

## **Enhancing Capital Construction Delivery**

**Date:** March 27, 2025

**To:** Infrastructure and Environment Committee

**From:** Deputy City Manager, Infrastructure Services

**Wards:** All

### **SUMMARY**

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Toronto is undergoing an unprecedented wave of infrastructure investment to modernize aging assets, meet the demands of growth, enhance mobility, and build resilience—all while managing record congestion.

#### **The Evolution of Canada's Largest Municipal Capital Program**

The City's Infrastructure Services service area oversees Toronto's most significant capital programs, including Toronto Water, Transportation Services, and Solid Waste Management, and manages the largest municipal capital program in Canada. In 2025, it is projected to invest more than \$2 billion. Engineering and Construction Services, responsible for delivering the major projects in this portfolio, has nearly tripled its capital delivery rate over the past ten years, now exceeding \$1 billion annually. As Toronto continues investing in growth, resilience, and state-of-good-repair projects, this number is expected to rise further.

#### **Essential Infrastructure Needs**

These investments are essential to Toronto's economic competitiveness and livability, ensuring residents, businesses, and future developments have access to reliable infrastructure, including roads, sidewalks, transit, sewers, and watermains. They also enhance the city's resilience by upgrading and adapting infrastructure to help withstand the increasing impacts of extreme weather.

#### **Current Challenges**

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, and capital construction delivery project management methodologies that have not adapted to the growing delivery rate and complexity of coordination.

#### **A Comprehensive, Integrated Strategy**

A four-pronged, systems-based strategy is being recommended to address these challenges by integrating capital coordination, project delivery, procurement, and congestion management into a unified framework. Outlined in the following reports, this

approach will be reviewed by the respective Committees in April and presented to City Council for consideration at its meeting on April 23-25.

1. Strategic Capital Coordination Office – First Annual Report
  - Focus: Foundational steps in program coordination
  - To be considered by the Infrastructure and Environment Committee on April 9, 2025
2. Enhancing Capital Construction Delivery (this report)
  - Focus: Improving project execution to align with the growing delivery rate and increasing coordination complexity
  - To be considered by the Infrastructure and Environment Committee on April 9, 2025
3. Review of Bid Award Panel
  - Focus: Modernizing procurement practices to better support evolving project delivery needs and industry capacity
  - To be considered by the General Government Committee on April 7, 2025.
4. Congestion Management Update
  - Focus: Managing congestion, including mitigating the impacts of critical construction on mobility
  - To be considered by the Infrastructure and Environment Committee on April 9, 2025

Significant construction will remain a visible part of Toronto's landscape, making it important to set realistic expectations. Coordinating infrastructure projects at this scale is inherently complex—tough choices are sometimes required, and the process may not always appear seamless. Essential projects like sewer upgrades, watermain replacements and road improvements will have temporary impacts and can be disruptive. While modernizing procurement is necessary, a natural and healthy tension will continue to exist between meeting industry needs and safeguarding the city's interests. Congestion is a multifaceted challenge that is not solved by enhanced capital construction delivery alone. However, a data-driven, well-coordinated and strategic approach with clear goals will help minimize disruption, improve mobility, and maximize the impact of infrastructure investments.

### **Towards More Efficient Capital Delivery**

The *Enhancing Capital Construction Delivery* program will follow an agile implementation approach, delivering improvements quickly and continuously. It will be supported by an enhanced Integrated Project Management Framework, strong performance metrics, cross-divisional collaboration, leadership support, dedicated staff resources, and a commitment to culture change.

By strengthening planning, execution, and industry accountability, the program will support reliable, scalable project delivery. Success also relies on strong partnerships with engineering consultants and construction contractors, providing them with the clarity and confidence needed to plan and bid effectively. Prioritizing transparency and measurable results will further strengthen public trust.

This marks the beginning of a structured transformation, delivering near-term improvements while laying the foundation for lasting, system-wide change.

## RECOMMENDATIONS

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The Deputy City Manager, Infrastructure Services, recommends that:

1. City Council direct the Deputy City Manager, Infrastructure Services to improve project execution by developing an enhanced Integrated Project Management Framework, that includes responsive on-site contract management to facilitate faster decision-making in the field, with development and implementation beginning in 2025.
2. City Council direct the Chief Engineer and Executive Director, Engineering and Construction Services, to embed the community engagement function into the project management framework, ensuring better communication tools and responsiveness, including moving towards area-based engagement teams with a phased rollout starting in 2025.
3. City Council direct the Chief Engineer and Executive Director of Engineering and Construction Services, and the Chief Procurement Officer, in coordination with relevant Infrastructure Services divisions and Legal Services as needed, to enhance the City's contractor qualification procedures, strengthen the contractor code of conduct beginning in 2025, and implement an enhanced performance management program starting in 2026.
4. City Council direct the Chief Engineer and Executive Director, Engineering and Construction Services and the Chief Procurement Officer in coordination with other Infrastructure Services divisions and Legal Services to develop new contracts, forms, templates and procedures for alternative delivery models with the initial Construction Manager at Risk (CMAR) model to be completed by the end of 2025 and additional alternative delivery models to be reviewed and implemented when appropriate in future years.
5. City Council direct the Director, Strategic Capital Coordination Office to publish a project pipeline by Q1 2026.
6. City Council increase the 2025 Operating Budget for Engineering and Construction Services by approximately \$0.360 million gross and \$0 net for four new temporary positions for a term of 2 years, fully funded from the 2025-2034 Capital Budget and Plan for Transportation Services (50%) and 2025-2034 Capital Budget and Plan for Toronto Water (50%) for the implementation and delivery of the *Enhancing Capital Construction Delivery* program.
7. City Council increase the 2025 Operating Budget for Toronto Water by \$0.085 million gross and \$0 net for one new temporary position for a term of 2 years, fully funded from the 2025-2034 Capital Budget and Plan for Toronto Water for the implementation and delivery of the *Enhancing Capital Construction Delivery* program.

8. City Council increase the 2025 Operating Budget for Transportation Services by \$0.085 million gross and \$0 net for one new temporary position for a term of 2 years, fully funded from the 2025-2034 Capital Budget and Plan for Transportation Services for the implementation and delivery of the *Enhancing Capital Construction Delivery* program.

9. City Council increase the 2025 Operating Budget for Legal Services by \$0.127 million gross and \$0 net for one new temporary position for a term of 2 years, fully funded from the 2025-2034 Capital Budget and Plan for Transportation Services (50%) and 2025-2034 Capital Budget and Plan for Toronto Water (50%) for the implementation and delivery of the *Enhancing Capital Construction Delivery* program.

10. City Council request the Mayor to consider including the required resources in the 2026 Budget process for Engineering and Construction Services to maintain the positions approved in Recommendations 6, 7, 8 and 9 for continued implementation and delivery of the *Enhancing Capital Construction Delivery* program.

11. City Council direct the Deputy City Manager, Infrastructure Services, and the Chief Procurement Officer to report back in Q2 2026 on the progress of the *Enhancing Capital Construction Delivery* program.

## **FINANCIAL IMPACT**

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The report requests approval for seven temporary full-time equivalent positions for the implementation and delivery of the *Enhancing Capital Construction Delivery* program to expedite the execution and delivery of projects efficiently as outlined in this report. Four of these positions will be added to the 2025 Operating Budget for Engineering & Construction Services, one will be added to the 2025 Operating Budget for Toronto Water, one will be added to the 2025 Operating Budget for Transportation Services, and one will be added to the 2025 Operating Budget for Legal Services.

The combined annual costs of \$1.314 million gross and \$0 net (and the 2025 pro-rated cost for partial-year implementation, estimated at \$0.657 million gross and \$0 net), will be fully funded in the 2025-2034 Capital Budget and Plan for Transportation Services (50%) and the 2025-2034 Capital Budget and Plan for Toronto Water (50%).

Any changes or enhancements to the staffing complement, based on operational needs and continued efforts to enhance capital project delivery, will be reflected in the 2026 and future budget submissions for the Mayor's consideration as part of the annual budget process.

<b>Division</b>	<b>Position</b>	<b>Number of Positions</b>	<b>2025 Pro-Rated Cost (\$ Millions)</b>	<b>Annual Cost (\$ Millions)</b>
Engineering & Construction Services	Project Director (Implementation)	1	\$0.105	\$0.210
	Senior Engineer and Project Manager (Implementation and Delivery)	3	\$0.255	\$0.510
Toronto Water	Senior Engineer and Project Manager (Implementation and Delivery)	1	\$0.085	\$0.170
Transportation Services	Senior Engineer and Project Manager (Implementation and Delivery)	1	\$0.085	\$0.170
Legal Services	Solicitor 1 (Implementation and Delivery)	1	\$0.127	\$0.254
	Total	7	\$0.657	\$1.314

The Chief Financial Officer and Treasurer has reviewed this report and agrees with the financial implications as contained in the Financial Impact Section.

## **DECISION HISTORY**

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On April 20, 2023 General Government Committee adopted GG3.21 - Request for Review of Engineering Services Capital Delivery Models and directed the Interim Chief Engineer and Executive Director of Engineering and Construction Services and the Chief Procurement Officer, in consultation with the General Manager, Transportation Services and the General Manager, Toronto Water, review the engineering services capital delivery models including in-house, program management, traditional consultant design and construction, and hybrid models used for large complex municipal infrastructure programs and projects including Basement Flooding, Bridge Rehabilitation, State of Good Repair Road Rehabilitation and Major Infrastructure, and report back with recommendations to the General Government Committee by the end of 2023. The Interim Chief Engineer and Executive Director of Engineering and Construction Services and the Chief Procurement Officer, in consultation with the

General Manager, Transportation Services and the General Manager, Toronto Water, review the engineering services capital delivery models with emphasis on the composition, size and complexity of contracts, and commensurate internal resource requirements to oversee contracts, with a view to increase competition and favourable pricing and value from delivery partners, and in consultation with industry stakeholders, and to include this in the report back to the General Government Committee.

<https://secure.toronto.ca/council/agenda-item.do?item=2023.GG3.21>

On September 20, 2023, the Infrastructure and Environment Committee adopted IE6.7 - Military Trail Road Reconstruction and directed the Chief Engineer and Executive Director, Engineering and Construction Services and the Chief Procurement Officer to report to the Infrastructure and Environment Committee on how construction general contractors contracted by the City of Toronto are evaluated and how their performance may be taken into account on future contracts. Requested the Chief Engineer and Executive Director, Engineering and Construction Services, to report to the Infrastructure and Environment Committee in the First Quarter of 2024 with an evaluation of the of the contract management model that the City uses to oversee infrastructure work done by contractors.

<https://secure.toronto.ca/council/agenda-item.do?item=2023.IE6.7>

On October 11 and 12, 2023 City Council adopted MM11.10 Establishing an Enforceable Enhanced Code of Conduct for Construction and Repair Companies Under Contract to the City of Toronto and directed the Deputy City Manager, Infrastructure Services to develop an enforceable enhanced Code of Conduct to be adhered to and signed by all companies doing construction, repair or maintenance work under contract to the City of Toronto and to report back to the Infrastructure and Environment Committee with draft recommendations by the first quarter of 2024.

<https://secure.toronto.ca/council/agenda-item.do?item=2023.MM11.10>

On December 6, 2023, the General Government Committee adopted GG8.27 Update on Review of Engineering Services Capital Delivery Models Used for Large Complex Municipal Infrastructure Programs and Projects and directed the Chief Engineer and Executive Director, Engineering and Construction Services and the Chief Procurement Officer, Purchasing and Materials Management report back by the fourth quarter 2024 with the findings of the consultant's review of capital delivery model options and best practices as well as the recommendations from the working group, comprised of staff in Engineering and Construction Services, Toronto Water, Transportation Services and Purchasing and Materials Management.

<https://secure.toronto.ca/council/agenda-item.do?item=2023.GG8.27>

On March 20 and 21, 2024, City Council adopted IE11.1 Congestion Management Plan 2023-2026 - Update, which included direction to the Chief Engineer and Executive Director, Engineering and Construction Services, to conduct a review on ways the community outreach and Councillor liaison functions can be enhanced to better support Councillors' offices on Engineering and Construction Services-delivered projects and report back in the third quarter of 2024; such review is to include consideration of having dedicated staff that would serve as a single point of contact for Councillors for all Engineering and Construction Services-delivered projects.

<https://secure.toronto.ca/council/agenda-item.do?item=2024.IE11.1>

## COMMENTS

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### **Insights, Analysis and Implementing a Data-Driven Approach**

This comprehensive, multifaceted process for identifying and addressing challenges integrates insights from Committee and Council motions, an independent analysis by management consulting firm KPMG LLP, and extensive City-led research. By drawing on the perspectives of policymakers, industry experts, City staff, and community stakeholders, this approach ensures that strategies are grounded in real-world challenges, informed by data, and aligned with best practices for capital project delivery.

#### ***Committee and Council Motions***

Several Committee and Council motions identified challenges in the capital construction delivery process and requested reviews that examined project delivery, contractor accountability, and streamlined procurement processes, with a goal of ensuring infrastructure projects are completed efficiently and with minimal disruption.

#### ***Management Consultant Assignment***

A management consultant, KPMG LLP, was engaged to conduct a comprehensive assessment of Infrastructure Services' capital program delivery and offer actionable recommendations. The resulting report, available in Attachment 1, provides an in-depth analysis of current practices and outlines key areas for improvement. These findings have been incorporated into the City's implementation plan.

The consultant's assessment evaluated Infrastructure Services' capital program delivery across seven dimensions, including project management, design, procurement, delivery, industry relations and community engagement (Figure 1). The results of the assessment show that the City falls between a two and three on a five-point scale, indicating that there is significant room for improvement across all dimensions.

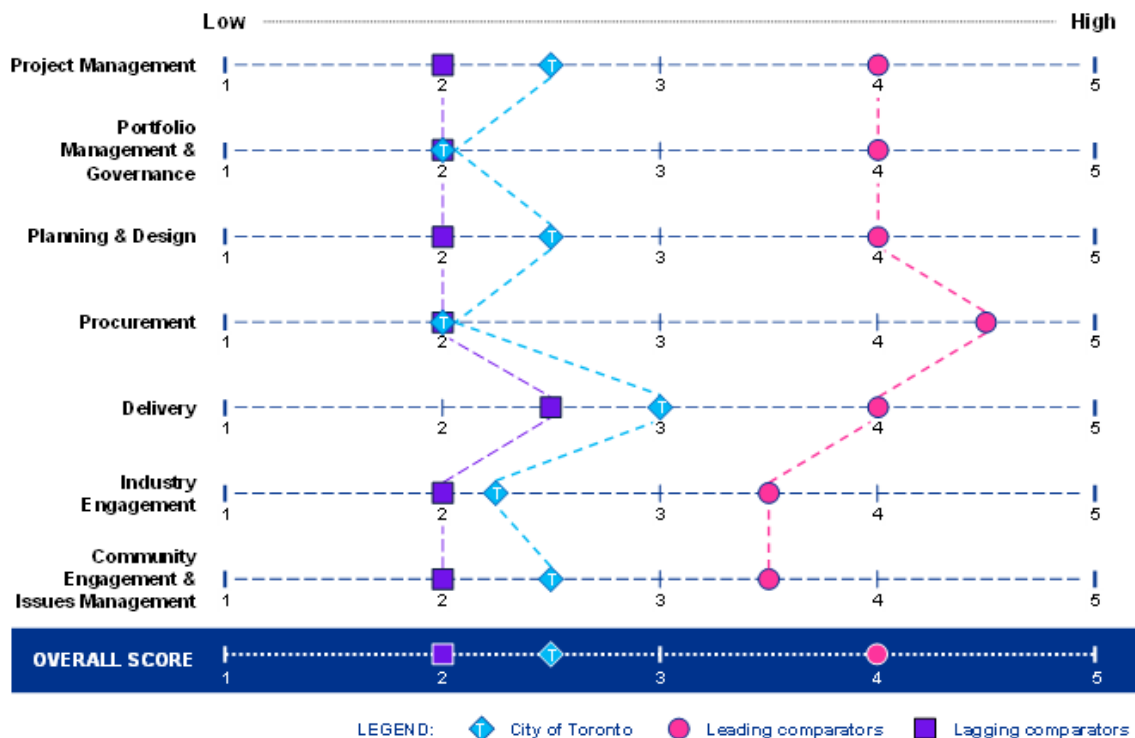


Figure 1, Comprehensive Assessment of Capital Program Delivery: Seven Key Dimensions

The core gap identified by the consultant and driving the City's current score is an effective, enterprise-wide project management framework to guide the planning, procurement, delivery and coordination of capital projects and the broader capital project portfolio. While Infrastructure Services has project management frameworks in place, the consultant found that they are used inconsistently and lack many of the core elements required to effectively deliver a complex capital program, including stage gates and project categorization.

The consultant also examined the City's use of delivery models. The findings indicate that while the Design-Bid-Build model has been used successfully and appears appropriate for most capital projects delivered by Infrastructure Services, alternative delivery models could be beneficial for projects that require greater involvement by a contractor to manage project-specific issues. Making use of alternative delivery models will require significant changes across the project delivery lifecycle and should begin with the development of a delivery model selection framework and contract documents.

Another component of the consultant's assignment focused on market interest in City capital projects. The consultant found that market interest in City capital projects is declining and that there is growing frustration among the City's delivery partners related to procurement, project qualification requirements, risk-sharing, project-level decision-making and project timelines. To address these challenges, the report identifies a number of recommendations, including accelerating award timelines, increasing risk-sharing arrangements, and implementing more effective performance evaluations.

Overall, the consultant report includes more than 30 preliminary actions to bridge the identified gaps and enhance the performance of Infrastructure Services' capital program delivery.



The central initiative is the development and implementation of an effective, enterprise-wide project management framework, including stage gates, effective quality assurance controls and formal delivery model evaluation. The framework would build on existing materials, such as the Capital Works Procedures Manual, by addressing gaps and ensuring consistency across projects and delivery partners. Additional recommendations relate to procurement, industry engagement and community engagement.

Taken together, these recommendations will help Infrastructure Services move towards a level four on the consultant's five-point assessment scale, reflecting a commitment to excellence in infrastructure delivery and stewardship of Canada's largest municipal infrastructure program.

With its emphasis on increasing operational effectiveness, fostering market engagement, improving community engagement and delivering high-quality infrastructure projects, the consultant report lays the foundation for sustained improvement and long-term success in the City's capital project delivery.

### ***City-led Research and Analysis***

The *Enhancing Capital Construction Delivery* program is also informed by extensive City-led research and analysis, including insights from the Capital Delivery Improvements (CDI) Review (2022–2023) conducted by Transportation Services, Toronto Water, and Engineering & Construction Services. This initiative has since been integrated into the Strategic Capital Coordination Office, aligning with Council directives and the findings of the KPMG report. Further details can be found in the Strategic Capital Coordination Annual Review Report, which is being considered at the same committee and Council meetings.

The CDI Review led to the establishment of the Capital Delivery Improvement Implementation team within the Strategic Capital Coordination Office (SCCO). This team focuses on early-stage project coordination within the Project Management Framework, ensuring projects are well-defined, risks are mitigated, and internal and external coordination is optimized before construction begins.

Building on this foundation, the *Enhancing Capital Construction Delivery* program strengthens project execution, emphasizing reliable delivery. It enhances performance metrics, contractor accountability, and project management frameworks to support scalable and reliable delivery.

The two functions work together to create a cohesive, end-to-end approach to capital project delivery.

### **Enhancing Capital Construction Delivery: Five Key Objectives**

To address current challenges and future demands, the plan to enhance capital construction delivery is built around five key objectives. Grounded in core capital delivery principles, these objectives integrate insights from Committee and Council motions, management consultant recommendations, and City-led research.

They are designed to strengthen project planning, execution, efficiency, engagement, and workforce readiness while fostering a culture of continuous improvement.

Recognizing that isolated actions will not drive meaningful change, the *Enhancing Capital Construction Delivery* program plan emphasizes a comprehensive cultural shift and a systematic, coordinated approach. An agile implementation strategy will enhance project execution by enabling continuous adaptation to evolving challenges, optimizing processes based on real-time insights, and incorporating industry best practices for improved efficiency and accountability.

### **1. *Strengthen Project Management and Delivery Reliability and Capacity***

An enhanced Integrated Project Management Framework will be developed to ensure consistency in project execution, incorporating clear stage gates, risk management protocols, and digital tools for real-time project tracking. To accelerate project delivery and minimize disruptions, the City will implement targeted strategies such as reduced timelines, performance-based incentives and extended work hours where feasible. Construction contract management practices will be strengthened with earlier involvement in design, and changes that promote enhanced in-field decision-making allowing for greater responsiveness and more efficient issue resolution during construction.

Updated on-site inspection and contract administration requirements will enhance quality control, ensuring projects are delivered to the highest standards while maintaining accountability. A Quality Assurance Program will reinforce oversight, while real-time digital platforms will improve reporting, streamline communication, and support proactive project management. This, along with the efforts of the Strategic Capital Coordination Office, will further strengthen collaboration across City divisions, reducing project conflicts and improving implementation efficiency.

To improve site management and minimize disruptions, new clear and enforceable contractor expectations will be introduced, ensuring greater accountability in project execution.

### **2. *Enhance Community Engagement and Transparency***

Effective engagement requires a coordinated, two-stage approach, beginning with a city-wide overview of the annual capital program, followed by detailed, project-specific information.

The Strategic Capital Coordination Office (SCCO) sets the foundation by providing Councillors with a comprehensive annual capital plan, including ward-specific project listings, ensuring a clear and transparent overview of upcoming infrastructure investments.

Building on this foundation, project delivery groups (i.e. Engineering & Construction Services, Toronto Water, Transportation Services, Solid Waste Management Services) provide detailed, project-specific information, ensuring Councillors and communities receive relevant updates tailored to their area. These engagement teams need to be

fully integrated into the project management planning and framework, to support improving timely communication and responsiveness to local concerns.

For Engineering & Construction Services, the largest of the delivery groups, expanded engagement tools—including enhanced web-based information, onsite pop-ups, and project-specific newsletters—will make updates more accessible and consistent. Additionally, a move towards a geographic-based engagement model will improve coordination by tailoring outreach to specific areas, fostering more meaningful collaboration with residents, businesses, and City Councillors. Strengthening this proactive and transparent approach will enhance communication, address concerns early, and ultimately support smoother project delivery.

### **3. *Streamline Procurement and Improve Industry Engagement***

Expanding market interest in City projects is essential to increasing competition, attracting top-tier expertise, and reducing costs. Enhancing transparency, streamlining processes, and aligning procurement with industry needs will make the capital program more accessible and appealing to a broader range of contractors and consultants. These improvements will foster a more competitive bidding environment, bringing in diverse expertise and optimizing project costs.

To achieve this, procurement processes are being updated to better reflect industry realities. Solicitation procedures are being streamlined, qualification requirements refreshed, and time-to-award standards established to ensure contracts are issued in a way that maximizes participation and aligns with the construction season. The publication of an industry-facing project pipeline will provide vendors with greater visibility into upcoming opportunities, allowing for better planning and increasing market competition, ultimately leading to stronger bids and better value.

A structured delivery model framework is being introduced to evaluate and apply the most effective procurement approaches based on project type. This framework will improve flexibility, optimize delivery timelines, and ensure that projects are executed using the most suitable contracting strategies. Refinements to contract management strategies include clearly defined timelines, performance-based incentives, and improved mechanisms for addressing unforeseen challenges while maintaining project momentum. As part of this new approach, contracts, forms, templates, and procedures are being developed to support alternative delivery models—starting with the Construction Manager at Risk (CMAR) model, which is expected to be completed by the end of 2025. In the CMAR model, a construction contractor is engaged as the construction manager early in the design phase to assist with planning and is subsequently responsible for overseeing construction. Early contractor involvement is expected to reduce project risk and help improve overall project coordination. Additional alternative delivery models will be reviewed and implemented as appropriate in future years.

Strong industry partnerships remain critical to success. Collaboration with engineering consultants and construction contractors will ensure alignment on project goals, facilitate knowledge sharing, and enhance execution efficiency. Strengthening these

relationships will drive innovation, maintain quality, and create a more responsive and accountable construction environment.

To reinforce accountability, a strengthened vendor performance evaluation framework is being implemented, providing clear enforcement mechanisms and incentives for on-time, high-quality project delivery. Additionally, the development of a new code of conduct for contractors who have been awarded City contracts will set explicit expectations for performance, site management, and professional accountability.

#### **4. *Enhance and Expand Project Management Systems***

The implementation of Trimble Unity project management software, initially being used for major projects being delivered through Engineering and Construction Services, will be a key step in modernizing capital project delivery, enabling real-time tracking, risk assessment, and improved coordination across divisions and stakeholders. This tool will support proactive decision-making, keeping projects on schedule and within budget while identifying potential risks.

As the *Enhancing Capital Construction Delivery* program is implemented, technology will play an increasingly important role in supporting various aspects of the capital delivery process—from procurement and industry engagement to community outreach and stakeholder communications. Digital tools will enhance interactions with residents and businesses, improve vendor visibility into upcoming opportunities, and may help streamline procurement and contract administration.

#### **5. *Workforce Development and Operational Readiness***

A well-equipped and properly resourced workforce is essential to managing Toronto's growing capital program. While the management consultant assessment confirmed that City staff possess strong in-house expertise to successfully deliver planned engineering and infrastructure projects, a comprehensive resourcing assessment will further evaluate capacity across capital delivery groups, identify skill gaps, and ensure alignment with infrastructure investment needs. Standardized processes, training programs, and enhanced project management practices will strengthen technical expertise, improve coordination across divisions, and increase efficiency. Performance metrics will be integrated into workforce planning to track progress and drive continuous improvement.

### **Implementation Plan and Accountability**

#### ***An Agile Approach***

The *Enhancing Capital Construction Delivery* program is already underway, with key strategies being applied to select significant projects in 2025. Using an agile implementation strategy, phased, iterative improvements ensure that lessons from early rollouts drive ongoing refinements.

Unlike a "check-the-box" approach, in which rigid, task-based implementation treats individual actions as isolated accomplishments, agile implementation recognizes that project delivery works as a system—where changes in one area impact others.

Continuous learning and ongoing adjustments support better, more meaningful improvements.

Several major capital projects, including the Gardiner Expressway Strategic Rehabilitation Plan, St. Clair Topham Park Basement Flooding Protection Project, and Bathurst-Fleet-Lakeshore TTC Tracks and Watermain Replacement, have already incorporated accelerated delivery strategies. These include:

- Reduced completion timelines and early completion incentives to expedite work.
- Extended work hours where feasible.
- Advanced traffic modelling to help plan mitigation efforts and inform community engagement.
- Enhanced in-field decision-making to reduce overall project completion timelines.
- Proactive stakeholder coordination with organizations such as the Ontario Food Terminal, Billy Bishop Airport, and Rogers Centre to optimize scheduling and avoid conflicts.

### ***Tracking Progress Through Five Performance Areas***

A structured performance measurement framework is under development to monitor and refine implementation. Five broad categories will guide ongoing assessments:

- Project delivery performance: Adherence to timelines, cost control, and contract requirements.
- Consultant and contractor accountability: Compliance with performance standards and response to incentives.
- Community engagement: Effectiveness of community engagement, responsiveness to concerns, and mitigation of disruptions.
- Technology and process efficiency: Adoption of digital tools, improvements in project coordination, and overall efficiency gains.
- Workforce capacity and readiness: Staffing levels, training effectiveness, and the ability to meet increasing demands.

### ***Resource Allocation and Cross-Divisional Coordination***

To support the implementation and delivery of the *Enhancing Capital Construction Delivery* program, the following new staff positions are proposed.

- Project Director (one position): This senior role will lead the implementation of the *Enhancing Capital Construction Delivery* program, providing strategic oversight and ensuring coordination across all functions including project management, procurement, and industry and community engagement functions.
- Senior Engineer and Project Manager (three positions in Engineering and Construction Services, one position in Toronto Water, one position in Transportation Services): These positions will support the expansion and consistent application of the Integrated Project Management Framework. They will strengthen on-site delivery oversight, improve contract administration, and ensure projects are delivered to scope, schedule, and budget expectations.
- Solicitor 1 (one position in Legal Services): This role will support the implementation of improved construction contract management and procurement practices. The Solicitor will provide dedicated legal expertise on contract development, procurement processes, and vendor performance enforcement to help streamline

project delivery, reduce risk, and ensure accountability across all phases of capital construction.

These roles are critical to ensuring the City can deliver infrastructure projects efficiently and build a more accountable, transparent, and high-performing capital program.

## **CONTACT**

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## **SIGNATURE**

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Will Johnston,  
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## **ATTACHMENTS**

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Attachment 1: Capital Delivery Review, final Report from KPMG LLP