Appendix 5
Capital Variance Dashboard by Division and Agency
For the Period ended December 31, 2025

Table of Content

2025 Capital Spending by Program
Community and Emergency Services

Program ($M)	Period	2025 Approved Cash Flow	2025 Expenditure		Trending	Alert (Benchmark 70% spending rate)
			Actuals	%		
Economic Development and Culture	4M-2025	38.14	22.10	57.9%		Ⓨ
	Q2-2025	38.06	20.76	54.5%	↓	Ⓨ
	Q3-2025	37.91	18.33	48.4%	↓	Ⓡ
	YE-2025	38.46	15.77	41.0%	↓	Ⓡ
Parks and Recreation	4M-2025	394.76	316.85	80.3%		Ⓖ
	Q2-2025	424.21	352.37	83.1%	↑	Ⓖ
	Q3-2025	425.83	384.64	90.3%	↑	Ⓖ
	YE-2025	448.46	409.18	91.2%	↑	Ⓖ
Toronto Fire Services	4M-2025	27.10	14.71	54.3%		Ⓨ
	Q2-2025	27.10	13.07	48.2%	↓	Ⓡ
	Q3-2025	27.10	12.24	45.2%	↓	Ⓡ
	YE-2025	27.10	9.96	36.8%	↓	Ⓡ
Toronto Paramedic Services	4M-2025	30.00	16.31	54.3%		Ⓨ
	Q2-2025	30.00	13.52	45.1%	↓	Ⓡ
	Q3-2025	30.00	23.70	79.0%	↑	Ⓖ
	YE-2025	30.00	20.67	68.9%	↓	Ⓨ
Toronto Shelter and Support Services	4M-2025	117.24	128.42	109.5%		Ⓡ
	Q2-2025	117.24	136.15	116.1%	↑	Ⓡ
	Q3-2025	157.24	127.26	80.9%	↓	Ⓖ
	YE-2025	160.94	130.85	81.3%	↑	Ⓖ
TOTAL	4M-2025	607.24	498.38	82.1%		Ⓖ
	Q2-2025	636.61	535.88	84.2%	↑	Ⓖ
	Q3-2025	678.08	566.17	83.5%	↓	Ⓖ
	YE-2025	704.96	586.42	83.2%	↓	Ⓖ

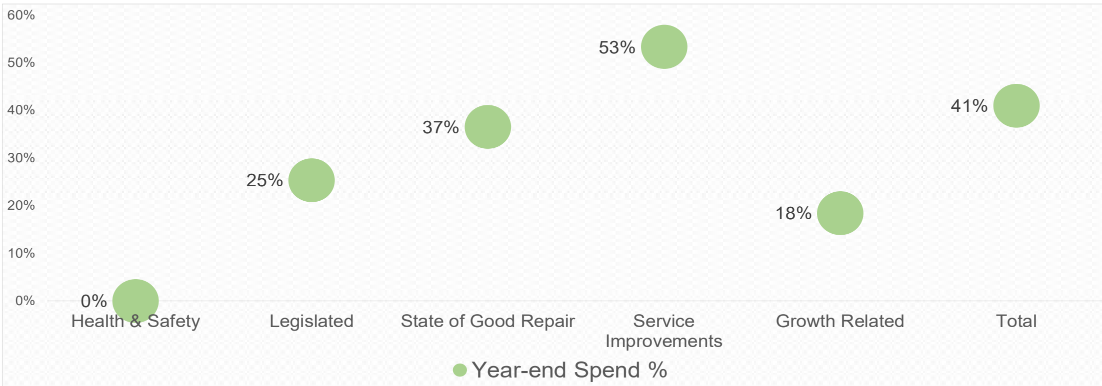
Projected / Year-end Actuals Spending	
> 70%	Ⓖ
Between 50%-70%	Ⓨ
< 50%	Ⓡ

For the twelve months ended December 31, 2025, the capital expenditures for Community and Emergency Services totalled $586.4 million of their collective 2025 Approved Capital Budget of $705.0 million.

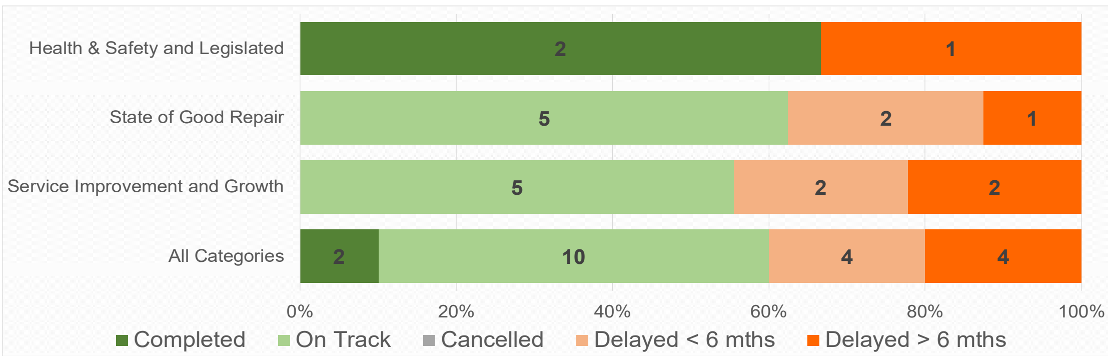
Programs with more than 70% spending rate are: Parks and Recreation, Toronto Shelter and Support Services.

Economic Development and Culture (EDC)

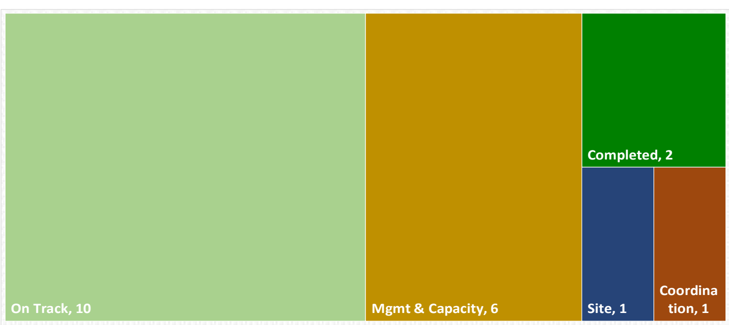
Year-end Spend Rates by Category



Project Overall Status by Category



Project Spending Status with Delay Reasons



Project Spending Status	Total
Spending On Track	10
Completed	2
Cancelled	0
Project Mgmt and Capacity Issues	6
Procurement Delays	0
Vendor Issues	0
Site Condition Issues	1
Coordination Challenges	1
Stakeholder and Community Factors	0
Regulatory Delays	0
Cost Overruns and Rescoping	0
Other	0
Total # of Projects	**20**

Economic Development and Culture (EDC)

All Projects ($million)	2025					Overall			
Project Name	Approved Budget	Year-end Expenditure $	Year-end Expenditure %	Reason for Spending Delays	Notes	Total Approved Budget	Life-to-Date Actuals	%	Project Status
MAJOR MAINTENANCE	0.011		0.0%			0.241	0.230	95.3%	Completed
RESTORATION/PRESERVATION OF HERITAGE ELE	0.003		0.0%			3.980	3.977	99.9%	Completed
Health & Safety	**0.014**		**0.0%**			**4.221**	**4.207**	**99.7%**	
MAJOR MAINTENANCE	0.552	0.140	25.3%	Project Mgmt and Capacity Issues	2	1.648	1.086	65.9%	Delayed > 6 mths
Legislated	**0.552**	**0.140**	**25.3%**			**1.648**	**1.086**	**65.9%**	
BIA ACTION PLAN TORONTO ECONOMY APT	1.090	0.913	83.7%			1.090	0.913	83.7%	On Track
BIA EQUAL SHARE FUNDING	6.864	2.485	36.2%		3	13.947	7.472	53.6%	On Track
BIA PLANNING ACT REVENUE FUNDING	0.574	0.103	17.9%		4	5.147	4.476	86.9%	On Track
COLLECTIONS CARE	1.577	0.039	2.5%	Project Mgmt and Capacity Issues	5	2.277	0.189	8.3%	Delayed < 6 mths
CULTURAL INFRASTRUCTURE DEVELOPMENT	0.606	0.042	7.0%	Project Mgmt and Capacity Issues	6	0.698	0.135	19.3%	Delayed < 6 mths
EGLINGTON CROSSTOWN BIA STREETSCAPE IMPROVEMENTS	0.820	0.049	5.9%			1.560	0.049	3.1%	On Track
MAJOR MAINTENANCE	3.030	0.557	18.4%	Project Mgmt and Capacity Issues	7	7.770	4.847	62.4%	Delayed > 6 mths
RESTORATION/PRESERVATION OF HERITAGE ELEMENTS	11.836	5.461	46.1%		8	27.302	15.626	57.2%	On Track
State of Good Repair	**26.397**	**9.648**	**36.6%**			**59.791**	**33.707**	**56.4%**	
COLLECTIONS CARE	0.464	0.334	71.9%	Coordination Challenges		0.550	0.420	76.3%	Delayed < 6 mths
COMMERCIAL FACADE IMPROVEMENT PROGRAM	1.792	1.523	85.0%			1.872	1.603	85.6%	On Track
ECONOMIC COMPETITIVENESS DATA MGMT. SYST	0.537	0.426	79.3%			1.700	1.349	79.3%	On Track
INDIGENOUS CENTRE FOR INNOVATION AND ENT	4.205	2.918	69.4%	Site Condition Issues	9	9.853	8.566	86.9%	Delayed > 6 mths
MURAL PROGRAM	0.374	0.357	95.4%			0.485	0.468	96.5%	On Track
RESTORATION/PRESERVATION OF HERITAGE ELEMENTS	0.050		0.0%			0.450		0.0%	On Track
SERVICE ENHANCEMENT	3.400	0.290	8.5%	Project Mgmt and Capacity Issues	10	5.095	1.435	28.2%	Delayed > 6 mths
STREETSCAPE MASTER PLAN PROGRAM	0.231	0.050	21.7%	Project Mgmt and Capacity Issues	11	0.326	0.095	29.2%	Delayed < 6 mths
Service Improvements	**11.053**	**5.897**	**53.4%**			**20.331**	**13.936**	**68.5%**	
CULTURAL INFRASTRUCTURE DEVELOPMENT	0.442	0.081	18.4%			1.600	0.982	61.4%	On Track
Growth Related	**0.442**	**0.081**	**18.4%**			**1.600**	**0.982**	**61.4%**	
Projects Total	**38.457**	**15.767**	**41.0%**			**87.592**	**53.918**	**61.6%**	

Major Capital Projects ($million)	2025					Overall			
Project Name	Approved Budget	Year-end Expenditure		Reason for Spending Delays	Notes	Total Approved Budget	Life-to-Date Actuals	%	Project Status
		$	%						
RESTORATION/PRESERVATION OF HERITAGE ELEMENTS	2.031	0.451	22.2%	Project Mgmt and Capacity Issues	1	9.000	4.419	49.1%	On Track
	Start Date: 07/01/2023; **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 currently underway, including the restoration of the garden at the back terrace and parking structure repairs.

Note # 2

Legislated projects include two outstanding AODA projects: Alumnae Theatre is on hold until contractual conditions are met by the tenant while Theatre Passe Maraille is delayed due to staffing challenges.

Note # 3

48 BIA Equal Share Funding projects were completed in December 2025, with Duke Heights being the most significant at $1.07M. Remaining projects are on track for December 2027 completion.

Note # 4

Four of eight BIA Planning Act Funding projects are completed. Of the remainder, the largest project (PAR York-Eglinton) has completed design with construction anticipated in 2026.

Note # 5

The projects are delayed due to insufficient staffing resources.

Note # 6

The Guild Log Cabin - a tree root has undermined the cabin structure, requiring a beam to be installed across the tree root. Due to insufficient staff resources, tendering will take place in Q2'2026 with completion anticipated in June 2027.

Note # 7

Assembly Hall exterior masonry and windows are delayed due to insufficient staffing resources.

Note # 8

Casa Loma , the largest project ($9M/$27M) is on track while the second largest project (Spadina restoration, $3.7M) is delayed <6 months due to supply chain issues related to sourcing of glass wall enclosure from the US.

Note # 9

The City is in the process of settling a delay claim with the General Contractor which has pushed back completion of remaining activities, coupled with additional flooring repairs resulting from a recent flood.

Note # 10

Various projects totalling $1.7M delayed due to capacity issues. The largest project, Cedar Ridge Studio Improvements experienced cost overruns and is being rescoped with a new HVAC redesign in lieu of the geothermal heating system.

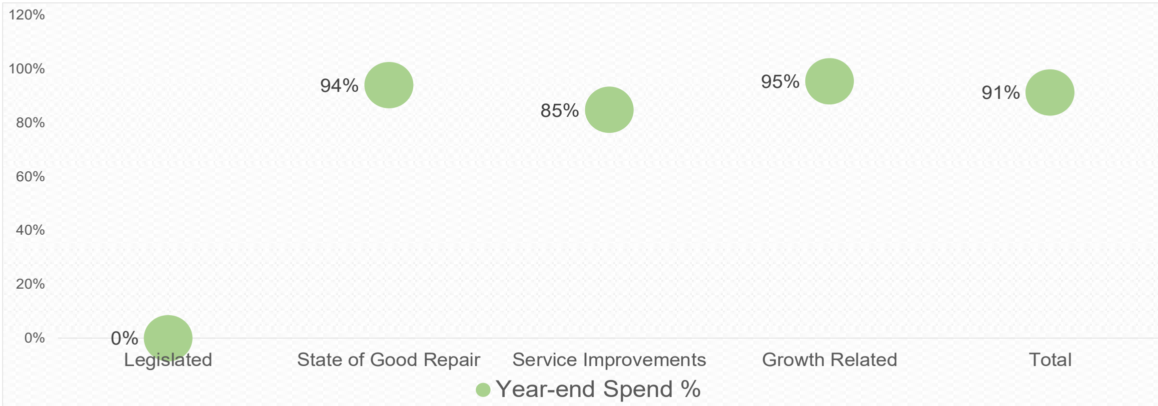
Note # 11

Inflationary cost pressures are creating challenges for BIAs to take advantage of The Streetscape Master Plan program which has a $25K cap per grant.

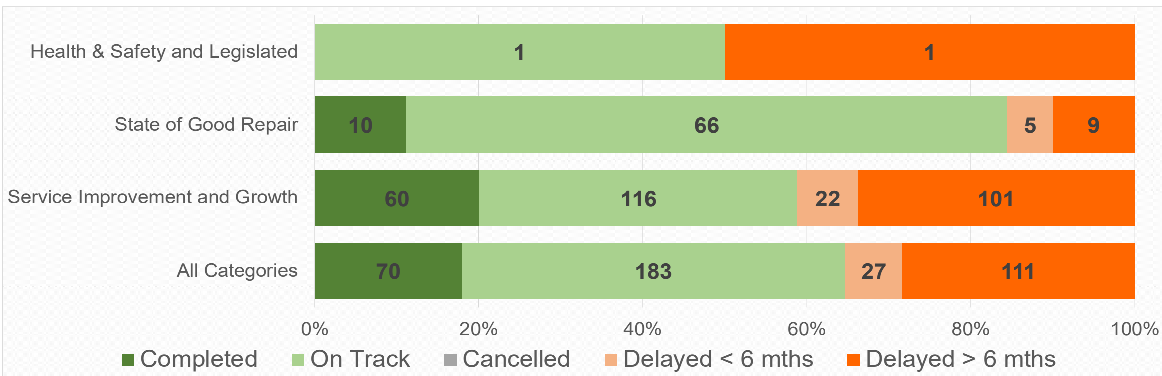
*Please note: Total project cost has been updated to reflect the approved 2026-2035 Capital Budgets, and may also be impacted by system migration to S/4Hana.

Parks and Recreation (PKS)

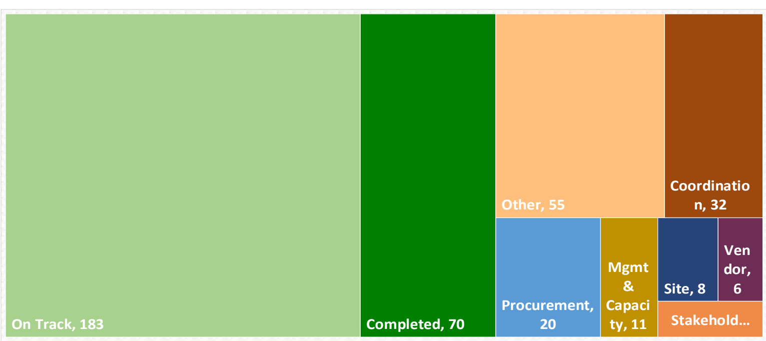
Year-end Spend Rates by Category



Project Overall Status by Category



Project Spending Status with Delay Reasons



Project Spending Status	Total
Spending On Track	183
Completed	70
Cancelled	0
Project Mgmt and Capacity Issues	11
Procurement Delays	20
Vendor Issues	6
Site Condition Issues	8
Coordination Challenges	32
Stakeholder and Community Factors	6
Regulatory Delays	0
Cost Overruns and Rescoping	0
Other	55
Total # of Projects	**391**

Key Discussion Points

- Parks and Recreation spent $409.177 million or 91.2% of the 2025 Capital Budget. This includes a 94.0% spend rate or $100.022 million for State of Good Repair projects with substantial progress made in renewing aging infrastructure, maintaining service continuity, and addressing critical facility and asset needs
- P&R advanced several major multi-year projects where significant construction milestones were reached earlier than planned and contractual payment obligations were accelerated beyond original cash flow including Galleria Community Centre, North East Scarborough Community Recreation Centre, and Western North York Community Recreation Centre, alongside final payment obligations associated with the substantial completion of the YMCA at 505 Richmond Street West.
- Capital under-spending of $39.282 million is mainly attributed to a number of reasons as follows:
    - Extended procurement and award process, re-tendering due to pricing pressures or limited market response
    - Ongoing design refinement, scope adjustments and complex technical requirements
    - Delays in projects being led or in coordination with partners that are external to P&R control
    - Capacity and resource pressures, competing major initiatives impacting execution timelines
- As of December 31, 2025, of the 391 total projects, Parks and Recreation reported 183 projects currently on-track ($263.9 million) and 70 completed projects ($34.9 million). 138 projects ($149.7 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 and Recreation (PKS)

All Projects ($million)	2025					Overall			
Project Name	Approved Budget	Year-end Expenditure $	Year-end Expenditure %	Reason for Spending Delays	Notes	Total Approved Budget	Life-to-Date Actuals	%	Project Status
LAND ACQUISITION	0.242		0.0%			0.750	0.008	1.0%	On Track
Legislated	**0.242**		**0.0%**			**0.750**	**0.008**	**1.0%**	
FACILITY COMPONENTS	14.369	12.461	86.7%	Coordination Challenges	# 1	46.498	23.462	50.5%	Delayed > 6 mths
OUTDOOR RECREATION CENTRE	4.799	3.632	75.7%	Project Mgmt and Capacity Issues	# 2	34.597	14.291	41.3%	Delayed > 6 mths
PARK DEVELOPMENT	18.431	16.084	87.3%	Procurement Delays	# 3	24.619	19.266	78.3%	Delayed < 6 mths
PARKING LOTS & TENNIS COURTS	2.725	2.725	100.0%	Other	# 4	12.639	8.591	68.0%	Delayed < 6 mths
PLAYGROUNDS/WATERPLAY	3.256	3.001	92.1%			10.302	8.789	85.3%	On Track
POOL	2.728	2.534	92.9%	Coordination Challenges	# 6	37.361	29.424	78.8%	Delayed > 6 mths
ARENA	37.741	37.422	99.2%			171.024	139.570	81.6%	On Track
TRAILS & PATHWAYS	2.810	2.810	100.0%			49.030	19.245	39.3%	On Track
COMMUNITY CENTRES	9.009	8.984	99.7%			122.667	64.964	53.0%	On Track
ENVIRONMENTAL INITIATIVES	3.119	3.119	100.0%			14.903	12.112	81.3%	On Track
SPECIAL FACILITIES	7.401	7.252	98.0%	Project Mgmt and Capacity Issues	# 9	114.305	70.583	61.8%	Delayed > 6 mths
State of Good Repair	**106.388**	**100.022**	**94.0%**			**637.944**	**410.298**	**64.3%**	
FACILITY COMPONENTS	14.700	14.482	98.5%	Coordination Challenges	# 1	52.192	24.726	47.4%	Delayed > 6 mths
OUTDOOR RECREATION CENTRE	5.041	3.001	59.5%	Procurement Delays	# 2	41.076	19.416	47.3%	Delayed > 6 mths
PARK DEVELOPMENT	28.052	19.253	68.6%	Coordination Challenges	# 3	222.088	87.489	39.4%	Delayed > 6 mths
PLAYGROUNDS/WATERPLAY	15.190	13.346	87.9%	Procurement Delays	# 5	66.878	53.051	79.3%	Delayed > 6 mths
POOL	0.737	0.629	85.3%	Procurement Delays	# 6	4.367	0.613	14.0%	Delayed < 6 mths
ARENA	2.424	2.020	83.3%			6.634	3.532	53.2%	On Track
TRAILS & PATHWAYS	1.819	1.515	83.3%	Other	# 7	15.530	3.111	20.0%	Delayed > 6 mths
COMMUNITY CENTRES	1.461	1.301	89.1%			8.214	6.403	78.0%	On Track
ENVIRONMENTAL INITIATIVES	2.309	1.567	67.9%	Coordination Challenges	# 8	12.290	9.625	78.3%	Delayed > 6 mths
SPECIAL FACILITIES	61.586	52.945	86.0%	Other	# 9	175.137	90.083	51.4%	Delayed > 6 mths
INFORMATION TECHNOLOGY	12.251	11.236	91.7%	Other	# 10	69.996	54.690	78.1%	Delayed > 6 mths
FIFA	13.976	13.934	99.7%			20.575	20.533	99.8%	On Track
Service Improvements	**159.545**	**135.231**	**84.8%**			**694.978**	**373.273**	**53.7%**	
LAND ACQUISITION	15.564	15.086	96.9%			376.877	78.511	20.8%	On Track
OUTDOOR RECREATION CENTRE	5.729	4.668	81.5%	Other	# 2	31.978	5.021	15.7%	Delayed > 6 mths
PARK DEVELOPMENT	31.983	28.233	88.3%	Procurement Delays	# 3	132.129	58.813	44.5%	Delayed < 6 mths
PARKING LOTS & TENNIS COURTS	0.193	0.009	4.8%	Other	# 4	4.585	0.037	0.8%	Delayed > 6 mths
PLAYGROUNDS/WATERPLAY	2.452	2.027	82.7%	Procurement Delays	# 5	7.674	2.488	32.4%	Delayed > 6 mths
POOL	21.299	21.299	100.0%			71.834	33.048	46.0%	On Track
ARENA	1.960	1.829	93.3%			12.535	2.309	18.4%	On Track
COMMUNITY CENTRES	100.530	98.196	97.7%			637.086	325.386	51.1%	On Track
SPECIAL FACILITIES	2.575	2.575	100.0%			6.000	2.575	42.9%	On Track

Growth Related	**182.284**	**173.923**	**95.4%**			**1,280.698**	**508.189**	**39.7%**	
Projects Total	**448.459**	**409.177**	**91.2%**			**2,614.369**	**1,291.766**	**49.4%**	

Major Capital Projects ($million)	**2025**					**Overall**			
Project Name	**Approved Budget**	**Year-end Expenditure $**	**Year-end Expenditure %**	**Reason for Spending Delays**	**Notes**	**Total Approved Budget**	**Life-to-Date Actuals**	**%**	**Project Status**
318 QUEENS QUAY WEST PARK DEVELOPMENT CONSTRUCTION	0.288	0.082	28.6%		# 11	21.500	2.595	12.1%	On Track
	Start Date: 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 ; **Original** Planned Completion Date: 12/30/2023; **Revised** Planned/ Actual Completion Date: 12/30/2029								
40 WABASH PARKDALE NEW COMMUNITY CENTRE	0.964	0.964	100.0%	Coordination Challenges	# 12	118.000	6.815	5.8%	Delayed > 6 mths
	Start Date: Design Phase: 2017 Construction Start: Q4 2026 ; **Original** Planned Completion Date: 12/31/2028; **Revised** Planned/ Actual Completion Date: 12/31/2030								
DAVISVILLE COMMUNITY POOL	21.299	21.299	100.0%	Coordination Challenges	# 13	71.835	33.048	46.0%	Delayed > 6 mths
	Start Date: Pre-Design / Investigation Phase - February 2017 Design Phase: October 2020 Construction Start: Aug 2024; **Original** Planned Completion Date: 03/30/2025; **Revised** Planned/ Actual Completion Date: 02/28/2027								
DON MILLS COMMUNITY RECREATION & ARENA FACILITY	1.990	1.990	100.0%	Coordination Challenges	# 14	6.200	3.501	56.5%	Delayed < 6 mths
	Start Date: Design Phase: January 2016 Construction Start: Q2 2027; **Original** Planned Completion Date: 12/31/2025; **Revised** Planned/ Actual Completion Date: 12/31/2029								
ETHENNONNHAWAHSTIHNEN COMMUNITY CENTRE AND INDOOR PLAY SPACE	1.153	0.747	64.8%		# 15	53.553	50.916	95.1%	On Track
	Start Date: 07/05/1905; **Original** Planned Completion Date: 12/31/2020; **Revised** Planned/ Actual Completion Date: 07/01/2027								
FERRY FLEET REPLACEMENT	61.076	52.876	86.6%		# 16	155.393	81.875	52.7%	On Track
	Start Date: Design Phase: March 2015 Construction Phase (Vessels): August 2024 Construction Phase (Shoreside): May 2025; **Original** Planned Completion Date: 12/31/2018; **Revised** Planned/ Actual Completion Date: 12/31/2027								

FMP-JOHN INNES CRC REDEVELOPMENT DESIGN	1.301	1.301	100.0%		# 17	6.700	5.049	75.3%	On Track
	Start Date: Design Phase: March 2020 Construction Start: Q3 2026; **Original** Planned Completion Date: 12/31/2026; **Revised** Planned/ Actual Completion Date: 07/30/2030								
IT-OPERATIONAL MODERNIZATION (FORMER ENTERPRISE WORK MANAGEMENT SYSTEM)	1.576	1.576	100.0%		# 18	13.943	12.363	88.7%	On Track
	Start Date: 01/01/2012; **Original** Planned Completion Date: 12/30/2026; **Revised** Planned/ Actual Completion Date: 12/31/2026								
IT-REGISTRATION, PERMITTING & LICENSING (CLASS REPLACEMENT)	6.250	6.250	100.0%		# 19	44.514	36.814	82.7%	On Track
	Start Date: Design Phase: May 2016 Implementation: July 2018; **Original** Planned Completion Date: 09/30/2019; **Revised** Planned/ Actual Completion Date: 12/31/2026								
LOWER YONGE STREET COMMUNITY CENTRE SPACE	0.642	0.042	6.6%		# 20	19.033	18.281	96.1%	Completed
	Start Date: Construction Start: May 10, 2021; **Original** Planned Completion Date: 03/31/2022; **Revised** Planned/ Actual Completion Date: 02/21/2027								
MOSS PARK - PARK REDEVELOPMENT	0.070	0.050	71.1%	Coordination Challenges	# 21	0.500	0.334	66.9%	Delayed > 6 mths
	Start Date: Design Phase: March 2020 Construction Start: Q2 2028; **Original** Planned Completion Date: 11/15/2026; **Revised** Planned/ Actual Completion Date: 12/31/2034								
NORTH EAST SCARBOROUGH COMMUNITY CENTRE AND CHILD CARE CENTRE	13.742	12.874	93.7%		# 22	84.284	83.416	99.0%	Completed
	Start Date: Design Phase - 2017 to 2020 Construction Start: Q4 2021; **Original** Planned Completion Date: 06/30/2023; **Revised** Planned/ Actual Completion Date: 11/03/2025								
WALLACE EMERSON (GALLERIA) CRC AND PARK DEVELOPMENT	25.969	25.771	99.2%	Coordination Challenges	# 23	82.989	68.125	82.1%	Delayed > 6 mths
	Start Date: Construction: June 20, 2022; **Original** Planned Completion Date: 06/30/2024; **Revised** Planned/ Actual Completion Date: 12/31/2026								
WESTERN NORTH YORK NEW COMMUNITY CENTRE AND CHILD CARE CENTRE	16.095	16.095	100.0%		# 24	133.752	20.988	15.7%	On Track
	Start Date: Design Phase: February 2016 Construction Start: Q2 2025; **Original** Planned Completion Date: 12/31/2020; **Revised** Planned/ Actual Completion Date: 12/31/2028								

Note Section:

Note # 1

Facility Components includes critical SOGR investments supporting facility reliability, accessibility, mechanical renewal, life safety improvements, and asset sustainability. Underspending was driven by procurement lead times, contractor availability, technical sequencing requirements, and delays in sourcing specialized equipment and materials. These projects remain essential to maintaining operational continuity and will continue progressing as delivery conditions normalize.

Note # 2

Outdoor Recreation Centres experienced timing-related underspending due to project phasing, weather dependency, permitting requirements, and the need to coordinate delivery with active recreational programming and public use. Many projects are inherently seasonal and operationally sensitive, requiring careful scheduling to minimize disruption. Deferred work remains active.

Note # 3

Park Development experienced underspending primarily due to the complexity and sequencing requirements associated with large-scale park redevelopment initiatives. Projects in this portfolio often require significant design development, technical studies, environmental review, community engagement, Indigenous consultation, permitting, and coordination with adjacent infrastructure or utility works prior to construction. The variance reflects timing-related expenditure deferrals as projects continue progressing through required pre-construction stages, with expenditures shifting into future delivery periods.

Note # 4

This portfolio experienced timing delays associated with weather dependency, tender scheduling, operational coordination, and scope refinement. These projects remain active, with deferred construction expected in subsequent delivery periods.

Note # 5

Playground and Waterplay delivery remained active, with timing variances driven by procurement scheduling, contractor availability, site readiness, and seasonal construction constraints. Multi-site delivery complexity, accessibility requirements, and specialized equipment procurement also contributed to shifting expenditure timing. The variance reflects scheduling adjustments rather than reduced delivery.

Note # 6

Pool infrastructure projects experienced timing delays related to design completion, permitting, procurement sequencing, and construction readiness. These projects are often technically complex, involving major structural, mechanical, and accessibility improvements requiring extensive pre-construction planning. Seasonal delivery limitations also influenced execution timing. Deferred expenditures are expected to advance in 2026.

Note # 7

Trails and Pathways delivery was impacted by environmental approvals, partner coordination, permitting requirements, and project readiness considerations. Many projects require extensive inter-agency coordination, particularly in environmentally sensitive or infrastructure-adjacent areas. Spending is expected to continue as delivery progresses.

Note # 8

Environmental Initiatives experienced moderate underspending due to permitting, environmental review requirements, technical scope development, and coordination with broader climate and infrastructure initiatives. Projects continue advancing as approvals and implementation conditions are finalized.

Note # 9

Special Facilities projects continued to advance, though spending trailed plan due to the inherent complexity of specialized, technically complex, and in some cases heritage-sensitive assets. Extended design refinement, procurement timing, technical coordination, and approval requirements contributed to slower expenditure realization. The portfolio remains active and progressing, with the variance reflecting delivery sequencing rather than program underperformance.

Note # 10

Technology capital projects progressed steadily, with some initiatives experiencing implementation delays due to vendor onboarding, enterprise integration requirements, cybersecurity review processes, and technical resource dependencies.
Overall performance remained strong, with deferred expenditures expected as implementation continues.

Note # 11

318 QUEENS QUAY W PK DEVELOPMENT CONSTRUCTION: Cash flow in 2025-2027 will enable delivery of pop-up Park w/ CREM for FIFA. The remaining park funding is reserved for full build-out of the property. The final project objectives and program are being developed with the ward Councillor and will be vetted with the advisory committees and public through engagement in late 2025/2026. Co-ordination with other projects adjacent to the site is on-going at 360-380 Queens Quay (developer delivered), and includes the transfer of an additional parkland parcel contributing to the park. This transfer of parkland was completed by year-end 2024. Program for site has required revisions due to significant changes in the property conditions and context. The ultimate project scope will capture additional opportunities identified since the initial design competition. The division continues to work with the local councillor and Waterfront Toronto to determine next steps.

Note # 12

40 WABASH PARKDALE NEW COMMUNITY CENTRE: Virtual community engagement commenced in mid-September 2020 and was completed in 2023. Site design work was done to generate a number of site design approaches for review with the public in Phase 4 of community engagement. A Railway Risk Mitigation study was completed and reviewed in advance with Metrolinx, for review as part of the Site Plan Approval. A Phase 2 ESA study was 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, which was 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 was completed December 2023, including the Indigenous Engagement. COT Staff have reviewed and approved the Final Contract Document drawings and Class A Cost Estimate. 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 and currently under review. The Construction Contract Documents are 100% complete and have been issued for tender. The Construction tender was issued on March 22, 2026 and scheduled tender closing is June 4, 2026. Construction start is anticipated in Fall 2026.

Note # 13

DAVISVILLE COMMUNITY POOL : The construction tender to four pre-qualified general contractors closed June 5, 2023, and the City received a single high bid which exceeded the approved budget. The pre-qualified general contractors provided recommendations to the City to improve the results of the second tender. A second Request for Tender (RFT) was re-issued on November 16, 2023 and closed on February 13, 2024. Award of the construction contract was approved at the May 1, 2024 General Government Committee. Site Plan Approval (SPA/NoAC) and building permit/conditional permit(s) were issued. Construction started August 2024. Peer review for the land conveyance for street right-of-way widening is complete. City/ TDSB/TLC agreements for the construction is complete. One lane of Davisville Avenue has been temporary occupied for the construction to support the construction staging and other activities. Excavation Shoring, soil remediation and foundation works are complete. Installation of structural steel framing for the 1st, 2nd and 3rd floors is ongoing. It is estimated that by the end of Q4, 2025, 75.2% of the construction will be completed.

Note # 14

DON MILLS COMMUNITY RECREATION & ARENA FACILITY : The site for the Integrated CRC and Arenas is anticipated to be transferred to the city in 2026. 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 2026. 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 was completed and Phase 3 Public Engagement was completed in June 2024. Accessibility Committee Review occurred in September 2024. Design Review Panel occurred in December 2024. On-site below-grade parking was increased from 69 spaces to 149 spaces. The Design Development Report was completed in March 2025 and approved April 7, 2025. Regulatory reviews are in progress - Site Plan Approval and Building Permit. Construction Contract Documents (for construction tender) are in progress. Construction tender is planned for 2026.

Note # 15

ETHENNONNHAWAHSTIHNEN CC INDOOR PLAY SPACE: The community centre and library fully opened to the public on July 4, 2023. Celebratory opening with the community took place on March 22, 2024 marking a key milestone for the community. The Contractor has completed 99% of all deficiencies while the building is fully operational with minimal disruptions to programs. An additional scope to convert the mini gym into an indoor play space is underway. The indoor play space portion of the project has been awarded to the Centennial Centre for Science and Technology. The contract has been executed. Public consultation was completed in February 2025, and a summary is available on the project webpage. The detailed design for the indoor play space is currently in development. Construction is anticipated to begin in Fall 2025 and to be completed in early 2026, with the warranty period extending until the of December 2027.

Note # 16

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

Note # 17

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

Note # 18

IT-OPERATIONAL MODERNIZATION (FORMER ENTERPRISE WORK MANAGEMENT SYSTEM): This project is a modernization initiative for the division, which includes the reviewing of current business processes and technology system capabilities; identifying any potential capability gaps; and laying the groundwork for future technology initiatives. The work underway includes process mapping; asset data validation and collection; and the introduction of interim tools to modernize key operational processes.

Note # 19

IT-REGISTRATION, PERMITTING & LICENSING: Post-launch system stabilization is underway and Phase 2 of the RBT project will continue in 2025 which includes 8 additional product development stories and enhancement requests that were identified during phase 1 and launch. As part of Phase 2, RBT will be launching multiple product development items in Q3 and Q4 of 2025. Remaining product development items will be launched in Q2 2026. In addition, the project team continues to drive business transformation by leveraging out of the box functionality to support online facility booking and the sale of gift cards for example. Change Management with staff is also at the forefront of Phase 2.

Note # 20

LOWER YONGE STREET COMMUNITY CENTRE SPACE: Shell building construction is complete. Community Centre Interior Fit-Out construction is substantially complete with minor deficiencies / incomplete work now being finalized. Furniture was delivered to site as of December 31, 2022, and furniture installation was completed in May 2023. The Interim Occupancy Agreement was executed on March 31, 2023, and the facility was handed over to City staff. The Property Conveyance and Shared Facilities Agreement with the Developer, Legal Services and CREM was completed on November 14, 2023. The facility is now open to the public - a soft opening occurred on June 17, 2023, with all areas complete except the pool, which opened later to the public on October 2, 2023. The facility is operational and open to the public, except the pool which is currently closed to the public, as of November 27, 2024 due to technical issues. Deficiencies of the pool tank are expected to cause an ongoing closure of the pool in 2025 and 2026. Capital Projects Design & Delivery is coordinating next steps to repair and return the pool to operation.

Note # 21

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

Note # 22

NORTH EAST SCARBOROUGH COMMUNITY CENTRE AND CHILD CARE CENTRE: Award of the project to Aquicon Construction Company was approved by City Council on December 15, 2021, and the construction agreement was fully executed on January 21, 2022. Community Recreation Centre and new childcare opened to the public in October 2025. Full building occupancy was granted on October 3rd, 2025. Project is in warranty.

Note # 23

WALLACE EMERSON (GALLERIA) CRC AND PARK DEVELOPMENT: Project was originally planned for completion in 2024. However, in 2025 Council approved the deferral of a portion of the cashflow to 2026. Thus the new forecast for achieving substantial performance is May 2026 with the commissioning, handover and project closeout (excl Construction Contract Warranty obligations) completed by end of 2026.

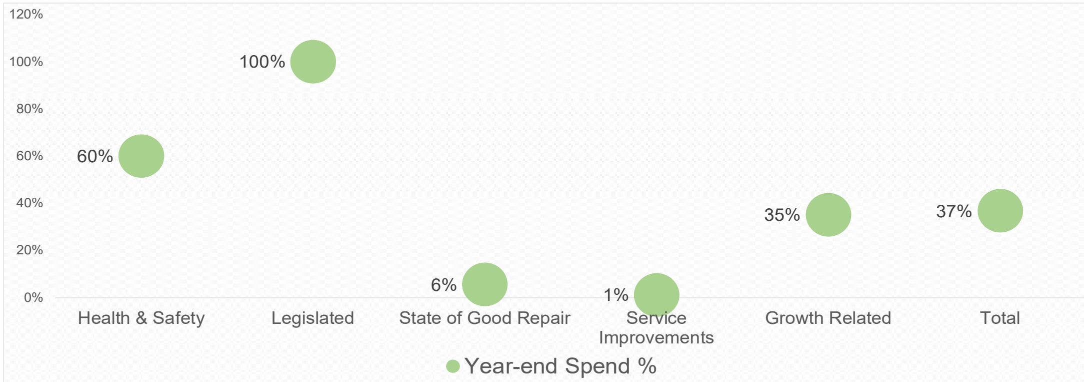
Note # 24

WESTERN NORTH YORK NEW COMMUNITY CENTRE AND CHILD CARE CENTRE : Committee of Adjustment for a minor variance was completed in July 2023. The Delegated Approval Form (DAF) for Easement Agreement with TCDSB was executed with CREM on April 15, 2024 and has been fully executed with the TCDSB. Final Site Plan Approval (SPA) submission was submitted by the consultant in early September 2024. The open loop wells construction has reach substantial completion. Three (3) Public Artists have been retained and are currently developing the designs of the art installation. Watermain upgrade construction work is 100% completed. The Negotiated Request for Proposal (nRFP) for construction services was posted to Ariba on April 24, 2024 and closed on August 28, 2024. The evaluation and negotiations phase was concluded in December 2024. The staff report was prepared and adopted by GGC on February 25, 2025, for award to Pomerleau. 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. Construction commenced in June 2025 as is approximately 20% completed. As of May 2026, the overall placement of the building foundation has been completed. Ongoing construction activities include structural steel erection, pool basin construction and site servicing. Installation of Mass timber components is planned to commence in June 2026. Permanent power for the site is planned for energization in August 2026. Building envelope expected to be completed by the end of 2026. Substantial Completion is planned for September 2028 and Total Performance is December 2028, followed by the 2-year warranty period.

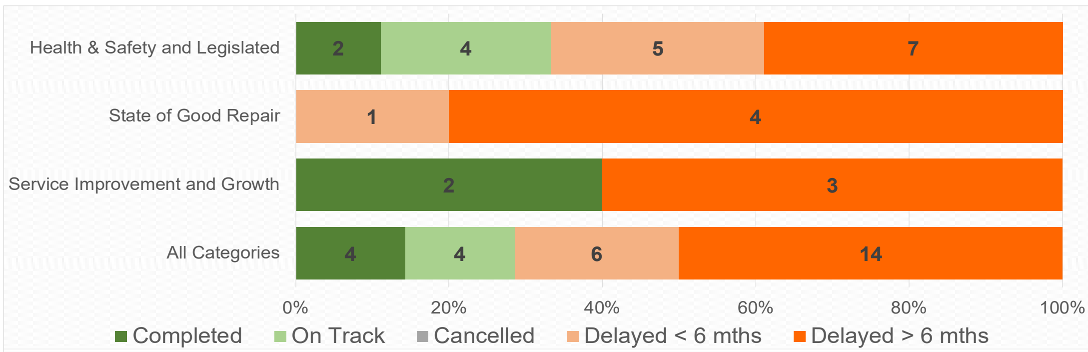
*Please note: Total project cost has been updated to reflect the approved 2026-2035 Capital Budgets, and may also be impacted by system migration to S/4Hana.

Toronto Fire Services (FIR)

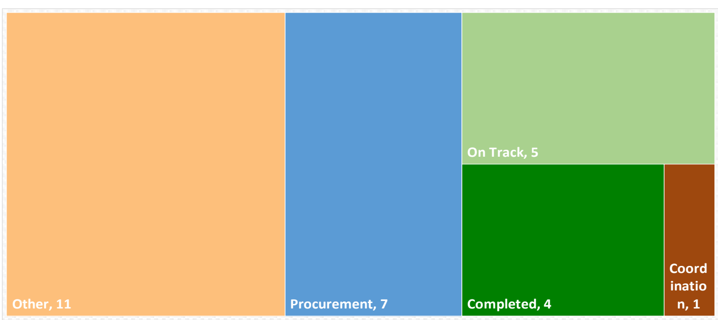
Year-end Spend Rates by Category



Project Overall Status by Category



Project Spending Status with Delay Reasons



Project Spending Status	Total
Spending On Track	5
Completed	4
Cancelled	0
Project Mgmt and Capacity Issues	0
Procurement Delays	7
Vendor Issues	0
Site Condition Issues	0
Coordination Challenges	1
Stakeholder and Community Factors	0
Regulatory Delays	0
Cost Overruns and Rescoping	0
Other	11
Total # of Projects	**28**

Toronto Fire Services (FIR)

All Projects ($million)	2025					Overall			
Project Name	Approved Budget	Year-end Expenditure $	Year-end Expenditure %	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%			5.050	3.570	70.7%	Delayed < 6 mths
Stationwear Decontanimation Equipment - Phase 2	3.262	1.372	42.1%	Procurement Delays	1	3.449	1.559	45.2%	Delayed > 6 mths
Personal Protection Equipment Replacement (2025-2026)	2.751	2.664	96.8%			10.193	2.664	26.1%	On Track
PPE Decontamination Equipment-Phase 2	0.915	0.414	45.3%	Procurement Delays	1	0.943	0.442	46.9%	Delayed > 6 mths
Replacement of Fire Apparatus Exhaust System	0.575	0.009	1.6%	Procurement Delays	2	0.575	0.009	1.6%	Delayed < 6 mths
Toronto Fire Services Security Program	0.430	0.077	18.0%	Procurement Delays	3	2.560	0.077	3.0%	Delayed > 6 mths
Replacement Thermal Imaging Camera	0.413	0.413	99.8%			1.450	1.199	82.7%	On Track
Fireboat Dock Repair - Station 334	0.405	0.270	66.8%			0.446	0.312	69.9%	Delayed < 6 mths
Mass Spectrometer CBRNE equipment	0.388		0.0%	Procurement Delays	4	0.970		0.0%	Delayed > 6 mths
Bunker Suit Washer/Extractor Installations	0.354	0.117	33.1%	Procurement Delays	1	0.420	0.183	43.5%	Delayed > 6 mths
Heavy Duty Vehicle Column Lift (Replacement)	0.233	0.215	92.2%			0.552	0.215	38.9%	Completed
Compact Powered Suction	0.203	0.122	60.2%			0.203	0.122	60.2%	On Track
Breathing Air Compressor	0.192	0.101	52.3%	Other	5	0.420	0.242	57.7%	On Track
Emergency Medical Bags	0.175		0.0%	Procurement Delays	6	0.175		0.0%	Delayed < 6 mths
Fire Hoses for Operating and Training Divisions	0.165	0.029	17.5%	Other	7	0.165	0.029	17.5%	Delayed < 6 mths
Rail Car Training Platform/Railing Installation	0.075		0.0%	Other	8	0.075		0.0%	Delayed > 6 mths
Mobile Driver System	0.027		0.0%	Other	9	0.027		0.0%	Delayed > 6 mths
Health & Safety	**15.613**	**9.373**	**60.0%**			**27.673**	**10.623**	**38.4%**	
Replacement of HUSAR Equipment (2025)	0.050	0.050	100.0%			0.050	0.050	100.0%	Completed
Legislated	**0.050**	**0.050**	**100.0%**			**0.050**	**0.050**	**100.0%**	
Toronto Radio Infrastructure Project (TRIP)	4.838	0.234	4.8%	Other	10	15.170	3.385	22.3%	Delayed > 6 mths
CAD Upgrade	0.638	0.000	0.0%	Other	11	1.960	1.196	61.0%	Delayed > 6 mths
TFS Minor Building Repair	0.394	0.070	17.8%	Other	12	0.694	0.070	10.1%	Delayed < 6 mths
Feasibility Study - Flemingdon Station	0.102	0.027	26.8%	Other	13	0.185	0.110	59.7%	Delayed > 6 mths
Training Simulators and Fac Rehab	0.078	0.007	8.9%	Other	14	0.172	0.101	58.9%	Delayed > 6 mths
State of Good Repair	**6.049**	**0.339**	**5.6%**			**18.181**	**4.863**	**26.7%**	
Flemingdon Park New Fire Station & Trucks	4.850		0.0%	Other	15	16.300	0.029	0.2%	Delayed > 6 mths
Fire Prevention Technology Integration	0.072		0.0%	Other	16	1.010	0.938	92.9%	Delayed > 6 mths
Forklift for Toronto Fire Academy	0.065	0.060	91.8%			0.065	0.060	91.8%	Completed
Service Improvements	**4.987**	**0.060**	**1.2%**			**17.375**	**1.026**	**5.9%**	
Feasibility Study of Fire Academy	0.244		0.0%	Coordination Challenges	17	0.300	0.056	18.5%	Delayed > 6 mths
HUSAR Building Expansion - Change in Scope	0.154	0.140	91.2%			6.797	6.778	99.7%	Completed
Growth Related	**0.398**	**0.140**	**35.2%**			**7.097**	**6.834**	**96.3%**	
Projects Total	**27.098**	**9.961**	**36.8%**			**70.375**	**23.395**	**33.2%**	

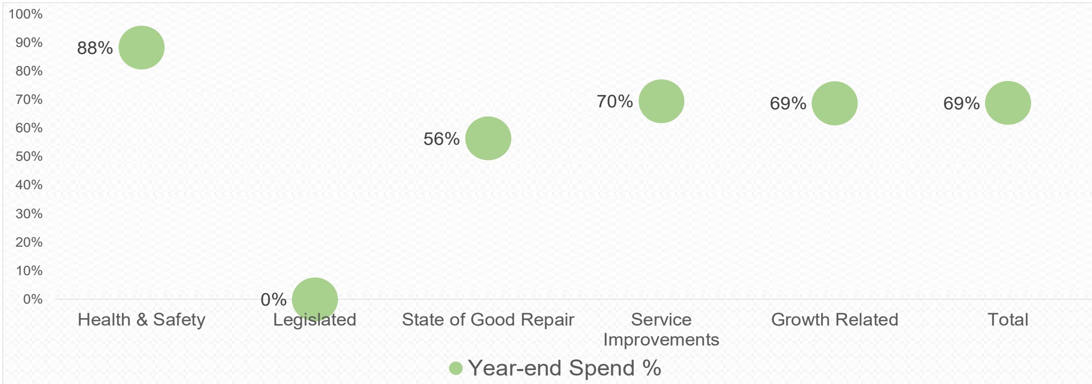
Note Section:

Note # 1
Minor delay due to procurement issues. Project is expected to be completed under budget as work is less complex than initially expected.
Note # 2
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 # 3
Issuance of contract for 5 remaining sites were not awarded by December 2025 as planned. The procurement process is in progress with unknown timeline.
Note # 4
Late issuance of contract resulting in the final delivery of all goods to occur in 2027. Funds are carried forward to 2027 for project completion.
Note # 5
Lower than expected needs for compressors. Remaining funds will be used in 2026 for replacements of other compressors.
Note # 6
Awaiting Purchase Order Amendment (POA) approval from PMMD and Legal. POA is expected to be issued in Q1 of 2026 with projected completion by Q2 of 2026.
Note # 7
The purchase of a spare hose was ordered in October 2025 and is expected to be delivered in Q2 2026.
Note # 8
Funds are carried forward to 2027 when the capital project is expected to start and be completed.
Note # 9
A changing training environment perpetuated by legislative changes has resulted in a change in training focus. Fund will be carried to year 2026 for other training needs.
Note # 10
Progress delays and revised project timeline due to resource capacity. Funds will be carried forward to year 2026-2029.
Note # 11
Change in Emergency Incident Reporting solution and implementation delays has shifted the project completion to 2027 with some work being completed by Q4 of 2026.
Note # 12
The electrical upgrade design phase is completed in 2025. The construction phase will start in Q1 2026 and the project is expected to be completed in Q2 2026.
Note # 13
The work plan has been delayed, due the site plan discussions with project partners.
Note # 14
Change in training environment driven by legislative changes has resulted in a shift in training focus. Remaining funds will be carried forward to year 2026.
Note # 15
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 # 16
Pre-incident Planning and Abandoned Buildings works remain on hold pending a decision on change of solution. Funds are carried forward to 2026 for outstanding deliverables.
Note # 17
The Needs Assessment for the Fire Academy and CREM led Feasibility study was completed. There are further ongoing discussions to align Fleet Services and Fire Academy compatibility, consolidated feasibility, timing and available funding.

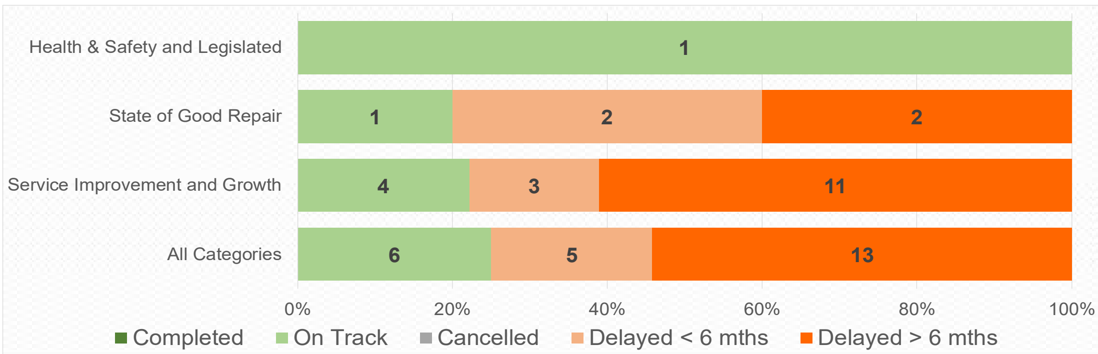
*Please note: Total project cost has been updated to reflect the approved 2026-2035 Capital Budgets, and may also be impacted by system migration to S/4Hana.

Toronto Paramedic Services (AMB)

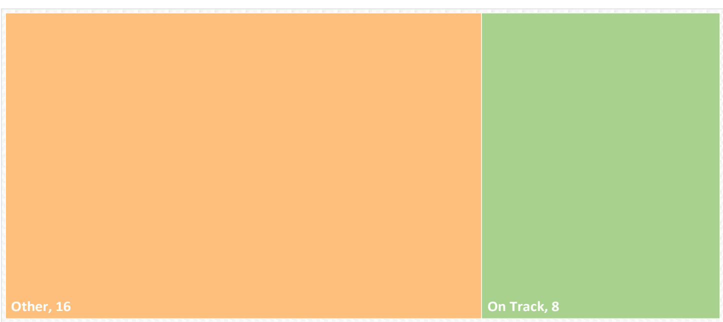
Year-end Spend Rates by Category



Project Overall Status by Category



Project Spending Status with Delay Reasons



Project Spending Status	Total
Spending On Track	8
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	16
Total # of Projects	**24**

Toronto Paramedic Services (AMB)

All Projects ($million)	2025					Overall			
Project Name	Approved Budget	Year-end Expenditure $	Year-end Expenditure %	Reason for Spending Delays	Notes	Total Approved Budget	Life-to-Date Actuals	%	Project Status
Power Stretchers Supplemental 2025	1.600	1.413	88.3%			1.600	1.413	88.3%	On Track
Health & Safety	**1.600**	**1.413**	**88.3%**			**1.600**	**1.413**	**88.3%**	
Mobile Data Communications	0.549	0.272	49.5%	Other	1	1.150	0.873	75.9%	Delayed < 6 mths
Medical Equipment Replacement	0.513	0.459	89.6%			8.323	7.769	93.4%	On Track
Portable Radio Replacement	0.457	0.309	67.6%	Other	2	3.309	2.111	63.8%	Delayed < 6 mths
Dispatch Console Replacement	0.285		0.0%	Other	3	2.882	2.447	84.9%	Delayed > 6 mths
CAD Upgrade	0.520	0.270	51.9%	Other	4	1.461	0.860	58.9%	Delayed > 6 mths
State of Good Repair	**2.323**	**1.310**	**56.4%**			**17.125**	**14.061**	**82.1%**	
Next Generation 9-1-1	0.412	0.306	74.4%			1.050	0.644	61.4%	On Track
Capital Asset Management Planning	2.159	1.655	76.7%			6.654	4.069	61.2%	Delayed < 6 mths
Future Strategic Staging Locations F-SSL	0.181		0.0%	Other	5	0.900	0.019	2.1%	Delayed > 6 mths
Asset Tracking	0.150	0.056	37.1%	Other	6	3.200	0.056	1.7%	Delayed < 6 mths
Service Improvements	**2.902**	**2.017**	**69.5%**			**11.804**	**4.788**	**40.6%**	
Additional Ambulances 7 Per Year - 2025	2.800	2.752	98.3%			2.800	2.752	98.3%	On Track
Multi-Function Station #2 - Construction	14.971	10.184	68.0%	Other	7	126.695	13.563	10.7%	Delayed > 6 mths
Multi-Function Station #2 Facility - TPS	0.624	0.105	16.9%	Other	8	4.900	0.881	18.0%	Delayed > 6 mths
Additional ERV	1.276	0.758	59.4%	Other	9	2.340	1.822	77.9%	On Track
Ambulance Post - 30 Queens Plate Drive	1.037	0.342	33.0%	Other	10	15.048	0.853	5.7%	Delayed > 6 mths
Ambulance Post - 330 Bering Ave.	0.342	0.240	70.4%			0.900	0.599	66.5%	On Track
Ambulance Post #3 - 844 Don Mills CRC	0.025		0.0%	Other	11	2.900		0.0%	Delayed > 6 mths
Ambulance Post #4 - 4610 Finch Ave East	0.575	0.395	68.7%	Other	12	9.575	0.395	4.1%	Delayed > 6 mths
Rivalda Stores	0.095	0.064	67.6%	Other	13	6.150	0.219	3.6%	Delayed > 6 mths
Multi-Function Station #3 - Design - 610 Bay St.	0.095	0.039	40.8%	Other	14	4.665	0.109	2.3%	Delayed > 6 mths
Multi-Function Station #5 - Design - 18 Dyas Rd.	0.016		0.0%	Other	15	8.050	0.034	0.4%	Delayed > 6 mths
Equipment & Garage - 1116 King St W	1.025	0.964	94.1%			12.550	0.989	7.9%	Delayed < 6 mths
Ambulance Vehicle Training AVT Facility	0.050	0.043	86.2%			2.000	0.043	2.2%	Delayed > 6 mths
CACC Backup Upgrade	0.250	0.045	17.9%	Other	16	13.700	0.045	0.3%	Delayed > 6 mths
Growth Related	**23.179**	**15.931**	**68.7%**			**212.273**	**22.305**	**10.5%**	
Projects Total	**30.005**	**20.671**	**68.9%**			**242.802**	**42.566**	**17.5%**	

Major Capital Projects ($million)	2025					Overall			
Project Name	Approved Budget	Year-end Expenditure $	Year-end Expenditure %	Reason for Spending Delays	Notes	Total Approved Budget	Life-to-Date Actuals	%	Project Status
Multi-Function Station #2 - Construction	14.971	10.184	68.0%	Other	7	126.695	13.563	10.7%	Delayed > 6 mths
	Start Date: 01/01/2017; **Original** Planned Completion Date: 12/31/2028; **Revised** Planned/ Actual Completion Date: 12/31/2029								
Ambulance Post - 30 Queens Plate Drive	1.037	0.342	33.0%	Other	10	15.048	0.853	5.7%	Delayed > 6 mths
	Start Date: 01/01/2019; **Original** Planned Completion Date: 12/31/2023; **Revised** Planned/ Actual Completion Date: 12/31/2026								

Multi-Function Station #3 - Design - 610 Bay St.	0.095	0.039	40.8%	Other	14	4.665	0.109	2.3%	Delayed > 6 mths
	Start Date: 01/01/2022; **Original** Planned Completion Date: 12/31/2025; **Revised** Planned/ Actual Completion Date: 12/31/2028								
Multi-Function Station #5 - Design - 18 Dyas Rd.	0.016		0.0%	Other	15	8.050	0.034	0.4%	Delayed > 6 mths
	Start Date: 01/01/2022; **Original** Planned Completion Date: 12/31/2027; **Revised** Planned/ Actual Completion Date: 12/31/2028								

*Please note: Total project cost has been updated to reflect the approved 2026-2035 Capital Budgets, and may also be impacted by system migration to S/4Hana.

Note Section:

Note # 1

The Mobile Data Communications project is delayed by less than six months due to timing delays in procurement and rollout of mobile data equipment.

Note # 2

The Portable Radio Equipment project underspending is due to timing delays in finalizing a contract amendment required for additional radio purchases. While radios have been received and replacements are underway, some planned acquisitions are pending approval and will occur in 2026.

Note # 3

The Dispatch Console Replacement project has been delayed by over six months due to vendor capacity constraints associated with the nationwide NG911 transition, which has affected equipment delivery and system implementation. Additional scope, including expansion of console positions and the development of a training facility at Don Mills, is also contributing to the extended timeline. Substantial completion is now anticipated by early 2027, with final

Note # 4

The Computer-Aided Dispatch (CAD) Upgrade project has experienced delays of over six months due to procurement related timing impacts. Implementation is now underway, with installation and rollout activities in progress. Cutover

Note # 5

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 # 6

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 # 7

The Multi-Function Station #2 Construction project has experienced delays of over six months due to City Planning design revisions, permitting requirements, and procurement timing, as well as additional complexities identified during site preparation. Construction is now underway, including site servicing and excavation works, with progress continuing as site conditions are addressed. Project completion is anticipated by the end of 2029.

Note # 8

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 Q1 2026.

Note # 9

The Additional ERV project expenditures are below the planned rate due to timing differences between vehicle acquisition, upfitting, and deployment. Units have been received, with some in service and others undergoing vendor conversion, with full deployment continuing through 2026.

Note # 10

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 # 11

The Ambulance Post #3 – 844 Don Mills CRC 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 # 12

The Ambulance Post #4 - 4610 Finch Ave East project has experienced delays of over six months due to extended design coordination requirements, including incorporation of multiple City divisions and revisions to space requirements. Detailed design is currently in progress, with construction now expected to begin in Q2 2026 and completion anticipated in 2028.

Note # 13

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 # 14

The Multi-Function Station #3 - Design - 610 Bay St. project has been delayed due to property acquisition timing, scope changes, and procurement challenges, including cancellation of interim temporary structure. The project is now being advanced through the CreateTO-led redevelopment, with delivery of the permanent station aligned to the design-build contract expected in 2026.

Note # 15

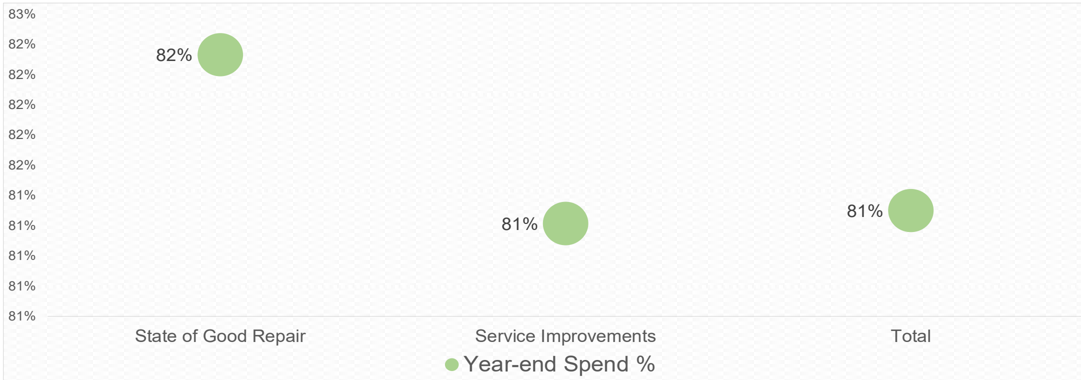
The Multi-Function Station #5 - Design - 18 Dyas Rd. project has been delayed by over six months due to coordination challenges involving the relocation of multiple City of Toronto division tenants, with phased occupancy planned for 2026 pending CreateTO’s tenant relocation efforts and approval of the fuel site move.

Note # 16

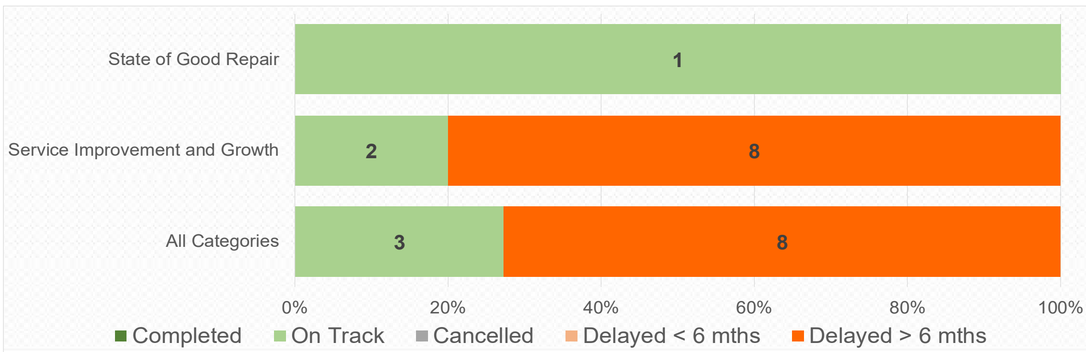
The Central Ambulance Communications Centre (CACC) Backup Upgrade project has been delayed by over six months due to phased feasibility, procurement, and detailed design required to confirm scope and cost. Under-expenditure is driven by timing delays in advancing design and procurement, as well as scope refinement following feasibility results. Detailed design was completed in December 2025 with construction now expected to begin in Q3 2026.

Toronto Shelter and Support Services (SHL)

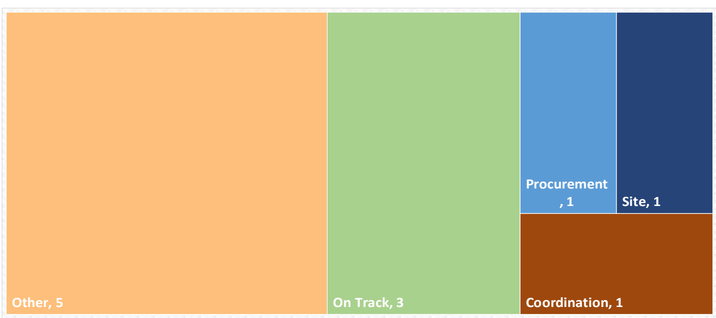
Year-end Spend Rates by Category



Project Overall Status by Category



Project Spending Status with Delay Reasons



Project Spending Status	Total
Spending On Track	3
Completed	0
Cancelled	0
Project Mgmt and Capacity Issues	0
Procurement Delays	1
Vendor Issues	0
Site Condition Issues	1
Coordination Challenges	1
Stakeholder and Community Factors	0
Regulatory Delays	0
Cost Overruns and Rescoping	0
Other	5
Total # of Projects	**11**

Toronto Shelter and Support Services (SHL)

All Projects ($million)	2025					Overall			
Project Name	Approved Budget	Year-end Expenditure $	Year-end Expenditure %	Reason for Spending Delays	Notes	Total Approved Budget	Life-to-Date Actuals	%	Project Status
TSSS - SOGR	12.507	10.298	82.3%			42.374	10.298	24.3%	On Track
State of Good Repair	**12.507**	**10.298**	**82.3%**			**42.374**	**10.298**	**24.3%**	
George Street Revitalization (GSR)	12.537	10.694	85.3%		1	687.442	120.838	17.6%	On Track
Housing and Shelter Infrastructure Development (Formerly, Addition of 1000 New Shelter Beds)	8.566	2.408	28.1%	Site Condition Issues	2	130.114	92.035	70.7%	Delayed > 6 mths
COVID - 19 Resilience Response	1.792	0.651	36.3%	Other	3	15.261	10.299	67.5%	Delayed > 6 mths
AODA	9.594	0.347	3.6%	Procurement Delays	4	13.518	4.270	31.6%	Delayed > 6 mths
Office Modernization Project	1.529	0.607	39.7%	Coordination Challenges	5	3.931	3.009	76.5%	Delayed > 6 mths
SMIS Study	0.100		0.0%	Other	6	0.100		0.0%	Delayed > 6 mths
Spadina Project	0.308	0.030	9.7%	Other	7	6.778	0.087	1.3%	Delayed > 6 mths
Winter Plan	5.801	1.010	17.4%	Other	8	23.797	4.300	18.1%	Delayed > 6 mths
Homelessness Services Capital Infrastructure Strategy (HSCIS)	107.830	104.802	97.2%		9	507.552	126.901	25.0%	On Track
IT Tool - Incidents of Anti-Black Racism	0.375		0.0%	Other	10	0.751		0.0%	Delayed > 6 mths
Service Improvements	**148.432**	**120.548**	**81.2%**			**1,389.244**	**361.740**	**26.0%**	
Projects Total	**160.940**	**130.845**	**81.3%**			**1,431.618**	**372.037**	**26.0%**	

Major Capital Projects ($million)	2025					Overall			
Project Name	Approved Budget	Year-end Expenditure $	Year-end Expenditure %	Reason for Spending Delays	Notes	Total Approved Budget	Life-to-Date Actuals	%	Project Status
George Street Revitalization (GSR)	12.537	10.694	85.3%		1	687.442	120.838	17.6%	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	2.408	28.1%	Site Condition Issues	2	130.114	92.035	70.7%	Delayed > 6 mths
	Start Date: 01/01/2018; **Original** Planned Completion Date: 12/31/2020; **Revised** Planned/ Actual Completion Date: 06/30/2028								
Homelessness Services Capital Infrastructure Strategy (HSCIS)	107.830	104.802	97.2%		9	507.552	126.901	25.0%	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: Unforeseen site condition led to delays at 2299 Dundas and is now 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 pre-design package is now completed, and the project has moved to the Schematic Design phase in late December 2025. Demolition is expected to start Q4-2026 with construction starting in Q1-2027 and completion of the substantial construction of the building anticipated Q4-2029.

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 Q3-2026. 67 Adelaide is currently in tender phase with construction to begin once 233 Carlton is complete. Project completion is now anticipated in Q2-2028.

Note # 3: COVID - 19 Resilience Response

The project experienced underspending in 2025 due to design delays and additional work required for the remaining 3 sites. The project is expected to be completed in Q4-2027.

Note # 4: AODA

Two AODA sites were completed in 2025. Significant tendering delays are affecting the remaining three sites, with construction now expected to begin between Q2-2026 and Q4-2026 and overall project completion anticipated by Q4-2027.

Note # 5: Office Modernization Project

In 2025, Office Modernization project work has been completed for two sites, while the remaining two sites have been delayed due to contract constraints and pending completion of SOGR work. Consequently, overall completion of the Office Modernization project is now projected for Q4-2026.

Note # 6: SMIS Study

An interim TSD assessment has confirmed that SMIS meets corporate technology standards, and the ongoing funding requirement will be reassessed in 2026.

Note # 7: Spadina Project

The project experienced delays due to higher than expected cost estimates, prompting a reassessment of the project scope. Redesign work began in late 2025, with construction start expected in 2026.

Note # 8: Winter Plan

In 2025, winter capacity was achieved by leveraging temporary and cost-effective options, delaying the need for new permanent sites. Permanent sites will still be required, and the project completion date expected Q4-2028.

Note # 9: Homelessness Services Capital Infrastructure Strategy (HSCIS)

In 2025, TSSS acquired 5 addition sites, bringing the total sites secured to 11. Design work is ongoing at all sites, with construction started at 2 sites. An additional $40.000 million in Federal funding has been secured to support this project.

Note # 10: 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 2027 and project completion is anticipated by end of 2028.

*Please note: Total project cost has been updated to reflect the approved 2026-2035 Capital Budgets, and may also be impacted by system migration to S/4Hana.

2025 Capital Spending by Program
Community Development & Social Services

Program ($M)	Period	2025 Approved Cash Flow	2025 Expenditure		Trending	Alert (Benchmark 70% spending rate)
			Actuals	%		
Children's Services	4M-2025	11.66	11.04	94.6%		Ⓖ
	Q2-2025	11.66	10.09	86.5%	↓	Ⓖ
	Q3-2025	11.66	11.12	95.4%	↑	Ⓖ
	YE-2025	11.66	8.12	69.6%	↓	Ⓨ
Seniors Services and Long-Term Care	4M-2025	18.13	8.33	46.0%		Ⓡ
	Q2-2025	18.13	10.81	59.6%	↑	Ⓨ
	Q3-2025	18.13	11.46	63.2%	↑	Ⓨ
	YE-2025	23.71	16.64	70.2%	↑	Ⓖ
Toronto Employment & Social Services	4M-2025	0.60	0.60	100.0%		Ⓖ
	Q2-2025	0.60	0.00	0.0%	↓	Ⓡ
	Q3-2025	0.60	0.00	0.0%	▫	Ⓡ
	YE-2025	0.60	0.00	0.0%	▫	Ⓡ
TOTAL	4M-2025	30.39	19.97	65.7%		Ⓨ
	Q2-2025	30.39	20.90	68.8%	↑	Ⓨ
	Q3-2025	30.39	22.58	74.3%	↑	Ⓖ
	YE-2025	35.98	24.76	68.8%	↓	Ⓨ

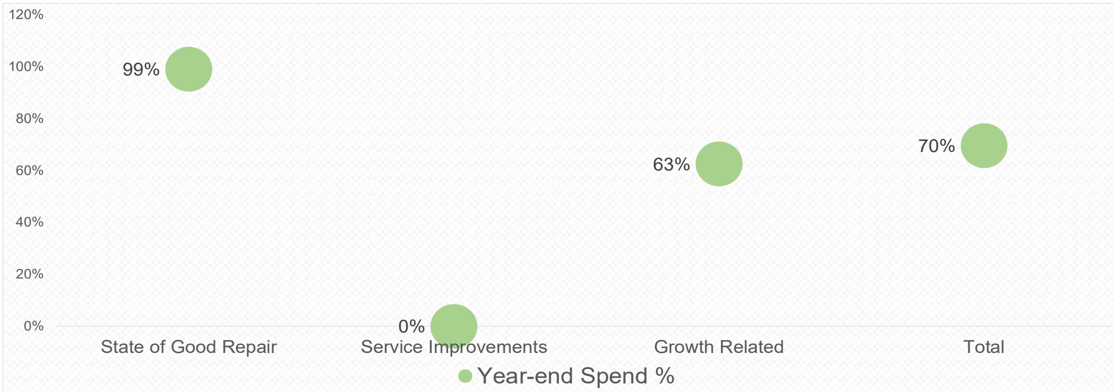
Projected / Year-end Actuals Spending	
> 70%	Ⓖ
Between 50%-70%	Ⓨ
< 50%	Ⓡ

For the twelve months ended December 31, 2025, the capital expenditures for Community Development & Social Services totalled $24.8 million of their collective 2025 Approved Capital Budget of $36.0 million.

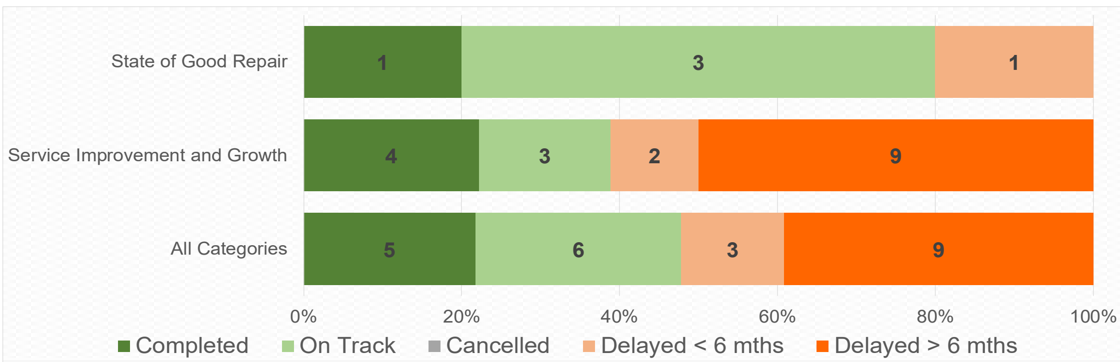
Program with more than 70% spending rate is: Seniors Services and Long-Term Care.

Children's Services (CHS)

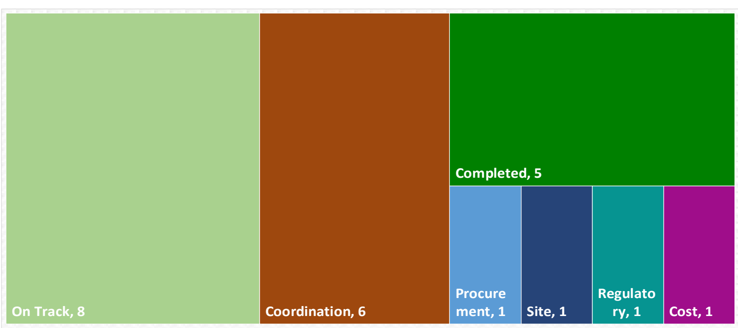
Year-end Spend Rates by Category



Project Overall Status by Category



Project Spending Status with Delay Reasons



Project Spending Status	Total
Spending On Track	8
Completed	5
Cancelled	0
Project Mgmt and Capacity Issues	0
Procurement Delays	1
Vendor Issues	0
Site Condition Issues	1
Coordination Challenges	6
Stakeholder and Community Factors	0
Regulatory Delays	1
Cost Overruns and Rescoping	1
Other	0
Total # of Projects	**23**

Children's Services (CHS)

All Projects ($million)	2025					Overall			
Project Name	Approved Budget	Year-end Expenditure		Reason for Spending Delays	Notes	Total Approved Budget	Life-to-Date Actuals	%	Project Status
		$	%						
TELCCS - State of Good Repair 2021	0.001	0.001	100.0%			1.366	1.366	100.0%	Completed
TELCCS - State of Good Repair 2022	0.287	0.279	97.3%			1.540	1.532	99.5%	Delayed < 6 mths
TELCCS - State of Good Repair 2023	0.514	0.502	97.7%			1.044	0.578	55.4%	On Track
TELCCS - State of Good Repair 2024	0.840	0.837	99.6%			1.540	1.337	86.8%	On Track
TELCCS - State of Good Repair 2025	0.686	0.686	100.0%			1.540	0.686	44.6%	On Track
State of Good Repair	**2.329**	**2.306**	**99.0%**			**7.030**	**5.500**	**78.2%**	
TELCCS - Playground Retrofit	0.038		0.0%	Coordination Challenges		12.750	4.887	38.3%	Delayed > 6 mths
Service Improvements	**0.038**		**0.0%**			**12.750**	**4.887**	**38.3%**	
150 Queens Wharf Rd (New EarlyON No. 17)	0.050		0.0%	Coordination Challenges		2.229		0.0%	Delayed > 6 mths
3933 Keele Street Child Care Centre	0.050		0.0%	Regulatory Delays		6.960		0.0%	On Track
Alexandra Park Child Care Centre	0.050	0.023	45.3%	Cost Overruns and Rescoping		3.078	2.060	66.9%	Delayed > 6 mths
Anishnawbe Miziwe Biik Child Care Centre	0.221	0.221	100.0%			8.709	8.157	93.7%	On Track
Canoe Landing Block 31 Child Care Centre	0.002		0.0%			4.129	4.027	97.5%	Completed
David & Mary Thomson Child Care Centre (Ctr 7)	0.010	0.005	48.1%	Coordination Challenges		11.500	0.005	0.0%	Delayed > 6 mths
Lawrence Heights Child Care Centre	0.050	0.013	25.2%	Coordination Challenges		13.000	0.022	0.2%	Delayed > 6 mths
Mount Dennis Child Care Centre	0.136	0.136	100.0%			22.330	21.592	96.7%	Delayed > 6 mths
North East Scarborough (Rouge Valley) Rec Ctr	1.611	1.451	90.0%			9.299	8.404	90.4%	Delayed < 6 mths
St. Barnabas Catholic School					1	3.471	3.195	92.1%	Completed
St. Bartholomew Catholic School	0.050		0.0%	Coordination Challenges		4.099	2.803	68.4%	Delayed < 6 mths
St. Roch Catholic School	0.037	0.010	27.4%			3.850	3.358	87.2%	Completed
Stanley Public School					1	3.900	3.576	91.7%	Completed
Wallace Emerson Child Care Centre	1.904	1.904	100.0%			9.175	6.200	67.6%	Delayed > 6 mths
Western North York Child Care Centre	4.576	1.953	42.7%	Procurement Delays		14.600	2.451	16.8%	Delayed > 6 mths
Willowridge Child Care Centre	0.500	0.097	19.4%	Site Condition Issues		1.998	0.216	10.8%	On Track
Woodbine Casino Child Care Centre	0.050		0.0%	Coordination Challenges		11.009		0.0%	Delayed > 6 mths
Growth Related	**9.297**	**5.812**	**62.5%**			**133.336**	**66.066**	**49.5%**	
Projects Total	**11.664**	**8.118**	**69.6%**			**153.115**	**76.452**	**49.9%**	

Note Section:

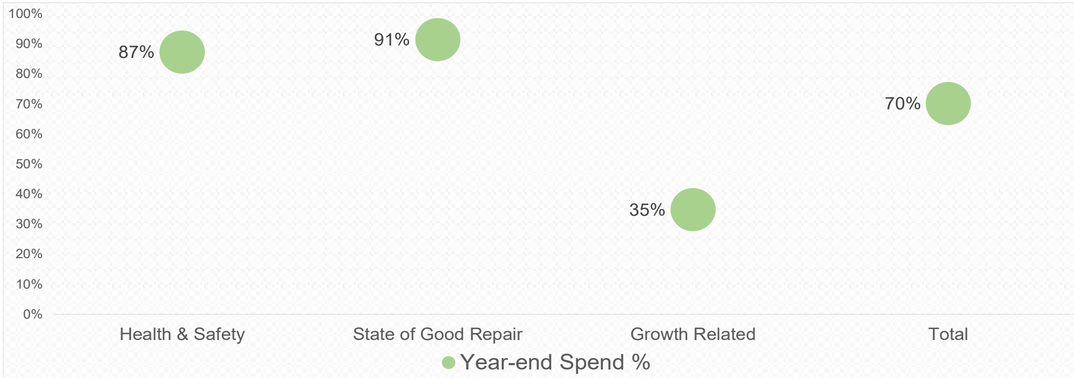
Note # 1

Projects are completed and at the stage of final invoices reconciliation. Residual funding in 2025 was deferred to outer years.

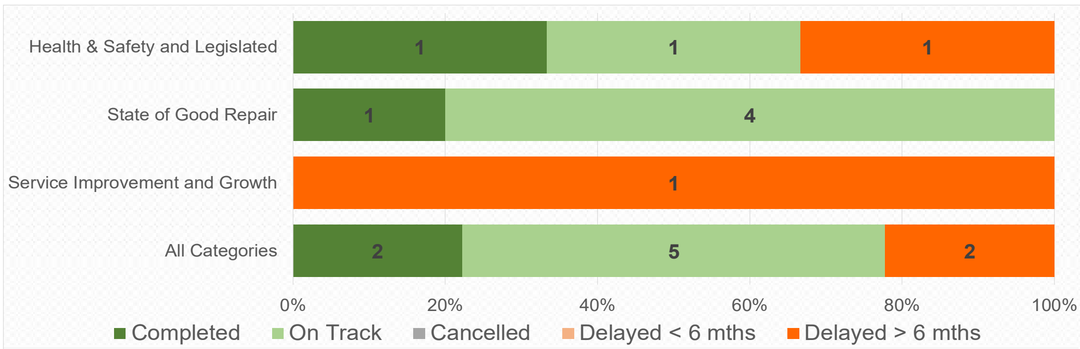
*Please note: Total project cost has been updated to reflect the approved 2026-2035 Capital Budgets, and may also be impacted by system migration to S/4Hana.

Seniors Services and Long-Term Care (HOM)

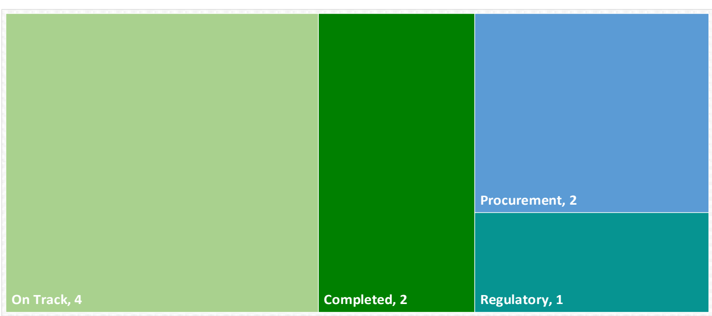
Year-end Spend Rates by Category



Project Overall Status by Category



Project Spending Status with Delay Reasons



Project Spending Status	Total
Spending On Track	4
Completed	2
Cancelled	0
Project Mgmt and Capacity Issues	0
Procurement Delays	2
Vendor Issues	0
Site Condition Issues	0
Coordination Challenges	0
Stakeholder and Community Factors	0
Regulatory Delays	1
Cost Overruns and Rescoping	0
Other	0
Total # of Projects	**9**

Seniors Services and Long-Term Care (HOM)

All Projects ($million)	2025					Overall			
Project Name	Approved Budget	Year-end Expenditure		Reason for Spending Delays	Notes	Total Approved Budget	Life-to-Date Actuals	%	Project Status
		$	%						
Building Health & Safety - 2021	0.266	0.266	100.0%			2.116	2.116	100.0%	Completed
Building Health & Safety - 2022	1.260	0.733	58.1%	Procurement Delays		2.115	1.587	75.1%	Delayed > 6 mths
Building Health & Safety - Ongoing	2.644	2.643	100.0%			14.845	2.693	18.1%	On Track
Health & Safety	**4.170**	**3.641**	**87.3%**			**19.076**	**6.396**	**33.5%**	
Building SOGR - 2020	0.700	0.700	100.0%			7.065	7.065	100.0%	Completed
Building SOGR - 2021	1.381	1.380	100.0%			6.607	5.711	86.4%	On Track
Building SOGR - 2022	4.570	4.570	100.0%			12.024	9.260	77.0%	On Track
Building SOGR - Ongoing	3.163	3.163	100.0%			10.753	4.193	39.0%	On Track
SPIF Community Parkland - Kipling Acres	1.105	0.173	15.6%	Procurement Delays		3.627	0.220	6.1%	On Track
State of Good Repair	**10.920**	**9.987**	**91.5%**			**40.076**	**26.449**	**66.0%**	
4610 Finch Ave East Redevelopment	8.622	3.013	34.9%	Regulatory Delays	1	435.628	7.376	1.7%	Delayed > 6 mths
Growth Related	**8.622**	**3.013**	**34.9%**			**435.628**	**7.376**	**1.7%**	
Projects Total	**23.712**	**16.641**	**70.2%**			**494.781**	**40.221**	**8.1%**	

Major Capital Projects ($million)	2025					Overall			
Project Name	Approved Budget	Year-end Expenditure		Reason for Spending Delays	Notes	Total Approved Budget	Life-to-Date Actuals	%	Project Status
		$	%						
4610 Finch Ave East Redevelopment	8.622	3.013	34.9%	Regulatory Delays	1	435.628	7.376	1.7%	Delayed > 6 mths
	Start Date: 03/01/2020; **Original** Planned Completion Date: 12/31/2025; **Revised** Planned/ Actual Completion Date: 12/31/2030								

Note Section:

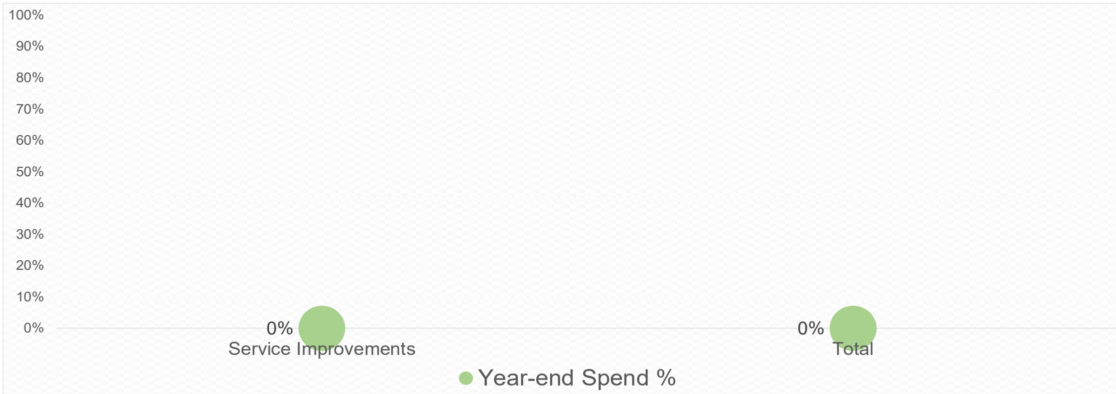
Note # 1

The project is having delays in site plan control and building permit applications. The invitation for general contractor tender bidding is targeted for early Q2 2026. The start of construction is revised to Q1 2027.

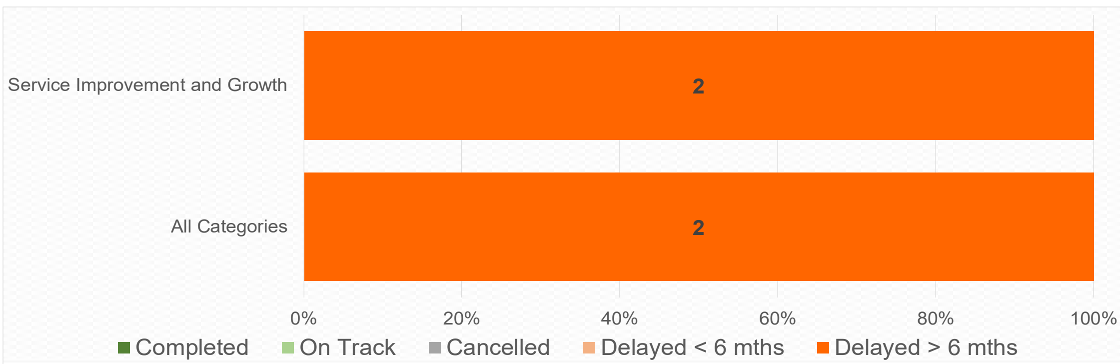
*Please note: Total project cost has been updated to reflect the approved 2026-2035 Capital Budgets, and may also be impacted by system migration to S/4Hana.

Toronto Employment and Social Services (SOC)

Year-end Spend Rates by Category



Project Overall Status by Category



Project Spending Status with Delay Reasons

Project Spending Status	Total
Spending On Track	0
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	2
Total # of Projects	**2**

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 and Social Services (SOC)

All Projects ($million)	2025					Overall			
Project Name	Approved Budget	Year-end Expenditure		Reason for Spending Delays	Notes	Total Approved Budget	Life-to-Date Actuals	%	Project Status
		$	%						
OFFICE 1	0.100		0.0%	Other	1	4.500		0.0%	Delayed > 6 mths
OFFICE 2	0.500		0.0%	Other	1	4.500		0.0%	Delayed > 6 mths
Service Improvements	**0.600**		**0.0%**			**9.000**		**0.0%**	
Projects Total	**0.600**		**0.0%**			**9.000**		**0.0%**	

Note Section:

Note # 1

Project has not started due to delays in identifying viable relocation sites for the new office and waiting for Corporate Partners to onboard a broker.

*Please note: Total project cost has been updated to reflect the approved 2026-2035 Capital Budgets, and may also be impacted by system migration to S/4Hana.

2025 Capital Spending by Program
Infrastructure Services

Program ($M)	Period	2025 Approved Cash Flow	2025 Expenditure		Trending	Alert (Benchmark 70% spending rate)
			Actuals	%		
Transit Expansion	4M-2025	173.48	96.52	55.6%		Ⓨ
	Q2-2025	173.48	102.13	58.9%	↑	Ⓨ
	Q3-2025	173.48	92.69	53.4%	↓	Ⓨ
	YE-2025	173.48	81.97	47.2%	↓	Ⓡ
Transportation Services	4M-2025	649.92	579.96	89.2%		Ⓖ
	Q2-2025	650.14	582.51	89.6%	↑	Ⓖ
	Q3-2025	672.64	587.98	87.4%	↓	Ⓖ
	YE-2025	779.38	748.60	96.1%	↑	Ⓖ
TOTAL	4M-2025	649.92	579.96	89.2%		Ⓖ
	Q2-2025	650.14	582.51	89.6%	↑	Ⓖ
	Q3-2025	672.64	587.98	87.4%	↓	Ⓖ
	YE-2025	952.86	830.57	87.2%	↓	Ⓖ

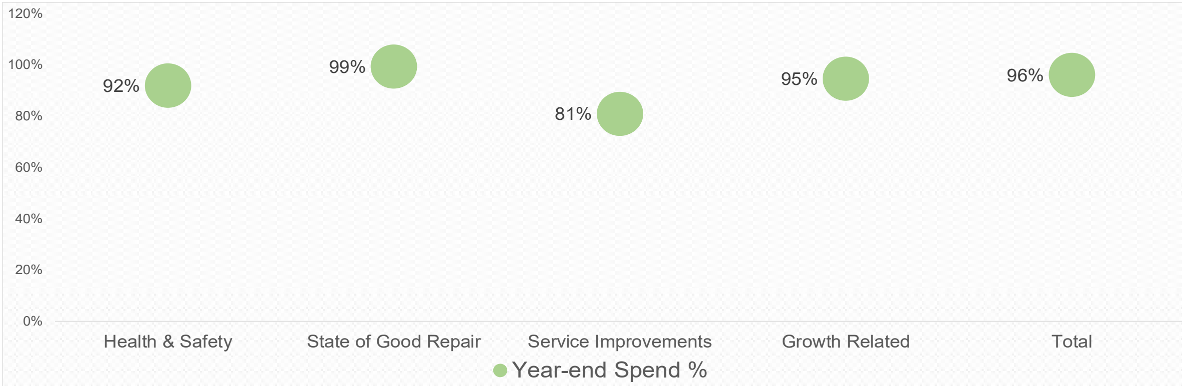
Projected / Year-end Actuals Spending	
> 70%	Ⓖ
Between 50%-70%	Ⓨ
< 50%	Ⓡ

For the twelve months ended December 31, 2025, the capital expenditures for Infrastructure Services totalled $830.6 million of their collective 2025 Approved Capital Budget of $952.9 million.

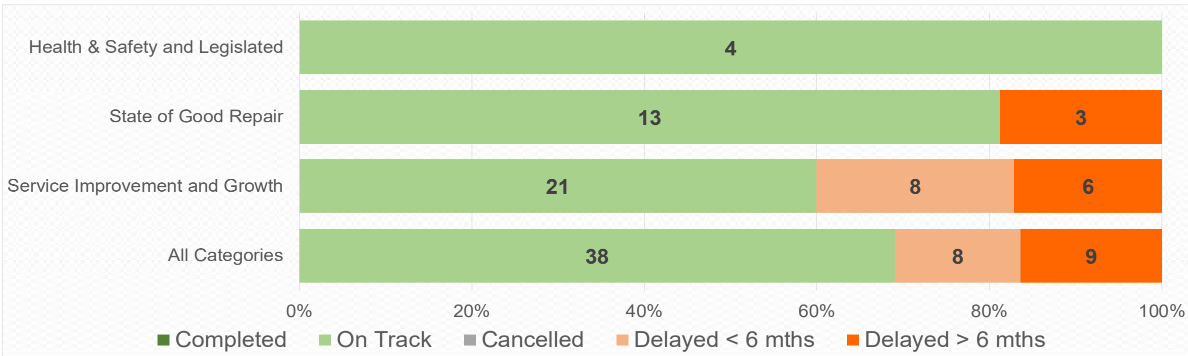
Program with more than 70% spending rate is: Transportation Services.

Transportation Services (TRN)

Year-end Spend Rates by Category



Project Overall Status by Category



Project Spending Status with Delay Reasons

Project Spending Status	Total
Spending On Track	53
Completed	0
Cancelled	0
Project Mgmt and Capacity Issues	0
Procurement Delays	1
Vendor Issues	0
Site Condition Issues	1
Coordination Challenges	0
Stakeholder and Community Factors	0
Regulatory Delays	0
Cost Overruns and Rescoping	0
Other	0
Total # of Projects	**55**

Transportation Services (TRN)

All Projects ($million)	2025					Overall			
Project Name	Approved Budget	Year-end Expenditure		Reason for Spending Delays	Notes	Total Approved Budget	Life-to-Date Actuals	%	Project Status
		$	%						
City Bridge Rehabilitation (Critical)	11.882	11.882	100.0%			233.386	215.275	92.2%	On Track
Glen Road Pedestrian Bridge	4.121	3.749	91.0%			25.940	23.629	91.1%	On Track
Guide Rail Program	1.323	1.323	100.0%			13.605	10.780	79.2%	On Track
Road Safety Plan	33.012	29.361	88.9%			339.977	177.463	52.2%	On Track
Health & Safety	**50.338**	**46.315**	**92.0%**			**612.909**	**427.147**	**69.7%**	
City Bridge Rehabilitation	107.220	107.220	100.0%			857.177	396.833	46.3%	On Track
Critical Interim Road Rehabilitation	8.024	8.024	100.0%			91.340	55.844	61.1%	On Track
Ditch Rehabilitation & Culvert Reconstruction	2.341	2.341	100.0%			21.748	16.089	74.0%	On Track
Don Valley Parkway Rehabilitation	19.981	19.981	100.0%			179.183	131.754	73.5%	On Track
Dufferin Street Bridge Rehabilitation	0.702	0.130	18.5%	Other as specified in comments	1	7.628	1.858	24.4%	Delayed > 6 mths
Dunn and Dowling Bridges	0.800		0.0%	Other as specified in comments	1	5.630		0.0%	Delayed > 6 mths
F.G. Gardiner	223.395	222.847	99.8%			2,529.905	1,015.422	40.1%	On Track
Facility Improvements	3.000	1.971	65.7%	Other as specified in comments	2	43.700	14.971	34.3%	Delayed > 6 mths
Laneways	1.509	1.509	100.0%			31.688	17.617	55.6%	On Track
Local Road Rehabilitation	94.247	94.227	100.0%			1,301.253	824.581	63.4%	On Track
Major Road Rehabilitation	38.354	38.295	99.8%			1,024.793	559.123	54.6%	On Track
Major SOGR Pooled Contingency	6.425	6.425	100.0%			100.899	39.768	39.4%	On Track
Retaining Walls Rehabilitation	2.500	2.106	84.2%			26.723	15.329	57.4%	On Track
Sidewalks	19.610	19.610	100.0%			229.441	148.625	64.8%	On Track
Signs & Markings Asset Management	3.598	3.562	99.0%			43.054	20.562	47.8%	On Track
Traffic Plant Requirements / Signal Asset Management	1.858	1.858	100.0%			75.781	39.414	52.0%	On Track
State of Good Repair	**533.566**	**530.107**	**99.4%**			**6,569.943**	**3,297.791**	**50.2%**	
Cycling Infrastructure	35.001	34.109	97.5%			248.843	159.330	64.0%	On Track
Eglinton Connects	7.000	4.187	59.8%	Other as specified in comments	3	21.814	8.502	39.0%	Delayed < 6 mths
Engineering Studies	8.099	8.099	100.0%			88.027	44.796	50.9%	On Track
FIFA-related CCTV cameras	0.150	0.139	92.4%			0.150	0.139	92.4%	On Track
Green Streets Improvement	1.500	0.865	57.6%	Other as specified in comments	4	16.531	0.895	5.4%	Delayed > 6 mths
King Street Transit Priority	0.500	0.276	55.2%	Other as specified in comments	5	4.810	1.190	24.7%	Delayed < 6 mths
Mappping & GIS Repository	0.400	0.202	50.6%	Other as specified in comments	6	2.284	1.624	71.1%	Delayed < 6 mths
Mount Dennis Mobility Plan	0.074	0.074	100.0%			0.287	0.134	46.8%	On Track
MoveTO	7.700	7.385	95.9%			86.991	30.711	35.3%	On Track
Neighbourhood Improvements	5.856	4.623	78.9%			45.112	28.898	64.1%	On Track
Resources Rd Land Arrangement	0.150		0.0%			0.150		0.0%	Delayed < 6 mths
Rockcliffe Flood Mitigation	3.900	3.899	100.0%			185.138	4.516	2.4%	On Track
Surface Network Transit Plan	2.168	2.168	100.0%			42.241	5.255	12.4%	On Track
System Enhancements for Road Repair & Permits	2.700	1.404	52.0%	Procurement Delays	7	25.807	10.511	40.7%	Delayed > 6 mths
TO360 Wayfinding	0.620	0.443	71.5%			7.617	4.239	55.7%	On Track
West Toronto Rail Path Extension	18.451	8.451	45.8%	Other as specified in comments	8	150.778	13.240	8.8%	Delayed < 6 mths
Service Improvements	**94.269**	**76.325**	**81.0%**			**926.580**	**313.979**	**33.9%**	

Agincourt Improvement	1.200		0.0%	Other as specified in comments	9	8.583		0.0%	Delayed > 6 mths
Beecroft Extension	7.990	7.990	100.0%			30.917	11.695	37.8%	On Track
Broadview Extension	12.162	12.159	100.0%			180.028	62.644	34.8%	On Track
Emery Village Improvements	0.102	0.032	31.8%	Site Condition Issues	10	6.645	0.519	7.8%	Delayed > 6 mths
John Street Revitalization Project	1.440	1.440	100.0%			21.022	5.160	24.5%	On Track
Lawrence-Allen Revitalization Project	3.557	3.557	100.0%			16.713	8.470	50.7%	On Track
Legion Road Extension & Grade Separation	0.410		0.0%	Other as specified in comments	11	12.869	0.600	4.7%	Delayed < 6 mths
Metrolinx Additional Infrastructure	2.904	1.007	34.7%	Other as specified in comments	12	20.592	11.063	53.7%	Delayed < 6 mths
North York Service Road	0.300	0.002	0.8%	Other as specified in comments	13	70.742	58.092	82.1%	Delayed > 6 mths
Overlea Blvd and Don Mills Rd Improvement	2.000	1.597	79.8%			96.000	1.597	1.7%	On Track
Peel and Gladstone	0.500	0.364	72.9%			6.103	5.968	97.8%	On Track
Port Union Road	12.367	12.367	100.0%			34.395	25.378	73.8%	On Track
Rean to Kenaston - New Road	4.248	4.248	100.0%			13.343	10.809	81.0%	On Track
Scarlett / St. Clair / Dundas	4.039	4.039	100.0%			105.794	18.043	17.1%	On Track
Six Points Interchange Redevelopment	0.652	0.652	100.0%			69.045	66.913	96.9%	On Track
St. Clair TMP:Gunns, Keele, Davenport	26.710	26.697	99.9%			492.320	39.890	8.1%	On Track
Steeles Widenings (Tapscott Rd - Beare Rd)	0.500	0.076	15.1%	Other as specified in comments	14	61.502	1.311	2.1%	Delayed < 6 mths
Work for TTC & Others	19.614	19.614	100.0%			223.844	167.458	74.8%	On Track
Yonge TOmorrow	0.510	0.010	2.0%	Other as specified in comments	15	17.238	0.800	4.6%	Delayed > 6 mths
Growth Related	**101.206**	**95.852**	**94.7%**			**1,487.694**	**496.411**	**33.4%**	
Projects Total	**779.379**	**748.598**	**96.1%**			**9,597.126**	**4,535.328**	**47.3%**	

Major Capital Projects ($million)	**2025**					**Overall**			
Project Name	**Approved Budget**	**Year-end Expenditure**		**Reason for Spending Delays**	**Notes**	**Total Approved Budget**	**Life-to-Date Actuals**	**%**	**Project Status**
		$	**%**						
F.G. Gardiner	218.283	218.283	100.0%		16	2,381.081	884.396	37.1%	On Track
	Start Date: 04/01/2017; **Original** Planned Completion Date: TBD; **Revised** Planned/ Actual Completion Date: N/A								

Note Section:

Note # 1
Design delayed as the City is waiting for clearance and acceptance from Metrolinx on new design direction.

Note # 2
Lower then expected spend due to late delivery of vehicle purchases as well as unexpected conflicts found at facility sites undergoing improvements (i.e. utility conflicts)

Note # 3
Lower than expected spent rate due to reduction of cycling scope in the roads contract as a result of Bill 60.

Note # 4
Lower than expected spent rate due to various projects experiencing design delays and delays in the tendering process.

Note # 5
Project design taking longer than anticipated to minimize impacts to roadway congestion.

Note # 6
Project progress slower than anticipated due to competing priorities.

Note # 7
RACs project is delayed due to procurement complexity. Design assignment is still being developed and its issuance moved from 2025 to 2026.

Note # 8
The construction tender was contingent on signed MIA agreement, which did not occur in 2025. The construction is now anticipated to commence in 2026. Utility coordination and design for relocation is ongoing.

Note # 9
Design is delayed as additional efforts are required to coordinate project with surrounding on-going development.

Note # 10
Design for road and yard is delayed due to the identification of methane on site and the need to design of methane mitigation system to be incorporate to the project. The design of the methane mitigation system is ongoing.

Note # 11
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 # 12
Lower than anticipated spending due to additional time required to negotiate for property acquisitions near Eglinton

Note # 13
Project delayed due to limited submissions for tender call. Project set to be retendered.

Note # 14
Design is taking longer due to design refinement concerning to address public feedback. Consultant experiencing resource capacity issues and is working to resolve the matter.

Note # 15
Detailed design delayed in response to changes in engagement strategy to confirm design elements (to provide additional time for public consultation on the preliminary design and operational Plan).

Note # 16
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.

*Please note: Total project cost has been updated to reflect the approved 2026-2035 Capital Budgets, and may also be impacted by system migration to S/4Hana.

2025 Capital Spending by Program
Development and Growth Services

Program ($M)	Period	2025 Approved Cash Flow	2025 Expenditure		Trending	Alert (Benchmark 70% spending rate)
			Actuals	%		
City Planning	4M-2025	8.63	7.77	90.1%		Ⓖ
	Q2-2025	8.63	6.98	80.8%	↓	Ⓖ
	Q3-2025	8.63	5.85	67.8%	↓	Ⓨ
	YE-2025	8.63	4.41	51.1%	↓	Ⓨ
Housing Secretariat	4M-2025	615.44	528.79	85.9%		Ⓖ
	Q2-2025	618.14	515.22	83.3%	↓	Ⓖ
	Q3-2025	624.38	533.16	85.4%	↑	Ⓖ
	YE-2025	716.15	599.27	83.7%	↓	Ⓖ
Waterfront Revitalization Initiative	4M-2025	129.80	93.90	72.3%		Ⓖ
	Q2-2025	148.80	107.12	72.0%	↓	Ⓖ
	Q3-2025	148.80	104.66	70.3%	↓	Ⓖ
	YE-2025	148.98	90.78	60.9%	↓	Ⓨ
TOTAL	4M-2025	753.86	630.46	83.6%		Ⓖ
	Q2-2025	775.56	629.31	81.1%	↓	Ⓖ
	Q3-2025	781.80	643.67	82.3%	↑	Ⓖ
	YE-2025	873.76	694.45	79.5%	↓	Ⓖ

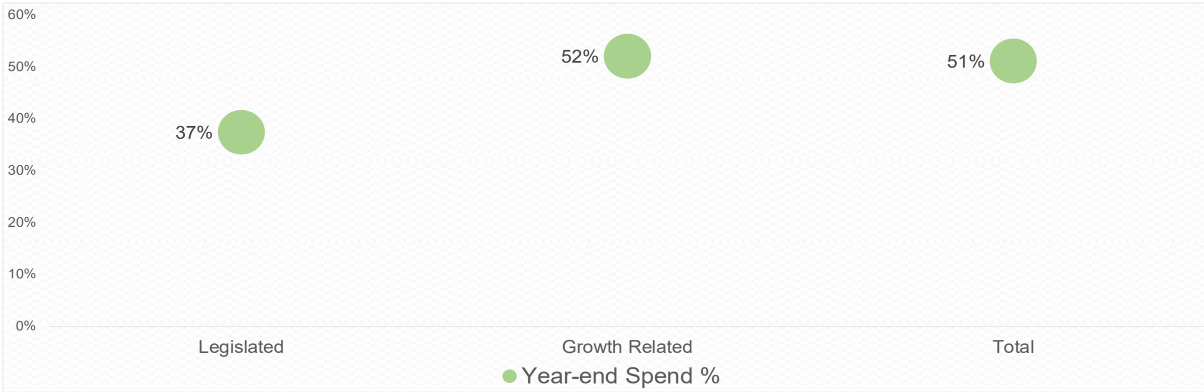
Projected / Year-end Actuals Spending	
> 70%	Ⓖ
Between 50%-70%	Ⓨ
< 50%	Ⓡ

For the twelve months ended December 31, 2025, the capital expenditures for Development and Growth Services totalled $694.5 million of their collective 2025 Approved Capital Budget of $873.8 million.

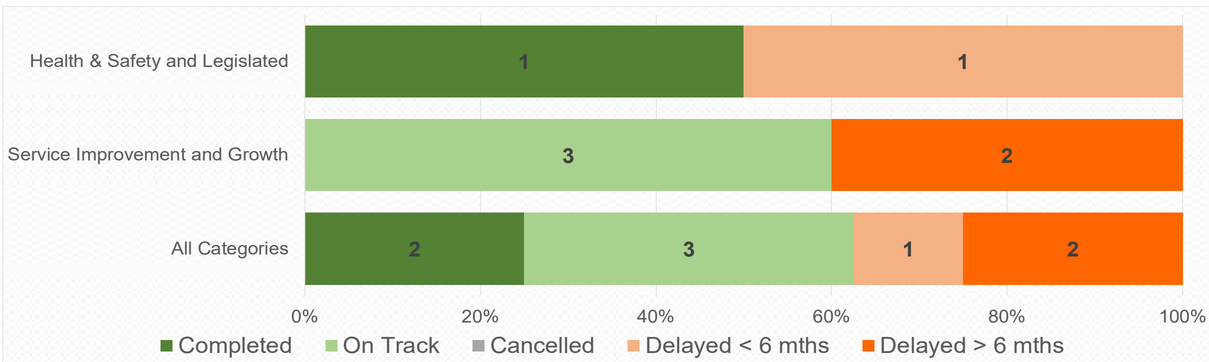
Program with more than 70% spending rate is: Housing Secretariat.

City Planning (URB)

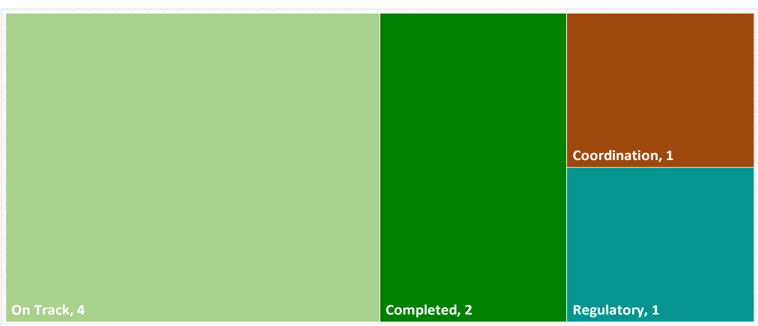
Year-end Spend Rates by Category



Project Overall Status by Category



Project Spending Status with Delay Reasons



Project Spending Status	Total
Spending On Track	4
Completed	2
Cancelled	0
Project Mgmt and Capacity Issues	0
Procurement Delays	0
Vendor Issues	0
Site Condition Issues	0
Coordination Challenges	1
Stakeholder and Community Factors	0
Regulatory Delays	1
Cost Overruns and Rescoping	0
Other	0
Total # of Projects	**8**

City Planning (URB)

All Projects ($million)	2025					Overall			
Project Name	Approved Budget	Year-end Expenditure		Reason for Spending Delays	Notes	Total Approved Budget	Life-to-Date Actuals	%	Project Status
		$	%						
Five Year Review of the Official Plan	0.401	0.065	16.1%	Regulatory Delays	1	3.174	2.538	80.0%	Delayed < 6 mths
Official Plan Conformity Review	0.136	0.136	100.0%			0.545	0.545	100.0%	Completed
Legislated	**0.537**	**0.200**	**37.3%**			**3.720**	**3.083**	**82.9%**	
St. Lawrence Market North-Archaeological						0.186	0.186	100.0%	Completed
State of Good Repair						**0.186**	**0.186**	**100.0%**	
Growth Studies	2.963	1.838	62.0%			7.152	4.806	67.2%	On Track
Places - Civic Improvements	3.000	1.321	44.0%	Coordination Challenges	2	13.763	7.583	55.1%	Delayed > 6 mths
Scarborough Rapid Transit Adaptive Reuse	1.000	0.090	9.0%	Other as specified in comments	3	1.000	0.090	9.0%	Delayed > 6 mths
Heritage Studies	0.441	0.312	70.9%			1.150	1.022	88.8%	On Track
Transportation & Transit Studies	0.689	0.647	94.0%			1.300	0.858	66.0%	On Track
Growth Related	**8.093**	**4.208**	**52.0%**			**24.364**	**14.359**	**58.9%**	
Projects Total	**8.629**	**4.408**	**51.1%**			**28.270**	**17.629**	**62.4%**	

Note Section:

Note # 1

On-going work for Council adopted Official Plan Amendments including extended MMAH timelines and OLT appeal processes.

Note # 2

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

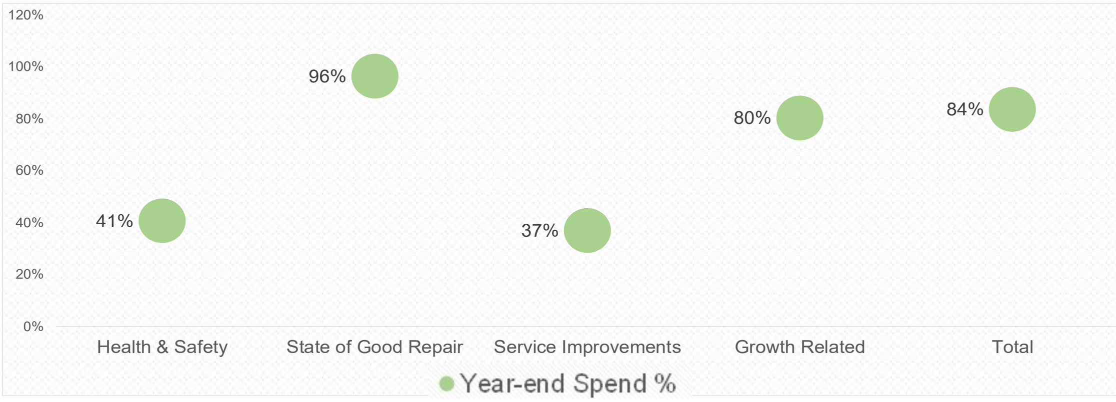
Note # 3

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

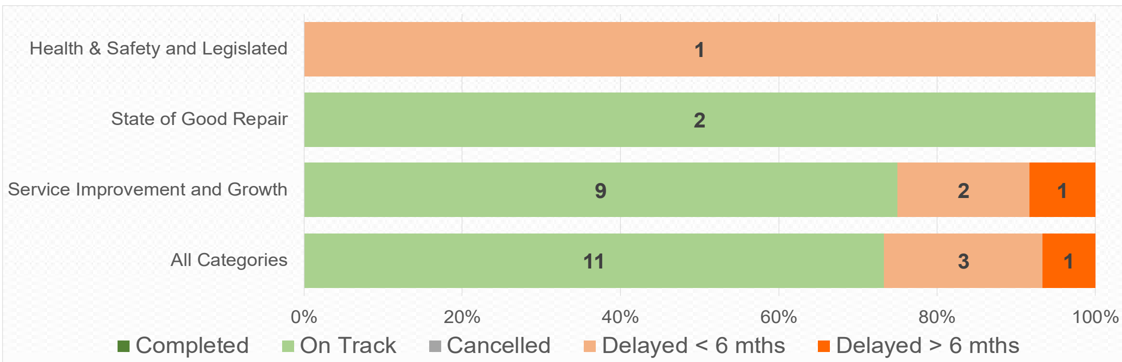
*Please note: Total project cost has been updated to reflect the approved 2026-2035 Capital Budgets, and may also be impacted by system migration to S/4Hana.

Housing Secretariat (HSE)

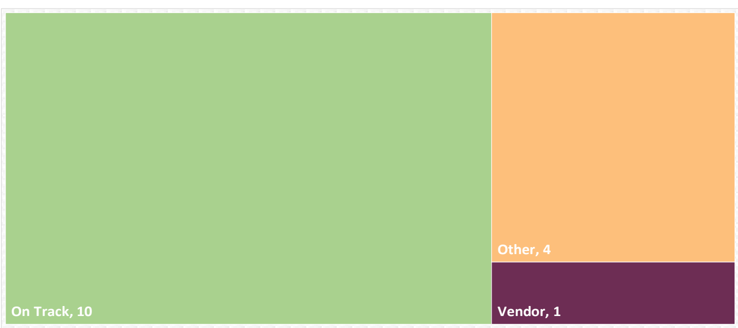
Actual and Projected Spend Rates by Category



Project Overall Status by Category



Project Spending Status with Delay Reasons



Project Spending Status	Total
Spending On Track	10
Completed	0
Cancelled	0
Project Mgmt and Capacity Issues	0
Procurement Delays	0
Vendor Issues	1
Site Condition Issues	0
Coordination Challenges	0
Stakeholder and Community Factors	0
Regulatory Delays	0
Cost Overruns and Rescoping	0
Other	4
Total # of Projects	**15**

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 were underspent in 2025 due to delayed demolition and construction across multiple development projects, resulting in some schedule adjustments to 2026.
- **TCHC IT Capital project** was underspent in 2025 due to scope changes in Corporate Capital projects and the deferred implementation of the Dayforce initiative, resulting in expenditures shifting to 2026.
- **Taking Action on Tower Renewal Program** was underspent in 2025 due to slow program uptake primarily driven by external factors (interest rates, construction costs).

Housing Secretariat (HSE)

All Projects ($million)	2025					Overall			
Project Name	Approved Budget	YTD Expenditure		Reason for Spending Delays	Notes	Total Approved Budget	Life-to-Date Actuals	%	Project Status
		$	%						
TCHC IT Capital	17.480	7.117	40.7%	Other	#1	47.809	11.589	24.2%	Delayed < 6 mths
Health & Safety	**17.480**	**7.117**	**40.7%**			**47.809**	**11.589**	**24.2%**	
TCHC Building Repair Capital	222.201	214.195	96.4%			2,486.791	642.877	25.9%	On Track
TCHC Carbon Budget	0.470	0.410	87.3%			34.020	0.410	1.2%	On Track
State of Good Repair	**222.671**	**214.606**	**96.4%**			**2,520.811**	**643.288**	**25.5%**	
Taking Action on Tower Renewal Program	6.050	0.475	7.8%	Other	#2	17.322	1.179	6.8%	On Track
Toronto Renovates TR Non-TCA	1.534	1.534	100.0%			4.778	2.109	44.1%	On Track
Choice Base Housing Access System	3.120	1.742	55.8%	Other	#3	10.678	5.195	48.7%	Delayed > 6 mths
TCHC Community And Tenant Support	0.650	0.454	69.9%			13.023	0.454	3.5%	On Track
Service Improvements	**11.354**	**4.205**	**37.0%**			**45.801**	**8.937**	**19.5%**	
Housing Now	66.450	51.831	78.0%			456.174	80.459	17.6%	On Track
Rental Development	29.481	23.540	79.8%		#4	306.900	47.017	15.3%	Delayed < 6 mths
Modular Housing	2.787	1.535	55.1%	Vendor Issues	#5	37.709	33.415	88.6%	On Track
Rapid Housing Initiative	38.598	38.375	99.4%			416.940	358.754	86.0%	On Track
Emergency Housing Action	29.982	29.982	100.0%			173.025	137.444	79.4%	On Track
Third Party Grants Funding	206.208	206.008	99.9%			712.979	301.669	42.3%	On Track
TCHC Development In-Flight	81.022	15.073	18.6%	Other	#6	520.263	31.364	6.0%	Delayed < 6 mths
TCHC Regent Park Energy Inc	10.115	6.994	69.1%			28.137	6.994	24.9%	On Track
Growth Related	**464.644**	**373.338**	**80.3%**			**2,652.128**	**997.115**	**37.6%**	
Projects Total	**716.150**	**599.266**	**83.7%**			**5,266.548**	**1,660.929**	**31.5%**	

Major Capital Projects ($million)	2025					Overall			
Project Name	Approved Budget	YTD Expenditure		Reason for Spending Delays	Notes	Total Approved Budget	Life-to-Date Actuals	%	Project Status
		$	%						
Housing Now	66.450	51.831	78.0%			456.174	80.459	17.6%	On Track
	Start Date: 01/01/2019; **Original** Planned Completion Date: 12/31/2034; **Revised** Planned/ Actual Completion Date: 12/30/2034								
Supportive Housing (Modular Housing, Rapid Housing Initiative, Emergency Housing Action)	71.368	69.893	97.9%			627.675	529.613	84.4%	On Track
	Start Date: 01/01/2020; **Original** Planned Completion Date: Various (2026-2029); **Revised** Planned/ Actual Completion Date: Various (2026-2029)								

Note Section:

Note # 1
Spending delays largely reflect scope changes in Corporate Capital projects and the deferred implementation of the Dayforce initiative, resulting in expenditures shifting to 2026.

Note # 2
Slow program uptake due to external factors (interest rates, construction costs).

Note # 3
The project returns to Council in Q1 2026 to seek approval on program policy changes.

Note # 4
Delays in the pre-construction work for these projects were primarily due to market conditions (softening rental demand, concerns over rental unit absorptions, fluctuation in interest rate). 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.

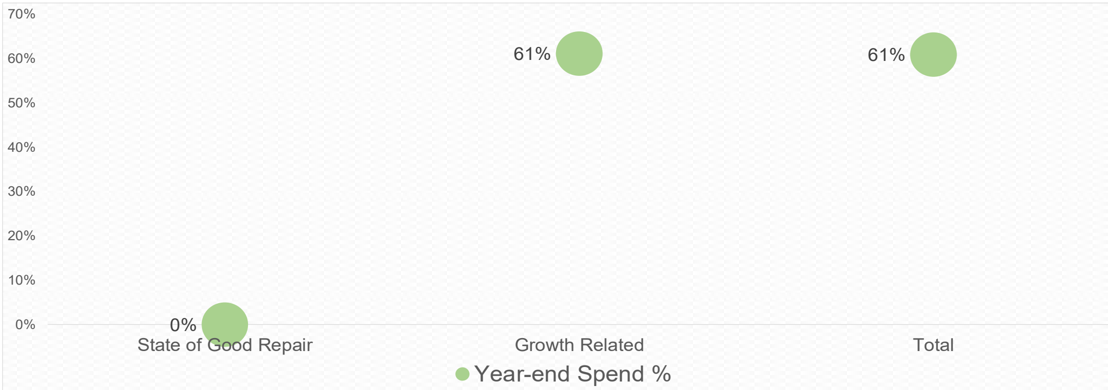
Note # 5
Due to vendor-related issues, project underspent in 2025 and the unspent funding will be carried forward to 2026 for project completion.

Note # 6
Delayed demolition / construction in Alexandra Park Phase 2, Lawrence Heights Phase 1, Swansea, Firgrove and Regent Park phase 4/5 resulted in some schedule adjustments to 2026 and thus reduced spending in 2025. Overall, the projects remain on budget.

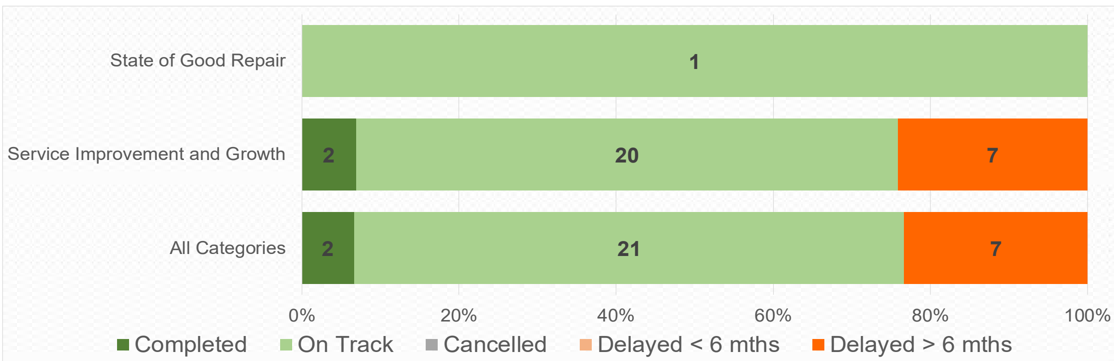
*Please note: Total project cost has been updated to reflect the approved 2026-2035 Capital Budgets, and may also be impacted by system migration to S/4Hana.

Waterfront Revitalization Initiative (WFT)

Year-end Spend Rates by Category



Project Overall Status by Category



Project Spending Status with Delay Reasons

Project Spending Status	Total
Spending On Track	21
Completed	2
Cancelled	0
Project Mgmt and Capacity Issues	0
Procurement Delays	1
Vendor Issues	0
Site Condition Issues	0
Coordination Challenges	4
Stakeholder and Community Factors	2
Regulatory Delays	0
Cost Overruns and Rescoping	0
Other	0
Total # of Projects	**30**

Waterfront Revitalization Initiative (WFT)

All Projects ($million)	2025					Overall			
Project Name	**Approved Budget**	**Year-end Expenditure**		**Reason for Spending Delays**	**Notes**	**Total Approved Budget**	**Life-to-Date Actuals**	**%**	**Project Status**
		$	**%**						
Dockwall Prioritization Study	0.500		0.0%			1.500		0.0%	On Track
State of Good Repair	**0.500**		**0.0%**			**1.500**		**0.0%**	
Bathurst Quay Public Realm	0.032	0.030	93.2%	Coordination Challenges	1	1.293	1.291	99.8%	Delayed > 6 mths
Bayside Phase 2 Water's Edge Promenade	3.870	2.893	74.7%			17.152	2.893	16.9%	On Track
Bentway and Fort York Improvements	0.140		0.0%			1.585	1.312	82.8%	On Track
Billy Bishop 2018 Airport Master Plan Up	0.400	0.032	8.1%			1.200	0.032	2.7%	On Track
Broadview Eastern Flood Protection	20.000	10.934	54.7%		2	200.183	22.661	11.3%	On Track
Commissioners Street Sewer Detailed Design	3.530	0.130	3.7%	Procurement Delays	3	7.150	0.130	1.8%	Delayed > 6 mths
Convert Fire Hall To Community Space Pfr	0.173		0.0%			3.000	2.827	94.2%	Completed
Design For Basin Street Reconstruction	0.500		0.0%			3.000		0.0%	On Track
East Bayfront Environmental	0.040	0.008	20.7%			0.190	0.158	83.4%	On Track
Indigenous Engagement	0.475	0.086	18.1%	Stakeholder and Community Factors	4	0.625	0.192	30.7%	Delayed > 6 mths
Keating Channel Dredging	12.700	11.842	93.2%		5	31.000	17.910	57.8%	On Track
Keating Channel Pedestrian Bridge	3.400		0.0%	Coordination Challenges	6	9.000		0.0%	Delayed > 6 mths
Lower Don Coordination	0.410	0.394	96.2%			2.109	1.352	64.1%	On Track
Next Phase Of Waterfront Revitalization	0.306		0.0%			0.800	0.493	61.7%	On Track
Ookwemin Minising 2025 Roads Infrastruct	12.000	11.787	98.2%		7	231.200	11.787	5.1%	On Track
Park Planning And Design Development	0.496	0.296	59.6%	Coordination Challenges	8	1.805	1.509	83.6%	Delayed > 6 mths
Port Lands 2024 Bud Adjustment	7.830	7.830	100.0%			22.700	22.700	100.0%	On Track
Port Lands Parks And Public Realm	16.500	12.124	73.5%		9	32.500	24.210	74.5%	On Track
Port Lands Planning And Implementation S	1.982	0.219	11.0%			6.136	1.650	26.9%	On Track
Precinct Implementation Projects	2.126	0.450	21.2%	Coordination Challenges	10	251.123	248.448	98.9%	Delayed > 6 mths
Quayside	0.055	0.055	100.0%			0.550	0.550	100.0%	Completed
Quayside Next Phase	6.500		0.0%			47.300		0.0%	On Track
Quayside Parks Infrastructure	10.000		0.0%		11	40.000		0.0%	On Track
Quayside Transportation Infrastructure	41.900	29.540	70.5%		12	114.099	60.170	52.7%	On Track
Transportation Initiatives	1.000	0.256	25.6%	Stakeholder and Community Factors	13	35.199	31.654	89.9%	Delayed > 6 mths
Urban Planning Resources	0.646	0.646	100.0%			6.662	6.108	91.7%	On Track
Waterfront Secretariat	0.700	0.690	98.6%			11.882	11.171	94.0%	On Track
Western Waterfront Master Plan Update	0.271	0.179	66.0%			0.300	0.222	73.9%	On Track
Wider Waterfront Studies And Marine Stra	0.500	0.360	72.0%			10.000	0.360	3.6%	On Track
Growth Related	**148.481**	**90.780**	**61.1%**			**1,089.744**	**471.791**	**43.3%**	
Projects Total	**148.981**	**90.780**	**60.9%**			**1,091.244**	**471.791**	**43.2%**	

Major Capital Projects ($million)	2025					Overall			
Project Name	Approved Budget	Year-end Expenditure $	Year-end Expenditure %	Reason for Spending Delays	Notes	Total Approved Budget	Life-to-Date Actuals	%	Project Status
Broadview Eastern Flood Protection	20.000	10.934	54.7%		2	200.183	22.661	11.3%	On Track
	Start Date: 11/30/2023; **Original** Planned Completion Date: 12/31/2028; **Revised** Planned/ Actual Completion Date: 12/31/2028								
Keating Channel Dredging	12.700	11.842	93.2%		5	31.000	17.910	57.8%	On Track
	Start Date: 02/14/2024; **Original** Planned Completion Date: 12/31/2025; **Revised** Planned/ Actual Completion Date: 12/31/2026								
Ookwemin Minising Enabling Infrastructure	12.000	11.787	98.2%		7	231.200	11.787	5.1%	On Track
	Start Date: 04/24/2025; **Original** Planned Completion Date: 12/31/2031; **Revised** Planned/ Actual Completion Date: 12/31/2031								
Port Lands Parks And Public Realm	16.500	12.124	73.5%		9	32.500	24.210	74.5%	On Track
	Start Date: 02/14/2024; **Original** Planned Completion Date: 12/31/2025; **Revised** Planned/ Actual Completion Date: 12/31/2025								
Quayside Transportation Infrastructure	41.900	29.540	70.5%		11	40.000		0.0%	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%		12	114.099	60.170	52.7%	On Track
	Start Date: 02/14/2025; **Original** Planned Completion Date: 12/31/2028; **Revised** Planned/ Actual Completion Date: 12/31/2028								

Note Section:

Note # 1
Project is near completion, some small outstanding work remains for 2026 including connecting the water supply for the park's irrigation and drinking fountains.

Note # 2
Major construction of the Flood Protection Landform, including the demolition of the BMW building is now scheduled to commence in May 2026.

Note # 3
RFP recently awarded following delays, which has extended the completion timeline for this project.

Note # 4
Some planned expenditures have not yet occurred due to the complex and evolving nature of Indigenous consultation timelines.

Note # 5
Dredging work has made significant progress and will continue in 2026.

Note # 6
Construction has been delayed to allow for additional input and due diligence on the specific installation, construction techniques, scheduling, or cost estimating. Invoices have been submitted for 2026.

Note # 7
Infrastructure to enable the future development which includes local roads, sidewalks, bicycle paths and lighting and signalling infrastructure for development blocks east and west of New Cherry St.

Note # 8
Additional due diligence, project management and delivery of projects in connection with planning for the completion of the Port Lands Flood Protection project and the opening of related parkland and will be completed in 2026.

Note # 9
Work is continuing in 2026 on Phase 2 of Biidaasige Park on the west side of Cherry St., Phase 1 of the park was opened to the public July 18, 2025.

Note # 10
Reconciliation of residual Phase 1 funding with Waterfront Toronto released funding for Sherbourne Common equipment upgrades and the Lower Sherbourne Street realignment, targeted for completion by 2029

Note # 11
Parks elements of the Quayside project such as for the Waters Edge Promenade and Silo Park. Negotiations in licence agreements are taking longer than planned. Work and invoicing has commenced in 2026.

Note # 12
Early work has commenced on the construction of new Parliament Street, utilities at Small St. On-going dockwall reinforcing work along the east and south sides of the Parliament Slip.

Note # 13
Design work is advancing, with construction anticipated to begin in 2027 on Wellington and Ordinance Park. Additional community consultation has delayed the completion date of the project.

*Please note: Total project cost has been updated to reflect the approved 2026-2035 Capital Budgets, and may also be impacted by system migration to S/4Hana.

2025 Capital Spending by Program
Corporate Services

Program ($M)	Period	2025 Approved Cash Flow	2025 Expenditure		Trending	Alert (Benchmark 70% spending rate)
			Actuals	%		
Corporate Real Estate Management	4M-2025	210.07	184.98	88.1%		Ⓖ
	Q2-2025	226.28	196.07	86.6%	↓	Ⓖ
	Q3-2025	260.22	228.96	88.0%	↑	Ⓖ
	YE-2025	259.88	242.02	93.1%	↑	Ⓖ
Customer Experience	4M-2025	3.40	2.75	80.8%		Ⓖ
	Q2-2025	3.40	2.75	80.8%	▫	Ⓖ
	Q3-2025	3.40	1.98	58.1%	↓	Ⓨ
	YE-2025	4.47	1.95	43.7%	↓	Ⓡ
Environment, Climate and Forestry	4M-2025	24.44	17.76	72.7%		Ⓖ
	Q2-2025	24.44	17.76	72.7%	↓	Ⓖ
	Q3-2025	24.44	15.73	64.4%	↓	Ⓨ
	YE-2025	24.44	3.87	15.8%	↓	Ⓡ
Fleet Services	4M-2025	95.85	120.89	126.1%		Ⓡ
	Q2-2025	113.67	121.80	107.2%	↓	Ⓡ
	Q3-2025	163.26	161.88	99.2%	↓	Ⓖ
	YE-2025	177.31	177.31	100.0%	↑	Ⓖ
Technology Services	4M-2025	86.69	81.94	94.5%		Ⓖ
	Q2-2025	86.70	83.13	95.9%	↑	Ⓖ
	Q3-2025	86.70	82.74	95.4%	↓	Ⓖ
	YE-2025	92.71	88.20	95.1%	↓	Ⓖ
Toronto Cyber Security	4M-2025	7.92	7.75	97.9%		Ⓖ
	Q2-2025	7.92	6.11	77.1%	↓	Ⓖ
	Q3-2025	7.92	5.58	70.5%	↓	Ⓖ
	YE-2025	7.92	5.24	66.1%	↓	Ⓨ
TOTAL	4M-2025	218.31	231.09	105.9%		Ⓡ
	Q2-2025	236.12	231.54	98.1%	↓	Ⓖ
	Q3-2025	285.72	267.91	93.8%	↓	Ⓖ
	YE-2025	566.73	518.58	91.5%	↓	Ⓖ

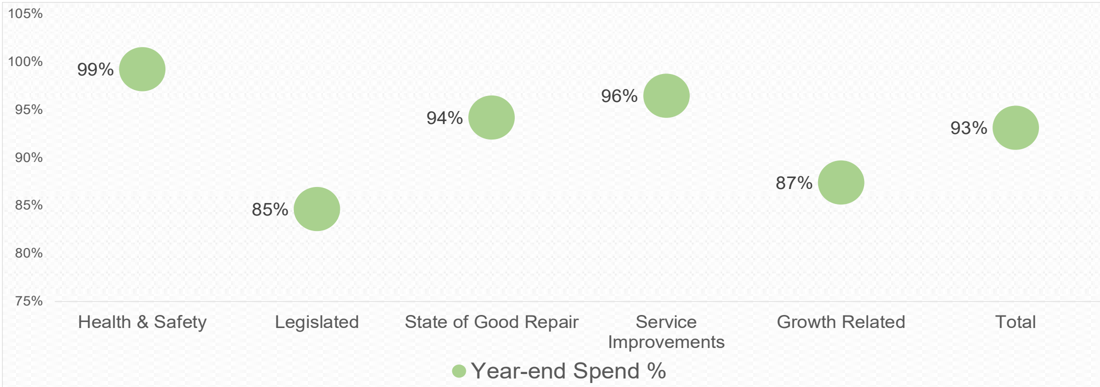
Projected / Year-end Actuals Spending	
> 70%	Ⓖ
Between 50%-70%	Ⓨ
< 50%	Ⓡ

For the twelve months ended December 31, 2025, the capital expenditures for Corporate Services totalled $518.6 million of their collective 2025 Approved Capital Budget of $566.7 million.

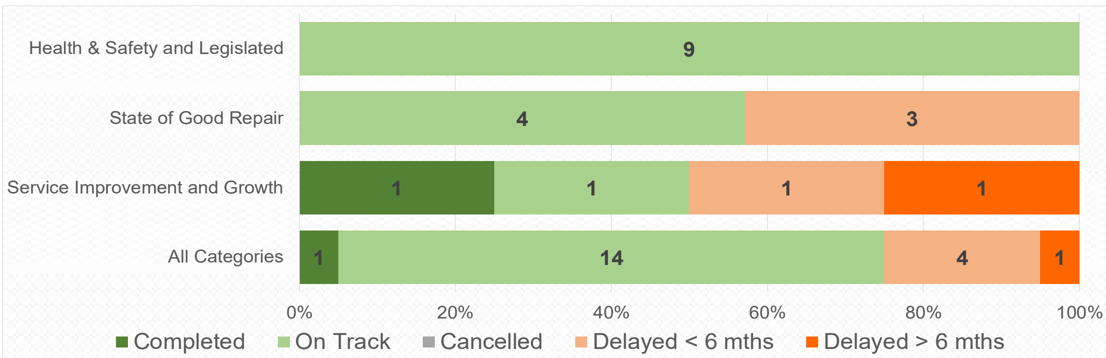
Programs with more than 70% spending rate are: Fleet Services, Technology Services.

Corporate Real Estate Management (CREM)

Year-end Spend Rates by Category



Project Overall Status by Category



Project Spending Status with Delay Reasons

Project Spending Status	Total
Spending On Track	15
Completed	1
Cancelled	0
Project Mgmt and Capacity Issues	0
Procurement Delays	0
Vendor Issues	0
Site Condition Issues	1
Coordination Challenges	2
Stakeholder and Community Factors	0
Regulatory Delays	0
Cost Overruns and Rescoping	0
Other	1
Total # of Projects	**20**

Corporate Real Estate Management (CREM)

All Projects ($million)	2025					Overall			
Project Name	Approved Budget	Year-end Expenditure		Reason for Spending Delays	Notes	Total Approved Budget	Life-to-Date Actuals	%	Project Status
		$	%						
Emergency Repairs	1.379	1.314	95.3%			11.341	5.190	45.8%	On Track
Global Corporate Security Program	0.780	0.768	98.5%			4.425	3.366	76.1%	On Track
Physical Security Capital Plan	2.627	2.625	99.9%			27.536	11.316	41.1%	On Track
Security Bollards - Union Station	2.946	2.963	100.6%			5.135	4.932	96.0%	On Track
Health & Safety	**7.732**	**7.671**	**99.2%**			**48.437**	**24.803**	**51.2%**	
Accessibility for Ontarians with Disabilities Act (AODA)	4.812	4.769	99.1%			198.063	151.537	76.5%	On Track
Environmental Remediation	3.686	3.287	89.2%			11.265	8.955	79.5%	On Track
Meridian Arts Centre	4.317	4.317	100.0%			6.635	4.317	65.1%	On Track
Meridian Hall	2.914	2.756	94.6%			6.007	2.756	45.9%	On Track
Safety Audits	9.097	5.878	64.6%			19.661	14.610	74.3%	On Track
Legislated	**24.825**	**21.007**	**84.6%**			**241.631**	**182.174**	**75.4%**	
275 Merton St. - Office Relocation	1.475	1.475	100.0%			2.000	1.574	78.7%	On Track
32 Lisgar St - Cultural Space	0.005	0.005	100.0%			0.500	0.046	9.1%	On Track
Albert Campbell Square Park Rehabilitation	0.002	(0.027)	N/A			3.194	3.165	99.1%	Completed
CCTV Infrastructure Enhancements	0.002	0.002	86.9%			9.842	9.842	100.0%	Completed
Energy Management	0.750		0.0%	Other	#1	1.750		0.0%	Delayed > 6 mths
Global Corporate Security Program	0.833	0.833	100.0%			9.600	9.161	95.4%	On Track
Mechanical & Electrical	10.032	9.613	95.8%			125.679	61.046	48.6%	On Track
Meridian Arts Centre	1.276	1.072	84.0%			4.233	1.072	25.3%	On Track
Meridian Hall	1.738	1.531	88.1%			5.821	1.531	26.3%	On Track
Others - SOGR	15.078	14.223	94.3%	Other	#1	94.974	70.707	74.4%	Delayed < 6 mths
Roofing	0.997	0.876	87.9%	Coordination Challenges	#2	9.924	2.916	29.4%	Delayed < 6 mths
Sitework	4.856	4.788	98.6%			55.211	25.348	45.9%	On Track
SOGR - Leased Properties	2.386	2.566	107.5%			5.884	5.387	91.5%	On Track
St. Lawrence Centre for the Arts	0.700	0.700	100.0%			3.739	0.700	18.7%	On Track
Structural / Building Envelope	7.523	7.224	96.0%	Coordination Challenges	#2	136.895	102.037	74.5%	Delayed < 6 mths
State of Good Repair	**47.654**	**44.881**	**94.2%**			**469.247**	**294.531**	**62.8%**	
Administrative Penalty System	0.013	0.003	23.2%		#4	2.674	2.639	98.7%	Completed
Corporate Facilities Refurbishment Program	0.310	0.195	63.0%			1.542	1.418	92.0%	On Track
Energy Management	4.060	2.798	68.9%	Coordination Challenges	#2	295.348	20.628	7.0%	Delayed > 6 mths
Etobicoke Civic Centre	86.670	86.670	100.0%			546.961	169.147	30.9%	On Track
Global Corporate Security Program	2.685	2.685	100.0%			24.132	4.221	17.5%	On Track
Indian Residential School Survivors Legacy	0.427	0.389	91.2%			24.950	24.912	99.8%	Completed
Meridian Arts Centre	0.029	0.029	100.0%			3.339	0.029	0.9%	On Track
Meridian Hall	0.104	0.104	100.0%			2.302	0.104	4.5%	On Track
ModernTO	11.480	10.407	90.7%			250.001	68.678	27.5%	On Track
Others - Service Improvements	2.640	1.980	75.0%			34.506	17.863	51.8%	On Track
Others - SOGR	2.389	2.389	100.0%			6.936	5.339	77.0%	On Track
Real Estate Property Management and Lease Admin						0.569	0.560	98.4%	Completed
Relocation of Fire Station 332	5.691	5.691	100.0%			39.674	8.877	22.4%	On Track
Sitework	3.732	3.732	100.0%			8.400	3.732	44.4%	On Track

St. Lawrence Market North Redevelopment	0.638	0.415	65.0%			127.146	119.223	93.8%	Completed
Toronto Strong Neighbourhood Strategy	0.562	0.299	53.2%	Project Mgmt and Capacity Issues	#3	1.603	1.223	76.3%	Delayed > 6 mths
TransformTO	0.060	0.060	98.6%			1.996	1.960	98.2%	Completed
Union Station - Signage & Wayfinding	0.086	0.041	47.9%			0.322	0.277	86.1%	Cancelled
Union Station Enhancement Project	0.315	0.035	11.1%	Coordination Challenges	#2	4.498	1.307	29.1%	Delayed > 6 mths
Union Station PTIF Projects	0.131		0.0%			0.901	0.770	85.4%	On Track
Union Station Revitalization	0.533	0.255	47.9%			4.342	8.049	185.4%	On Track
Various IT-Related Projects	3.816	3.801	99.6%			36.123	8.432	23.3%	On Track
Wellington Destructor - Construction	0.103		0.0%			0.125	0.022	17.9%	Cancelled
Service Improvements	**126.476**	**121.979**	**96.4%**			**1,418.390**	**469.411**	**33.1%**	
Others - Service Improvements	0.201		0.0%		#1	7.898	6.346	80.4%	Delayed > 6 mths
Parkdale Hub Acquisition	1.029	0.125	12.2%	Site Condition Issues	#4	22.108	18.204	82.3%	Delayed < 6 mths
Strategic Property Acquisitions	51.958	46.354	89.2%			212.017	202.356	95.4%	On Track
Growth Related	**53.188**	**46.480**	**87.4%**			**242.022**	**226.906**		
Projects Total	**259.875**	**242.017**	**93.1%**			**2,419.727**	**1,197.825**		

Major Capital Projects ($million)	**2025**					**Overall**			
Project Name	**Approved Budget**	**Year-end Expenditure $**	**Year-end Expenditure %**	**Reason for Spending Delays**	**Notes**	**Total Approved Budget**	**Life-to-Date Actuals**	**%**	**Project Status**
Accessibility for Ontarians with Disabilities Act (AODA)	4.812	4.769	99.1%		#5	198.063	151.537	76.5%	On Track
	Start Date: 03/31/2018; **Original** Planned Completion Date: 12/31/2024; **Revised** Planned/ Actual Completion Date: 12/31/2027								
Etobicoke Civic Centre	86.670	86.670	100.0%		#6	546.961	169.147	30.9%	On Track
	Start Date: 03/31/2018; **Original** Planned Completion Date: 03/31/2028; **Revised** Planned/ Actual Completion Date: 03/31/2028								
ModernTO	11.480	10.407	90.7%		#7	250.001	68.678	27.5%	On Track
	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 spending is delayed as the team and project scope are still being mobilized during the lead-up stage.

Note # 2
The projects are delayed due to coordination challenges.

Note # 3
The project is delayed due to project management and capacity issues.

Note # 4
The project is delayed due to site condition issues.

Note # 5
The project is on track. The AODA program has been implemented to upgrade 201 City buildings within the current portfolio.

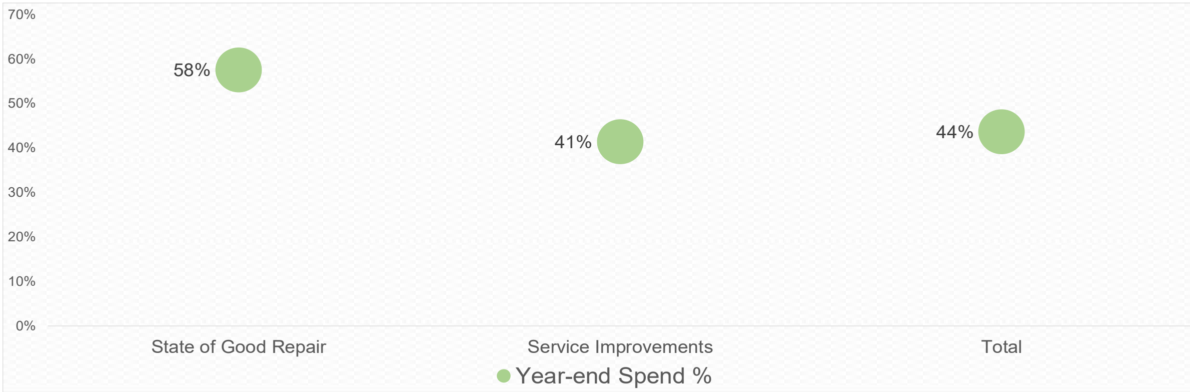
Note # 6
The project is on track. Construction of the New Etobicoke Civic Centre commenced in 2024 and remains on track for substantial completion in March 2028, with opening to the public anticipated in Q4 2028.

Note # 7
The project is on track. Under the ModernTO Workplace Modernization Program, construction activities were accelerated at City Hall and Metro Hall, with three floors under construction at these facilities and two floors at Metro Hall completed by the end of 2025.

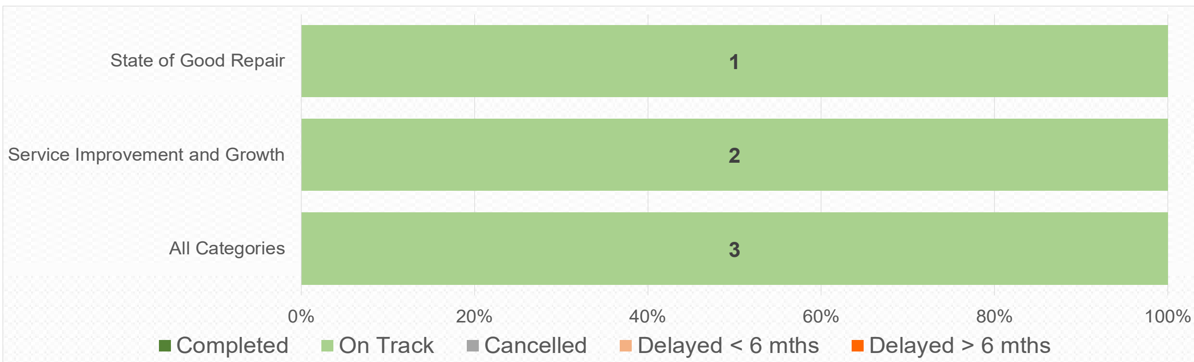
*Please note: Total project cost has been updated to reflect the approved 2026-2035 Capital Budgets, and may also be impacted by system migration to S/4Hana.

Customer Experience (CXD)

Year-end Spend Rates by Category



Project Overall Status by Category



Project Spending Status with Delay Reasons

	Project Spending Status	Total
	Spending On Track	3
	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
	Total # of Projects	**3**

Customer Experience (CXD)

All Projects ($million)	2025					Overall			
Project Name	Approved Budget	Year-end Expenditure		Reason for Spending Delays	Notes	Total Approved Budget	Life-to-Date Actuals	%	Project Status
		$	%						
SOGR - VARIOUS	0.620	0.357	57.6%			2.027	1.764	87.0%	On Track
State of Good Repair	**0.620**	**0.357**	**57.6%**			**2.027**	**1.764**	**87.0%**	
2023 CHANNEL AND COUNTER STRATEGY	1.595	1.595	100.0%			5.281	4.450	84.3%	On Track
CUSTOMER SERVICE INITIATIVE	2.257		0.0%		1	2.900		0.0%	On Track
Service Improvements	**3.852**	**1.595**	**41.4%**			**8.181**	**4.450**	**54.4%**	
Projects Total	**4.473**	**1.953**	**43.7%**			**10.208**	**6.214**	**60.9%**	

Note Section:

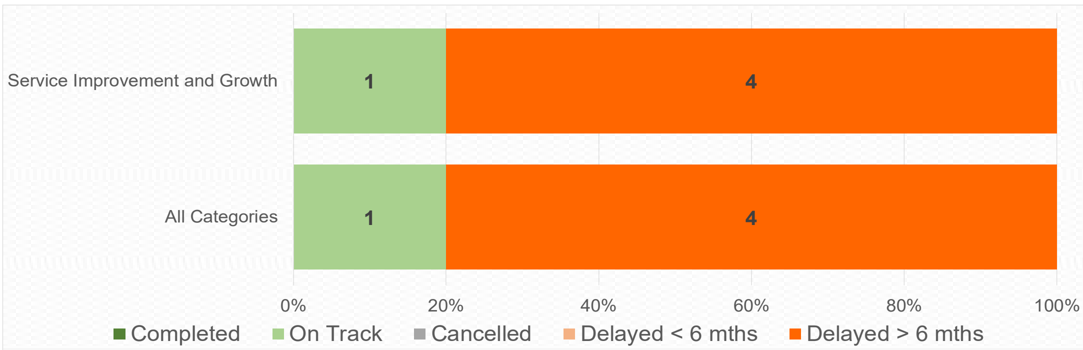
Note # 1 - CUSTOMER SERVICE INITIATIVE project has low completion partly due to the in-year adjustment to help transfer of budget from CXD to TSD for the next phase of the project.

*Please note: Total project cost has been updated to reflect the approved 2026-2035 Capital Budgets, and may also be impacted by system migration to S/4Hana.

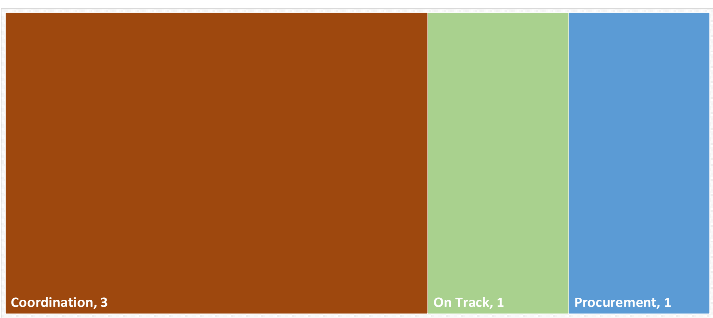
Environment, Climate & Forestry (ECF)

Year-end 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	3
Stakeholder and Community Factors	0
Regulatory Delays	0
Cost Overruns and Rescoping	0
Other	0
Total # of Projects	**5**

Environment, Climate & Forestry (ECF)

All Projects ($million)	2025					Overall			
Project Name	Approved Budget	Year-end Expenditure		Reason for Spending Delays	Notes	Total Approved Budget	Life-to-Date Actuals	%	Project Status
		$	%						
Existing Building Retrofits	14.353	0.930	6.5%	Coordination Challenges	#1	44.200	7.824	17.7%	Delayed > 6 mths
Net Zero Carbon Plan Program (New)	5.500		0.0%	Coordination Challenges	#1	30.000		0.0%	Delayed > 6 mths
New Development Sustainable Energy Plan Financing	0.500		0.0%	Coordination Challenges	#1	26.765	0.098	0.4%	Delayed > 6 mths
Renewable Thermal Energy Program	0.509	0.053	10.4%	Procurement Delays	#2	20.209	11.344	56.1%	Delayed > 6 mths
Residential Energy Retrofit Program (HELP)	3.577	2.883	80.6%			25.261	15.591	61.7%	On Track
Service Improvements	**24.440**	**3.866**	**15.8%**			**146.435**	**34.857**	**23.8%**	
Projects Total	**24.440**	**3.866**	**15.8%**			**146.435**	**34.857**		

Note Section:

Note # 1

The project is delayed due to coordination challenges.

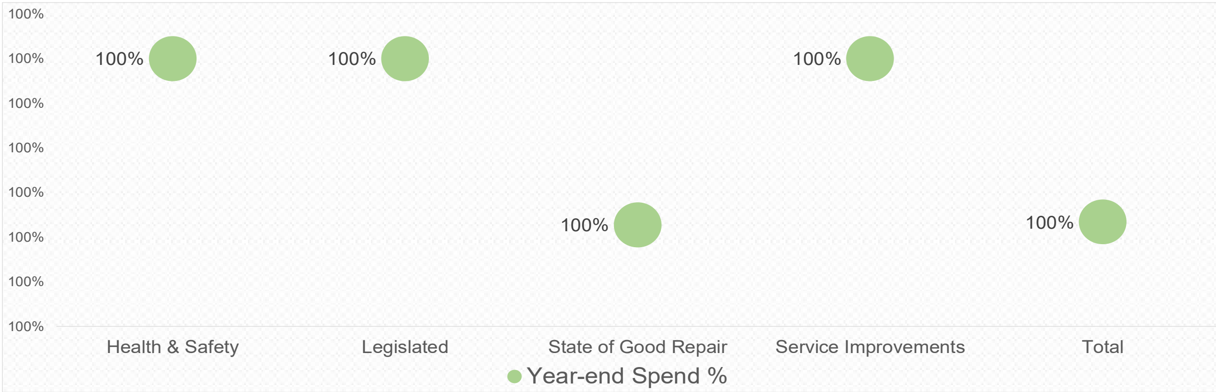
Note # 2

The project is delayed due to procurement issues.

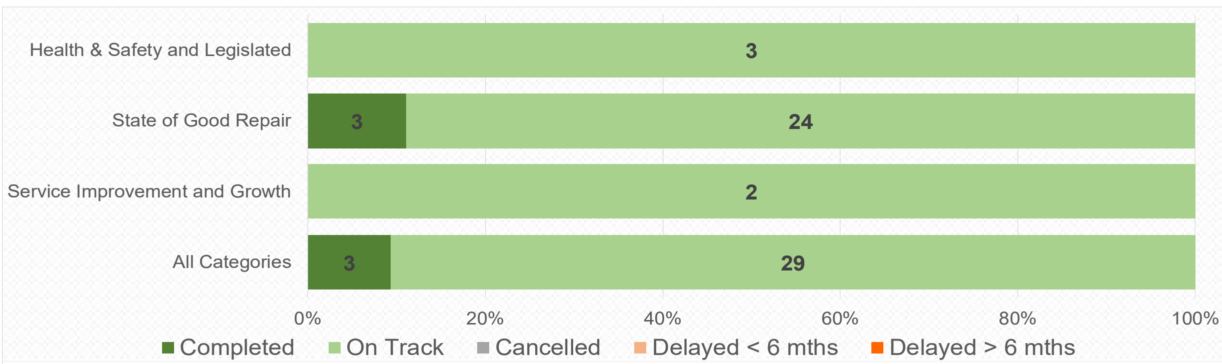
*Please note: Total project cost has been updated to reflect the approved 2026-2035 Capital Budgets, and may also be impacted by system migration to S/4Hana.

Fleet Services (FLT)

Year-end Spend Rates by Category



Project Overall Status by Category



Project Spending Status with Delay Reasons

Project Spending Status		Total
	Spending On Track	29
	Completed	3
	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
	Total # of Projects	**32**

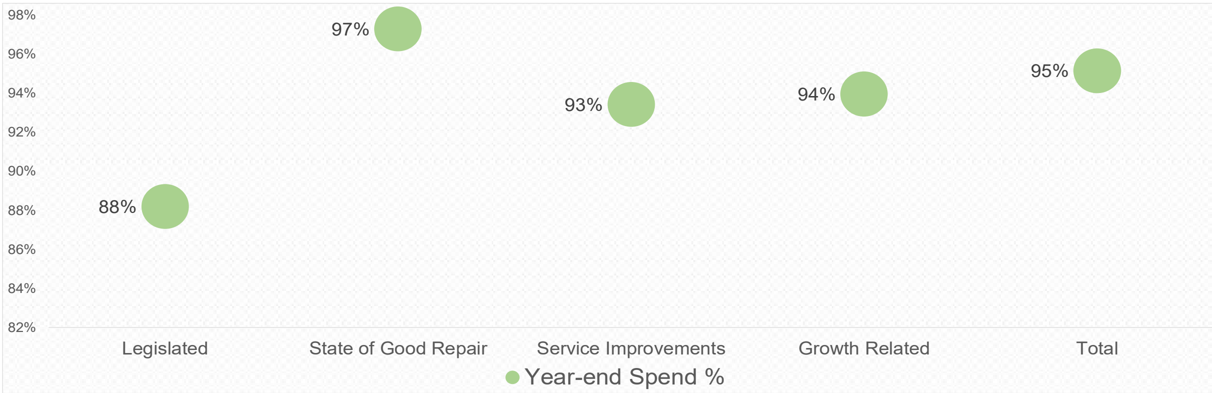
Fleet Services (FLT)

All Projects ($million)	2025					Overall			
Project Name	**Approved Budget**	**Year-end Expenditure**		**Reason for Spending Delays**	**Notes**	**Total Approved Budget**	**Life-to-Date Actuals**	**%**	**Project Status**
		$	**%**						
Sideguards Retrofit - 2025	1.410	1.410				4.355	1.410		On Track
Health & Safety	**1.410**	**1.410**	**100.0%**			**4.355**	**1.410**	**32.4%**	
EV Program	1.558	1.558	100.0%			13.985	7.473	53.4%	On Track
Sustainable Fleet Project	0.077	0.077	100.0%			0.402	0.077	19.2%	On Track
Legislated	**1.634**	**1.634**	**100.0%**			**14.387**	**7.550**	**52.5%**	
Addressing Aging Backlog	3.427	3.427	100.0%			50.457	3.427	6.8%	On Track
Arena Boards - Fleet Replacement	0.153	0.153	100.0%			0.755	0.153	20.2%	On Track
Convert SWM Refuse Collection Vehicles	2.264	2.264	100.0%			6.816	2.264	33.2%	On Track
Economic Development & Culture - Fleet Replacement	0.079	0.079	100.0%			0.380	0.157	41.2%	Completed
Engineering & Construction Services - Fleet Replacement	0.065	0.065	100.0%			1.987	1.151	57.9%	Completed
Exhibition - Fleet Replacement	0.407	0.407	100.0%			1.402	0.924	65.9%	On Track
Facility & Real Estate - Fleet Replacement	1.084	1.084	100.0%			3.392	2.096	61.8%	On Track
Fire Services - Fleet Replacement	67.557	67.557	100.0%			276.898	117.262	42.3%	On Track
Fleet - Insurance Contingency	0.036	0.036	100.0%			0.404	0.169	41.8%	On Track
Fleet - Tools & Equipment	0.461	0.461	100.0%			1.489	1.182	79.4%	On Track
Fleet Office Modernization	0.034	0.034	100.0%			1.668	0.482	28.9%	On Track
Fleet Services - Fleet Replacement	0.155	0.155	100.0%			1.452	0.291	20.0%	Completed
Fleet Transition to ZEV	0.315	0.315	100.0%			199.473	0.315	0.2%	On Track
Fuel Site Closure, Upgrade & Replacement	0.078	0.078	100.0%			5.583	0.357	6.4%	On Track
Library - Fleet Replacement	0.000	0.000	74.1%			4.646	0.473	10.2%	On Track
Maximize CNG Fleet	0.475	0.475	100.0%			4.506	0.475	10.5%	On Track
Municipal Licensing - Fleet Replacement	0.129	0.129	100.0%			3.004	1.358	45.2%	On Track
Parks, Forestry & Recreation - Fleet Replacement	12.561	12.561	100.0%			47.733	36.476	76.4%	On Track
Public Health - Fleet Replacement	0.000	0.000	100.0%			0.648	0.145	22.4%	On Track
Purchasing & Materials - Fleet Replacement						0.284	0.069	24.5%	On Track
Solid Waste - Fleet Replacement	40.636	40.636	100.0%			151.287	91.702	60.6%	On Track
Toronto Community Housing Corporation - Fleet Replacement	1.079	1.079	100.0%			4.405	3.972	90.2%	On Track
Toronto Paramedic - Fleet Replacement	13.210	13.210	100.0%			47.682	39.656	83.2%	On Track
Toronto Shelter and Support Services	0.201	0.201	100.0%			1.016	0.434	42.7%	On Track
Toronto Water - Fleet Replacement	7.706	7.706	100.0%			55.605	45.271	81.4%	On Track
Transportation Services - Fleet Replacement	21.310	21.310	100.0%			51.267	39.463	77.0%	On Track
Zoo - Fleet Replacement	0.722	0.722	100.0%			1.670	1.059	63.4%	On Track
State of Good Repair	**174.145**	**174.144**	**100.0%**			**925.908**	**390.782**	**42.2%**	
Sustainment of Fleet Technologies and Systems	0.035	0.035	100.0%			3.186	1.198	37.6%	On Track
Vendor Management Portal	0.087	0.087	100.0%			0.786	0.465	59.2%	On Track
Service Improvements	**0.122**	**0.122**	**100.0%**			**3.972**	**1.663**	**41.9%**	
Growth Related									
Projects Total	**177.310**	**177.310**	**100.0%**			**948.622**	**401.405**	**42.3%**	

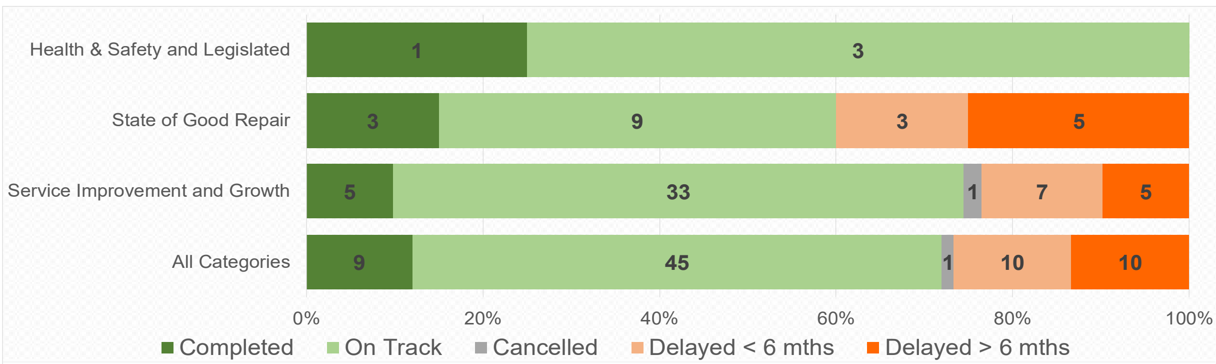
*Please note: Total project cost has been updated to reflect the approved 2026-2035 Capital Budgets, and may also be impacted by system migration to S/4Hana.

Technology Services (TSD)

Year-end Spend Rates by Category



Project Overall Status by Category



Project Spending Status with Delay Reasons

	Project Spending Status	Total
	Spending On Track	62
	Completed	9
	Cancelled	1
	Project Mgmt and Capacity Issues	0
	Procurement Delays	1
	Vendor Issues	1
	Site Condition Issues	0
	Coordination Challenges	1
	Stakeholder and Community Factors	0
	Regulatory Delays	0
	Cost Overruns and Rescoping	0
	Other	0
	Total # of Projects	**75**

Technology Services (TSD)

All Projects ($million)	2025					Overall			
Project Name	Approved Budget	Year-end Expenditure $	Year-end Expenditure %	Reason for Spending Delays	Notes	Total Approved Budget	Life-to-Date Actuals	%	Project Status
Automating Short Term Rental Operator Verification Process	0.332	0.264	79.6%			0.659	0.591	89.7%	On Track
Corporate Accessibility Services/Support Acquisition	0.250	0.250	100.0%			0.495	0.262	53.0%	On Track
HR Labour Relations Information System						0.275	0.275	100.0%	Completed
Multi-Tenant Housing - Technology Implementation	0.535	0.471	88.0%			0.964	0.680	70.5%	On Track
Legislated	**1.117**	**0.985**	**88.2%**			**2.393**	**1.809**	**75.6%**	
Asset Lifecycle Management	28.398	28.197	99.3%			507.729	211.318	41.6%	On Track
Audio Visual Program	2.661	2.661	100.0%			32.694	3.587	11.0%	On Track
Directory Services Transition	0.319	0.288	90.3%	RFQ/RFP Delayed		4.071	0.931	22.9%	Delayed > 6 mths
Disaster Recovery Program	0.677	0.634	93.7%			8.197	4.495	54.8%	On Track
Divisional Roadmaps	0.039		0.0%	Coordination Challenges		0.814		0.0%	Delayed > 6 mths
DOMINO DECOMISSIONING STRATEGY & IMPLEMENTATION	0.023	0.023	100.0%			5.464	5.464	100.0%	Completed
Fleet/Fire/EMS Joint Fit Gap Analysis and Market Scan on Fleet Management Information System	0.303	0.272	89.9%			0.383	0.352	92.0%	Completed
Legal Services Document Management System	0.703	0.447	63.6%	Other as specified in comments	1	1.079	0.686	63.6%	On Track
Modernization Of Microsoft Access Application - Phase 1	0.646	0.627	97.0%			7.200	1.142	15.9%	On Track
Museum & Heritage Services It Infrastructure SOGR	0.041	0.034	82.0%			1.434	1.427	99.5%	Completed
Network Modernization	4.512	4.512	100.0%			11.301	4.928	43.6%	On Track
Project Portfolio Management System Migrate To ServiceNow	0.332	0.323	97.2%			4.099	0.542	13.2%	Delayed < 6 mths
Public Digital Evolution	1.029	1.029	100.0%			8.048	1.029	12.8%	Delayed < 6 mths
Public Engagement Database and Online Engagement Platform				Other as specified in comments	2	0.104		0.0%	Delayed < 6 mths
SAP BW Modernization (State of Good Repair)	0.523	0.215	41.1%	Other as specified in comments	3	7.066	0.215	3.0%	On Track
SAP ERP Modernization	0.619	0.619	100.0%	RFQ/RFP Delayed		47.491	0.976	2.1%	Delayed > 6 mths
SAP Materials Management and Warehouse Mgmt Transf	0.589	0.560	95.1%	Procurement Delays		62.942	0.560	0.9%	Delayed > 6 mths
SuccessFactors Reporting Migration	0.168	0.085	50.8%	Insufficient Staff Resources		1.367	0.085	6.2%	Delayed > 6 mths
UKG TeleStaff SOGR - Cloud Solution Migration	0.034	0.020	57.8%	Vendor Issues		2.514	0.020	0.8%	On Track
Unified Communications	1.027	0.938	91.3%			10.504	0.938	8.9%	On Track
State of Good Repair	**42.642**	**41.482**	**97.3%**			**724.503**	**238.696**	**32.9%**	
311 - Technology Upgrades						2.630	2.630	100.0%	Completed
Accelerating The Digitization Journey	0.848	0.809	95.3%			5.265	1.318	25.0%	On Track
Access Control Self Serve	0.108	0.106	97.9%			2.492	0.309	12.4%	On Track
Application Portfolio Management	0.247	0.172	69.7%	Insufficient Staff Resources		1.116	0.172	15.4%	Delayed < 6 mths
Artificial Intelligence (AI)	1.106	1.106	100.0%			8.904	1.962	22.0%	On Track
Class Replacement - Ent Implementation	1.250	1.119	89.5%			3.425	1.872	54.7%	On Track
Community Development and Regulatory & Licensing (CDRL) System Modernized Program	1.500	1.500	100.0%			13.813	2.229	16.1%	On Track
ConnectTO - Network Utility	1.644	0.866	52.7%	Other as specified in comments	4	10.196	3.352	32.9%	On Track
Data Centre Solution Implementation	1.345	1.271	94.5%			17.181	5.182	30.2%	On Track
Digital Payments	0.502	0.502	100.0%			1.371	0.502	36.6%	On Track
Digital Service Enhancement	0.603	0.539	89.4%			3.004	0.656	21.8%	On Track
Diversity Data Collection & Reporting Modernizati	0.131	0.122	93.0%			1.255	0.122	9.7%	On Track
ECS Cloud Deployment-Construction	1.932	1.700	88.0%			9.293	7.631	82.1%	Delayed > 6 mths
Employee Communication Modernization	0.728	0.483	66.4%	Other as specified in comments	5	3.278	1.347	41.1%	On Track
Enterprise Business Intelligence Implementation	1.517	1.212	79.9%			9.750	3.641	37.3%	On Track
Enterprise Social Media Management and Analytics Software	0.150	0.120	80.1%			0.994	0.120	12.1%	On Track

Enterprise Work Mgmt Solution (EWMS)	14.184	14.184	100.0%			94.814	48.198	50.8%	On Track
eScheduling Solution & Implementation	1.413	1.206	85.3%			40.323	3.933	9.8%	Delayed > 6 mths
File Services Migration to SharePoint	0.223	0.223	100.0%			1.138	0.223	19.6%	On Track
Fleet Services Driver Accident And Fine Management	1.303	1.193	91.5%			4.188	2.935	70.1%	On Track
Geocortex and VertiGIS Studio SaaS Assessment for LUIS 3.0	0.460	0.383	83.2%			3.102	0.416	13.4%	On Track
High-Volume Recruitment Capabilities	0.298	0.280	93.9%			2.492	0.280	11.2%	Delayed > 6 mths
HR Labour Relations Information System	0.225	0.209	92.7%			1.551	1.332	85.9%	Delayed < 6 mths
Human Services Integration Service Enhancements	0.435	0.427	98.1%	Insufficient Staff Resources		1.749	0.505	28.9%	Delayed < 6 mths
LLRS Replacement	0.437	0.423	96.7%			3.646	1.283	35.2%	On Track
MLS Business Licensing & Permitting Portal 2.0	0.545	0.545	100.0%			0.989	0.545	55.1%	Delayed < 6 mths
MLS Chameleon CMS Enablement of Features Initiative	0.173	0.129	74.6%			1.076	0.129	12.0%	On Track
MLS MODERNIZATION - PHASE 2	0.074	0.074	100.0%			8.705	8.672	99.6%	Cancelled
MLS Onboarding To Administration	0.127	0.073	57.8%	Other as specified in comments	6	0.547	0.073	13.4%	On Track
Modernized Data Centre Architecture	1.567	1.458	93.1%			14.707	13.253	90.1%	Delayed > 6 mths
OEM Business Continuity Improvements	0.076	0.076	99.9%			0.297	0.297	100.0%	Completed
OFFICE 365	2.008	2.008	100.0%			14.048	11.366	80.9%	On Track
OPEN DATA MASTER PLAN IMPLEMENTATION	0.868	0.868	100.0%			5.825	3.913	67.2%	On Track
PPEB – Day Forward Scanning Implementation Project	1.026	0.871	84.9%			1.508	0.947	62.8%	On Track
Privileged Access Management (PAM)	0.104	0.104	100.0%	Insufficient Staff Resources		3.650	0.104	2.9%	Delayed > 6 mths
Project Tracking Tool Capital Coordination Future State Seed Project	0.246	0.237	96.3%			0.599	0.284	47.4%	On Track
Public Digital Access (PDA)	1.254	1.125	89.8%			4.408	1.266	28.7%	On Track
Quality Assurance Centre Of Excellence Foundation	0.150	0.145	96.9%			0.614	0.145	23.7%	On Track
SAP SuccessFactors Onboarding 2.0	1.134	0.948	83.6%	Other as specified in comments	7	2.831	1.205	42.6%	On Track
SDFA- Online Grant Management						0.876	0.599	68.4%	Delayed < 6 mths
ServiceNow	2.630	2.630	100.0%			14.850	9.943	67.0%	On Track
Special Events Consolidated Permitting Application and Monitoring Tool	0.260	0.252	96.7%			2.130	0.252	11.8%	On Track
TEAM Central Service Delivery Solution	1.688	1.688	100.0%			9.478	1.731	18.3%	Delayed < 6 mths
TFS Online Payment	0.258	0.258	100.0%			0.723	0.283	39.1%	On Track
Toronto Emergency Management Business Continuity Information System	0.379	0.379	100.0%			4.830	0.379	7.9%	Delayed < 6 mths
T-Recs Cloud Assessment & Migration	0.403	0.403	100.0%			2.011	0.584	29.0%	On Track
Webgencat Replacement	0.090	0.085	94.7%			0.464	0.459	99.0%	Completed
Service Improvements	**47.649**	**44.509**	**93.4%**			**342.133**	**148.582**	**43.4%**	
Data Centre Zones Implementation	0.083	0.079	95.2%			2.777	2.773	99.9%	Completed
eSignature Project	0.020	0.020	100.0%			0.282	0.282	100.0%	Completed
Talent Management Solution Assessment	0.529	0.529	100.0%			2.081	0.529	25.4%	On Track
Workforce Business Intelligence	0.670	0.596	88.8%			3.349	1.762	52.6%	On Track
Growth Related	**1.302**	**1.223**	**93.9%**			**8.489**	**5.346**	**63.0%**	
Projects Total	**92.710**	**88.199**	**95.1%**			**1,077.519**	**394.432**	**36.6%**	

Major Capital Projects ($million)	2025					Overall			
Project Name	Approved Budget	Year-end Expenditure		Reason for Spending Delays	Notes	Total Approved Budget	Life-to-Date Actuals	%	Project Status
		$	%						
Disaster Recovery Program	0.677	0.634	93.7%			8.197	4.495	54.8%	On Track
	Start Date: On Track; **Original** Planned Completion Date: 12/31/2027; **Revised** Planned/ Actual Completion Date: 12/31/2027								
Enterprise Work Mgmt Solution (EWMS)	14.184	14.184	100.0%			94.814	48.198	50.8%	On Track
	Start Date: On Track; **Original** Planned Completion Date: 12/31/2025; **Revised** Planned/ Actual Completion Date: 12/31/2026								
OFFICE 365	2.008	2.008	100.0%			14.048	11.366	80.9%	On Track
	Start Date: On Track; **Original** Planned Completion Date: 04/30/2026; **Revised** Planned/ Actual Completion Date: 12/31/2026								

Note Section:

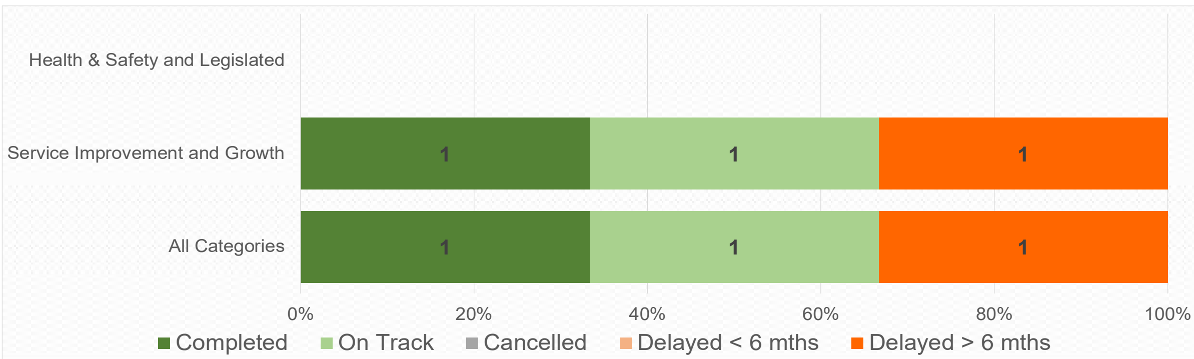
Note # 1 - Legal Services Document Management System - Spending was lower than forecast due to more efficient execution requiring fewer resources than planned.
Note # 2 - Public Engagement Database and Online Engagement Platform - Project milestones were completed on schedule, however a change request was submitted and pending approval.
Note # 3 - SAP BW Modernization (State of Good Repair) - Procurement in progress
Note # 4 - ConnectTO - Network Utility - Project delayed due to extended installation timelines. All WiFi sites are expected to be complete by May 2026
Note # 5 - Employee Communication Modernization - Project progress was temporarily impacted by resource attrition, prompting re-grouping and the development of a revised rollout approach. Hiring is underway to build a larger team to enable a more centralized rollout strategy
Note # 6 - MLS Onboarding To Administration - Project delayed due to staff resources. Hiring of Municipal law resources in progress and bylaw reviews are continuing.
Note # 7 - SDFA- Online Grant Management- Project delay due to implementation with S4 HANA pending TSD/FSTP readiness. Expected second quarter of 2026

*Please note: Total project cost has been updated to reflect the approved 2026-2035 Capital Budgets, and may also be impacted by system migration to S/4Hana.

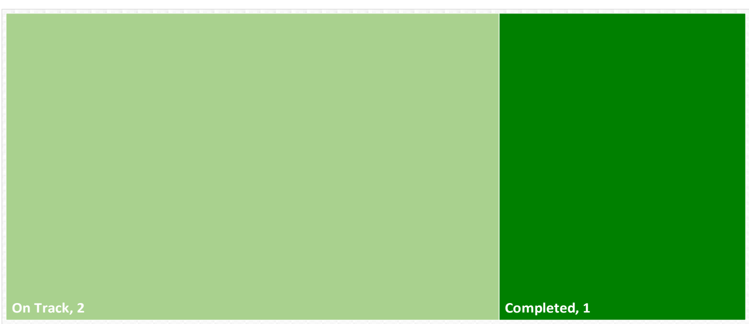
Toronto Cyber Security (TCS)

Year-end Spend Rates by Category

Project Overall Status by Category



Project Spending Status with Delay Reasons



Project Spending Status	Total
Spending On Track	2
Completed	1
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
Total # of Projects	**3**

Toronto Cyber Security (TCS)

All Projects ($million)	2025					Overall			
Project Name	Approved Budget	Year-end Expenditure		Reason for Spending Delays	Notes	Total Approved Budget	Life-to-Date Actuals	%	Project Status
		$	%						
Cyber Command Centre	2.800	2.354	84.1%			3.800	2.858	75.2%	Delayed > 6 mths
Cyber Foundation	5.122	2.882	56.3%			16.012	7.102	44.4%	On Track
Digitization Support Services						1.208	1.208	100.0%	Completed
Service Improvements	**7.922**	**5.236**	**66.1%**			**21.020**	**11.168**	**53.1%**	
Growth Related									
Projects Total	**7.922**	**5.236**	**66.1%**			**21.020**	**11.168**	**53.1%**	

*Please note: Total project cost has been updated to reflect the approved 2026-2035 Capital Budgets, and may also be impacted by system migration to S/4Hana.

2025 Capital Spending by Program
Finance and Treasury

Program ($M)	Period	2025 Approved Cash Flow	2025 Expenditure		Trending	Alert (Benchmark 70% spending rate)
			Actuals	%		
Financial Operations & Control	4M-2025	43.80	43.46	99.2%		Ⓖ
	Q2-2025	43.80	31.05	70.9%	↓	Ⓖ
	Q3-2025	43.80	32.23	73.6%	↑	Ⓖ
	YE-2025	43.80	27.97	63.9%	↓	Ⓨ
Office of the Chief Financial Officer and Treasurer	4M-2025	5.49	4.72	85.9%		Ⓖ
	Q2-2025	4.53	3.16	69.8%	↓	Ⓨ
	Q3-2025	3.26	2.16	66.2%	↓	Ⓨ
	YE-2025	3.26	2.29	70.4%	↑	Ⓖ
TOTAL	4M-2025	5.49	4.72	85.9%		Ⓖ
	Q2-2025	4.53	3.16	69.8%	↓	Ⓨ
	Q3-2025	3.26	2.16	66.2%	↓	Ⓨ
	YE-2025	47.06	30.26	64.3%	↓	Ⓨ

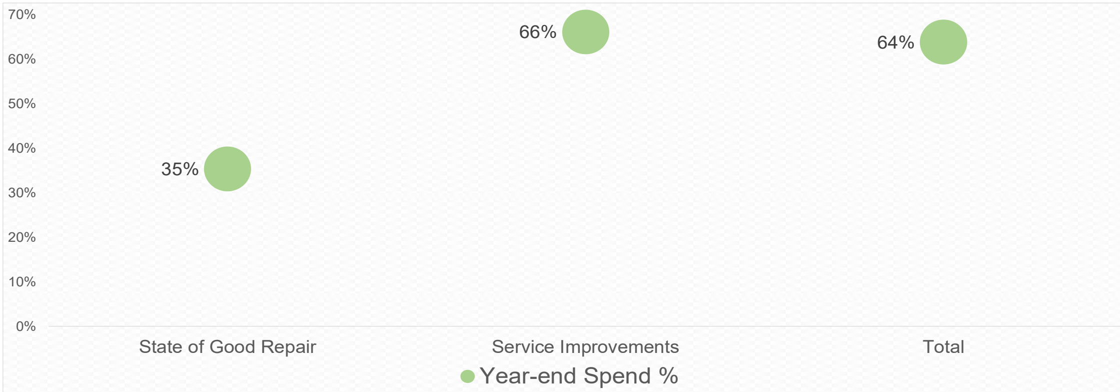
Projected / Year-end Actuals Spending	
> 70%	Ⓖ
Between 50%-70%	Ⓨ
< 50%	Ⓡ

For the twelve months ended December 31, 2025, the capital expenditures for Finance and Treasury totalled $30.3 million of their collective 2025 Approved Capital Budget of $47.1 million.

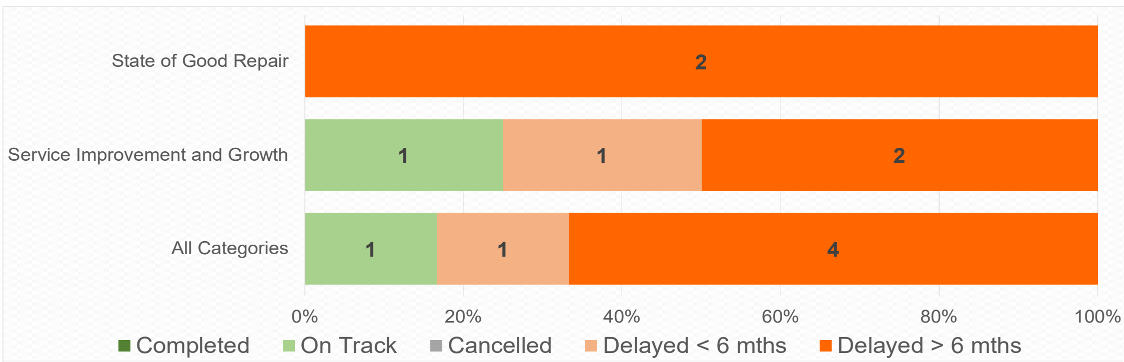
Program with more than 70% spending rate is: Office of the Chief Financial Officer and Treasurer.

Financial Operations and Control (FNS)

Year-end Spend Rates by Category



Project Overall Status by Category



Project Spending Status with Delay Reasons

Project Spending Status	Total
Spending On Track	0
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	6
Total # of Projects	**6**

Financial Operations and Control (FNS)

All Projects ($million)	2025					Overall			
Project Name	Approved Budget	Year-end Expenditure $	Year-end Expenditure %	Reason for Spending Delays	Notes	Total Approved Budget	Life-to-Date Actuals	%	Project Status
Tax Billing System	1.224	0.788	64.4%	Other	#1	7.873	4.989	63.4%	Delayed > 6 mths
Utility Billing System	2.000	0.354	17.7%	Other	#2	5.971	2.696	45.1%	Delayed > 6 mths
State of Good Repair	**3.224**	**1.142**	**35.4%**			**13.844**	**7.685**	**55.5%**	
Financial Systems Transformation Program	38.429	26.402	68.7%	Other	#3	151.454	117.148	77.3%	Delayed < 6 mths
Parking Tag Management Software Upgrade	1.388	0.327	23.6%	Other	#4	2.458	1.397	56.8%	Delayed > 6 mths
PPEB Transformation Program	0.757	0.097	12.8%	Other	#5	8.140	6.724	82.6%	Delayed > 6 mths
Process Innovation Project				Other	#6	2.097		0.0%	On Track
Service Improvements	**40.574**	**26.826**	**66.1%**			**164.150**	**125.269**	**76.3%**	
Projects Total	**43.798**	**27.968**	**63.9%**			**177.993**	**132.953**	**74.7%**	

Major Capital Projects ($million)	2025					Overall			
Project Name	Approved Budget	Year-end Expenditure $	Year-end Expenditure %	Reason for Spending Delays	Notes	Total Approved Budget	Life-to-Date Actuals	%	Project Status
Financial Systems Transformation Program	38.429	26.402	68.7%	Other	#3	151.454	117.148	77.3%	Delayed < 6 mths
	Start Date: 01/01/2021; **Original** Planned Completion Date: 04/30/2027; **Revised** Planned/ Actual Completion Date: 06/30/2027								

Note Section:

Note # 1

The Commercial Parking Levy (CPL) program initiative is currently on hold, pending further direction from Council. Updates to the Municipal Accommodation Tax (MAT) / Short Term Rental (STR) components of the portal planned to reflect rate changes approved to fund special events in 2026. To optimize program delivery and improve financial execution, funding for this program has been spread out between 2026 to 2028 to realign spend rates while delivering program milestones and requirements.

Note # 2

Underspending can be attributed to information gathering of system determination for the new utility billing system RFP. Spending to increase once the work on this RFP initiates. To optimize program delivery and improve financial execution, funding for this program has been spread out between 2026 to 2028 to realign spend rates while delivering program milestones and requirements.

Note # 3

Budgeting Tool Revitalization Project (BTR) go-live date original target of April 2027 delayed to June 2027 for 2028 City budget cycle due to delays during the procurement process.

Note # 4

The delay in project delivery is attributed to several key factors including regulatory compliance requirements, which lead to revisions to delivery timeline:
- Delivery of Red Light Camera / Automated Speed Enforcement stream had to be prioritized which delayed the initiation of the parking stream.
- The parking stream's dependency on other replacement projects
- Resource constraints that have impacted the project's ability to maintain planned timelines across multiple workstreams.

The replacement project is transitioning into the second stage, focusing on the parking component. TSD (I&T) is currently developing the detailed schedule for this phase. Leadership has set a target for completion by Q4 2027.

Note # 5

The year-end capital underspending was primarily driven by the reprioritization of transformation initiatives within Finance Shared Services (FSS), which resulted in the pause of Pension, Payroll and Employee Benefits (PPEB) related spending after Period 9.

The capital budget has since been realigned back to PPEB, with spending expected to resume in 2026. This reflects evolving Payroll Modernization requirements, which are expected to necessitate future PPEB transformation and related capital investments.

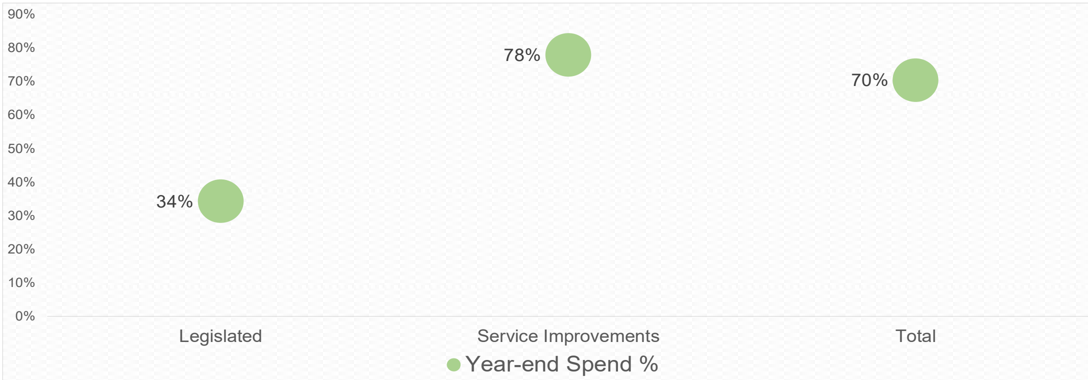
Note # 6

The project is delayed and its start has been pushed to 2027 due to Finance and Treasury's higher priority Financial Systems Transformation Project.

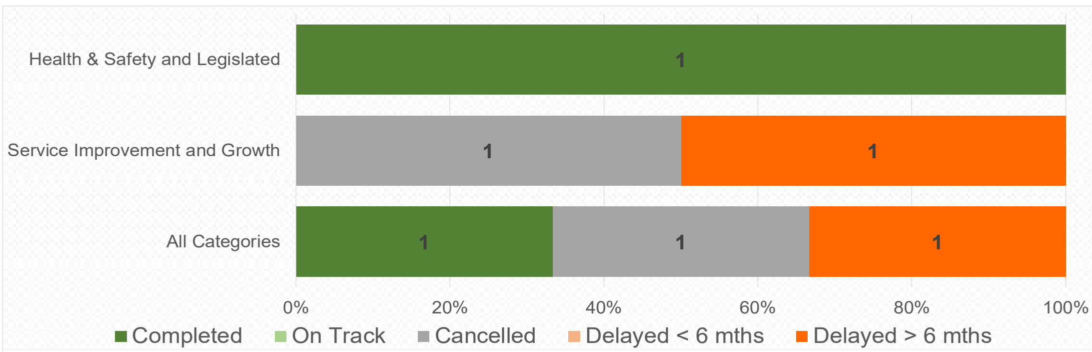
*Please note: Total project cost has been updated to reflect the approved 2026-2035 Capital Budgets, and may also be impacted by system migration to S/4Hana.

Office of the Chief Financial Officer and Treasurer (CFO)

Year-end Spend Rates by Category



Project Overall Status by Category



Project Spending Status with Delay Reasons

Project Spending Status	Total
Spending On Track	0
Completed	1
Cancelled	1
Project Mgmt and Capacity Issues	0
Procurement Delays	0
Vendor Issues	0
Site Condition Issues	0
Coordination Challenges	1
Stakeholder and Community Factors	0
Regulatory Delays	0
Cost Overruns and Rescoping	0
Other	0
Total # of Projects	**3**

Office of the Chief Financial Officer and Treasurer (CFO)

All Projects ($million)	2025					Overall			
Project Name	Approved Budget	Year-end Expenditure		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%		#1	2.412	2.044	84.7%	Completed
Legislated	**0.561**	**0.192**	**34.3%**			**2.412**	**2.044**	**84.7%**	
Corporate Buyer Program					#2				Cancelled
Supply Chain Management Transformation (SCMT)	2.699	2.102	77.9%	Coordination Challenges	#3	36.275	27.393	75.5%	Delayed > 6 mths
Service Improvements	**2.699**	**2.102**	**77.9%**			**36.275**	**27.393**	**75.5%**	
Projects Total	**3.260**	**2.294**	**70.4%**			**38.687**	**29.436**	**76.1%**	

Note Section:

Note # 1

The project is complete and no further consulting services will be used beyond the existing contract value.

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.

*Please note: Total project cost has been updated to reflect the approved 2026-2035 Capital Budgets, and may also be impacted by system migration to S/4Hana.

2025 Capital Spending by Program
Other City Programs

Program ($M)	Period	2025 Approved Cash Flow	2025 Expenditure		Trending	Alert (Benchmark 70% spending rate)
			Actuals	%		
Accountability Offices	4M-2025	0.73	0.54	74.5%		Ⓖ
	Q2-2025	0.73	0.53	71.9%	↓	Ⓖ
	Q3-2025	0.73	0.50	68.5%	↓	Ⓨ
	YE-2025	0.73	0.49	67.8%	↓	Ⓨ
City Clerk's Office	4M-2025	4.74	4.15	87.6%		Ⓖ
	Q2-2025	4.74	3.77	79.6%	↓	Ⓖ
	Q3-2025	4.74	3.17	67.0%	↓	Ⓨ
	YE-2025	4.74	2.88	60.8%	↓	Ⓨ
Corporate Initiatives	4M-2025	1.01	0.75	74.0%		Ⓖ
	Q2-2025	1.01	0.80	79.3%	↑	Ⓖ
	Q3-2025	1.01	0.72	71.4%	↓	Ⓖ
	YE-2025	1.01	0.69	68.8%	↓	Ⓨ
TOTAL	4M-2025	5.75	4.90	85.2%		Ⓖ
	Q2-2025	5.75	4.57	79.5%	↓	Ⓖ
	Q3-2025	5.75	3.89	67.7%	↓	Ⓨ
	YE-2025	6.48	4.07	62.8%	↓	Ⓨ

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

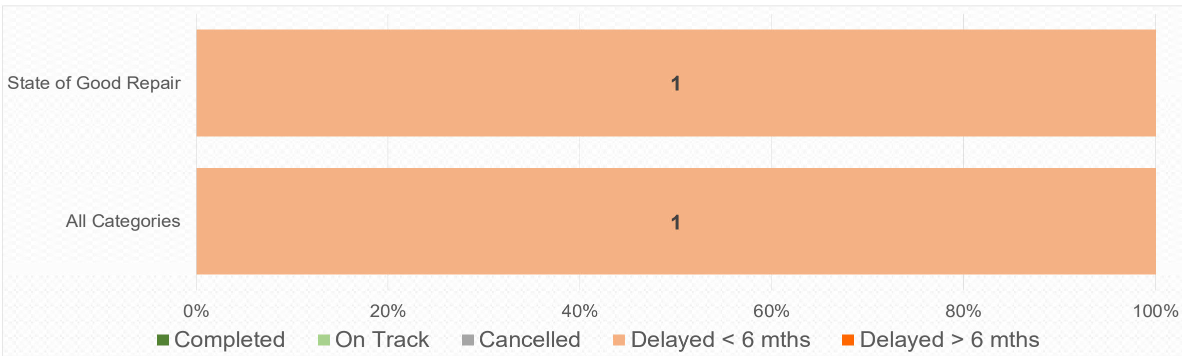
For the twelve months ended December 31, 2025, the capital expenditures for Other City Programs totalled $4.1 million of their collective 2025 Approved Capital Budget of $6.5 million.

No programs with spending rate over 70%.

Accountability Offices (CLR)

Year-end Spend Rates by Category

Project Overall Status by Category



Project Spending Status with Delay Reasons

Project Spending Status	Total
Spending On Track	0
Completed	0
Cancelled	0
Project Mgmt and Capacity Issues	1
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
Total # of Projects	**1**

Accountability Offices (CLR)

All Projects ($million)	2025					Overall			
Project Name	Approved Budget	Year-end Expenditure		Reason for Spending Delays	Notes	Total Approved Budget	Life-to-Date Actuals	%	Project Status
		$	%						
Lobbyist Registry System SOGR 2024	0.730	0.495	67.8%	Project Mgmt and Capacity Issues	1	1.000	0.691	69.1%	Delayed < 6 mths
State of Good Repair	**0.730**	**0.495**	**67.8%**			**1.000**	**0.691**	**69.1%**	
Projects Total	**0.730**	**0.495**	**67.8%**			**1.000**	**0.691**	**69.1%**	

Note Section:

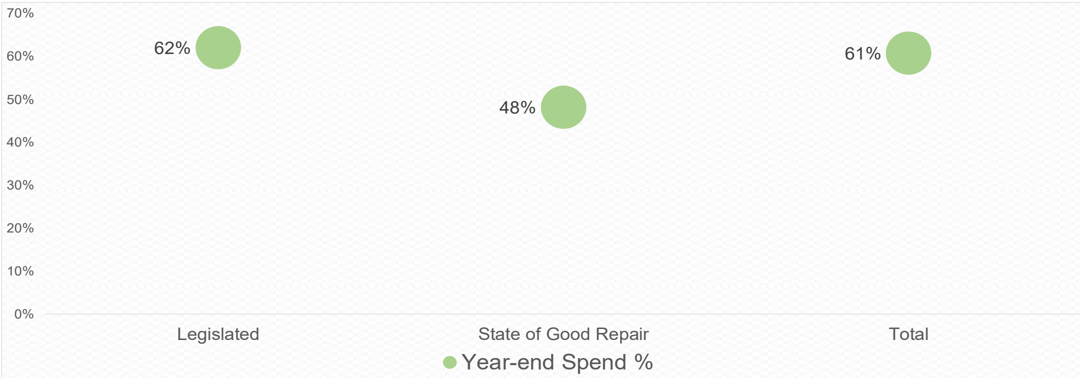
Note # 1

- Development work underway for TLR's Lobbyist Disclosure Site and Lobbyist Registry System.
- Project completion timelines have been adjusted to accommodate the additional time required to deliver the full project scope, given constraints related to shared resources.

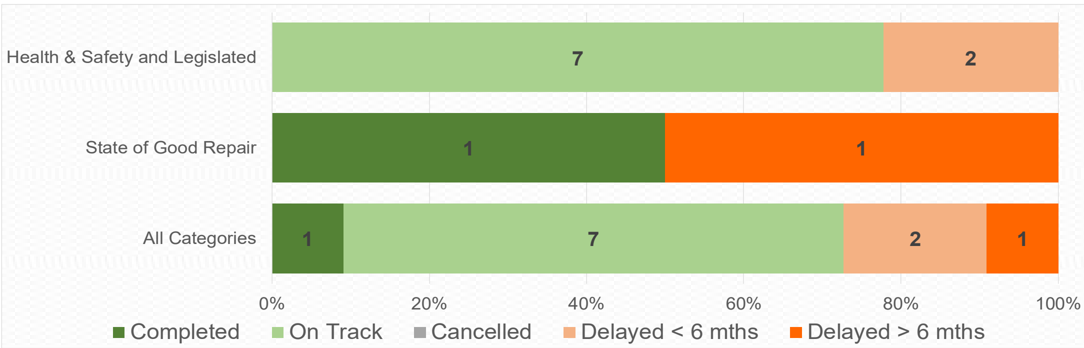
*Please note: Total project cost has been updated to reflect the approved 2026-2035 Capital Budgets, and may also be impacted by system migration to S/4Hana.

City Clerk's Office (CLK)

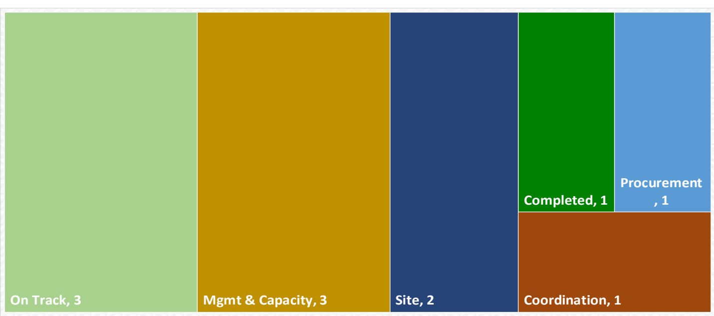
Year-end Spend Rates by Category



Project Overall Status by Category



Project Spending Status with Delay Reasons



Project Spending Status	Total
Spending On Track	3
Completed	1
Cancelled	0
Project Mgmt and Capacity Issues	3
Procurement Delays	1
Vendor Issues	0
Site Condition Issues	2
Coordination Challenges	1
Stakeholder and Community Factors	0
Regulatory Delays	0
Cost Overruns and Rescoping	0
Other	0
Total # of Projects	**11**

City Clerk's Office (CLK)

All Projects ($million)	2025					Overall			
Project Name	Approved Budget	Year-end Expenditure $	Year-end Expenditure %	Reason for Spending Delays	Notes	Total Approved Budget	Life-to-Date Actuals	%	Project Status
ELECTION TECHNOLOGY PROGRAM FOR 2026 ELECTION	1.730	1.530	88.4%			4.955	2.985	60.2%	On Track
ELECTION SUPPLY CHAIN LOGISTICS – TRACKING TECHNOLOGY PHASE 1	0.185		0.0%	Coordination Challenges		0.200	0.015	7.6%	Delayed < 6 mths
TMMIS SOGR 2019-2022	0.300	0.290	96.6%			1.049	1.039	99.0%	On Track
PUBLIC APPOINTMENTS SOGR 2023-2024	0.133	0.014	10.8%	Project Mgmt and Capacity Issues		0.370	0.117	31.5%	On Track
REGISTRY SERV. TRACKING SYS SOGR 2023-24	0.437	0.220	50.4%			0.933	0.586	62.8%	On Track
ELEC SUPPLY LOGISTICS - LTC HOMES -2026 ELECTION	0.160		0.0%	Procurement Delays		0.160		0.0%	Delayed < 6 mths
ELECTION VOTE TABULATOR PROTECTIVE CASES	0.550	0.157	28.5%	Project Mgmt and Capacity Issues		0.550	0.157	28.5%	On Track
FOI CASE MANAGEMENT SYSTEM PROJECT 2025-2026	0.270	0.210	77.7%			1.270	0.210	16.5%	On Track
LIQUOR LICENSE SYSTEM 2025	0.550	0.256	46.6%	Project Mgmt and Capacity Issues		0.550	0.256	46.6%	On Track
Legislated	**4.315**	**2.678**	**62.1%**			**10.037**	**5.366**	**53.5%**	
WEDDING CHAMBERS RENOVATIONS SOGR 2024-25	0.250	0.034	13.5%	Site Condition Issues		0.270	0.034	12.5%	Delayed > 6 mths
REPLACEMENT OF RECORDS CENTRE ORDER PICKERS	0.175	0.171	97.8%			0.175	0.171	97.8%	Completed
State of Good Repair	**0.425**	**0.205**	**48.2%**			**0.445**	**0.205**	**46.0%**	
Projects Total	**4.740**	**2.883**	**60.8%**			**10.482**	**5.570**	**53.1%**	

*Please note: Total project cost has been updated to reflect the approved 2026-2035 Capital Budgets, and may also be impacted by system migration to S/4Hana.

2025 Capital Spending by Program
Agencies

Program ($M)	Period	2025 Approved Cash Flow	2025 Expenditure		Trending	Alert (Benchmark 70% spending rate)
			Actuals	%		
Exhibition Place	4M-2025	94.51	94.51	100.0%		Ⓖ
	Q2-2025	112.21	112.21	100.0%	↑	Ⓖ
	Q3-2025	113.21	112.21	99.1%	↓	Ⓖ
	YE-2025	114.57	104.91	91.6%	↓	Ⓖ
Sankofa Square	4M-2025	0.15	0.09	60.6%		Ⓨ
	Q2-2025	0.15	0.09	60.6%	▫	Ⓨ
	Q3-2025	0.15	0.09	60.6%	▫	Ⓨ
	YE-2025	0.15	0.09	60.6%	↓	Ⓨ
TO Live	4M-2025	18.99	15.87	83.5%		Ⓖ
	Budget has been incorporated into Corporate Real Estate Management since Q2 2025.					
Toronto & Region Conservation Authority	4M-2025	29.09	29.08	100.0%		Ⓖ
	Q2-2025	29.09	29.09	100.0%	↑	Ⓖ
	Q3-2025	29.09	29.09	100.0%	▫	Ⓖ
	YE-2025	29.09	22.97	79.0%	↓	Ⓖ
Toronto Police Service	4M-2025	126.77	107.75	85.0%		Ⓖ
	Q2-2025	126.77	103.10	81.3%	↓	Ⓖ
	Q3-2025	126.77	103.13	81.3%	↑	Ⓖ
	YE-2025	130.59	91.36	70.0%	↓	Ⓨ
Toronto Public Health	4M-2025	3.61	3.08	85.3%		Ⓖ
	Q2-2025	7.41	6.85	92.3%	↑	Ⓖ
	Q3-2025	7.41	5.70	76.8%	↓	Ⓖ
	YE-2025	7.41	5.55	74.9%	↓	Ⓖ
Toronto Public Library	4M-2025	48.43	45.78	94.5%		Ⓖ
	Q2-2025	48.43	45.44	93.8%	↓	Ⓖ
	Q3-2025	62.45	58.98	94.5%	↑	Ⓖ
	YE-2025	90.08	85.00	94.4%	↓	Ⓖ
Toronto Zoo	4M-2025	50.68	44.66	88.1%		Ⓖ
	Q2-2025	50.68	45.35	89.5%	↑	Ⓖ
	Q3-2025	50.68	48.11	94.9%	↑	Ⓖ
	YE-2025	50.68	44.64	88.1%	↓	Ⓖ
Toronto Transit Commission	4M-2025	1,732.09	1,609.66	92.9%		Ⓖ
	Q2-2025	1,732.09	1,503.11	86.8%	↓	Ⓖ
	Q3-2025	1,748.75	1,659.51	94.9%	↑	Ⓖ
	YE-2025	1,732.09	1,607.44	92.8%	↓	Ⓖ
TOTAL	4M-2025	2,104.33	1,950.50	92.7%		Ⓖ
	Q2-2025	2,106.83	1,845.24	87.6%	↓	Ⓖ
	Q3-2025	2,138.52	2,016.82	94.3%	↑	Ⓖ
	YE-2025	2,154.67	1,961.96	91.1%	↓	Ⓖ

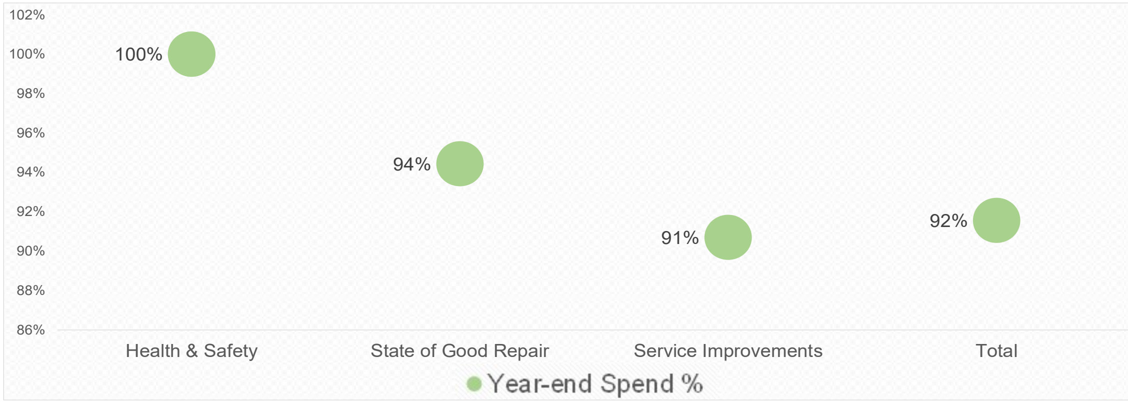
Projected / Year-end Actuals Spending	
> 70%	Ⓖ
Between 50%-70%	Ⓨ
< 50%	Ⓡ

For the twelve months ended December 31, 2025, the capital expenditures for Agencies totalled $1,962.0 million of their collective 2025 Approved Capital Budget of $2,154.7 million.

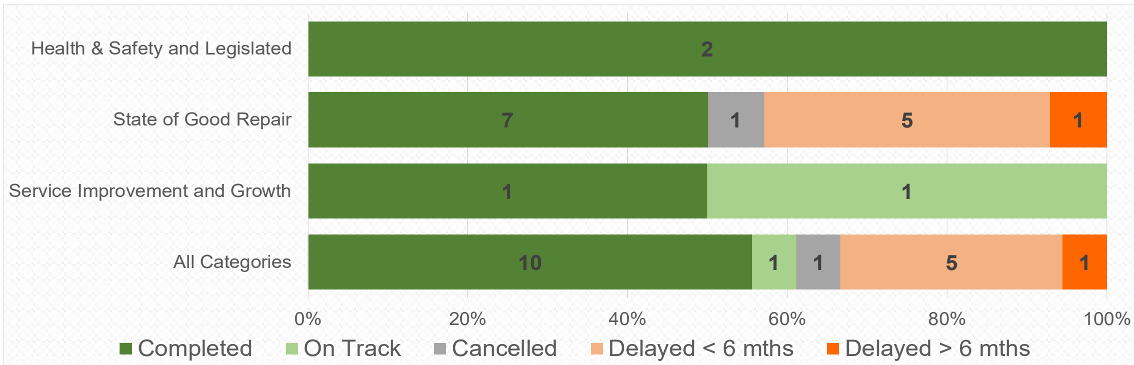
Programs with more than 70% spending rate are: Exhibition Place, Toronto & Region Conservation Authority, Toronto Public Health, Toronto Public Library, Toronto Zoo, Toronto Transit Commission.

Exhibition Place (EXH)

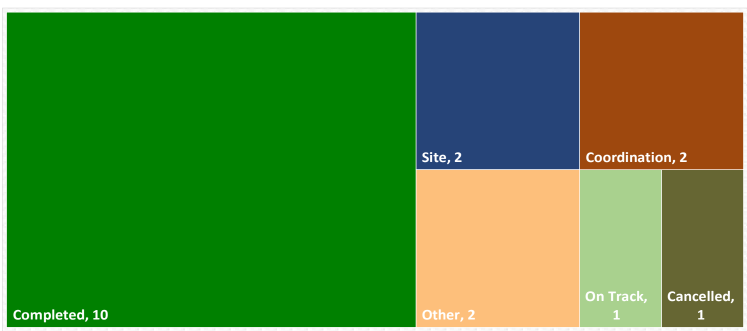
Actual and Projected Spend Rates by Category



Project Overall Status by Category



Project Spending Status with Delay Reasons



Project Spending Status	Total
Spending On Track	1
Completed	10
Cancelled	1
Project Mgmt and Capacity Issues	0
Procurement Delays	0
Vendor Issues	0
Site Condition Issues	2
Coordination Challenges	2
Stakeholder and Community Factors	0
Regulatory Delays	0
Cost Overruns and Rescoping	0
Other	2
Total # of Projects	**18**

Key Discussion Points

Key Discussion Points:

- *Roof Sectional Replacement over Exhibit Halls ($17.693 million) State of Good Repair project. Originally, the project was scheduled to be completed in two phases. After issuance of the tender to the market for pricing, 6 bids were received - Lowest compliant bidder had provided favourable pricing for both phases. Due to projected inflation, potential tariff-related material cost increases, and ongoing roof leaks within the Phase 2 area that posed operational and event risks, Exhibition Place advanced completion of both phases to 2025. Through the 4-Month and Q2 variance reports, project budget was increased by reprioritizing projects from 2025 and accelerating future budget commitments. Main roof rehabilitation complete. Rehabilitation of the metal roof over Galleria is scheduled in Spring 2026.*
- *BMO Field Upgrades for FIFA World Cup 2026* ($88.045 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.

Exhibition Place (EXH)

All Projects ($million)	2025					Overall			
Project Name	Approved Budget	YTD Expenditure $	YTD Expenditure %	Reason for Spending Delays	Notes	Total Approved Budget	Life-to-Date Actuals	%	Project Status
GENERAL SERVICES BUILDING - 91	0.050	0.050	100.0%			0.050	0.050	100.0%	Completed
OTHER BUILDING - 74	0.107	0.107	100.0%			0.150	0.150	100.0%	Completed
Health & Safety	**0.157**	**0.157**	**100.0%**			**0.200**	**0.200**	**100.0%**	
BETTER LIVING CENTRE - 83	0.015	0.015	100.0%			0.060	0.060	100.0%	Completed
COLISEUM COMPLEX - 77	1.700	1.605	94.4%	Site Condition Issues		1.975	1.880	95.2%	Delayed < 6 mths
ELECTRICAL UNDERGROUND HV UTILITIES - 96	1.658	1.658	100.0%			14.925	10.925	73.2%	Completed
ENERCARE CENTRE - 76	18.394	17.524	95.3%	Coordination Challenges		19.265	18.395	95.5%	Delayed < 6 mths
EQUIPMENT - 75	1.474	1.352	91.7%	Other	# 1	3.700	3.578	96.7%	Delayed < 6 mths
FOOD BUILDING - 81	0.356	0.082	22.9%	Coordination Challenges		1.131	0.857	75.8%	Delayed > 6 mths
GENERAL SERVICES BUILDING - 91	0.594	0.594	100.0%			0.600	0.600	100.0%	Completed
HORSE PALACE - 80	0.326	0.326	100.0%			0.350	0.350	100.0%	Completed
OTHER BUILDING - 74	0.400	0.400	100.0%			0.400	0.400	100.0%	Completed
PARKS PARKING LOTS AND ROADS - 79	0.534	0.534	100.0%			0.805	0.805	100.0%	Completed
PRE-ENGINEERING PROGRAM - 72	0.089	0.089	100.0%			0.175	0.175	100.0%	Completed
PRESS BUILDING - 92	0.050	0.042	83.9%	Other	# 2	0.050	0.042	83.9%	Delayed < 6 mths
QUEEN ELIZABETH BUILDING - 73									Cancelled
AUTOMOTIVE BUILDING - 85	0.629	0.537	85.4%	Site Condition Issues		1.805	1.713	94.9%	Delayed < 6 mths
State of Good Repair	**26.220**	**24.759**	**94.4%**			**45.241**	**39.781**	**87.9%**	
BMO FIELD - 93	88.045	79.844	90.7%			157.982	95.037	60.2%	On Track
PARKS PARKING LOTS AND ROADS - 79	0.150	0.150	100.0%			0.150	0.150	100.0%	Completed
Service Improvements	**88.195**	**79.994**	**90.7%**			**158.132**	**95.187**	**60.2%**	
Growth Related									
Projects Total	**114.571**	**104.910**	**91.6%**			**203.574**	**135.168**	**66.4%**	

Major Capital Projects ($million)	2025					Overall			
Project Name	Approved Budget	YTD Expenditure $	YTD Expenditure %	Reason for Spending Delays	Notes	Total Approved Budget	Life-to-Date Actuals	%	Project Status
57630 Roof Sectional Replacement over Exhibit Halls	17.693	16.968	95.9%	Coordination Challenges	# 3	17.693	16.968	95.9%	Delayed < 6 mths
	Start Date: 01/01/2025; **Original** Planned Completion Date: 12/31/2025; **Revised** Planned/ Actual Completion Date: 05/31/2026								
48060 Riding Ring Upgrade	0.126	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	0.100	100.0%			0.100	0.100	100.0%	Completed
	Start Date: 01/01/2025; **Original** Planned Completion Date: 12/31/2025; **Revised** Planned/ Actual Completion Date: N/A								
58059 Lighting -Various	0.100	0.100	100.0%			0.100	0.100	100.0%	Completed
	Start Date: 01/01/2025; **Original** Planned Completion Date: 12/31/2025; **Revised** Planned/ Actual Completion Date: N/A								
59664 Phase 2 -Consolidate Substations & Upgrade Code (2025)	0.625	0.625	100.0%			4.925	4.925	100.0%	Completed
	Start Date: 01/01/2025; **Original** Planned Completion Date: 12/31/2025; **Revised** Planned/ Actual Completion Date: N/A								
59665 Phase 1 -Replace Priority Feeders (2025)	1.000	1.000	100.0%			7.500	3.500	46.7%	Completed
	Start Date: 01/01/2025; **Original** Planned Completion Date: 12/31/2025; **Revised** Planned/ Actual Completion Date: N/A								

Note Section:

Note # 1

Project delayed due to long delivery timeline of the generator - supply chain issues.

Note # 2

Project budget was partially reallocated as In-Year Adjustment to Enercare Centre Roof Rehabilitation project. Remaining funds have been utilized for the main project as initially intended - construction in progress.

Note # 3

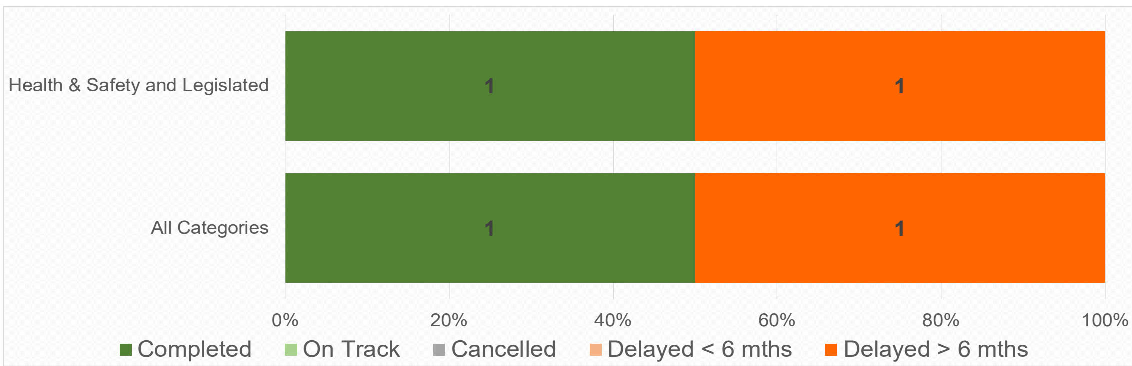
Originally, the project was scheduled to be completed in two phases. After issuance of the tender to the market for pricing, six (6) bids were received - Lowest compliant bidder had provided favourable pricing for both phases. To avoid future price increases due to inflation and possible tariff situation, Exhibition Place made the decision to complete both phases in 2025. Also, there have been reports of roof leaks in the Phase 2 scope area which is detrimental to the events and building operations. As a result, it is prudent to complete the entire roof rehabilitation work in 2025. Consultant has also recommended to proceed with an award to the lowest compliant bidder for both phases. There is no impact on the total council approved budget as Exhibition Place has reprioritized projects from 2025 approved Capital budget envelope. Projects which have been reallocated will be rescheduled/reprioritized within the 10-Year Plan. Main roof rehabilitation complete. Rehabilitation of the metal roof over Galleria is schedueld this spring.

*Please note: Total project cost has been updated to reflect the approved 2026-2035 Capital Budgets, and may also be impacted by system migration to S/4Hana.

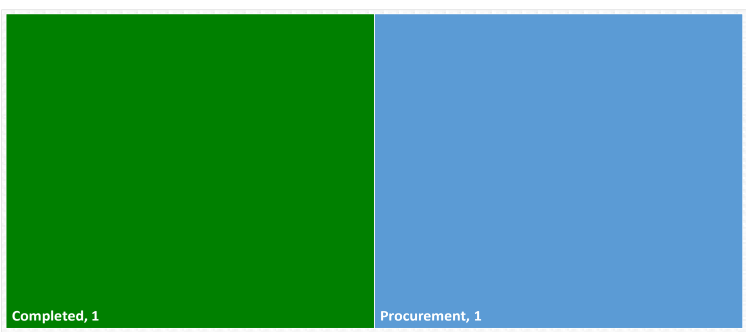
Sankofa Square (SS)

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	0
Completed	1
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
Total # of Projects	**2**

Key Discussion Points

Key Discussion Points:

- *Accessibility Installation To Meet AODA*: Through the 2025 budget process, a capital project of $60,000 for accessibility installation to comply with AODA standards was approved. The project is financed by the remaining balance of Section 37 from 311 Bay Street (XR3026-3700055) and 825 Bay Street (XR3026-3700117) development. Rough estimates from contractors include the cost of the washroom at $240.0 thousand and the stage area at $175.0 thousand. The unused funding from 2025 will be carried forward to 2026 to be used towards design and costing of the project. Once completed, the funding required to carry out the installation will be requested through future budget submissions.

Sankofa Square (SS)

All Projects ($million)	2025					Overall			
Project Name	Approved Budget	YTD Expenditure		Reason for Spending Delays	Notes	Total Approved Budget	Life-to-Date Actuals	%	Project Status
		$	%						
SANKOFA SQUARE SIGNAGE	0.092	0.092	100.0%		# 1	0.105	0.105	100.0%	Completed
ACCESSIBILITY INSTALLATION TO MEET AODA	0.060		0.0%	Procurement Delays	# 2	0.060		0.0%	Delayed > 6 mths
Legislated	**0.152**	**0.092**	**60.6%**			**0.165**	**0.105**	**63.6%**	
Projects Total	**0.152**	**0.092**	**60.6%**			**0.165**	**0.105**	**63.6%**	

Note Section:

Note # 1

Replacement of site signage in fulfillment of name change motion MM13.29: Confronting the Legacy of the Transatlantic Slave Trade: Renaming Civic Assets Bearing the Henry Dundas Name.

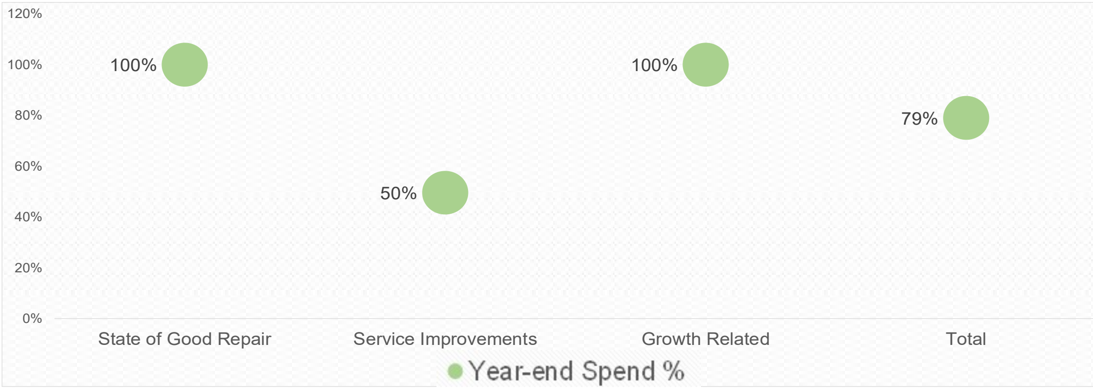
Note #2

Through the 2025 budget process, a capital project of $60,000 for accessibility installation to comply with AODA standards was approved. The project is financed by the remaining balance of Section 37 from 311 Bay Street (XR3026-3700055) and 825 Bay Street (XR3026-3700117) development. Rough estimates from contractors include the cost of the washroom at $240.0 thousand and the stage area at $175.0 thousand. The unused funding from 2025 will be carried forward to 2026 to be used towards design and costing of the project. Once completed, the funding required to carry out the installation will be requested through future budget submissions.

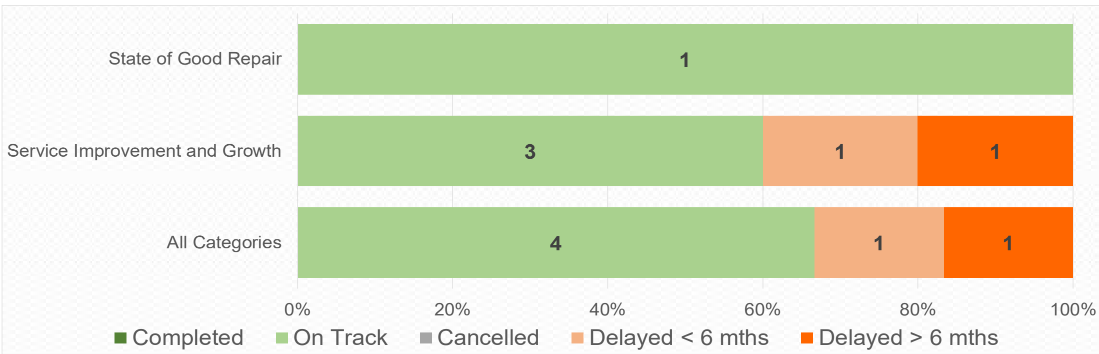
*Please note: Total project cost has been updated to reflect the approved 2026-2035 Capital Budgets, and may also be impacted by system migration to S/4Hana.

Toronto and Region Conservation Authority (TRC)

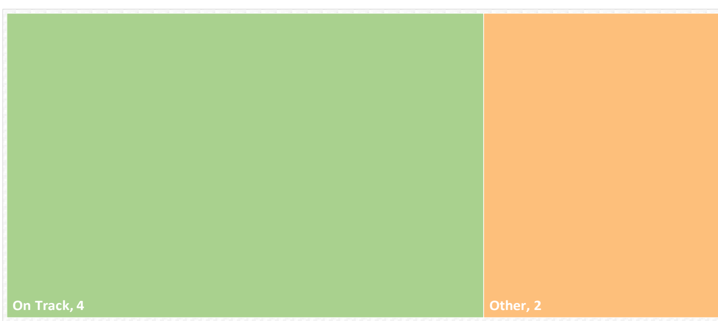
Actual and Projected Spend Rates by Category



Project Overall Status by Category



Project Spending Status with Delay Reasons



Project Spending Status	Total
Spending On Track	4
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	2
Total # of Projects	**6**

Toronto and Region Conservation Authority (TRC)

All Projects ($million)	2025					Overall			
Project Name	Approved Budget	YTD Expenditure		Reason for Spending Delays	Notes	Total Approved Budget	Life-to-Date Actuals	%	Project Status
		$	%						
GREENSPACE LAND ACQUISITION (ACTIVE 09+)	0.064	0.064	100.0%			1.132	1.068	94.3%	On Track
SHORELINE MONITORING & MAINTENANCE	0.400	0.400	100.0%			5.950	5.550	93.3%	On Track
EROSION INFRASTRUCTURE MAJOR MAINTENANCE	2.020	2.020	100.0%			20.310	18.290	90.1%	On Track
RETROFIT ACTIVITIES FOR 2009+	0.371	0.371	100.0%			5.071	4.689	92.5%	On Track
SUSTAINABLE COMMUNITIES 2008+	1.028	1.028	100.0%			13.312	12.029	90.4%	On Track
WATERSHED MONITORING/TERRESTRIAL NATURAL	0.597	0.597	100.0%			7.730	7.126	92.2%	On Track
REGIONAL WATERSHED MANAGEMENT 2008+	1.579	1.579	100.0%			18.610	16.739	89.9%	On Track
REGENERATION SITES 2008+	0.601	0.601	100.0%			7.761	7.148	92.1%	On Track
WTRFRNT DEV ENVIRONMENTAL MONITORING & M	0.245	0.245	100.0%			3.670	3.425	93.3%	On Track
WTRFRNT DEV KEATING CHANNEL DREDGING	0.320	0.320	100.0%			4.808	4.480	93.2%	On Track
WTRFRNT DEV ASHBRIDGES BAY	0.250	0.250	100.0%			3.950	3.700	93.7%	On Track
TOMMY THOMPSON CELL 2 CAPPING	0.050	0.050	100.0%			1.131	1.079	95.4%	On Track
WATERFRONT DEVELOPMENT ONGOING MAJOR MA	0.188	0.188	100.0%			3.146	2.958	94.0%	On Track
TORONTO PLANNING INITIATIVES	0.100	0.100	100.0%			0.983	0.880	89.5%	On Track
INFO TECHNOLOGY REPLACEMENT ITEMS 2008+	0.321	0.320	99.8%			4.146	3.824	92.3%	On Track
TRCA ADMIN INFRASTRUCTURE - MAJOR FACILI	0.300	0.300	100.0%			4.113	3.472	84.4%	On Track
LAYER 2 - EXTRA WATERFRONT MAJOR MAINTEN	6.000	6.000	100.0%			37.150	28.550	76.9%	On Track
LAYER 2 - EXTRA FLOODWORKS MAJOR MAINTEN	0.200	0.200	100.0%			3.400	3.000	88.2%	On Track
LAYER 2 - EXTRA EROSION MAJOR MAINTENANC	1.000	1.000	100.0%			41.656	39.756	95.4%	On Track
TORONTO WILDLIFE CENTRE - LANDSCAPE REST	0.017	0.017	100.0%			2.583	2.583	100.0%	Completed
State of Good Repair	**15.651**	**15.650**	**100.0%**			**190.612**	**170.347**	**89.4%**	
WTRFRNT DEV TOMMY THOMPSON PARK INTERIM	0.809	0.809	100.0%			6.242	5.419	86.8%	On Track
SCARBOROUGH WATERFRONT PROJECT - WEST SH	3.000	3.000	100.0%			10.000	3.000	30.0%	On Track
THE MEADOWAY - MULTI USE TRAIL	6.600	1.976	29.9%			7.600	1.976	26.0%	On Track
SCARBOROUGH BLUFFS WEST INDIVIDUAL ENVIR	1.722	0.233	13.5%	Other		2.912	1.423	48.9%	Delayed < 6 mths
Service Improvements	**12.131**	**6.018**	**49.6%**			**26.754**	**11.818**	**44.2%**	
LONG TERM ACCOMMODATION - 5 SHOREHAM	1.303	1.303	100.0%	Other		38.617	11.585	30.0%	Delayed > 6 mths
Growth Related	**1.303**	**1.303**	**100.0%**			**38.617**	**11.585**	**30.0%**	
Projects Total	**29.085**	**22.972**	**79.0%**			**255.983**	**193.750**	**75.7%**	

Major Capital Projects ($million)	2025					Overall			
Project Name	Approved Budget	YTD Expenditure $	YTD Expenditure %	Reason for Spending Delays	Notes	Total Approved Budget	Life-to-Date Actuals	%	Project Status
LONG TERM ACCOMMODATION - 5 SHOREHAM	1.303	0.977	75.0%	Other	#1	11.585	11.368	98.1%	Delayed > 6 mths
	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%	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.

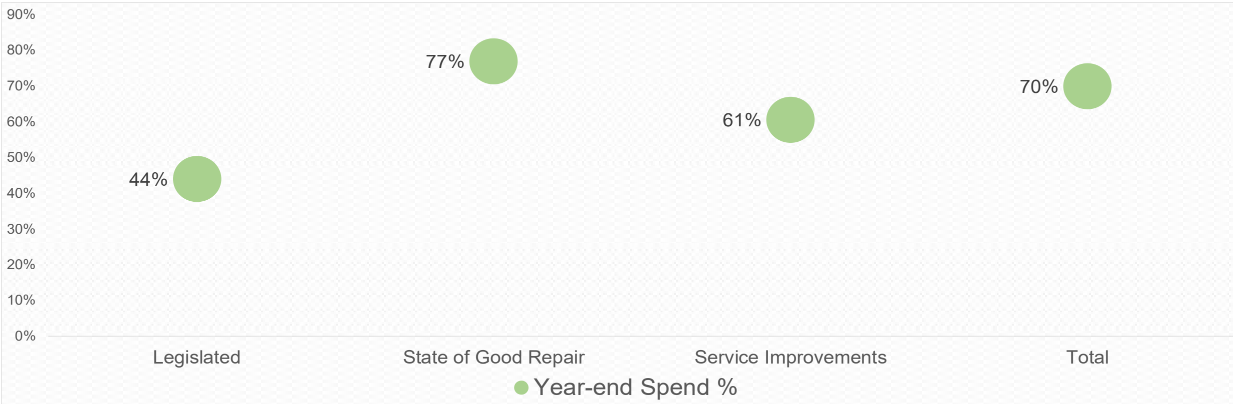
Note # 2

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

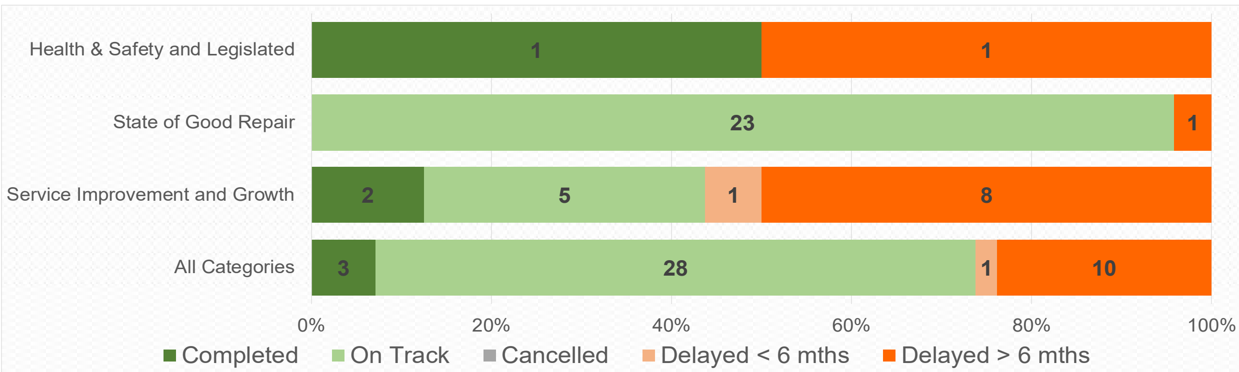
*Please note: Total project cost has been updated to reflect the approved 2026-2035 Capital Budgets, and may also be impacted by system migration to S/4Hana.

Toronto Police Service (POL)

Year-end Spend Rates by Category



Project Overall Status by Category



Project Spending Status with Delay Reasons

Project Spending Status	Total
Spending On Track	32
Completed	3
Cancelled	0
Project Mgmt and Capacity Issues	2
Procurement Delays	3
Vendor Issues	0
Site Condition Issues	0
Coordination Challenges	2
Stakeholder and Community Factors	0
Regulatory Delays	0
Cost Overruns and Rescoping	0
Other	0
Total # of Projects	**42**

Key Discussion Points

Toronto Police Service has a 2025 year-end spend of $91.4 million, or 70% of its Adjusted 2025 Capital Budget of $130.6 million. The underspending is mainly attributed to the following key projects and will be carried forward to future years:

New Records Management System (RMS)
Wireless Parking System, ALPR for Parking Enforcement and Vehicle Impound Program
Real Time Operations Centre (RTOC)
Long Term Facility Plan – 41 Division; New Build
Mobile Workstations
Next Generation 9-1-1
Facial Recognition System Replacement

Toronto Police Service (POL)

All Projects ($million)	2025					Overall			
Project Name	Approved Budget	Year-end Expenditure		Reason for Spending Delays	Notes	Total Approved Budget	Life-to-Date Actuals	%	Project Status
		$	%						
Next Generation (N.G.) 9-1-1	3.778	1.646	43.6%	Other as specified in comments	#1	16.583	12.151	73.3%	Delayed > 6 mths
Relocation of Wellness Services	0.027	0.027	100.0%			1.840	1.791	97.3%	Completed
Legislated	**3.804**	**1.673**	**44.0%**			**18.423**	**13.943**	**75.7%**	
Automated Fingerprint Identification System (A.F.I.S.) Replacement	0.553	0.316	57.1%	Other as specified in comments	#2	7.874	3.652	46.4%	On Track
Body Worn Camera - Replacement Plan	2.150	2.150	100.0%			31.832	7.281	22.9%	On Track
Communications Center 9th Floor Renovation	1.024	0.013	1.3%	Other as specified in comments	#3	12.612	0.013	0.1%	Delayed > 6 mths
Conducted Energy Weapon	0.860	0.860	100.0%			14.116	4.809	34.1%	On Track
Connected Officer LR	3.100	2.201	71.0%			28.714	3.826	13.3%	On Track
Digital Photography	0.713	0.713	100.0%			3.744	2.101	56.1%	On Track
Divisional CCTV Management (D.V.A.M. I & II)	0.758	0.585	77.3%			14.923	7.894	52.9%	On Track
Facial Recognition System Replacement	1.500		0.0%	Procurement Delays		3.000		0.0%	On Track
Forensic Identification Services (FIS) building HVAC lifecycle	0.427	0.058	13.6%	Coordination Challenges		5.553	0.058	1.0%	On Track
Furniture Lifecycle Replacement	3.014	1.981	65.7%			33.931	18.748	55.3%	On Track
Gun Range Remediation Upgrades	1.700	0.545	32.1%	Coordination Challenges	#12	1.700	0.545	32.1%	On Track
Hydrogen Fuel Cells	0.086	0.076	88.8%			9.200	2.690	29.2%	On Track
Infrastructure Lifecycle	14.839	13.666	92.1%			302.607	62.216	20.6%	On Track
Locker Replacement	0.830	0.517	62.3%			10.041	4.868	48.5%	On Track
Mobile Workstations	9.550	7.180	75.2%			52.956	34.063	64.3%	On Track
Radar Unit Replacement	0.221	0.181	81.9%			2.312	1.433	62.0%	On Track
Radio Replacement	0.100	0.100	99.8%			78.875	38.146	48.4%	On Track
Small Equipment Replacement	4.555	2.978	65.4%			39.165	11.780	30.1%	On Track
State-of-Good-Repair - Police	6.368	5.369	84.3%		#14				On Track
Uninterrupted Power Supply (U.P.S.) Lifecycle Replacement	0.977	0.737	75.5%			12.652	2.312	18.3%	On Track
Vehicle Impound Program (V.I.P.) Replacement	0.400		0.0%	Other as specified in comments	#4	1.000		0.0%	On Track
Vehicle Replacement	17.918	17.292	96.5%			259.810	131.494	50.6%	On Track
Wireless Parking System	3.084		0.0%	Other as specified in comments	#4	13.482	3.375	25.0%	On Track
Workstation, Laptop, Printer- Lifecycle plan	3.826	2.955	77.2%			92.940	49.604	53.4%	On Track
State of Good Repair	**78.553**	**60.473**	**77.0%**			**1,033.039**	**390.909**	**37.8%**	
ALPR Technology for Parking Enforcement	1.000		0.0%	Other as specified in comments	#4	5.000		0.0%	On Track
ANCOE (Global Search)	0.038	0.038	100.0%			12.473	12.472	100.0%	Completed
Automated External Defibrillator (A.E.D.s.)	0.034	0.020	58.1%	Procurement Delays		0.458	0.170	37.1%	On Track
Body Worn Camera - Phase II	0.272	0.153	56.2%	Project Mgmt and Capacity Issues		5.887	5.736	97.4%	Delayed > 6 mths
Digital Program (Platform & Transformation)	1.500	0.862	57.5%	Other as specified in comments	#5	7.300	0.862	11.8%	Delayed > 6 mths
FIFA Requirement - Motorcycles	0.055	0.040	72.3%			0.600	0.585	97.4%	Delayed < 6 mths
Forensic Identification Services (FIS) Facility Replacement - Feasibility Study	0.400		0.0%	Procurement Delays		0.400		0.0%	Delayed > 6 mths
Information Technology Storage Growth	0.753	0.723	96.0%			9.967	3.187	32.0%	On Track
Long Term Facility Plan - 41 Division; New Build	15.337	11.708	76.3%		#13	85.575	69.698	81.4%	Delayed > 6 mths
Long Term Facility Plan - 54 Division; New Station	0.977		0.0%	Other as specified in comments	#6	102.922	0.994	1.0%	Delayed > 6 mths
Long Term Facility Plan - Consulting	0.315	0.176	55.9%	Other as specified in comments	#7	0.878	0.739	84.2%	Delayed > 6 mths
New Records Management System (RMS)	12.702	7.514	59.2%	Other as specified in comments	#8	29.298	12.512	42.7%	Delayed > 6 mths
Property & Evidence Warehouse Racking	1.000	0.018	1.8%	Other as specified in comments	#9	1.030	0.048	4.7%	Completed
Real Time Operating Centre	5.200	1.279	24.6%	Other as specified in comments	#10	12.400	1.279	10.3%	On Track
Transforming Corporate Support (HRMS, TRMS)	1.236		0.0%	Project Mgmt and Capacity Issues	#11	8.435	7.199	85.3%	Delayed > 6 mths
Vehicle and Operational Equipment - Net New	7.414	6.682	90.1%			31.242	17.804	57.0%	On Track
Service Improvements	**48.234**	**29.213**	**60.6%**			**313.866**	**133.285**	**42.5%**	

Growth Related Projects Total	**130.591**	**91.359**	**70.0%**			**1,365.328**	**538.136**	**39.4%**	

Major Capital Projects ($million)	**2025**					**Overall**			
Project Name	**Approved Budget**	**Year-end Expenditure $**	**Year-end Expenditure %**	**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%	Other as specified in comments	#2	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%	Other as specified in comments	#3	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	0.862	57.5%	Other as specified in comments	#5	7.300	0.862	11.8%	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	0.545	32.1%	Coordination Challenges	#12	1.700	0.545	32.1%	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	11.708	76.3%		#13	85.575	69.698	81.4%	Delayed > 6 mths
	Start Date: 01/01/2018; **Original** Planned Completion Date: 12/31/2026; **Revised** Planned/ Actual Completion Date: 12/31/2028								
Long Term Facility Plan - 54 Division; New Station	0.977		0.0%	Other as specified in comments	#6	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	7.514	59.2%	Other as specified in comments	#8	29.298	12.512	42.7%	Delayed > 6 mths
	Start Date: 01/01/2023; **Original** Planned Completion Date: 12/31/2027; **Revised** Planned/ Actual Completion Date: 12/31/2028								
Next Generation (N.G.) 9-1-1	3.778	1.646	43.6%	Other as specified in comments	#1	16.583	12.151	73.3%	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	1.279	24.6%	Other as specified in comments	#10	12.400	1.279	10.3%	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	5.369	84.3%		#14				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%	Project Mgmt and Capacity Issues	#11	8.435	7.199	85.3%	Delayed > 6 mths
	Start Date: 01/01/2014; **Original** Planned Completion Date: 07/31/2026; **Revised** Planned/ Actual Completion Date: 12/31/2027								

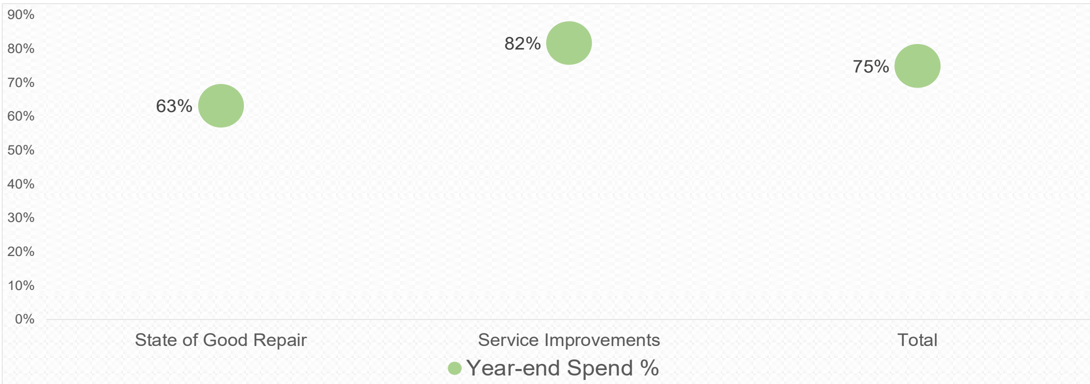
Note Section:

Note # 1: Feasibility study and installation of the uninterrupted power supply is expected to be completed in 2028 after the renovation of partial floors of the Communication Center is completed.
Note # 2: The final project phases, i.e., Acceptance and Implementation-to-Operational, were delayed in 2025 due to outstanding issues. The project team is monitoring the system stabilization and expects to complete the Final Acceptance by the 2nd quarter of 2026.
Note # 3: 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 # 4: The Service is finalizing the overall plan of modernizing and digitizing the Parking Enforcement Unit’s services and will re-issue the Request for Proposal at a later stage. Updates on project timelines will be provided in future capital variance reports.
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 in 2026.
Note # 6: Progress was delayed due to the need to secure a suitable temporary relocation site.
Note # 7: Based on Building Condition Assessment reports, the Service has identified the need for Phase 2 study starting in 2026 with the objective of enhancing operational flexibility, addressing aging facility infrastructure, and optimizing resource use. Project is delayed due to the extended project timeline as a result of conducting Phase 2 study.
Note # 8: Delays in project timeline due to resource retention issues and delayed receipt of contracted services.
Note # 9: The assessment of the project scope identified missing requirements such as engineering, fire suppression and lighting, significantly raising the estimated cost and creating scheduling complexities due to competing operational priorities. As a result, the Service decided to put the project on hold in 2025. The project team currently has no timeline for conducting a reassessment of racking needs which is essential for proceeding with this project. As such, it is recommended to close the current project.
Note # 10: Of the $5.2M available funding, $1.3M was utilized in 2025, reflecting the project’s planning, design and initial construction activities, with the remaining $3.9M to be carried forward to 2026 to support subsequent project phases.
Note # 11: Delay due to limited internal capacity, as the project team was dedicated to critical in-year priorities. With the anticipated stabilization of workload in 2026, the project team will solicit external expertise to conduct review on the Service’s employee record management, payroll, benefits administration, and time and labour recording.
Note # 12: Due to the timing of remediation activities to align with operational requirements, as well as vendor-related delays.
Note # 13: Occupancy for the second phase is now anticipated to be delayed to September 2027 (previously mid-2027). The project is expected to be completed in 2028.
Note # 14: SOGR funds are used to maintain the general condition, overall safety and requirements of existing Service buildings.

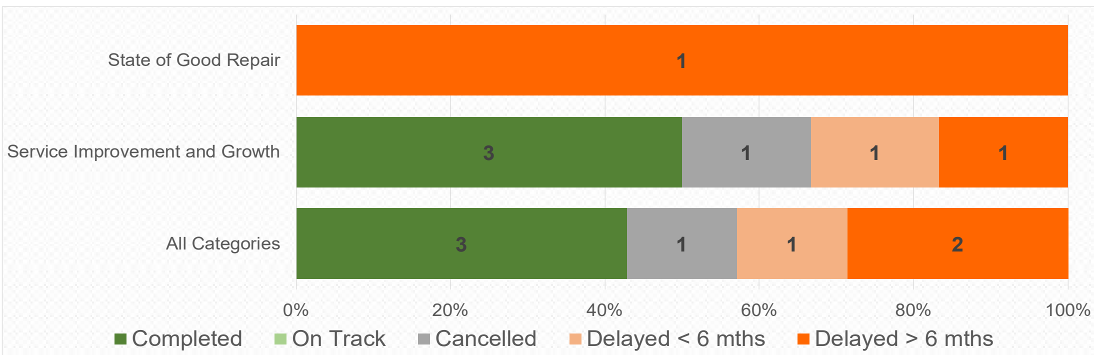
*Please note: Total project cost has been updated to reflect the approved 2026-2035 Capital Budgets, and may also be impacted by system migration to S/4Hana.

Toronto Public Health (TPH)

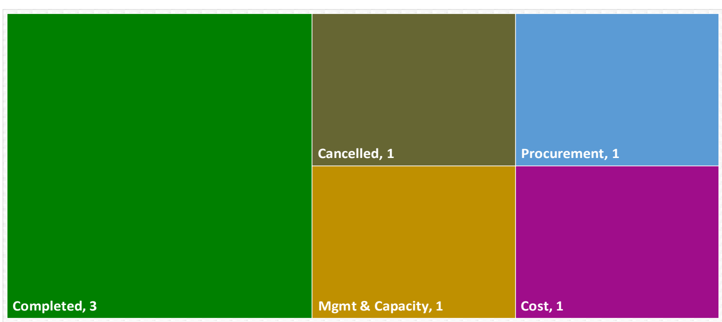
Actual and Projected Spend Rates by Category



Project Overall Status by Category



Project Spending Status with Delay Reasons



Project Spending Status	Total
Spending On Track	0
Completed	3
Cancelled	1
Project Mgmt and Capacity Issues	1
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	1
Other	0
Total # of Projects	**7**

Toronto Public Health (TPH)

All Projects ($million)	2025					Overall			
Project Name	Approved Budget	Year-end Expenditure		Reason for Spending Delays	Notes	Total Approved Budget	Life-to-Date Actuals	%	Project Status
		$	%						
Inspection Management - Implementation	2.718	1.717	63.2%			9.555	5.525	57.8%	Delayed > 6 mths
State of Good Repair	**2.718**	**1.717**	**63.2%**			**9.555**	**5.525**	**57.8%**	
Electronic Medical Records - Phase 3	0.091	0.029	32.1%			2.655	2.593	97.7%	Completed
Electronic Medical Record - Phase 4 Tuberculosis	0.320		0.0%	Cost Overruns and Rescoping		2.148		0.0%	Delayed > 6 mths
Inspection Management - Rabies	0.298		0.0%	Project Mgmt and Capacity Issues	1				Cancelled
Mobile Dental Van	0.183		0.0%	Procurement Delays		0.457		0.0%	Delayed < 6 mths
Universal Morning Meal Program-Phase 3	3.800	3.800	100.0%			3.800	3.800	100.0%	Completed
Alton/Midland Dental Clinic	0.004	0.004	100.0%			0.857	0.857	100.0%	Completed
Service Improvements	**4.696**	**3.833**	**81.6%**			**9.917**	**7.250**	**73.1%**	
Projects Total	**7.415**	**5.551**	**74.9%**			**19.471**	**12.775**	**65.6%**	

Note Section:

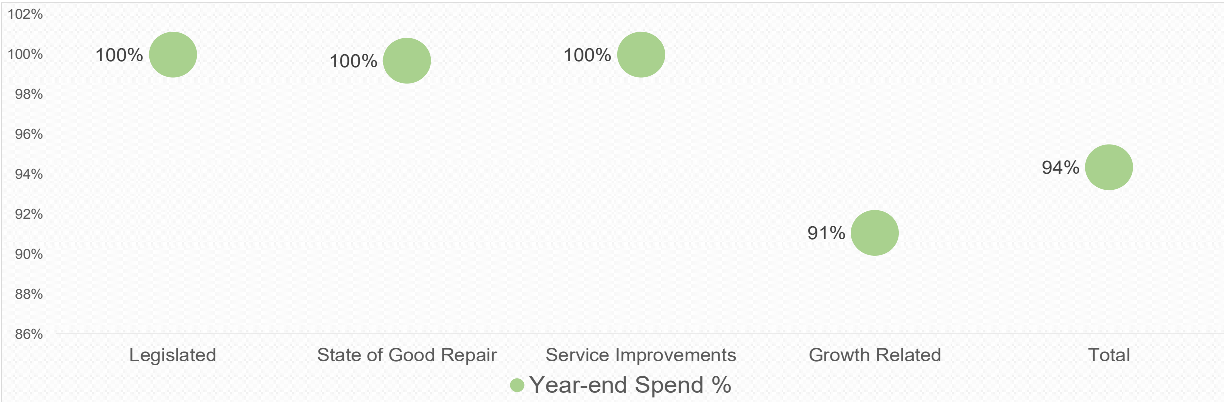
Note # 1

As a result of the implementation sequence revision, Rabies Module for the Inspection Management initiatives is deferred to 2029 in the 2026-2035 Capital Budget and Plan.

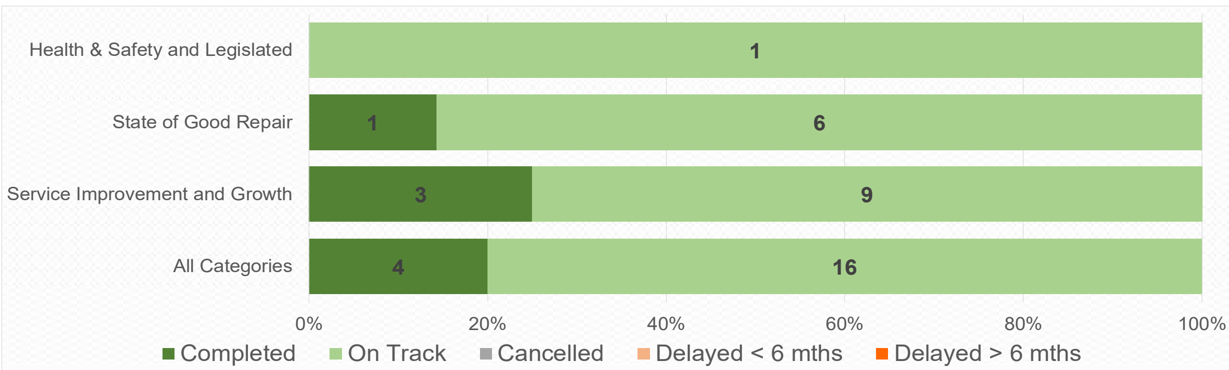
*Please note: Total project cost has been updated to reflect the approved 2026-2035 Capital Budgets, and may also be impacted by system migration to S/4Hana.

Toronto Public Library (LIB)

Year-end Spend Rates by Category



Project Overall Status by Category



Project Spending Status with Delay Reasons

Project Spending Status	Total
Spending On Track	16
Completed	4
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
Total # of Projects	**20**

Key Discussion Points

Toronto Public Library is reporting 2025 year-end spend of $85.001 million, or 94.4% of its Adjusted 2025 Capital Budget of $90.084 million. The $5.083 million underspending is mainly attributed to the following projects and will be carried forward to future years:

Dawes Road Reconstruction & Expansion
Centennial Renovation & Expansion - Construction
Etobicoke New Construction - Construction
Pleasant View Library Renovation & Expansion - Construction
St. Lawrence Relocation & Expansion - Design

Toronto Public Library (LIB)

All Projects ($million)	2025					Overall			
Project Name	Approved Budget	Year-end Expenditure		Reason for Spending Delays	Notes	Total Approved Budget	Life-to-Date Actuals	%	Project Status
		$	%						
Multi-Branch Minor Reno Prog (Accessibility)	0.997	0.997	100.0%			10.643	4.199	39.5%	On Track
Legislated	**0.997**	**0.997**	**100.0%**			**10.643**	**4.199**	**39.5%**	
Multi-Branch Minor Reno Prog	13.991	13.991	100.0%			58.672	58.043	98.9%	On Track
Northern District Exterior	0.032	0.032	100.0%			3.401	3.401	100.0%	Completed
Northern District Renovation - Design	0.191	0.190	99.5%			2.193	0.190	8.7%	On Track
Richview Building Elements (SOGR)	0.487	0.487	100.0%			3.546	1.585	44.7%	On Track
Technology Asset Management Prog	5.930	5.930	100.0%			57.609	26.222	45.5%	On Track
Toronto Reference Library Renovation	8.204	8.114	98.9%			36.209	14.751	40.7%	On Track
Yorkville Renovation - Design	0.062	0.062	99.9%			0.597	0.062	10.3%	On Track
State of Good Repair	**28.897**	**28.807**	**99.7%**			**162.227**	**104.254**	**64.3%**	
Service and Digital Modernization	4.270	4.270	100.0%			50.455	18.413	36.5%	On Track
Service Improvements	**4.270**	**4.270**	**100.0%**			**50.455**	**18.413**	**36.5%**	
Bridlewood Branch Relocation	1.009	0.966	95.8%			12.671	12.629	99.7%	Completed
Centennial Renovation & Expansion - Construction	8.239	6.471	78.5%			27.344	9.669	35.4%	On Track
Dawes Road Reconstruction & Expansion	8.387	7.426	88.5%			52.776	15.198	28.8%	On Track
Digital Experiences	2.215	2.022	91.3%			13.042	7.287	55.9%	On Track
Ethennonnhawahstihnen' Library - Bayview Library Relocation	0.180	0.062	34.8%	Other as specified in comments	#1	16.682	16.565	99.3%	Completed
Etobicoke New Construction - Construction	5.464	5.029	92.0%			33.687	8.300	24.6%	On Track
Junction Triangle (Perth Dupont Relocation) - Construction	2.081	2.081	100.0%			6.640	6.640	100.0%	Completed
Pleasant View Library Renovation & Expansion - Construction	0.615	0.171	27.8%	Other as specified in comments	#2	12.320	0.205	1.7%	On Track
St. Lawrence Relocation & Expansion - Construction	26.888	26.651	99.1%			43.243	26.651	61.6%	On Track
St. Lawrence Relocation & Expansion - Design	0.507	0.047	9.4%	Other as specified in comments	#3	0.957	0.186	19.4%	On Track
Woodside Square Relocation & Expansion - Design	0.335		0.0%	Other as specified in comments	#4	0.335		0.0%	On Track
Growth Related	**55.920**	**50.927**	**91.1%**			**219.697**	**103.328**	**47.0%**	
Projects Total	**90.084**	**85.001**	**94.4%**			**443.022**	**230.194**	**52.0%**	

Major Capital Projects ($million)	2025					Overall			
Project Name	Approved Budget	Year-end Expenditure $	Year-end Expenditure %	Reason for Spending Delays	Notes	Total Approved Budget	Life-to-Date Actuals	%	Project Status
Bridlewood Branch Relocation	1.009	0.966	95.8%		#5	12.671	12.629	99.7%	Completed
	Start Date: 01/01/2020; **Original** Planned Completion Date: 11/30/2024; **Revised** Planned/ Actual Completion Date: 11/30/2024								
Centennial Renovation & Expansion - Construction	8.239	6.471	78.5%		#6	27.344	9.669	35.4%	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	8.387	7.426	88.5%		#7	52.776	15.198	28.8%	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	2.081	2.081	100.0%		#8	6.640	6.640	100.0%	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	0.171	27.8%	Other as specified in comments	#2	12.320	0.205	1.7%	On Track
	Start Date: 01/01/2021; **Original** Planned Completion Date: 12/31/2028; **Revised** Planned/ Actual Completion Date: 12/31/2028								
St. Lawrence Relocation & Expansion - Construction	26.888	26.651	99.1%		#9	43.243	26.651	61.6%	On Track
	Start Date: 11/01/2025; **Original** Planned Completion Date: 12/31/2031; **Revised** Planned/ Actual Completion Date: 12/31/2031								
St. Lawrence Relocation & Expansion - Design	0.507	0.047	9.4%	Other as specified in comments	#3	0.957	0.186	19.4%	On Track
	Start Date: 11/01/2025; **Original** Planned Completion Date: 12/31/2026; **Revised** Planned/ Actual Completion Date: 12/31/2026								

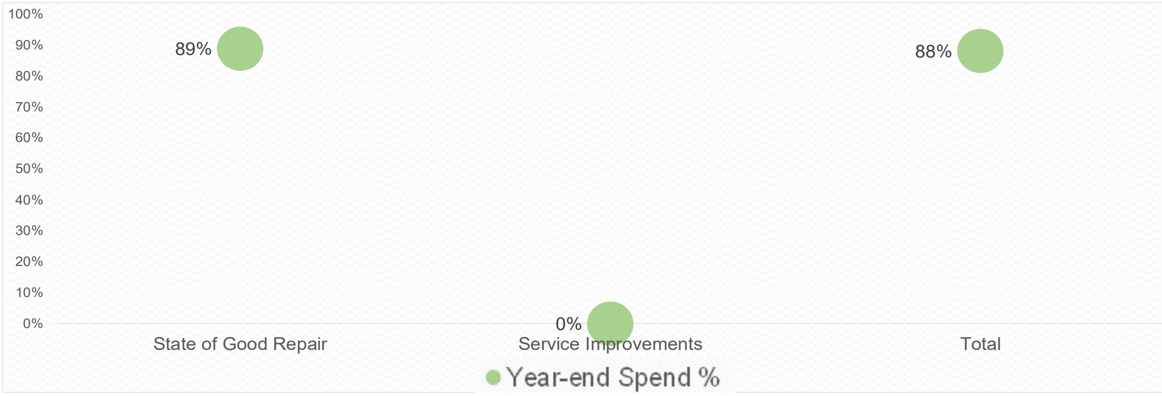
Note Section:

Note # 1: Ethennonnhawahstihnen' Library reopened in July 2023, however, close out costs are still being incurred to address identified deficiencies. The unspent budget will be carried forward to 2026.
Note # 2: Pleasant View Library Renovation & Expansion project timelines have been revised based on the timing of the construction contract awarded October 2025. Construction phase will commence in Q1 2026.
Note # 3: St. Lawrence Relocation & Expansion project site was acquired on November 2025, design will commence in 2026.
Note # 4: Finalizing the lease terms for Woodside Square Relocation & Expansion new location was delayed and has since been addressed. Design stage is planned for early 2026.
Note # 5: Bridlewood Branch Relocation reopened in November 2024. Post-completion costs are ongoing to address post-completion deficiencies. The unspent budget is requested to be carried forward to 2026.
Note # 6: The Centennial Library Renovation and Expansion project broke ground in August 2024, is in the construction phase. Significant progress was made over 2025 and the project is on track for an expected completion in 2028. This will be Toronto Public Library’s first net-zero branch.
Note # 7: The Dawes Road reconstruction and expansion project made significant progress in 2025. The construction contract was awarded in May, and the project is currently in the construction phase. The project is expected to take 3.5 years to complete, with expected completion in 2028.
Note # 8: The Junction Triangle (Perth Dupont relocation) project is complete and the branch opened to the public in August 2025. Post-completion deficiencies were identified and will continue to be addressed in 2026.
Note # 9: An alternate site for the St. Lawrence branch was acquired in Q4 of 2025. Cash flows were accelerated to fund the site acquisition in Q4 2025 and design work is underway in Q1 of 2026.

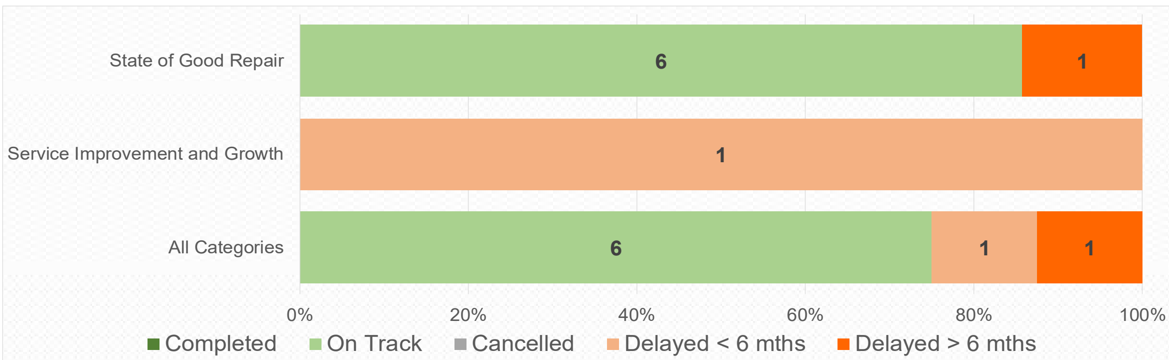
*Please note: Total project cost has been updated to reflect the approved 2026-2035 Capital Budgets, and may also be impacted by system migration to S/4Hana.

Toronto Zoo (ZOO)

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	7
Completed	0
Cancelled	0
Project Management and Capacity Issues	0
Procurement Delays (e.g., RFQ, RFP)	0
Vendor Issues (e.g., contract disputes, legal challenges)	0
Site Condition Issues	1
Coordination Challenges (internal divisions/agencies or external partners)	0
Stakeholder and Community Factors	0
Regulatory Delays (e.g., permits, environmental assessments, zoning, site plan approval)	0
Cost Overruns and Rescoping	0
Other	0
Total # of Projects	**8**

Key Discussion Points

- Toronto Zoo spent $44.636 million or 88.1% of its 2025 Approved Capital Budget.
- Of the 8 active projects, 7 projects are projected to be on track for completion and 1 projects is experiencing delay due to site conditions.
- The Zoo advanced key capital projects in 2025, including Toronto Community Conservation Centre (Welcome Area), Savanna Herd Barn, Polar Bear trail realignment and opening of new accessible boardwalk connection

Toronto Zoo (ZOO)

All Projects ($million)	2025					Overall			
Project Name	Approved Budget	Year-end Expenditure		Reason for Spending Delays	Notes	Total Approved Budget	Life-to-Date Actuals	%	Project Status
		$	%						
Building & Services Refurbishment	3.735	3.724	99.7%			16.489	16.478	99.9%	On Track
Carbon Budget-Equipment Replacement	0.500	0.488	97.7%			0.500	0.488	97.7%	On Track
Exhibit Refurbishment	4.247	3.043	71.7%			9.249	8.045	87.0%	On Track
Grounds and Visitor Improvement	3.231	2.848	88.1%			13.375	12.992	97.1%	On Track
Information Systems	1.250	1.239	99.1%			6.828	6.817	99.8%	On Track
Welcome Area - Design	0.339	0.338	99.6%			2.163	2.162	99.9%	On Track
Welcome Area - Phase A Construction	37.315	33.278	89.2%	Site Condition Issues	1	76.018	48.786	64.2%	Delayed > 6 mths
State of Good Repair	**50.618**	**44.959**	**88.8%**			**124.622**	**95.767**		
Savanna Indoor Winter Holding & Viewing Design	0.067	(0.322)	0.0%		2	2.120	0.931	43.9%	Delayed < 6 mths
Service Improvements	**0.067**	**(0.322)**	**0.0%**			**2.120**	**0.931**		
Projects Total	**50.684**	**44.636**	**88.1%**			**126.742**	**96.698**		

Major Capital Projects ($million)	2025					Overall			
Project Name	Approved Budget	Year-end Expenditure		Reason for Spending Delays	Notes	Total Approved Budget	Life-to-Date Actuals	%	Project Status
		$	%						
Welcome Area - Design	0.339	0.338	99.6%		1	2.163	2.162	99.9%	On Track
	Start Date: 12/01/2019; **Original** Planned Completion Date: 12/31/2025; **Revised** Planned/ Actual Completion Date: 12/31/2025								
Welcome Area - Phase A Construction	37.315	33.278	89.2%	Site Condition Issues	1	76.018	48.786	64.2%	Delayed > 6 mths
	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 is expected to be completed by September 2026.

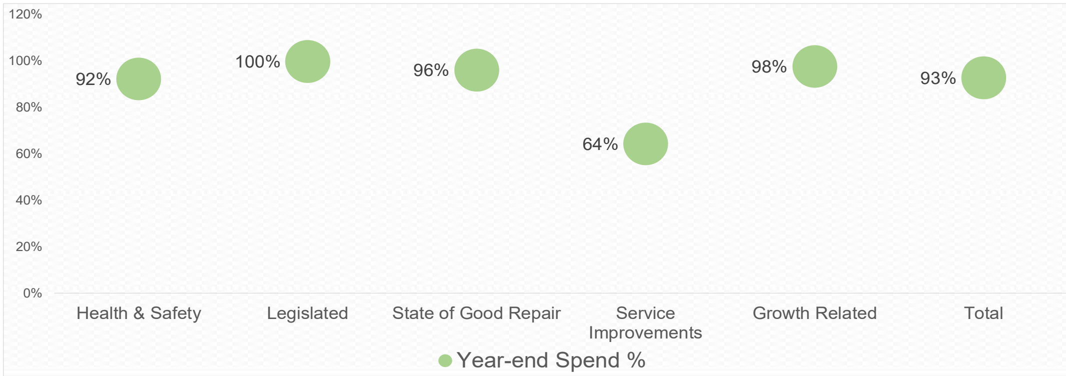
Note # 2

Reversal of prior year overbilling resulted in a negative expenditure in the Savanna Indoor Winter Holding & Viewing Design project.

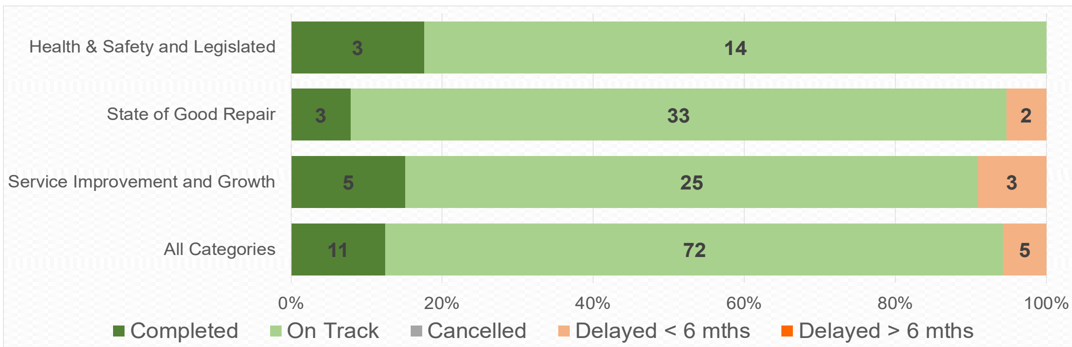
*Please note: Total project cost has been updated to reflect the approved 2026-2035 Capital Budgets, and may also be impacted by system migration to S/4Hana.

Toronto Transit Commission (TTC)

Year-end Spend Rates by Category



Project Overall Status by Category



Project Spending Status with Delay Reasons

Project Spending Status	Total
Spending On Track	72
Completed	11
Cancelled	0
Project Mgmt and Capacity Issues	1
Procurement Delays	1
Vendor Issues	0
Site Condition Issues	0
Coordination Challenges	1
Stakeholder and Community Factors	0
Regulatory Delays	0
Cost Overruns and Rescoping	0
Other	2
Total # of Projects	**88**

Toronto Transit Commission (TTC)

All Projects ($million)	2025					Overall			
Project Name	Approved Budget	Year-end Expenditure		Reason for Spending Delays	Notes	Total Approved Budget	Life-to-Date Actuals	%	Project Status
		$	%						
Power Dist. H&S	0.680	0.316	46.4%			1.459	1.421	97.4%	On Track
Finishes-H&S	0.872	0.872	100.0%			7.974	6.010	75.4%	On Track
Fire Ventilation Upgrades & Second Exits - H&S	9.230	9.230	100.0%			197.882	60.581	30.6%	On Track
Streetcar Overhaul - H&S	0.742	0.742	100.0%			19.401	1.990	10.3%	On Track
Subway Car Overhaul - H&S									Completed
Computer Equipment And Software - H&S	1.901	1.571	82.6%			12.251	7.670	62.6%	On Track
Other Buildings - H&S	3.047	3.047	100.0%			35.409	7.341	20.7%	On Track
Safety and Reliability	1.365	0.678	49.7%			13.429	3.742	27.9%	On Track
Health & Safety	**17.838**	**16.457**	**92.3%**			**287.806**	**88.755**	**30.8%**	
Communications-Legislated	0.505	0.505	100.0%			22.091	17.562	79.5%	Completed
Equipment-Legislated	1.655	1.655	100.0%			66.110	27.217	41.2%	On Track
Streetcar Network-Legislated	0.231	0.231	100.0%			54.934	53.488	97.4%	On Track
Easier Access-Phase III	145.958	145.958	100.0%			1,202.644	944.368	78.5%	On Track
Subway Car Overhaul - Legislated (AODA)									Completed
Subway Asbestos Removal	12.237	12.237	100.0%			147.216	117.324	79.7%	On Track
Computer Equipment And Software - Legis	0.250	0.005	2.1%			0.250	0.005	2.1%	On Track
Other Service Planning - Legislated	4.183	4.183	100.0%			32.044	23.977	74.8%	On Track
Other Buildings - Legislated	4.444	4.444	100.0%			86.994	68.000	78.2%	On Track
Legislated	**169.464**	**169.219**	**99.9%**			**1,612.285**	**1,251.942**	**77.7%**	
Subway Track - SOGR	46.159	46.159	100.0%			411.013	397.677	96.8%	On Track
Surface Track - SOGR	40.855	40.661	99.5%			296.250	357.611	120.7%	On Track
Traction Power-Various - SOGR	29.245	29.161	99.7%			484.956	454.253	93.7%	On Track
Power Dist. SOGR	8.842	7.715	87.3%			254.272	166.792	65.6%	On Track
Communications-SOGR	16.486	15.993	97.0%			204.087	182.591	89.5%	On Track
Signal Systems-SOGR	19.687	17.695	89.9%			381.304	250.329	65.7%	On Track
Finishes-SOGR	29.705	29.705	100.0%			335.721	284.749	84.8%	On Track
Equipment-SOGR	35.745	33.557	93.9%			517.122	379.102	73.3%	On Track
On-Grade Paving Rehabilitation	8.424	8.424	100.0%			173.348	160.031	92.3%	On Track
Bridges And Tunnels-Various	49.194	48.624	98.8%			619.670	523.875	84.5%	On Track
Fire Ventilation Upgrades & Second Exits - SOGR	6.460	6.460	100.0%			437.656	381.205	87.1%	On Track
Purchase of Wheel Trans	11.802	10.100	85.6%			128.362	85.355	66.5%	On Track
Purchase Of Subway Cars - SOGR	142.629	142.629	100.0%			2,220.870	375.345	16.9%	On Track
Streetcar Overhaul - SOGR	36.837	36.837	100.0%			133.877	98.274	73.4%	On Track
Subway Car Overhaul - SOGR	44.757	44.003	98.3%			825.861	261.529	31.7%	On Track
Automotive Non-Revenue Vehicle Replace - SOGR						52.095	45.319	87.0%	On Track
Rail Non Revenue Vehicle Overhaul	3.754	2.136	56.9%			35.260	22.499	63.8%	On Track
Rail Non-Revenue Vehicle Purchase - SOGR	0.190	0.040	21.3%			53.827	4.060	7.5%	On Track
Tools And Shop Equipment						69.555	55.472	79.8%	On Track
Revenue & Fare Handling Equipment -SOGR	4.798	3.715	77.4%			74.116	61.196	82.6%	On Track
Computer Equipment And Software - SOGR	60.405	39.674	65.7%			665.495	486.625	73.1%	On Track
Other Furniture And Office Equipment						4.912	4.523	92.1%	On Track
Other Service Planning - SOGR	3.087	3.087	100.0%			32.945	24.795	75.3%	On Track
Transit Shelters & Loops	0.240	0.001	0.6%			3.403	2.642	77.7%	On Track
Other Buildings - SOGR	33.418	33.447	100.1%			875.128	563.734	64.4%	On Track
Purchase of Buses -SOGR	345.850	342.555	99.0%	Other	#4	1,200.920	965.584	80.4%	Delayed < 6 mths
Bus Overhaul - SOGR	67.253	66.149	98.4%			758.204	691.700	91.2%	On Track
Other Maintenance Equipment				Procurement Delays	#1	14.929	10.945	73.3%	Delayed < 6 mths

Queensway Bus Garage Renovations									Completed
Purchase of Streetcars - SOGR	0.018	0.018	100.0%			1,107.611	1,107.577	100.0%	Completed
POP Legacy Fare Collection							3.397		Completed
ATC Resignalling - YUS Line	2.266	2.266	100.0%			694.883	683.868	98.4%	On Track
ATC Resignalling - Bloor/Danforth Line	17.118	17.118	100.0%			636.566	48.137	7.6%	On Track
Leslie Barns	0.108	0.040	36.7%			523.489	517.091	98.8%	On Track
TR Yard And Tail Track Accommodation	8.930	8.930	100.0%			539.968	452.288	83.8%	On Track
Warehouse Consolidation						2.632	5.070	192.6%	On Track
Corporate Initiatives - CLA	9.350	4.951	53.0%			37.497	13.123	35.0%	On Track
Scaborough Rapid Tranist - Bus Replacement	15.381	15.065	97.9%			188.704	128.542	68.1%	On Track
State of Good Repair	**1,098.992**	**1,056.916**	**96.2%**			**14,996.506**	**10,256.906**	**68.4%**	
Subway Track - Service Improvement						5.722	5.722	100.0%	On Track
Surface Track - Service Improvement	14.849	14.770	99.5%			186.183	48.657	26.1%	On Track
Traction Power-Various - SI				Coordination Challenges	#2	8.392	5.439	64.8%	Delayed < 6 mths
Power Dist. Service Improvement	0.075	0.011	14.2%			2.372	1.791	75.5%	On Track
Communications-Service Improvement						0.616	0.616	100.0%	Completed
Finishes-Service Improvement	0.386	0.386	100.0%			7.669	2.245	29.3%	On Track
Equipment-Service Improvement	65.016	19.266	29.6%	Other	#5	513.794	221.206	43.1%	Delayed < 6 mths
Streetcar Overhaul - Service Improvement	0.064	0.064	100.0%			2.324	0.185	7.9%	On Track
Automotive Non-Revenue Vehicle Replace - Service Imp.						35.988	30.200	83.9%	On Track
Rail Non-Revenue Vehicle Purchase - Service Imp.	0.100	0.076	76.2%			13.499	0.352	2.6%	On Track
Computer Equipment And Software - Service Improvement	7.787	3.896	50.0%	Project Mgmt and Capacity Issues	#3	25.653	18.952	73.9%	Delayed < 6 mths
Other Service Planning - Service Improvement	18.795	6.210	33.0%			96.723	36.949	38.2%	On Track
Other Buildings - Service Improvement	22.750	10.208	44.9%			225.481	124.904	55.4%	On Track
Purchase of Buses - Service Improvement	0.476	0.363	76.2%			2.728	108.382	3972.8%	On Track
Bus Overhaul - Service Improvement	0.815	0.743	91.1%			1.980	1.673	84.5%	Completed
Kipling Station Improvements	0.100	(0.061)	-60.7%			14.754	14.593	98.9%	On Track
Platform Edge Doors	0.000	0.000	100.0%			0.000	0.000	100.0%	On Track
Bicycle Parking At Stations							0.944		Completed
Yonge-Bloor Capacity Improvements	82.265	82.265	100.0%			1,426.208	205.008	14.4%	On Track
Line 1 Capacity Enhancement	(15.972)	(15.972)	100.0%			875.218	67.342	7.7%	On Track
Line 2 Capacity Enhancement	13.313	13.313	100.0%			1,010.780	57.675	5.7%	On Track
Service Improvements	**210.820**	**135.538**	**64.3%**			**4,456.086**	**952.836**	**21.4%**	
Bus Rapid Transit-Growth	(0.003)	(0.003)	100.0%			37.143	37.140	100.0%	Completed
Sheppard Subway	0.821	0.706	86.0%			968.982	969.063	100.0%	On Track
Purchase Of Subway Cars - Growth	38.979	38.979	100.0%			288.296	43.351	15.0%	On Track
Other Service Planning - Growth	0.599	0.475	79.4%			1.931	1.085	56.2%	On Track
Other Buildings - Growth	12.803	12.774	99.8%			893.686	334.437	37.4%	On Track
Purchase of Buses - Growth									Completed
Purchase of Streetcars - Growth	136.031	132.302	97.3%			516.127	491.043	95.1%	On Track
PRESTO Farecard Implementation	2.254	0.936	41.5%			79.207	73.048	92.2%	On Track
McNicoll New Bus Garage Facility	0.526	0.526	100.0%			169.400	165.422	97.7%	On Track
Line 1 Capacity Enhancement	36.928	36.928	100.0%			199.394	36.928	18.5%	On Track
Spadina Subway Extension	5.754	5.442	94.6%			3,199.171	3,146.619	98.4%	On Track
Waterfront Transit	0.283	0.246	87.0%			54.799	24.728	45.1%	On Track
Growth Related	**234.976**	**229.311**	**97.6%**			**6,408.137**	**5,322.864**	**83.1%**	
Projects Total	**1,732.090**	**1,607.442**	**92.8%**			**27,760.820**	**17,873.304**	**64.4%**	

Major Capital Projects ($million)	2025					Overall			
Project Name	Approved Budget	Year-end Expenditure		Reason for Spending Delays	Notes	Total Approved Budget	Life-to-Date Actuals	%	Project Status
		$	%						
Equipment-Service Improvement	65.016	19.266	29.6%	Other	#5	513.794	221.206	43.1%	On Track
	Start Date: 2022; **Original** Planned Completion Date: On-going; **Revised** Planned/ Actual Completion Date: On-going								
Fire Ventilation Upgrades & Second Exits - SOGR	6.460	6.460	100.0%			437.656	381.205	87.1%	On Track
	Start Date: 1998; **Original** Planned Completion Date: On-going; **Revised** Planned/ Actual Completion Date: On-going								
Easier Access-Phase III	145.958	145.958	100.0%			1,202.644	944.368	78.5%	On Track
	Start Date: 2007; **Original** Planned Completion Date: 31/12/2027; **Revised** Planned/ Actual Completion Date: 31/12/2028								
Purchase Of Subway Cars - SOGR	142.629	142.629	100.0%			2,220.870	375.345	16.9%	On Track
	Start Date: 2020; **Original** Planned Completion Date: Post 2027; **Revised** Planned/ Actual Completion Date: 31/12/2035								
Purchase of Buses -SOGR	345.850	342.555	99.0%	Other	#4	1,200.920	965.584	80.4%	Delayed < 6 mths
	Start Date: 2018; **Original** Planned Completion Date: 31/12/2025; **Revised** Planned/ Actual Completion Date: 31/03/2026								
ATC Resignalling - Bloor/Danforth Line	17.118	17.118	100.0%			636.566	48.137	7.6%	On Track
	Start Date: 2021; **Original** Planned Completion Date: Post 2025; **Revised** Planned/ Actual Completion Date: 12/31/2036								
Yonge-Bloor Capacity Improvements	82.265	82.265	100.0%			1,426.208	205.008	14.4%	On Track
	Start Date: 2015; **Original** Planned Completion Date: 12/31/1933; **Revised** Planned/ Actual Completion Date: Post 2035								
Line 1 Capacity Enhancement	20.956	20.956	100.0%			1,074.612	104.270	9.7%	On Track
	Start Date: 2019; **Original** Planned Completion Date: Post 2035; **Revised** Planned/ Actual Completion Date: 12/31/2041								
Line 2 Capacity Enhancement	13.313	13.313	100.0%			1,010.780	57.675	5.7%	On Track
	Start Date: 2019; **Original** Planned Completion Date: Post 2035; **Revised** Planned/ Actual Completion Date: 12/31/1941								

Note Section:

Note # 1

Deferred due to supply chain issue

Note # 2

Project deferred due to coordination with third party

Note # 3

Insufficient resources and delay with consultants being on board

Note # 4

eBus Procurement (ZETF 340): On Track to meet its re-baselined schedule completion by the end of Q1 2026.

Note # 5

Identified energization deficiencies have delayed the energization schedule and subsequent commissioning activities at both Mt. Dennis and Eglinton Garage.

*Please note: Total project cost has been updated to reflect the approved 2026-2035 Capital Budgets, and may also be impacted by system migration to S/4Hana.

2025 Capital Spending by Program
Rate Programs

Program ($M)	Period	2025 Approved Cash Flow	2025 Expenditure		Trending	Alert (Benchmark 70% spending rate)
			Actuals	%		
Solid Waste Management Services	4M-2025	75.04	69.12	92.1%		Ⓖ
	Q2-2025	75.04	70.96	94.6%	↑	Ⓖ
	Q3-2025	75.04	72.00	95.9%	↑	Ⓖ
	YE-2025	75.04	73.44	97.9%	↑	Ⓖ
Toronto Parking Authority	4M-2025	55.63	53.43	96.0%		Ⓖ
	Q2-2025	55.63	52.57	94.5%	↓	Ⓖ
	Q3-2025	55.90	49.90	89.3%	↓	Ⓖ
	YE-2025	55.90	47.14	84.3%	↓	Ⓖ
Toronto Water	4M-2025	1,224.21	975.38	79.7%		Ⓖ
	Q2-2025	1,224.21	931.90	76.1%	↓	Ⓖ
	Q3-2025	1,224.21	857.88	70.1%	↓	Ⓖ
	YE-2025	1,222.41	831.72	68.0%	↓	Ⓨ
TOTAL	4M-2025	1,354.88	1,097.93	81.0%		Ⓖ
	Q2-2025	1,354.88	1,055.44	77.9%	↓	Ⓖ
	Q3-2025	1,355.15	979.77	72.3%	↓	Ⓖ
	YE-2025	1,353.35	952.31	70.4%	↓	Ⓖ

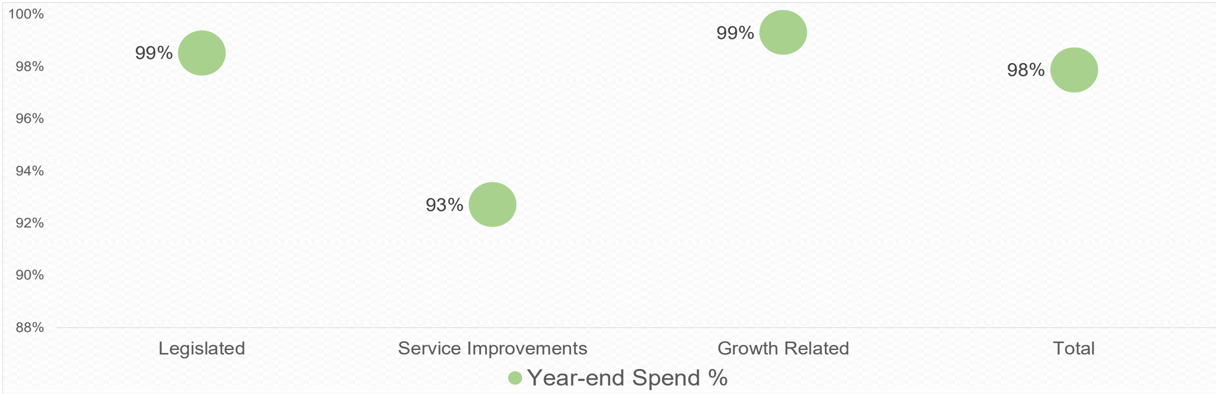
Projected / Year-end Actuals Spending	
> 70%	Ⓖ
Between 50%-70%	Ⓨ
< 50%	Ⓡ

For the twelve months ended December 31, 2025, the capital expenditures for Rate Programs totalled $952.3 million of their collective 2025 Approved Capital Budget of $1,353.4 million.

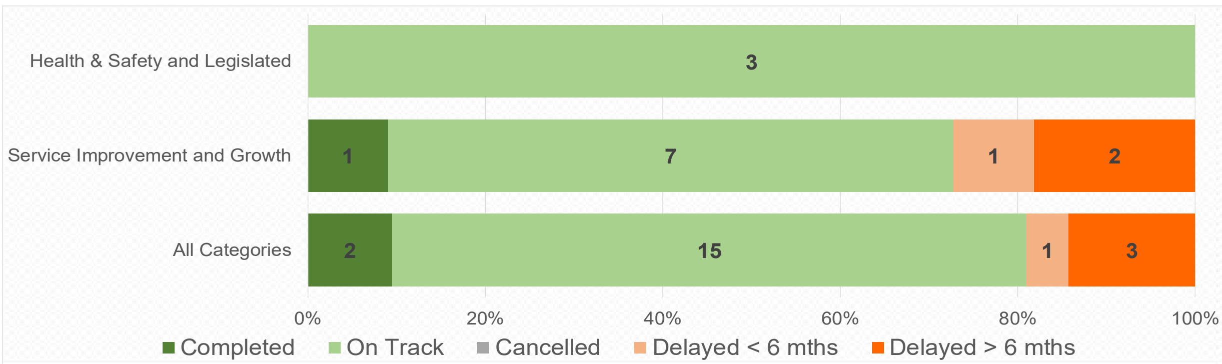
Programs with more than 70% spending rate are: Solid Waste Management Services, Toronto Parking Authority.

Solid Waste Management Services (SOL)

Year-end Spend Rates by Category



Project Overall Status by Category



Project Spending Status with Delay Reasons

Project Spending Status	Total
Spending On Track	15
Completed	2
Cancelled	0
Project Mgmt and Capacity Issues	0
Procurement Delays	0
Vendor Issues	0
Site Condition Issues	0
Coordination Challenges	1
Stakeholder and Community Factors	1
Regulatory Delays	0
Cost Overruns and Rescoping	0
Other	2
Total # of Projects	**21**

Solid Waste Management Services (SOL)

All Projects ($million)	2025					Overall			
Project Name	Approved Budget	Year-end Expenditure		Reason for Spending Delays	Notes	Total Approved Budget	Life-to-Date Actuals	%	Project Status
		$	%						
Green Lane Landfill	22.752	22.617	99.4%			522.960	461.359	88.2%	On Track
Landfill Capacity Development	2.065	2.065	100.0%			10.102	3.645	36.1%	On Track
Perpetual Care of Closed Landfills	9.478	9.105	96.1%			148.801	106.859	71.8%	On Track
Legislated	**34.295**	**33.787**	**98.5%**			**681.863**	**571.862**	**83.9%**	
Collection Yard Asset Management	1.067	1.067	100.0%			31.828	10.344	32.5%	On Track
Diversion Facilities Asset Management	0.058	0.047	81.6%			3.322	3.311	99.7%	Completed
Dufferin Waste Facility Site Improvement	0.120	0.120	100.0%	Other	1	76.137	1.955	2.6%	Delayed > 6 mths
New Fleet	1.288	1.288	100.0%			10.198	3.122	30.6%	On Track
Organics Processing Facility Asset Mgmt	6.961	6.961	100.0%			111.803	16.241	14.5%	On Track
Renewable Natural Gas						0.865		0.0%	On Track
Transfer Station Asset Management	15.411	15.398	99.9%			369.831	129.539	35.0%	On Track
State of Good Repair	**24.906**	**24.883**	**99.9%**			**603.984**	**164.512**	**27.2%**	
Construction of Biogas Utilization	0.056	0.025	45.2%			3.313	3.223	97.3%	On Track
Corporate IT Initiatives	0.225	0.225	100.0%	Stakeholder and Community Factors	2	17.113	8.910	52.1%	Delayed > 6 mths
Diversion Systems & Bin Replacements	3.631	3.631	100.0%			257.395	227.643	88.4%	On Track
Engineering Planning Studies	0.299	0.299	100.0%			12.320	2.917	23.7%	On Track
Fleet Technology Enhancements	0.717	0.717	100.0%	Coordination Challenges	3	3.810	0.936	24.6%	Delayed > 6 mths
Long Term Waste Management Strategy	6.626	6.626	100.0%			46.887	39.304	83.8%	On Track
SWM IT Initiatives	2.396	1.819	75.9%			54.712	16.202	29.6%	On Track
SWMS Strategic Initiatives	0.545	0.100	18.3%	Other	4	1.195	0.308	25.8%	Delayed < 6 mths
Two-way Radio Replacement	0.004		0.0%			0.765	0.631	82.4%	On Track
Service Improvements	**14.500**	**13.443**	**92.7%**			**397.511**	**300.073**	**75.5%**	
Dufferin Organics Processing Facility		(0.009)				80.248	80.235	100.0%	Completed
Organics Processing Facility	1.338	1.338	100.0%			97.975	3.494	3.6%	On Track
Growth Related	**1.338**	**1.329**	**99.3%**			**178.223**	**83.729**	**47.0%**	
Projects Total	**75.039**	**73.442**	**97.9%**			**1,861.580**	**1,120.176**	**60.2%**	

Major Capital Projects ($million)	2025					Overall			
Project Name	Approved Budget	Year-end Expenditure $	Year-end Expenditure %	Reason for Spending Delays	Notes	Total Approved Budget	Life-to-Date Actuals	%	Project Status
Green Lane Landfill	22.752	22.617	99.4%			522.960	461.359	88.2%	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	9.478	9.105	96.1%			148.801	106.859	71.8%	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	15.411	15.398	99.9%			369.831	129.539	35.0%	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 2025 to 2026.

Note # 2

Corporate IT Initiatives - Project re-defined after review and assessment by sponsors about the overall direction of the project. Re-initiation occurred in late 2025, with a plan to proceed in 2026.

Note # 3

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

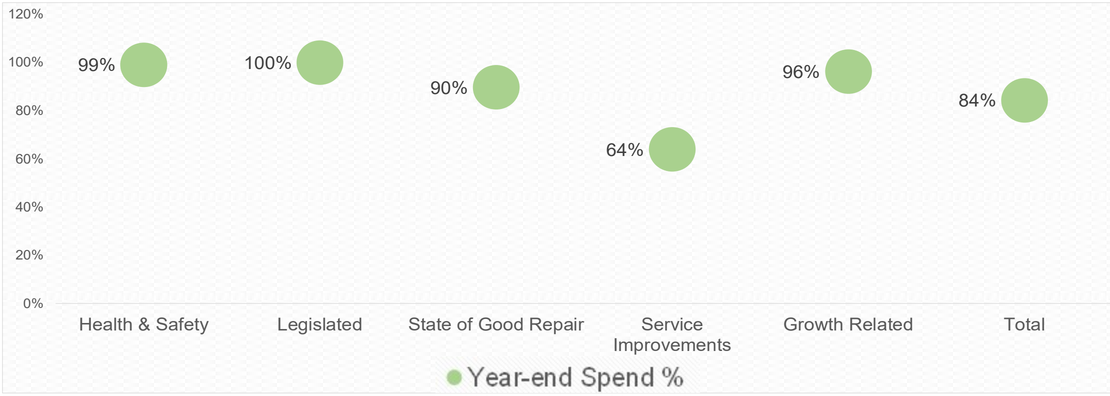
Note # 4

SWMS Strategic Initiatives - The sub-project for Divisional Risk Assessment will review the framework of the current environmental, political and strategic outlook for SWMS. The procurement award was delayed due to additional time required for corporate approvals.
The sub-project for Organization Review has been cancelled. Reallocation of available funding will be reviewed in 2026.

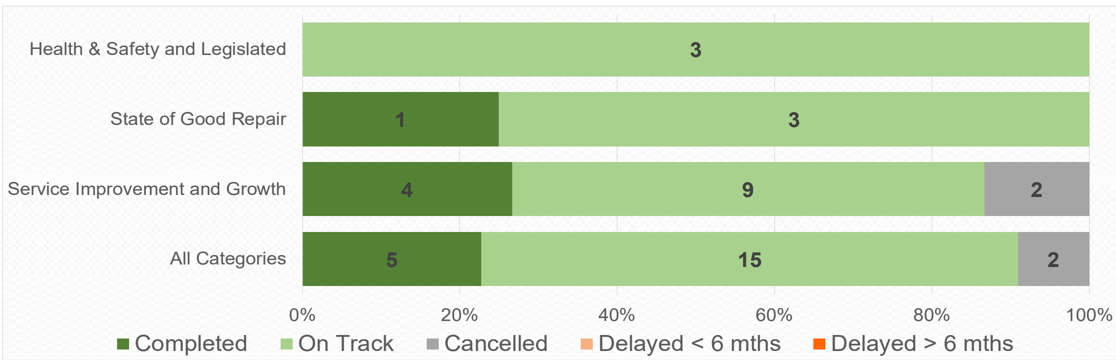
*Please note: Total project cost has been updated to reflect the approved 2026-2035 Capital Budgets, and may also be impacted by system migration to S/4Hana.

Toronto Parking Authority (TPA)

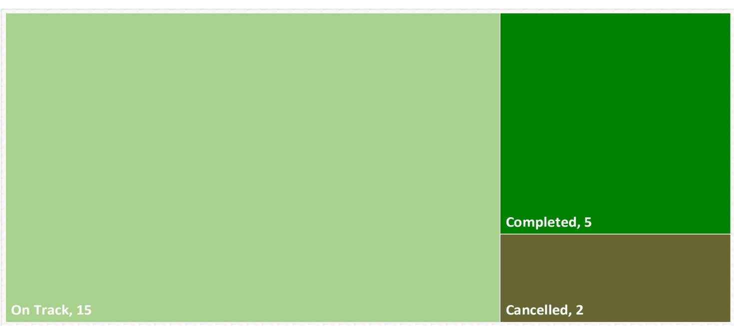
Actual and Projected Spend Rates by Category



Project Overall Status by Category



Project Spending Status with Delay Reasons



Project Spending Status	Total
Spending On Track	15
Completed	5
Cancelled	2
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
Total # of Projects	**22**

Toronto Parking Authority (TPA)

All Projects ($million)	2025					Overall			
Project Name	Approved Budget	YTD Expenditure		Reason for Spending Delays	Notes	Total Approved Budget	Life-to-Date Actuals	%	Project Status
		$	%						
CCTV (Security of garages) via City of Toronto	0.729	0.729	100.0%			11.449	1.153	10.1%	On Track
Health & Safety Strategy	0.138	0.130	94.3%			0.454	0.130	28.6%	On Track
Health & Safety	**0.866**	**0.858**	**99.1%**			**11.902**	**1.283**	**10.8%**	
Asset Management 2025-2029	1.351	1.351	100.0%			6.431	1.351	21.0%	On Track
Legislated	**1.351**	**1.351**	**100.0%**			**6.431**	**1.351**	**21.0%**	
Surface Lot Condition Assessment					#1	0.269	0.269	100.0%	Completed
SOGR Backlog	9.618	9.284	96.5%			138.793	11.230	8.1%	On Track
Garage Repair & Equipment - Health & Safety	4.122	3.133	76.0%			18.740	16.630	88.7%	On Track
Tenant Capital Repairs	0.270	0.145	53.9%		#2	4.377	0.145	3.3%	On Track
State of Good Repair	**14.010**	**12.563**	**89.7%**			**162.180**	**28.274**	**17.4%**	
Reimaging The Monitoring Stations	1.433	1.160	81.0%			8.493	1.493	17.6%	On Track
Green EV Fleet	0.315	0.186	59.2%		#3	13.967	0.491	3.5%	On Track
Parking Management System Modernization	6.240	2.054	32.9%		#4	2.214	2.214	100.0%	Completed
Wayfinding	0.675	0.462	68.4%			6.032	0.983	16.3%	On Track
Budget Tool, Go To Market & Invoicing System Replacement	1.263	1.263	100.0%			1.264	1.264	100.0%	Completed
City Framework for On-Street Expansion 2025 - 2028	0.558		0.0%		#5				Cancelled
BST Website Refresh	0.446		0.0%		#6				Cancelled
Centralize City Parking Assets	0.090	0.090	100.0%			0.090	0.090	100.0%	Completed
HR Module Enhancements	0.225		0.0%		#7	0.830		0.0%	On Track
Parking Technology Enhancements	6.579	6.099	92.7%			46.584	6.099	13.1%	On Track
Acquisition - Bessarion Community Centre	0.225	0.225	100.0%			4.528	4.528	100.0%	Completed
Service Improvements	**18.049**	**11.540**	**63.9%**			**84.002**	**17.161**	**20.4%**	
4 Year Bike Share Expansion	12.298	12.298	100.0%			90.045	30.045	33.4%	On Track
Digital Payments Solution: Mobile App, Reservation	0.532	0.532	100.0%			2.034	0.932	45.8%	On Track
EV Off-Street Projects	8.100	7.304	90.2%			67.353	19.486	28.9%	On Track
EV-On Street Projects	0.697	0.697	100.0%			13.453	0.697	5.2%	On Track
Growth Related	**21.627**	**20.831**	**96.3%**			**172.884**	**51.160**	**29.6%**	
Projects Total	**55.903**	**47.143**	**84.3%**			**437.399**	**99.229**	**22.7%**	

Major Capital Projects ($million)	2025					Overall			
Project Name	Approved Budget	YTD Expenditure		Reason for Spending Delays	Notes	Total Approved Budget	Life-to-Date Actuals	%	Project Status
		$	%						
4 Year Bike Share Expansion	12.298	12.298	100.0%		#8	90.045	30.045	33.4%	On Track
	Start Date: 01/01/2022; **Original** Planned Completion Date: 12/31/2029								
EV Off-Street Projects	8.100	7.304	90.2%		#9	67.353	19.486	28.9%	On Track
	Start Date: 01/01/2022; **Original** Planned Completion Date: 12/31/2033								
Garage Repair & Equipment - Health & Safety	4.122	3.133	76.0%		#10	18.740	16.630	88.7%	On Track
	Start Date: 01/01/2023; **Original** Planned Completion Date: 12/31/2034								

Note Section:

Note # 1
Project is completed and will be closed. Remaining previously approved funding has been redirected to SOGR Backlog project in 2026-2035 Capital Plan.

Note # 2
Project spending has been delayed due to site condition issues.

Note # 3
Project spending has been delayed due to procurement coordination challenges associated with the transition of TPA fleet-related functions to the City's Fleet Services Division, including maintenance, procurement, safety, and training.

Note # 4
Project delayed in 2025 due to City Council directed review of the procurement process and award associated with the project. It will be closed and remaining previously approved funding has been redirected to Parking Equipment and Technology Enhancements project in 2026-2035 Capital Plan.

Note # 5
Project is cancelled. Remaining previously approved funding has been redirected to Parking Equipment and Technology Enhancements project in 2026-2035 Capital Plan.

Note # 6
Project is cancelled. Remaining previously approved funding has been redirected to IT Network and Security project in 2026-2035 Capital Plan.

Note # 7
Project spending has been delayed due to change in scope. This multi-year project implements SAP SuccessFactors to modernize core HR functions and replaces ADP for Payroll and Time & Attendance, including system configuration, testing, parallel payroll runs, and organization-wide rollout with supporting training and communications.

Note # 8
Bike Share expansion is successfully implemented to Toronto Islands.

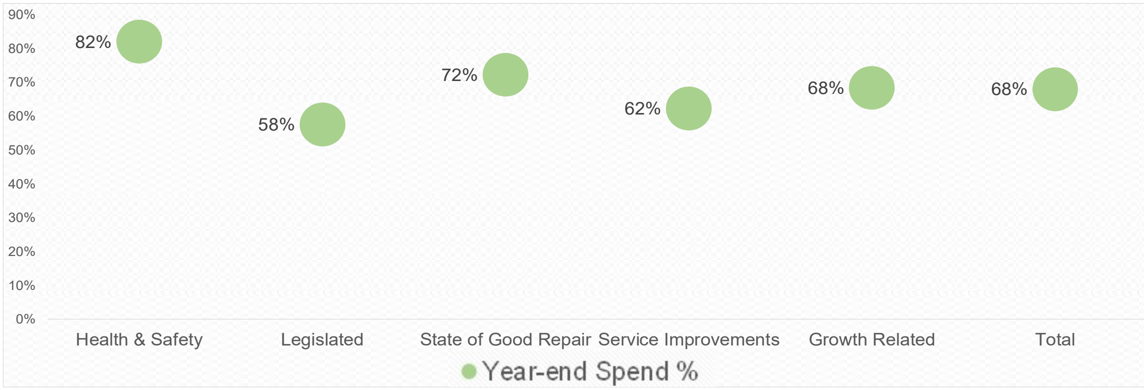
Note # 9
Milestone 500th EV charger has been installed.

Note # 10
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 3 complete for garages CP43, CP68 and CP58.

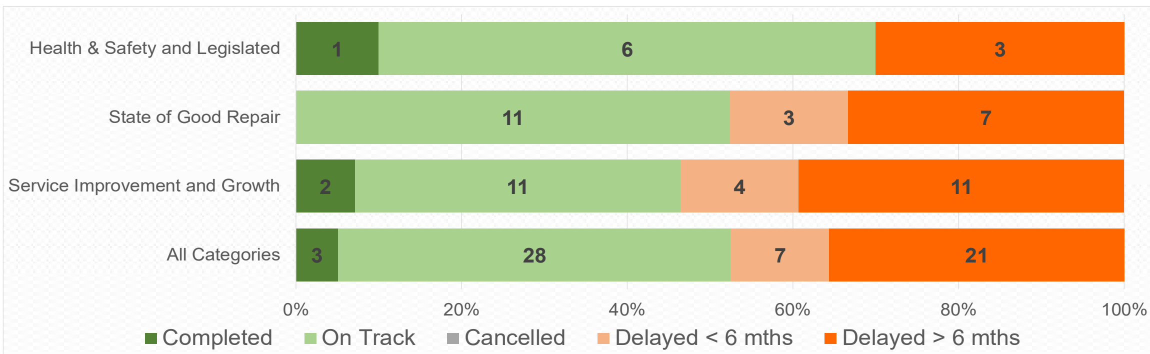
*Please note: Total project cost has been updated to reflect the approved 2026-2035 Capital Budgets, and may also be impacted by system migration to S/4Hana.

Toronto Water (TW)

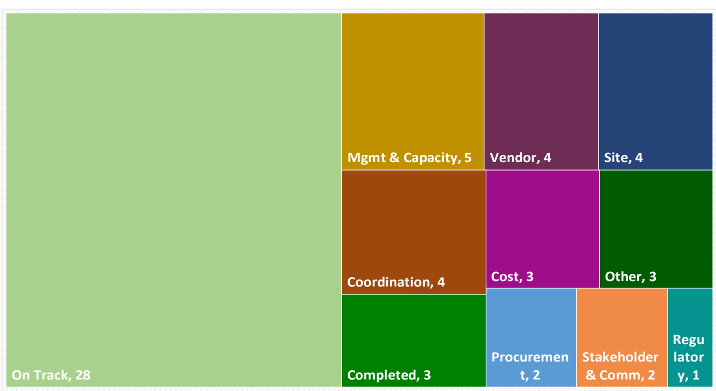
Actual and Projected Spend Rates by Category



Project Overall Status by Category



Project Spending Status with Delay Reasons



Project Spending Status	Total
Spending On Track	28
Completed	3
Cancelled	0
Project Management and Capacity Issues	5
Procurement Delays (e.g., RFQ, RFP)	2
Vendor Issues (e.g., contract disputes, legal challenges)	4
Site Condition Issues	4
Coordination Challenges (internal divisions/agencies or external partners)	4
Stakeholder and Community Factors	2
Regulatory Delays (e.g., permits, environmental assessments, zoning, site plan approval)	1
Cost Overruns and Rescoping	3
Other	3
Total # of Projects	**59**

Key Discussion Points

1. This dashboard displays progress by 28 program areas, representing 316 water and wastewater projects. Most capital projects are multi-year or on-going expenditure projects with completion dates in future years.
2. $640.320 million or 61% of projects are on track for scheduled completion or completed. The 2025 year-end spend rate of 68% is lower than the 10-Year Rate Model completion target for 2025 of 82.0%.
3. Delivering capital construction projects efficiently has become progressively challenging due to increasingly complex coordination requirements, procurement practices that have not kept pace with evolving needs, extended timelines for acquisition of required permits and easements, and capital construction delivery project management methodologies that have not adapted to the growing delivery rate and complexity of coordination. A four-pronged, systems-based strategy has been recommended to address these challenges by integrating capital coordination, project delivery, procurement, and congestion management into a unified framework. The capital spend rate will continue to be impacted until such time as the recommendations are being implemented.

Toronto Water (TW)

All Projects ($million)	2025					Overall			
Project Name	Approved Budget	YTD Expenditure		Reason for Spending Delays	Notes	Total Approved Budget	Life-to-Date Actuals	%	Project Status
		$	%						
Ashbridges Bay Treatment Plant	0.216	0.120	55.6%		#1	38.066	37.364	98.2%	Completed
FJ Horgan Treatment Plant	0.235		0.0%	Project Management and Capacity Issues		0.397		0.0%	Delayed > 6 mths
Humber Wastewater Treatment	1.521	1.498	98.5%			17.989	15.609	86.8%	On Track
Health & Safety	**1.972**	**1.618**	**82.1%**			**56.452**	**52.973**	**93.8%**	
Ashbridges Bay Treatment Plant	29.252	24.740	84.6%			589.841	521.784	88.5%	On Track
Highland CreekTreatment Plant	2.079	1.726	83.0%			51.231	36.345	70.9%	On Track
Humber Wastewater Treatment	4.591	4.590	100.0%			71.098	63.852	89.8%	On Track
Island Treatment Plant	15.970	1.020	6.4%	Cost Overruns and Rescoping		174.135	25.446	14.6%	Delayed > 6 mths
Pumping Stations&Forcemains	10.940	8.950	81.8%			171.360	51.271	29.9%	On Track
Water Service Replacement	45.959	21.596	47.0%	Coordination Challenges (internal divisions/agencies or external partners)		473.952	373.522	78.8%	Delayed > 6 mths
WT - Storage & Treatment	0.055	0.026	47.9%		#1	1.886	1.582	83.9%	On Track
Legislated	**108.847**	**62.649**	**57.6%**			**1,533.503**	**1,073.802**	**70.0%**	
Ashbridges Bay Treatment Plant	110.832	84.614	76.3%			2,670.449	622.182	23.3%	On Track
RL Clark Treatment Plant	1.640	0.905	55.2%		#1	18.263	7.354	40.3%	On Track
RC Harris Treatment Plant	2.119	1.264	59.6%		#1	52.623	38.106	72.4%	On Track
Highland CreekTreatment Plant	13.504	8.192	60.7%	Cost Overruns and Rescoping		349.030	197.124	56.5%	Delayed > 6 mths
FJ Horgan Treatment Plant	5.154	1.019	19.8%	Vendor Issues (e.g., contract disputes, legal challenges)		23.843	11.151	46.8%	Delayed > 6 mths
Humber Wastewater Treatment	32.419	28.522	88.0%			646.770	299.650	46.3%	On Track
Island Treatment Plant	1.930	0.970	50.2%		#1	50.996	12.475	24.5%	On Track
Linear Engineering	111.442	91.736	82.3%			1,305.306	889.310	68.1%	On Track
Pumping Stations&Forcemains	15.699	14.062	89.6%			102.572	48.735	47.5%	On Track
Sewer Rehabilitation	83.814	69.972	83.5%			1,071.145	743.768	69.4%	On Track
Sewer Replacement	24.645	13.415	54.4%	Other	#2	176.229	77.652	44.1%	Delayed > 6 mths
Trunk Sewers	16.246	10.503	64.7%		#1	413.003	248.072	60.1%	On Track
Trunk Watermains	16.072	5.353	33.3%	Site Condition Issues		45.940	12.221	26.6%	Delayed > 6 mths
Watermain Cleaning & Lining	49.927	47.506	95.1%			946.227	800.338	84.6%	On Track
Watermain Replacement	98.265	56.391	57.4%	Coordination Challenges (internal divisions/agencies or external partners)		842.941	624.165	74.0%	Delayed < 6 mths
Water Service Replacement	5.136	5.136	100.0%			58.120	46.167	79.4%	On Track
WT - Storage & Treatment	42.675	29.574	69.3%	Site Condition Issues		216.538	136.297	62.9%	Delayed > 6 mths
WTP - Plantwide	27.052	18.495	68.4%	Site Condition Issues		86.684	56.773	65.5%	Delayed < 6 mths
WWF - Implementation Projects	7.435	2.551	34.3%	Regulatory Delays (e.g., permits, environmental assessments, zoning, site plan approval)		115.162	37.980	33.0%	Delayed > 6 mths
WWF - Stream Restoration	21.730	7.421	34.1%	Other	#3	211.093	86.069	40.8%	Delayed > 6 mths
Yards & Facilities	1.295	0.818	63.2%	Project Management and Capacity Issues		13.572	4.373	32.2%	Delayed < 6 mths
State of Good Repair	**689.031**	**498.418**	**72.3%**			**9,416.504**	**4,999.963**	**53.1%**	

Ashbridges Bay Treatment Plant	1.557	0.605	38.9%	Project Management and Capacity Issues		58.691	47.865	81.6%	Delayed > 6 mths
Water Meter Program (AMR)	24.466	7.568	30.9%	Procurement Delays (e.g., RFQ, RFP)		363.214	245.123	67.5%	Delayed > 6 mths
Business & Technology Support	19.246	8.951	46.5%	Coordination Challenges (internal divisions/agencies or external partners)		195.536	88.143	45.1%	Delayed > 6 mths
Basement Flooding Program	172.531	110.258	63.9%	Stakeholder and Community Factors		2,060.382	1,028.159	49.9%	Delayed > 6 mths
RC Harris Treatment Plant	2.165	0.369	17.0%	Vendor Issues (e.g., contract disputes, legal challenges)		16.397	2.727	16.6%	Delayed > 6 mths
Highland CreekTreatment Plant	37.507	31.233	83.3%			1,002.398	142.497	14.2%	On Track
FJ Horgan Treatment Plant	2.209	2.209	100.0%			4.906	3.321	67.7%	On Track
Humber Wastewater Treatment	1.219	0.709	58.1%		#1	113.257	39.532	34.9%	On Track
Island Treatment Plant	0.484	0.266	55.0%		#1	8.600	8.001	93.0%	Completed
Linear Engineering	3.366	2.404	71.4%			32.785	12.648	38.6%	On Track
Trunk Sewers	5.402	4.138	76.6%			39.895	5.442	13.6%	On Track
Trunk Watermains	0.307	0.240	78.3%			8.632	7.923	91.8%	On Track
WT - Storage & Treatment	0.386	(0.149)	N/A		#1	32.758	31.253	95.4%	On Track
WTP - Plantwide	8.271	5.734	69.3%	Site Condition Issues		301.780	43.004	14.3%	Delayed < 6 mths
WWF - Implementation Projects	25.220	11.372	45.1%	Vendor Issues (e.g., contract disputes, legal challenges)		893.739	681.650	76.3%	Delayed > 6 mths
WWF -TRCA	13.381	12.597	94.1%			204.228	186.478	91.3%	On Track
Yards & Facilities	8.265	4.468	54.1%	Procurement Delays (e.g., RFQ, RFP)		181.428	54.448	30.0%	Delayed > 6 mths
Service Improvements	**325.984**	**202.972**	**62.3%**			**5,518.624**	**2,628.215**		
Ashbridges Bay Treatment Plant	7.620	2.324	30.5%	Vendor Issues (e.g., contract disputes, legal challenges)		451.070	11.786	2.6%	Delayed < 6 mths
Island Treatment Plant	0.070	0.035	50.2%	Cost Overruns and Rescoping		43.887	0.805	1.8%	Delayed > 6 mths
Linear Engineering	0.945	0.255	26.9%	Project Management and Capacity Issues		5.386	1.867	34.7%	Delayed < 6 mths
New Service Connections	50.913	50.913	100.0%			716.955	555.762	77.5%	On Track
New Sewers	6.465	0.414	6.4%	Other	#4	308.873	50.818	16.5%	Delayed > 6 mths
Pumping Stations&Forcemains	0.275	(0.049)	N/A	Project Management and Capacity Issues		31.610	26.465	83.7%	Delayed > 6 mths
Trunk Sewers	15.781	10.054	63.7%	Stakeholder and Community Factors		1,076.525	37.146	3.5%	Delayed < 6 mths
Trunk Watermains	4.738	0.734	15.5%		#1	116.757	102.140	87.5%	On Track
Water Efficiency Plan	0.501	0.251	50.0%		#1	15.076	12.745	84.5%	On Track
Watermain Replacement	8.749	0.894	10.2%	Coordination Challenges (internal divisions/agencies or external partners)		169.345	105.828	62.5%	Delayed > 6 mths
WT - Storage & Treatment	0.518	0.240	46.3%		#1	7.435	6.372	85.7%	Completed
Growth Related	**96.574**	**66.065**	**68.4%**			**2,942.918**	**911.733**		
Projects Total	**1,222.408**	**831.722**	**68.0%**			**19,468.001**	**9,666.685**		

Major Capital Projects ($million)	2025					Overall			
Project Name	Approved Budget	YTD Expenditure		Reason for Spending Delays	Notes	Total Approved Budget	Life-to-Date Actuals	%	Project Status
		$	%						
Downsview Trunk Watermain (CPW041-06, CPW060-20)	4.849	0.761	15.7%		#5	79.368	64.495	81.3%	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	22.902	96.6%		#6	94.104	61.695	65.6%	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	12.080	99.1%		#7	276.894	264.936	95.7%	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)	51.663	32.893	63.7%	Other	#8	337.074	230.133	68.3%	Delayed < 6 mths
	Start Date: Oct 31, 2021; **Original** Planned Completion Date: Dec 31, 2028; **Revised** Planned/ Actual Completion Date: 12/31/2029								
Don & Waterfront - Offline Storage Tank (CWW480-02)	4.356	1.776	40.8%	Regulatory Delays (e.g., permits, environmental assessments, zoning, site plan approval)	#9	72.402	10.330	14.3%	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	0.699	99.9%		#10	438.680	434.379	99.0%	On Track
	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

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 underspending.

Note #3

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

Note #4

Waterfront Sanitary Master Servicing Plan Implementation experienced delays in the design delaying the start of construction beyond 2025 for a key project. An additional project has been delayed due to a combination of procurement challenges and to address complex site conditions.

Major Capital Projects

Note #5

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 #6

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

Note #7

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

Note #8

The main tunnel contract was awarded in 2021. The tunnelling component of the project started in 2023 and was completed in 2024. The remaining phases of the project experienced some delays in 2025 due to delays in executing an agreement and slower than forecasted construction commencement.

Note #9

Construction work for the first phase of the project was completed in 2024. Phase 2 construction will be moving forward towards the tender phase given the delays in tendering due to challenges obtaining permits was solved.

Note #10

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.

*Please note: Total project cost has been updated to reflect the approved 2026-2035 Capital Budgets, and may also be impacted by system migration to S/4Hana.