremental 60 L2 and 15 L3 chargers installed in 2025. Milestone 500th EV charger installed.

##### Note # 7:

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. Phase 1 of SOGR completed, first round of the next phase commenced end of Q3 for modernization.

## Toronto Water (WAT)



Key Discussion Points

- 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.
- \$746.408 million or 64% of projects are on track for scheduled completion or completed. The projected year-end spend rate of 70% is lower than the 10-Year Rate Model completion target for 2025 of 82.0%.
- 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.

# Toronto Water (WAT)

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%	Project Mgmt and Capacity Issues	#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	0.971	63.8%	1.168	76.8%			18.129	15.082	83.2%	On Track		
<b>Health &amp; Safety</b>	<b>1.972</b>	<b>1.018</b>	<b>51.6%</b>	<b>1.300</b>	<b>65.9%</b>			<b>56.639</b>	<b>52.373</b>	<b>92.5%</b>			
Ashbridges Bay Treatment Plant	28.985	15.116	52.2%	24.115	83.2%	Cost Overruns and Rescoping		585.317	512.159	87.5%	On Track		
Highland CreekTreatment Plant	2.017	1.441	71.4%	1.772	87.9%			45.894	36.060	78.6%	On Track		
Humber Wastewater Treatment	4.510	2.793	61.9%	4.422	98.0%			71.158	62.056	87.2%	On Track		
Island Treatment Plant	15.970	0.236	1.5%	1.047	6.6%			155.144	24.663	15.9%	Delayed > 6 mths		
Pumping Stations&Force mains	10.940	6.016	55.0%	9.060	82.8%			142.898	48.336	33.8%	On Track		
Water Service Replacement	51.244	9.883	19.3%	28.698	56.0%			487.972	361.809	74.1%	Delayed > 6 mths		
WT - Storage & Treatment	0.055	0.026	47.9%	0.055	100.0%			1.831	1.582	86.4%	On Track		
<b>Legislated</b>	<b>113.721</b>	<b>35.512</b>	<b>31.2%</b>	<b>69.169</b>	<b>60.8%</b>			<b>1,490.214</b>	<b>1,046.665</b>	<b>70.2%</b>			
Ashbridges Bay Treatment Plant	110.660	38.323	34.6%	91.747	82.9%	Other		2,708.309	575.891	21.3%	On Track		
RL Clark Treatment Plant	1.640	0.489	29.8%	0.870	53.0%		#1	14.733	6.939	47.1%	On Track		
RC Harris Treatment Plant	2.082	1.041	50.0%	1.848	88.8%			50.693	37.884	74.7%	On Track		
Highland CreekTreatment Plant	12.098	4.998	41.3%	6.828	56.4%		#2	351.208	193.930	55.2%	Delayed > 6 mths		
FJ Horgan Treatment Plant	5.124	0.460	9.0%	1.741	34.0%			22.559	10.593	47.0%	Delayed > 6 mths		
Humber Wastewater Treatment	26.602	17.543	65.9%	22.889	86.0%			552.794	257.255	46.5%	On Track		
Island Treatment Plant	2.133	0.432	20.3%	0.952	44.6%		#3	45.747	11.938	26.1%	Delayed < 6 mths		
Linear Engineering	113.872	56.967	50.0%	94.914	83.4%			1,205.138	854.540	70.9%	On Track		
Pumping Stations&Force mains	15.472	11.331	73.2%	15.104	97.6%			103.288	46.003	44.5%	On Track		
Sewer Rehabilitation	84.627	39.290	46.4%	70.280	83.0%			991.089	713.086	71.9%	On Track		
Sewer Replacement	26.439	7.697	29.1%	17.352	65.6%		#4	152.149	62.688	41.2%	Delayed > 6 mths		
Trunk Sewers	16.301	6.904	42.4%	10.216	62.7%		#1	382.478	244.473	63.9%	On Track		
Trunk Water mains	15.495	2.795	18.0%	4.841	31.2%	Site Condition Issues		41.505	9.662	23.3%	Delayed > 6 mths		
Watermain Cleaning & Lining	49.971	20.577	41.2%	47.566	95.2%			903.545	773.409	85.6%	On Track		
Watermain Replacement	99.183	33.283	33.6%	64.659	65.2%			882.035	601.057	68.1%	Delayed > 6 mths		
Water Service Replacement	4.007	2.159	53.9%	3.617	90.3%			56.530	43.190	76.4%	On Track		
WT - Storage & Treatment	43.691	17.076	39.1%	31.078	71.1%			212.953	123.799	58.1%	Delayed < 6 mths		
WTP - Plantwide	35.013	9.251	26.4%	26.307	75.1%			81.108	47.530	58.6%	On Track		
WWF - Implementation Projects	7.435	1.558	21.0%	3.171	42.6%			109.967	36.987	33.6%	Delayed > 6 mths		
WWF - Stream Restoration	21.724	2.737	12.6%	12.084	55.6%		#5	208.704	81.386	39.0%	Delayed < 6 mths		
Yards & Facilities	1.295	0.785	60.6%	0.901	69.6%		#1	11.454	4.339	37.9%	On Track		
<b>State of Good Repair</b>	<b>694.863</b>	<b>275.697</b>	<b>39.7%</b>	<b>528.965</b>	<b>76.1%</b>			<b>9,087.984</b>	<b>4,736.579</b>	<b>52.1%</b>			
Ashbridges Bay Treatment Plant	1.514	0.321	21.2%	0.675	44.6%	Procurement Delays		#1	58.268	47.581	81.7%	On Track	
Water Meter Program (AMR)	24.466	4.896	20.0%	7.751	31.7%			354.807	242.451	68.3%	Delayed > 6 mths		
Business & Technology Support	21.050	5.471	26.0%	11.966	56.8%			158.963	84.663	53.3%	Delayed > 6 mths		
Basement Flooding Program	178.919	50.674	28.3%	104.055	58.2%			2,125.152	968.575	45.6%	Delayed > 6 mths		
RC Harris Treatment Plant	2.188	0.071	3.3%	0.260	11.9%			16.118	2.429	15.1%	Delayed > 6 mths		
Highland CreekTreatment Plant	29.351	15.376	52.4%	24.061	82.0%			750.359	126.640	16.9%	On Track		
FJ Horgan Treatment Plant	1.377	0.819	59.5%	1.377	100.0%			4.907	1.931	39.4%	On Track		
Humber Wastewater Treatment	1.016	0.248	24.4%	0.900	88.6%			138.189	39.072	28.3%	On Track		
Island Treatment Plant	0.484	0.148	30.6%	0.356	73.6%			8.664	7.883	91.0%	Completed		
Linear Engineering	3.616	0.883	24.4%	1.773	49.0%	Project Mgmt and Capacity Issues		32.663	11.127	34.1%	Delayed < 6 mths		
Trunk Sewers	5.402	2.360	43.7%	3.760	69.6%		#1	39.822	3.665	9.2%	On Track		
Trunk Water mains	0.307	0.130	42.4%	0.297	96.7%			8.624	7.813	90.6%	On Track		
WT - Storage & Treatment	0.386	0.007	1.7%	0.133	34.5%		#6	33.116	31.409	94.8%	Delayed > 6 mths		
WTP - Plantwide	8.321	3.026	36.4%	6.589	79.2%			257.413	40.296	15.7%	On Track		
WWF - Implementation Projects	24.502	7.590	31.0%	11.629	47.5%			889.152	677.868	76.2%	Delayed > 6 mths		
WWF - TRCA	13.488	9.462	70.2%	12.615	93.5%			187.368	183.342	97.9%	On Track		
Yards & Facilities	8.265	2.191	26.5%	5.269	63.8%			141.641	52.172	36.8%	Delayed > 6 mths		

Service Improvements	324.652	103.673	31.9%	193.465	59.6%			5,205.225	2,528.915		
Ashbridges Bay Treatment Plant	7.620	0.878	11.5%	3.903	51.2%	Vendor Issues		459.135	10.339	2.3%	Delayed < 6 mths
Island Treatment Plant	0.070	0.035	50.2%	0.070	100.0%			22.815	0.805	3.5%	On Track
Linear Engineering	0.945	0.146	15.5%	0.496	52.5%		#1	4.364	1.759	40.3%	On Track
New Service Connections	43.184	30.879	71.5%	42.521	98.5%			672.590	535.727	79.7%	On Track
New Sewers	6.267	0.377	6.0%	4.209	67.2%	Other	#7	274.876	50.781	18.5%	Delayed > 6 mths
Pumping Stations&Forcemains	0.275		0.0%	0.014	5.1%	Project Mgmt and Capacity Issues		31.483	26.513	84.2%	Delayed > 6 mths
Trunk Sewers	15.781	3.440	21.8%	11.149	70.6%		#1	994.825	30.533	3.1%	On Track
Trunk Watermains	4.953	0.676	13.7%	0.887	17.9%		#1	113.645	102.082	89.8%	On Track
Water Efficiency Plan	0.751	0.179	23.8%	0.433	57.7%		#1	14.333	12.673	88.4%	On Track
Watermain Replacement	8.640	0.038	0.4%	1.046	12.1%	Coordination Challenges		178.290	104.972	58.9%	Delayed > 6 mths
WT - Storage & Treatment	0.518	0.236	45.5%	0.250	48.3%		#1	7.196	6.368	88.5%	Completed
<b>Growth Related</b>	<b>89.004</b>	<b>36.885</b>	<b>41.4%</b>	<b>64.978</b>	<b>73.0%</b>			<b>2,773.554</b>	<b>882.553</b>		
<b>Projects Total</b>	<b>1,224.212</b>	<b>452.784</b>	<b>37.0%</b>	<b>857.877</b>	<b>70.1%</b>			<b>18,613.617</b>	<b>9,247.086</b>		

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		
		\$	%	\$	%								
Downsview Trunk Watermain (CPW041-06, CPW060-20)	4.849	0.712	14.7%	0.810	16.7%		#8	85.005	64.446	75.8%	Completed		
Start Date: Jan 31, 2023; Original Planned Completion Date: Dec 31, 2026; Revised Planned/ Actual Completion Date: Dec 31, 2026													
Ashbridges Bay D Building (CWW019-34)	23.702	15.432	65.1%	22.201	93.7%		#9	99.126	54.225	54.7%	On Track		
Start Date: Mar 31, 2018; Original Planned Completion Date: Dec 31, 2030; Revised Planned/ Actual Completion Date: Dec 31, 2030													
Outfall Construction (CWW039-06)	12,186	7,421	60.9%	12,186	100.0%		#10	287.189	260.276	90.6%	On Track		
Start Date: Jan 31, 2018; Original Planned Completion Date: Dec 31, 2027; Revised Planned/ Actual Completion Date: Dec 31, 2027													
Fairbanks Silverthrone (CWW421-22)	57,363	24,919	43.4%	38,074	66.4% Other		#11	338.664	222.158	65.6%	Delayed < 6 mths		
Start Date: Oct 31, 2021; Original Planned Completion Date: Dec 31, 2028; Revised Planned/ Actual Completion Date: Dec 31, 2028													
Don & Waterfront - Offline Storage Tank (CWW480-02)	4,356	1,729	39.7%	1,854	42.6% Regulatory Delays		#12	72,566	10,283	14.2%	Delayed > 6 mths		
Start Date: Sept 30, 2017; Original Planned Completion Date: Dec 31, 2031; Revised Planned/ Actual Completion Date: Dec 31, 2031													
Don & Waterfront Trunk/CSO Construction - Phase 1 (CWW480-03)	0.700	0.531	75.9%	0.810	115.7%		#13	456.805	434.211	95.1%	Completed		
Start Date: Jan 31, 2018; Original Planned Completion Date: Dec 31, 2026; Revised Planned/ Actual Completion Date: Dec 31, 2026													

#### Note Section:

##### Note # 1

Several projects are proceeding on time and/or nearing completion with reduced spending as some of expenditures are subject to infrastructure need and demand for various programs.

##### Note # 2

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 # 3

Island Flooding Resiliency project is nearing completion with reduced spending. Although substantial completion was achieved in 2024, project has been delayed due to the need to resolve some project deficiencies resulting in on-going project costs.

##### Note # 4

Some Sewer Replacement projects from the 2025-2026 Program are experiencing delays due to either complex site conditions, or coordination with Other stakeholders. Under budget awards or anticipated awards have also contributed to the forecast

##### Note # 5

Watercourse construction projects are experiencing delays to address site conditions with additional delays due to permitting challenges and outstanding TRCA agreements.

##### Note # 6

Improved Treatment Studies project is delayed pending confirmation of approval of research funding.

##### Note # 7

Waterfront Sanitary Master Servicing Plan project delayed in the design of the new Portlands sewage pumping station and forcemain/gravity sewer, which have delayed the start of construction.

##### Major Capital Projects

##### Note # 8

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 # 9

Project was awarded in 2023, and is currently proceeding on track in 2025.

##### Note #10

Construction started in early 2019, and is currently projected to proceed ahead of the forecast, reallocation to be completed at year-end.

##### Note #11

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 ongoing after delayed agreement execution and construction commencement.

##### Note #12

Construction works for the first phase of the project was completed in 2024. Phase 2 construction will start in 2025 after delays due to challenges in obtaining permits, which are now resolved.

##### Note #13

The Coxwell Bypass Tunnel is approximately 99 per cent complete. The construction of the five main shafts that are connected to this tunnel is complete: at Ashbridges Bay Treatment Plant; in the Keating Railyard (Lakeshore Ave and Don Roadway); on Bayview Avenue at Bloor Street; at the North Toronto Wastewater Treatment Plant; and at the Coxwell Ravine Park.