

TORONTO TRANSIT COMMISSION REPORT NO.

MEETING DATE: SEPTEMBER 25, 2013

SUBJECT: CHIEF EXECUTIVE OFFICER'S REPORT –
SEPTEMBER 2013 UPDATE

ACTION ITEM

RECOMMENDATION

It is recommended that the TTC Board 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.

September 12, 2013

42-81

Attachment: Chief Executive Officer's Report



TORONTO TRANSIT COMMISSION

CHIEF EXECUTIVE OFFICER'S REPORT

SEPTEMBER 2013 UPDATE



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TORONTO TRANSIT COMMISSION – MONTHLY SCORECARD



Key Performance Indicator		Description	Frequency	Latest Measure	Current	Target	Current Status	Trend	Ref. #
CSS		Customer Satisfaction Survey	Quarter	Q2	79%	TBD			2.2
Customer Journeys		Customer Trips	Period	P7	38.989M	39.546M			2.3
Punctuality – Subway and Scarborough Rapid Transit (SRT)									
Yonge-University-Spadina	Headway + 3 minutes	Period	P7	91.8%	96.0%			2.4.1	
Bloor-Danforth	Headway + 3 minutes	Period	P7	96.7%	97.0%			2.4.1	
Sheppard	Headway + 3 minutes	Period	P7	98.7%	98.0%			2.4.1	
SRT	Headway + 3 minutes	Period	P7	96.9%	96.0%			2.4.2	
Punctuality – Bus, Streetcar, and Wheel-Trans									
Bus	Headway +/- 3 minutes	Period	P7	64.5%	65.0%			2.5.1	
Streetcar	Headway +/- 3 minutes	Period	P7	68.2%	70.0%			2.5.2	
Wheel-Trans	Within 10 minutes of schedule	Period	P7	83.8%	90.0%			2.5.3	
Safety and Security									
Lost Time Injuries	Injuries / 100 Employees	Period	P7	3.48	TBD			2.6.1	
Customer Injuries	Injury incidents / 1M Vehicle Boardings	Period	P6	2.52	NA			2.6.2	
Behavioural Safety Index	Safety Focused Behaviour	Period	TBD					2.6.3	
Offences against Customers	Assault, theft, other	Period	P7	33	NA			2.6.4	
Offences against Staff	Assault, threat, other	Period	P7	24	NA			2.6.5	
People									
Attendance	Employee Absence	Period	P7	6.68%	< 6.50%			2.7.1	
Operator Hires	Actual vs. Budget	Period	P7	56	62			2.7.2	

TORONTO TRANSIT COMMISSION – MONTHLY SCORECARD



Key Performance Indicator		Description	Frequency	Latest Measure	Current	Target	Current Status	Trend	Ref. #
Device Availability									
Elevators	% Elevators Available	Period	P7	97.6%	98.0%			2.8.1	
Escalators	% Escalators Available	Period	P7	96.2%	97.0%			2.8.2	
Fare Purchase Opportunity	% TVM's / PVM's Available	Period	P7	95.1%	96.0%			2.8.3	
Mystery Shopping and Audits									
Station Cleanliness	Cleanliness Audit Score	Quarter	Q2	71.9%	75.0%			2.9.1	
Vehicle Cleanliness	Cleanliness Audit Score	Quarter	Q2	63.1%	75.0%			2.9.2	
Information MSS	Customer Announcements Score	Quarter	TBD					2.9.3	
Staff Helpfulness MSS	Welcoming Staff Score	Quarter	TBD					2.9.4	
Financials									
TTC Revenue	Actual vs. Budget	Period	P1-7	\$656.4M	\$663.2M			4.1	
TTC Operating Expenditure	Actual vs. Budget	Period	P1-7	\$883.3M	\$896.2M			4.1	
Wheel-Trans Revenue	Actual vs. Budget	Period	P1-7	\$3.3M	\$3.2M			4.2	
W-T Operating Expenditure	Actual vs. Budget	Period	P1-7	\$59.4M	\$60.2M			4.2	
Capital Expenditure – Base	Actual vs. Budget	Period	P1-7	\$244.3M	\$466.7M			4.3	
Capital Expenditure – TYSSE	Actual vs. Budget	Period	P1-7	\$198.1M	\$433.1M			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

Note:

The black arrows in the top right corner of the accompanying charts in this report indicate the favourable direction of the Key Performance Indicator (KPI):

↑ Higher (or increasing) values for the KPI are favourable

↓ Lower (or decreasing) values for the KPI are favourable

Part 2 – Commentary and Current Issues

2.1 – Chief Executive Officer’s Commentary

As subway riders will be aware, the TTC has traditionally employed a very light-touch staffing model in its stations, typically one person at most locations. Ever-increasing customer numbers and our determination to drive up the quality and consistency of service mean we need to provide our front-line staff with better support and our customers with better service going forward. To facilitate this new standard of service, I am pleased to announce the implementation of our Group Station Manager (GSM) concept, effective September 1. Under this concept, the subway system has been divided into six management zones. Each zone is managed by a GSM with a clear mandate from me to fix problems as they arise and to embrace accountability at the local level. The GSMs are supported by Duty Managers, Station Supervisors, Collectors, and Janitors. I am confident that our customers will soon start to notice visible, locally accountable management and a more consistent station service.

Customer journeys (ridership) were slightly below target in Period 7. The year-end outlook is that ridership and passenger revenues will fall slightly below target, primarily due to the combined effects of several severe winter storms, the rainstorm and flood aftermath in early July, and decreases in the average fare that mostly stem from ongoing monthly pass sales growth.

Subway punctuality continued ahead of target on the Sheppard line and fell below target on the Bloor-Danforth line for the first time in 2013. Punctuality on the Yonge-University-Spadina line continued below target, the reasons for which are discussed on page 8. SRT punctuality continued ahead of target.

Bus, streetcar, and Wheel-Trans punctuality were each below target, but this is typical in the summer months when construction hits surface transit hard. That said, bus and streetcar punctuality continue to show year-on-year improvement as demonstrated on the charts on page 20.

Employee absence increased above target for the first time in five periods. The overall trend continues to be encouraging with period results consistently lower than the comparable prior-year period.

Elevator, escalator, and TVM/PVM availability were each below target, primarily as a result of the severe floods of July 8 and their aftermath.

On the financial side, total year-to-date TTC revenues were below budget, primarily due to 1.9 million fewer customer journeys than planned and a lower average fare than budgeted. This was offset by operating under-expenditures so at the present time, no major variance from the year-end budget is being projected. Capital expenditures were below budget for a host of reasons (see Section 4.3).

Finally, I am pleased to report that Pape Station reopened on time after its extended closure to expedite modernization work. Customer reaction to the near-complete station has been highly complimentary.

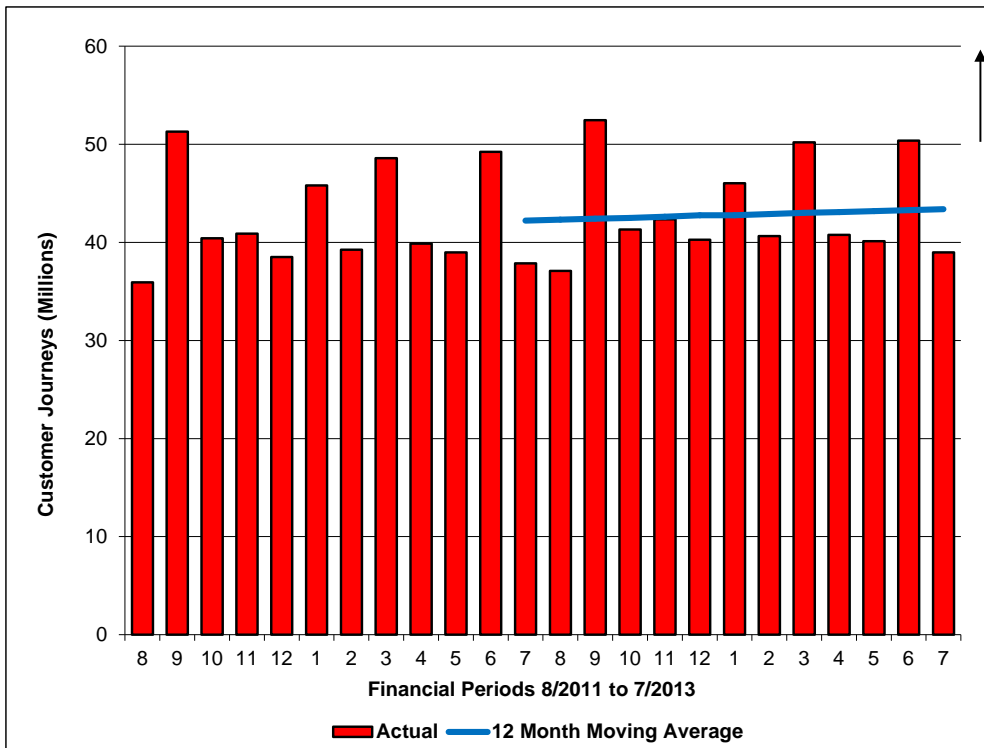
2.2 – Customer Satisfaction Survey

The Q2 2013 Customer Satisfaction Survey shows an overall customer satisfaction rating of 79%. This represents a 4% improvement in overall customer satisfaction compared to Q1 2013 (75%) and a 7% increase compared to Q4 2012 (72%). The survey also demonstrated positive trends for customer perceptions of wait times for vehicles, duration of trips for bus and streetcars, and the cleanliness of subway vehicles.

The Q2 results are encouraging and are more consistent with the improvements in punctuality, vehicle and station cleanliness, escalator availability, and various “quick wins” that have been delivered in recent months. The expectation is that with continued focus on the issues that are important to customers, the customer satisfaction scores will continue to improve over time.

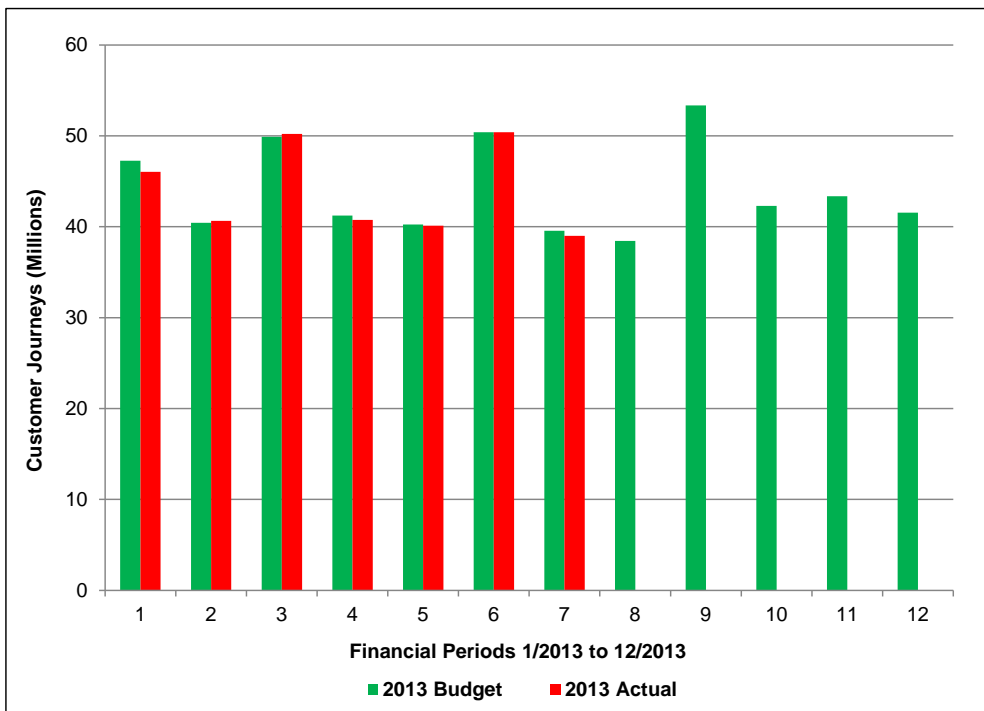
The detailed results of the Q1 and Q2 2013 Customer Satisfaction Survey will be presented at the September TTC Board meeting.

2.3 – Customer Journeys



There were 38.989M customer journeys (ridership) taken during Period 7 2013, which was 1.135M (+3.0%) more than the 37.854M journeys taken during Period 7 2012.

The annual number of customer journeys taken to the end of Period 7 2013 was 520.677M, which was 13.985M (+2.8%) more than the 506.692M annual journeys taken to the end of Period 7 2012.



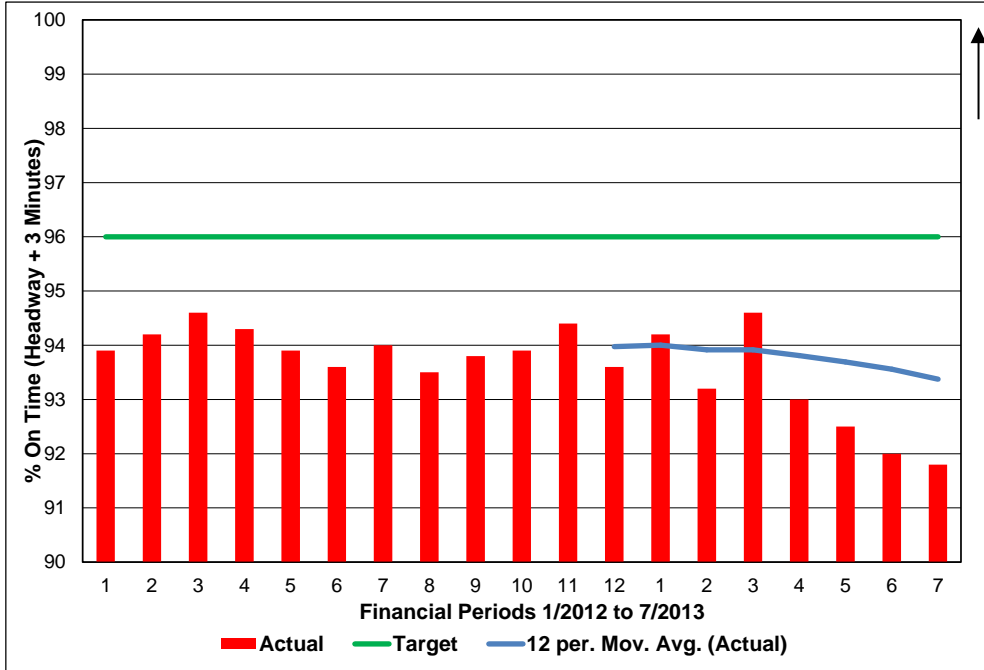
There were 38.989M customer journeys taken during Period 7 2013, which was 0.557M (-1.4%) less than the budget of 39.546M journeys.

The number of customer journeys taken year-to-date to the end of Period 7 2013 was 307.162M, which was 1.853M (-0.6%) less than the budget of 309.015M journeys.

2.4 – Punctuality – Subway and Scarborough Rapid Transit (SRT)

2.4.1 – Subway

Yonge-University-Spadina Line

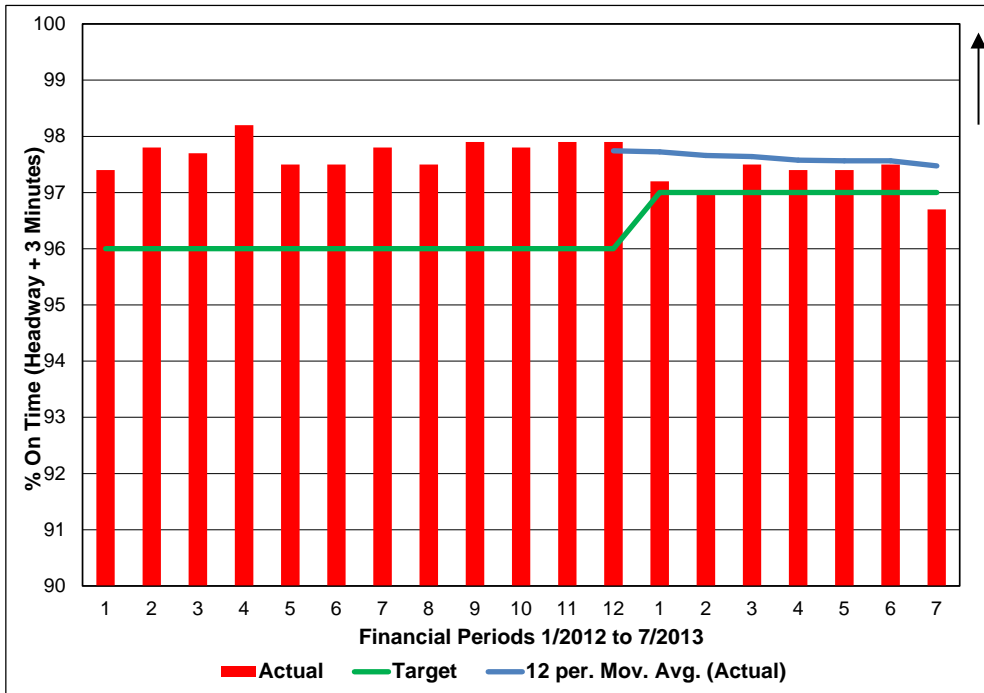


Performance continued below target in Period 7.

The decrease in performance was attributable to ongoing workforce shortages, a significant signal failure on July 3, and the severe flood and aftermath on July 8, 9, and 10.

Performance is expected to recover from period 8 onwards.

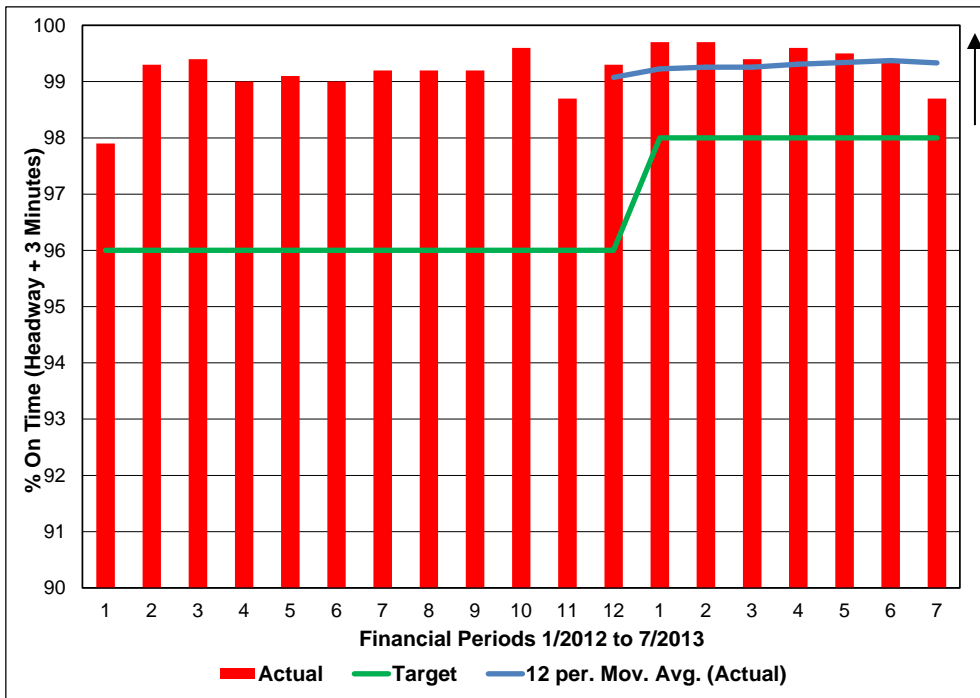
Bloor-Danforth Line



Performance in Period 7 fell below target for the first time in 2013.

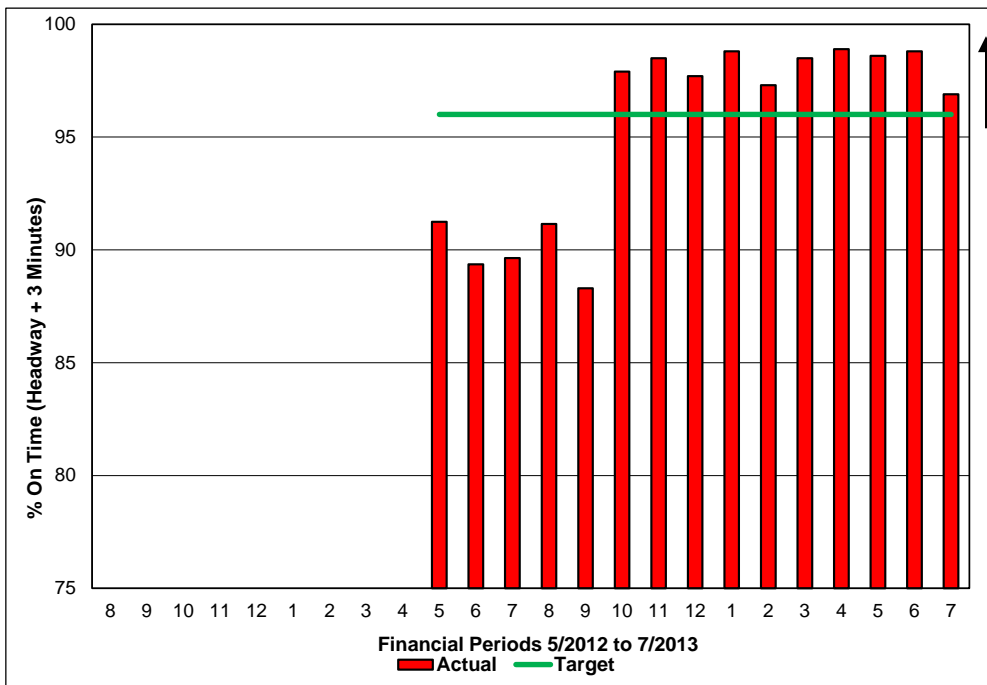
The decrease in performance was attributable to workforce availability issues, the temporary transfer of trains to the YUS line, and the severe flood and aftermath on July 8, 9, and 10.

Sheppard Line



Performance continued well above target in Period 7.

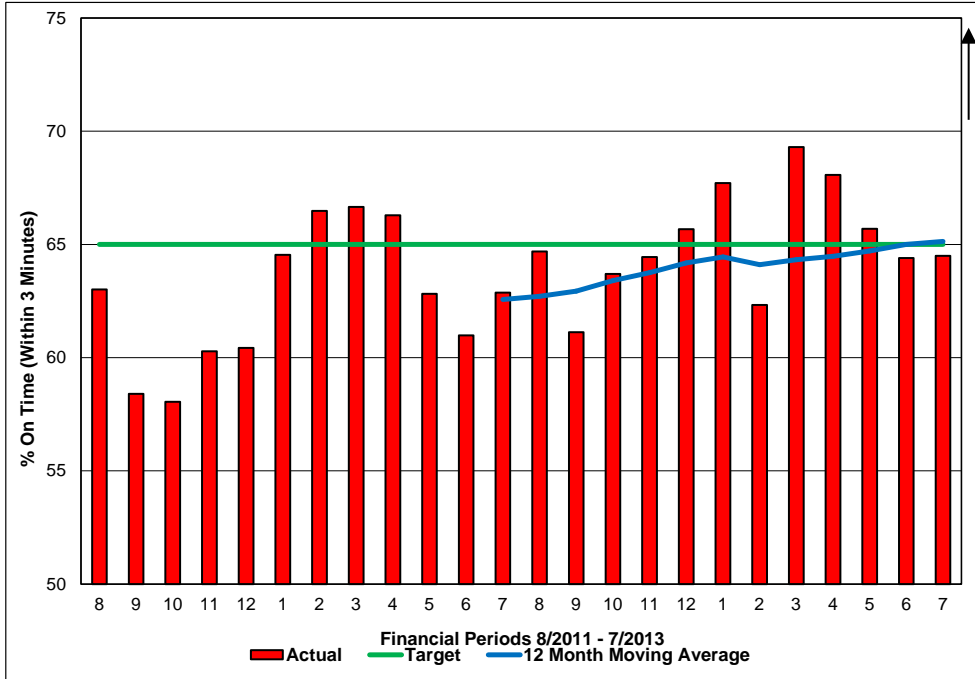
2.4.2 – SRT



The SRT line continues to perform well, albeit at a constrained performance profile due to its age.

2.5 – Punctuality – Bus, Streetcar, and Wheel-Trans

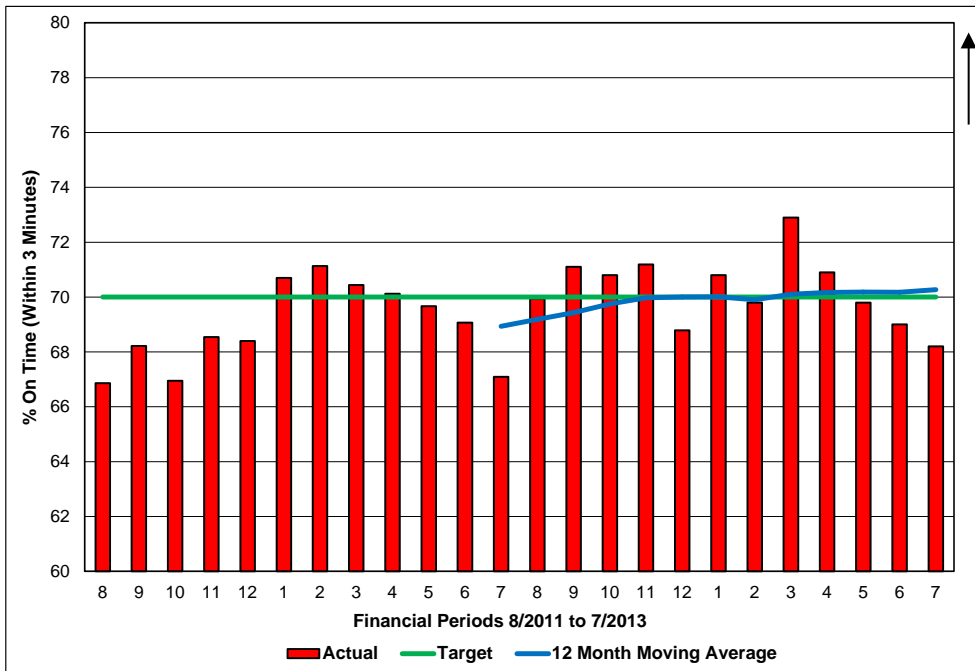
2.5.1 – Bus



Performance in Period 7 fell below target for the second consecutive period but did improve marginally from the previous period.

Performance overall continues to exceed previous trends. Bus Transportation divisions are continuing to be diligent in their efforts to increase performance and this is demonstrated by the improved performance from previous years.

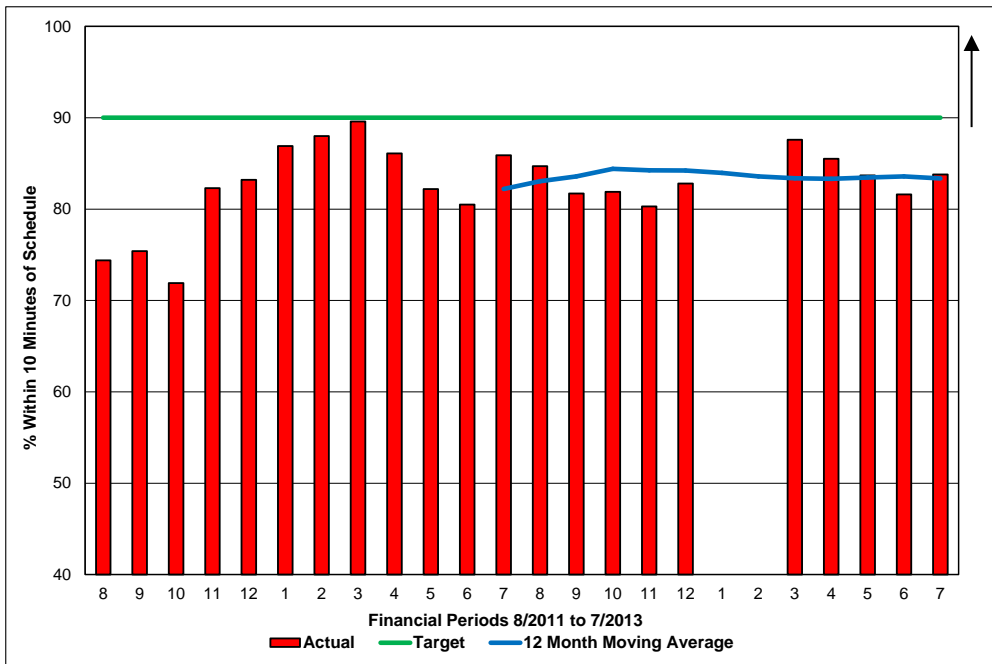
2.5.2 – Streetcar



Performance in Period 7 was below target for the third consecutive period.

The decrease in performance was directly affected by construction at Queen St. and York St., which required the 501 Queen route to divert onto King St. through the downtown core, increasing the amount of congestion for all affected routes. CIS reports do not record and report CIS headway tracking and analysis for the 501 route performances with the service on this specific diversion. In addition, vehicle traffic/congestion is severe through the entire core.

2.5.3 – Wheel-Trans

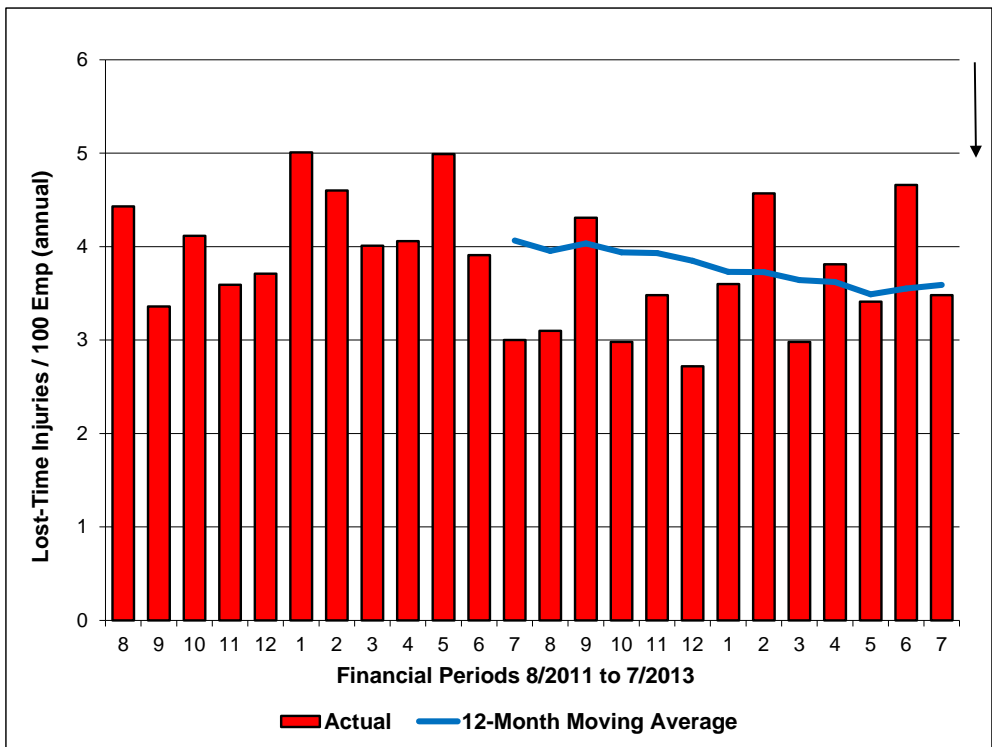


Performance in Period 7 continued below target but did improve from the previous period.

The improved performance is due to implementing schedule adjustments for locations in congested areas. In addition, there is an increased focus on early service adjustments by Dispatchers.

2.6 – Safety and Security

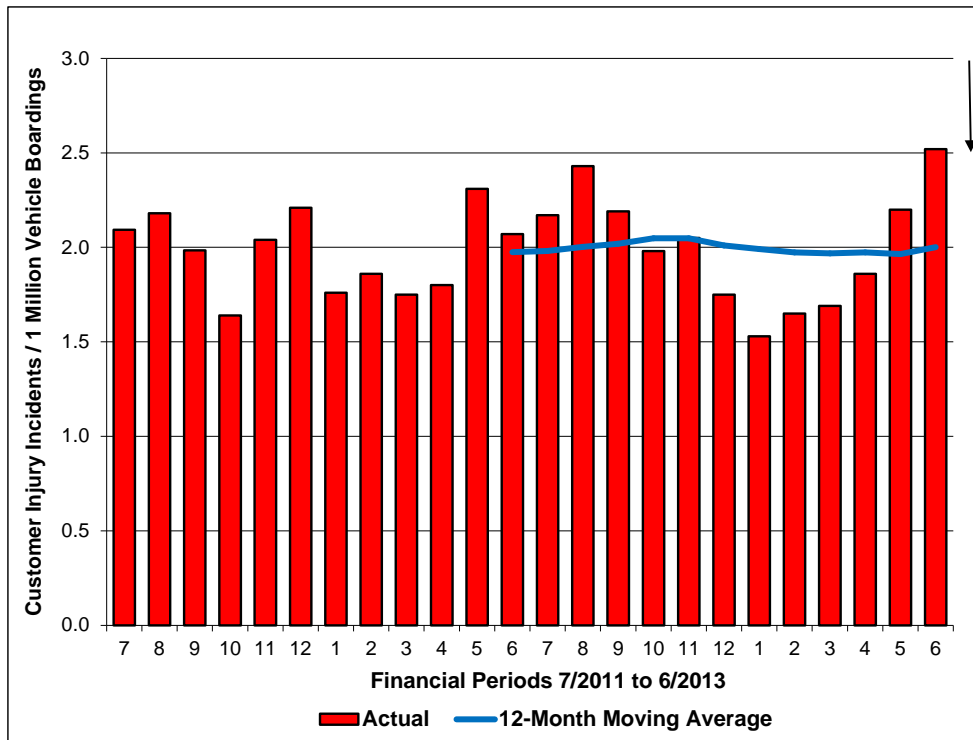
2.6.1 – Lost-Time Injuries (Annual Injuries / 100 Employees)



The annualized lost-time injury rate (LTIR) for Period 7 2013 was 3.48 lost-time injuries per 100 employees, which was 16% higher than the LTIR of 3.00 for Period 7 2012.

The moving annual LTIR to the end of Period 7 2013 was 3.59, which was 12% lower than the corresponding rate of 4.07 to the end of Period 7 2012.

2.6.2 – Customer Injury Incidents (Injury Incidents / 1m vehicle boardings)



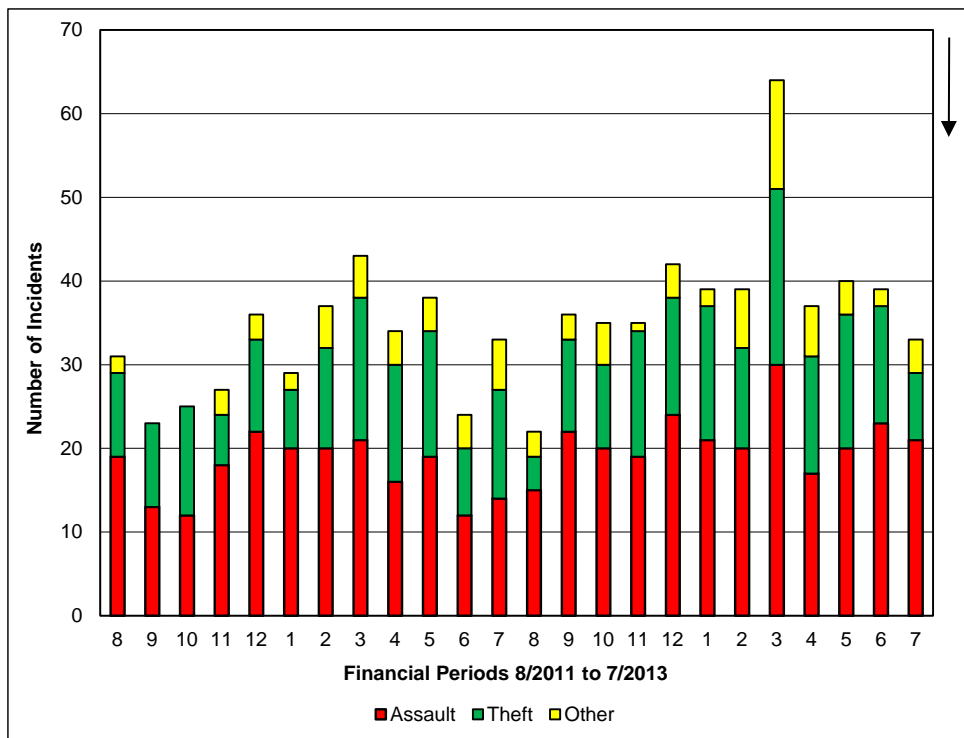
The customer injury incident rate for Period 6 2013 was 2.52 injury incidents per 1 million vehicle boardings, which was 22% higher than the corresponding rate of 2.07 for Period 6 2012.

The moving annual customer injury incident rate to the end of Period 6 2013 was 2.00, which was 2% higher than the corresponding rate of 1.97 to the end of Period 6 2012.

2.6.3 – Behavioural Safety Index

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

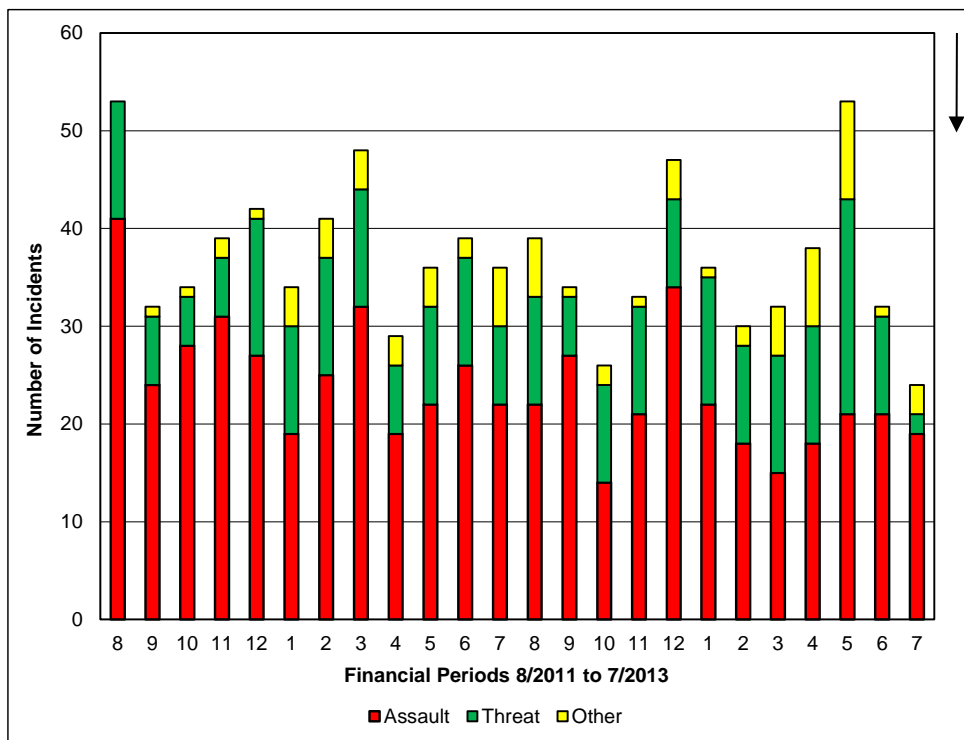
2.6.4 – Offences against Customers



Total offences against customers decreased in Period 7.

Year-to-date to Period 7, there were 53 more offences (291 vs. 238) compared with the corresponding period in 2012. This includes 30 more assaults (152 vs. 122), 15 more thefts and robberies (101 vs. 86), and eight more 'other' offences (38 vs. 30).

2.6.5 – Offences against Staff

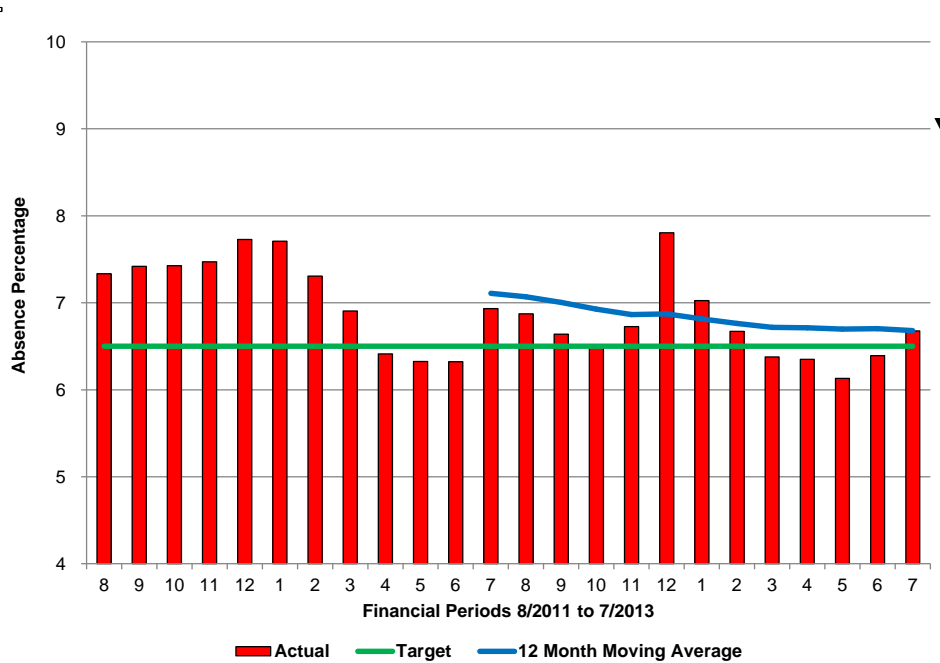


Total occurrences against staff decreased in Period 7.

Year-to-date to Period 7, there were 18 fewer offences (245 vs. 263) compared with the corresponding period in 2012. This includes 31 fewer assaults (134 vs. 165), 10 more threats (81 vs. 71), and three more 'other' offences (30 vs. 27).

2.7 – People

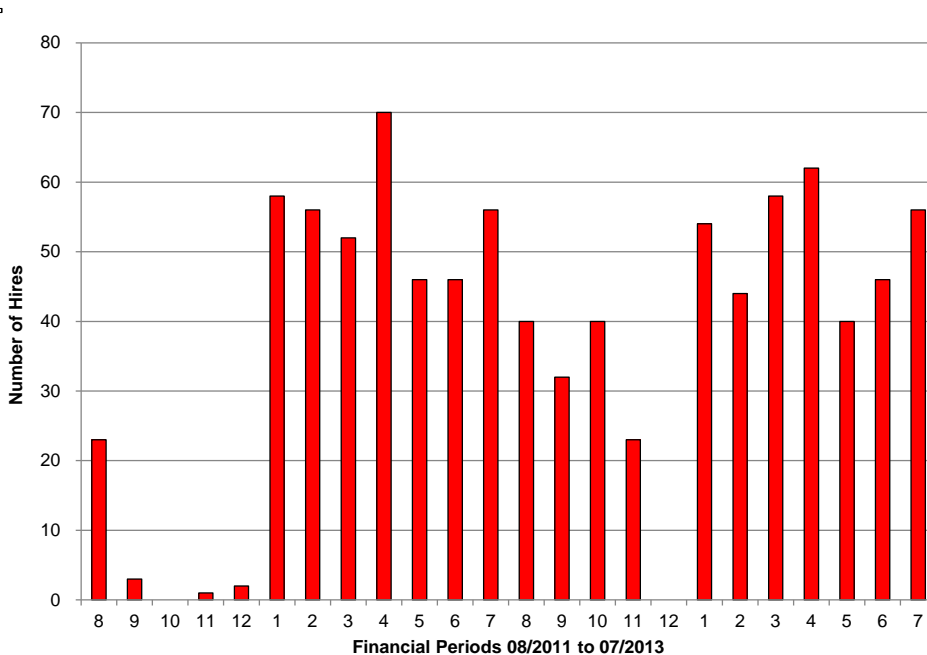
2.7.1 – Attendance



The absence rate for Period 7 2013 was 6.68%, increasing for the second consecutive period and increasing to above target for the first time in five periods.

Although absence increased in Period 7, the rate of 6.68% was 4% lower than the corresponding rate of 6.93% for Period 7 2012. This reflects the encouraging overall absence trend. For 18 of the past 20 periods, the results have been lower than the prior-year comparable period. Over the same timeframe, the moving annual rate has decreased by 10% from 7.41 to 6.69.

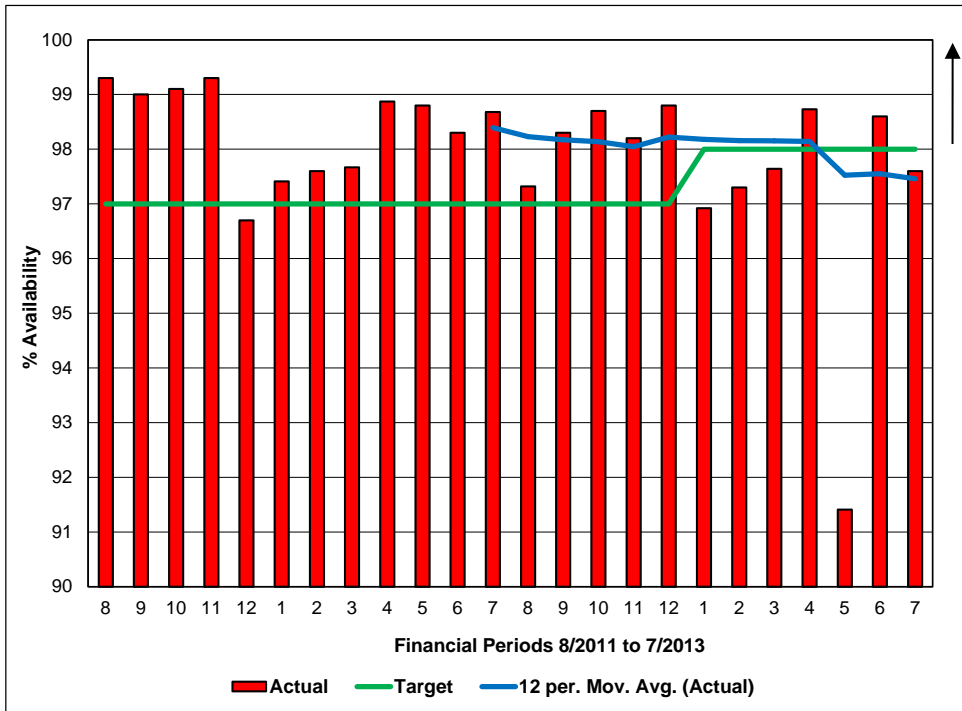
2.7.2 – Operator Hires



In period 7 2013, 56 of the Operators hired were placed into training classes.

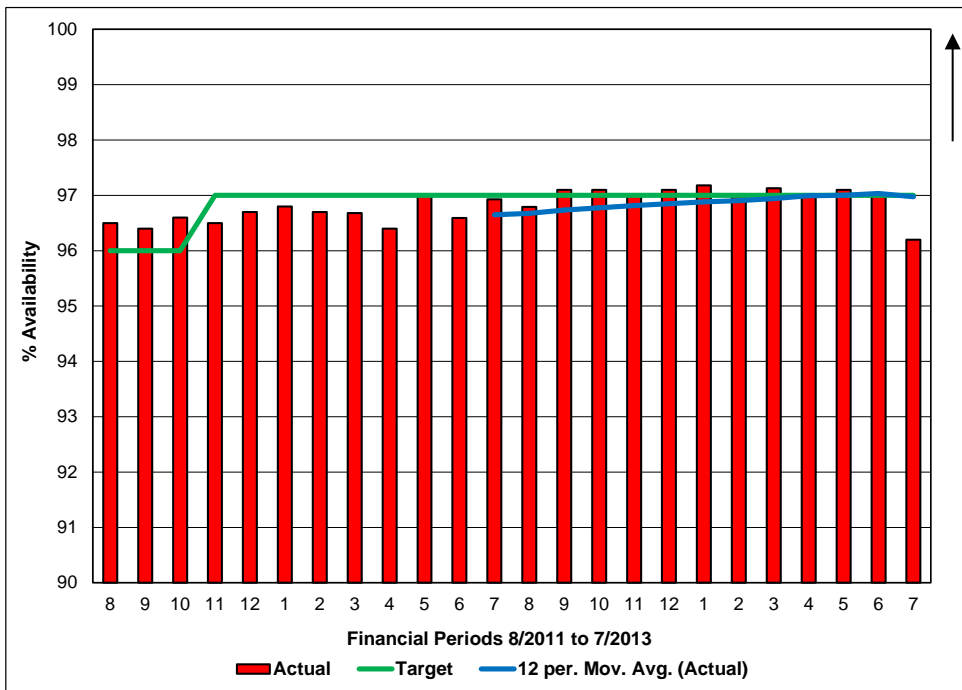
2.8 – Device Availability

2.8.1 – Elevator Availability



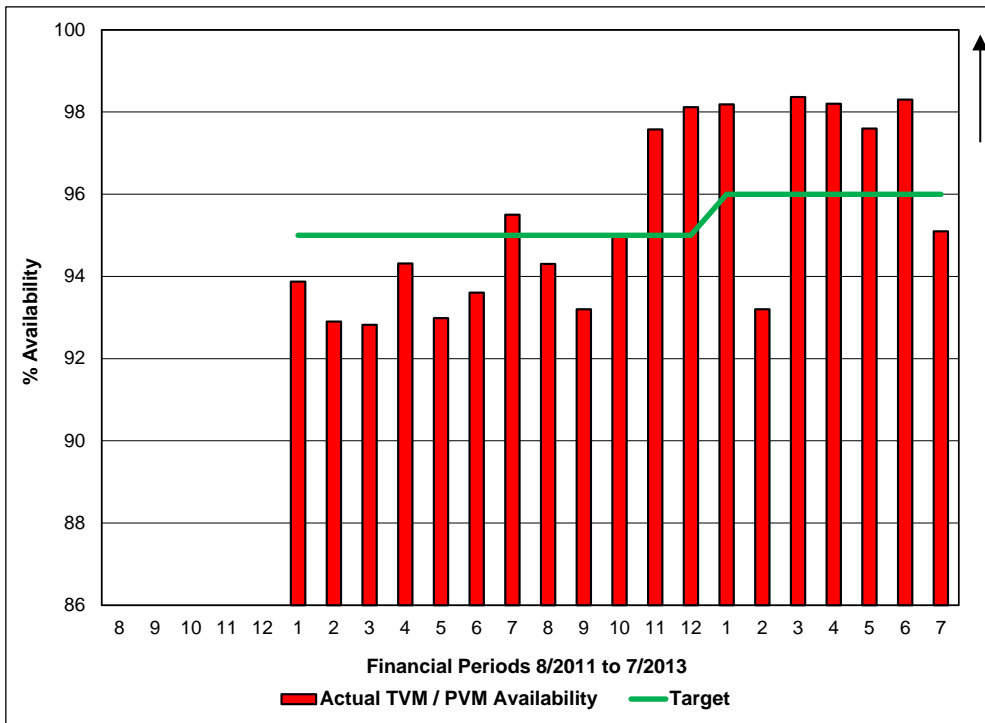
Performance decreased in Period 7. This was attributable to the severe flood and subsequent power outages on July 8, which caused storm pumps to fail, with resultant flood conditions within subway stations. Elevator pits were flooded at one elevator at Finch Station and two elevators at Kipling Station.

2.8.2 – Escalator Availability



Performance decreased in Period 7. This was attributable to the severe flood and subsequent power outages on July 8, which caused storm and sanitary pumps to fail, with resultant flood conditions within subway stations. Nine escalators at four subway stations were out of service for one to two weeks as a result of flooded escalator pits.

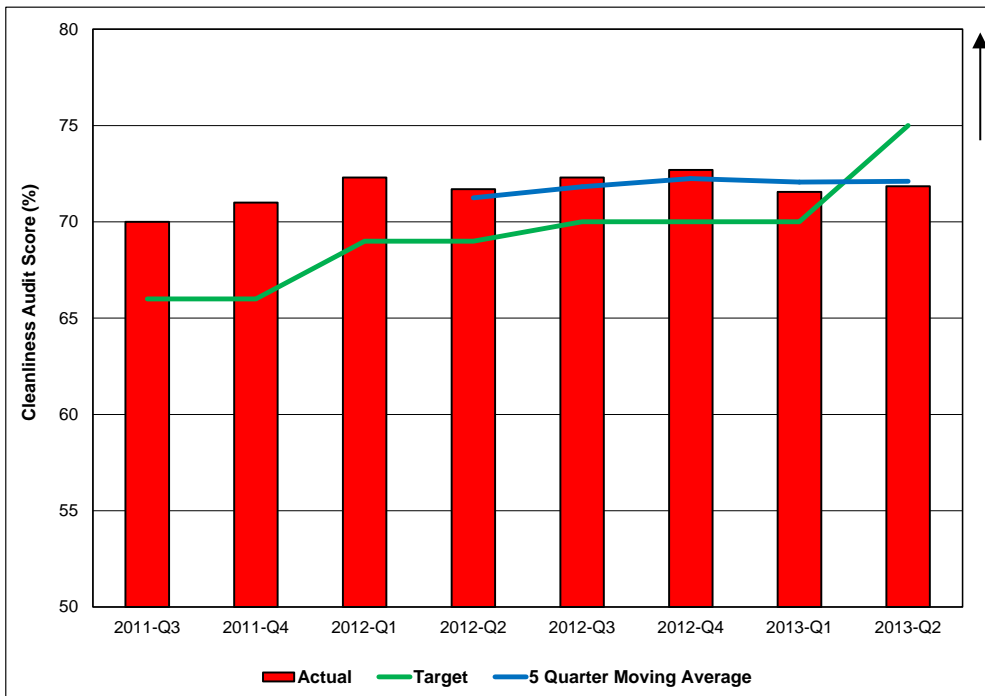
2.8.3 – Fare Purchase Opportunity



Performance decreased in Period 7. This was attributable to the severe flood and subsequent power outages on July 8 and to the vandalism of several token vending machines, which resulted in several arrests.

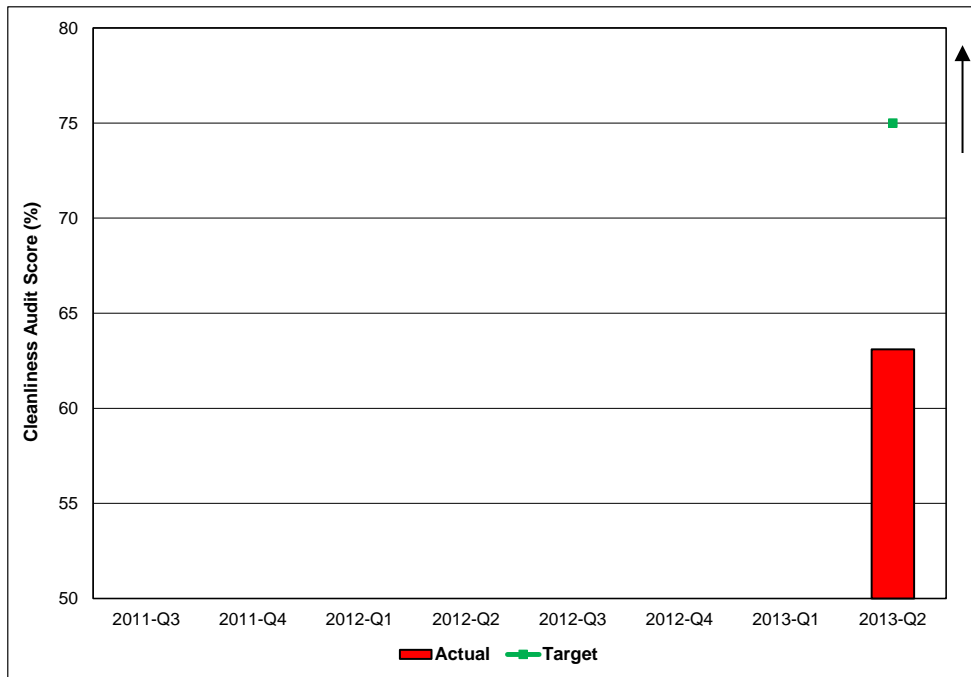
2.9 – Mystery Shopping and Audits

2.9.1 – Station Cleanliness



Performance increased slightly in Q2 but fell below the new stretch target of 75%. Station cleanliness was impacted in Q2 by the increased amount of rain experienced during the audit process as well as the vast number of construction projects in progress throughout the subway system. These challenges were compounded by workforce shortages resulting from the continued delay in filling vacant positions.

2.9.2 – Vehicle Cleanliness



Audit criteria were partially revised in Q2 in order to improve the quality of the information being presented and to better identify areas that require improvement.

As a result of these revisions, prior quarterly results are no longer comparable. Further refinements are under consideration and will be reflected in the next quarterly update.

2.9.3 – Information MSS

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

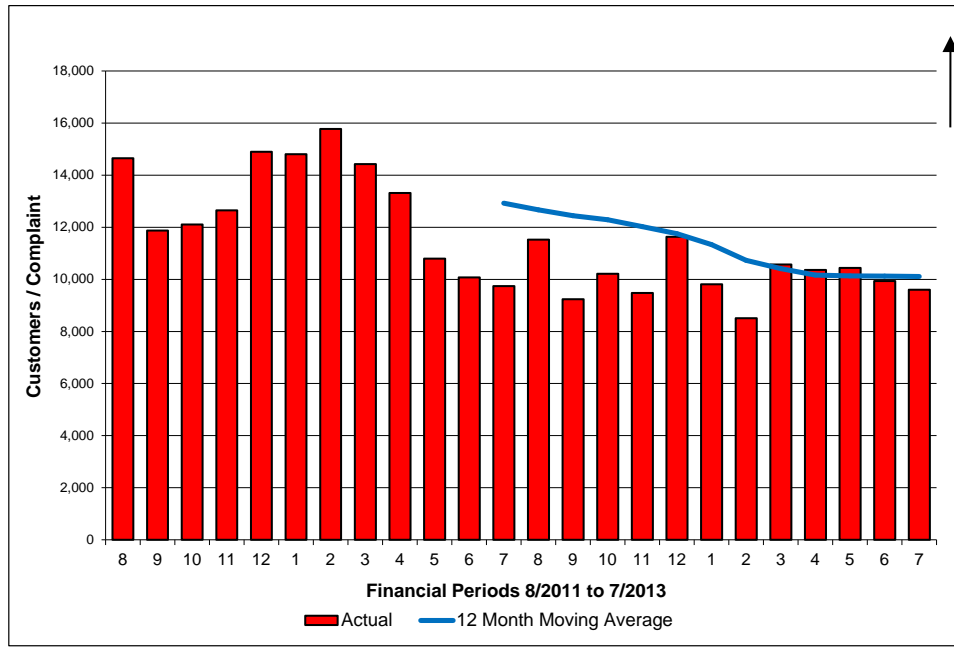
2.9.4 – Staff Helpfulness MSS

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

Part 3 – Customer Measures and Improvement Program Progress

This section provides information on various customer-related issues, including trends for customer complaints and compliments, customer satisfaction improvement initiatives, and major closures and diversions.

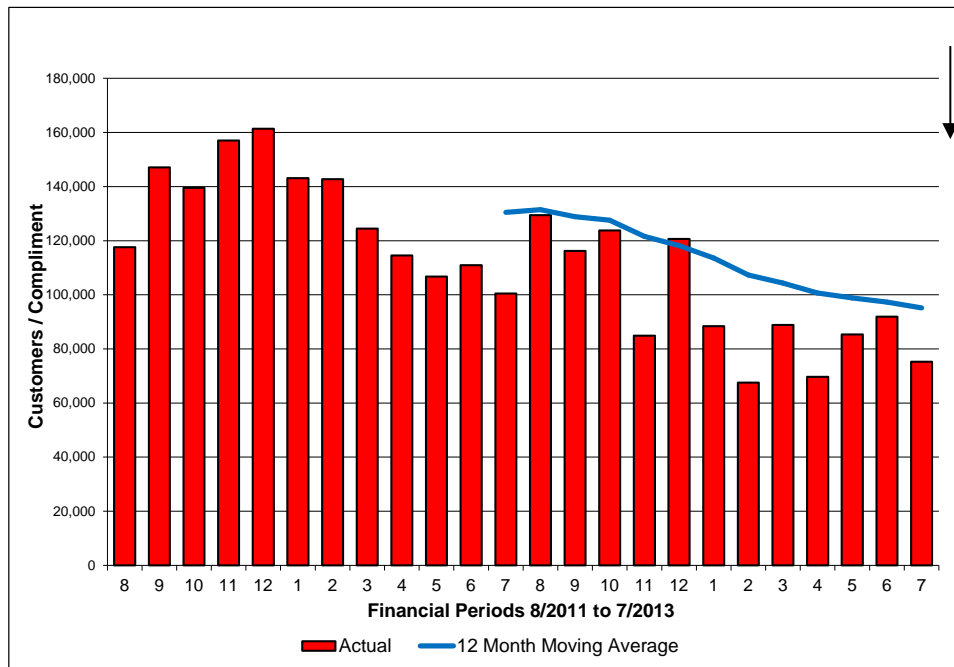
3.1 – Customer Complaints



Customers per complaint decreased marginally in Period 7 in comparison to Period 6 results in 2013, and to the comparable period in 2012.

The overall decline in the trend line has been levelling off over the last five periods and it is anticipated that this measure will improve over the coming periods.

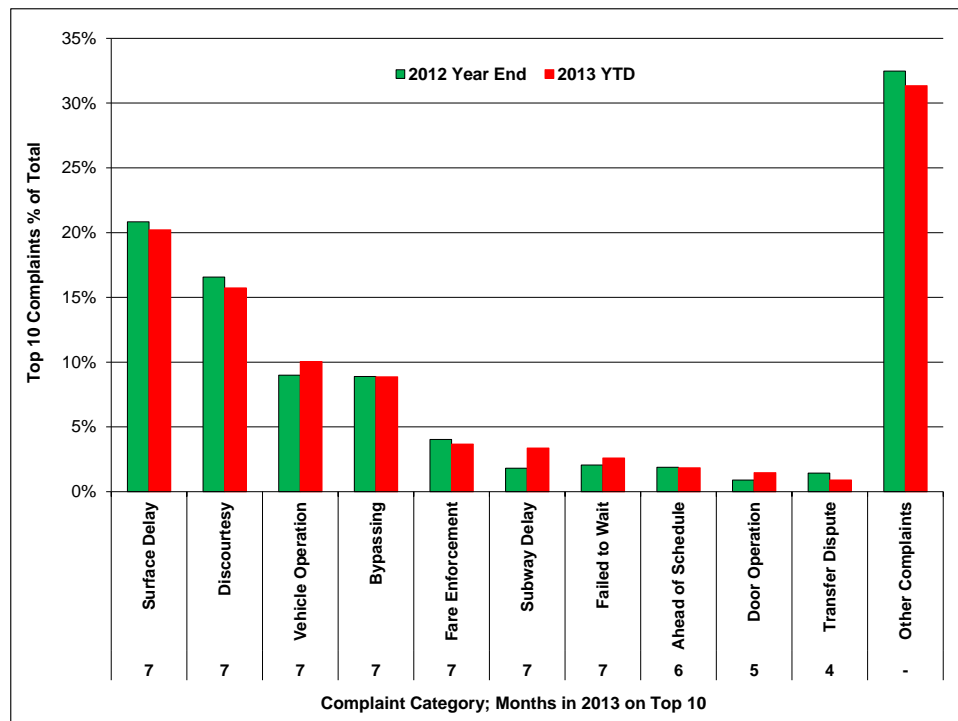
3.2 – Customer Compliments



Customers per compliment showed a positive trend in Period 7 relative to Period 6 and was significantly better than the comparable period in 2012.

The overall trend line also continues to show improvement.

3.3 – Top Ten Complaints



The general proportion and types of complaints remained largely unchanged. The proportion of complaints regarding surface delay, the number one complaint category, is slightly lower than in 2012.

Consistent with results reported in previous periods, the top four complaint categories continue to account for over 50% of all complaints received by TTC.

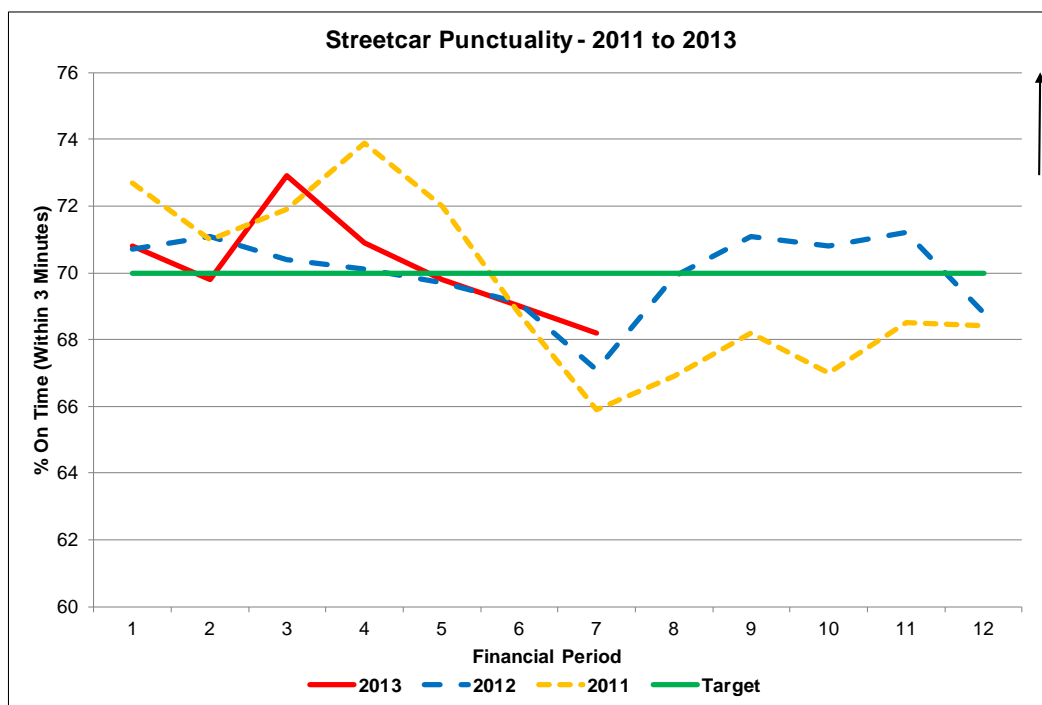
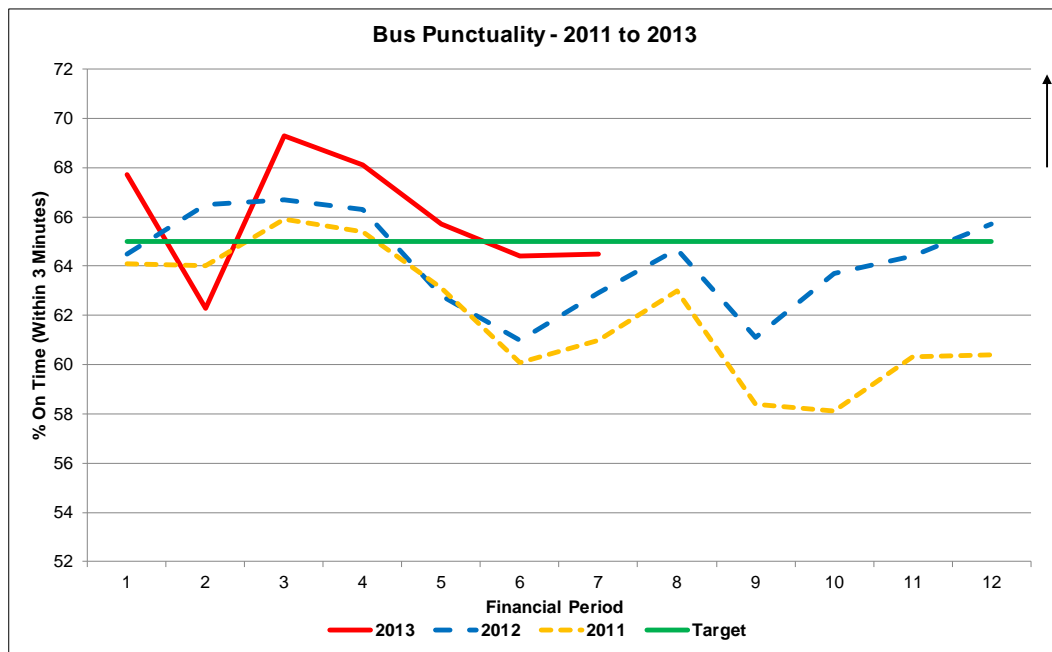
3.4 – Commentary on Customer Satisfaction Improvement

The TTC achieved its Customer Charter commitments for Q2 2013. There were eight initiatives in total, including maintenance blitzes at selected stations, continued delivery of the new Toronto Rocket trains, reinvigorating the security environment to improve customer and employee safety, and beginning the construction phase of the Lawrence West Easier Access Project. Progress for all eight initiatives is posted on the TTC’s website. A further nine Customer Charter commitments have been made for Q3 2013, and the results for these will also be reported later this year.

The TTC continues to conduct Meet the Managers sessions at subway stations. So far this year, sessions have been conducted at the following stations: Bathurst, Bay, Bloor-Yonge, Broadview, Davisville, Downsview, Dundas, Finch, Keele, Kennedy, Kipling, Pape, Queen’s Park, St. Clair West, and Spadina. Feedback at these sessions has been received from customers on a variety of issues, both positive and negative. These sessions will continue at other stations throughout the remainder of 2013, with the schedule posted on the TTC’s website.

The winning entry in the Ride Guide photo contest was announced. A submission by Fang Su of Toronto has been selected to appear on the cover of this summer’s Ride Guide, which is currently available. All entries were judged by a panel of photographers, art directors, and staff from the TTC and Spacing Magazine. Other top entries appear on the TTC’s website.

A critical Customer Charter commitment was to ensure our overall performance was better in 2013 than in 2012. Overall, this goal is being met and this is illustrated in the following charts, which provide a multi-year overview of bus and streetcar punctuality. This is in spite of increasing vehicle congestion on our roads and unprecedented levels of construction on the streetcar network. Bus performance was negatively impacted by a severe snowstorm in Period 2 but has recovered since then. Although streetcar performance has been slightly lower in Periods 4 and 5 than in previous years due to both construction and the large closure at Gerrard and Broadview, it has recovered in Period 7. Although there is much work to do, these year-on-year improvements are an important measure of the TTC's success in recent years.



3.5 – Major Closures and Diversions

Y-U-S 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.

Mode	Area Affected	Dates	Reason
Streetcar	Queens Quay Union Stn to Spadina	Jul 29/12 – Dec 22*/13	Waterfront Toronto Queens Quay Reconstruction
*Note: full streetcar service will not be restored until January 2014			
Streetcar	Spadina Ave. and Queens Quay including Loop	May 13/13 – Dec 22/13	Platform Upgrades & Track Replacement
Streetcar	Kingston Rd. Queen to Victoria Park	Jun 3/13 – Dec 21/13	Track Rehabilitation
Streetcar	York St. Wellington to Queen	Jun 23/13 – Nov 15/13	Track Rehabilitation (at York St.)
Streetcar	Ossington Ave. College to Dundas	Sep 9/13 – Nov 22/13	Track Rehabilitation
Subway	Yonge-University-Spadina Line Bloor Stn to St. George Stn Bloor Stn to St. George Stn	Oct 12/13 – Oct 14/13 Oct 19/13 – Oct 20/13	Signal Commissioning
Streetcar	Dundas St. at Sterling Bridge	Oct 14/13 – Nov 22/13	Track Rehabilitation

Detailed information on alternative services available during closures/diversions is provided on the TTC's website.

Part 4 – Financial Commentary

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

4.1 – TTC Operating Budget

2013 Year-to-Date Results

To the end of Period 7 (August 3), total revenues were \$6.8 million (1%) below budget, primarily due to 1.9 million (0.6%) fewer customer journeys than planned and a slightly lower average fare (0.94¢ or 0.5%) stemming from marginally higher (about 1%) monthly pass sales. Over the same time period, expenses were \$12.9 million (1.4%) below target, largely due to savings on diesel prices and utilities and the timing of certain non-labour expenses.

(millions)	Projection	Budget	Variance
2013 TTC Operating Budget			
Customer Journeys (Ridership)	527	528	(1.0)
Revenue	\$1,123.7	\$1,130.0	(\$6.3)
Expenses	\$1,534.7	\$1,541.0	(\$6.3)
Subsidy Required	\$411.0	\$411.0	-
Subsidy Available	\$411.0	\$411.0	-
Surplus/(Shortfall)	-	-	-

While there is currently no projected overall year-end subsidy variance, the projected \$6.3 million revenue shortfall will be offset by projected reductions in expenditures. The following significant projected revenue and expense variances should be noted:

Passenger Revenues: \$6.5 million decrease

The number of customer journeys for the year is expected to be marginally (about 1 million) below target. Additionally, as noted in previous reports, higher than anticipated monthly pass sales continue to cause a slight decline in the average fare. Consequently, it is estimated that passenger revenues will fall about \$6.5 million below budget by the end of the year.

Diesel Fuel: \$3.2 million decrease

To date, the price paid for diesel has generally been lower than budgeted.

Other Employee Costs: \$3.0 million decrease

Both health and dental care costs have been lower than budget so far this year.

Utilities: \$1.9 million decrease

On a year-to-date basis, natural gas rates have been lower than budgeted.

Workforce Gapping: \$2.1 million increase

Delays in filling budgeted positions are expected to generate these savings, net of any overtime impact.

Accident Claims Settlements: \$5.4 million increase

With several large claims having been settled earlier this year, staff is reassessing the year-end projection with the TTC's actuary.

Other Changes: \$1.7 million decrease

All other changes net out to a decrease of about \$1.7 million.

4.2 - Wheel-Trans Operating Budget**2013 Year-to-Date Results**

To the end of Period 7 (August 3), total revenues were slightly (\$88K or 2.7%) above budget, primarily due to 22K (1.3%) additional customer journeys made. Over the same time period, expenses were below target by \$782K (1.3%), primarily due to savings on diesel (lower prices and bus service operated) and workforce gapping.

(millions)	Projection	Budget	Variance
2013 Wheel-Trans Operating Budget			
Customer Journeys (Ridership)	2.912	2.877	0.035
Revenue	\$5.7	\$5.6	\$0.1
Expenses	\$103.4	\$102.4	\$1.0
Subsidy Required	\$97.7	\$96.8	\$0.9
Subsidy Available	\$96.8	\$96.8	-
Surplus/(Shortfall)	(\$0.9)	-	(\$0.9)

Currently, a subsidy shortfall of \$0.9 million (0.9%) is projected by year-end because a 3% higher demand for service is expected to drive up sedan taxi service requirements. Partially offsetting this increase are reduced accessible taxi service costs because more trips can be accommodated on the less-expensive sedan taxis, savings from lower diesel fuel costs, workforce gapping, and associated benefits in the administrative areas.

4.3 - Capital Program

2013 Year-to-Date Results

Capital expenditures to Period 7 (August 3) reflect lower than projected activity and include 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.

2013 year-End Projections

(millions)	Projection	Budget	Variance
2013 Capital Program Budget			
Base Program Total Costs	\$846.9	\$878.8	(\$31.9)
TYSSE Project	\$463.3	\$660.5	(\$197.2)

Base Capital Expenditures: \$31.9 million under

The current projected spending on the base capital program reflects expectations of being slightly below budget, mainly due to the following major program variances:

Leslie Barns Maintenance & Storage Facility: \$56.2 million under

Facility construction is progressing more slowly than anticipated and staff is working on a recovery schedule with the contractor; Leslie St. contract awarded six months later than original schedule.

Toronto Rocket/T1 Rail Yard Accommodation: \$13.6 million under

The schedule has slipped due to delay in design refinement.

Purchase of Buses: \$14.8 million under

Slippage of 16 articulated buses into 2014 due to change in the delivery schedule by the manufacturer.

Purchase of Subway Cars: \$44.2 million over

Slippage of milestone payments, PST, and escalation from 2012.

Legacy LRVs: \$15.9 million over

Slippage of 2012 project milestones, PST, escalation and transfer of Options Allowance, and project changes re: PRESTO to 2013.

TYSSE Project Expenditures: (\$197.2) million under

The project schedule has been negatively impacted by lower than expected contractor performance and other earlier issues. Schedule concerns remain on all major facilities contracts and may be compounded by ongoing Tunnel Boring Machine (TBM) maintenance issues. Staff continues in its efforts to minimize the impact of potential schedule delays and improve overall contractor performance.

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.

Forty trainsets have been accepted for revenue service to date. This marks the acceptance of the first trainset for the 21 H-6 replacement trainset option after the acceptance of Trainset 39 on August 6, 2013. Trainset 39 marked a milestone of the TR project as it represented completion of the original base order of 39 trainsets.

The established delivery schedule calls for commissioning two trainsets per month. Due to technical issues in manufacturing and poor reliability of trains in service, a delivery gap exists and the 2012 year-end quantity target was not met. A recovery plan is being negotiated for implementation as early as logistics would allow. The recovery plan will review if delivery of 70 trainsets in the Toronto Rocket subway train order by early 2014 as planned would be feasible.

A reliability improvement plan comprising of component and system testing is largely completed. Retrofit work has been progressing well. Key train performance indicators and reliability are improving.

The overall 70 trainset Toronto Rocket project is comprised of 39 trainsets for replacement of H4 and H5 series cars, 21 trainsets for replacement of H6 cars, and 10 trainsets for the Toronto-York Spadina Subway Extension (TYSSE) needs.

5.2 Streetcar Program and Maintenance & Storage Facility

Streetcar Procurement

Final design phase of the low floor streetcar procurement project is largely complete. The first of the three test vehicles (No. 4400) was delivered as scheduled by rail to Canadian Pacific's Lambton Yard, then by truck to TTC's Hillcrest complex in September 2012. After undergoing structured static tests at TTC's Hillcrest facility, dynamic system tests on the mainline commenced on March 14, 2013.

The second vehicle (No. 4402) was delivered on March 25, 2013 by rail directly to TTC's Hillcrest complex. Since its arrival, Car 2 has undergone coupled emergency recovery operational tests with Car No. 1. Recovery tests between the low floor streetcar and a Canadian Light Rail Vehicle (CLRV) and an Articulated Light Rail Vehicle (ALRV) have also been conducted. Dynamic clearance test on the network has commenced with an empty car, and will progress to partial and full passenger load simulation tests to ensure no system interface encroachment exists.

The third test vehicle (No. 4401) was delivered on June 17, 2013. On June 25, members of the ACAT Design Review Subcommittee were invited to attend an accessibility feature assessment demonstration on 4401 in Harvey Shop. The demonstration was a culmination of years of consultation with the committee and the public. Further input has been collected during the demonstration session for continued dialogue with ACAT.

The prototype vehicles are undergoing extensive vehicle reliability, performance and technology verification tests. System compatibility tests including accessibility features, safety against derailment, platform and on-street boarding interface with the vehicle and bridgeplate and ramp deployment will be performed. Fare card system if available, noise and ground-borne vibration, special trackwork and overhead power interface, etc. will also be conducted.

As part of the technology verification program, Car 4400 was transported from TTC's Hillcrest yard to the National Research Council in Ottawa for climate room tests on July 23, 2013. The climate room tests will include verification of system and component operation and performance, including HVAC capacity, under specified duty cycles and an extreme temperature range for Toronto.

Also on July 23, a Media Ride event was organized by Corporate Communications. Most of the City's TV, radio and print media participated. The media was taken from Hillcrest to Bathurst Station and back, with time allocated for vehicle walk-through discussions and ramp deployment. The Ride and the associated positive reports have generated considerable excitement in the City for the next generation of streetcar service.

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

Leslie Barns Streetcar Maintenance & Storage Facility Project

The Leslie Barns project consists of four major contracts. A description and the status of each major contract are as follows:

1. Soil Removal and Capping

The site preparation contract was completed in January 2012.

2. Hydro One Cable Relocation

The contract was completed in July 2013.

3. Leslie Barns Maintenance and Storage Facility

This contract consists of the construction of the maintenance facility and storage yard on the site. The contract was awarded on April 12, 2012 with completion in June 2014. The contract is trending towards completion on budget; however delays to the scheduled substantial completion date of June 2014 have been identified. The contractor has been requested to develop a recovery schedule to mitigate the delay.

4. Leslie Street Connection Track

This contract consists of the construction of the streetcar tracks from the Leslie Barns site entrance to the existing streetcar network on Queen Street, associated utility relocations, road reconstruction, streetscape enhancements on Leslie Street and Queen Street, and the perimeter landscaping of the Leslie Barns site. The contract was awarded on April 8, 2013. Work is progressing on schedule for completion by end of 2014.

The Leslie Street Connection Track budget is trending towards a budget shortfall of \$60M mostly due to extensive utility work including: relining or replacing existing storm and sanitary sewers and replacing an existing watermain. City Finance is aware of the increase and the shortfall will be addressed in the TTC's 2014-2023 capital budget.

Landscape Enhancements - Lake Shore Boulevard to the Leslie Street Spit

The City of Toronto's Notice Approval Conditions (NOAC) for the project, requires landscape enhancements on the west side of Leslie Street from Lake Shore Boulevard to Commissioners Street, and both sides of Leslie Street from Commissioners Street to the entrance to the Leslie Street Spit. The design was presented to affected residents and businesses in October 2012 and was well received. The streetscape design was also presented again at the joint public meeting with Waterfront Toronto that was held in April 2013. The landscape enhancements will be completed by the end of 2014 as part of the Leslie Street Connection Track Contract.

Decorative Hydro and Street Lighting Poles

The NOAC requires decorative hydro transmission poles and compatible decorative street light poles that integrate with the streetscape design. The current design replaces the hydro poles with tapered, coloured concrete poles. All other poles are selected from a family of tapered, similarly coloured steel poles, and new streetlight fixtures and brackets have been adopted. The design details are being finalized with the City of Toronto, TTC and Toronto Hydro.

Communications Strategy

Meetings regarding construction disruptions and traffic management were held with the community and businesses in March, April and May.

The Construction Liaison Group (CLG), comprised of local businesses and residents, school representatives, Councillor McMahon and Councillor Fletcher, has its second meeting on July 23, 2013 and will meet on a monthly basis, will act as a key communication link between the local community and the TTC construction team.

The Leslie Barns project summer newsletter was issued on July 19, 2013. The Leslie Twitter page was launched for the project in June. The Community Liaisons will continue to hold one-on-one meetings with local businesses and respond to emails, phone calls and walk in questions and concerns from the public.

5.3 Station Enhancements

Union Station

The new concourse was partially opened to the public in May 2013 and the excavation of the second half of the new platform has begun. The project is on schedule for completion in early 2015.

Dufferin Station

Work is progressing with the second exits on Russett Avenue being opened on August 28, 2013. The project is expected to be completed by summer 2014.

Pape Station

The station was closed for 12 days from August 19, 2013 to August 30, 2013 to advance construction. The station reopened on schedule with a positive reaction from customers. The main station is expected to be

completed with elevators to make the station accessible in October 2013. The second exit is expected to be completed by the end of 2013.

5.4 Easier Access

To date, 31 subway stations have been made accessible. The Easier Access III project will make the remaining stations accessible by 2025.

The elevators at St. Andrew Station were opened for service on June 20, 2012. Pape and Dufferin Stations are expected to be completed by 2013 and 2014 respectively.

The construction contract for Lawrence West Station was awarded in November 2012 and construction has commenced on site, with completion slated for 2014. The Woodbine Station contract has been tendered and work is expected to start by late 2013. The St. Clair West Station contract is expected to be tendered shortly with work commencing by the end of 2013. The design of Coxwell Station is nearing completion and construction of enabling works has commenced.

5.5 Toronto-York Spadina Subway Extension Project

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

Overall progress is good. One exception is the Sheppard West Station (Downsview Park Station) and Southern Tunnels contract where progress has improved but remains too slow to recover previously lost time. Most significantly, progress on the Steeles West Station (Pioneer Village Station) contract has not improved over the last few weeks. The continuing slow progress of this contract is now a serious issue with the contractor. Efforts with the management of these two contractors to improve advancement of the work are continuing.

5.6 PRESTO / TTC Farecard Project

The legal agreement for implementing PRESTO at the TTC has been completed. The agreement includes a commitment to develop a detailed project schedule for the overall project through to final implementation and operation. Discussions between Metrolinx and TTC continue towards developing this schedule.

The initial release of PRESTO at the TTC will support the rollout of the new streetcars starting in Q1-2014. The scope of this initial release of PRESTO will include fare payment functionality on-board the new streetcars, off-board at select transit stops and subway stations. An RFP for the farecard equipment to support the initial release was issued, and is now in the final stages of contract award. TTC staff are working with Metrolinx to confirm the system design details, operational impacts and implementation plan for the initial PRESTO release.

Field studies to determine whether sufficient power is available at TTC subway stations to support PRESTO equipment are now completed. A work plan for the design of the required electrical upgrades at the initial 41 subway stations has been approved, and the first design package has been issued for circulation and approval. A work plan for the remaining stations will be developed once the data from the field studies has been compiled and evaluated.