

2026 Annual Strategic Capital Coordination Report and Progress Update on Enhancing Capital Construction Delivery

Date: April 22, 2026

To: Infrastructure and Environment Committee

From: Chief Congestion Officer & Executive Director, Strategic Capital Coordination Office, and Chief Engineer & Executive Director, Engineering and Construction Services

Wards: All

SUMMARY

As directed by City Council, this report provides a status update on the progress of two linked initiatives, the Strategic Capital Coordination Office (SCCO) and Enhanced Capital Construction Delivery (ECCD), that strengthen the planning, coordination, and delivery of infrastructure across multiple divisions, agencies, utilities, and private partners, including developers and industry.

SCCO focuses on capital program coordination ensuring projects are well-defined at the early planning stages, risks are mitigated, and internal and external coordination is optimized before construction begins. ECCD builds on that foundation to strengthen project execution, emphasizing reliable delivery through enhanced performance metrics, contractor accountability, project management frameworks, and community outreach.

Through enhanced inter-divisional collaboration, refined processes, and reinforced governance, the SCCO and early efforts by ECCD has continued to advance a more predictable, transparent, and city-wide approach to capital delivery that:

- Minimizes disruption.
- Improves the quality of decision-making.
- Supports the City's long-term infrastructure requirements.

The SCCO's Results from 2025 and Focus for 2026

In 2025, the SCCO continued to strengthen communication and collaboration across divisions, the Toronto Transit Commission (TTC), utilities, and external agencies through regular coordination forums, enhanced capital program planning, and earlier

conflict resolution. Focus of this work in 2026 includes better integration of the TTC's capital works projects into the City's capital works programming, as well as the introduction of a process to support identification and mitigation of proximity conflicts with other capital work to better inform utility permit processing.

Cross-divisional and inter-agency governance and accountability were reinforced through the introduction of a refined capital coordination governance structure that clarified roles, responsibilities, and escalation pathways.

The SCCO continued to advance capital planning and coordination processes by supporting development and change management protocols for the annual 2026-2028 Capital Works Programs, strengthening both in-year coordination practices, and longer-term (five-year+) planning. Coordination within major infrastructure clusters, including Rockcliffe-Smythe, Lower Don, Ontario Place, and Downsview, continues to be advanced through improved communication and multi-partner working groups.

In 2025, the SCCO began to utilize new information-sharing tools to support more effective collaboration across partners. Preparations continued for the Early Intake initiative, schedule to launch in mid-2026, which will improve scope definition by shifting key planning and pre-engineering activities earlier in the project lifecycle to enable more effective and predictable project execution.

In early 2026, work began in developing comprehensive business and technical requirements for a modern capital coordination system. This work will guide the development of foundational activities to support a planned system procurement in 2027.

Recognising the important role that capital coordination has in contributing to congestion management, the role of the City's first Chief Congestion Officer includes executive oversight of the SCCO. The Chief Congestion Officer, first appointed in January 2026, will lead and coordinate collaboration across divisions and external partners, with direct accountability and authority to review programs and projects to minimize congestion impacts, and support a more integrated, city-wide approach to congestion management amid ongoing growth and development pressures.

ECCD Updates and Focus for 2026

Since Council's adoption of the Enhancing Capital Construction Delivery report in April 2025, the program has transitioned from design and early pilots to active implementation. Early pilots, supported by targeted staff resources, have delivered tangible results on major capital projects, reducing construction timelines, shortening approval processes, strengthening community engagement practices, and improving market confidence in the City's capital program.

Key achievements to date include a critical evaluation of Engineering and Construction Services (ECS) contract schedules prior to tendering in 2025, the application of new community outreach techniques, the implementation of an on-site problem-solving approach to accelerate delivery, and a strengthened commitment to incorporating a

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public perspective when planning out construction activities. A diverse set of projects was selected to test these approaches, including the rapid reconstruction of four TTC streetcar intersections, the St. Clair–Topham Park Basement Flooding Protection Program (BFPP) project, Danforth Avenue Upgrades project and the Eastern Avenue and Adelaide Street East Bridge Rehabilitations project, including the Don Valley Parkway (DVP) ramp to Richmond Street.

Early success with these projects has generated momentum to advance ECCD’s core objectives across project management, governance, engagement, procurement, and operational readiness. ECCD’s formal implementation began in the second quarter of 2025 with the hiring of a dedicated program team. By late 2025, a structured program charter was developed with input from all Infrastructure Services divisions, construction industry associations, and partner agencies, including the TTC and Metrolinx, establishing a shared foundation for consistent delivery and accountability.

With some foundational tools and practices now in place, ECCD is positioned to scale successful approaches across Infrastructure Services divisions in 2026. The outcomes of this work will be embedded within a new integrated project management framework, contract management processes, and a community outreach and issues management guide currently under development and continuing through 2026. The first Infrastructure Services industry-facing capital project pipeline is scheduled to be published on the City’s external website in May 2026.

Full ECCD implementation will continue through 2027, expanding across divisions and capital programs. Early results confirm that Council’s April 2025 direction is delivering tangible improvements—accelerating project delivery, strengthening accountability, and improving coordination with industry. ECCD is establishing a more resilient, predictable, and transparent capital delivery system, resulting in reduced disruption and clearer communication for residents and businesses.

RECOMMENDATIONS

The Chief Congestion Officer & Executive Director, Strategic Capital Coordination Office and Chief Engineer & Executive Director, Engineering and Construction Services recommends that:

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

FINANCIAL IMPACT

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

DECISION HISTORY

At its meeting of March 25 and 26, 2026, City Council adopted MM39.49 Closing Roads for Watermain Work Requires Proper Notice which directed the Deputy City Manager, Infrastructure Services to work with the Chief Congestion Officer and the Executive Director, Strategic Capital Coordination Office, the General Manager, Toronto Water, the General Manager, Transportation Services, and the Chief Engineer and Executive Director, Engineering and Construction Services to develop and implement a clear accountability framework to ensure that going forward all Standard Conditions of any permits issued are fully complied with by any contracted parties; and that for any major road or intersection closures, this framework should establish a single point of contact for coordinating communications with the local Councillors' offices and the public regarding these works; and to report back through the Annual Strategic Capital Coordination Report to the Infrastructure and Environment Committee at the appropriate meeting, outlining the details of the accountability framework and its implementation. <https://secure.toronto.ca/council/agenda-item.do?item=2026.MM39.49>

At its meeting of April 23 and 24, 2025, City Council considered IE20.1 Enhancing Capital Construction Delivery and IE20.2 Annual Strategic Capital Coordination Report, with amendments, which were adopted by Infrastructure and Environment Committee on April 9, 2025. <https://secure.toronto.ca/council/agenda-item.do?item=2025.IE20.1>
<https://secure.toronto.ca/council/agenda-item.do?item=2025.IE20.2>

COMMENTS

SCCO Update

Established in April 2024, the SCCO's mandate is to lead the coordination of infrastructure programs across multiple divisions, agencies, utilities, and private partners, including developers and industry. In the last year, enhanced collaboration has helped improve coordination among divisions and partners, while process improvements have created more consistent and reliable pathways for capital planning and programming. Expanding the City's capital coordination functions for a longer view, particularly within major infrastructure clusters, has enabled a more integrated, future-focused approach to planning complex, multi-year infrastructure programs of work.

Integrated Coordination of City, TTC and Utility Construction Programs

The SCCO continued to advance a comprehensive, multi-partner approach to construction coordination, strengthening alignment with the TTC, utilities, transit agencies, and other external partners, to proactively resolve project conflicts, reduce congestion, and minimize disruption for residents, businesses, and transit users. The objective is that by combining works wherever possible, streets are planned to be disrupted once rather than multiple times, and simultaneous work at parallel and proximate locations can be minimized to reduce broader traffic impacts of disruptions.

In early 2025, the SCCO advanced future-year planning by completing conflict review and issuing the 2027 coordinated Capital Works Program to ECS for intake.

Coordination efforts progressed on the 2028 Capital Works Program, and throughout 2025, the SCCO led the resolution of pre-construction year change management protocols for the 2026 Capital Works Program.

Mapping of the planned construction program for 2026 and 2027, is available on [T.O.INView](#), the City's interactive construction map that can be searched by location, type and timing for all planned construction across the city including projects being delivered by ECS, Transportation Services, Toronto Water, TTC, Metrolinx, and various utilities (Bell, Rogers, and Toronto Hydro, etc.). As the stewards of the T.O.INView database, the SCCO is leading the development of process improvements to ensure that timely information is regularly updated by City divisions, agencies, corporations, and external partners.

Work continued throughout 2025 on enhancing coordination between the City and the TTC, with a focus on earlier identification and resolution of future construction conflicts. Expanded and more consistent use of the Project Change Request (PCR) process by TTC has supported earlier detection of potential conflicts with the broader capital program across TTC programs, while earlier planning for shuttle bus routing during streetcar service interruptions has helped better manage right-of-way congestion. Shuttle bus requirements are now included in all TTC project scopes, especially along corridors with dedicated streetcar rights-of-way, such as Spadina Avenue, St. Clair Avenue, Cherry Street, and Queen's Quay, ensuring early identification of shuttle needs and enabling proper evaluation of impacts on general purpose lanes.

In 2026, cross-divisional coordination will be enhanced through expanded engagement with City divisions and agencies undertaking capital work in ravines, parks, and natural areas to support further integration of their capital works programs - particularly those that given the nature of this work, may have impacts on adjacent roadways (i.e. site staging and access) - that would benefit from improved coordination to enhance communication, enable earlier identification of issues, and support more effective planning and problem-solving.

The SCCO has continued to strengthen relationships with utility partners to support early integration of utility work into the capital program. In 2025, SCCO established regular meetings with electrical utilities and in 2026, regular coordination meetings with utilities will be extended to include gas and telecommunications partners to further enhance early alignment and issue resolution across the system.

Additionally, for 2026, SCCO is working with Transportation Services on process improvements to support review of in-year, full-stream utility permit applications to ensure a consistent coordination review is completed for these permit applications, to minimize potential in-year conflicts with other City capital projects.

In March 2026, City Council adopted MM39.49 Closing Roads for Watermain Work Requires Proper Notice which directed relevant City divisions to develop and implement 2026 Annual Strategic Capital Coordination Report & Progress Update on ECCD

a clear accountability framework to ensure that going forward all Standard Conditions of any permits issued are fully complied with by any contracted parties; and that for any major road or intersection closures, this framework should establish a single point of contact for coordinating communications with the local Councillors' offices and the public regarding these works; and to report back through the Annual Strategic Capital Coordination Report to the Infrastructure and Environment Committee at the appropriate meeting, outlining the details of the accountability framework and its implementation.

- Following discussions with the local Councillor regarding a February 2026 incident where all travel lanes were closed for site servicing work on Dupont Street without notice to affected properties, the local Councillor, or TTC, City staff have undertaken a post-incident review to identify what went wrong and where process improvements are needed. For example - going forward, Road Disruption Activity Reporting System (RoDARS) applications that involve a full road closure will be subject to more senior level staff review. In accordance with this directive, in collaboration with Toronto Water, Transportation Services, and ECS, the SCCO will lead a working group to identify further process improvements that may be needed to improve communications of major road and intersection closures associated with permitted road works.

Work continues to focus on strengthening communications with Councillors to ensure they receive clear, timely, and transparent information about projects planned in their wards. For each ward, Annual Capital Program Forecasts and updates—including detailed project maps and opportunities for in-person meetings with Councillors' offices, provide greater clarity for elected officials and their communities.

In November 2025, the SCCO provided a complete list of the 2026 planned capital projects for each ward, to the respective ward Councillors. In 2026, efforts will continue to provide transparency with Councillors through the delivery of mid-year capital program maps. The SCCO is committed to ensuring accuracy and transparency of this information to Councillors and the public through [T.O.INView](#).

Coordination in Strategic Cluster Areas

A Strategic Coordination Cluster is a specific area of the City experiencing significant growth and/or that has complex infrastructure needs (see Attachment 1: Map of Strategic Coordination Clusters). In these areas, the SCCO is coordinating infrastructure planning over a 10-year+ horizon, by aligning multiple major projects, identifying opportunities to bundle or sequence work to achieve efficiencies, and strengthening collaboration with public and private infrastructure delivery partners.

The SCCO is developing the framework for long-term capital infrastructure coordination plans ("Cluster Plans") for current priority Clusters of Rockcliffe-Smythe, Lower Don, Ontario Place, and Downsview. The team continues to monitor emerging Cluster areas including Central Waterfront, Golden Mile, and Woodbine.

Within the Rockcliffe-Smythe Cluster, a governance framework for the Cluster has been created to strengthen collaboration and alignment across City divisions and with

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external partners and began to develop tools and templates for consistent reporting. Work in 2025 included providing portfolio-wide strategic input through Coordinating Committee meetings and supporting early risk identification and infrastructure phasing plans. For example, a decision has been made to advance the start of the Scarlett Road Bridge reconstruction while the Jane Street Bridge reconstruction is underway (i.e. subject to utility relocation and resolution of property needs for Scarlett Road) in order to reduce the overall length of construction disruption in the area. Work will continue in 2026 to ensure the timing of other infrastructure projects in the area continues to be aligned to support the delivery of the priority flood relief projects, which are now entering into the active construction phase.

For the Lower Don Cluster, communication and coordination were strengthened through the continued chairing of the monthly Lower Don Capital Coordination Working Group, providing a centralized forum for alignment among City divisions, Waterfront Toronto, Metrolinx, TTC, and utilities. The team reinstated and chaired the Lower Don Hydro Working Group to manage complex, overlapping hydro and capital works in the Port Lands, and coordinated major project partners through regular project meetings and consistent information exchange.

Within the Ontario Place Cluster, collaboration was deepened through active participation in monthly coordination meetings with key partners such as Exhibition Place, Metrolinx, Infrastructure Ontario, City divisions, and utilities. The team supported the integration of external works into T.O.INView to improve forecasting, enhance visibility into upcoming conflicts, and strengthen overall planning alignment.

Within the Downsview Cluster, the SCCO participates in various tables established for the Update Downsview planning that is underway, provides advice on implementation matters, and is monitoring the Environmental Assessment (EA) for major street infrastructure and associated municipal servicing infrastructure, currently underway. Following completion of the EA, the SCCO will work with Development Review, Transportation Services, Toronto Water, as well as major landowners in the area, to develop a phasing and implementation plan for the infrastructure required to support significant redevelopment planned for these lands.

In 2026, the SCCO will continue to advance Strategic Cluster Coordination through:

- Working with divisions, agencies and other partners including Waterfront Toronto and Metrolinx to input long-term infrastructure plans (e.g. Environmental Assessments, Master Plans etc.) in the Clusters in T.O.INView and sequencing long-term construction schedules.
- Providing direct support to utilities in identifying infrastructure needs within Cluster zones.
- Working with relevant City divisions to participate in long-term utility planning exercises to align utility plans with City development objectives and minimize disruption.
- Refinement of the Cluster governance framework to clarify escalation paths, partner roles, and decision-making tables appropriate for the Cluster context.

- Finalizing the framework for long-term capital infrastructure coordination plans 'Cluster Plans' and their visualization.

Strengthened Decision-Making and Accountability: Governance and Metrics

Effective capital coordination requires clear roles, consistent escalation pathways, and timely decision-making. Good governance drives accountability, facilitates structured engagement, and promotes transparency and trust, ultimately supporting more effective capital coordination. This work includes maintaining strong governance practices to enable effective decisions and ensure timely escalation of coordination issues across divisions and partners, at the working group, Director, Division Head, and Executive level. In 2026, the work of the Enhancing Capital Construction Delivery team has been integrated into this governance framework, reflecting the unified approach and shared accountabilities.

The establishment of performance measures will strengthen decision-making, enhance accountability, and support accurate program delivery through improved resource allocation and continuous improvement. Clear metrics will guide and monitor planning and implementation to evaluate outcomes and program impact.

Data supporting capital construction schedule adherence have been collected and this information is distributed monthly to Divisional stakeholders, enabling trend monitoring and informing priority actions for 2026.

For Key Performance Indicators related to moratoria and project change requests, baseline data has been established, however, category level data collection has not yet been implemented, limiting the ability to conduct detailed trend analysis. This gap has been identified as a priority for resolution in 2026.

Capital Process Improvement Implementation

As part of the SCCO's responsibility for early-stage capital program coordination, work is advancing with ECCD and asset owner divisions, on processes to support a more coordinated and accountable capital construction program. By addressing process gaps, clarifying roles, and improving coordination between divisions, teams will have clearer expectations, better oversight mechanisms, resulting in more consistent decision-making. These improvements will help divisions deliver projects more reliably, while the public benefits from fewer delays, clearer communication, and more predictable construction planning.

An internal Capital Delivery Improvements (CDI) Review was completed in December 2023 by subject matter experts from ECS, Transportation Services, and Toronto Water. The CDI review provided a series of recommended actions for process improvement, including both near-term and long-term actions. The SCCO has advanced several of these actions in 2025 and is actively working on the remaining actions. Key accomplishments in the area of process improvements from 2025 and areas of focus for 2026 are outlined below.

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In 2025, considerable effort went into documenting the current-state process, including reviewing recommendations and pain points raised by staff. A new Early Intake process was identified to address challenges for more complex projects, requiring earlier engineering review during the project development phase. Implementation of the new process on trial-basis for a subset of projects has been initiated in 2026 and is designed to identify issues earlier in the process, reduce re-work, and ensure clearer scope definition. This shift will bring certain pre-design activities earlier in the workflow and strengthen collaboration across the three divisions (Toronto Water, Transportation Services, and ECS), enabling improved scope definition as well as earlier issue identification and mitigation.

In 2025, improvements to file sharing and collaboration technology were incorporated as part of the capital coordination process. For example, a shared tracking log for project conflicts is now used to ensure accurate information is available for all participating divisions improving the efficiency of the conflict resolution process. Additionally, a multi-divisional SharePoint site has been established for the Early Intake process, allowing Transportation Services, Toronto Water, and ECS staff to access up-to-date project information for bundled projects, and save information in one location.

A procurement is currently underway to select a vendor to assist staff in defining and compiling capital coordination business requirements, as the first step in moving towards an improved technical solution to enable more efficient and effective capital coordination. A Request for Proposals was issued in late 2025 and the bid evaluation process identified a successful vendor. SCCO is currently working with PMMD to finalize the contract and initiate the work assignment, with an expected completion date of August 2026.

In addition, the SCCO is working with Technology Services Division to define the functional and technical requirements for the City's coordination systems, including potential opportunities to use Artificial Intelligence to enhance coordination processes. Together with the outcome of the capital coordination business requirements assignment, these requirements will inform a future technology solution design and procurement, planned for 2027.

Enhancing Capital Construction Delivery (ECCD)

City Council's April 2025 direction is being implemented through the five coordinated objectives of the Enhancing Capital Construction Delivery (ECCD) program. Together, these objectives provide a structured framework for addressing Council directives and strengthening the City's capacity to deliver capital projects reliably and efficiently through measurable improvements on the ground, accelerating delivery, reducing disruption, strengthening accountability, and building the systems and capacity required to support the City's growing capital program.

While ECCD was formally established to deliver a multi-year transformation, early results from pilot initiatives and early implementation the ECCD program has led to key accomplishments in 2025 and early 2026.

Strengthen Project Management and Delivery Reliability and Capacity

Council directed staff to improve project execution through the development and implementation of an enhanced integrated project management framework, including more responsive on-site contract management and faster decision-making in the field. Early ECCD implementation is advancing this objective by strengthening governance, clarifying accountability, and empowering project teams.

A draft integrated project management framework is under development, introducing clearer governance structures, defined project charters, formal stage gates, and strengthened change-control processes. Early Intake Processes and Project Intake Forms developed through SCCO are being piloted to improve upfront planning, scope definition, and overall project readiness. Governance and asset owner authorization practices are reinforcing accountability for scope, budget, and schedule decisions, while enhanced in-field decision-making and contract management practices are being applied on pilot projects to enable timely issue resolution and accelerated delivery.

Early outcomes demonstrate the impact of these measures. Despite concurrent Metrolinx and Waterfront Toronto construction activities in the area, the Queen Street East streetcar tracks replacement project was delivered successfully for businesses and residents as the project was accelerated and completed nearly three weeks ahead of schedule. This outcome was achieved through close collaboration and transparent communication among City project teams, the contractor, TTC, local businesses, and the Councillor's office, minimizing disruption and supporting local economic activity. At King Street & Church Street, rapid on-site redesign decisions in response to previously unmapped underground infrastructure allowed the intersection to reopen on schedule, avoiding extended closures and additional congestion. Improved in-field coordination and sequencing enabled the DVP off-ramp to Richmond Street to close within hours of lanes on the Lake Shore Bridge reopening, preserving traffic flow into the downtown core. Across multiple downtown intersection renewal projects—including Bathurst Street & Fleet Street, King Street & Church Street, King Street & Dufferin Avenue, and College Street & McCaul Street—compressed schedules and proactive contract management have supported completion on or ahead of schedule.

These outcomes reflect foundational elements of the developing integrated project management framework, including clearer accountability, strengthened contract oversight, and real-time issue resolution.

Enhance Community Engagement and Transparency

Council directed that community engagement be embedded within project delivery rather than treated as a standalone function, with a longer-term shift toward more coordinated, area-based engagement teams. ECCD has advanced this objective by assigning community outreach and issues management specialists to all projects delivered by ECS and involving them directly in project planning, execution, and on-the-ground delivery to provide a community viewpoint throughout the life of the project and continuing to ensure communication, responsiveness, and issue resolution occur alongside construction and traffic management decisions. Council also directed

staff to explore options and implement changes to signage for major City-led infrastructure projects to promote improvements and awareness that projects are funded by the City.

A draft Community Engagement Guide has been developed to provide consistent, project-level direction across ECS–delivered capital projects. Engagement practices are being integrated into project workflows. Enhanced engagement tools are being piloted, including regular and annual newsletters distributed electronically and door-to-door, frequent project update notices, community pop-ups, and proactive stakeholder outreach through direct in-person touch points. Once the Community and Engagement Guide is finalized, efforts will be focused on improvements to signage and other notices to ensure plain language and awareness of project funding. In parallel, engagement capacity is being expanded through dedicated staffing resources and closer coordination across project teams.

Early outcomes demonstrate the effectiveness of this integrated approach. On the St. Clair-Topham Park BFPP project, proactive communication strategies included regular construction updates to residents and stakeholders, direct in-person touchpoints with residents, dedicated project webpage, clear advance notice of traffic changes and coordinated messaging with other City Divisions helping the public understand staging plans and anticipated impacts during a complex project. A dedicated community outreach and issues management specialist facilitated proactive and ongoing engagement with the local Councillor's office, supporting the consideration of community perspectives related to the St. Clair–Topham Park BFPP and the Danforth Avenue Upgrades project. Together these initiatives with a community viewpoint focus helped inform a phased approach to construction to mitigate traffic impacts. On the Fairbank–Silverthorne BFPP project, engagement strategies emphasized early outreach, frequent neighbourhood updates, annual newsletters, and direct in-person touchpoints with affected residents to explain construction sequencing, timelines, and mitigation measures. These approaches supported informed community participation, reduced uncertainty, and improved responsiveness to local concerns as work progressed.

More broadly, early ECCD implementation is resulting in clearer communication of construction timelines and milestones, improving predictability for residents and businesses. Proactive outreach, including visual progress updates and regular storytelling, is helping communities better understand the purpose, benefits, and anticipated duration of construction activity. Dedicated staff resources support early and ongoing engagement with Councillors across multiple projects in their communities, enhancing communication, coordination, and transparency. Improved responsiveness to local issues is emerging as engagement activities are coordinated in parallel with construction delivery rather than after issues arise. Reliable delivery combined with consistent, transparent communication is strengthening public confidence and directly aligns with Council's direction for enhanced accountability, transparency, and community responsiveness.

Streamline Procurement and Improve Industry Engagement

Council emphasized the need to improve contractor accountability through enhanced qualification procedures, strengthened contractor code of conduct and an enhanced performance management program and to modernize procurement practices following industry-standard project delivery models. Council also directed staff to publish a project pipeline. ECCD supports this objective through clearer expectations and proactive engagement with industry, streamlined processes, and strengthened accountability mechanisms.

As part of ECCD implementation, staff have significantly expanded structured industry engagement to improve transparency, gather feedback, and ensure delivery expectations are well understood. This has included regular meetings and touch points with a broad range of industry stakeholders, including construction associations, contractors, consultants, and suppliers. Involving industry in ECCD will continue to inform the development of tools and practices, including contract structures, performance requirements, and incentives. Industry feedback is being used to refine procurement processes, support consistency across divisions, and improve market confidence in the Infrastructure Services' capital program.

Procurement authorities and award processes have been streamlined, including the removal of the Bid Award Panel, reducing time to award. Performance management enhancements are being aligned with clearer contractual expectations, enforceable standards related to site management and responsiveness, and the use of early-completion incentives to reinforce timely delivery. Development of a procurement method that includes a construction manager is underway, with review by Legal Services to support potential standardization for other divisions and projects. Work is also progressing on standardized construction contracts and time-to-award benchmarks. An industry-facing capital project pipeline is in progress and expected to launch in May 2026. A strengthened Contractor Code of Conduct is underway in collaboration with Transportation Services with implementation targeted for Q1 2027.

ECCD pilot projects are testing different contract structures and delivery approaches, including phased contracts, compressed schedules, and incentive-based models. In parallel, a broader delivery-model selection framework and supporting contract templates are under development to guide the use of the procurement methods that are best suited to the complexity of the project and the level of contractor involvement needed in design.

Early results indicate improved coordination with delivery partners as timelines, responsibilities, and performance outcomes are more clearly defined, laying the groundwork for stronger contractor performance evaluation and accountability, as directed by Council. ECCD pilots have also introduced performance-based incentives and clearer completion requirements.

Performance-based incentives where appropriate are being tested to drive early completion. The St. Clair–Topham Park BFPP project and Gardiner Expressway Section 3 (Early Works) incorporates early-completion incentives. The Eastern Avenue

and Adelaide Street East Bridge Rehabilitations achieved approximately four months of schedule savings through revised staging, additional crews, and winter construction, supporting readiness for the FIFA World Cup 2026.

These measures directly respond to Council's direction to deliver projects more predictably while managing increasingly complex construction conditions.

Enhance and Expand Project Management Systems

Council's direction highlighted the importance of improved system-wide visibility, consistency, and coordination across the capital delivery program. ECCD advances this objective by strengthening standardized tools and systems that support planning, oversight, and coordination across projects.

Early implementation is strengthening coordination across planning, procurement, delivery, and engagement functions, supporting more data-driven and timely decision-making. Improved staging and scheduling across adjacent projects are reducing cumulative disruption, while enhanced access to real-time information is enabling more effective traffic management, construction sequencing, and issue resolution. ECCD measures have strengthened alignment between construction staging, traffic operations, and local conditions, contributing to improved congestion management through coordinated use of Paid Duty Officers, optimized signal timing, and responsive traffic adjustments during active construction. More integrated scheduling has reduced overlapping closures across nearby projects, and real-time coordination is enabling faster adaptation to changing on-site conditions as work progresses.

These efforts support the phased rollout of Trimble Unity Construct as the enterprise project management information system, enhancing real-time tracking, reporting, and oversight. Together, these improvements reflect progress toward Council's vision of a more integrated, transparent, and predictable capital delivery system.

Workforce Development and Operational Readiness

Council approved dedicated temporary staffing resources to support ECCD implementation and to develop a more comprehensive training and skills development program. ECCD advances this objective by strengthening delivery capacity, building leadership capability, and fostering a culture of accountability and problem-solving across divisions.

Council-approved temporary positions have been established across Engineering and Construction Services, Toronto Water, Transportation Services, and Legal Services to support program implementation and delivery. An initial staff training program was launched in Q4 2025, with additional technical and project management modules currently in development. Workforce readiness is further supported through standardized tools, clearer governance, improved systems, and strengthened cross-divisional collaboration.

Early impacts include more empowered and flexible project teams capable of addressing issues quickly in the field, stronger coordination across Infrastructure Services divisions and corporate partners, and a visible shift toward a culture focused on reliability, speed, and coordinated delivery. This strengthened workforce foundation supports sustained delivery improvements and positions the program for scaling beyond initial pilots.

Overall Impact

ECCD implementation will continue through 2027 with expansion across divisions and capital programs, with results demonstrating a clear shift toward greater accountability, coordination, and reliability—enabling faster and more predictable project delivery, decision-making closer to the work, stronger industry response to clearer expectations, and reduced disruption with improved communication for residents and businesses.

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ATTACHMENTS

Attachment 1: Map of Strategic Coordination Clusters

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