



## STAFF REPORT INFORMATION ONLY

### Chief Executive Officer's Report – July 2015 Update

|              |                         |
|--------------|-------------------------|
| <b>Date:</b> | July 29, 2015           |
| <b>To:</b>   | TTC Board               |
| <b>From:</b> | Chief Executive Officer |

#### Summary

The Chief Executive Officer's Report is submitted each month to the TTC Board, for information. Copies of the report are also forwarded to each City of Toronto Councillor, the City Deputy Manager, and the City Chief Financial Officer, for information. The report is also available on the TTC's website.

#### Financial Impact

There are no financial impacts associated with this report.

#### Accessibility/Equity Matters

There are no accessibility or equity issues associated with this report.

#### Decision History

The Chief Executive Officer's Report was created in 2012 to better reflect the CEO's goal to modernize the look and feel of the TTC in a transparent manner. The new report replaced the previous Chief General Manager's Report, which did not provide a corporate-level focus on the organization's key performance indicators (KPIs) and was not available on the TTC's website in an easy-to-read format.

#### Issue Background

The Chief Executive Officer's Report presents the organization's KPIs in a performance "dashboard" format that enables the reader to view periodic performance in each area 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 as well as other corporate initiatives.

#### Contact

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#### Attachment

Chief Executive Officer's Report – July 2015 Update



TORONTO TRANSIT COMMISSION

CHIEF EXECUTIVE OFFICER'S REPORT

JULY 2015 UPDATE



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# TORONTO TRANSIT COMMISSION – MONTHLY SCORECARD



| Key Performance Indicator                            |  | Description                             | Frequency | Latest Measure | Current | Target  | Current Status | Trend | Ref. # |
|--|--|---|-----------|----------------|---------|---------|----------------|-------|--------|
| <b>CSS</b>   |  | Customer Satisfaction Survey            | Quarter   | Q1             | 75%     | TBD     |                |       | 2.2    |
| <b>Customer Journeys</b>                             |  | Customer Trips                          | Period    | P5             | 41.505M | 41.607M |                |       | 2.3    |
| <b>Punctuality – Subway</b>                          |  |   |           |                |         |         |                |       |        |
| Line 1 (Yonge-University)                            |  | Headway + 3 minutes                     | Period    | P5             | 96.2%   | 96.0%   |                |       | 2.4.1  |
| Line 2 (Bloor-Danforth)                              |  | Headway + 3 minutes                     | Period    | P5             | 97.0%   | 97.0%   |                |       | 2.4.1  |
| Line 3 (Scarborough)                                 |  | Headway + 3 minutes                     | Period    | P5             | 95.5%   | 96.0%   |                |       | 2.4.1  |
| Line 4 (Sheppard)                                    |  | Headway + 3 minutes                     | Period    | P5             | 99.5%   | 98.0%   |                |       | 2.4.2  |
| <b>Punctuality – Bus, Streetcar, and Wheel-Trans</b> |  |   |           |                |         |         |                |       |        |
| Bus  |  | Headway +/- 3 minutes                   | Period    | P5             | 60.6%   | 65.0%   |                |       | 2.5.1  |
| Streetcar  |  | Headway +/- 3 minutes                   | Period    | P5             | 63.7%   | 70.0%   |                |       | 2.5.2  |
| Wheel-Trans  |  | Within 10 minutes of schedule           | Period    | P5             | 86.1%   | 90.0%   |                |       | 2.5.3  |
| <b>Safety and Security</b>                           |  |   |           |                |         |         |                |       |        |
| Lost Time Injuries                                   |  | Injuries / 100 Employees                | Period    | P5             | 2.28    | TBD     |                |       | 2.6.1  |
| Customer Injuries                                    |  | Injury incidents / 1M Vehicle Boardings | Period    | P5             | 1.12    | NA      |                |       | 2.6.2  |
| Behavioural Safety Index                             |  | Safety Focused Behaviour                | Period    | TBD            |         |         |                |       | 2.6.3  |
| Offences against Customers                           |  | Assault, theft, other                   | Period    | P5             | 20      | NA      |                |       | 2.6.4  |
| Offences against Staff                               |  | Assault, threat, other                  | Period    | P5             | 46      | NA      |                |       | 2.6.5  |
| <b>People</b>  |  |   |           |                |         |         |                |       |        |
| Attendance   |  | Employee Absence                        | Period    | P5             | 6.61%   | < 6.50% |                |       | 2.7.1  |
| Operator Hires                                       |  | Actual vs. Budget                       | Period    | P5             | 8       | 8       |                |       | 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      | P5        | 97.7%          | 97.0%    |        |                | 2.8.1 |        |
| Escalators                         | % Escalators Available       | Period      | P5        | 97.0%          | 97.0%    |        |                | 2.8.2 |        |
| Fare Purchase Opportunity          | % TVM's / PVM's Available    | Period      | P5        | 96.9%          | 96.4%    |        |                | 2.8.3 |        |
| <b>Mystery Shopping and Audits</b> |                              |             |           |                |          |        |                |       |        |
| Station Cleanliness                | Cleanliness Audit Score      | Quarter     | Q2        | 74.6%          | 75.0%    |        |                | 2.9.1 |        |
| Vehicle Cleanliness                | Cleanliness Audit Score      | Quarter     | TBD       |                |          |        |                | 2.9.2 |        |
| Information MSS                    | Customer Announcements Score | Quarter     | TBD       |                |          |        |                | 2.9.3 |        |
| Staff Helpfulness MSS              | Welcoming Staff Score        | Quarter     | TBD       |                |          |        |                | 2.9.4 |        |
| <b>Financials</b>                  |                              |             |           |                |          |        |                |       |        |
| TTC Revenue                        | Actual vs. Budget            | Period      | P1-5      | \$483.8M       | \$492.5M |        |                | 4.1   |        |
| TTC Operating Expenditure          | Actual vs. Budget            | Period      | P1-5      | \$672.8M       | \$679.7M |        |                | 4.1   |        |
| Wheel-Trans Revenue                | Actual vs. Budget            | Period      | P1-5      | \$2.5M         | \$2.5M   |        |                | 4.2   |        |
| W-T Operating Expenditure          | Actual vs. Budget            | Period      | P1-5      | \$46.6M        | \$47.6M  |        |                | 4.2   |        |
| Capital Expenditure – Base         | Actual vs. Budget            | Period      | P1-5      | \$237.8M       | \$398.7M |        |                | 4.3   |        |
| Capital Expenditure – TYSSE        | Actual vs. Budget            | Period      | P1-5      | \$126.4M       | \$185.6M |        |                | 4.3   |        |
| Capital Expenditure – SSE          | Actual vs. Budget            | Period      | P1-5      | \$1.7M         | \$14.5M  |        |                | 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

#### General Overview

At the time of writing, the Pan Am Games are in full swing. The TTC has increased service to accommodate extra ridership and to provide alternative routes to each venue as contingency. Over 1,600 staff have been trained as Games Ambassadors to provide a warm, proactive welcome to Games visitors and to support front line colleagues over the full Games period. In the run-up to the Games, we conducted extensive contingency planning and increased maintenance of critical assets to ensure the best possible service for Torontonians and visitors to our city. I am proud of the way the TTC team has pulled together in readiness for this great event – we are determined to showcase the TTC as a great transit system.

The TTC promised to have the Union Station project completed by the Games and this promise was duly met. The formal ceremony to mark project completion was attended by Federal Finance Minister Joe Oliver, Provincial Tourism, Culture and Sport Minister Michael Coteau and TTC Chair Josh Colle.

In conjunction with Metrolinx, the TTC also delivered another pre-Games promise, namely fitment of PRESTO functionality at 26 subway stations. PRESTO roll-out continues to proceed on time and this has been very well received by customers.

#### Delivery of Major Projects

- TYSSE (see page 32)

This summer is critical for completion of civil works and I pleased to report delivery of a number of key milestones. The king piles have now been removed from the train way at Pioneer Village Station, thereby enabling track to be laid through that site. At Vaughan Metropolitan Centre, a 2,200 cubic meter concrete placement was delivered to construct the elliptical ring beam and cross-beams. This was a critical milestone as it will enable the station to be closed up before the winter to allow fit-out to continue apace.

In parallel, systems fitment is under way as is very close interface with the TTC’s ATC team to ensure that signaling installation remains on critical path.

I will report back by year end on the final cost of the project, once detailed evaluation and negotiation has been undertaken on contractor claims. The detailed forensic analysis required to achieve a fair outcome is making good progress.

- PRESTO (see page 32/33)

26 subway stations are now fitted with PRESTO equipment. Early indications are that the prototype fitment of PRESTO readers to two legacy streetcars has proved successful, paving the way for fleet-wide fitment by year end.

- Automatic Train Control (see page 32)

Good progress is being made with the contractor under the new, simplified contract. We intend to provide the Board with a demonstration of a train operating under automatic control at our test track at Wilson, later this year.

- New Streetcar Introduction (see page 30/31)

As was widely reported in the media, the Chair and I flew to Thunder Bay in June to meet with Bombardier senior management and to see first-hand, the changes to the production line that Bombardier insist will resolve the quality control issues that have dogged this project

At the time of writing, there is still no agreed, revised schedule, due in part to our insistence that both quality and quantity be exponentially improved. Bombardier maintains that they will be in a position to ramp up production to a rate of one vehicle every five days from the fall. We will track this very carefully, as I will not waiver from the policy of only accepting vehicles of an acceptable quality.

Completion of Leslie Street and Leslie Barns remains a challenge – the contractor is in the process of remediating their track foundation error on Leslie Street. In parallel, our Operations and Materials teams are gearing up for partial occupation of the Barns in the fall.

- Culture Change

Good progress is being made on the development of action plans based on feedback from the Employee Engagement Survey. A dedicated change management team is being recruited to help accelerate and embed change – supporting busy line units with turn-key solutions.

- Accessibility Matters

Good progress continues to be made on Easier Access projects at Ossington, St. Clair West, Woodbine, and Coxwell Stations.

### Safety Performance

Safety indicators continue to show broad improvement. The four-weekly Safety Executive (that I chair), now receives detailed metrics tracking a raft of fire safety measures, a key focus for any subway system.

### Operational Performance

Subway performance on line 1 showed substantial improvement, exceeding target for the first time in over two years. This is the result of extensive work to strengthen the timetable, an all-out focus on basics and success in reducing the number of emergency alarm activations. Line 3 (SRT) performance fell below target but this will be reversed as the impact of line upgrade work takes effect.

Streetcar performance improved with the welcome return of full service to the 504 King and 510 Spadina routes. Bus punctuality was disappointing but will come good as we roll-out further route supervision.

Employee absence decreased (improved) and is almost at target.

Elevator and escalator availability continued to achieve target. TVM/PVM availability was above target.

### Financial Commentary

On the financial side, customer journeys (ridership) to the end of May were 2.7 million (1.2%) below budget and passenger revenue was \$9.6 million below budget. Much of this variance was due to the negative impacts of severe cold temperatures and snow throughout the first quarter and the fare increase on March 1. As with all fare increases,



some volatility in ridership results can subsequently occur. During March, ridership was 1.8% below budget. The results were better for April (-1.5%) and May (-0.2%) but for the first three weeks of June, ridership is about 2% below budget. It is still too soon to determine whether the results since March represent an initial, temporary reaction to the fare increase or are indicative of a more lasting trend. At this point, it is estimated that 2015 year-end ridership will be in the range of 538 to 540 million, slightly (about 1%) below the budget of 545 million. Staff will continue to closely monitor ridership results throughout the remainder of the year.

Operating expenses were marginally below budget. Capital expenditures were below budget due to typically lower project activity early in the year.



Andy Byford  
Chief Executive Officer  
Toronto Transit Commission

## **2.2 – Customer Satisfaction Survey**

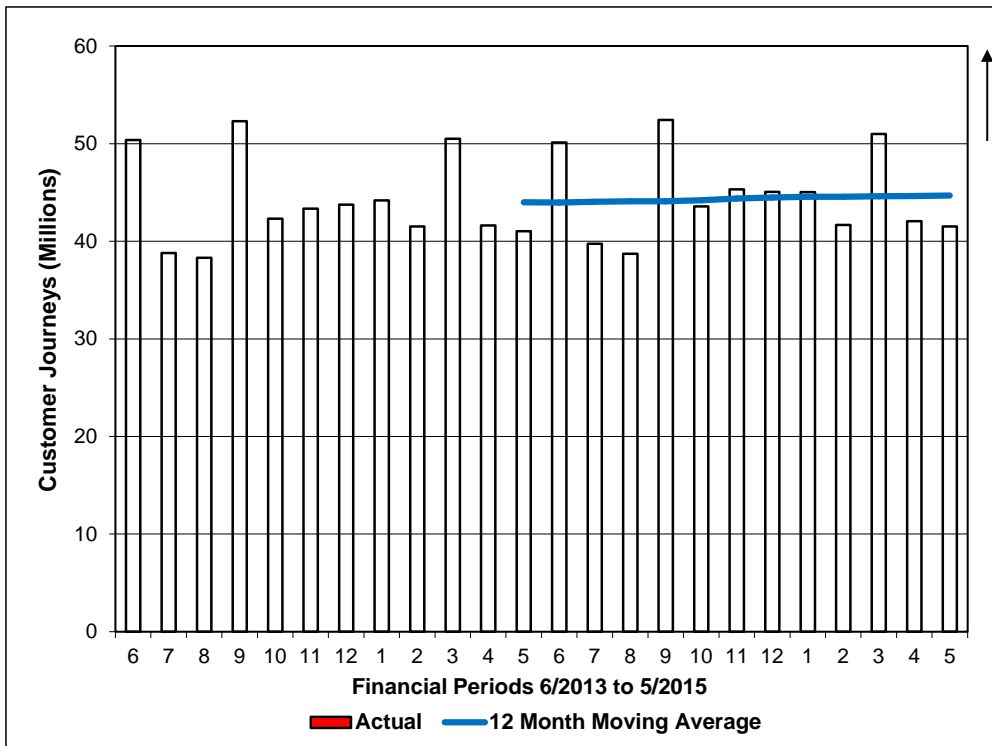
The overall customer satisfaction in Q1 2015 (75%) was consistent with the previous quarter (72%) and the two-year average score (74%). Occasional TTC customers (82%) continue to be more satisfied with the services than frequent TTC users (72%). Customer satisfaction with the quality of announcements at each subway stop as well as the frequency and clarity of announcements about subway delays has improved. Compared to results observed in the same time period last year, a higher proportion of customers were satisfied with the cleanliness in the subway station and in the subway trains. Bus riders were more satisfied with wait time as well as with the availability of maps/information inside the vehicle. For the streetcar service, customer satisfaction ratings were consistent with those observed in the previous quarter and in the same time period last year.

Areas of highest customer satisfaction (+80%) included: personal safety for subway/bus/streetcar, ease of getting to the train platform, quality of announcements per stop (subway), maps and information inside the subway, cleanliness in the subway vehicle, appearance and helpfulness of bus and streetcar operators, ease of hearing announcements on buses and streetcars, and helpfulness of announcements on buses and streetcars.

Perceived value for money remained consistent, with 91% of TTC customers providing 'average', 'good', and 'excellent' ratings. The main suggestions to improve value for money were to increase the frequency of service to reduce overcrowding, to keep to the schedule times, and to reduce the fares.

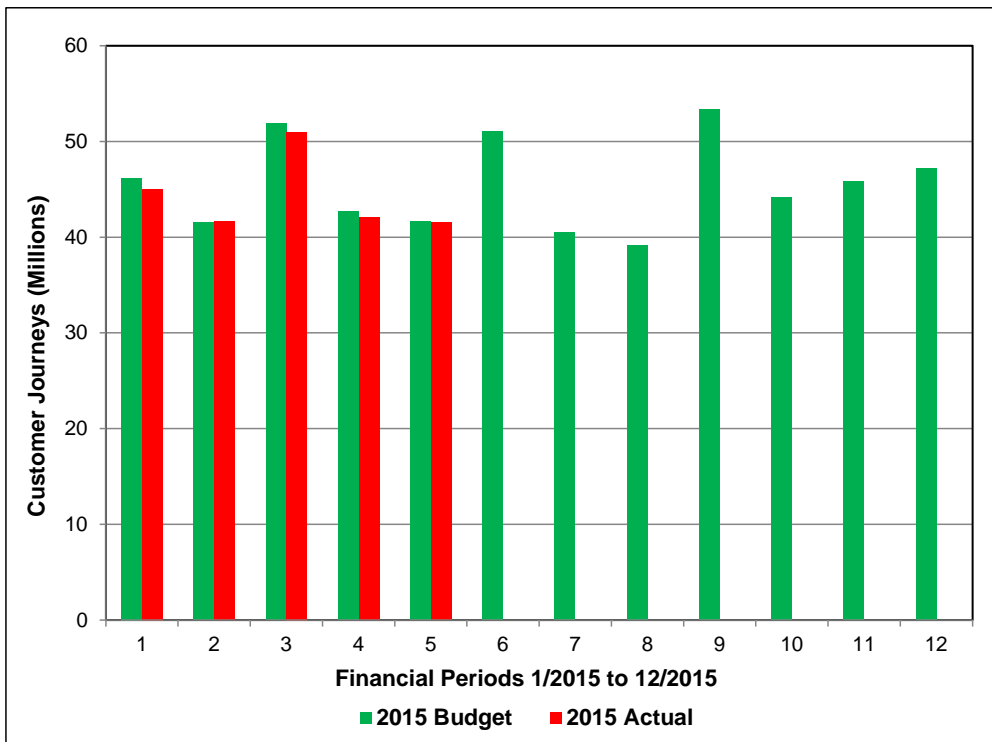
Pride in the TTC and what it means to Toronto (67%) was consistent with the previous quarter (66%) and the same time period last year (68%).

### 2.3 – Customer Journeys



There were 41.505M customer journeys (ridership) taken during Period 5 2015, which was 0.466M (1.1%) more than the 41.039M journeys taken during the comparable period in 2014.

The annual number of customer journeys taken to the end of Period 5 2015 was 536.206M, which was 8.216M (1.6%) more than the 527.990M annual journeys taken to the end of the comparable period in 2014.

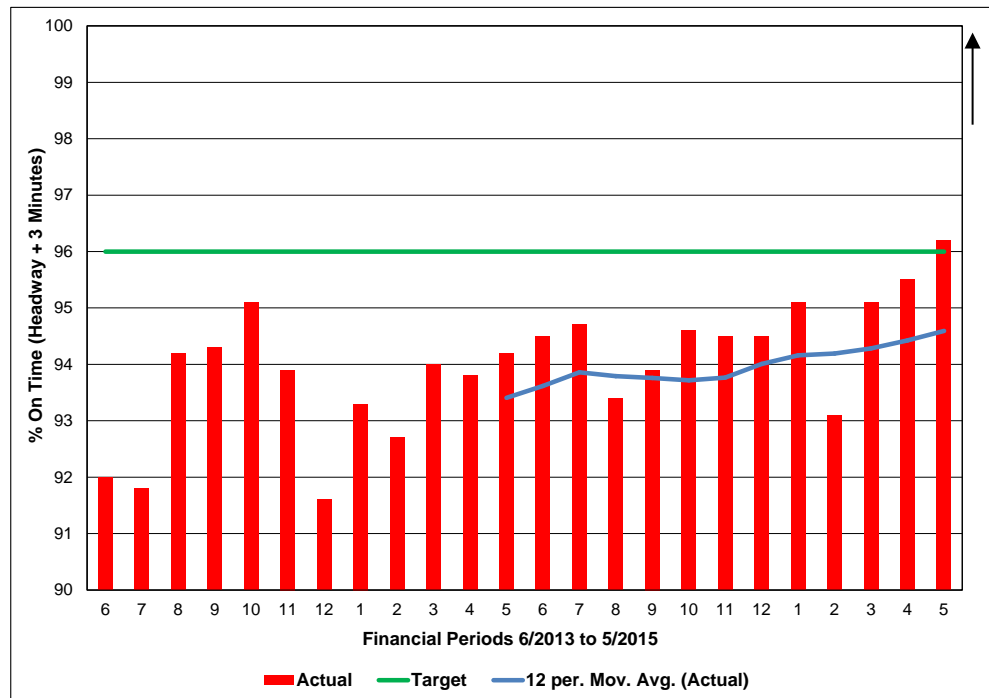


There were 41.505M customer journeys taken during Period 5 2015, which was 0.102M (0.2%) less than the budget of 41.607M journeys.

The number of customer journeys taken year-to-date to the end of Period 5 2015 was 221.241M, which was 2.664M (1.2%) less than the budget of 223.905M journeys.

## 2.4 – Punctuality – Subway

### Line 1 (Yonge-University)

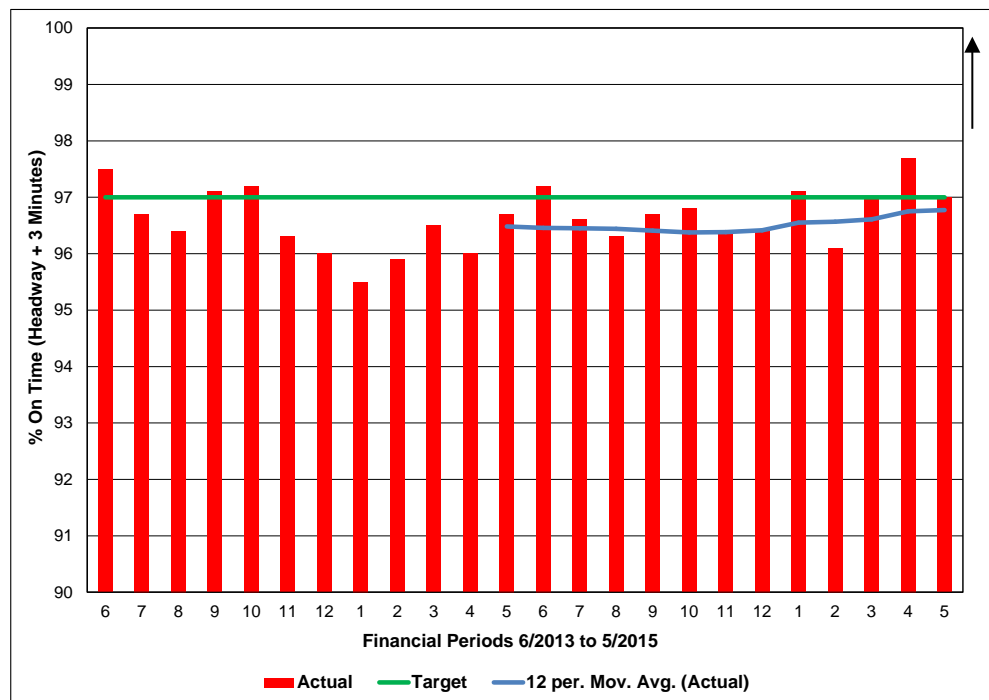


Performance in Period 5 was above target for the first time in over two years.

The improved performance was attributable to a new, more robust service schedule and much lower than average levels of delay incidents.

Delay incidents and total minutes were 50% lower than in Period 4 with continued decreases noted in the Rolling Stock and Infrastructure delay categories as reliability improves.

### Line 2 (Bloor-Danforth)

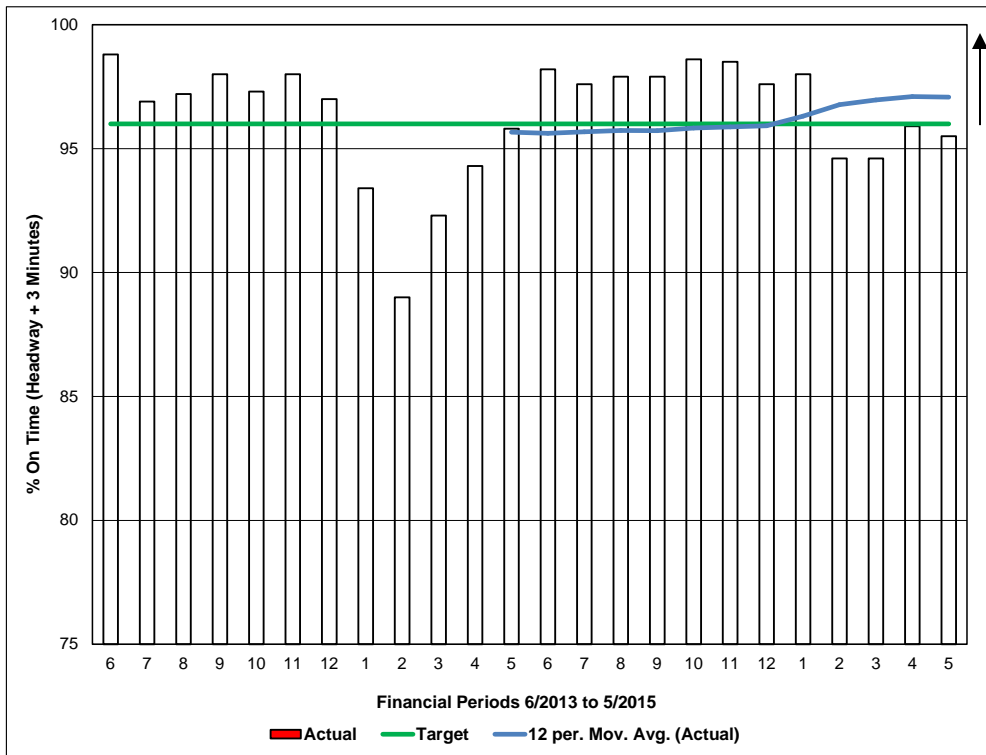


Performance in Period 5 met target for the third consecutive period.

The improved performance was attributable to a greater focus on off-peak headway adherence.

The service schedule improvements are continuing to pay dividends, as this measure and other key indicators continue to show improvement.

### Line 3 (Scarborough)

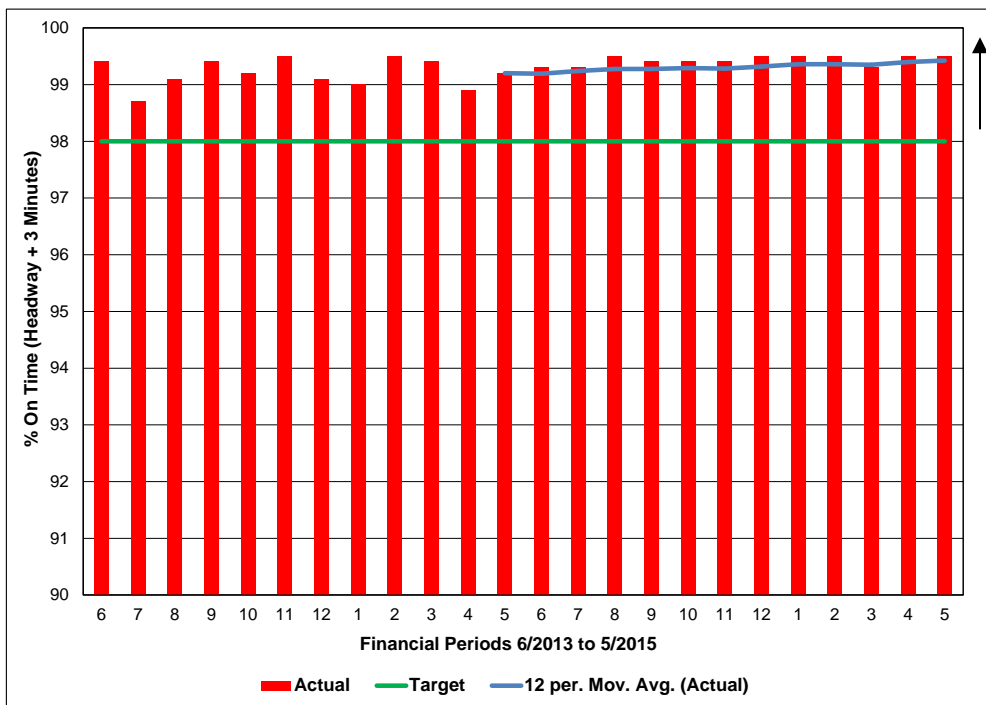


Performance in Period 5 fell below target.

Trains continued to operate at reduced maximum speeds, resulting in actual round trip times being longer than scheduled with extended headways, resulting in poorer overall headway performance.

Several maintenance programs are in place to improve equipment resiliency and the line is scheduled to return to normal operating parameters prior to the Pan Am Games.

### Line 4 (Sheppard)

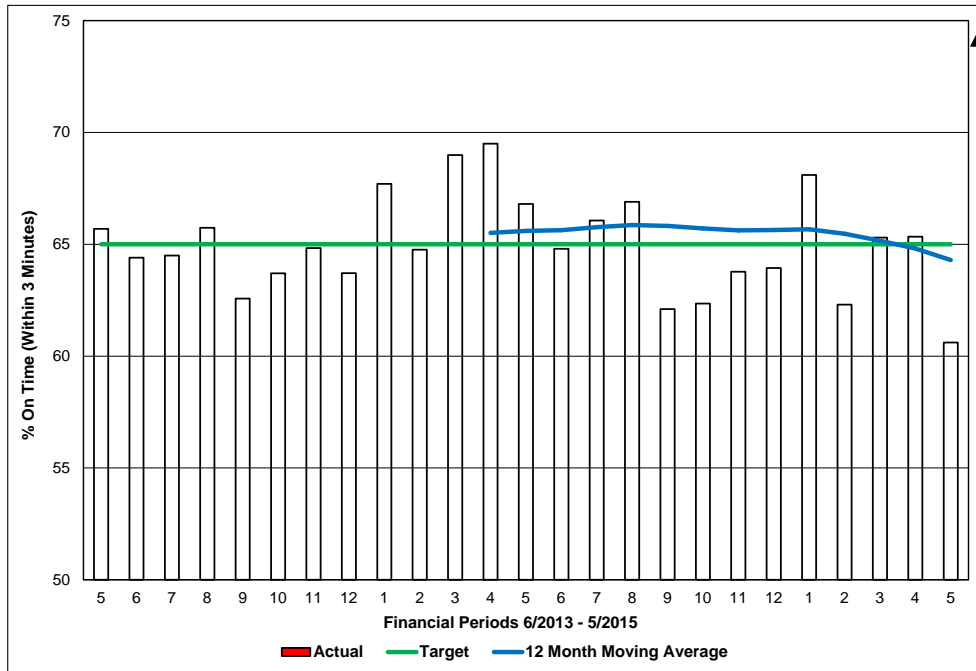


Performance in Period 5 remained well above target.

The relatively low volume of delay incidents and a high level of resiliency in the ability to maintain headway performance when incidents occur are factors that contribute to consistently good performance on this line.

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

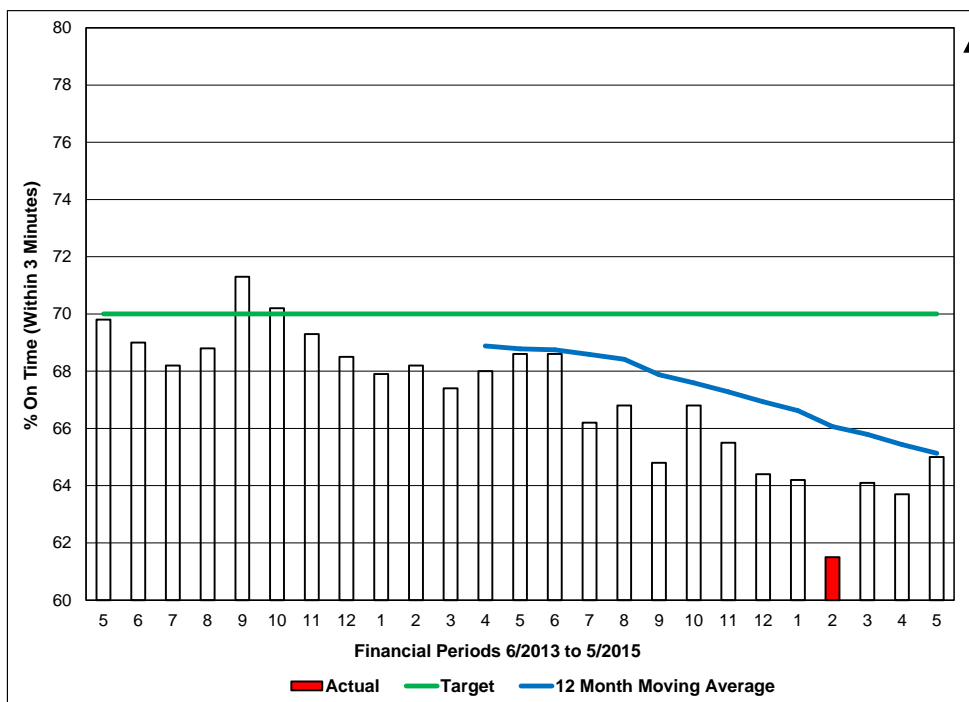
### 2.5.1 – Bus



Performance in Period 5 decreased to its lowest level in over two years.

Increases in road construction and lane restrictions continue to present challenges in maintaining consistent headways

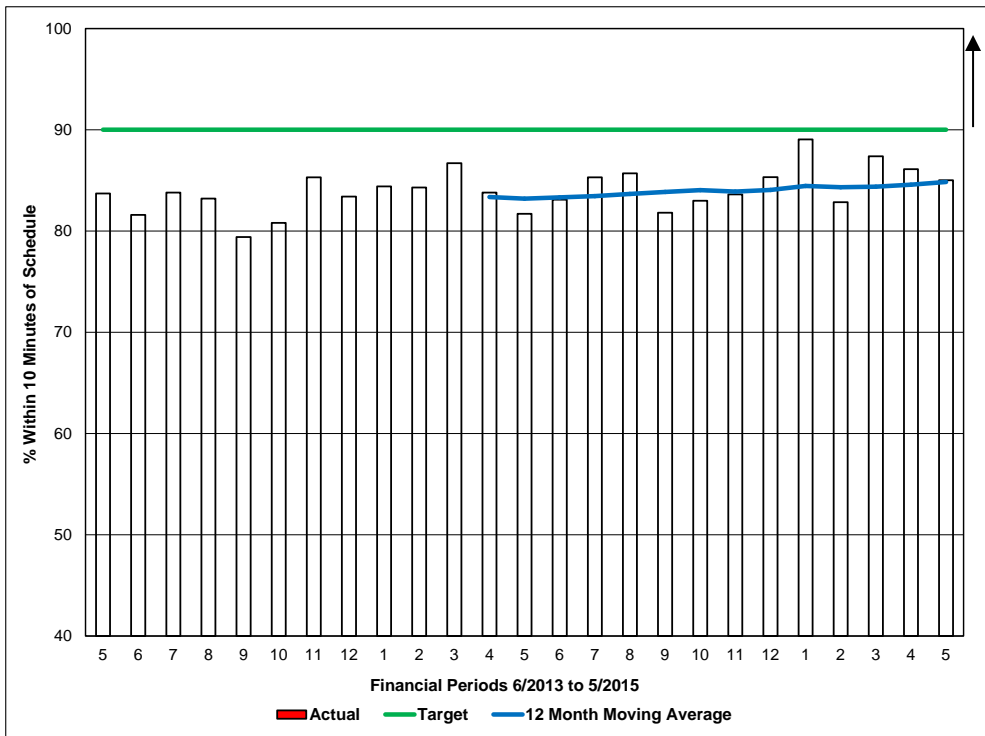
### 2.5.2 – Streetcar



Performance increased in Period 5 but remained well below target.

The improved performance was attributable to ending replacement bus service and reinstating full streetcar service to the 504 King and 510 Spadina routes.

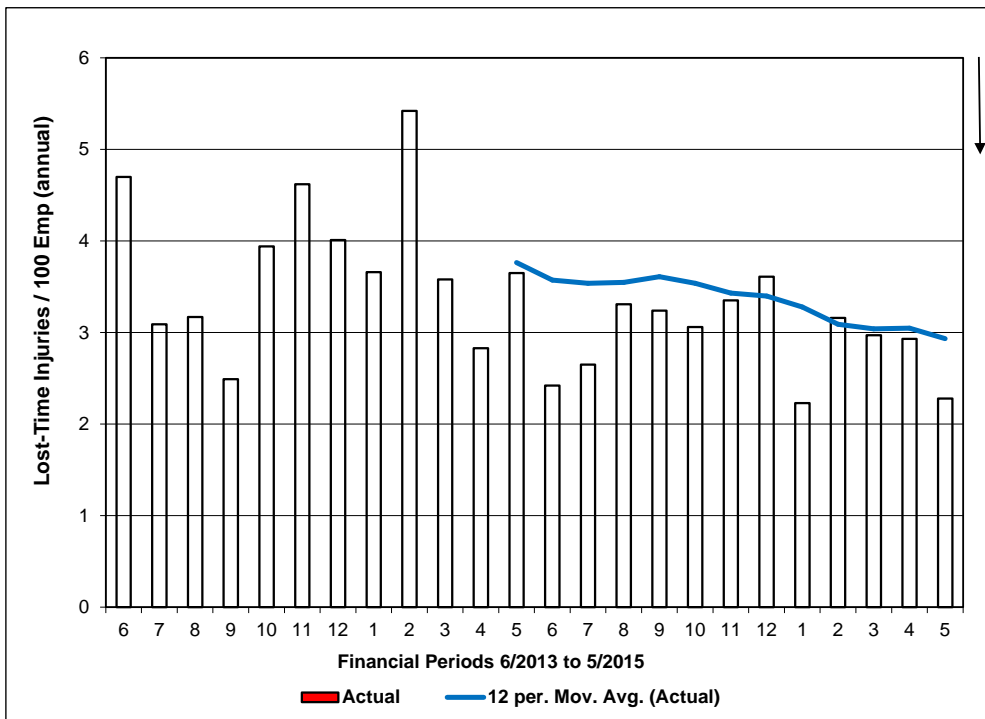
### 2.5.3 – Wheel-Trans



Performance decreased in Period 5 and continued to remain below target.

### 2.6 – Safety and Security

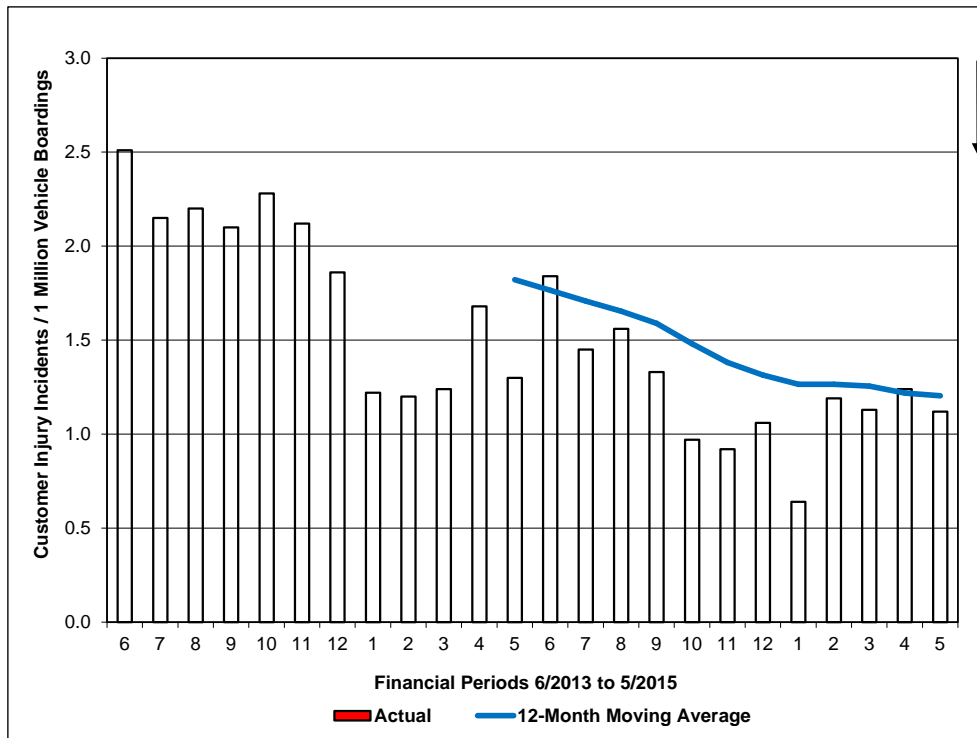
#### 2.6.1 – Lost-Time Injuries (Annual Injuries / 100 Employees)



The annualized lost-time injury rate (LTIR) for Period 5 2015 was 2.28 lost-time injuries per 100 employees, which was 38% lower than the LTIR of 3.65 for Period 5 2014.

The moving annual LTIR to the end of Period 5 2015 was 2.93, which was 22% lower than the corresponding rate of 3.76 to the end of Period 5 2014.

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



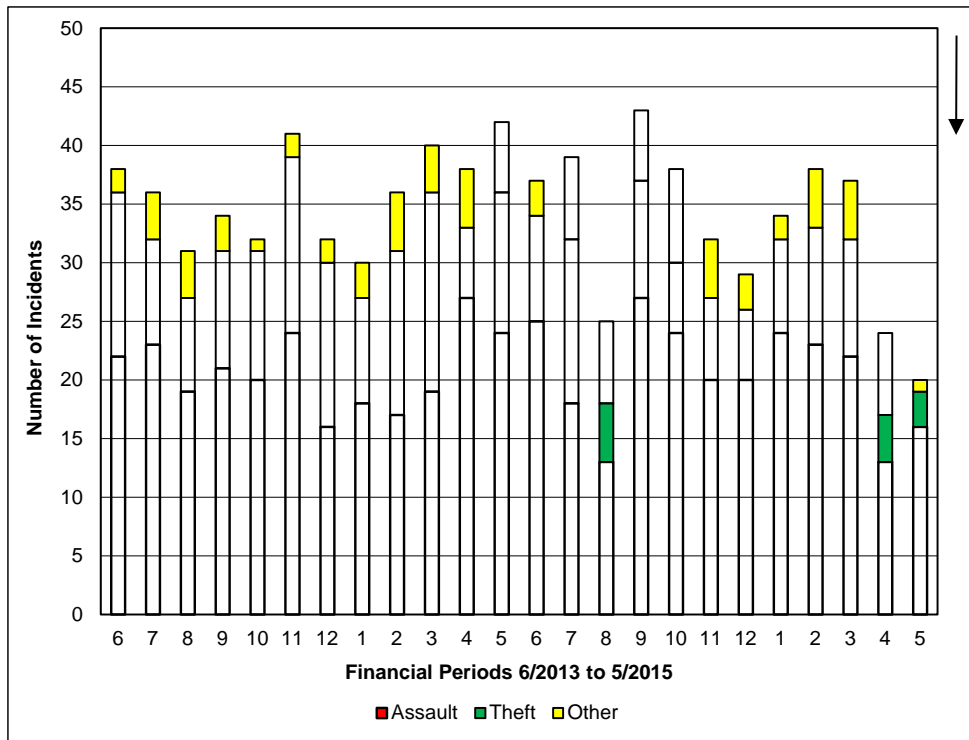
The customer injury incident rate for Period 5 2015 was 1.12 injury incidents per 1 million vehicle boardings, which was 14% lower than the corresponding rate of 1.30 for Period 5 2014.

The moving annual customer injury incident rate to the end of Period 5 2015 was 1.20, which was 34% lower than the corresponding rate of 1.82 to the end of Period 5 2014.

### 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.

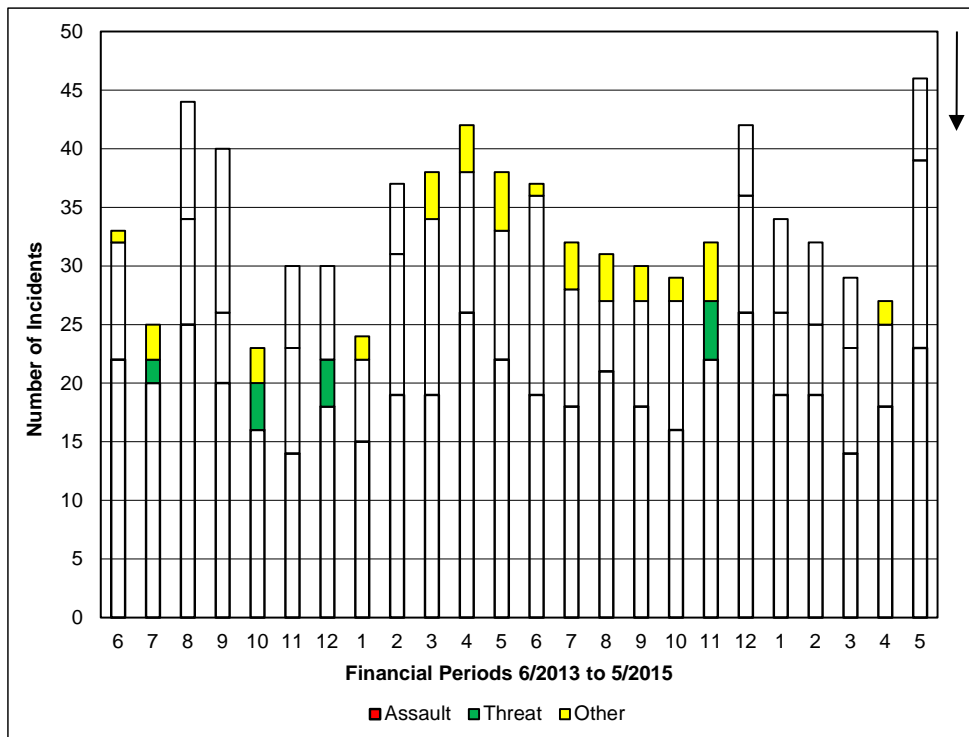
### 2.6.4 – Offences Against Customers



Total offences against customers decreased in Period 5.

Year-to-date to Period 5, there were 33 fewer offences (153 vs. 186) compared with the corresponding period in 2014. This includes seven fewer assaults (98 vs. 105), 23 fewer thefts/robberies (35 vs. 58), and three fewer 'other' offences (20 vs. 23).

### 2.6.5 – Offences Against Staff



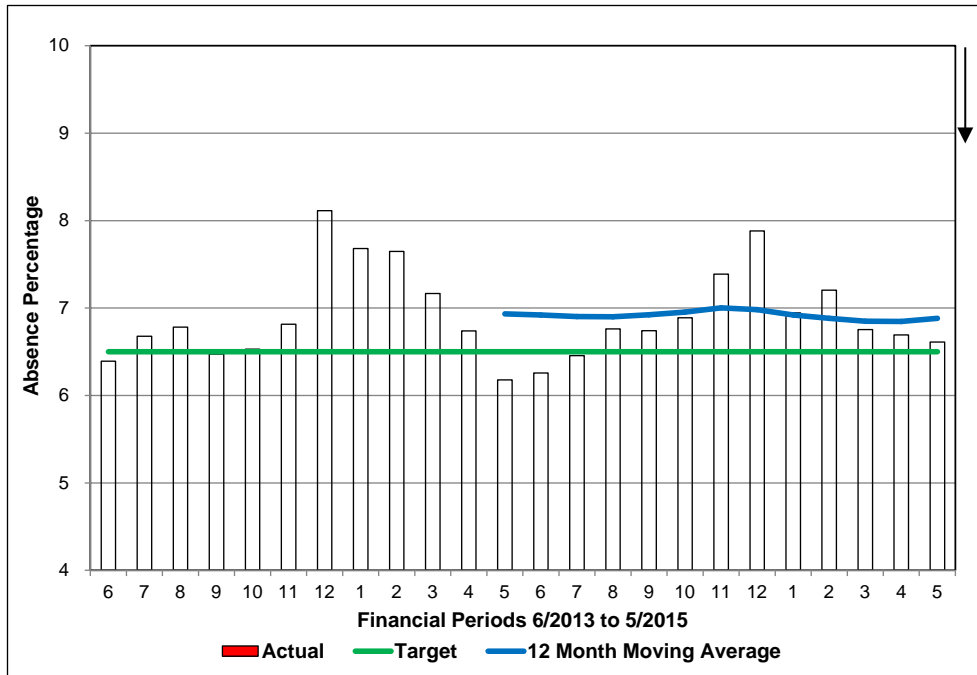
Total offences against staff decreased in Period 5.

Year-to-date to Period 5, there were 11 fewer offences (168 vs. 179) compared with the corresponding period in 2014. This includes eight fewer assaults (93 vs. 101), 12 fewer threats (45 vs. 57), and nine more 'other' offences (30 vs. 21).



## 2.7 – People

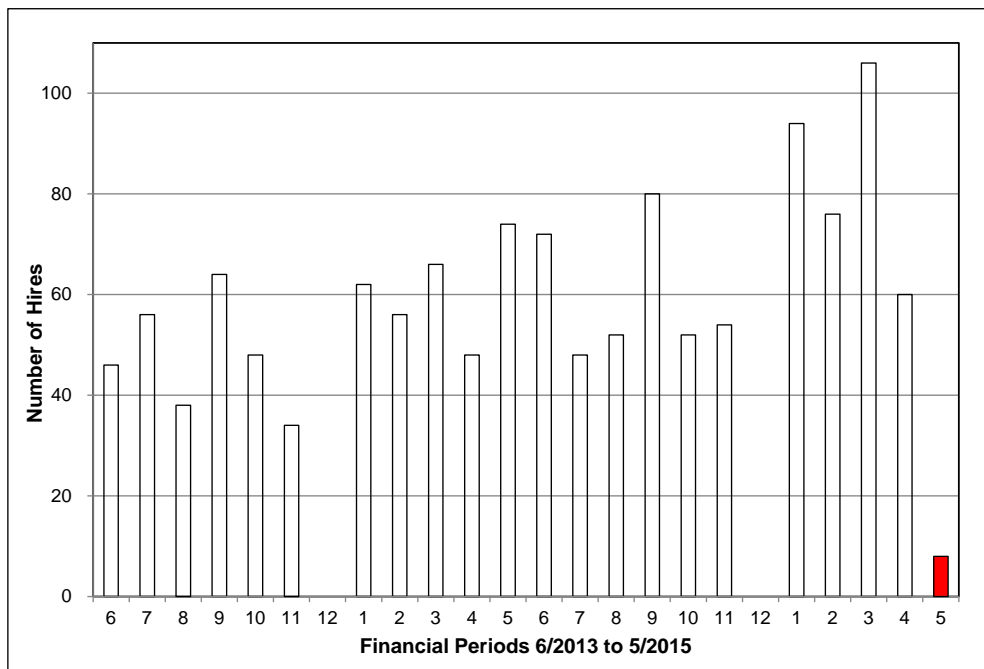
### 2.7.1 – Attendance



The absence rate in Period 5 decreased for the third consecutive period but continued to remain above target (unfavourable).

Focus continues to be placed on actively and systematically managing employees with problematic attendance records.

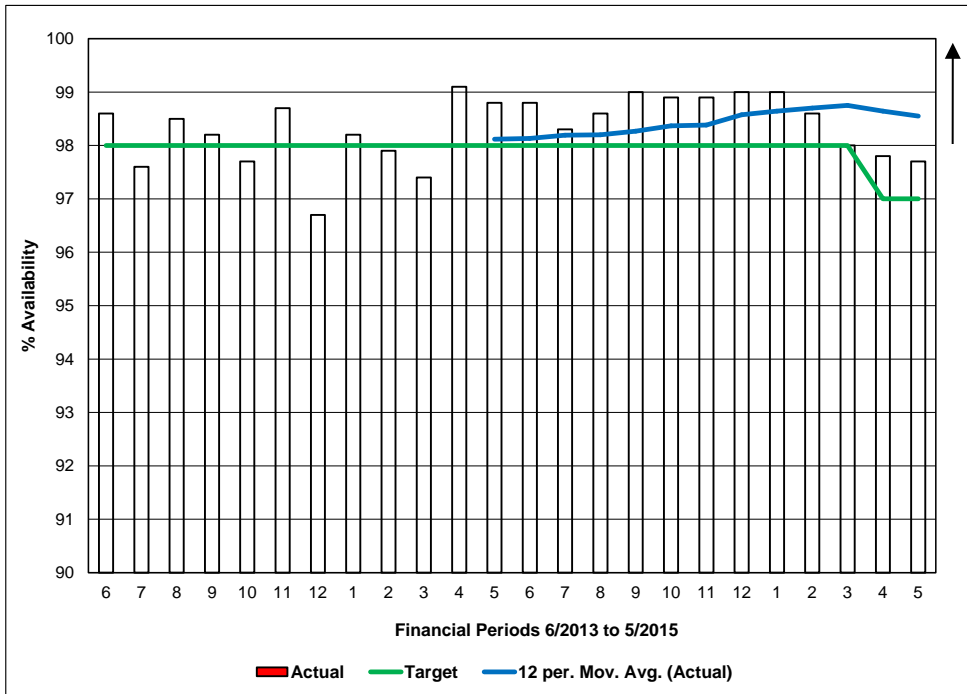
### 2.7.2 – Operator Hires



In Period 5, 8 Operators were hired and began training.

## 2.8 – Device Availability

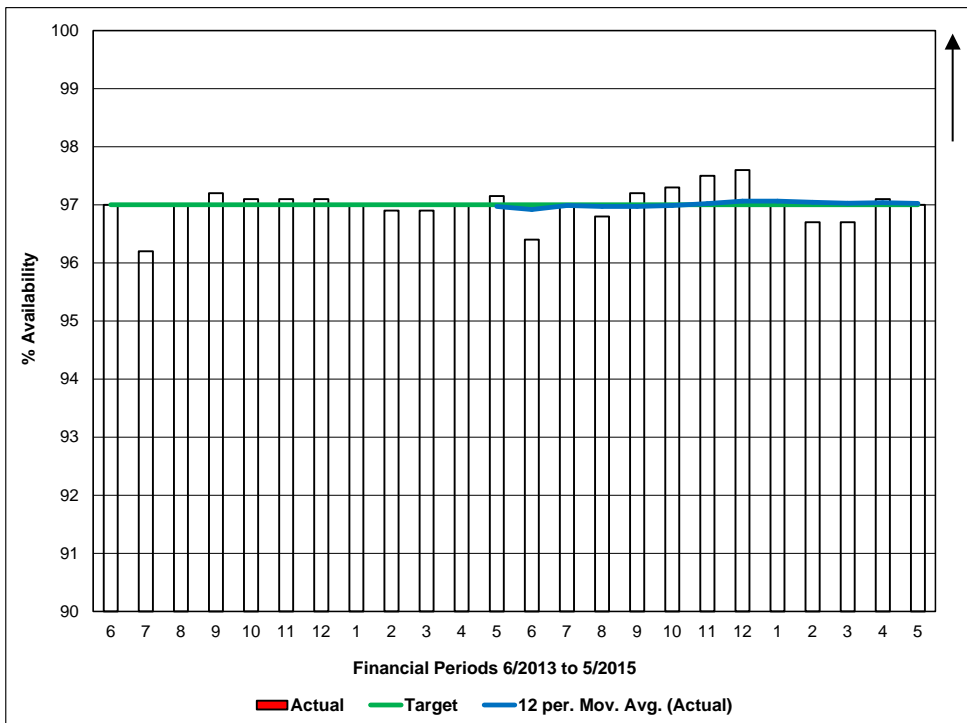
### 2.8.1 – Elevator Availability



Performance in Period 5 continued above target.

The target was dropped in Period 4 by 1% to 97% to reflect the removal of one elevator from service at Dundas West Station for an overhaul under the Capital Program. This elevator was returned to service prior to the Pan Am / Parapan Am Games.

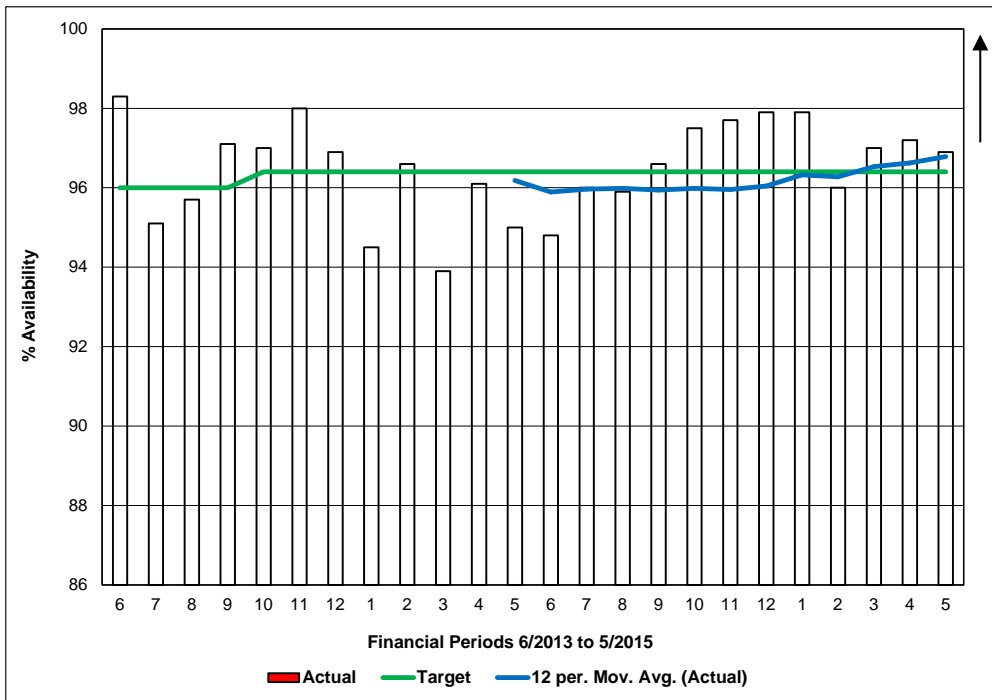
### 2.8.2 – Escalator Availability



Performance in Period 5 met target for the second consecutive period.

Maintenance programs are being completed as planned and scheduled.

### 2.8.3 – Fare Purchase Opportunity

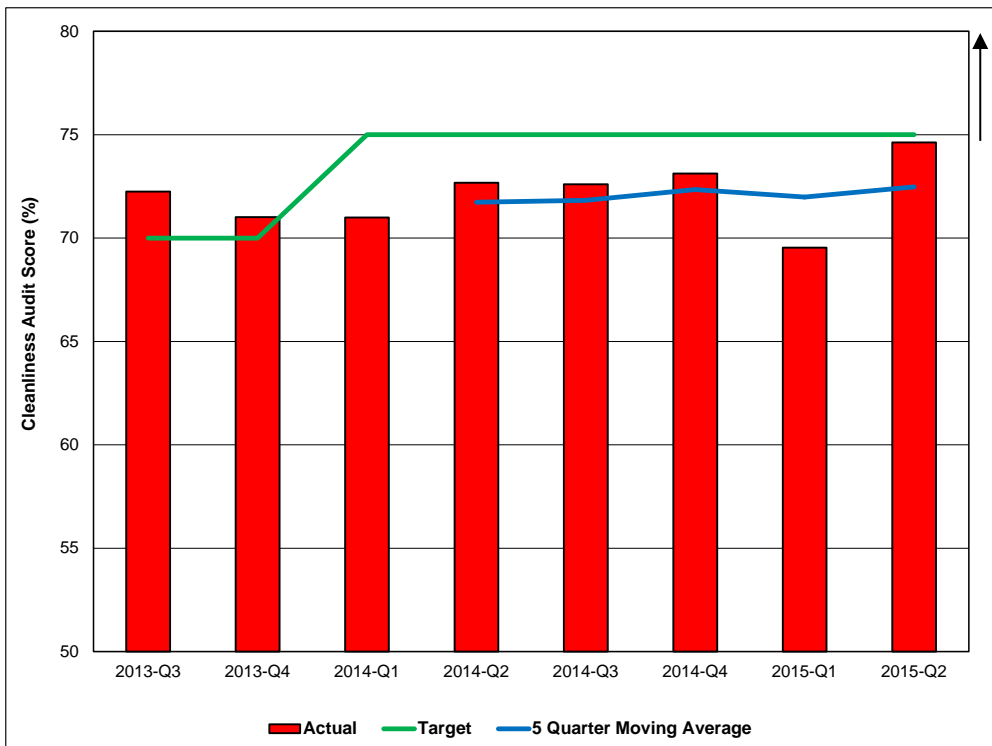


Performance in Period 5 was above target for the third consecutive period.

Improved performance from software enhancements for Pass Vending Machines (PVMs) was offset by power unit problems and increased vandalism of Token Vending Machines (TVMs).

### 2.9 – Mystery Shopping and Audits

#### 2.9.1 – Station Cleanliness



Performance increased in Q2 2015 but continued to remain below target.

It is anticipated that performance will continue to improve in Q3 2015, when conditions are usually more favourable than in the first and second quarters, which are typically negatively impacted by colder temperatures and inclement weather.

### **2.9.2 – Vehicle Cleanliness**

The existing cleanliness audit process for vehicles was developed and implemented throughout 2012 and 2013. The audit process is under review to identify improvements in data collection and assessment that will allow a more effective means of identifying root causes and developing action plans to increase vehicle cleanliness. The results of this review are being incorporated into a revised cleanliness audit contract specification. The revised cleanliness audits for buses, streetcars, and subway cars will begin in Q3 2015. A revised performance chart will be provided in this section when the results for Q3 2015 are available.

### **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.

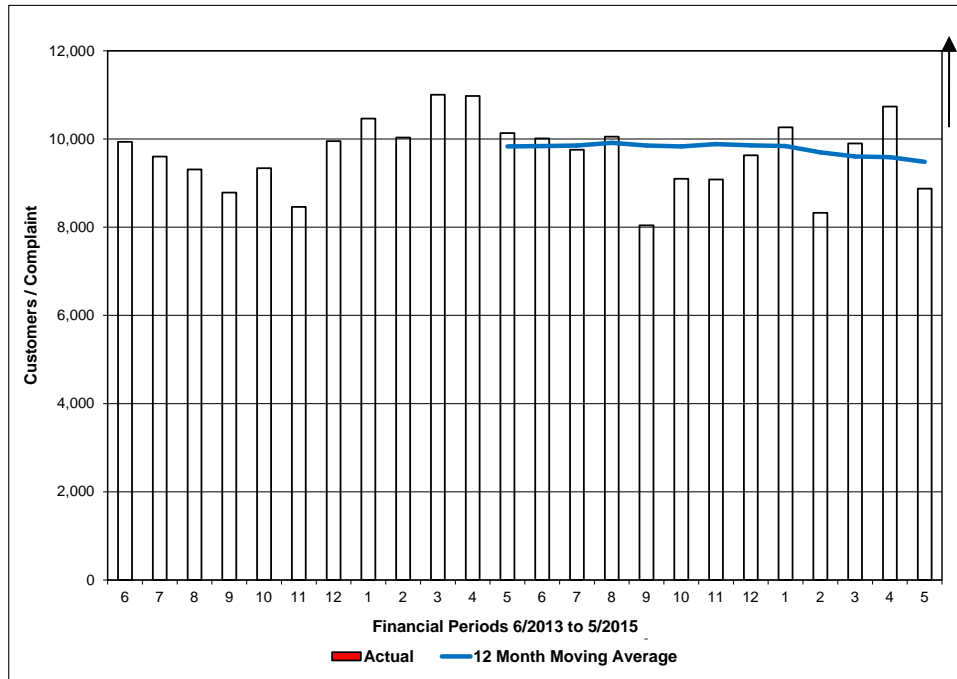
### **2.9.4 – Staff Helpfulness MSS**

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

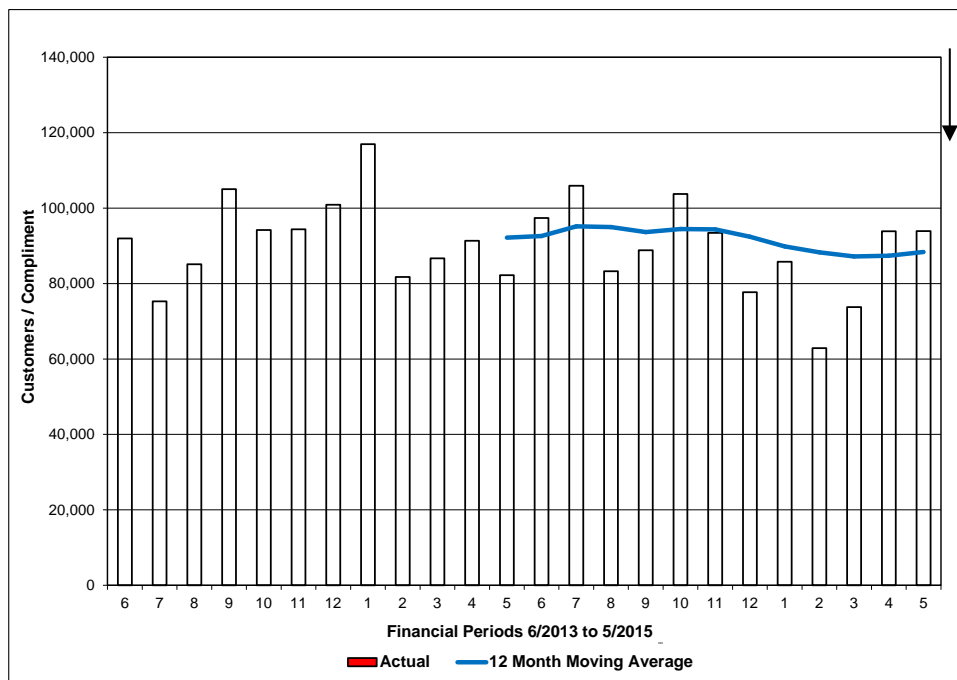
This section provides information on various customer-related issues, including trends for customer complaints and compliments, customer satisfaction improvement initiatives, major closures, and a progress report on the TTC Customer Charter.

### 3.1 – Customer Complaints



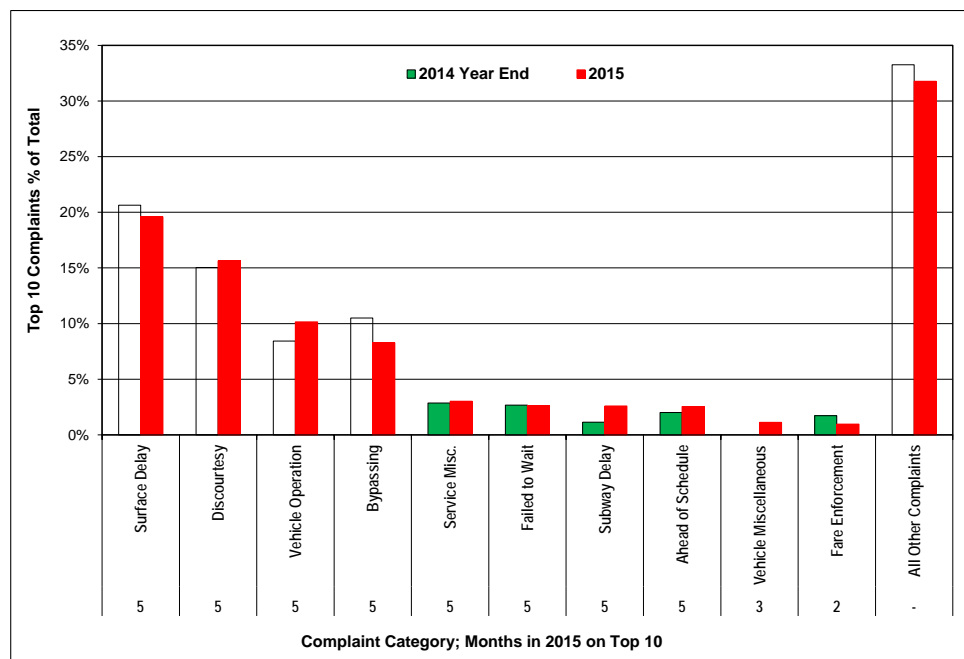
Customers per complaint decreased (unfavourable) in Period 5 after having improved for two consecutive periods.

### 3.2 – Customer Compliments



Customers per compliment in Period 5 continued to trend slightly higher (unfavourable) than the 12 month moving average.

### 3.3 – Top Ten Complaints



Surface Delays continued to be the number one complaint category, followed by Discourtesy, with volumes similar to 2014 year-end. Bypassing complaints have improved since 2014 year-end, while Vehicle Operation complaints increased slightly.

### 3.4 – Commentary on Customer Satisfaction Improvement

In January, the 2015 Customer Charter was unveiled with 38 time-bound commitments that include improved service reliability, increased accessibility, cleaner stations, and continued transparency in reporting and explaining delays. The 2015 Customer Charter is the third released by the TTC and is designed to track promises and improvements that benefit customers, while holding TTC’s management to account if promises are not kept. The progress against these commitments is reported to the TTC Board quarterly and posted on the TTC’s website.

In Q2 2015, seven of eight Customer Charter commitments were achieved. The seven initiatives included: creating a new easy-to-follow map of the TTC’s streetcar network; implementing Proof of Payment (PoP) and all door boarding on 50% of our streetcar routes; adding two subway trains during peak hours on each of Lines 1 and 2; changing the colour of priority seats to blue on 40% of vehicles; completing a spring cleaning of every station; opening Union Station’s newly renovated platform and concourse; accepting debit and credit contactless payment for a single ride at all collector booths; and piloting a Family Pass for smart phones during the Pan Am/Parapan Am Games.

Debit and credit contactless payment for a single ride at all collector booths was unable to be installed due to a requirement for an extended procurement process. The TTC selected a successful vendor for this implementation in June 2015 and rollout of contactless payment continues to progress.

The TTC continues to conduct Meet the Managers sessions at subway stations. So far in 2015, sessions have been conducted at the following stations: Coxwell, Islington, King, Ossington, Sheppard, Wellesley, Wilson, and Yorkdale.

Six new members were selected to join the TTC Customer Liaison Panel. The panel was established in 2011 to help transform the TTC into a customer-focused transit system that makes Toronto proud. Its members help the TTC to understand customer priorities and develop customer experience improvements. The current panel has shaped a number of initiatives including new fare payment methods, uniforms, and wayfinding. During their two year term, members will serve as a sounding board, working to find solutions to improve the TTC customer experience. The new panel will be active beginning in July 2015.

TTC and BAI Canada have signed on the TTC’s first cellular carrier, WIND Mobile, introducing cellular connectivity to Torontonians at underground subway stations. Effective June 17, 2015, WIND customers are the first to have access to cellular service on TTC platforms throughout all areas of St. George, Bay, and Bloor-Yonge stations, with additional connectivity on the downtown “U” and Spadina stations going live by the TORONTO 2015 Pan Am/Parapan Am Games.

Major improvements to transit service in Toronto were announced in June 2015. In a report presented to the TTC Board at its meeting on June 22, 2015, 52 bus and streetcar routes will constitute the TTC’s Ten-Minute-or-Better Service Network. Fifty-two routes will operate every 10 minutes or better to ensure that frequent and reliable service is available across the city, making transit more convenient for all residents of Toronto. The improvements include all four subway lines, 11 streetcar routes, and 37 bus routes, and will be implemented throughout the remainder of 2015 and into 2016.

The TTC is gearing up to welcome the world to the 2015 Pan Am/Parapan Am Games in July and August. More than 1,700 TTC employees have signed up as “Ambassadors” to assist customers in finding their way and more easily navigating the TTC system during the Games. Expanded service to the major venues is also available. In addition, more frequent service will be operated throughout the TTC system, where required. Subway service on Sundays will be the same as on Saturdays, and will start earlier in the morning at approximately 6 a.m. instead of 9 a.m.

### 3.5 – Major Closures

#### Yorkdale Commuter Parking Lot

The TTC commuter parking lot at Yorkdale Shopping Centre is being demolished for redevelopment and is unavailable for use by TTC customers. The TTC commuter lots at Wilson, Downsview, and Finch Stations are alternatives during construction. The new TTC commuter parking lot at Yorkdale is expected to open in the fall of 2015.

#### Streetcar and Subway

| Mode  | Area Affected | Dates | Reason |
|---|---------------|-------|--------|
| There are no scheduled closures during the Pan Am / Parapan Am Games: Jul 10 – 26/15; Aug 7 – 15/15 |               |       |        |

**Detailed information on alternative services available during all closures is provided on the TTC’s website.**

### 3.6 – TTC Customer Charter Quarterly Progress Report

The TTC Customer Charter Progress Report will clearly identify our commitments and accomplishments each quarter. It will serve to describe how and what we did to meet our objectives in each of our six key areas.

#### Second Financial Quarter – April 5 to July 4, 2015

| Key Area    | Our Second Quarter Commitment in 2015  | How We Did |
|-------------|--|------------|
| Informative | A new map of the TTC's streetcar network will be installed on all streetcars.                    | ✓          |
| Responsive  | Proof of Payment (PoP) and all door boarding will be implemented on 50% of our streetcar routes. | ✓          |
| Responsive  | On Lines 1 and 2, we will put into service two additional subway trains each during peak hours.  | ✓          |
| Accessible  | New blue priority seats will be installed on 40% of our vehicles by the end of Q2.               | ✓          |
| Clean       | We will complete a spring cleaning of every station.   | ✓          |
| Modern      | Union Station's newly renovated platform and concourse will open to the public.                  | ✓          |
| Modern      | All collector booths will accept debit and credit contactless payment for a single ride.         | x          |
| Modern      | We will pilot a Family Pass for smart phones during the Pan Am / Parapan Am Games.               | ✓          |

#### **Informative**

We will provide the clearest, most accurate and up-to-date service information possible to our customers.

#### **✓ *Our commitment:***

A new easy-to-follow map of the TTC's streetcar network will be installed on all streetcars to help you find your way.

#### ***How we met our commitment:***

- Streetcar system map installation was completed on June 28, 2015.
- New Streetcar maps will now make it easier to plan your trip and find your way through the streetcar network and interchange system.

#### **Responsive**

We will flexibly adapt to changing customer needs to provide you with an efficient and pleasant travel experience.

#### **✓ *Our commitment:***

Proof of Payment (POP) and all door boarding will be implemented on 50% of our streetcar routes.

#### ***How we met our commitment:***

- To date, PoP and all door boarding has been implemented on seven of eleven of our streetcar routes.
- These routes include: 501 Queen, 502 Downtowner, 503 Kingston Rd., 504 King, 508 Lake Shore, 509 Harbourfront, and 510 Spadina.



✓ **Our commitment:**

On Lines 1 and 2, we will put into service two additional subway trains each during peak hours to reduce crowding and increase service.

**How we met our commitment:**

- Two new trains were added to each of Line 1 and Line 2 by the end of June, 2015.
- The addition of each of these new trains has increased service.

**Accessible**

We will provide service to customers of all abilities.

✓ **Our commitment:**

To make the priority seats easier to identify, we are changing their colour to blue. The new blue priority seats will be installed on 40% of our vehicles by the end of Q2 2015.

**How we met our commitment:**

- The commitment has been surpassed with a completion rate of approximately 65% and we are on target to complete 90% by year end 2015.
- With exception of buses, the remainder of the existing fleet has been outfitted with Blue Priority Seats.
- New vehicles will have these seats already installed by the supplier prior to delivery.

**Clean**

We will improve our appearance and environment to ensure the TTC is a transit system that makes Toronto proud.

✓ **Our commitment:**

We will complete a spring cleaning of every station: pressure washing of walls, floors, and pillars at all bus bays, subway stations, passenger pick-up locations, station entrances, and train platforms will take place. Attention will also be given to gum removal, graffiti, station signage, telephones, benches, trash containers, elevators, and stairs.

**How we met our commitment:**

- TTC cleaning crews thoroughly cleaned the stations after long and arduous winter.
- Focus was concentrated on exterior areas which were heavily impacted due to our extreme temperatures.
- Stations were pressure washed to remove salt, spillage, dirt and gum from a variety of surfaces.
- Additional attention was given to cleaning station metal to return its pre-winter lustre.

**Modern**

We will provide our customers with modern stations and vehicles supported by new technology.

✓ **Our commitment:**

Union Station's newly renovated platform and concourse will open to the public. It will include a new elevator, escalators, and improved customer flow to reduce overcrowding.

**How we met our commitment:**

- The new platform at Union Station is now open to the public.
- The station includes new elevator and escalators, a second platform, art wall, and station finish upgrades.

**✘ Our commitment:**

All collector booths will accept debit and credit contactless payment for a single ride. This will make paying your fare easier than ever before.

**Why we did not meet our commitment:**

- Implementation of a contactless payment (Tap n Go) was postponed until a contract could be awarded.
- The contract was awarded in June 2015 and the Tap n Go system implementation is now underway.
- Completion is expected by Q4 2015.

**✓ Our commitment:**

To help families travel with ease, we will pilot a Family Pass for smart phones during the Pan Am / Parapan Am Games.

**How we met our commitment:**

- A Smartphone app to purchase Single Day or Group Passes will be available by the start of the Pan Am / Parapan Am Games.
- Anyone with the app will be able to purchase tickets online and use their mobile device to show purchased ticket(s).
- Group Passes can be used throughout the duration of the Pan Am / Parapan Am Games.
- Additional functionality will be considered later in 2015.

## Part 4 – Financial Commentary

This section provides information about the TTC Operating Budget, the Wheel-Trans Operating Budget, and the TTC Capital Program.

### 4.1 – TTC Operating Budget

#### 2015 Year-to-Date Results

To the end of Period 5 (May 30), total revenues (passenger, advertising, outside City and charters, rent, commuter parking) were \$8.7 million (1.8%) below budget primarily due to 2.7 million (1.2%) fewer customer journeys than planned and a lower average fare (1.84¢ or 0.9%) stemming from ongoing trends in the sales of various fare media.

Over the same time period, expenses were marginally below budget (\$6.9 million or 1%) largely due to the reductions in certain non-labour expenses (including hydro and accident claim settlements).

#### 2015 Year-End Projections

| (millions)                       | Projection | Budget    | Variance |
|----------------------------------|------------|-----------|----------|
| <b>2015 TTC Operating Budget</b> |            |           |          |
| Customer Journeys (Ridership)    | 540        | 545       | (5)      |
| Revenue                          | \$1,195.0  | \$1,206.7 | (11.7)   |
| Expenses                         | \$1,677.7  | \$1,689.4 | (11.7)   |
| Subsidy Required                 | \$482.7    | \$482.7   | -        |
| Subsidy Available*               | \$482.7    | \$482.7   | -        |
| Surplus/(Shortfall)              | -          | -         | -        |

\*Includes a \$9 million draw from the TTC Stabilization Reserve held by the City of Toronto

Currently, there is no projected total year-end subsidy variance. However, there are a number of offsetting variances which are anticipated by year-end as follows.

#### Passenger Revenues: \$12 million decrease

The number of customer journeys for the year is expected to be in the range of 538 to 540 million, which is 5 to 7 million below the target of 545 million. The associated passenger revenue variance is anticipated to be \$12 to \$17 million below target. Most of this ridership shortfall stems from the negative impact of severe cold temperatures and snow in Q1 2015, ongoing planned system closures, labour disruptions at two universities, and the March 1 fare increase. Staff continues to monitor both ridership and revenue performance and will provide updates in future reports.

#### Leasing expenses: \$3.9 million decrease

Delays in securing leases for facilities required for bus storage and maintenance and the warehousing of spare parts and supplies inventory are expected to result in this projected underexpenditure by year-end.

#### Non-labour expenses: \$3.2 million decrease

Reductions in certain non-labour requirements, primarily for supplies and services, to support facilities and ALRV streetcar maintenance activities are anticipated by year-end.

#### Hydro & Utilities: \$2.4 million decrease

Expenses to date have been less than anticipated primarily due to lower than forecasted rates.

**Other Employee Costs: \$1.5 million decrease**

The trend in WSIB and sick benefits expenses to date indicate that these benefits expenses could fall below budget by year-end.

**PRESTO fees: \$1.5 million increase**

The earlier than anticipated application of a 5.25% fee in 2015 on all PRESTO-related passenger revenues is expected to result in this unfavourable variance.

**Accident Claims settlements: \$1.3 million decrease**

The trend in settlement expenses to date indicates that these expenses could fall below budget by year-end.

**Diesel: \$1.0 million decrease**

A marginally more favourable fuel consumption rate than anticipated accounts for this positive impact.

**Other: \$0.2 million decrease**

All other projected changes in other expenses and revenues add up to this favourable variance from budget.

**4.2 - Wheel-Trans Operating Budget****2015 Year-to-Date Results**

To the end of Period 5 (May 30), total revenues were marginally above target (\$49K or 2%). This reflects slightly higher revenues from 69K (5.2%) more customer journeys partially offset by a lower average fare (\$0.06 or 3.2%).

Over the same period, expenses were \$1 million (2%) below budget, primarily due to a shift of customer journeys from buses to less-expensive contracted taxis and workforce gapping savings.

**2015 Year-End Projections**

| (millions)                               | Projection | Budget  | Variance |
|--|------------|---------|----------|
| <b>2015 Wheel-Trans Operating Budget</b> |            |         |          |
| Customer Journeys (Ridership)            | 3.246      | 3.246   | -        |
| Revenue                                  | \$6.2      | \$6.2   | -        |
| Expenses                                 | \$115.3    | \$115.3 | -        |
| Subsidy Required                         | \$109.1    | \$109.1 | -        |
| Subsidy Available*                       | \$109.1    | \$109.1 | -        |
| Surplus/(Shortfall)                      | -          | -       | -        |

\*Includes a \$0.3 million draw from the TTC Stabilization Reserve held by the City of Toronto

Currently, there is no projected year-end subsidy variance, however, trip demand so far this year has exceeded expectations and Wheel-Trans is doing its very best to accommodate as many additional trip requests as possible. Staff will continue to monitor demand and will report on any potential budgetary impact in a future report.

### 4.3 - Capital Program

#### 2015 Year-to-Date Results

Capital expenditures to Period 5 typically reflect lower project activity as early efforts are focussed on setting up schedules and tendering work. Other current period activity includes settlement of 2014 accrued contract payments and continued progress on vehicle and construction contracts already in place.

#### 2015 Year-End Projections

| (millions)                                    | Projected | Budget*   | Variance |
|---|-----------|-----------|----------|
| <b>2015 Capital Program Budget</b>            |           |           |          |
| Base Program                                  | \$1,116.9 | \$1,075.1 | \$41.8   |
| Toronto-York Spadina Subway Extension (TYSSE) | \$502.0   | \$444.2   | \$57.8   |
| Scarborough Subway Extension (SSE)            | \$30.3    | \$50.3    | (\$20.0) |

\*Excludes additional carry forward spending on Base Program (\$145.8M), YYSSE (\$98.8M), and SSE (\$0.2M)

#### Base Capital Program Expenditures: \$41.8 million over

There is typically significant variability in the early estimates of various programs which, if continued, will result in staff requesting budget re-allocation from programs with under-spending to those with higher needs. Significant projected year-end program variances are outlined below:

##### Subway Track: \$12.0 million over

Increase to the Subway/SRT Track Rehabilitation Program as a result of rescheduling of activities to allow for cross-over work related to the deferral of the Davisville Rehabilitation Project (DARP) to be completed in 2015 (+\$4.0M); and advancing funds from future due to consulting requirements for the DARP project (+\$2.0M) and slippage of contract for Rail Vehicle Based Inspection System due to revised timelines for system design, supply and installation (+\$5.0M).

##### ATC Resignalling: \$30.7 million under

Cancellation of two Computer Based Interlocking contracts will result in a significant reduction in payments in 2015. Additionally, while the transition from two to one signal supplier is underway, TTC forces have been redirected to non- ATC State Of Good Repair (SOGR) work and non-ATC closures which account for a \$30.7 million under-spend for 2015.

##### On Grade Paving Rehabilitation Program: \$5.6 million over

This variance is due to advanced work at Greenwood South Yard, Davisville Yard, Malvern Garage, St. Clair Station and Eglinton Bus Roadway (+\$4.4M) and cost estimate changes at Lawrence West Station and Eglinton Bus Roadway (+\$1.2M).

##### Bridges and Tunnels: \$15.4 million over

- **Bridges/Structures Maintenance: \$6.3 million over**

Union Station slippage from prior year and estimated cost increases, based on actual experience now that Union is near completion; Lawrence Bus Loop acceleration of funds from 2016 as work is anticipated to be undertaken during the 2015 construction season; and scope increase for added waterproofing system.

- **Maintenance of Joint Bridges: \$5.6 million over**

Delay in award of contract by City of Toronto for work associated with the concrete rehabilitation of Prince Edward Viaduct Bridge which resulted in work being carried over to 2015.

**Toronto Rocket/T1 Rail Yard Accommodation: \$6.9 million over**

Variance is due to prior year slippage and timing (+1.5M); cost estimate change for site service stage 1 (+\$2.2M); and, advanced construction for Wilson Carhouse North Expansion (+\$3.2M).

**Purchase of Buses: \$13.4 million over**

Slippage in bus deliveries from 2014.

**Purchase of Subway Cars: \$18.8 million over**

Variance is due to updated contract schedule and cash flow to reflect the impact of the Unifor labour strike in 2014, following execution of the contract amendment in February 2015 with the Carbuilder.

**Purchase of Streetcars: \$17.2 million under**

Variance is due to contract change allowance (-\$15.9M) and contingency (-\$6.4M) that are moved to future years, but partially offset by milestone and escalation payments (+\$5.1M).

**TYSSE Program Expenditures: \$57.8 million over**

The variance is comprised of advanced facilities construction and operating systems (\$3.2M), advanced property acquisitions and vehicle (\$50.2M), advanced engineering support and contingency (\$21.8M) and due to delay in releasing holdbacks as per revised project completion date (-\$17.4M).

**Scarborough Subway Extension: \$16.0 million under**

Variance is mainly due to delay in hiring staff and also schedule change as a result of Pan Am Games.

## Part 5 - Critical Projects

This section provides information about selected capital projects.

### 5.1 Toronto Rockets and Rail Yard Accommodation

The TR/T1 Rail Yard Accommodation project includes major expansions that will address the storage and maintenance facility requirements of the complete subway fleet, including the Toronto Rocket fleet on Line 1 (YUS) and the T1 fleet on Lines 2 and 4 (BD/Sheppard). The current work includes:

- Wilson Yard:
  - Carhouse expansion
  - Track additions (storage tracks, ladder tracks and run-around tracks)
  - Signal system upgrades
  - Substation addition
  - T&S building renovation
- Davisville Yard:
  - Carhouse expansion
  - Consolidation of T&S facility
- Vincent (Keele) Yard:
  - Facility rehabilitation for storage of T1 trains
- Kipling Station:
  - Additional storage track
- Greenwood Yard:
  - Conversion of CN delivery track to storage
  - T&S building renovation

The Wilson Yard construction of the Carhouse expansion and new Substation building is ongoing and Track additions have commenced for the storage tracks. The tandem wheel lathe work in the Carhouse has been completed. The signal system and traction power contracts have been awarded.

The Vincent (Keele) Yard facility rehabilitation project is currently out to tender.

The construction contract for the Greenwood yard CN track conversion has been awarded and the site work is ongoing.

To date, 65 Toronto Rocket trainsets have been accepted for revenue service. The complete Toronto Rocket fleet will consist of 80 trainsets (TS) as follows:

Base order – H4/H5 Replacement (39 total): TS-1 through TS-39 (completed on August 6, 2013)  
Option 1(B) – H6 Replacement (21 total): TS-40 through TS-60 (completed on January 21, 2015)  
Option 1(A) – TYSSE Support (10 total): TS-61 through TS-70 (to be completed by end-2015)  
Option 1(C) – Support for ATC/Forecast Growth (12 total): TS-71 through TS-76 (to be completed by Q1 2015)  
plus six 4-cars consist i.e. TS-77 through TS-82 (to be completed by Q2 2016) for Line 4.

All TR trains on property are ATO-ready with progressive results on the ATC integrated dynamic tests at the specially built test track of the Wilson Yard.

A reliability improvement plan comprised of component and system testing is largely completed. Retrofit work has been progressing well. An attainable schedule to install low ceiling handholds, exterior door

chimes, and the blue priority seating has been established. Key train performance indicators and reliability are improving.

## **5.2 Streetcar Program and Maintenance & Storage Facility**

### **Streetcar Procurement and Implementation**

Seven new low floor accessible streetcars are operating very reliably in revenue service on the 509 Harbourfront and 510 Spadina routes. Two of the new streetcars were reassigned to the 511 Bathurst route during the Pan Am Games.

The Board received a report at the June 22, 2015 meeting that advised Bombardier was behind the contractual schedule and was developing and implementing plans to recover the schedule with delivery of the 204th new streetcar in 2019. The most recent revised schedule was received from Bombardier on June 1, 2015.

Bombardier has yet to prove that they are able to recover and meet the required production rate and quality requirements to achieve completion of the contract in 2019. The preliminary acceptance date for shipment of the eighth new streetcar from the Bombardier Plant, slipped from the revised scheduled date of June 19, 2015 to the week of July 20, 2015 or one month behind schedule.

The Chair and Chief Executive Officer visited the Bombardier Thunder Bay Plant on June 23, 2015 and were advised by the President of Bombardier Transportation Americas the ramp-up plan for the Thunder Bay final assembly plant is challenging but achievable. Bombardier continues to conduct critical assessment of its plan and will publish an updated schedule upon completion of its review.

Upon agreement of a detailed recovery plan and revised schedule, negotiation of the commercial terms of the contract with Bombardier will commence.

### **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. The contract was initially expected to be completed in June 2014; however, construction delays have resulted in expected completion in 2015. TTC has scheduled staged occupancy of the facility starting summer 2015 and completion of the work is scheduled for Q4 2015.



#### 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. Leslie Street is scheduled to be open to general traffic Summer 2015.

The landscape enhancements are scheduled to be completed by the end of 2015 as part of the Leslie Street Connection Track Contract.

The City of Toronto's Notice of Approval Conditions (NOAC) requires decorative hydro transmission poles and compatible decorative street light poles that integrate with the streetscape design. The design details have been finalized with the City of Toronto.

The Construction Liaison Group (CLG), comprised of local businesses and residents, school representatives and local Councillors, meets on a monthly basis to address construction issues for residents and businesses. The last meeting was held on June 18, 2015 and the next is scheduled for July/August, 2015. Safety walks to identify specific concerns to cyclists and pedestrians are planned after every new construction stage and as required. The next safety walk will be arranged for later in the summer of 2015.

The Community Liaisons have continued their outreach efforts by continuing to hold one-on-one meetings with local businesses and residents and responding to emails, phone calls and walk-in questions and concerns from the community. The next issue of the project e-newsletter will be posted in July 2015.

### 5.3 Station Enhancements

#### **Union Station**

Following the successful opening of the new second platform, south concourse fareline/collectors booths, and moat doors on August 18, 2014, the existing centre platform and concourse above underwent a full structural rehabilitation and finishing to match the new platform. The centre platform elevator was placed into service on April 9, 2015. On May 19, 2015 the rehabilitated centre platform hoardings were removed and entire platform opened, and at concourse level the new north fareline and collectors booth were opened and the 500' art wall completed. Front Street has been fully reconfigured, restored, and reopened to traffic. The grand plaza vision, in front of the historic Union Station, has been fully implemented providing a new and vibrant life to the Union Station precinct.

On July 2, 2015, Federal Finance Minister Joe Oliver and Provincial Tourism, Culture and Sport Minister Michael Coteau joined TTC Chair Josh Colle and TTC CEO Andy Byford to mark both the completion of these major renovations at the Toronto Transit Commission's Union Station as part of the larger Toronto Waterfront revitalization, and to celebrate meeting a 2015 Customer Charter commitment to have Union Station finished before Toronto welcomes visitors for the 2015 Pan Am and Parapan Am Games.

#### **Easier Access**

Work to make stations accessible is on-going at Woodbine, St. Clair West, Ossington, and Coxwell Stations. For the contract to make Royal York Station accessible, bids have been received and the contract is expected to be awarded by Q3 2015, subject to satisfactory resolution of a property/easement issue that remains ongoing. Design is currently ongoing and on track to commence the construction phase in Q4 2015 to make Dupont Station accessible.

Work to overhaul elevators at Dundas West and Finch Stations is on schedule to be completed by Q3 and Q4, 2015 respectively.

#### **5.4 Automatic Train Control (ATC)**

TTC switched signalling suppliers in order to streamline the implementation and subsequent operation of ATC. Progress is moving forward as planned and the project remains on schedule for completion in 2020 and on budget for \$562.8 million. An update on progress will be provided to the Board at the September 2015 meeting.

#### **5.5 Toronto-York Spadina Subway Extension (TYSSE)**

The TYSSE project is now targeted for opening by the end of 2017 and the project budget has been increased by \$150M. To guide the project towards this goal, a third party project management firm, Bechtel, has been retained to implement a comprehensive project reset, including working with contractors and obtaining agreement for an end of 2017 opening date, developing a process and timeline to resolve outstanding claims, and establishing a collaborative environment to develop a common goal and improve project relationships.

Mobilization of Bechtel personnel is complete and they have been fully integrated into the TYSSE project team.

The work of establishing the baseline schedule, the project budget and resetting the relationships with contractors has commenced with the target of achieving the critical task within the 120 days of project reset.

It is also expected that a detailed assessment of claims will be reported back to the Board by the end of 2015.

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

The implementation of PRESTO at the TTC is divided into two major phases: Phase 1 and Phase 2. The overall Phase 1 scope includes fare payment functionality on-board the first 50 low-floor, accessible streetcars and off-board at selected streetcar transit stops for the 510 Spadina, 511 Bathurst, 505 Dundas, and 509 Harbourfront routes. The on-board PRESTO Fare Payment Machines accept tokens and cash and issue POP receipts, while the PRESTO readers at the doors of the new streetcars accept payments with a PRESTO card. Ticket Validator machines process concession tickets on-board and off-board the new streetcars. The Phase 1 scope also includes the replacement of the current PRESTO equipment at 14 subway stations currently equipped with PRESTO fare payment equipment while adding PRESTO equipment to 12 additional subway stations.

The initial Phase 1 PRESTO devices were launched into service during fall 2014. Since then, PRESTO fare payment equipment has been installed at Spadina, Dundas West, Bathurst, Broadview, St. Andrew, Osgoode, King, Sheppard, Queen, Scarborough Centre, and Davisville stations, bringing the total number of stations enabled for PRESTO to 26. The seven new low floor, accessible streetcars now in revenue service have been equipped with PRESTO Fare Payment Machines and Ticket Validators. Off-board PRESTO Fare Payment Machines and Ticket Validators have been installed at thirteen stops along the 510 Spadina route and two stops along the 509 Harbourfront route.

PRESTO devices have also been installed at the TTC's MDP Office located at Yonge and Davisville to enhance the services available to PRESTO customers. As of December 1 2014, PRESTO customers are able to get assistance with their PRESTO cards from TTC staff in the MDP Office (e.g. purchasing a PRESTO card; loading value onto the PRESTO card).

The Phase 2 scope includes the remaining rollout of PRESTO at the TTC to include all subway stations, buses, legacy (Articulated Light Rail Vehicle – ALRV and Canadian Light Rail Vehicle – CLRV) streetcars, and Wheel Trans. PRESTO equipment has been installed on an ALRV and CLRV streetcar and is undergoing technical field trials testing. The design for buses is underway with plans to commence technical field trials testing in Q4 2015.

Field studies to determine whether sufficient power is available at TTC subway stations to support PRESTO equipment are now completed. The design of the required electrical upgrades at subway stations has been completed for 56 subway stations and the electrical construction work to upgrade the power configuration has been completed at 36 stations.