

Annual Strategic Capital Coordination Report

Date: March 27, 2025

To: Infrastructure and Environment Committee

From: Deputy City Manager, Infrastructure Services

Wards: All

SUMMARY

This first annual report of the Strategic Capital Coordination Office (SCCO) highlights the foundational work completed since its creation in April 2024 to strengthen how the City of Toronto coordinates infrastructure construction across multiple divisions, agencies, utilities, and private partners. As directed by City Council, this report provides a status update on SCCO's activities and a list of significant forecasted construction projects within the approved capital program.

Year One Progress Highlights

SCCO was established in response to Council's direction to strengthen capital planning and coordination across City divisions, agencies, utilities, and private developers. The goal of the SCCO is to reduce public disruption, improve project delivery, and support a more integrated, city-wide approach to managing Toronto's right-of-way space.

In its first year, SCCO has laid the foundation for long-term improvements in how the City plans and delivers construction projects. While process improvements remain a central focus, some of the most impactful progress has come from building alignment and shared accountability among the many partners involved in delivering construction in the City's right-of-way. SCCO's work demonstrates a shift from working in silos to working together to deliver infrastructure more efficiently.

Key accomplishments include:

- Improved collaboration with utilities, the TTC, and other stakeholders to identify and address issues before they impact construction schedules.
- Establishment of an enhanced governance structure to support timely decision-making and increased accountability, consolidating 19 existing coordination tables into five streamlined tables.
- Expansion of the capital coordination process to high-growth cluster areas.
- Better integration of in-year changes to construction programs.

- Implementation of process enhancements to support more efficient city-wide coordination of capital projects.
- Introduction of new performance metrics for continuous improvement.

A Critical Time for Capital Coordination

This first SCCO annual report comes at a critical time. The creation of SCCO in 2024 responded to the growing complexity of Toronto’s construction environment. Over the past decade, the scale of City-led infrastructure programs has expanded significantly, accompanied by increased utility work, rapid private development, more transit projects, and increased congestion.

To address these challenges, a four-pronged, systems-based strategy is being recommended that integrates capital coordination, project delivery, procurement, and congestion management into a unified framework. At the centre of this approach, the SCCO plays a critical coordinating role in bringing together all parts of the system by providing a city-wide lens, structured governance, and consistent engagement with internal and external partners.

Outlined in the following reports, this integrated strategy will be reviewed by the respective Committees, including Infrastructure and Environment Committee (IEC) on April 9, and General Government Committee (GGC) on April 7, and presented to City Council for consideration at its meeting on April 23–25, 2025.

1. Strategic Capital Coordination Office (this report) (IEC)
 - Focus: Foundational steps to improve program coordination
2. Enhancing Capital Construction Delivery (IEC)
 - Focus: Improving project execution to meet the pace and complexity of capital delivery
3. Review of Bid Award Panel (GGC)
 - Focus: Modernizing procurement to support evolving delivery models and industry capacity
4. Congestion Management Update (IEC)
 - Focus: Reducing the mobility impacts of critical infrastructure construction

The Ongoing Work of Capital Delivery Coordination

Coordinating capital construction in a growing and dynamic city like Toronto is inherently complex. It involves aligning a multitude of projects across City divisions, external agencies, utilities, private developers, and transit operators, each with their own priorities, timelines, and constraints. Projects must navigate limited space in the right-of-way, aging infrastructure, and a congested urban environment, all while minimizing disruption to the public.

This complexity means that while there will be immediate benefits, many outcomes including improved reliability, reduced conflict, and greater efficiency, will require sustained effort and long-term commitment. The SCCO’s focus on governance, stakeholder collaboration, performance measurement, and process improvement provide a strong foundation for continued progress.

As the City continues to invest in critical infrastructure and respond to growth pressures, SCCO's role in coordinating construction activity is already contributing to more consistent and predictable city-wide capital program planning. The early accomplishments outlined in this report reflect measurable progress in reducing duplication, improving communication, and identifying potential conflicts earlier. Ongoing implementation of governance and process reforms, expansion of long-range planning in cluster areas, and continued collaboration with internal and external partners will help SCCO fulfill its mandate and deliver meaningful results.

RECOMMENDATIONS

The Deputy City Manager, Infrastructure Services recommends that:

1. The Infrastructure and Environment Committee receive this report for information.

FINANCIAL IMPACT

There are no financial implications resulting from the adoption of this report.

DECISION HISTORY

At its meeting of October 9, 2024, City Council considered IE16.2- Enhancing Capital Infrastructure Program Coordination that was adopted with amendments by Infrastructure and Environment Committee on September 27, 2024. Council adopted the report with further amendments and directed the Deputy City Manager, Infrastructure Services to provide Ward councillors with a summary of upcoming year forecasted construction projects and commencing in 2025, an annual report of the Strategic Capital Coordination Office and construction hubs, including a list of significant forecasted construction projects within the approved capital program. The direction of City Council for item IE16.2 can be found at: <https://secure.toronto.ca/council/agenda-item.do?item=2024.IE16.2>

At its meeting of July 24, 2024, City Council adopted recommendations with amendments for EX16.1 - Acceleration of the State of Good Repair Design-Build Contract for the F.G. Gardiner Expressway Rehabilitation Section 2 - Dufferin Street to Strachan Avenue and Enhanced Congestion Management Measures. Council adopted the amended motion to direct the Chief Financial Officer and Treasurer, and the Executive Director, Engineering and Construction Services, in consultation with the General Manager, Transportation Services, to include safety and traffic congestion as part of the prioritization criteria used by the new construction coordination office. The direction of City Council for EX6.1 can be found at: <https://secure.toronto.ca/council/agenda-item.do?item=2024.EX16.1>

At its meeting of November 8, 2023, City Council considered the Congestion Management Plan 2023-2026 that was adopted with amendments by Infrastructure and Environment Committee on October 25, 2023. Council adopted the report with further amendments and directed the Deputy City Manager, Infrastructure Services to further enhance and expand the existing capital coordination programs and report back in the second quarter of 2024 with an approach to this work that improves integration across major capital projects, enhances oversight and accountability and streamline processes. The direction of City Council for item IE7.2 can be found at: <https://secure.toronto.ca/council/agenda-item.do?item=2023.IE7.2>

COMMENTS

In April 2024, the Strategic Capital Coordination Office (SCCO) was established to plan, oversee, and enhance the City's capital coordination while supporting efforts to manage congestion and improve the timely delivery of the coordinated capital program. The following work has been undertaken by the SCCO team since its inception.

Strengthened Communication and Collaboration

The success of Toronto's capital coordination process depends on early engagement, clear communication, and collaborative partnerships. Over the past year, SCCO has strengthened relationships among City divisions, the TTC, utilities, and businesses to resolve issues proactively and support timely delivery. Earlier and more consistent engagement has already improved alignment and reduced risks of delay by identifying and addressing issues before they impact construction schedules.

Engaging Utilities

The Utility companies have been engaged to secure their support and commitment to the City-led strategic capital coordination process with liaison meetings as a forum for escalation and resolution of complex project issues that cannot be resolved at the working tables. The key utilities, including Toronto Hydro, Hydro One, Bell, Beanfield and Videotron have committed to engaging in the escalation process and to share their construction programs with the City as early as possible to enhance coordination and protect planned construction projects. In addition to the escalation meetings with utilities, we have established regular liaison meetings with Toronto Hydro for ongoing coordination. The SCCO is working to expand and include additional utilities in this process.

Process Integration with TTC

In Q4 2024, the SCCO and TTC began implementing improvements to construction planning, coordination, and service disruption processes.

These changes have enhanced the City's access to up-to-date information on TTC's planned construction activities, project modifications, and associated service disruptions that may affect traffic and congestion. A more complete inventory of TTC construction

projects is now available through T.O. INview, the City's GIS-based mapping tool for tracking planned infrastructure work. In addition to updates on TTC's track rehabilitation program, the City now receives earlier notification of changes to all TTC programs, such as station upgrades and overhead electrical work that may result in shuttle bus service and require integrated planning. This earlier and more detailed access to TTC project data is a meaningful step forward, allowing the City to better align its construction schedules with transit projects and minimize overlapping impacts on road users.

As a result of these improvements, new protocols and coordination touchpoints have been established to help identify and resolve potential conflicts between TTC projects, City divisions, and utilities. Through this improved coordination process, the City and TTC worked together to re-sequence the TTC high priority track projects to avoid additional public disruption on corridors impacted by the Gardiner rehabilitation project while enabling critical track work to be completed in 2025 and rescheduling the remaining list as high priority in future years.

Governance for Timely Decision-Making and Accountability

Effective capital coordination requires clear roles, consistent escalation pathways, and timely decision-making. Good governance drives accountability, facilitates structured engagement, and promotes transparency and trust, ultimately supporting more effective capital coordination.

In late 2024, SCCO conducted a governance review of 19 existing coordination tables, identifying duplications and inefficiencies and consolidated them into five streamlined governance tables. Charters are in development for each of the five new tables to define clear membership, mandates, desired outcomes, and roles and responsibilities to support both operational coordination and strategic planning. Implementation of the new governance model will begin in April 2025.

Expanded Capital Coordination Process

The SCCO is expanding the capital coordination program from a 5-year outlook to a 10-year view to better manage infrastructure planning in high-growth areas with complex construction needs, known as cluster areas. This broader outlook allows for earlier identification of risks and more effective coordination of overlapping projects. SCCO is also taking on a more active role in managing construction conflicts that arise during the year of delivery (in-year coordination).

Traditionally, the City coordinates its capital program based on the 5-year capital plans submitted by divisions and the TTC. The process begins with a comprehensive review of all known public and private projects, including those led by utilities, developers, and Metrolinx. This review looks for opportunities to bundle projects and sequence work to reduce public disruption. A 'locked-in' capital program is finalized approximately three years before construction begins. Once locked in, any changes must go through a formal process to assess potential conflicts and protect other projects scheduled for that year.

This expanded approach has already played a key role in preparing for the 2026 construction season, particularly in support of the FIFA World Cup 2026 (FWC26). SCCO has been working closely with the FWC26 Secretariat to identify and manage construction around key routes and downtown areas between May 1 and July 31, 2026, when the City expects significant global attention and visitor traffic. Upcoming projects have been reviewed to determine which ones should be completed ahead of this period, paused temporarily, or deferred to start after the event. This planning will support essential infrastructure work while minimizing disruption for residents and visitors during this major event.

Strategic Coordination of Cluster Areas

In 2022, the Deputy City Manager, Infrastructure [and Development] Services commissioned KPMG to assess how the City could improve capital coordination. One of the key recommendations was to take a more strategic, long-term approach by increasing collaboration between public and private stakeholders, particularly in high-growth areas with complex infrastructure needs. These areas, referred to as "clusters," are locations where multiple major projects are planned over an extended period to support growth and development. A capital coordination plan is created for each cluster area to enable better coordination with the City's capital program and to protect the schedule for their construction to support development. At the time of the KPMG report, the cluster areas identified were Woodbine, Downsview, Scarborough City Center, Midtown, Lower Don, Rockcliffe and Ontario Place. Working with City Planning, this list of cluster areas will be updated regularly to reflect changes in development and growth activities.

The SCCO has begun to create longer-term capital coordination plans in four key cluster areas (Rockcliffe, Lower Don, Ontario Place and Downsview). The development of each Cluster plan involves working closely with City Divisions, utilities, agencies, and developers to coordinate construction schedules and protect capital programs. This allows the City to track what infrastructure is needed and by when, to support development and meet accelerated project timelines. It also provides opportunities for the City and others to bundle and/or advance capital projects to maximize investment and reduce public disruption.

One example of this work is the SCCO's leading of the capital coordination working group in the Lower Don cluster. The SCCO is working with representation from Waterfront Toronto, Metrolinx, and various City Divisions to coordinate the many complex projects being delivered by multiple stakeholders including the East Harbour development, Port Lands flood protection work, Broadview Avenue extension, Commissioner Street pumping station and others. Through this working group, participants can compare project schedules and identify opportunities for coordinating and bundling construction. Additionally, the SCCO has restarted the Hydro working group with Hydro One and Toronto Hydro to coordinate the long-term hydro needs in the Lower Don cluster area with the planned revitalization of the area.

Integration of In-year Coordination

The SCCO has implemented an enhanced in-year review process to better manage changes to the "locked-in" annual capital program. This enhanced process manages unexpected issues while minimizing impacts on planned construction and addressing disruptive impacts to the public. The SCCO works with asset owners and external stakeholders to identify and mitigate risks to adjusting the program.

Prior to enhancing the process, construction conflicts arising during the year of construction ('in-year') would often impact other planned projects. These conflicts generally resulted from the impact of permits issued to developers, utilities, and other third parties seeking to occupy the right-of-way. The SCCO's enhanced process now addresses this issue by working with asset owners and external stakeholders to identify and proactively mitigate risks arising from these changes by adjusting their projects as required. This enhanced approach has been employed with success. For example, in 2024, Toronto Hydro approached the SCCO to discuss a project they were planning and required approximately one year to complete. Through the process, the SCCO identified a conflict with a road resurfacing project planned for 2025 and worked with the asset owner to defer the road resurfacing work to 2026 to allow for the completion of Toronto Hydro's work.

The SCCO continues to work on enhancements to the in-year coordination process, and to mitigate potential conflicts arising from these requests. This includes working with Transportation Services to review lane closure permit requests for potential conflicts and where conflicts exist, to work closely with the asset owners to develop a resolution. For utility projects that request permits in-year, the SCCO is developing a process for a more active review of the request to minimize impact to the City's planned projects.

Capital Delivery Process Improvements

An internal Capital Delivery Improvements (CDI) Review was completed in December 2023 by subject matter experts from the Transportation Services, Toronto Water, and Engineering and Construction Services divisions. This review assessed the City's existing construction coordination process and investigated how our internal divisions could improve processes, enhance collaboration, and mitigate risks by providing effective and timely delivery of capital construction. This work identified the need to define and document existing processes, develop new processes and training tools, and execute change management strategies. Completion of key actions will enhance coordination and better define project scopes to improve reliability of construction timelines.

The CDI review culminated with 185 recommended actions for improvement. These actions focused on improving existing construction coordination processes by enhancing collaboration and mitigating risks to drive effective and timely delivery of capital construction projects. The SCCO is actively working on 98 actions for delivery in 2025 with the goal of addressing the remaining 87 actions in 2026.

One of the key recommendations from the CDI review was the development of a new feasibility process for capital delivery projects to improve project delivery reliability. The feasibility process will identify when construction projects require additional time for design and/or construction, ensuring delivery timelines are properly coordinated and communicated to minimize deferrals and delays. The SCCO is working with asset owners and Engineering and Construction Services to work through implementation planning, including process refinements and developing resources and staff training. This work will also be critical for planned future work to introduce a stage-gating process.

Other recommendations from the CDI review will enhance existing processes and improve collaboration and efficiency among the Work Zone, Capital Delivery Coordination and Permits & Enforcement units. Process improvements required within the permit review and coordination process have been identified and early solutions have been implemented to improve internal communication. The team is also engaging City divisions to get early feedback on construction coordination process improvements.

The table below provides an overview of the work underway to implement the recommendations from the 2023 CDI Review. It categorizes the recommendations into nine areas, identifies the 2025 implementation goals and details the progress to-date.

Table 1: Capital Delivery Process Improvements

Category	Recommendations for Delivery 2025	Recommendations for Delivery 2026	2025 Progress
Needs Assessment & Interdivisional Project Clearances <i>23 Recommendations</i>	17	6	15%
Construction Coordination & Conflict Mitigation <i>29 Recommendations</i>	13	16	20%
Project Feasibility & Intake Processes <i>10 Recommendations</i>	10	0	20%
Capital Design & Construction <i>17 Recommendations</i>	11	6	10%
Divisional Engagement <i>15 Recommendations</i>	2	13	20%
Standard Operating Procedures & Pre-Design Work <i>20 Recommendations</i>	17	3	40%
Technology Recommendations <i>32 Recommendations</i>	9	23	15%
Key Performance Indicators & Data Monitoring <i>25 Recommendations</i>	12	13	10%
Other (e.g., Recommendations not assigned other categories) <i>14 Recommendations</i>	7	7	40%

The SCCO will continue to implement CDI recommendations focused on improving the reliability of construction timelines through enhanced planning and coordination. This work is distinct from but will complement the work to enhance construction delivery, as outlined in the *Enhancing Capital Construction Delivery* report.

Performance Tracking and Continuous Improvement

Performance metrics are critical for the SCCO to demonstrate impact by providing tangible evidence of the value of their work over time. As such, the SCCO has developed baseline metrics for program tracking, planning, and delivery.

Initial KPIs were developed to collect baseline data and measure outcomes for three key metrics: reliability of project start and end dates, the number of moratorium violations, and the number of project change requests. As we enhance the project planning and delivery process, we anticipate an increase in the number of projects completed on schedule, alongside a reduction in moratorium violations and project change requests.

A draft dashboard has been developed to reflect the above-mentioned KPIs and monitor the delivery of the Annual Capital Program, to track if construction commitments are met. This proactive management approach allows the SCCO to identify and address coordination issues promptly, minimizes escalation, and optimizes resource use ensuring project efficiency and effectiveness. Once the baseline data and reports are validated, regular dashboard reporting will be generated and circulated to divisions.

Summary of SCCO Progress

The table below provides an overview and status update for the SCCO's accomplishments to-date as described in the sections above.

Table 2: SCCO Progress

Activity	Task	Planned	Target	Percentage Complete
Strengthened Communication and Collaboration	Engaging utilities	Complete	Complete	100%
	Process integration with TTC	Ongoing	Ongoing	85%
	Councillor engagement	Ongoing	Ongoing	100%
Governance for Timely Decision-Making and Accountability	Governance review	Complete	Complete	100%
	Capital coordination charters/mandates	Q1 2025	Q3 2025	25%
	Implementation of new governance structure	Q2 2025	Q3 2025	n/a
Expanded Capital Coordination Process	Strategic coordination of cluster areas	Ongoing	Ongoing	40%
	Integration of enhanced in-year coordination	Complete	Complete	100%
Capital Delivery Improvements	Implementation of CDI report recommendations	Q4 2024	Q4 2026	10%
	Workzone/Permits/Capital Delivery Coordination process review	Q1 2025	Q2 2025	95%
	Workzone/Permits/Capital Delivery Coordination process implementation	Q2 2025	Q2 2025	10%
	Feasibility Team Strategy	Q1 2025	Q1 2025	90%
	Feasibility team Implementation	Q3 2025	Q4 2025	10%
Performance Tracking and Continuous Improvements	Development of Top-3 Priority Metrics Reporting	Q1 2025	Q2 2025	90%
Recruitment	Planned recruitment for 2024	Complete	Complete	100%

Planned Significant Projects for 2025

In December 2024, the SCCO provided a complete list of the 2025 planned capital projects for each ward to the respective ward councillors. The SCCO is committed to ongoing engagement to share details of the Capital Program Coordination with Councillors and the public.

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 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.

As directed by City Council, this report includes a list of significant forecasted construction projects within the approved 2025 capital program. These projects were identified as significant based on the scope/scale of the project, duration of the work, and/or their impact on congestion. This list, categorized by district is included as Attachments 1 to 4. Attachments 5 to 8 provide district maps that highlight the comprehensive planned construction program for 2025, and include projects being delivered by the City, TTC, Metrolinx, and various utilities (Bell, Rogers, and Toronto Hydro, etc.). Due to the dynamic nature of construction projects, the information may be subject to change. The latest information is available on T.O. INView which is the City's interactive construction map that can be searched by location, type and timing for all construction planned across the city. The link to the site is:

<https://map.toronto.ca/toinview>.

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SIGNATURE

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ATTACHMENTS

- Attachment 1: Significant 2025 Forecasted Construction Projects- Etobicoke-York
- Attachment 2: Significant 2025 Forecasted Construction Projects- North York
- Attachment 3: Significant 2025 Forecasted Construction Projects- Toronto and East York
- Attachment 4: Significant 2025 Forecasted Construction Projects- Scarborough
- Attachment 5: Planned 2025 Capital Projects- Etobicoke-York
- Attachment 6: Planned 2025 Capital Projects- North York
- Attachment 7: Planned 2025 Capital Projects- Toronto and East York
- Attachment 8: Planned 2025 Capital Projects- Scarborough

Attachment 1: Significant 2025 Forecasted Construction Projects- Etobicoke-York

Ward(s)	Location	Description	
Carryover From Previous Year			
5, 8, 9, 12	Multiple locations	Fairbank Silverthorne Storm Trunk Sewer System/Basement Flooding Protection Program	
2025 Construction Start			
3	Gardiner Expressway Strategic Rehabilitation Plan Section 3	Advanced bridge work. Overpasses at Park Lawn Rd. and Mimico Crk, westbound on-ramp from Park Lawn Rd. over Mimico Crk, and Kipling Ave. & Islington Ave. bridges	
1	Albion, Kipling, 401 and Rexdale Study Area 39 – Projects 10, 11,13	Basement Flooding Protection Program	
	Martin Grove, Between Finch, 27, Rexdale, and Kipling Study Area 39 – Projects 3, 4, 7, 8		
2	Dixon, Islington, Eglinton and Scarlett, Trio Avenue, Emery Circle and McManus/Humber Creek Study Area 36 – Projects 1, 3, 6, 9, 11, 17		
	Kipling and the Westway. Between Dixon, Martin Grove, Eglinton and Islington Study Area 36 – Project 18		
	Martin Grove, Kipling, Burnamthorpe, Renforth Study Area 41 – Projects 3, 6		
2, 3			North and South Mimico Trunk Sewers

Attachment 2: Significant 2025 Forecasted Construction Projects- North York

Ward(s)	Location	Description
Carryover From Previous Year		
6	Sentinel Rd	Road reconstruction, watermain replacement, raised cycle track, Sheppard Ave.- Lamberton Blvd
17	East Don River	Sewer connections and creek improvements
5, 8, 9, 12	Fairbank Silverthorne	Storm Trunk Sewer System/Basement Flooding Protection Program
6	Study Area 19: Projects 6, 21	Basement Flooding Protection Program: Multiple Locations. Multi-year projects scheduled for completion in 2025
15	Study Area 2: Project 10	
16	Study Area 21: Projects 3, 8	
2025 Construction Start		
6	Bathurst Ave	Road resurfacing, pedestrian infrastructure improvements, Finch -Steeles
17/18	Sheppard East	Road reconstruction, Bayview to Leslie
8	Roselawn/Winona/ Eglinton, Marlee & Allen Rd.	Watermain replacement, resurfacing

Attachment 3: Significant 2025 Forecasted Construction Projects - Toronto and East York

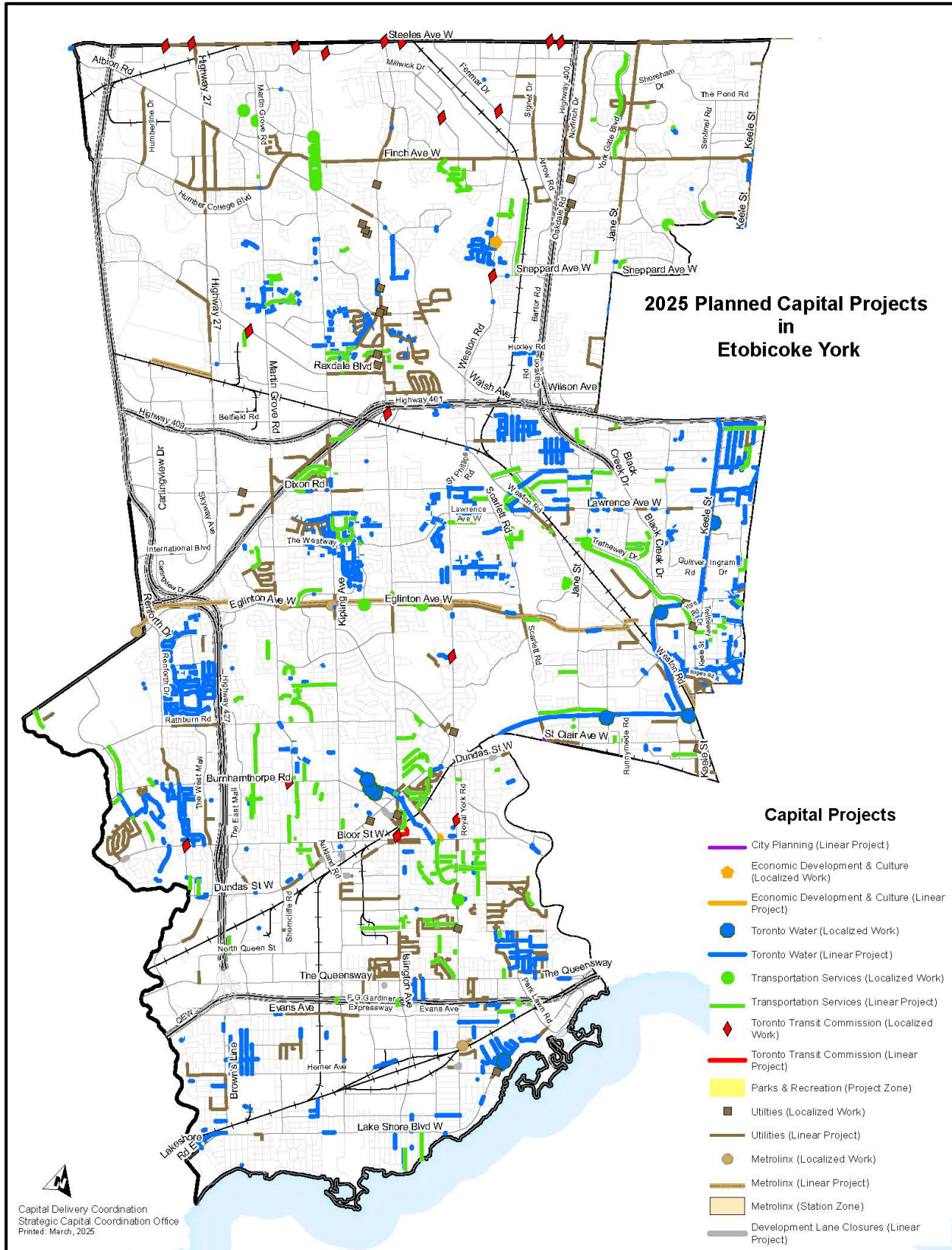
Ward(s)	Location	Description
Carryover From Previous Year		
10	Gardiner Expressway Strategic Rehabilitation Plan	Section 2, Dufferin to Strachan
13	Eastern/Richmond/Adelaide	Bridge rehabilitation work
13	Don Valley Parkway	Bridges on/off ramps
10	Harbour/Lake Shore Blvd	Watermain replacement
11	Harbord/Hoskins Streets	Watermain replacement, road resurfacing, Wellesley to Ossington
11,13	Glen Road	Pedestrian & Cycle Bridge replacement
2025 Construction Start		
13	King and Church Intersection	Watermain and TTC track replacement
11	University/Queens Park	Watermain and other infrastructure
11	Rowanwood	Transmission watermain replacement, Macpherson Avenue to Wrentham Place
19	Danforth Ave	Major road resurfacing, watermain and sanitary sewer replacement, Main St. to Victoria Park Ave
19	St. Clair Topham Park Study Area 1: Project 1-01C	Basement Flooding Protection Project
11	King (Shaw to Spadina)	TTC track replacement
10	King and Dufferin	TTC track replacement:
12	Oriole Parkway	Major road construction, civic and neighborhood improvements, Eglinton to Chaplin
10	Bathurst/Lake Shore/Fleet	Intersection, watermain and TTC track replacement
13	Queen St. E	Watermain and TTC track replacement, Davies to Broadview

Ward(s)	Location	Description
13	Gerrard St East	Gerrard East Complete Street Project: Sherbourne St. to Parliament St.
13	Wellesley St	Watermain replacement, major road construction, safety improvements, Jarvis to Sherbourne
14	Greenwood Ave	Major road rehabilitation, Milverton Blvd. to Mortimer Ave.
11	Bedford Road	Watermain, road resurfacing
11	College & McCaul	Watermain and TTC track replacement

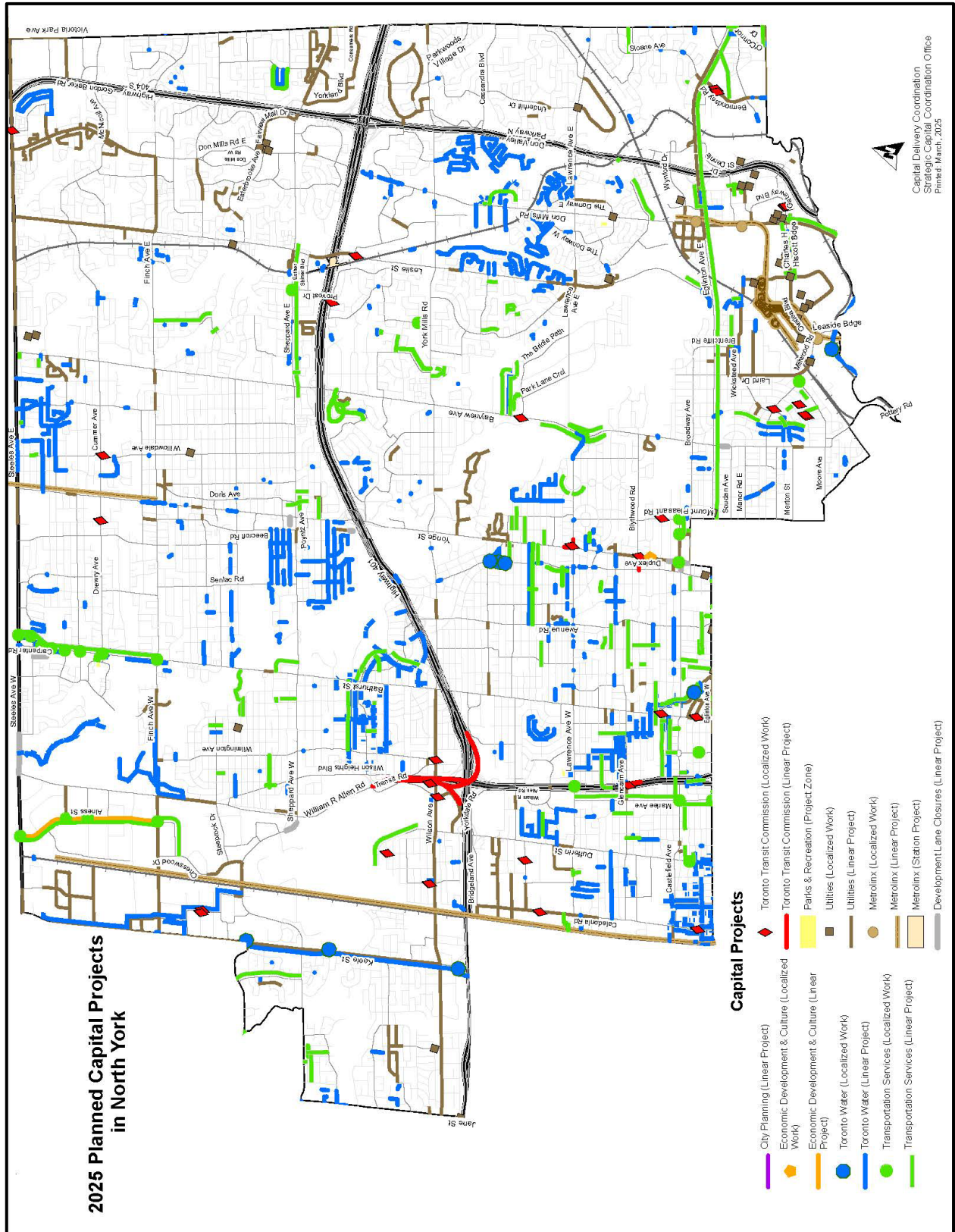
Attachment 4: Significant 2025 Forecasted Construction Projects- Scarborough

Ward(s)	Location	Description
Carryover From Previous Year		
20	Scarborough Pumping Station	Rehabilitation and new atmospheric surge tank installation (Ward 20)
25	Port Union Road:	Lawrence to Highway 401 (Ward 25)
2025 Construction Start		
22	Sheppard East:	Watermain replacement, resurfacing, safety improvements, Victoria Park to Kennedy
24	Scarborough Golf Club Road	Watermain replacements, cycle tracks, road improvements, Lawrence to Ellesmere (Ward 24)
20	St. Clair and Kennedy Study Area 34 – Project 5, 11 Danforth	Basement Flooding Protection Program
25	Minuk Acres / Chemical Crt / Coronation Dr / West Hill Dr / Amiens Rd / Zaph Ave / Orchard Park Dr	Green Street infrastructure on seven roads

Attachment 5: Planned 2025 Capital Projects- Etobicoke-York



Attachment 6: Planned 2025 Capital Projects- North York



Attachment 8: Planned 2025 Capital Projects- Scarborough

