

# TORONTO TRANSIT COMMISSION REPORT NO.

**MEETING DATE:** MAY 1, 2012

**SUBJECT:** CHIEF EXECUTIVE OFFICER'S REPORT  
PERIODS 1 and 2  
JANUARY 1 to FEBRUARY 25, 2012

## **ACTION ITEM**

---

### **RECOMMENDATION**

It is recommended that the Commission forward a copy of this report to (1) each City of Toronto Councillor and (2) the City Deputy Manager and Chief Financial Officer, for information.

### **DISCUSSION**

The attached report provides a corporate-level focus on the organization's key performance indicators (KPI).

These KPIs are presented in a performance "dashboard" format that allows the reader to view periodic performance in all of these areas at a glance. Targets for each KPI are provided although some are yet to be finalized. In addition, a "traffic light" indicates whether the organization is ahead of target (green), at risk (yellow) or below target (red) for the KPI in question and the trend arrows show whether performance is trending up or down.

In the balance of the report, detailed comments are provided highlighting and explaining issues concerning each of the KPIs.

-----

April 19, 2012

42-47

Attachment: Chief Executive Officer's Report



TORONTO TRANSIT COMMISSION

CHIEF EXECUTIVE OFFICER'S REPORT



## TABLE OF CONTENTS

	<u>PAGE</u>
1. TTC MONTHLY SCORECARD	2
2. COMMENTARY AND CURRENT ISSUES	5
3. CUSTOMER MEASURES AND IMPROVEMENT PROGRAM PROGRESS	14
4. FINANCIAL COMMENTARY	17
5. CRITICAL PROJECTS	19



# TORONTO TRANSIT COMMISSION – MONTHLY SCORECARD

Key Performance Indicator	Description	Frequency	Latest Measure	Current	Target	Current Status	Trend	Ref. #
<b>CSS</b>	Customer Satisfaction Survey	1/4ly	Q1	76%	TBD	●●●●		2.2
<b>Customer Journeys</b>	Customer Trips	Period	P3	49.6M	47.8M	●●●●	←	2.3
<b>Subway Punctuality</b>								
	Yonge-University-Spadina	Period	P3	95.7%	96.0%	●●●●	←	2.4
	Bloor-Danforth	Period	P3	98.5%	96.0%	●●●●	←	2.4
	Sheppard	Period	P3	99.4%	96.0%	●●●●	←	2.4
<b>Reliability</b>								
	Scarborough Rapid Transit	Period	P3	83.5%	80.0%	●●●●	←	2.5.1
	Bus	Period	P3	66.7%	65.0%	●●●●	←	2.5.2
	Streetcar	Period	P3	70.4%	70.0%	●●●●	→	2.5.3
<b>Safety + Security</b>								
	Lost Time Injuries	Period	P3	4.12	TBD	●●●●	←	2.6.1
	Customer Injuries	Period	P2	1.46	TBD	●●●●	←	2.6.2
	Behavioural Safety Index	Period				●●●●		2.6.3
	Offences against customers	Period	P1	92	TBD	●●●●	←	2.6.4
	Offences against staff	Period	P3	26	<30	●●●●	←	2.6.5
<b>People</b>								
	Attendance	Period	P2	7.3%	< 6.5%	●●●●	←	2.7.1
	Operator Hires	Period	P2	55	55	●●●●	←	2.7.2



# TORONTO TRANSIT COMMISSION – MONTHLY SCORECARD

Key Performance Indicator	Description	Frequency	Latest Measure	Current	Target	Current Status	Trend	Ref. #
<b>Device Availability</b>								
Elevators	% Elevators Available	Period	P3	97.7%	97%			2.8.1
Escalators	% Escalators Available	Period	P3	96.7%	97%			2.8.2
Fare Purchase Opportunity	PVM Machine Reliability	Period						2.8.3
<b>Mystery Shopping and Audits</b>								
Station Cleanliness	Cleanliness Audit Score	1/4ly	Q1	72%	70%			2.9.1
Vehicle Cleanliness	Cleanliness Audit Score	1/4ly						2.9.2
Information MSS	Customer Announcements Score	1/4ly						
Staff Helpfulness MSS	Welcoming Staff Score	1/4ly						
<b>Financials</b>								
TTC Revenue	Actual vs. Budget	Period	P1&2	\$165.3M	\$165.0M			4.1
TTC Operating Expenditure	Actual vs. Budget	Period	P1&2	\$214.7M	\$220.3M			4.1
Wheel-Trans Revenue	Actual vs. Budget	Period	P1&2	\$824K	\$890K			4.2
W-T Operating Expenditure	Actual vs. Budget	Period	P1&2	\$14.4M	\$15.9M			4.2
Capital Expenditure	Actual vs. Budget	Period	P1&2	\$178M	\$462M			4.3

**Key to Symbols**



**On target**



**Target at risk at current trend**



**Off target**



**Positive up from last**



**Positive down from last**



**Negative up from last**



**Negative down from last**



**No change from last**

## Part 2 – Commentary and Current Issues

### 2.1 – Chief Executive Officer’s Update

Customer journeys (ridership) continue to exceed budget and are projected to surpass the 2012 target of 503 million by 9 million. A separate report dealing with the operating and capital requirements needed to accommodate these additional customer journeys this year is being submitted to this Commission meeting. Subway punctuality is generally ahead of target and improving. Reliability for the SRT, streetcar lines and the bus system are ahead of target. Under the measures for Safety and Security, it is worth noting that the moving annual customer injury rate has dropped by 7% from a year ago, making the TTC a very safe mode of travel for customers. Attendance (absenteeism) is running below target but showed an improvement over results to the end of 2011. Device availability is almost at target. For the Mystery Shopping and Audit key performance indicators (KPIs), only the station cleanliness measure has been developed and it is better than target and improving reflecting the increased focus on cleanliness. On the financial side, revenues were slightly better than target while operating expenses were below budget as explained in Sections 4.1 and 4.2 of this report. Capital expenditures are currently tracking below budget for a host of reasons as discussed in Section 4.3.

A new, modernized organizational structure for the TTC is to be introduced shortly. The purpose of this new customer-focused structure is to put customers – the 1.6 million daily fare-paying riders – at the core of what we do. The new structure and Executive (formerly, senior management team) is designed to generate continuous improvement, and to transform both customer and public perceptions of the TTC. The Executive must be held accountable for performance across the organization. Each business group will establish targets to ensure performance is met for continuous improvement. This new structure is designed to modernize the TTC and improve the customer experience and is headed by the Chief Executive Officer. There will be four business groups responsible for the day-to-day running of the TTC: the Strategy and Customer Experience Group, the Operations and Safety Group, the Engineering, Construction and Expansion Group, and the Corporate Services Group.

This new structure will give the TTC the stability it needs to achieve its mission of providing a reliable, efficient and integrated transit network that draws its high standards of customer care from its rich traditions of safety, service and courtesy.

### 2.2 – Customer Satisfaction Survey

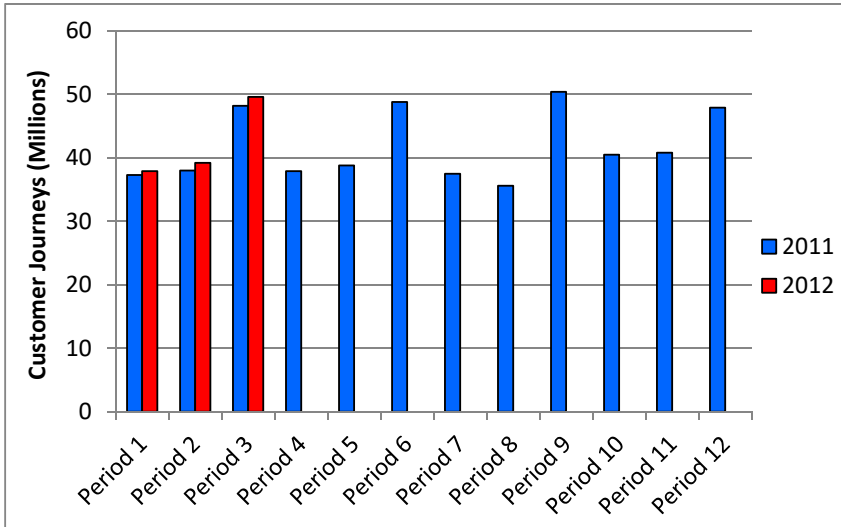
The TTC completed its first quarter of a new Customer Satisfaction Survey (CSS). The CSS measures customer perception of twelve station and ten vehicle attributes ranging from the quality of information, personal safety and security, value for money and help and appearance of staff. Data for the CSS survey will be gathered continuously and reported on a quarterly basis.

Averages are reported separately for vehicle and station measures in addition to an *overall average*, which is a numerical average of the measures.

Additionally, an *overall evaluation* score is also reported. The overall evaluation question allows for self-weighting of individual measures. The overall evaluation score, as reported on the CEO scorecard, was 76/100 with 78% of respondents scoring 7 or above on this measure. The CSS will typically include 1100 interviews on a quarterly basis although Quarter 1 contained about half this amount due to time constraints.

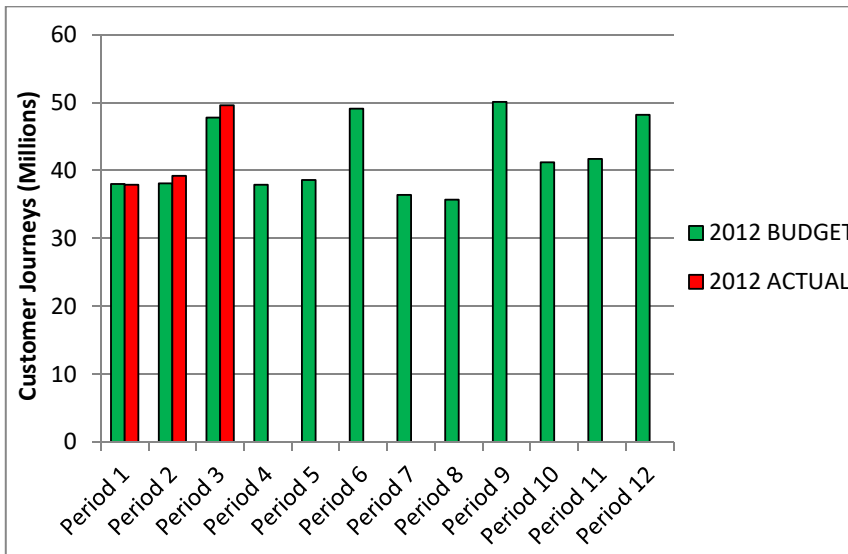
An appropriate target for this KPI will be developed over the course of 2012 as more data becomes available and appropriate analysis can be conducted.

### 2.3 - Customer Journeys



There were 49.6M customer journeys (ridership) taken during Period 3, 2012, which was 1.4M (+3%) higher than the 48.2M journeys taken during Period 3, 2011.

The annual number of customer journeys to the end of Period 3, 2012 was 504.9M, which was 20.6M (+4%) higher than the 484.3M annual journeys taken to the end of Period 3, 2011.



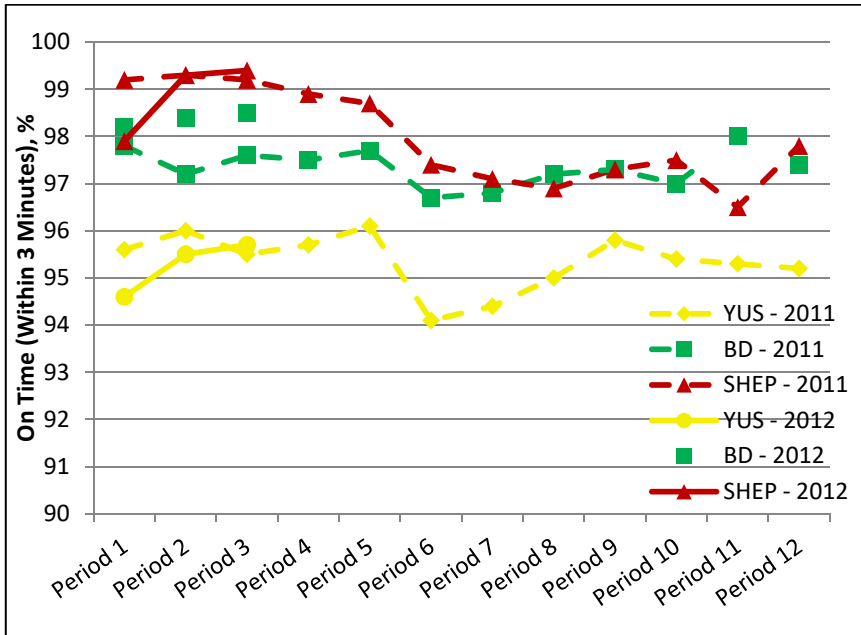
There were 49.6M customer journeys taken during Period 3, 2012, which was 1.8M (+4%) higher than the budget of 47.8M journeys.

The number of customer journeys taken year-to-date to the end of Period 3, 2012 was 126.7M, which was 2.8M (+2%) higher than the budget of 123.9M journeys.

Year-to-date ridership to the end of Period 3 was 2.3% (2.8 million rides) above budget whereas corresponding passenger revenue was 1.4% (\$3.5 million) above budget. The resultant average fare was 0.9% below budget. The difference in the growth rates for ridership and passenger revenue reflects continued strong growth of TTC monthly pass sales and ridership relative to other types of fare media.



## 2.4 - Subway Punctuality

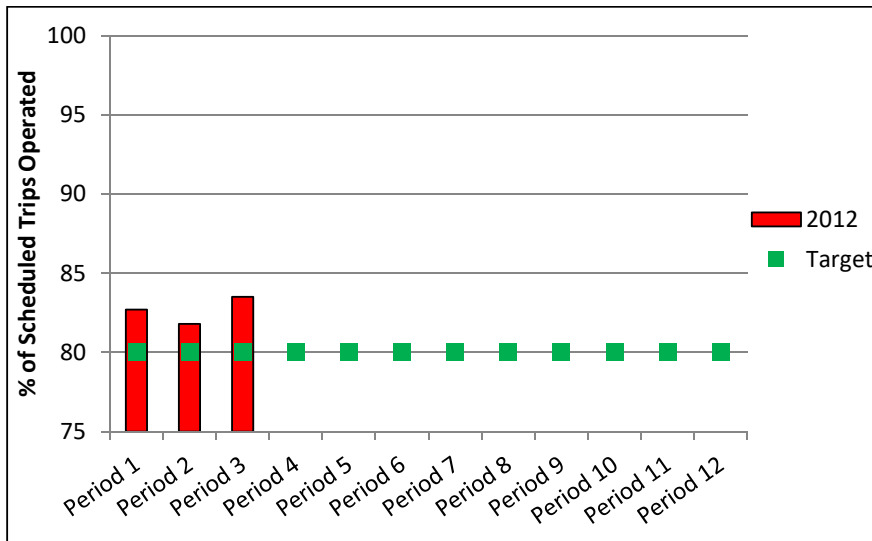


A large number of YUS service delays stem from the “passenger assistance alarms”. A customer education campaign has been developed to promote correct use of the alarm. In addition, passenger incurred door delays resulted in lower than targeted punctuality.

Integration of new Toronto Rockets trains, with attendant teething problems, also resulted in a number of service delays.

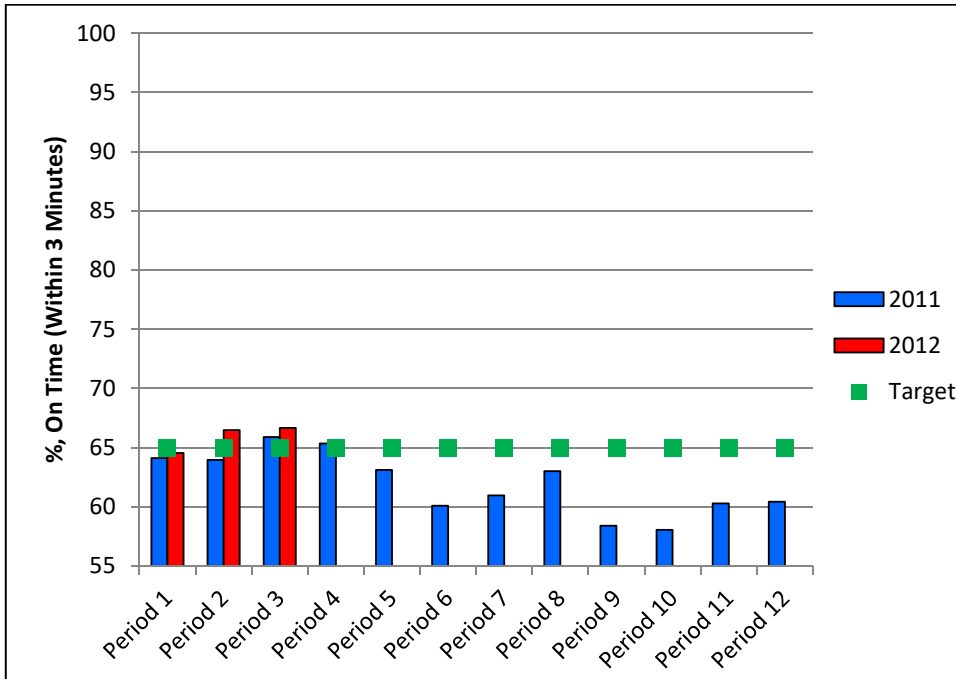
## 2.5 - Reliability

### 2.5.1 –Scarborough Rapid Transit Reliability



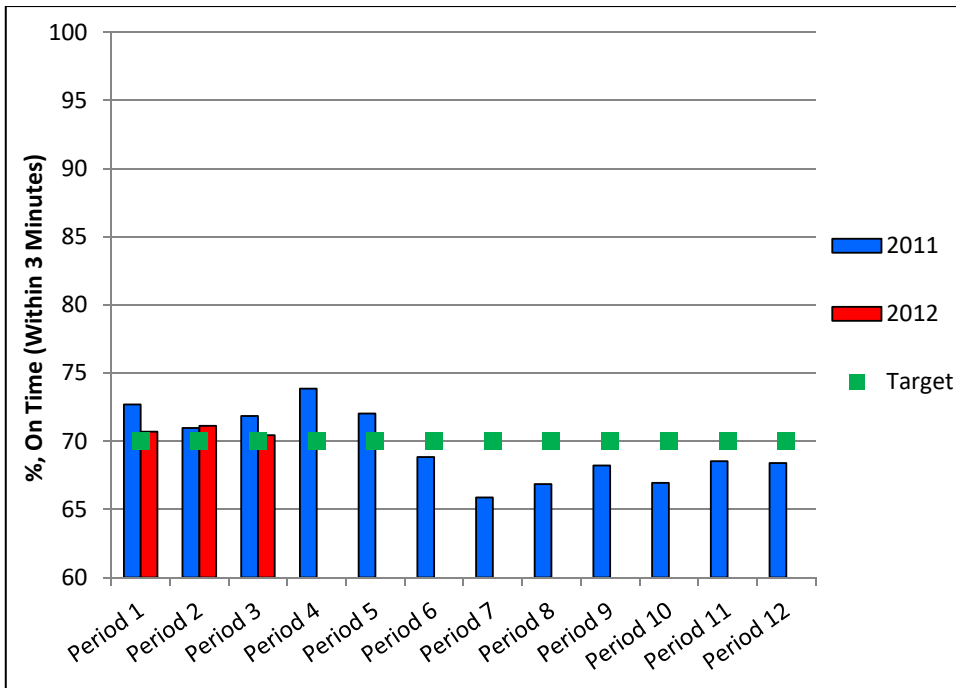
Due to the age of the system, service is being operated in a degraded ATO mode to mitigate against in-service system failures and ensure consistency of operation.

### 2.5.2 – Bus Punctuality



Bus Reliability exceeded target in March. A systematic approach has been taken since the new year to improve reliability. Specific performance areas have been targeted to achieve improvement. Divisions have specific targets and reporting has been improved to provide supervision with required tools to focus on problem areas. It is intended to incrementally tighten the target for bus punctuality as these corrective actions take effect.

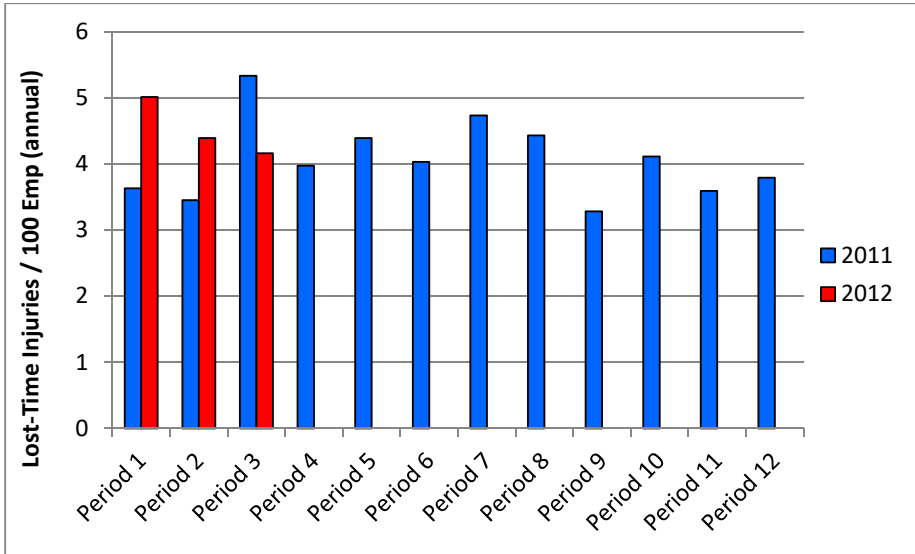
### 2.5.3 – Streetcar Punctuality



The new fleet of LRV cars replacing the existing aging fleet should improve performance. In the meantime, staff are reviewing the causes of underperformance to search for improvements. Detailed route performance is scrutinized to tackle route specific causes of delay.

## 2.6 – Safety

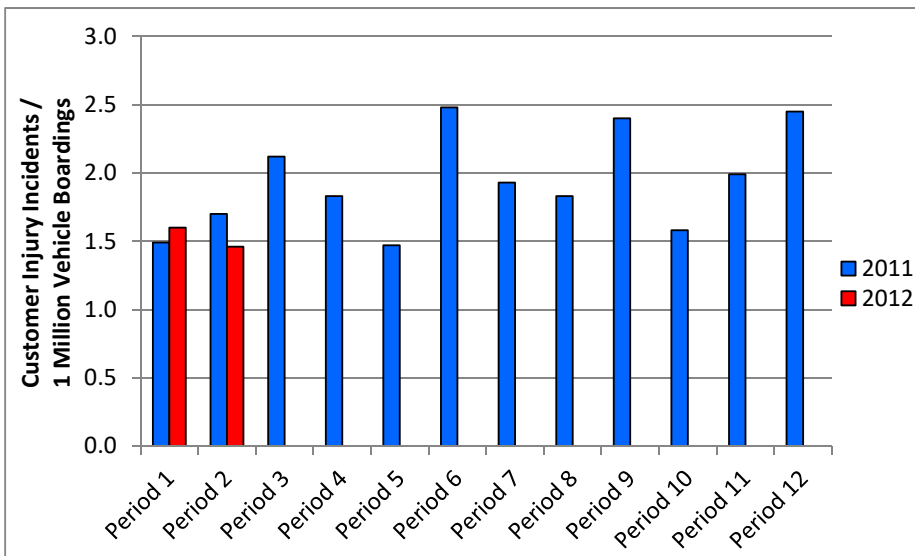
### 2.6.1 – Lost Time Injuries (Annual Injuries / 100 Employees)



The annualized lost-time injury rate (LTIR) for Period 3, 2012 was 4.16 lost-time injuries per 100 employees, which was 22% lower than the LTIR of 5.33 for Period 3, 2011.

The moving annual LTIR to the end of Period 3, 2012 was 4.12, which was 8% higher than the corresponding rate of 3.83 to the end of Period 3, 2011.

### 2.6.2 – Customer Injuries (Injuries / 1 million Vehicle Boardings)



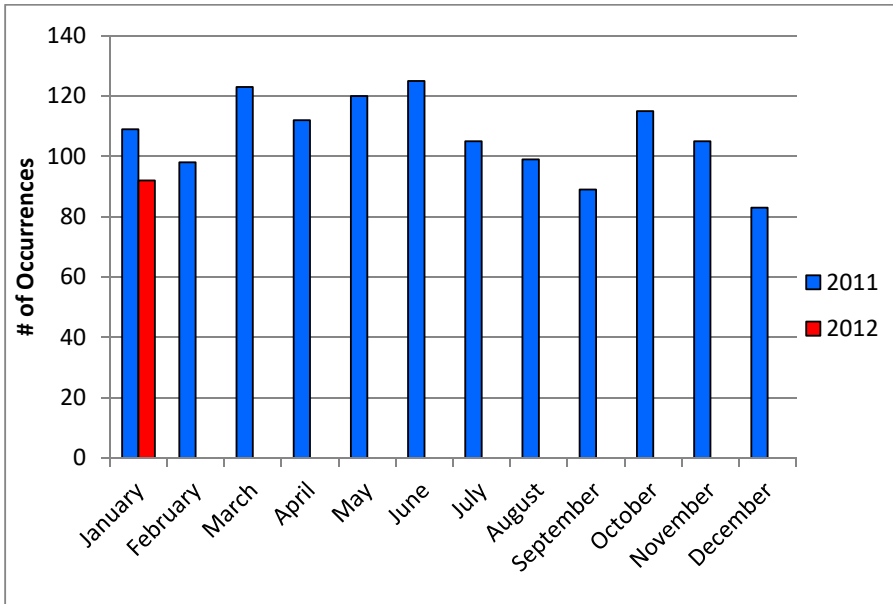
The customer injury incident rate for Period 2, 2012 was 1.46 injury incidents per 1 million vehicle boardings, which was 14% lower than the corresponding rate of 1.70 for Period 2, 2011.

The moving annual customer injury incident rate to the end of Period 2, 2012 was 1.93, which was 7% lower than the corresponding rate of 2.08 to the end of Period 2, 2011.

### 2.6.3 - Behavioural Safety Index

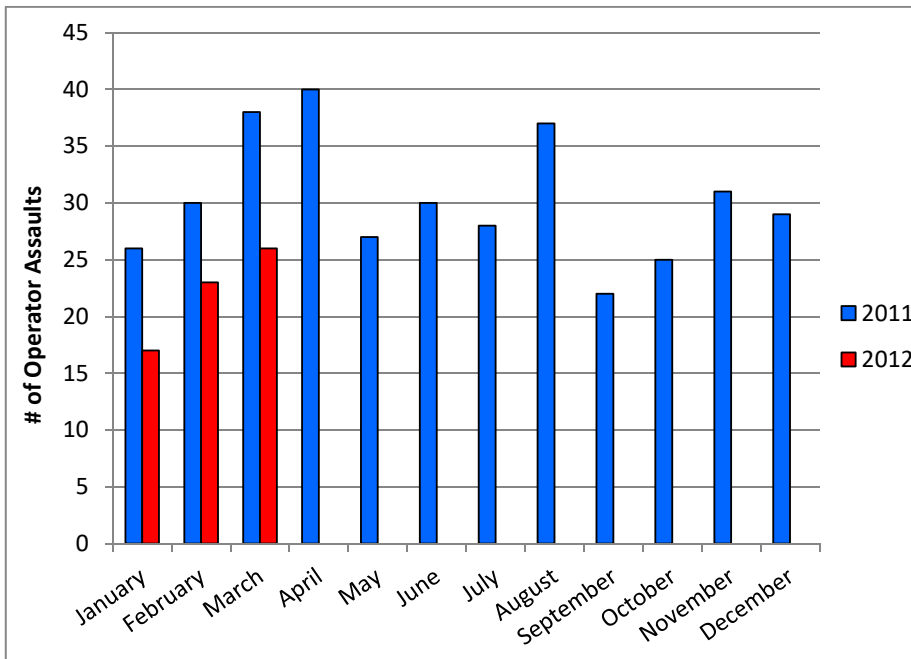
The data for this index is being gathered and calculated. This information will be presented in a future CEO report.

### 2.6.4 - Offences against Customers



Occurrences of offences against customers include thefts, assaults, threats and incidents that occur in commuter parking lots. The number of occurrences in January 2012 declined by about 16% from the same month in 2011.

### 2.6.5 - Offences against Staff

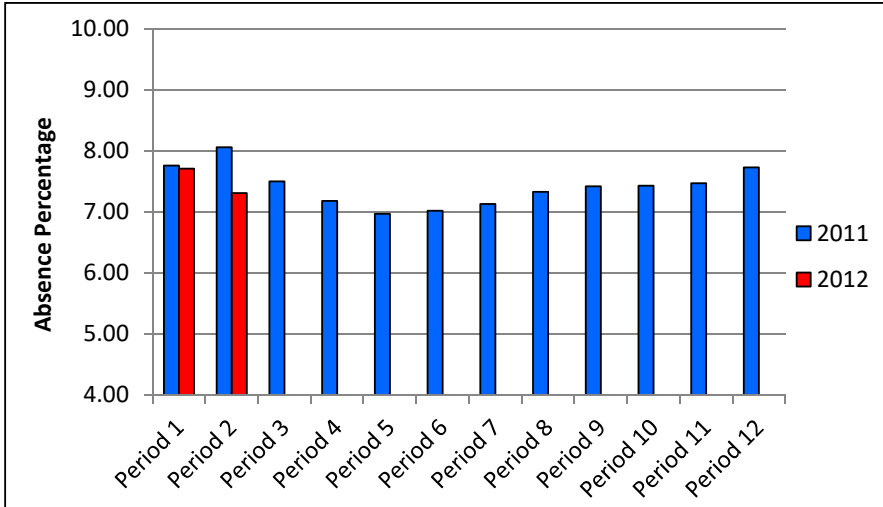


This graph represents operator assaults. There are other categories of employee assaults that are not included here.

To the end of March, there were 30% fewer operator assaults in 2012 compared to the same period in 2011.

## 2.7 - People

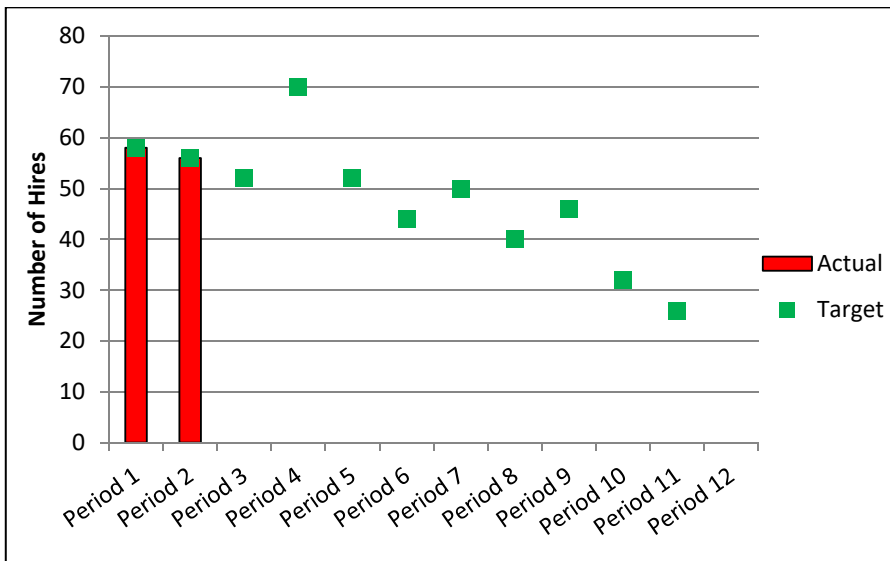
### 2.7.1 - Attendance



The Period 2 absence rate is 7.31%, a 5.2% reduction from Period 1.

Training continues in support of work location attendance management goals/targets.

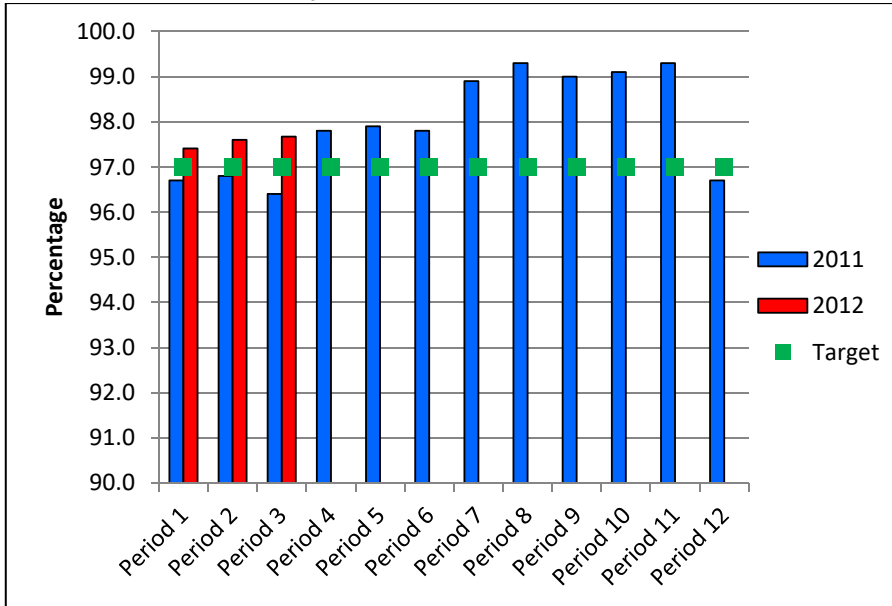
### 2.7.2 – Operator Hires



As planned, a total of 114 Operators have been hired so far this year.

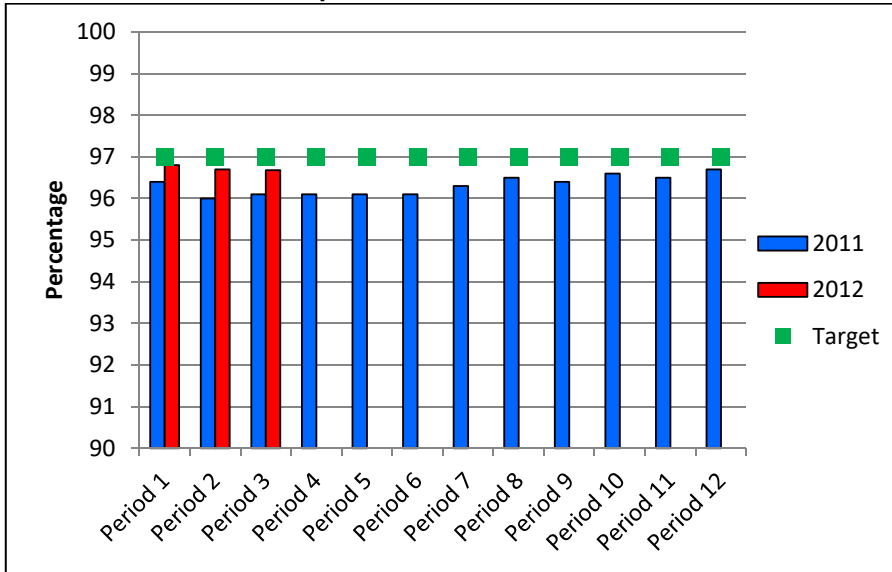
## 2.8 - Device Availability

### 2.8.1 – Elevator Availability



Elevator Availability exceeded the 97% target in 8 of the 12 months in 2011, and, in all 3 periods of 2012.

### 2.8.2 – Escalator Availability



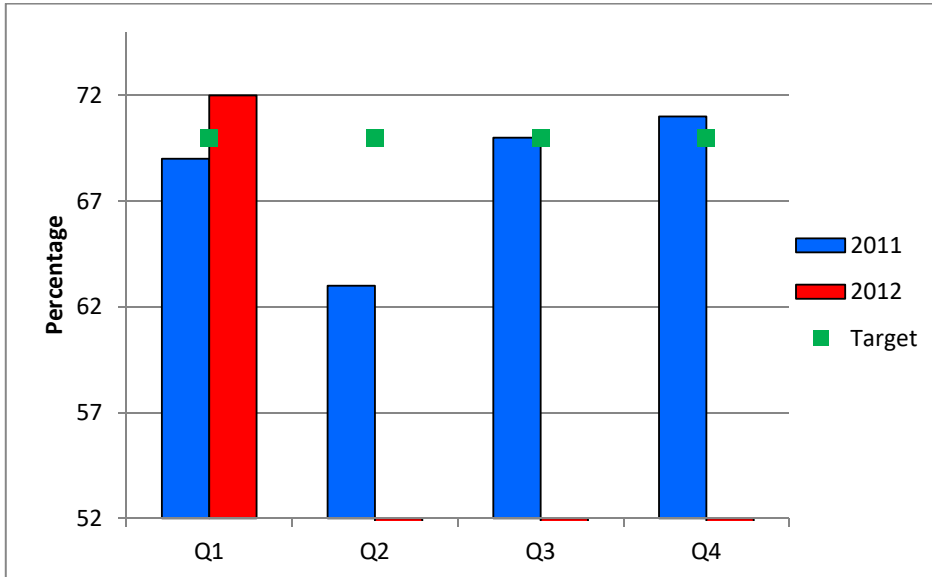
Escalator availability target was not met in Period 3 due to a higher number of unplanned maintenance (EM) hours spent on the machines. Corrective action was implemented at the end of period 2, 2012 to reduce the number of EM calls.

### 2.8.3 – Fare Purchase Opportunity

Data is being gathered and performance targets are being developed to monitor fare purchase opportunity. This information will be presented in a future CEO report.

## 2.9 - Mystery Shopping and Audits

### 2.9.1 – Station Cleanliness



In 2012, station cleanliness has improved with the level of cleanliness at or above target.

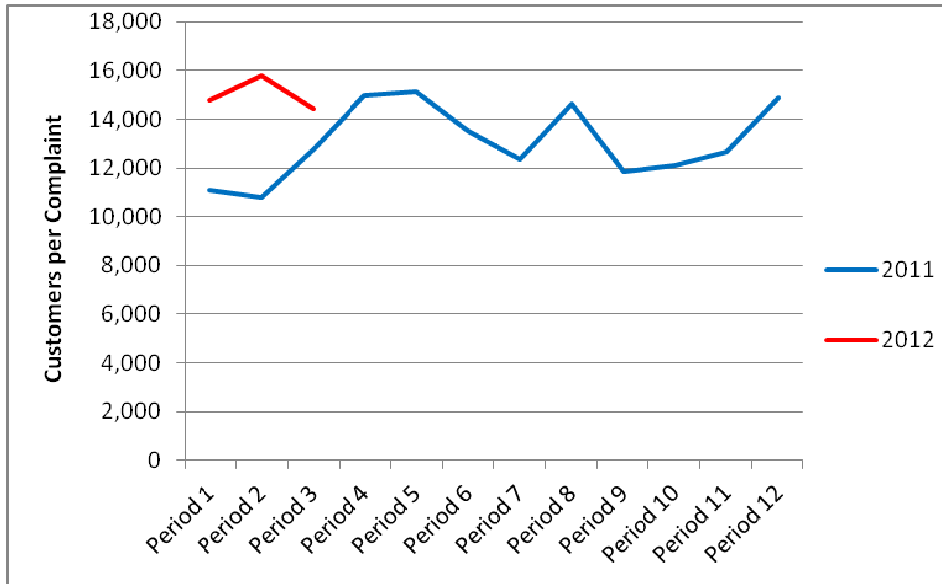
### 2.9.2 – Vehicle Cleanliness

Data is being gathered and performance targets are being developed to monitor vehicle cleanliness. This information will be presented in a future CEO report.

### Part 3 - Customer Measures

This section provides additional information on a series of customer-related issues such as major upcoming events and specific results for customer complaints and compliments.

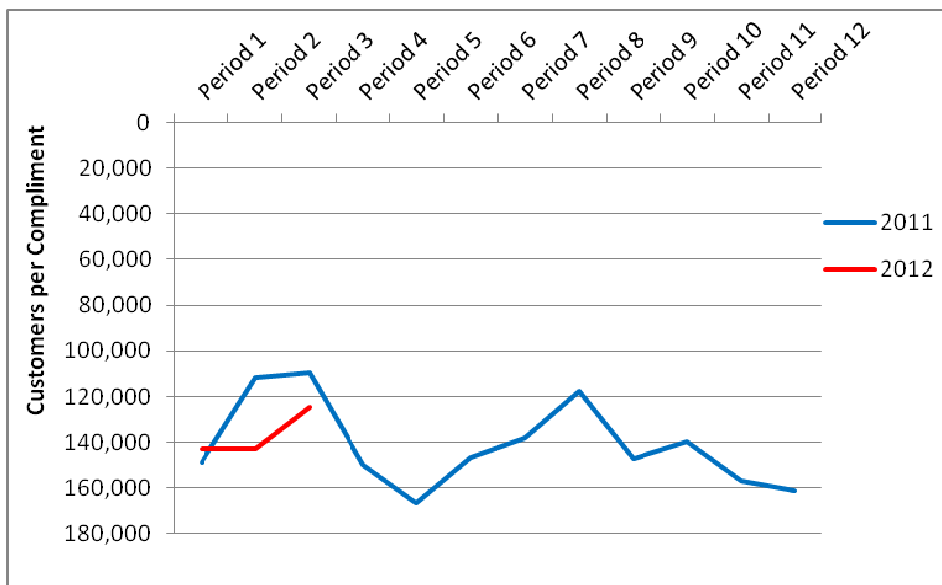
#### 3.1 - Customers / Complaint



Customers per complaint fell off slightly in Period 3 but remain better than the same period last year. The gross number of complaints is down about 15% over previous years.

Period 3 results include a higher than usual number of complaints relating to several advertising campaigns that appeared in TTC stations and trains.

#### 3.2 - Customers / Compliment

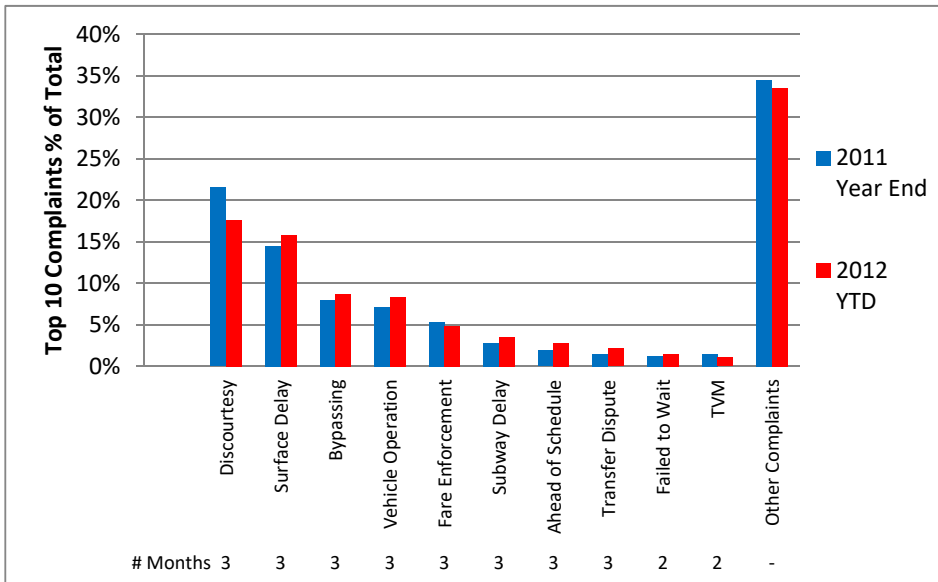


Customers per compliment improved in the most recent period. In terms of gross numbers, compliments have increased over the past year but have generally just kept pace with customer numbers.

There tends to be a relatively high correlation between compliments and complaints.



### 3.3 - Top Ten Complaints



Eight of the ten top ten categories in first three periods of the year are unchanged. Discourtesy complaints are slightly down over the same period last year in line with the fall in the number of complaints overall.

“Other complaints” represents all other complaints and comprises the total from more than 70 individual categories, each representing less than 1% of complaints.

### 3.4 - Commentary on Customer Satisfaction Improvement

The second TTC Customer Town Hall was held on Thursday, March 29 at York University. This Town Hall allowed considerably more back and forth communication with customers allowing TTC staff to answer customer questions and concerns. A summary of the issues and the TTC responses will be provided on the TTC.ca website soon. The next Town Hall takes place Saturday, June 9<sup>th</sup> from 1pm-3pm at the Scarborough Civic Centre.

A trial of a handheld credit and debit card devices occurred at Union Station during the busy Metropass purchasing period at the end of March and beginning of April. The trial proved successful from a customer perspective in reducing waiting time for both customers who wanted to purchase a Metropass but also customers wanting to purchase other fare products. Abstracting this relatively simple (but more time intensive) activity away from the collector booth proved popular with all customers. Work to understand the financial impacts and customer benefits of more widespread acceptance of debit and credit cards is being undertaken.

### 3.5 - Current Major Closures / Diversions

**YUS Service North of Eglinton** – Revenue subway service on the Yonge Subway north of Eglinton Station will end early at night, at approximately 12:30 a.m., Sunday through Friday service, for necessary tunnel structural repair work. Regular subway service will be maintained from Downsview Station to Eglinton Station.

A frequent accessible shuttle bus service will replace the subway between Eglinton Station and Finch Station. The replacement buses will serve the bus terminals at Eglinton Station, Lawrence Station, York Mills Station, Sheppard-Yonge Station, and Finch Station. This temporary service will operate until late 2013.

### 3.6 - Coming Planned Closures

Current significant planned closures for 2012 consist of:

Mode	Area Affected	Dates	Reason	Purpose
Subway	Bloor – Union	April 28/29, 2012	Crossover Installation	Improve flexibility during service disruption
Subway	Kennedy – Warden	May 12/13, 2012	Wheel Monitoring System BD Rail Installation	Improved Train Wheel Maintenance State of Good Repair
Subway	Bloor – Union	May 26/27, 2012	Crossover Installation	Improve flexibility during service disruption

Mode	Area Affected	Dates	Reason	Purpose
Streetcar	Queen (Greenwood to Coxwell)	May 7 to Oct 8, 2012	Track Replacement	State of Good Repair
Streetcar	Dufferin (Queen W to Dufferin Loop)	May 14 to Nov 17, 2012	Track Replacement	State of Good Repair
Streetcar	Queen & Spadina	June 23 to June 30, 2012	Intersection Replacement	State of Good Repair
Streetcar	Adelaide & Spadina	July 1 to July 7, 2012	Intersection Replacement	State of Good Repair
Streetcar	Spadina (King to north of Lakeshore)	June 17 to Nov 17, 2012	Platform Upgrades	Improvement
Streetcar	Spadina (north of College to north of Lakeshore)	Sept 4 to Nov 17, 2012	Platform Upgrades	Improvement

## Part 4 - Financial Commentary

This section provides detailed information about the TTC and Wheel-Trans Operating Budgets. In addition, progress on the Commission's Capital Program and specific information about the major capital projects is also provided.

### 4.1 - TTC Operating Budget

#### 2012 Year-to-Date Results

To the end of Period 2 (February 25), total revenues were marginally better than budget. Over the same period, expenses fell \$5.6 million (2.5%) below budget primarily due to lower diesel fuel prices so far this year, reduced natural gas costs due to lower rates and reduced consumption owing to the warmer winter weather, and to a much lesser extent, some budget timing differences.

#### 2012 Year-End Projections

Annual ridership to the end of Period 3, 2012 was 505 million and it is estimated to be 512 million by the end of 2012. The current forecast for 2013 is 520 million. At current service levels, these passenger volumes will result in significant overcrowding and will have a detrimental effect on service quality and reliability. To address this issue, a Commission Report will be submitted to this Commission meeting that will outline the operating and capital requirements necessary to provide adequate service levels to accommodate these projected ridership levels.

(millions)	Projection	Budget	Variance
<b>2012 TTC Operating Budget</b>			
Customer Journeys (Ridership)	512	503	9
Revenue	\$1,076.6	\$1,067.8	\$8.8
Expenses	\$1,447.4	\$1,441.9	\$5.5
Subsidy Required	\$ 370.8	\$374.1	\$3.3
Subsidy Available	\$374.1	\$374.1	-
Surplus	\$3.3	-	\$3.3

The projected year-end subsidy surplus of \$3.3 million reflects the following significant budget variances. It should be noted that this projected surplus may be required to fund, subject to Commission approval, any additional service implemented to service the additional 9 million customer journeys noted above.

- **Passenger Revenues: \$9 million increase.** This favourable variance reflects an additional 1.8% or 9 million rides over the budgeted level of 503 million partially offset by a declining average fare stemming from increased monthly pass sales.
- **Bus Maintenance: \$2.8 million increase.** Increased costs are associated with bus turbocharger replacements coming off warranty, higher than anticipated contracted repair rates for surface vehicle camera system components, and higher than expected engine failures.
- **Operator Wage Rates: \$2 million increase.** An arbitration decision earlier this year related to the collective

agreement provision that TTC Operators will receive 5¢ more on an hourly basis than the highest paid property in the GTA will increase labour expenses by \$2 million.

- **Other Changes (net): \$0.9 million increase.** All other changes in other revenues and expenses, the most significant of which relates to higher than anticipated IT system maintenance costs, account for this projected variance.

## 4.2 - Wheel-Trans Operating Budget

### 2012 Year-to-Date Results

To the end of Period 2 (February 25), revenues were about 7% lower than budget due to fewer customer journeys. Over the same period, expenses fell \$1.5 million (9.4%) below budget primarily due to the lower demand for trips and shorter average trip lengths on the contracted taxi service.

### 2012 Year-End Projections

(millions)	Projection	Budget	Variance
<b>2012 Wheel-Trans Operating Budget</b>			
Customer Journeys (Ridership)	3.1	3.1	-
Revenue	\$ 5.3	\$ 5.3	-
Expenses	\$100.2	\$100.2	-
Subsidy Required	\$ 94.9	\$ 94.9	-
Subsidy Available	\$ 94.9	\$ 94.9	-
Surplus	-	-	-

At this time, there are no projected variances from budget by year-end.

## 4.3 - Capital Program

### 2012 Year-to-Date Results

The financial results for capital expenditures to period 2 typically reflect lower project activity as early efforts are focused on setting up schedules and tendering work. Other current period activity includes settlement of 2011 accrued contract payments and continued progress on vehicle and construction contracts already in place. Under spending on vehicle delivery milestones and on delayed facility contract work are the most significant variances in the current period results.

## 2012 Year-End Projections

(millions)	Projection	Budget	Variance
<b>2012 Capital Program Budget</b>			
Base Program Total Costs	\$1,260.2	\$1,259.1	\$1.1
TYSSE Project	\$649.9	\$685.5	(\$35.6)

**Base Capital Expenditures: \$1.1 million overspent.** The budget of \$1,079.9 million approved by Council in January 2012 was increased by a requested carry forward adjustment of \$179.2 million pending Council approval. The current projected spending on the base capital program currently reflects expectations of being basically on budget (minor overspending of \$1.1 million) after application of the carry forward.

## Part 5 - Critical Projects

### 5.1 Toronto Rockets and Rail Yard Accommodation

Under the TR/T1 Rail Yard Accommodation project, major expansions are planned to address storage and maintenance of the Toronto Rocket on the YUS line and consolidated storage of the T1 trains on the BD line. The work includes:

- Wilson Yard: carhouse expansion, storage tracks and corresponding ladder tracks, runaround tracks, signal system, substation, T&S building renovation;
- Davisville Yard: carhouse expansion, consolidation of T&S facility;
- Keele Yard: facility rehabilitation for storage of T1 trains;
- Kipling Station: storage track; and
- Greenwood Yard: conversion of CN delivery track to storage and T&S building renovation.

Fifteen trainsets have been accepted for revenue service to date. On average, two trainsets are scheduled for FAC (Final Acceptance Certificates) per month until completion of the 70 trainsets in the Toronto Rocket subway train order.

### 5.2 LRT Program and Maintenance & Storage Facility

The low floor light rail vehicle procurement project is partway through the Final Design phase. The first of the three prototype LRVs is scheduled for delivery in early September, 2012, with the other two scheduled for delivery before year end. The prototype vehicles will undergo extensive vehicle reliability, performance and technology verification tests. System compatibility tests including accessibility features, platform and on-street boarding interface with the vehicle, its bridgeplate and ramp deployment, fare collection and overhead power interface, etc. will be conducted.

Based on the prototype tests, a baseline vehicle configuration will be established for production vehicles, scheduled for delivery beginning in the fall of 2013.

### **Ashbridges Bay Maintenance & Storage Facility Project**

This project has two main areas: the facility and the Leslie Street connection. On the facility site, substantial performance was achieved on the soil remediation contract on January 27, 2012, ahead of schedule. At its meeting of January 31, 2012, the Commission approved the award of the facility construction contract. The contract has yet to be awarded, as staff await site plan approval, which will trigger release of the building permit. City and TTC staff are working with local Councillors to resolve outstanding issues and thereby, facilitate site plan approval. Delays in awarding this contract will impact the project schedule and could potentially expose the Commission to significant financial risks. Substantial performance of facility construction is currently scheduled for June 2014.

Regarding the Leslie Street connection, staff have been working with the City to develop an agreed scope for utility work in this corridor. Letter received from the City indicates its support of the approach suggested subject to TTC satisfying a few conditions. Due to the complexity of this work the schedule is currently six months delayed. Design is progressing towards 60%. Substantial performance of the Leslie Street connection is scheduled for fall 2014.

### **5.3 Station Enhancements**

#### **Union Station**

Construction of the second platform for the Union Station subway station is proceeding toward completion in spring 2014.

#### **Dufferin Station**

The Dufferin Station Modernization project is expected to be completed by summer of 2014.

#### **Pape Station**

The Pape Station Modernization project is expected to be completed by fall 2013.

### **5.4 Easier Access**

To date, 30 subway stations have been made accessible. The Easier Access III project will make the remaining stations accessible by 2025.

The construction at St. Andrew station is expected to be completed by May 2012 with Pape and Dufferin stations expected to be completed by 2013 and 2014 respectively.

Construction at St. Clair West and Lawrence West stations are expected to start by summer 2012 with completion slated for 2015.

### **5.5 Toronto-York Spadina Subway Extension Project**

To date, the TYSSE project is on budget with a total budget of \$2,634 M including inflation.

The project is largely on schedule with the exception of the northern tunnels and HWY 407 contract which is seriously behind schedule on all sites and the southern tunnels and Sheppard West contract which is behind schedule in the tunnelling operation but making effort to catch up.

Safety continues to be a focus and TYSSE is working with contractors to have them exercise a diligent duty of care in their practices and procedures.

## **5.6 PRESTO / TTC Farecard Project**

Negotiations are continuing with Metrolinx/PRESTO to develop agreements that will address all key elements of the project: funding and financial; governance; roles and responsibilities; project management; TTC business requirements; and ongoing system operations. The target is to be “substantially implemented” at the TTC by the Pan Am Games and ParaPan Am Games in 2015. A detailed schedule will be developed once the agreements are completed.

In parallel, TTC and PRESTO are undertaking work in two key areas: (i) the system design and development for the implementation of PRESTO equipment on the LRV's; and (ii) for the civil works necessary at TTC facilities to support PRESTO implementation and operation. TTC is working with PRESTO to resolve issues related to these areas.

An update report on PRESTO will also be provided to this Commission meeting.