



STAFF REPORT INFORMATION ONLY

Chief Executive Officer's Report – April 2016 Update

Date:	April 27, 2016
To:	TTC Board
From:	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 Summary

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, which was created in 2012 to better reflect the Chief Executive Officer's goal to completely modernize the TTC from top to bottom, has been transformed to be more closely aligned with the TTC's seven strategic objectives – safety, customer, people, assets, growth, financial sustainability, and reputation.

Issue Background

For each strategic objective, updates of current and emerging issues and performance are now provided, along with a refreshed performance dashboard that reports on the customer experience. This information is intended to keep the reader completely up-to-date on the various initiatives underway at the TTC that, taken together, will help the TTC achieve its vision of a transit system that makes Toronto proud.

Contact

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Attachments

Chief Executive Officer's Report – April 2016 Update

Chief Executive Officer's Report

**Toronto Transit Commission
April 2016 Update**

A fleet of 135 shuttle buses support operations to keep Toronto moving during planned closures as we implement ATC



Introduction

The Chief Executive Officer's Report, which was created in 2012 to better reflect our work to completely modernize the TTC from top to bottom, has been transformed to be more closely aligned with the TTC's seven strategic objectives – safety, customer, people, assets, growth, financial sustainability, and reputation. For each of these objectives, updates of current and emerging issues and performance are now provided, along with a refreshed performance dashboard that reports on the customer experience. This information is intended to keep you completely up-to-date on the various initiatives underway at the TTC. It is a work in progress that will continue to evolve over the coming months and will help us achieve our vision of a transit system that makes Toronto proud.

One of our seven strategic objectives, Reputation, involves creating an organization that is transparent and accountable, well-regarded by stakeholders and peers, and in which employees are proud to play a part. Through my monthly commentary, I will keep you up-to-date on the key activities that I and my management team are involved in as we work to transform the TTC.



Andy Byford
Chief Executive Officer
Toronto Transit Commission

Our Vision: A transit system that makes Toronto proud.

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The Honourable Amarjeet Sohi, Minister of Infrastructure and Communities, tours Hillcrest's Harvey Shop complex

1. TTC Performance Scorecard

TTC Performance Scorecard


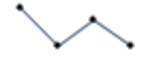




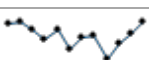
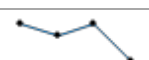


Key Performance Indicator	Description	Latest Measure	Current	Target	Current Status	Annual Trend	Page	
Safety and Security								
Lost Time Injuries	Injuries per 100 Employees	Feb 2016	4.68	3.16	✘		15	
Customer Injury Incidents	Injury Incidents per 1M Boardings	Feb 2016	1.16	1.19	✔		15	
Offences against Customers	Offences per 1M Boardings	Feb 2016	0.88	0.52	✘		16	
Offences against Staff	Offences per 100 Employees	Feb 2016	0.23	0.25	✔		16	
Customer: Journeys								
	TTC Customer Trips	Feb 2016	40.4M	42.9M	✘		19	
	TTC Customer Trips	2016 y-t-d to Feb	83.9M	87.9M	✘	NA	19	
	PRESTO Customer Trips	Feb 2016	1.6M	0.9M	✔		20	
	Wheel-Trans Customer Trips	Feb 2016	288K	272K	✔		20	
	Wheel-Trans Customer Trips	2016 y-t-d to Feb	589K	557K	✔	NA	20	
Customer: Satisfaction								
	Customer Satisfaction Score	Q1 2016	79%	75%	✔		21	
Customer: Environment								
	Station Cleanliness	Audit Score	Q4 2015	77.7%	75%	✔		24




✔ On Target - Target at risk at current trend ✘ Off Target

Bolded target values indicate the KPI target is under development.
Interim target is based on the comparable prior period.

Key Performance Indicator	Description	Latest Measure	Current	Target	Current Status	Annual Trend	Page
Train Cleanliness	Audit Score					Data will be available Q2 2016	
Streetcar Cleanliness	Audit Score					Data will be available Q2 2016	
Bus Cleanliness	Audit Score					Data will be available Q2 2016	

Customer: Service Performance

 Subway								
1	Yonge-University	Delay Incidents	Q4 2015	1,914	10% less than 2014	✗		25
		Delay Minutes	Q4 2015	3,078	10% less than 2014	✓		25
		Trains per Hour in AM Peak	Feb 2016	22.1	25.5	✗		26
2	Bloor-Danforth	Delay Incidents	Q4 2015	2,677	10% less than 2014	✗		27
		Delay Minutes	Q4 2015	3,772	10% less than 2014	✓		27
		Trains per Hour in AM Peak	Feb 2016	24.7	25.5	✗		28
3	Scarborough	Delay Incidents	Q4 2015	127	10% less than 2014	✗		29
		Delay Minutes	Q4 2015	671	10% less than 2014	✗		29
		Trains per Hour in AM Peak	Feb 2016	13.2	13.3	✗		30

 On Target
  Target at risk at current trend
  Off Target

Bolded target values indicate the KPI target is under development. Interim target is based on the comparable prior period.

Key Performance Indicator	Description	Latest Measure	Current	Target	Current Status	Annual Trend	Page
4 Sheppard	Delay Incidents	Q4 2015	184	10% less than 2014	✗		31
	Delay Minutes	Q4 2015	509	10% less than 2014	✗		31
	Trains per Hour in AM Peak	Feb 2016	11.0	10.9	✓		32
Streetcar	On-Time Departure	Feb 2016	48.8%	90%	✗		33
	Short Turns	Feb 2016	1,298	50% less than 2015	✓		33
Bus	On-Time Departure	Feb 2016	73.3%	90%	✗		34
	Short Turns	Feb 2016	1,610	50% less than 2015	✓		34
Wheel-Trans	% Within 10 Minutes of Schedule	Feb 2016	88.3%	90%	✗		35

People



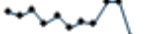










Employee Absence	Absenteeism Rate	Feb 2016	7.41%	6.50%	✗		37
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Assets: Vehicle Reliability





Subway	T1	Mean Distance Between Failures	Feb 2016	397,588 km	300,000 km	✓		39
	TR	Mean Distance Between Failures	Feb 2016	752,265 km	772,485 km	✗		39

On Target
 Target at risk at current trend
 Off Target





Bolded target values indicate the KPI target is under development. Interim target is based on the comparable prior period.




Key Performance Indicator	Description	Latest Measure	Current	Target	Current Status	Annual Trend	Page
 Streetcar							
CLRV	Mean Distance Between Failures	Feb 2016	3,553 km	4,500 km			40
ALRV	Mean Distance Between Failures	Feb 2016	1,743 km	3,500 km			40
New Streetcar	Mean Distance Between Failures	Feb 2016	17,081 km	35,000 km			41
 Bus	Mean Distance Between Failures	Feb 2016	8,402 km	8,100 km			42
 Wheel-Trans	Mean Distance Between Failures	Feb 2016	10,554 km	11,000 km			42

Assets: Equipment Reliability


Elevators	Percent Available	Feb 2016	98.8%	98%			43
Escalators	Percent Available	Feb 2016	97.2%	97%			43




Financials

TTC Revenue	Actual vs. Budget	2016 y-t-d to Feb	\$190M	\$200M		Section 3.5
TTC Operating Expenditure	Actual vs. Budget	2016 y-t-d to Feb	\$267M	\$268M		Section 3.5
Wheel-Trans Revenue	Actual vs. Budget	2016 y-t-d to Feb	\$1.1M	\$1.1M		Section 3.5
W-T Operating Expenditure	Actual vs. Budget	2016 y-t-d to Feb	\$19.4M	\$19.1M		Section 3.5

 On Target
  Target at risk at current trend
  Off Target

Bolded target values indicate the KPI target is under development. Interim target is based on the comparable prior period.

Key Performance Indicator	Description	Latest Measure	Current	Target	Current Status	Annual Trend	Page
Capital Expenditure – Base	Actual vs. Budget	2016 y-t-d to Feb	\$91M	\$164M	✘	Section 3.5	
Capital Expenditure – TYSSE	Actual vs. Budget	2016 y-t-d to Feb	\$36M	\$106M	✘	Section 3.5	
Capital Expenditure – SSE	Actual vs. Budget	2016 y-t-d to Feb	\$3M	\$19M	✘	Section 3.5	
Operator Efficiency	Crewing Efficiency	Feb 2016	87.17%	87.15%	✔		50

 On Target
 Target at risk at current trend
 Off Target

Bolded target values indicate the KPI target is under development. Interim target is based on the comparable prior period.



2. CEO Commentary

PRESTO has arrived at Main Street Station! Andy celebrates with our Metrolinx partners – Robert Hollis and Bruce McQuaig

CEO Commentary and Current Issues

General Overview

This month's report includes data to the end of February 2016.

It has been a busy month. It was fantastic to host Minister Sohi on a visit to Hillcrest to confirm his government's plans to invest in cities and transit. The TTC ticks both boxes and this very welcome news is all the more sweet given the four year campaign we have run for a sustained funding increase. Coming on the back of City Council's \$95 million increase in subsidy in 2015, the TTC is in a better funding position as we continue our work to modernize the system.

Another highlight in recent weeks was the formal entry into service of the first "paddle" style PRESTO gate line at Main Street station. This marks another milestone in the PRESTO roll-out and I commend the joint TTC/PRESTO teams that are doing the work and making such good progress.

Customer satisfaction has rebounded in Q1 to 79%, maintaining the upward trend of the last year. Now that we have resumed unpopular (but hugely necessary) subway closures to facilitate signal and track upgrades, it will be a challenge to continue to drive up CSS but ultimately, this work will see satisfaction soar with improved service reliability and additional capacity.

Construction season has also resumed. In addition to getting TYSSE station construction completed, other critical work needs to happen this year. This includes completion of the wall and beautification, as well landscaping around Leslie Barns carhouse and its vicinity, extensive track and yard renovations at Roncesvalles carhouse, and replacement of 60 track ties and ballast replacement in the Warden area to improve service in this exposed, known trouble spot.



Safety & Security

We are working very closely with law enforcement agencies to monitor the prevailing security situation, given recent events in Europe.

Safety and security indicators were largely stable with no major incidents. The two security-related charts on page 16 have been modified so that they are based on rates, not absolute numbers. This approach provides better context for the number of offences that occur, relative to the number of customer journeys and TTC employees, and also creates a consistency with the safety-related charts on page 15.

Customer: System Performance

Subway performance was generally satisfactory during the period. Speed control incidents remain a challenge and we are working with Thales to modify the software to minimize delays, while maintaining the safety benefit.

Surface modes continue to show strong improvement, particularly in terms of continued reduction in the number of unforced short turns, and in on-time departures.

Financials

Customer journeys (ridership) in March rebounded slightly from the first two months of the year to be 0.2% above the 2015 comparable period but still about 3% below budget. Current forecasts indicate that year-end ridership could be in the range of 540 to 545 million with a corresponding passenger revenue shortfall of about \$20 to \$30 million. An update on ridership results and year-end projections will be provided at the TTC Board meeting in June.

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



Delivery of Major Projects

- TYSSE

Good physical progress continues to be made. Track installation was completed in March, a considerable milestone towards project completion. Systems installation is progressing well.

Commercial discussions continue with our General Contractors as part of the commercial reset of the project.

- PRESTO

Our focus remains on fitting the bus fleet, Wheel-Trans, and remaining stations with PRESTO equipment so that we meet our target of system-wide availability by year-end.

- Automatic Train Control

The project continues on schedule and on budget.

I recently visited the supplier (Alstom) in Rochester, New York, to see for myself, progress on our ATC order and to meet the CEOs of Alstom's European and North American divisions. I impressed upon both, the need for Line 1 ATC to be delivered on-time and to work "out of the box," a fact that they acknowledged and are equally determined to achieve. It was good to witness a simulated test of our system and to see physical construction of equipment racks underway.

- New Streetcar Deployment

At the time of writing, 17 new vehicles are now in service.

In early March, we were advised by Bombardier that a new CEO has been appointed and I have spoken with him to outline our complete frustration and dissatisfaction with Bombardier's current performance. At the time of writing, I am unable to confirm a delivery schedule, but it is evident that Bombardier will not hit the four vehicles per month that we were promised as recently as last month.



- Culture Change

In preparation for changes to the Station Collector role post-PRESTO, the Change Team have held a series of employee road shows at the Collector Division to explain the upcoming change, to answer queries, and to gather concerns. This new way of approaching change has been well received by Collectors and provides a model for further structural changes, going forward.

- Accessibility Matters

Work continues to progress well on our current Easier Access projects.

- McNicoll Bus Garage

The RFP for the design and construction of the McNicoll Bus Garage was released at the end of February. Three short-listed proponents have begun work on their proposals and presented their progress to TTC during confidential meetings in mid-April. The RFP technical proposals are on schedule for submission in Q3 2016, and financial proposals are on schedule for submission in Q4 2016. The project team is co-ordinating with utility companies and the City to facilitate interfaces in advance of construction. Planning has also begun for an extension of the TTC fibre-optic IT network to the garage site. The McNicoll project budget was the subject of a City Manager's Report at the April 18 Executive Committee meeting. Executive Committee approved the report recommendations, and as a result, the TTC Board will be requested to adjust the project budget to reflect construction costs as awarded.



Andy Byford
Chief Executive Officer, Toronto Transit Commission

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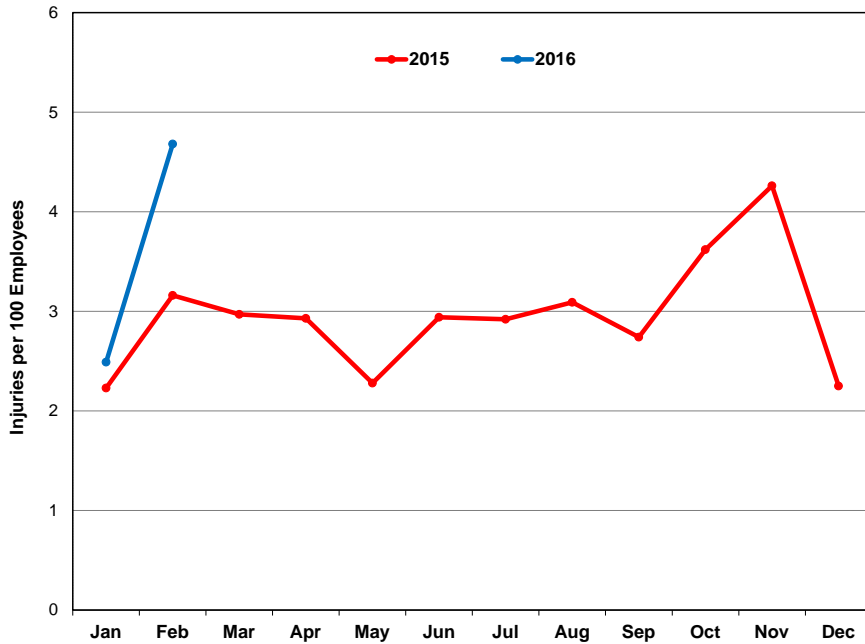


Modern ventilation systems at Leslie Barns keeps the work environment safe for service staff

3.1 Safety & Security

Safety and Security

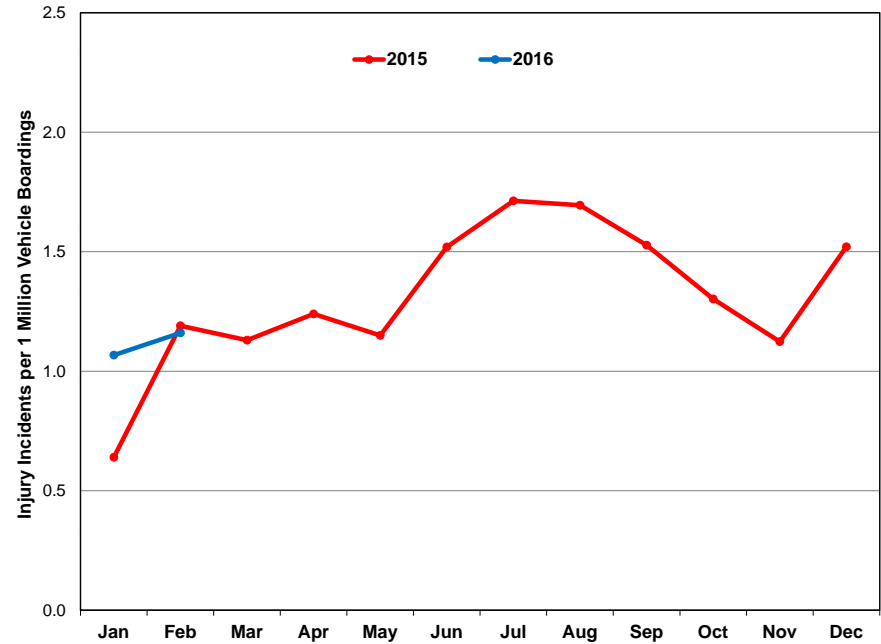
Lost-Time Injuries



The lost-time injury rate (LTIR) increased in February. The rate of 4.68 injuries per 100 employees was 48% higher than the corresponding rate of 3.16 for February 2015.

The moving annual LTIR to the end of February 2016 was 3.10, which was 2% higher than the corresponding rate of 3.04 to the end of February 2015.

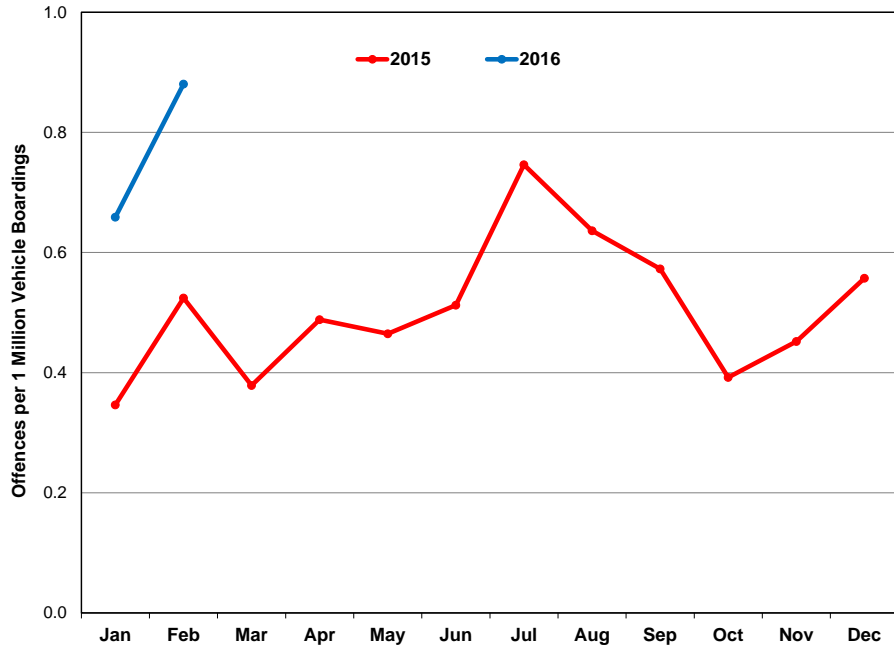
Customer Injury Incidents



The customer injury incident rate increased in February. The rate of 1.16 injury incidents per 1 million vehicle boardings was 3% lower than the corresponding rate of 1.19 for February 2015.

The moving annual customer injury incident rate to the end of February 2016 was 1.35, which was 6% higher than the corresponding moving annual rate of 1.27 to the end of February 2015.

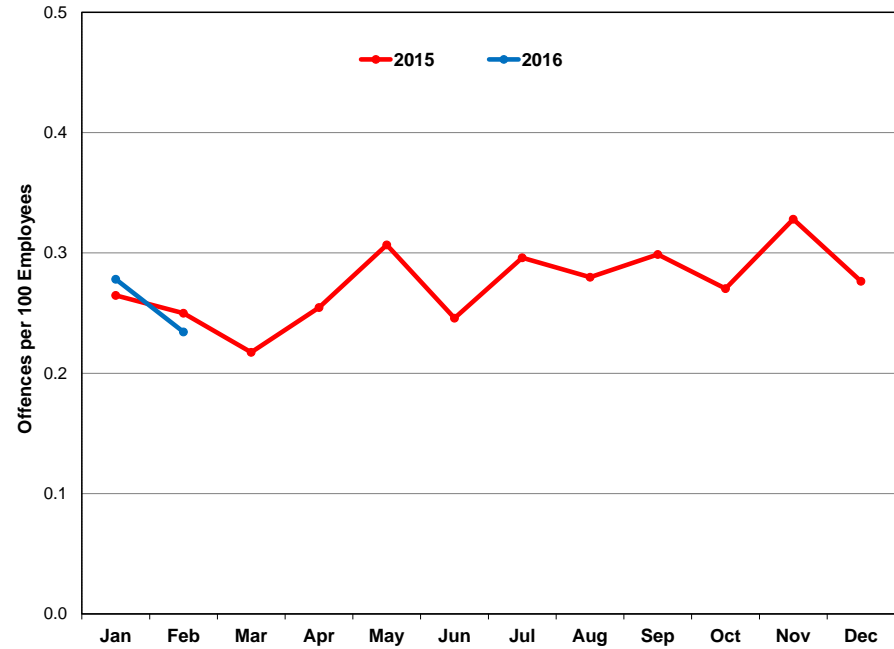
Offences Against Customers



Total offences against customers increased in February for the fourth consecutive month. The rate of 0.88 offences per 1 million vehicle boardings was 69% higher than the corresponding rate for February 2015.

The Transit Enforcement Unit has assigned directed patrols in higher-crime areas at higher-crime times of day to deter violent offences against customers.

Offences Against Staff



Total offences against staff decreased in February. The rate of 0.23 offences per 100 employees was 8% lower than the corresponding rate for February 2015.

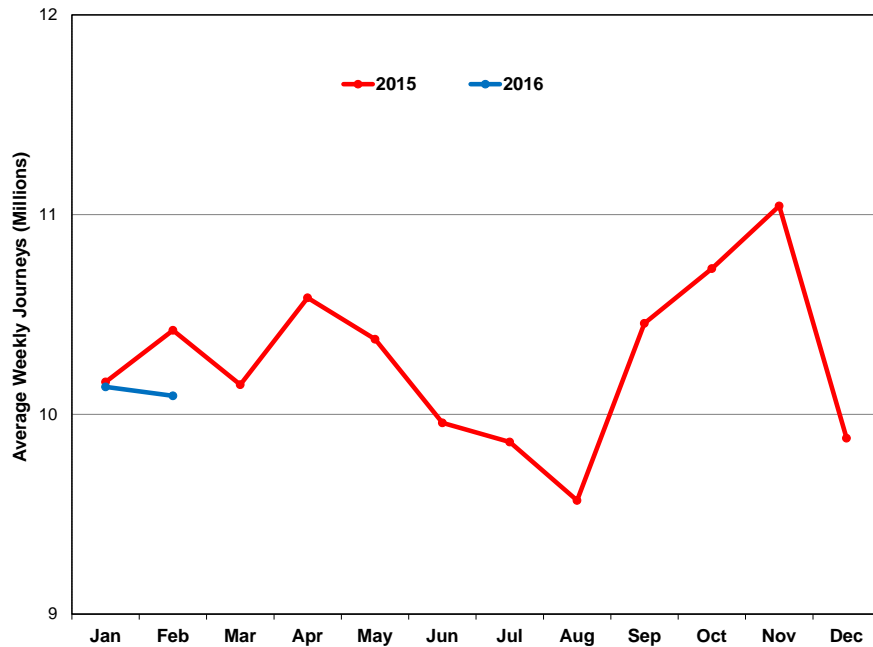
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3.2 Customer

Customer: Journeys

TTC: 2016 Actual vs. 2015 Actual

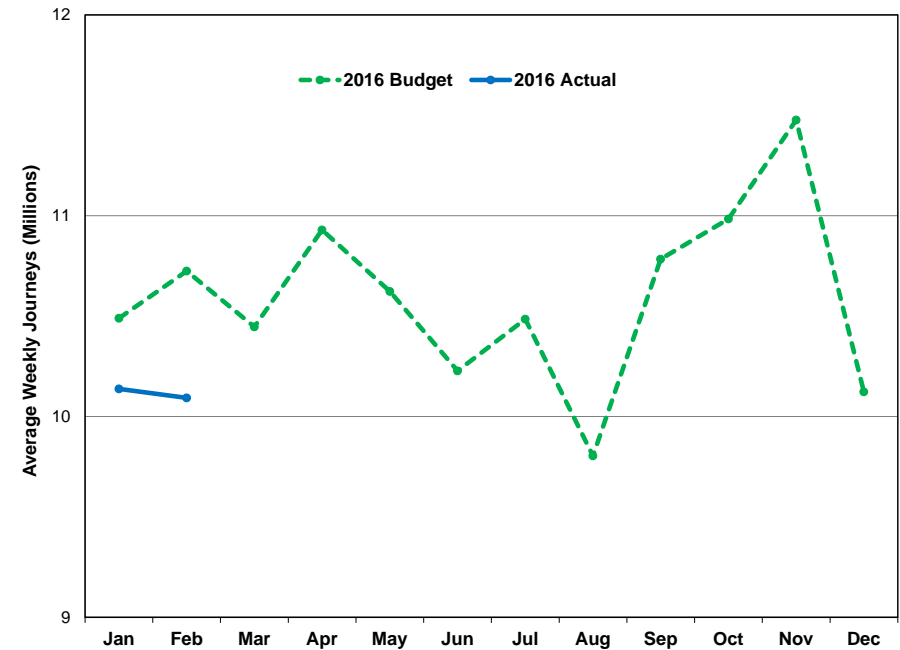


There were 40.4M customer journeys (ridership) taken during February, which was 1.3M (3.1%) less than the 41.7M journeys taken during February 2015.

The annual number of customer journeys taken to the end of February 2016 was 534.7M, which was 2.2M (0.4%) less than the 536.9M annual journeys taken to the end of February 2015.

Average weekly ridership in February was below the prior year comparable for the ninth consecutive month.

TTC: 2016 Actual vs. 2016 Budget



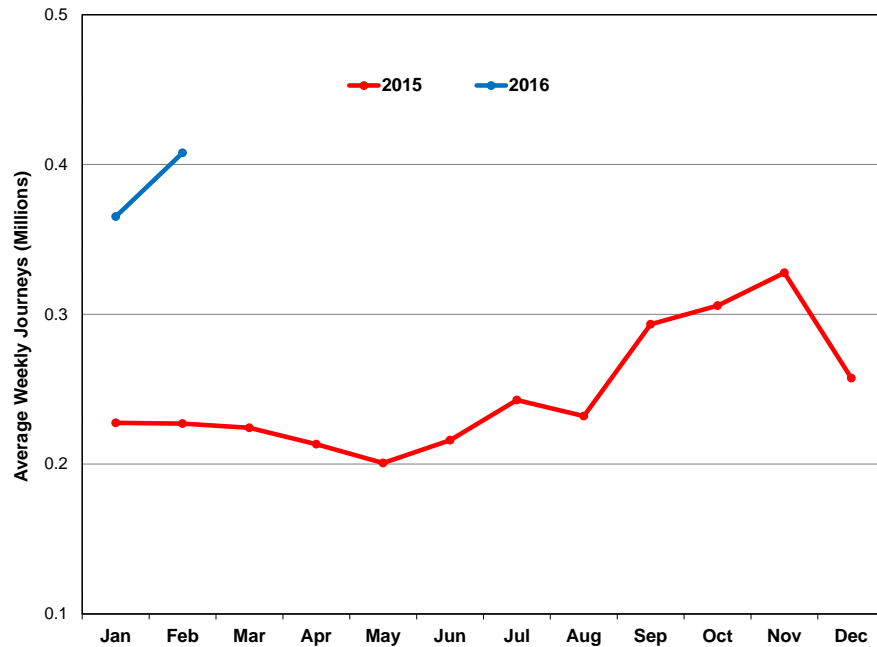
There were 40.4M customer journeys taken during February, which was 2.5M (5.8%) less than the budget of 42.9M journeys.

The number of customer journeys taken year-to-date to the end of February was 83.9M, which was 4.0M (4.6%) less than the budget of 87.9M journeys.

Average weekly ridership has been below budget for 12 consecutive months.

Customer: Journeys

PRESTO: 2016 Actual vs. 2015 Actual

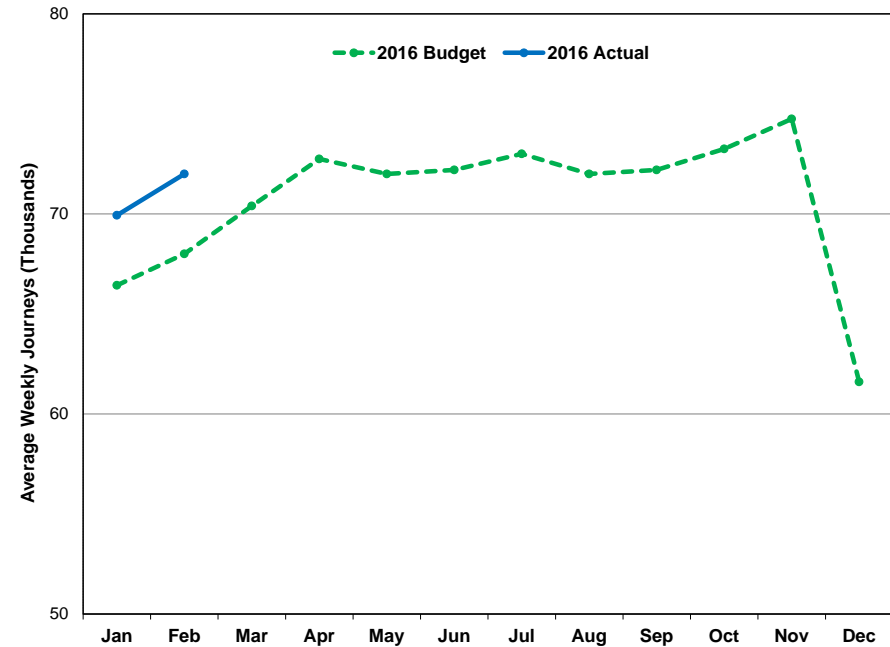


There were 1.6M customer journeys (ridership) taken using the PRESTO Farecard in February, which was 0.7M (78%) more than the 0.9M journeys taken during February 2015.

The annual number of customer journeys taken to the end of February 2016 was 14.2M, which was 4.1M (41%) more than the 10.1M annual journeys taken to the end of February 2015.

Note:
PRESTO ridership is included in TTC ridership totals.

Wheel-Trans: 2016 Actual vs. 2016 Budget



There were 288K customer journeys taken during February, which was 16K (6%) more than the budget of 272K journeys.

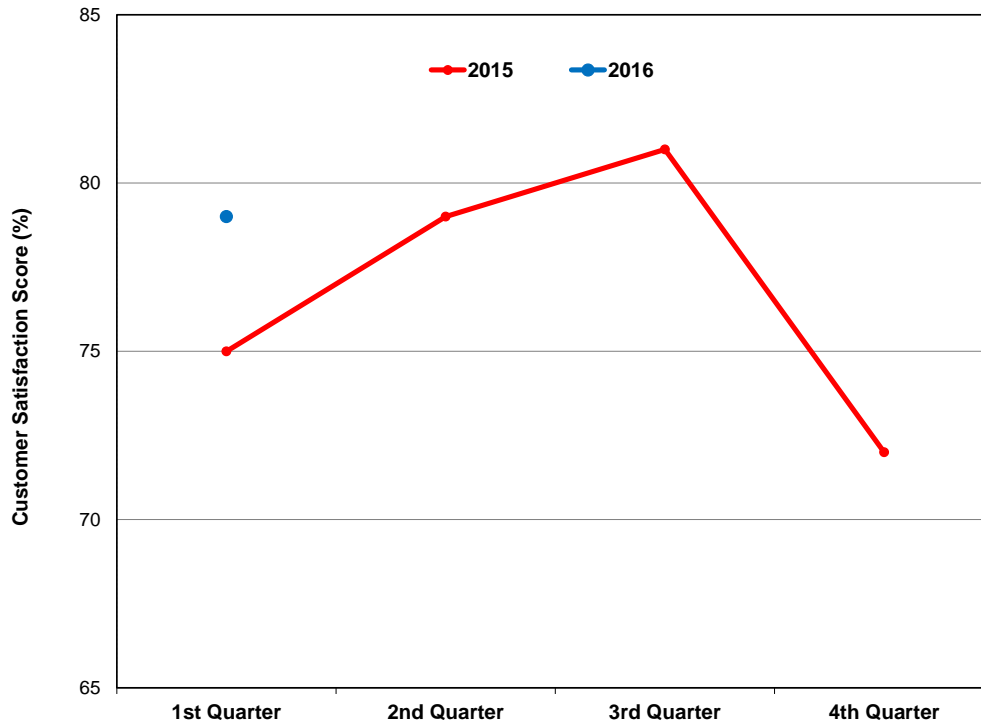
The number of customer journeys taken year-to-date to the end of February was 589K, which was 32K (6%) more than the budget of 557K journeys.

Average weekly ridership has been above budget for 18 consecutive months.

Note:
Wheel-Trans ridership is not included in TTC ridership totals.

Customer: Satisfaction

Customer Satisfaction Score



Overall customer satisfaction in Q1 has rebounded and once again matches the strong trend that emerged last year. In 2015, improvements in customer perceptions of key service reliability attributes (the length of time they waited for the vehicle, trip duration, and the level of crowding inside the vehicle) led to the highest customer satisfaction score observed in several years, 81%. After a brief decline in Q4 which can be attributed to the removal of very visible PanAm specific service enhancements, overall customer satisfaction has returned to 79% (the proportion of customers who were satisfied with their most recent trip on the TTC).

This can be linked to our improved consistency delivering a reliable service, which has led to higher customer perceptions of trip duration on buses and streetcars, wait times on streetcars and level of crowding on buses. Customer perceptions of subway service also

remained high. The overall satisfaction score for Q1 2016 is statistically higher than the score from last quarter (72%) and the score from a year ago (75%).

The areas of highest customer satisfaction (80%+) include: personal safety (subway, bus, streetcar), easy of buying token/ticket (subway, bus, streetcar), wait time (subway), length of trip (bus, subway), cleanliness of subway station, helpfulness of maps and signs at the station/inside vehicle (subway), ease of getting to train platform, helpfulness and appearance of operator (bus, streetcar), ease of hearing announcements and helpfulness of announcements (bus, streetcar), quality of announcements (subway), comfort of ride (subway).

Pride in the TTC and what it means for Toronto also continues to improve. This quarter 74% of customers agreed with this statement - a significant improvement compared to results observed a year ago (67%) and higher than the average score over time (71%, Q3 2012 – Q1 2016).

Commentary on Improvement in Customer Satisfaction

Work continues toward meeting the goals of the 2016 Customer Charter, with 35 time-bound commitments that include improved service reliability, increased accessibility, cleaner stations, and continued transparency in reporting and explaining delays. The Charter has evolved in 2016, with promises tracked by quarter rather than by category and core actions have been developed into overall commitments. The results will be same – delivering a transit system that makes Toronto proud. The 2016 Customer Charter is the fourth released by the TTC, adding to the 110 promises we have already delivered since the Charter was first unveiled in 2013. The Customer Charter is designed to track promises and improvements that benefit customers, while holding TTC's management to account if they're not met. Progress against these commitments is reported to the TTC Board each quarter and is posted on ttc.ca.

In the first quarter, 2016, all commitments were met. The 510 Spadina streetcar route is serviced by new, fully accessible streetcars; payment through Apple Pay at collector booths at all subway stations is now available; streetcar short turns are on track to be reduced by a further 20%; subway service on Sundays now begins approximately one hour earlier, at 8 a.m.; additional trains were added to Line 1 to decrease delays during off-peak hours; a "Local Working Group" was established to begin public consultations for a new second exit at Donlands Station; and five new express bus services were introduced.

The first Meet the Managers session of 2016 was held in February at Kipling station; in March, sessions were held at Ossington station, where a new elevator is being installed and at the busy Bloor-Yonge interchange station. Meet the Managers allows customers and managers to interact face-to-face and for managers to gain additional insight into the challenges and opportunities experienced by customers while travelling on the TTC. The meet the manager session schedule has been confirmed for the year and are planned at the following stations: April 21 at Main Street, May 12 at Downsview, June 7 at Kennedy, July 5 at St. Clair West, August 10 at Sheppard, September 26 at Finch, October 18 at Eglinton, November 16 at St. George, and December 8 at Union.

The TTC Customer Liaison Panel continues to meet on a monthly basis 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 panel continues to work on a number of important issues including new fare payment methods, bike strategy, and feedback on the new PRESTO enabled faregates.

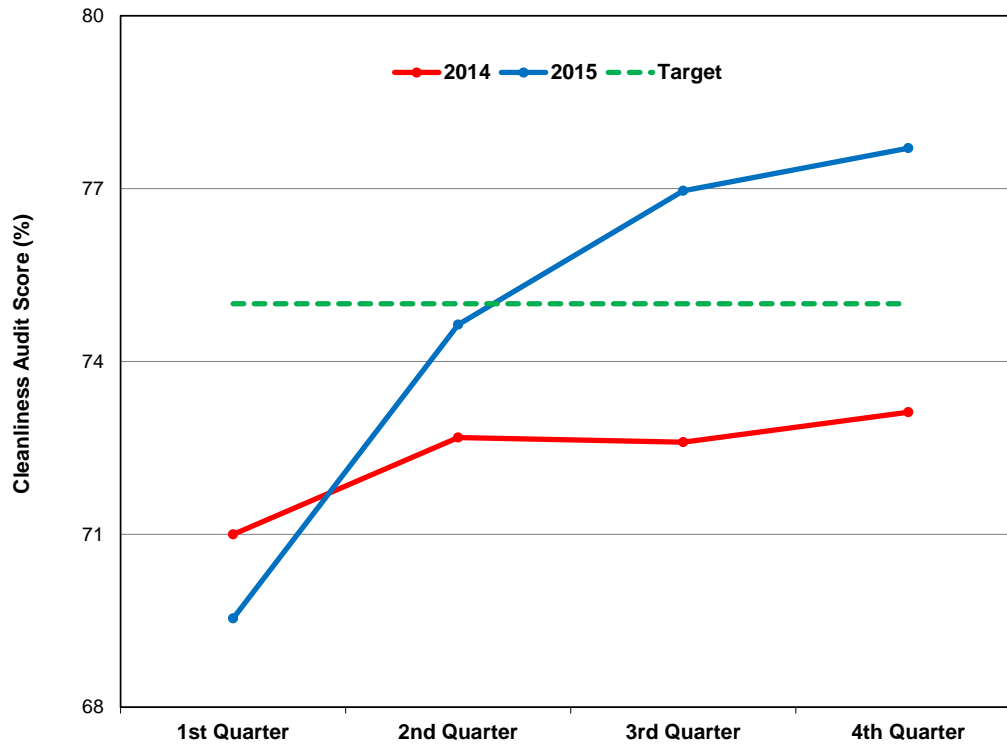
A number of TTC vintage and modern streetcars joined the annual Toronto Beaches Lions Easter Parade on March 27. The parade ran along Queen Street East from Munro Park to Woodbine Avenue. Toronto's new low-floor, air-conditioned streetcar was accompanied by a refurbished ALRV and a CLRV streetcar. These cars joined the vintage Peter Witt streetcar, which served the citizens of Toronto from 1921 until 1963, and the PCC streetcar that was the backbone of the TTC's streetcar fleet from 1938 until 1995.

TTC and BAI Canada have expanded the availability of Wi-Fi service to seven additional stations: Dupont on Line 1; and Keele, Old Mill, High Park, Lansdowne, Ossington, and Main Street stations on Line 2. BAI Canada has committed to a full rollout of Wi-Fi and cellular infrastructure across the subway system, and plans to bring 24 additional stations online by the end of 2016 – almost doubling the size of the current rollout. BAI Canada and WIND Mobile are also increasing the number of stations with cellular connectivity in the TTC subway system. WIND Mobile's customers will soon have cellular service across five additional stations – Bathurst, Christie, Dupont, Sherbourne, and Castle Frank.

During March Break, the Group/Family Day Pass was made available for purchase through TTCconnect, the TTC's E-Ticketing program. The TTC Group/Family Day Pass was made available from March 12-20 for use by groups of up to six people (maximum two adults), making it easier for families to explore the city all day during the break.

Customer: Environment

Station Cleanliness



Performance in Q4 2015 was 77.7% and was above target for the second consecutive quarter. Overall performance has improved for three quarters in a row.

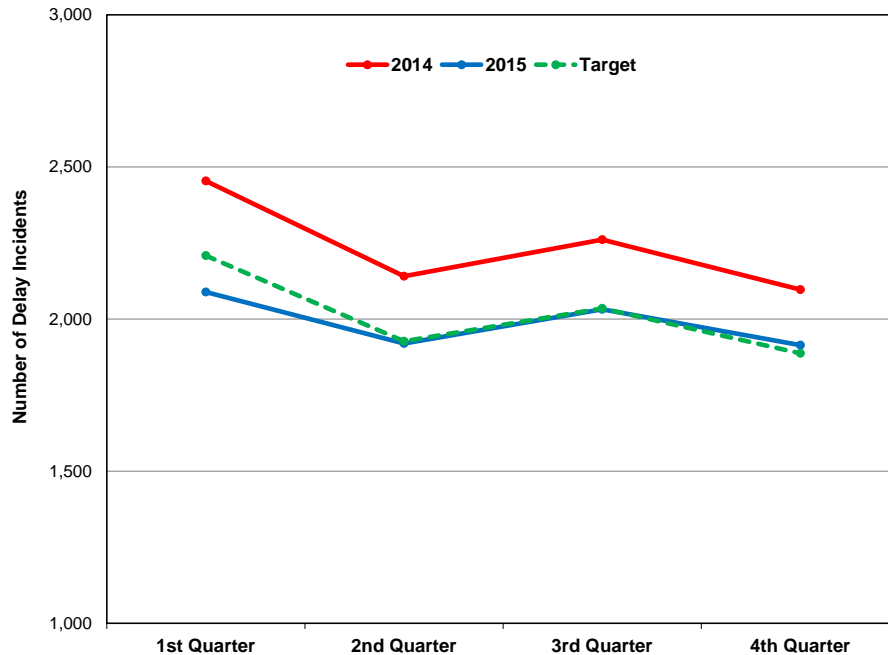
The unseasonably warm weather in Q4 2015 facilitated further improvements of the gains that were first achieved in Q3 2015, when additional resources were invested before and during the Pan Am and Parapan Am Games.

Customer: Service Performance



Subway

Line 1: Delay Incidents



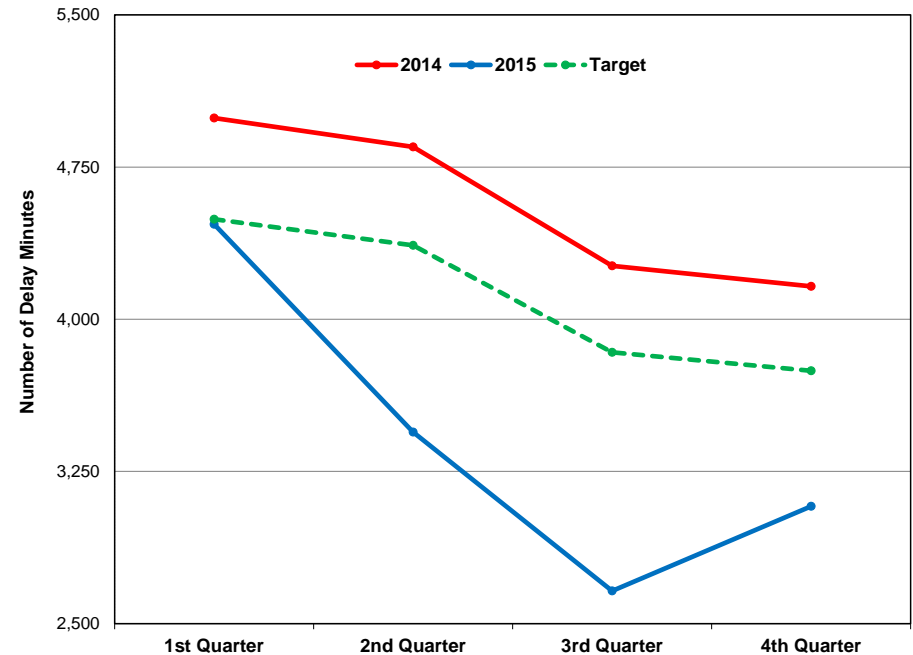
The number of delay incidents decreased in Q4 2015 to 1,914; however, performance was slightly above target. Overall in 2015, performance achieved the annual target of a 10% reduction in delay incidents from the 2014 baseline.

All major delay categories were reduced in 2015 but there were noteworthy reductions in rolling stock incidents stemming from improved reliability with the Toronto Rocket train and from a 37% reduction in Fire/Smoke Plan B incidents. Speed control-related incidents generated 29% of delays in 2015; the Speed Control Program is expected to result in further reductions in 2016.

Note:

The quarterly performance target is based on a 10% or more reduction in delay incidents, year-over-year.

Line 1: Delay Minutes



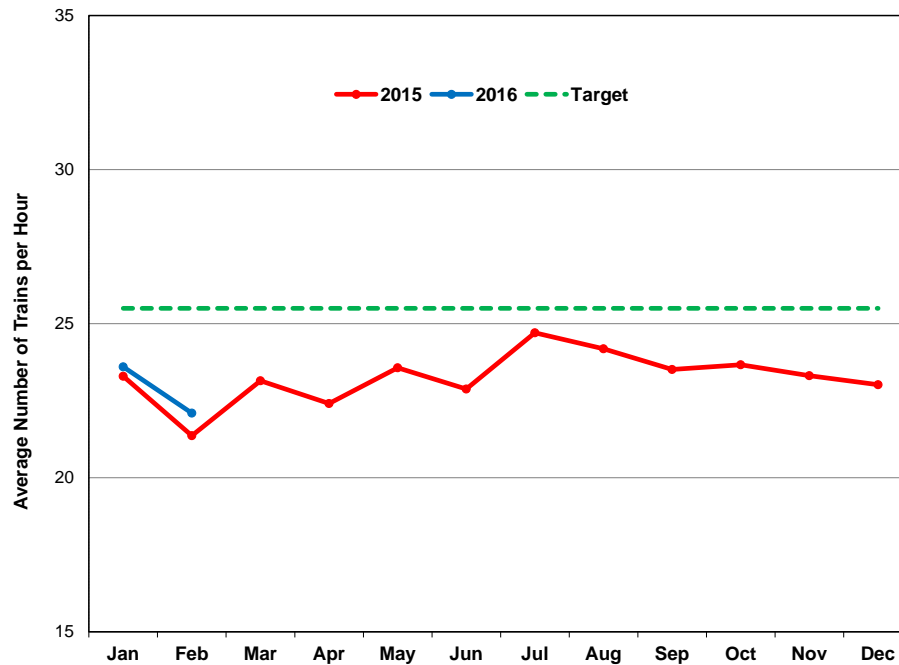
The number of delay minutes increased in Q4 2015 for the first time in three quarters to 3,078; however, performance in Q4 2015 achieved target for the fourth consecutive quarter. Overall in 2015, delay minutes decreased 25% from the 2014 baseline.

In 2015, Fire/Smoke Plan B delays were reduced by 480 minutes, or 33%, and the increasing reliability of the Toronto Rocket trains helped to generate a reduction of 407 minutes, or 22.7%, from 2014 levels.

Note:

The quarterly target is based on a 10% or more reduction in delay minutes, year-over-year.

Line 1: Trains per Hour in Morning Peak

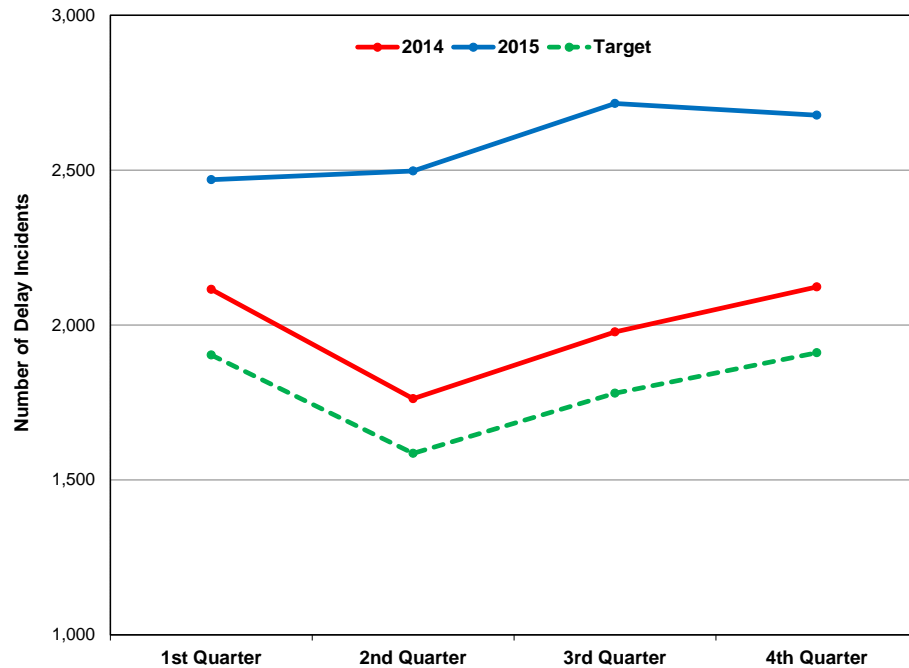


The daily average number of trains per hour in the morning peak service period decreased in February to 22.1, which was 87% of what was scheduled. Overall monthly performance continued to remain below target.

Performance in February was negatively impacted by an increase in the number of delay incidents. Programs are underway to return the number of delay incidents to a downward trend similar to 2015, including a signal system state of good repair program, smoke/fire incident reduction initiatives, and software improvements to the speed control system scheduled for Fall 2016.

Note:
Data are based on weekday service from Monday to Friday.

Line 2: Delay Incidents



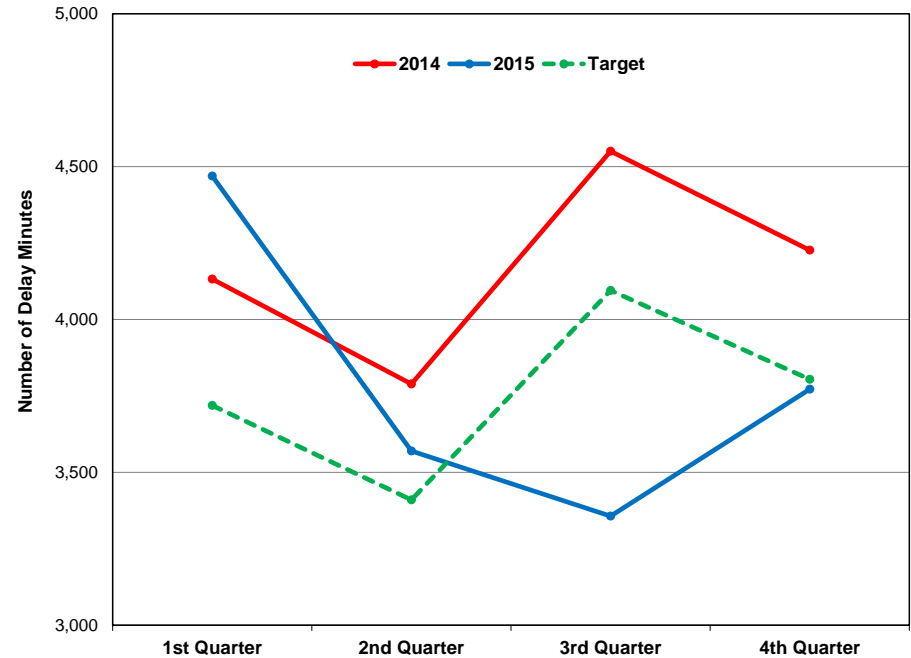
The number of delay incidents decreased in Q4 2015 to 2,677; however, performance in Q4 2015 did not achieve target for the fourth consecutive quarter. The number of delay incidents increased since Q2 2014 as speed control was gradually implemented. Full implementation was completed by Q2 2015 and the number of delays subsequently levelled out during the last half of 2015.

A strategy is being developed to modify the overall Speed Control Program, primarily to reduce the current level of incidents.

Note:

The quarterly performance target is based on a 10% or more reduction in delay incidents, year-over-year.

Line 2: Delay Minutes



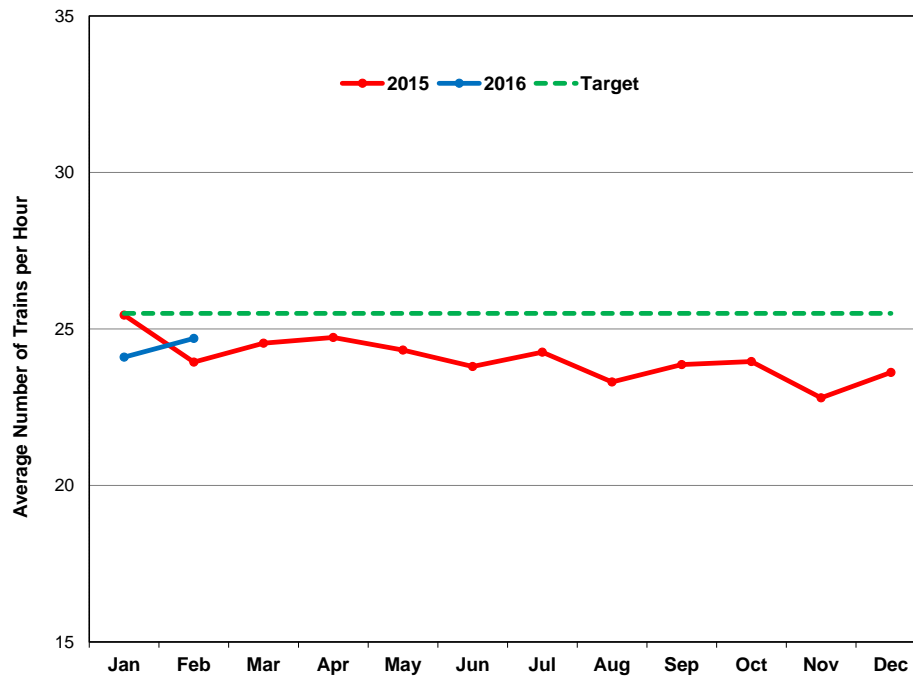
The number of delay minutes increased in Q4 2015 for the first time in three quarters to 3,772; however, performance in Q4 2015 achieved target for the second consecutive quarter. Overall in 2015, there was a 9% decrease in delay minutes; however, total delay minutes were higher than for Line 2.

Rolling stock incidents increased 46% in Q4 2015; however, there was a significant reduction in delay minutes for these incidents. This indicates that remedial actions taken when incidents occur are successful at clearing delays in less time than in previous quarters.

Note:

The quarterly target is based on a 10% or more reduction in delay minutes, year-over-year.

Line 2: Trains per Hour in Morning Peak



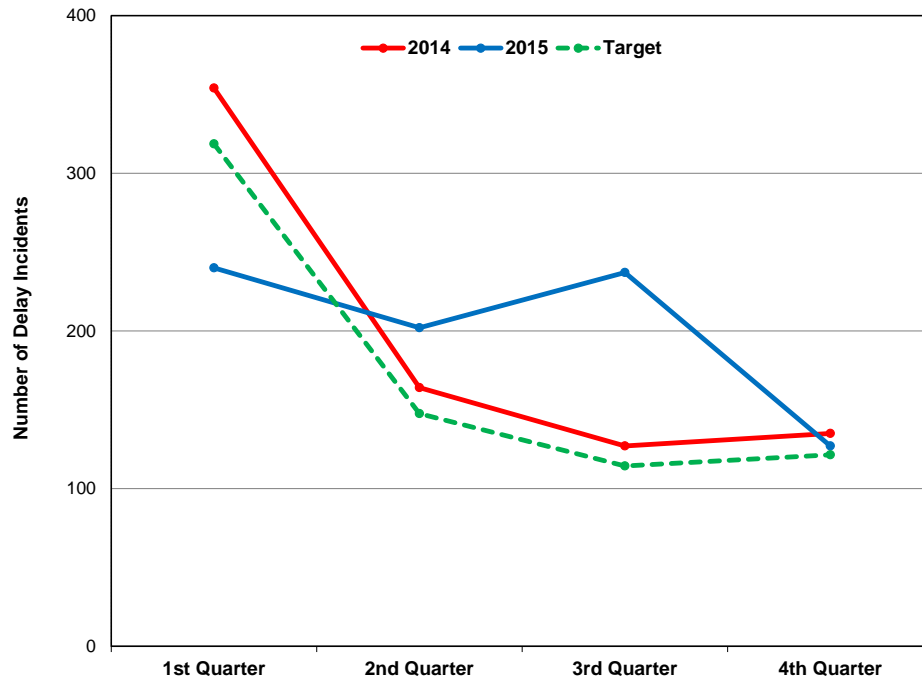
The daily average number of trains per hour in the morning peak service period increased in February to 24.7, which was 97% of what was scheduled. Overall performance has steadily improved over the past three months.

Delay incidents less than five minutes in duration have remained fairly steady and speed control incidents, typically half of all delay incidents, have steadily improved over the past 12 months as a result of determined, co-ordinated efforts by transportation and maintenance staff. Coupled with speed restrictions being kept to a minimum, performance should continue to improve towards target.

Note:

Data are based on weekday service from Monday to Friday.

Line 3: Delay Incidents

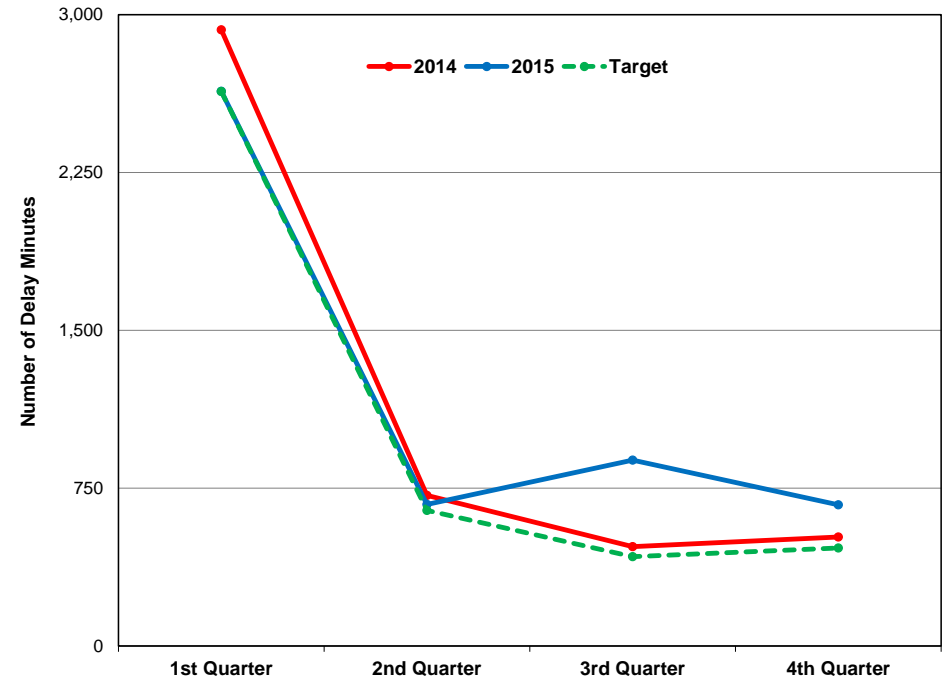


The number of delay incidents decreased in Q4 2015 to 127; however, performance in Q4 2015 did not achieve target for the third consecutive quarter. Of note is that the number of incidents was below 2014 levels for the first time since Q1 2015. Overall in 2015, the number of incidents increased 3% from the 2014 baseline.

Work continues on improving SRT train reliability, with an accelerated car overhaul program in place, as well as work on the guideway including optimizing the car / reaction rail interface, and working proactively to eliminate the sources of timed-outs.

Note:
The quarterly performance target is based on a 10% or more reduction in delay incidents, year-over-year.

Line 3: Delay Minutes

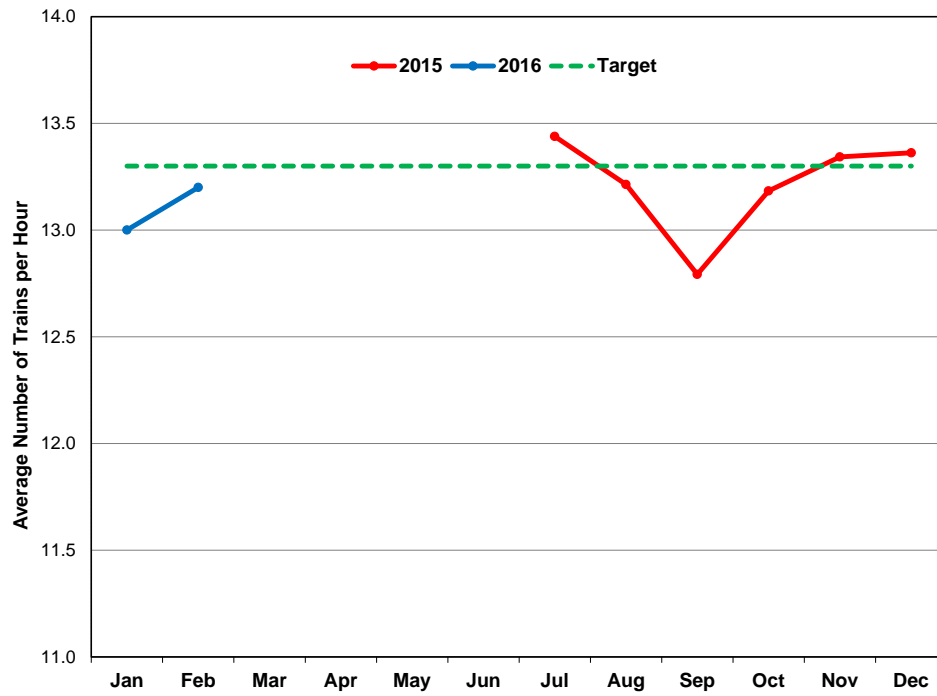


The number of delay minutes decreased in Q4 2015 to 671; however, performance in Q4 2015 did not achieve target for the third consecutive quarter. Overall in 2015, there was a 5% increase in delay minutes from the 2014 baseline.

Rolling stock and rail infrastructure-related delays more than doubled from 2014 levels and represented 74% of the total 2015 delay minutes. To mitigate this problem, the Car Overhaul Program is being accelerated and infrastructure work on the guideway is already improving performance. As the SRT revitalization program continues into 2016, these incidents are expected to improve.

Note:
The quarterly target is based on a 10% or more reduction in delay minutes, year-over-year.

Line 3: Trains per Hour in Morning Peak



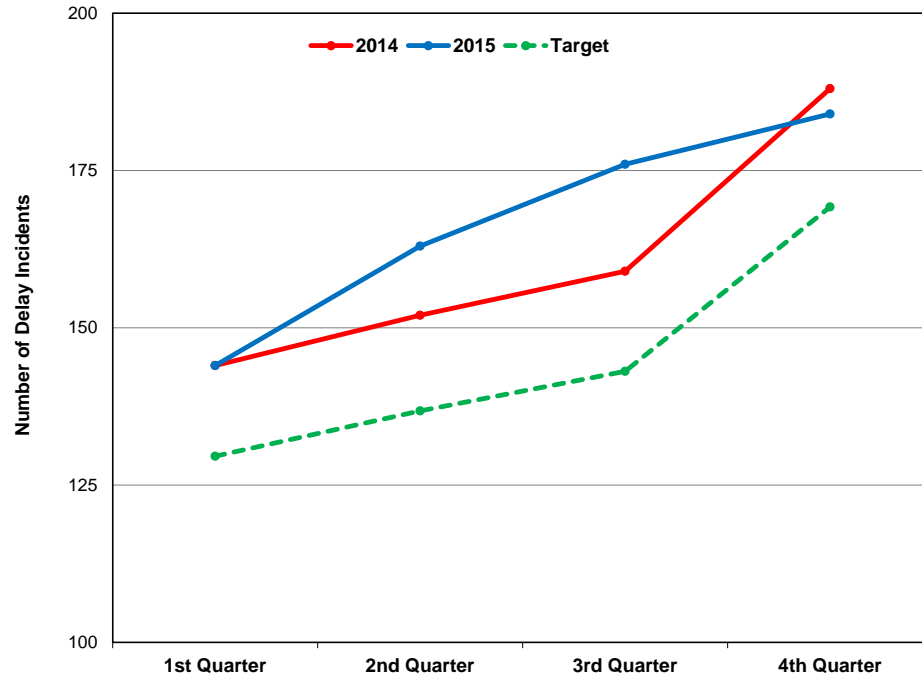
The daily average number of trains per hour in the morning peak service period increased in February to 13.2, which was 99% of what was scheduled.

Combined with a headway performance over 98%, this represents a very reliable level of service.

Note:

Data are based on weekday service from Monday to Friday.

Line 4: Delay Incidents

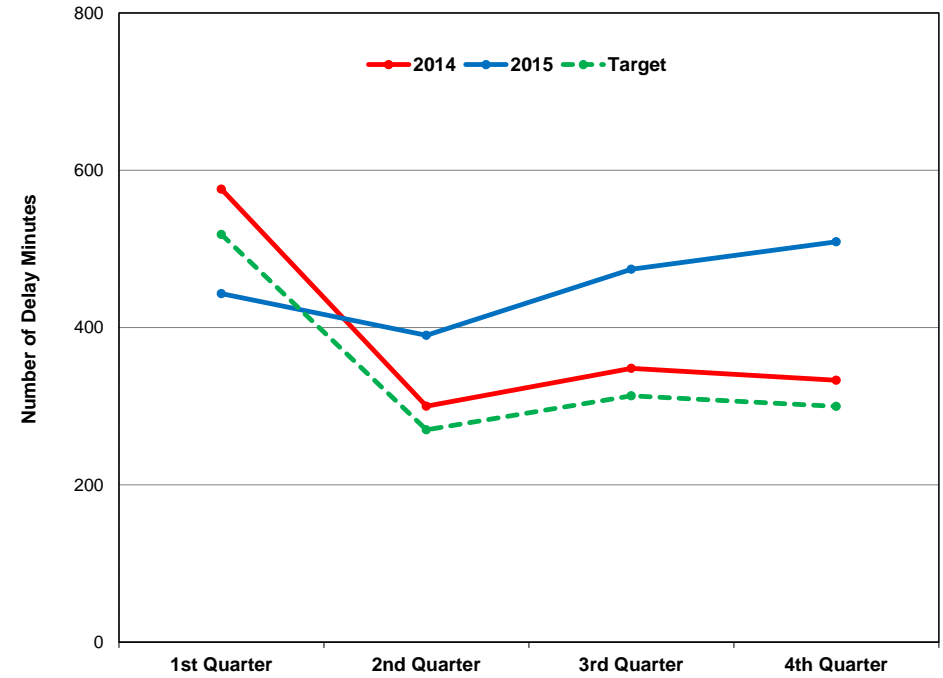


The number of delay incidents increased in Q4 2015 for the third consecutive quarter to 184. Performance in Q4 2015 did not achieve target for the fourth consecutive quarter; however, the number of incidents was below 2014 levels for the first time since Q1 2015. Overall in 2015, there was a 4% increase in delay incidents from the 2014 baseline.

In 2015, there was a 29% increase in equipment incidents. Speed Control incidents also showed a notable increase (18%), consistent with the other Speed Control lines. Options are being investigated for how best to move forward with Speed Control across the system.

Note:
The quarterly performance target is based on a 10% or more reduction in delay incidents, year-over-year.

Line 4: Delay Minutes

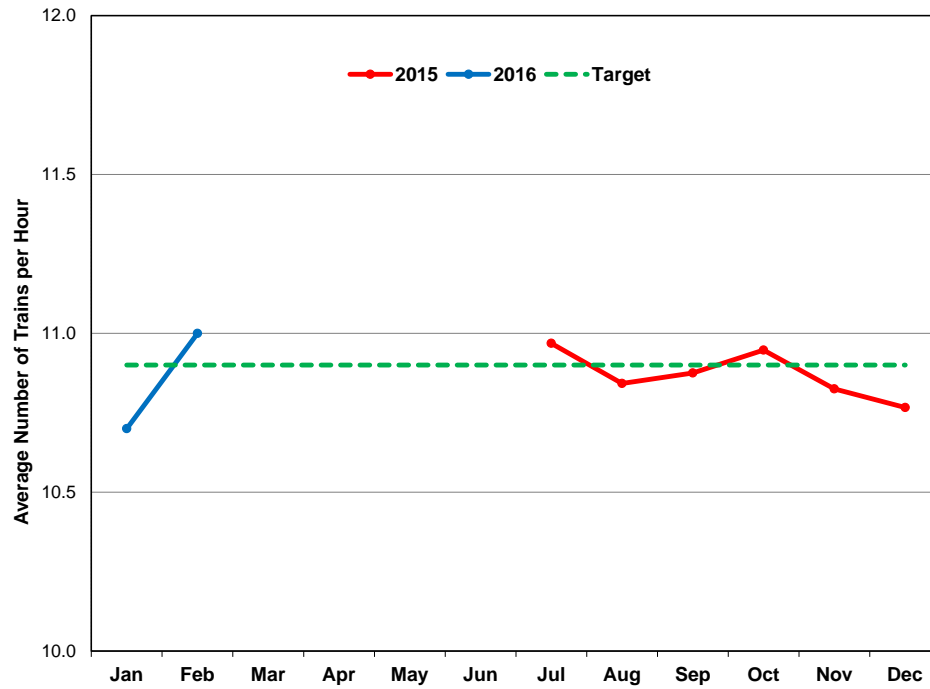


The number of delay minutes increased in Q4 2015 for the second consecutive quarter to 509. Performance in Q4 2015 did not achieve target for the third consecutive quarter. Overall in 2015, there was a 17% increase in delay minutes from the 2014 baseline.

Equipment delays were a major source of the total 2015 delay minutes. Of note is the encouraging improvement in Speed Control delay minutes, which decreased 25% in 2015.

Note:
The quarterly target is based on a 10% or more reduction in delay minutes, year-over-year.

Line 4: Trains per Hour in Morning Peak



The daily average number of trains per hour in the morning peak service period increased in February to 11.0. Overall performance achieved target for the first time in four months.

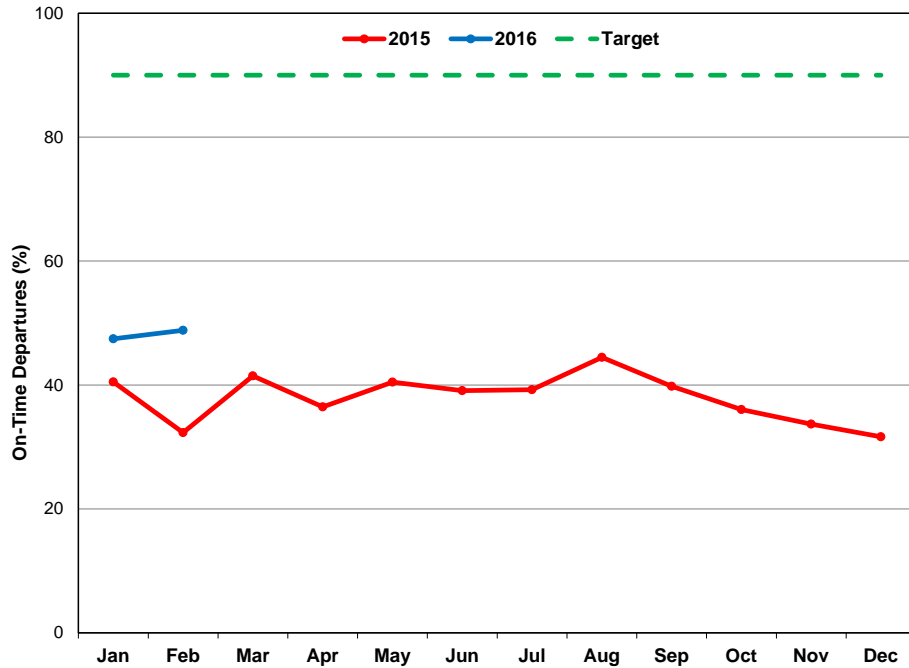
With a relatively low number of delay incidents, it is anticipated that morning peak trains per hour will remain relatively high. Along with good headway adherence, overall service quality is very strong.

Note:
Data are based on weekday service from Monday to Friday.



Streetcar

On-Time Performance

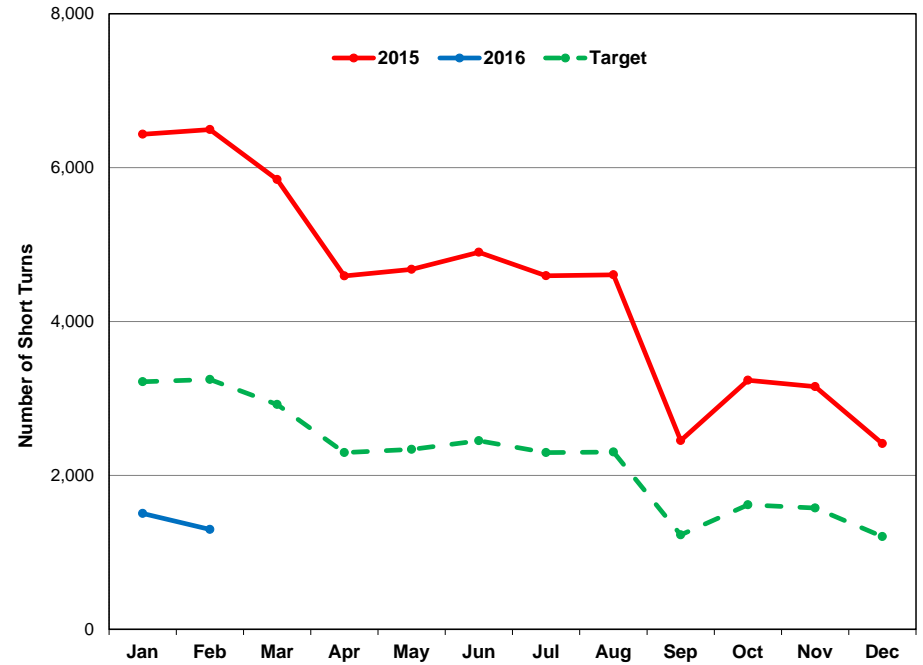


On-time performance increased in February to 48.8%. The increase was mostly due to the improvement on the 501 Queen route.

Note:

This KPI measures adherence to scheduled (-1 to +5 minutes) departure times from end terminals.

Short Turns



The number of streetcar short turns decreased in February for the fourth consecutive month to 1,298, falling to the lowest level in the past two years. Overall performance has achieved target for 12 consecutive months.

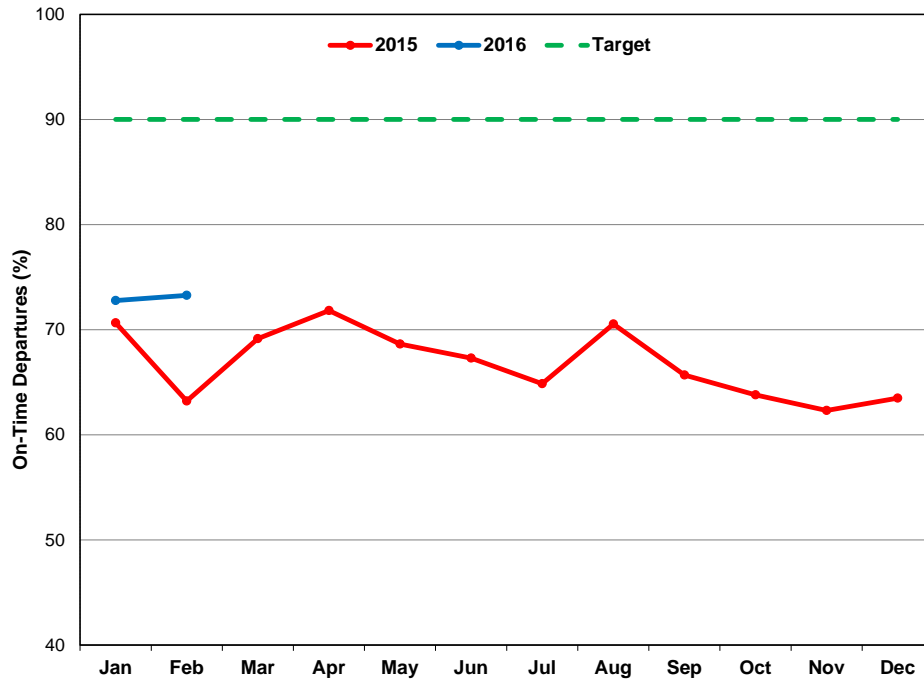
Note:

Data are based on all seven days of service from Sunday to Saturday.



Bus

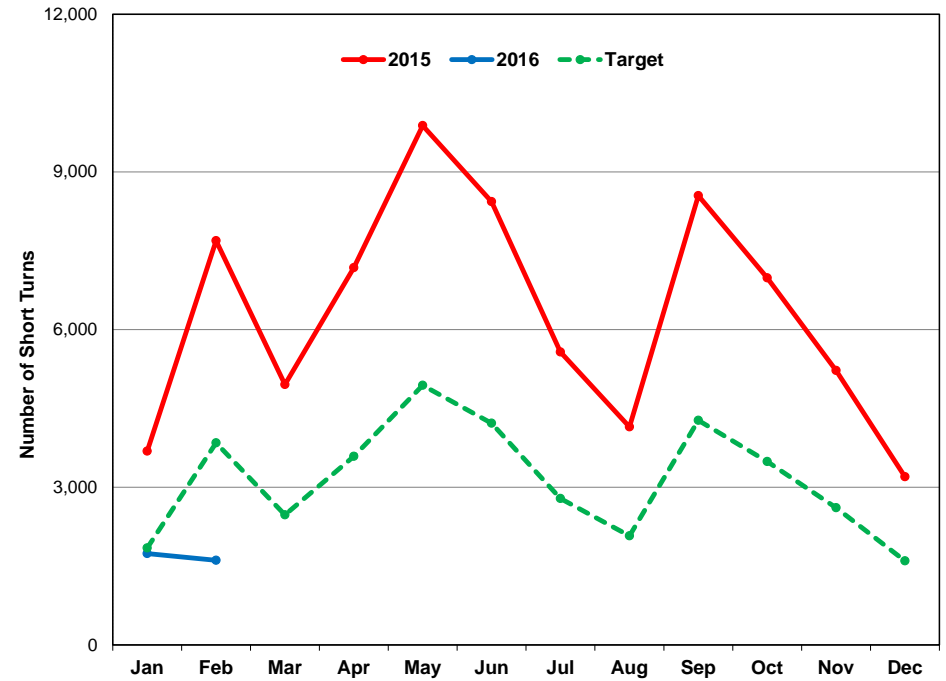
On-Time Performance



On-time performance increased in February for the third consecutive month to 73.3%.

Note:
This KPI measures adherence to scheduled (-1 to +5 minutes) departure times from end terminals.

Short Turns

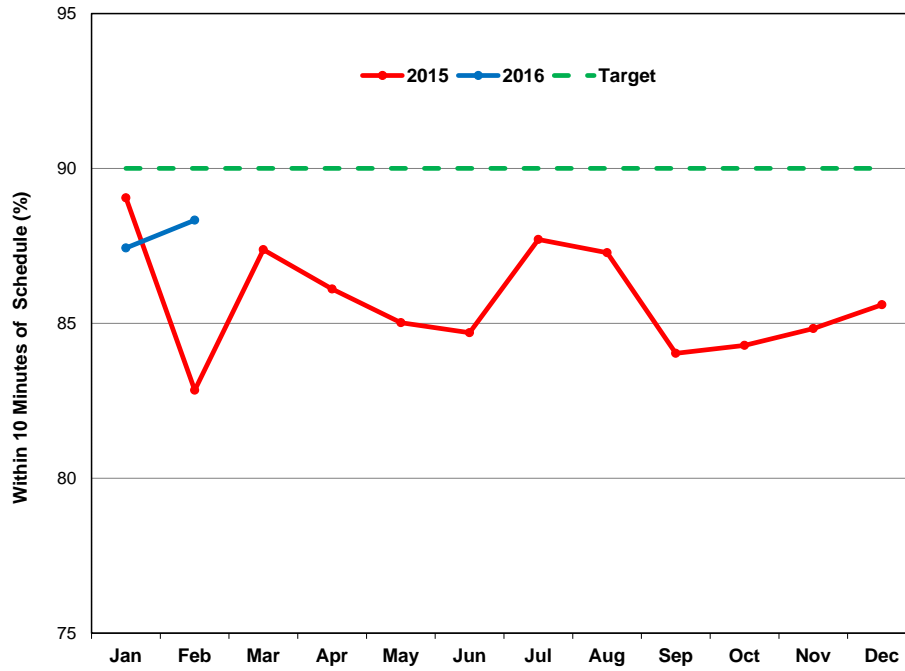


The number of bus short turns decreased in February for the fifth consecutive month to 1,610, falling to the lowest level in the past two years. Overall performance has achieved target for three consecutive months.

Note:
Data are based on all seven days of service from Sunday to Saturday.



Punctuality



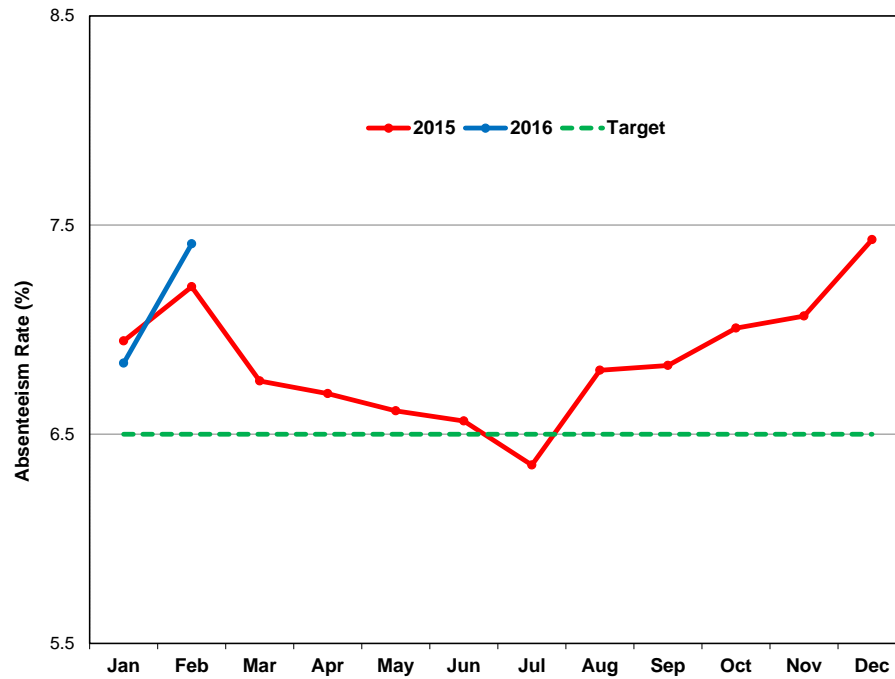
Performance increased in February for the fifth consecutive month to 88.3%. Overall performance continued to remain below target.



3.3 People

People

Employee Absence



The absenteeism rate in February increased to 7.41% and remained above target (unfavourable) for the seventh consecutive month.

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



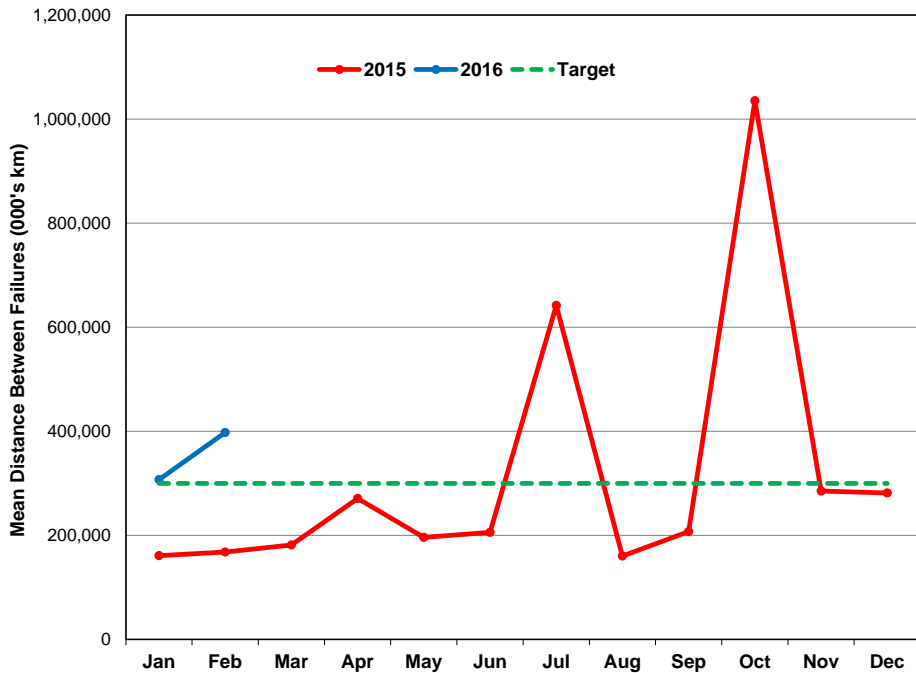
3.4 Assets

Asset: Vehicle Reliability



Subway

T1 Train: Mean Distance Between Failures (MDBF)

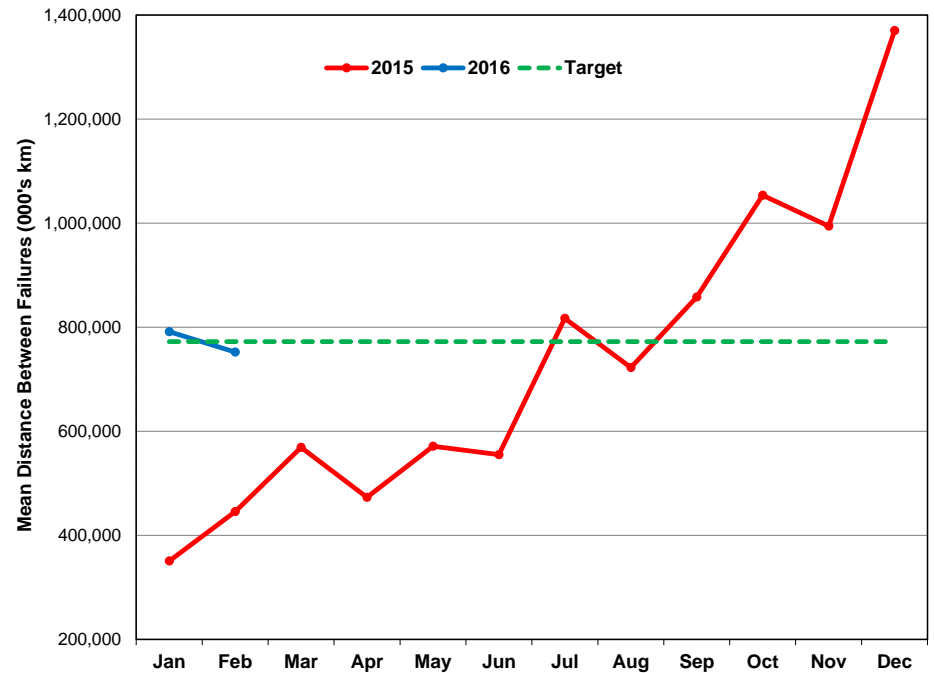


The MDBF increased in February to 397,588 kilometres. Overall performance was above target for the fifth consecutive month.

Benefits from accelerated door overhauls are expected to be realized in the coming months. Door pocket guides are being overhauled, with an estimated completion at the end of 2016. Master controller upgrades commenced in Q2 2014, with an estimated completion date of Q3 2016.

Maintenance and engineering staff are collaborating to ensure that the standard inspection and door set-up programs are robust. Long-term design solutions include a PLC Door Control System, a Door Interlock Rebuild Program, and a new cab seat prototype design.

TR Train: Mean Distance Between Failures (MDBF)

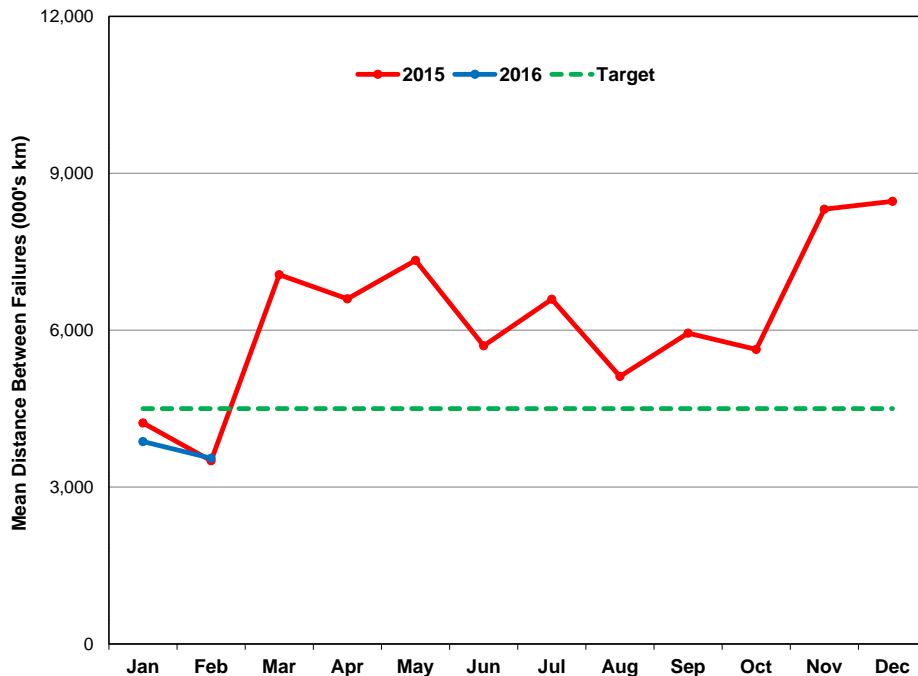


The MDBF decreased in February for the second consecutive month to 752,265 kilometres. Overall performance was below target for the first time in six months.

Reliability teams are testing a cab door solution that provides the option of allowing trains to remain in service. The car builder has begun installing the solution on the remainder of the fleet. The Passenger Door System received numerous modifications and fleet retrofits of the new modifications are now underway.

Maintenance staff continues to monitor vehicle performance, as well as hosting regular meetings with Bombardier’s Product Integration (PI) Team.

CLRV Streetcar: Mean Distance Between Failures (MDBF)

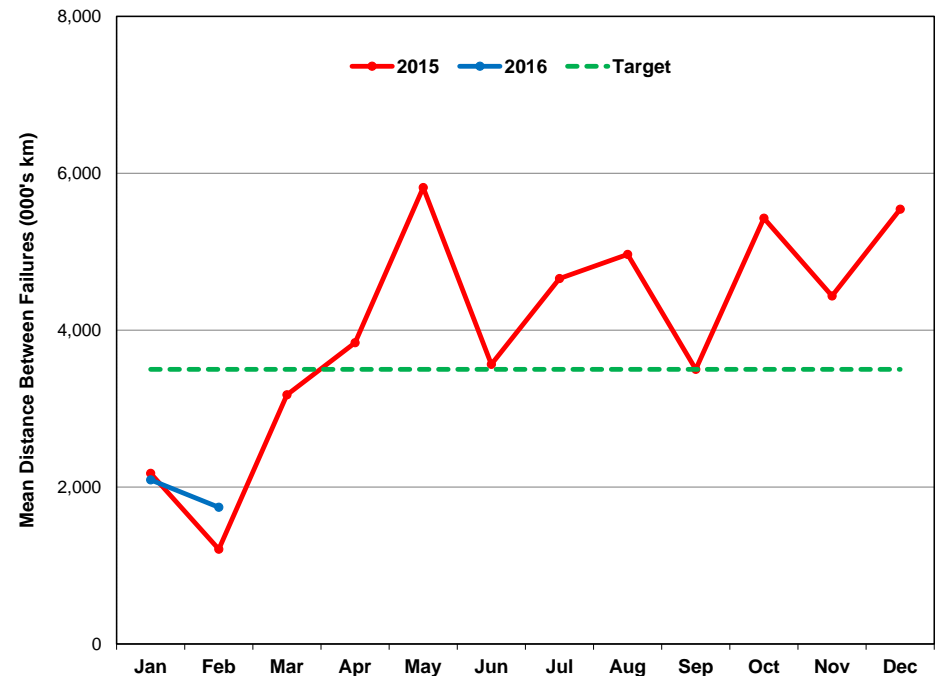


The MDBF decreased in February to 3,553 kilometres, falling below target for the second consecutive month.

A shortage of overhauled components contributed to the parts shortage and reliability problem. On the positive side, availability of vehicles has improved due to the winter readiness program that addressed the pneumatic and heating system problems.

The TTC Board has approved staff's funding request to maintain the non-overhauled CLRVs in a state of good repair. It is anticipated that the MDBF performance will improve.

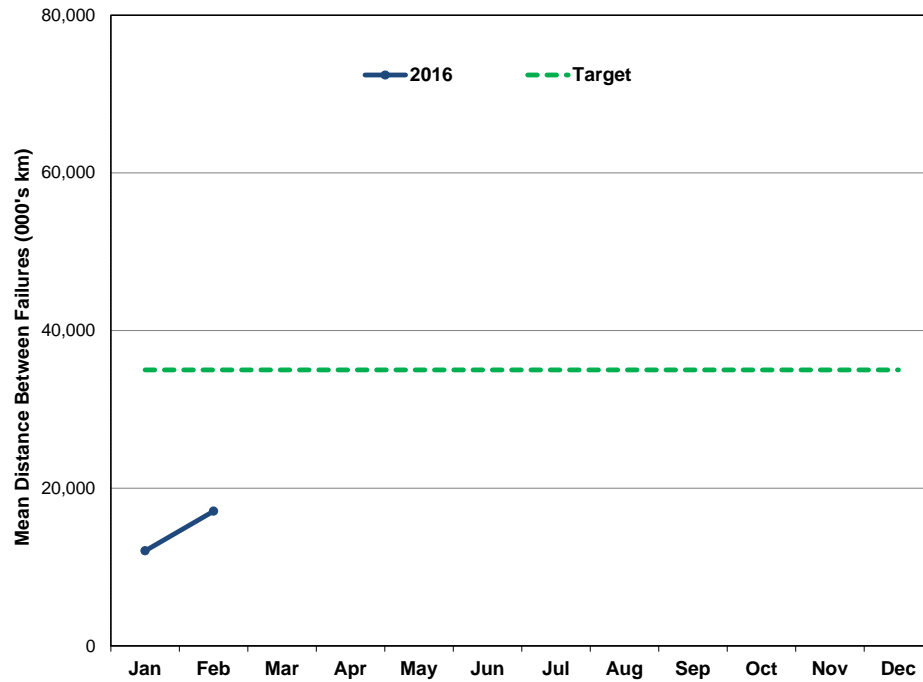
ALRV Streetcar: Mean Distance Between Failures (MDBF)



The MDBF decreased in February to 1,743 kilometres, falling below target for the second consecutive month. Despite the pre-winter readiness program to fix key components, there continued to be a shortage of overhauled components, particularly for the sanding and propulsion systems.

In May 2015, approval was obtained to overhaul 30 ALRVs. The program has produced 3 fully overhauled vehicles to-date. Two vehicles have undergone only the body repair portion of the overhaul program due to late delivery of critical overhaul parts. A recovery plan is in place to continue the full body-and-truck overhaul program in April. The TTC Board has approved staff's funding request to maintain the non-overhauled ALRVs in a state of good repair. It is anticipated that the MDBF performance will improve.

New Streetcar: Mean Distance Between Failures (MDBF)



The MDBF in February increased to 17,081 kilometres.

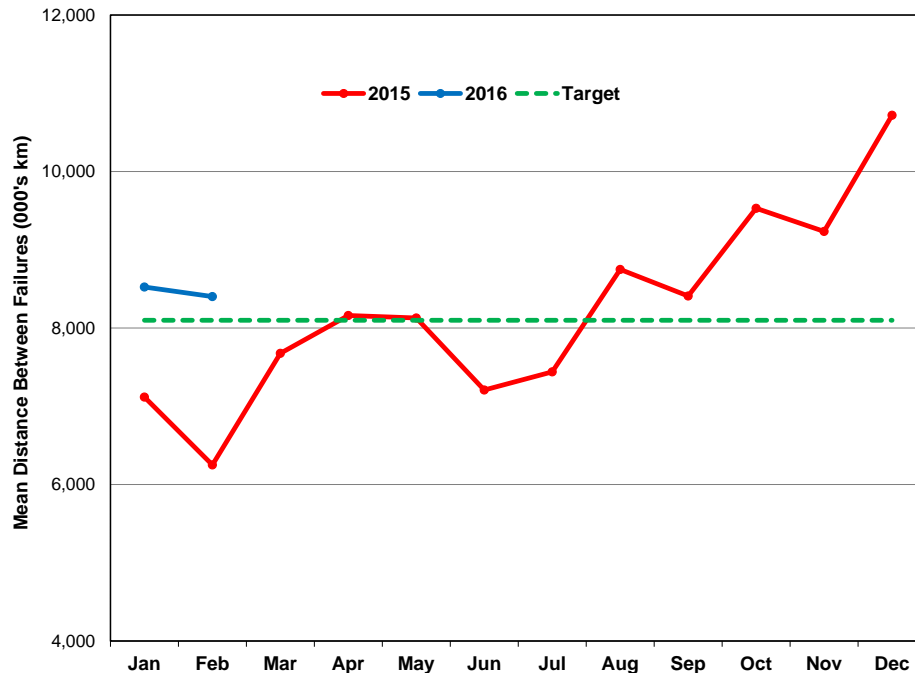
The contractual MDBF is 35,000 kilometres. This target must be met as a pre-requisite for delivery of the 61st new streetcar and beyond. The MDBF results for the new streetcars are subject to review by the Failure Review Board, which is composed of representatives from the car builder and TTC. The MDBF data is for relevant vehicle-related delays only. The data does not account for delays caused by the systems such as Radio (TTC Communications) and Farecard (PRESTO).

The TTC's target will be established after the receipt of the 60th new streetcar in 2017.



Bus

Bus: Mean Distance Between Failures (MDBF)



The MDBF decreased in February for the second consecutive month to 8,402 kilometres; however, overall monthly performance continued to remain above target.

Maintenance facilities staff will continue to focus efforts on quality of repairs.

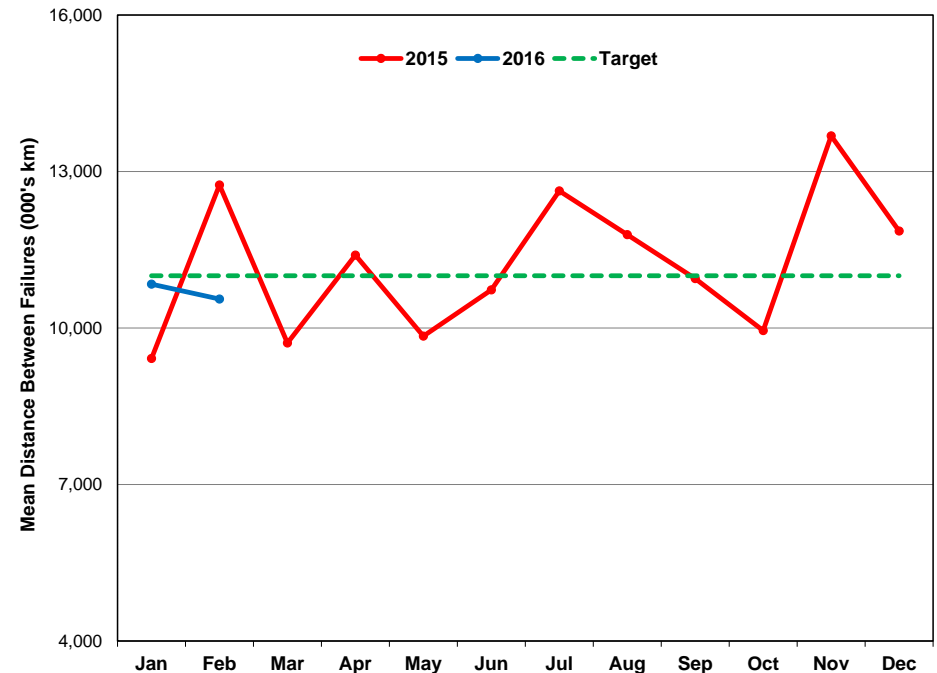
Note:

The original 2016 MDBF target of 9,100 kilometres has been adjusted to 8,100 kilometres because a funding request for parts for a reliability-centred maintenance program was not approved.



Wheel-Trans

Wheel-Trans: Mean Distance Between Failures (MDBF)



The MDBF decreased in February for the third consecutive month to 10,554 kilometres

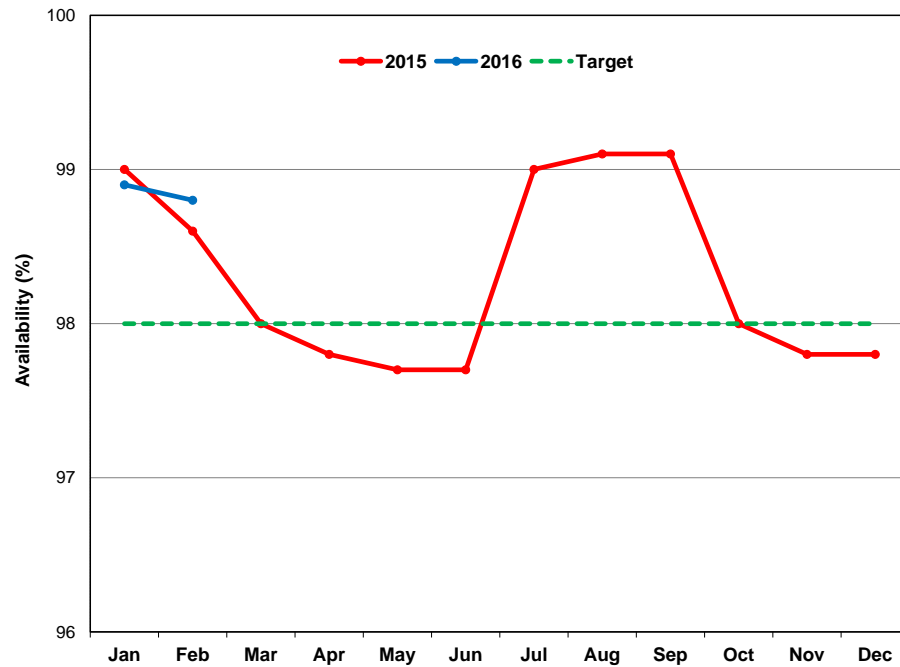
The Friendly 1 & 2 bus fleet axle replacement program increased fleet reliability, resulting in a decrease in ELF bus fleet usage, which is inherently less reliable due to age and technology. The F1 air system upgrade and F2 battery cable upgrade helped with the increase in reliability.

Note:

The original 2016 MDBF target of 12,000 kilometres has been adjusted to 11,000 kilometres because a funding request for parts for a reliability-centred maintenance program was not approved.

Assets: Equipment Availability

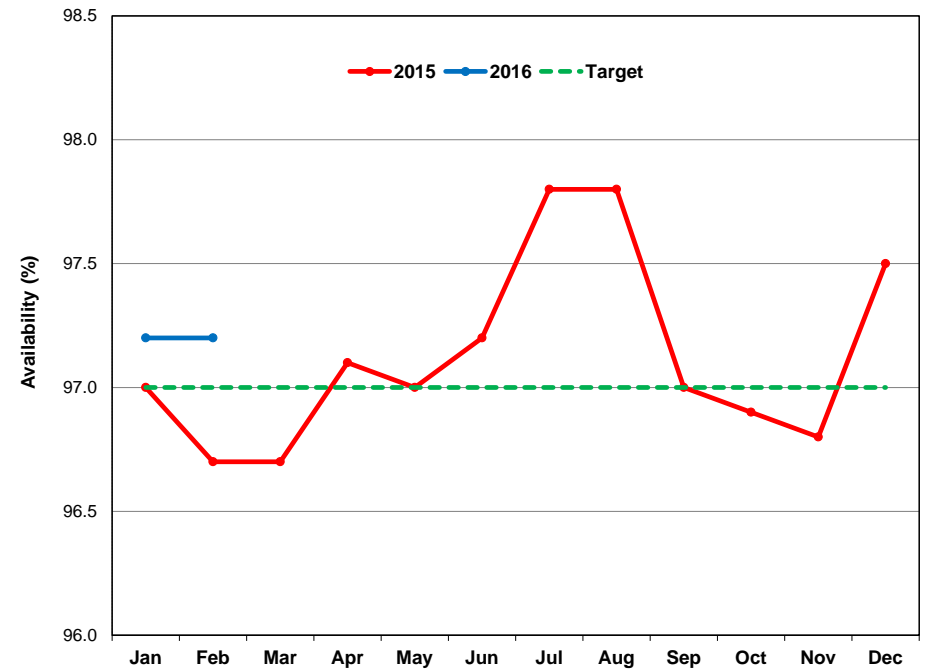
Elevators



Performance in February decreased slightly to 98.8% and was above target.

Elevator maintenance was completed as planned and scheduled.

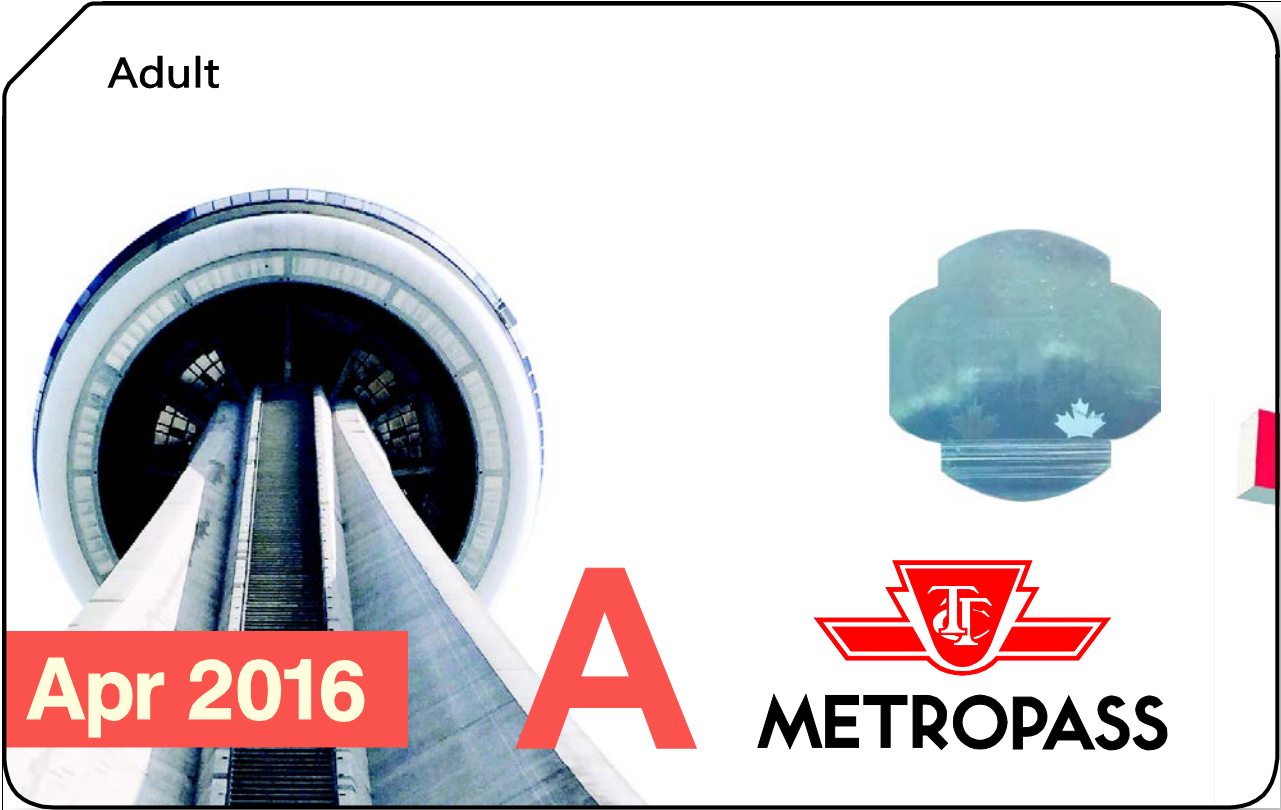
Escalators



Performance February remained unchanged at 97.2% and was above target.

Escalator maintenance was completed as planned and scheduled.

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3.5 Financials

Financials

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

TTC Operating Budget

2016 Year-to-Date Results

To the end of Period 2 (February 27), total revenues were \$10.2 million (5.1%) below budget primarily due to 4 million (4.6%) fewer customer journeys than planned and a lower average fare (1.69¢ or 0.8%) stemming from ongoing changes in the mix of fare media.

Over the same time period, expenses were marginally under budget (\$1.3 million or 0.5%) largely due to budget timing differences on certain non-labour expenses.

2016 Year-End Projections

(millions)	Projection	Budget	Variance
2016 TTC Operating Budget			
Customer Journeys (Ridership)	553	553	-
Revenue	\$1,242.1	\$1,242.1	-
Expenses	\$1,736.7	\$1,736.7	-
Subsidy Required	\$494.6	\$494.6	-
Subsidy Available*	\$494.6	\$494.6	-
Surplus/(Shortfall)	-	-	-

*Includes a \$1 million draw from the TTC Stabilization Reserve held by the City of Toronto

It is still quite early in the year to project any year-end budget variances with any degree of certainty. However, further to the March 23 TTC Board Report regarding the 2016 Ridership, unfavourable ridership results so far this year have resulted in lower than anticipated passenger revenues in the order of \$10 million. Current forecasts indicate that ridership could fall anywhere from 8 to 13 million rides below the target of 553 million (or 540 to 545 million) with corresponding passenger revenue shortfalls of about \$20 to \$30 million. Staff will continue to closely monitor and scrutinize additional results and will provide an update on the year-end projected actual ridership at the TTC Board meeting in June.

TORONTO TRANSIT COMMISSION
2016 OPERATING BUDGET - INCOME STATEMENT

(\$000s)	Period 2: 4 Weeks January 31 to February 27, 2016				Two Periods to Saturday, February 27, 2016				Full Year 2016		
	Actual	Budget	Over/(Under)		Actual	Budget	Over/(Under)		Probable	Budget	Probable Variance
			Budget	Budget %			Budget	Budget %			
TOTAL REVENUES	93,761	99,684	(5,923)	-5.9%	189,645	199,797	(10,152)	-5.1%	1,242,128	1,242,128	-
TOTAL EXPENSES	115,566	131,231	(15,665)	-11.9%	266,703	268,038	(1,335)	-0.5%	1,736,756	1,736,756	-
OPERATING SUBSIDY REQUIRED in 2016					77,058	68,241	8,817	12.9%	494,628	494,628	-
CITY OPERATING SUBSIDY AVAILABLE							-	100.0%	493,627	493,627	-
DRAW FROM STABILIZATION RESERVE							-		1,001	1,001	-
SHORTFALL / (SURPLUS)					77,058	68,241	8,817	12.9%	-	-	-
<u>REVENUES:</u>											
Passenger Revenues	87,762	94,171	(6,409)	-6.8%	178,625	188,669	(10,044)	-5.3%	1,175,300	1,175,300	-
Outside City & Charters	1,454	1,321	133	10.1%	2,953	2,721	232	8.5%	16,319	16,319	-
Advertising	2,484	2,331	153	6.6%	4,662	4,662	-	0.0%	27,975	27,975	-
Rent Revenue	892	930	(38)	-4.1%	1,770	1,861	(91)	-4.9%	11,095	11,095	-
Commuter Parking	829	784	45	5.7%	1,635	1,548	87	5.6%	9,274	9,274	-
Other Income	340	147	193	131.3%	-	336	(336)	-100.0%	2,165	2,165	-
TOTAL REVENUES	93,761	99,684	(5,923)	-5.9%	189,645	199,797	(10,152)	-5.1%	1,242,128	1,242,128	-
<u>EXPENSES (LABOUR & NON-LABOUR)</u>											
CEO's Office	1,360	1,803	(443)	-24.6%	3,062	3,655	(593)	-16.2%	24,342	24,342	-
Engineering, Construction & Expansion Group	62	288	(226)	-78.5%	278	592	(314)	-53.0%	4,382	4,382	-
Corporate Services Group	4,128	6,119	(1,991)	-32.5%	10,156	11,958	(1,802)	-15.1%	84,006	84,006	-
Strategy and Customer Experience Group	1,174	1,464	(290)	-19.8%	2,421	3,075	(654)	-21.3%	20,868	20,868	-
Operations Group	36,514	39,282	(2,768)	-7.0%	81,591	79,980	1,611	2.0%	525,626	525,626	-
Service Delivery Group	36,710	36,748	(38)	-0.1%	75,644	75,737	(93)	-0.1%	506,389	506,389	-
Employee Benefits	17,707	25,250	(7,543)	-29.9%	52,040	51,580	460	0.9%	301,600	301,600	-
Vehicle Fuel	6,194	6,343	(149)	-2.3%	12,878	13,037	(159)	-1.2%	84,556	84,556	-
Traction Power	4,266	4,272	(6)	-0.1%	9,201	8,815	386	4.4%	54,371	54,371	-
Utilities (Hydro, Natural Gas, Water)	2,141	2,703	(562)	-20.8%	5,391	5,578	(187)	-3.4%	25,938	25,938	-
Taxes and Licences	302	258	44	17.1%	500	531	(31)	-5.8%	3,261	3,261	-
Depreciation	2,551	2,578	(27)	-1.0%	5,286	5,286	-	0.0%	33,448	33,448	-
Accident Claims & Insurance	1,591	2,333	(742)	-31.8%	2,630	3,726	(1,096)	-29.4%	31,384	31,384	-
Non-Departmental Costs	866	1,790	(924)	-51.6%	5,625	4,488	1,137	25.3%	36,585	36,585	-
TOTAL EXPENSES	115,566	131,231	(15,665)	-11.9%	266,703	268,038	(1,335)	-0.5%	1,736,756	1,736,756	-
OPERATING SUBSIDY REQUIRED in 2016					77,058	68,241	8,817	12.9%	494,628	494,628	-
CITY OPERATING SUBSIDY AVAILABLE							-	100.0%	493,627	493,627	-
DRAW FROM STABILIZATION RESERVE							-		1,001	1,001	-
SHORTFALL / (SURPLUS)					77,058	68,241	8,817	12.9%	-	-	-

Wheel-Trans Operating Budget

2016 Year-to-Date Results

To the end of Period 2 (February 27), total revenues were on target (\$1K or 0.1%). This reflects slightly higher revenues from 32K (5.7%) more customer journeys partially offset by a lower average fare (\$0.07 or 3.8%).

Over the same time period, expenses were \$0.3 million (1.5%) over budget primarily due to the additional customer journeys.

2016 Year-End Projections

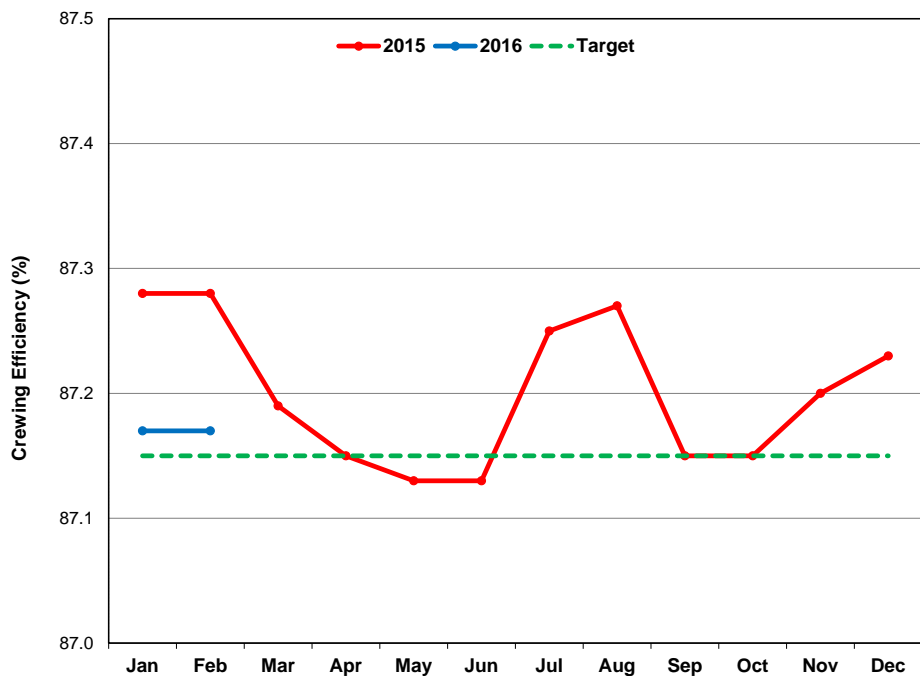
(millions)	Projection	Budget	Variance
2016 Wheel-Trans Operating Budget			
Customer Journeys (Ridership)	3.69	3.69	-
Revenue	\$7.0	\$7.0	-
Expenses	\$123.7	\$123.7	-
Subsidy Required	\$116.7	\$116.7	-
Subsidy Available	\$116.7	\$116.7	-
Surplus/(Shortfall)	-	-	-

It is still quite early in the year to project any year-end variances with any degree of certainty. However, 2016 ridership results to date are consistent with the trend identified in 2015 where ridership demand continues to outpace expectations. Preliminary staff estimates of 2016 projected ridership suggest that an additional 200,000 trips (roughly 5.5%) over the 3.7 million trips budgeted could be carried in 2016. These additional trips could potentially increase expenses by several millions of dollars. Staff are currently refining their 2016 ridership forecast and are assessing the possibility of partially mitigating these demand-driven expense increases. Year-end projections for both ridership and the associated budgetary impacts will be reported in the next CEO's Report.

**WHEEL-TRANS
OPERATING BUDGET - INCOME STATEMENT**

PERIOD 2	Period 2: Four Weeks January 31 to February 27, 2016			Two Periods to February 27, 2016			Full Year 2016		
(\$000s)	Over/(Under)			Over/(Under)			Projected	Projected	Projected
	Actual	Budget	Budget	Actual	Budget	Budget	Actual	Budget	Variance
REVENUES:									
Passenger Fares	545	527	18	1,093	1,073	20	6,953	6,953	0
EXPENSES:									
CONTRACTED TAXI SERVICE	3,896	3,471	425	7,962	7,108	854	47,808	47,808	0
WHEEL-TRANS BUS SERVICE	3,555	3,740	(185)	7,203	7,616	(413)	48,622	48,622	0
OTHER WHEEL-TRANS EXPENSES	2,107	2,127	(20)	4,266	4,422	(156)	27,235	27,235	0
TOTAL EXPENSES	9,558	9,338	220	19,431	19,146	285	123,665	123,665	0
OPERATING SUBSIDY REQUIRED IN 2016							116,712	116,712	0
OPERATING SUBSIDY AVAILABLE IN 2016							116,712	116,712	0
SHORTFALL/(SURPLUS)							-	-	0
PASSENGER TRIPS (000s)	288	272	16	589	557	32	3,690	3,690	0
UNACCOMMODATED RATE (%)	0.4	0.5	(0.1)	0.4	0.5	(0.1)	0.5	0.5	0.0
SUBSIDY PER TRIP (\$)	31.25	32.43	(1.18)	31.15	32.46	(1.31)	32.13	32.13	0.00

Operator Crewing Efficiency



Operator crewing efficiency remained unchanged in February at 87.17% and continued to remain above target.

Note:
Crewing efficiency is defined as the ratio of scheduled hours to pay hours.

TTC Capital Budget

2016 Year-to-Date Results

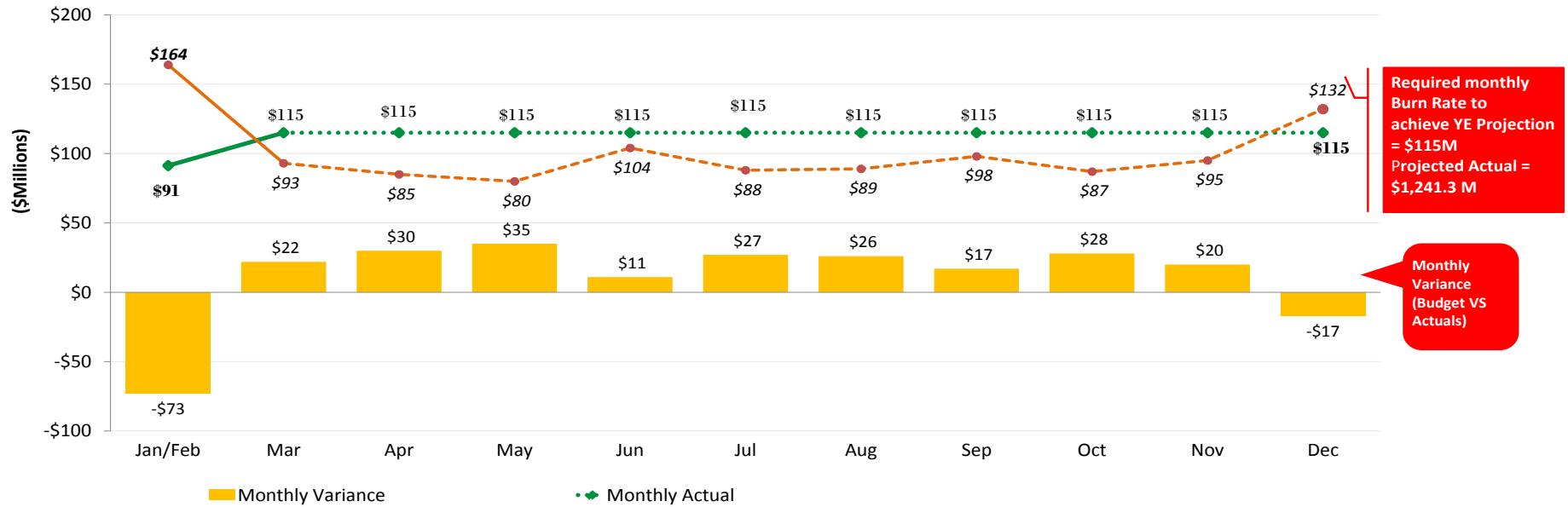
Capital expenditures to the end of Period 2 (February 27) typically reflect lower project activity as early efforts are focussed on setting up schedules and tendering work. Other current period activity includes settlement of 2015 accrued contract payments and continued progress on vehicle and construction contracts already in place.

2016 Year-End Projections

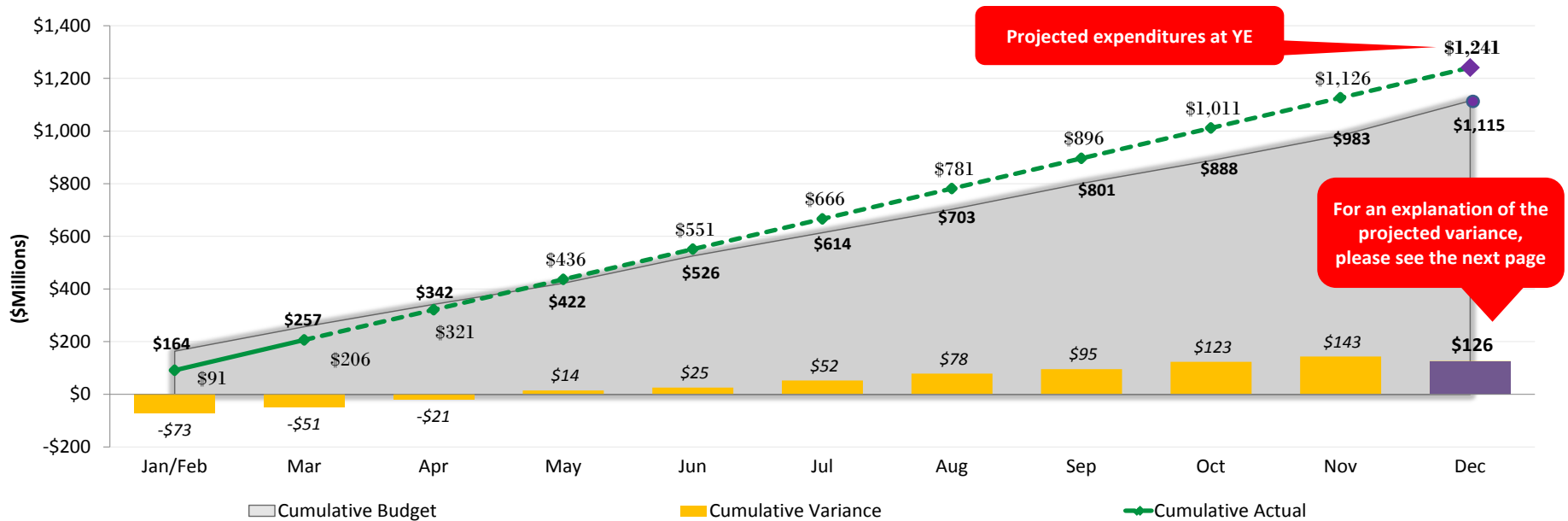
(millions)	Projection	Budget*	Variance
2016 TTC Capital Budget			
Base Program	\$1,241.3	\$1,115.0	\$126.3
Toronto-York Spadina Subway Extension (TYSSE)	\$719.6	\$719.6	-
Scarborough Subway Extension (SSE)	\$81.5	\$133.0	(\$51.5)

*Excludes additional carry forward spending on Base Program (\$101.7M), YYSSE (\$69.6M), and SSE (\$22.5M)

2016 Base Program: Month-to-Month Budget Tracking



2016 Base Program: Cumulative Budget Tracking



Base Program – 2016 Year-End Projected Variance: \$126.3 million over

The 2016 Council Approved Budget of \$1,115.0 million excludes an additional carry forward of \$101.7 million that was reported to Budget Committee on March 22, 2016. There is typically significant variability in the early estimates of various programs which, if continued, will result in staff requesting budget re-allocations from programs with under-spending to those with higher needs. Significant projected year-end base program variances are outlined below:

Subway Track: \$7.1 million over

The variance is due to procurement deferrals from 2015 to 2016 for the Optical Inspection Equipment (Rail Base Inspection) and deferral resulting from consulting services for the Davisville Area Rehabilitation and slippage into 2016 of the Eglinton Double Crossover.

Traction Power: \$5.8 million over

The variance is mainly due to: Traction Power Substation – slippage to 2016 as a result of cash flow adjustments to align with revised construction; Substation Electrical Rebuild – slippage of material purchase and portion of service contracts; Replace Obstacle Rectifier Transformers – slippage to accommodate work plan; Electrolysis Control – Negative bonding switches slipped to 2016 due to manufacturing delay, and Rebuild TTC Cable Chambers – Outstanding Waterfront charges slipped to 2016.

Signal System: \$5.1 million over

The variance is mainly due to: Speed Control System - Slippage as a result of ATC project changes and stop order issued by ATC to Thales. Work is in progress to change to non-vital supervision of safe train operation; Workcar Advanced Warning - Slippage due to Track Level Safety Committee not finalizing decision; SRT Loop Cable Axle Counter Improvement - Work slipped to be consistent with the 10 years SRT life extension scope; and Wilson Yard Resignalling - slippage of work from 2015 into outer years because of Stage 7 which is the resignalling of the Yard area outside of TYSSSE and T1/TR scope is commencing in 2016 with the installation for stages 0 to 6, Signal and Train Control Engineering (S&TCE) technical support with design reviews and technical meetings will continue.

Finishes: \$3.5 million over

The variance is Primarily Roofing Rehabilitation - Prior year slippage of Hillcrest Subway Operation Building due to design changes requested by Operation group and advancement of roofing work at Finch Station.

Streetcar Network Upgrades and Bus Rapid Transit (BRT): \$3.4 million over

The variance is mainly due to Streetcar Network Upgrades – variance reflects City of Toronto work completed in 2015 with the payment in 2016 and Bus Rapid Transit (BRT) - Spadina Subway to York University/Steeles Avenue - Funds advanced from future years to complete artwork/landscaping and public realm improvements.

On Grade Paving Rehabilitation Program: \$3.5 million under

Variance of \$3.5M is due to work advancement in 2015, work progressed faster than anticipated at Davisville Lower Roadway, Malvern Garage, St. Clair Station & Eglinton Bus Roadway.

Bridges and Tunnels: \$10.5 million over

Variance is mainly due to Structural Paving Rehabilitation Program: Advanced work to 2016 for Islington Bus Transfer Shoring to meet MiWay commitment and St. Clair Streetcar Loop Platform to coincide with planned Streetcar service interruption; Bridges/Structures Maintenance Program: Advanced work to 2016 for Union Station Platform close out and a new work due to revised scope at CNE Loop Retaining Wall.

Leslie Barns Project: \$24.1 million over

The variance is due to prior year slippage and delays of substantial performance for Leslie Street Connection Track and delays in commissioning which impacted the value of progress payments for Leslie Barns.

Toronto Rocket/T1 Rail Yard Accommodation: \$4.3 million over

Variance is due to advanced construction work for Keele Yard Retrofit & Wilson Yard Tie Tracks 33 to 43.

McNicoll Bus Garage: \$1.0 million over

Variance is due to advanced construction work for contract to extend the TTC network fiber-optic backbone to McNicoll Garage site, and legal consultant fees for development of Design-Build Agreement.

Other Building and Structures: \$8.3 million over

Major contributors to the variance are Union Station New Platform (+\$11.0M) - funds brought into 2016 as project completion is anticipated this year; Surface Way Building Replacement - deferred construction due to revised contracting strategy (-\$4.5M); and Relief Line Study - schedule delays as a result of delays in obtaining ridership modeling results from the City of Toronto (+\$1.6M).

Purchase of Buses: \$6.5 million under

Variance is due to delivery of buses accelerated into 2015.

Purchase of Subway Cars: \$36.9 million over

Variance is due to slippage of vehicle deliveries from 2015 to 2016 due to Unifor Strike, additional scopes (4-car conversion and Train Door Monitoring prototyping on Sheppard Line).

Bus Overhaul: \$9.4 million over

Variance is mainly due to Orion VII Bus Rebuild Program –28 buses deferred from 2015 to 2016 due to delay in delivery of rebuild material kits (+\$4.9M), Fleet Plan re-adjusted with the 2014 efficiency gains deferred into 2016 (+\$4.5M).

Purchase of Streetcars:

Staff is working with Bombardier to address the issues and delays surrounding the LRV order. At this time it is difficult to determine the projected cash flows for 2016. Once a recovery schedule is finalized and approved, the cash flows and projections for this project will be provided.

Purchase of Rail Non-Revenue Vehicles: \$2.9 million over

Variance is due to slippage from 2015; priority was given to workcar (Automatic Train Protection) ATP prototyping project.

Other Service Planning: \$5.7 million over

The variance is mainly due to two projects: Platform Modification to Accommodate Artic buses – TTC and City are unable to come to a consensus on the scope and delivery of the project at various locations, required to meet TTC objectives; Transit Priorities project – Considerable amount of work slipped from 2015 to 2016 because of external approvals (City Transportation Services, Toronto Hydro, etc.) that are required for this project to proceed.

Scarborough Subway Extension – 2016 Year-End Projected Variance: \$51.5 million under

Variance is due to delays in the EA process and the rebaselining of the project scope.

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4. Critical Projects

Critical Projects

Current as of Jan 2016 | Next Update in May 2016 CEO Report

The dashboard below provides a quarterly snapshot in time of the health status for major programs and projects that comprise the TTC project portfolio. The programs and projects, referred to hereafter as 'projects', have been included in the dashboard due to their magnitude and/or strategic significance. Collectively, the dashboard comprises 52% of the base capital program and 100% of the fully funded expansion projects.

Dashboard data will be refreshed quarterly. The CEO Reports for March, May, August, and November will include a dashboard update as well as one-page project performance updates for each of the projects listed in the dashboard. Major changes necessitating an immediate update will be discussed in Section 2 – CEO Commentary.

Project	Strategic Objective	Cost (millions)					Schedule			Outlook to Completion			
		Budget	Actual		Projected		Start Date	End Date		Schedule	Cost	Scope	Risk
			LTD	%	Cost	%		Approved	Revised				
Bus Fleet & Facilities													
Vehicles: Purchase of Buses *	Assets	\$837	\$522	62%	\$840	100%	Ongoing	Q4 2019		G	G	G	G
Facilities: McNicoll Bus Garage	Growth	\$181	\$7	4%	\$181	100%	Q4 2012	Q4 2019	Q2 2020	Y	G	G	Y
Management Systems: VISION (CAD/AVL)	Customer	\$95	\$2	2%	\$95	100%	Q1 2014	Q4 2020		G	G	G	G
Streetcar Fleet & Facilities													
Vehicles: Purchase of New Streetcars	Assets	\$1,187	\$53	4%	\$1,187	100%	Q2 2009	Q4 2019		Y	G	G	R
Facilities: Leslie Barns	Growth	\$507	\$432	85%	\$517	102%	2008	Q4 2015	Q2 2016	R	R	G	R
Track: Surface Track *	Assets	\$358	\$211	59%	\$381	106%	Ongoing	Q4 2018		G	Y	G	G
Subway Fleet & Infrastructure													
Vehicles: Purchase of Subway Cars	Assets	\$1,172	\$1,088	93%	\$1,167	100%	Q2 2011	Q4 2016		G	G	G	G
Stations: Easier Access III **	Assets	\$491	\$221	45%	\$655	134%	2006	2025		Y	Y	G	Y
Facilities: TR / T1 Rail Yard Accomodation **	Assets	\$514	\$110	21%	\$985	192%	2010	Post 2025		G	G	G	G
Track & Tunnels: Subway Track *	Assets	\$304	\$126	41%	\$303	100%	Ongoing	Q2 2018		G	G	G	G
Signals: Automatic Train Control (ATC Line 1)	Assets	\$563	\$258	46%	\$563	100%	Q2 2009	Q4 2019		G	G	G	G
Expansion													
Toronto-York Spadina Subway Extension (TYSSE)	Growth	\$2,748	\$2,213	81%	\$2,748	100%	Q2 2008	Q4 2017		G	Y	G	Y
Scarborough Subway Extension	Growth	\$3,305	\$9	0%	\$3,305	100%	Q4 2013	Q4 2023		Y	G	G	G
Management Systems													
PRESTO	Customer	\$47	\$18	38%	\$47	99%	Q4 2012	Q4 2017		Y	G	G	Y
SAP	Financial	\$63	\$4	6%	\$63	100%	Q1 2014	Q3 2019		Y	G	G	Y

*These projects are ongoing in nature. The performance data presented reflects the 10-year funding envelope only.

**A portion of required scope for this project is currently not in the approved budget. The projected cost and the end date reflect the total scope.

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For further information on TTC performance, projects, and service, please see www.ttc.ca

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Toronto Transit Commission