



STAFF REPORT INFORMATION ONLY

Chief Executive Officer's Report – January 2016 Update

Date:	January 21, 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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Attachment

Chief Executive Officer's Report – January 2016 Update

Chief Executive Officer's Report

**Toronto Transit Commission
January 2016 Update**



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 Leslie Barns represents a major investment in Toronto’s transit network and is a key element in our ongoing modernization of your TTC.”

1. TTC Performance Scorecard

TTC Performance Scorecard

Key Performance Indicator	Description	Latest Measure	Current	Target	Current Status	Trend (12 periods)
Safety and Security						
Lost Time Injuries	Injuries / 100 Employees	Nov 2015	4.26	TBD		
Customer Injuries	Injuries / 1M Boardings	Nov 2015	0.92	NA		
Offences against Customers	Assault, theft, other	Nov 2015	31	NA		
Offences against Staff	Assault, threat, other	Nov 2015	40	NA		
Customer: Journeys						
	TTC Customer Trips	Nov 2015	44.175M	45.797M	✘	
	PRESTO Customer Trips	Nov 2015	1.311M	NA	✔	
	Wheel-Trans Customer Trips	Nov 2015	0.304M	NA	✔	
Customer: Satisfaction						
	Customer Satisfaction Survey	Q3	81%	TBD	✔	
Customer: Environment						
Station Cleanliness	Audit Score	Q3	77.0%	75.0%	✔	
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

On Target
 Target at risk at current trend
 Off Target

Key Performance Indicator	Description	Latest Measure	Current	Target	Current Status	Trend (12 periods)
Customer: Service Performance						
	Subway					
1	Yonge-University	Trains per Hour in AM Peak	Dec 2015	23.0	TBD	
		Delay Incidents	Q3	2032	<10% 2014	
		Delay Minutes	Q3	2661	<10% 2014	
2	Bloor-Danforth	Trains per Hour in AM Peak	Dec 2015	23.5	TBD	
		Delay Incidents	Q3	2715	<10% 2014	
		Delay Minutes	Q3	3357	<10% 2014	
3	Scarborough	Trains per Hour in AM Peak	Dec 2015	13.4	TBD	
		Delay Incidents	Q3	237	<10% 2014	
		Delay Minutes	Q3	474	<10% 2014	
4	Sheppard	Trains per Hour in AM Peak	Dec 2015	10.7	TBD	
		Delay Incidents	Q3	176	<10% 2014	
		Delay Minutes	Q3	883	<10% 2014	
	Streetcar					
		On-Time Departure	Nov 2015	35.1%	TBD	
		Short Turns	Nov 2015	2256	TBD	

 On Target
  Target at risk at current trend
  Off Target

Key Performance Indicator	Description	Latest Measure	Current	Target	Current Status	Trend (12 periods)
 Bus	On-Time Departure	Nov 2015	58.5%	TBD		
	Short Turns	Nov 2015	4146	TBD		
 Wheel-Trans	% Within 10min of Schedule	Nov 2015	84.8%	90%		

People

Employee Attendance	Employee Absence Rate	Nov 2015	7.06%	< 6.50%		
Operator Efficiency	Crewing Efficiency	Nov 2015	87.20%	87.15%		

Assets: Vehicle Reliability

 Subway						
T1	Mean Time Between Failures					Data will be available Feb 2016
TR	Mean Time Between Failures					Data will be available Feb 2016
 Bus	Mean Kilometers Between Delays	Nov 2015	9,532km	6,000km		
 Streetcar						
CLRv	Mean Time Between Delays	Nov 2015	8,314km	4,500 km		

 On Target  Target at risk at current trend  Off Target

Key Performance Indicator	Description	Latest Measure	Current	Target	Current Status	Trend (12 periods)
ALRV	Mean Time Between Delays	Nov 2015	4,437km	3,500km	✘	
New Streetcars	Mean Time Between Delays	Data will be available Q2 2016				
 Wheel-Trans	Mean Kilometers Between Delays	Nov 2015	13,682km	9,000km	✔	

Assets: Equipment Reliability

Elevators	Percent Available	Nov 2015	97.8%	97.0%	✔	
Escalators	Percent Available	Nov 2015	96.8%	97.0%	✘	

Financials (YTD = Jan 1 – Nov 28, 2015)

TTC Revenue	Actual vs. Budget	YTD	\$1076.7M	\$1101.8M	✘	Section 3.5
TTC Operating Expenditure	Actual vs. Budget	YTD	\$1495.6M	\$1537.4M	✔	Section 3.5
Wheel-Trans Revenue	Actual vs. Budget	YTD	\$5.9M	\$5.7M	✔	Section 3.5
W-T Operating Expenditure	Actual vs. Budget	YTD	\$107.4M	\$106.5M	✘	Section 3.5
Capital Expenditure – Base	Actual vs. Budget	YTD	\$744.7M	\$943.9M	✔	Section 3.5
Capital Expenditure – TYSSE	Actual vs. Budget	YTD	\$377.1M	\$406.6M	✘	Section 3.5
Capital Expenditure – SSE	Actual vs. Budget	YTD	\$10.5M	\$44.4M	✘	Section 3.5

 On Target
 Target at risk at current trend
 Off Target



2. CEO Commentary

CEO Commentary and Current Issues

General Overview

As promised in my last report, the CEO Report has been revamped to provide more meaningful key performance indicators (KPIs), more detail about critical projects, and to respond to specific requests from Board members for additional information. Specifically:

- The Scorecard and subsequent graphs in the Performance Update section reflect new and improved measures that more accurately reflect the service that we delivered to our customers. As you review our refreshed scorecard you will notice that not all of the KPIs are complete or have an established target – these will be matured over the coming months as data becomes available.
- The projects section has been completely revamped to provide far greater detail on our many critical projects, including analysis of the level of business risk and cost/schedule updates.
- More detail is provided in the financial section to break down income and costs for the period and year to date.

These improvements are made possible by continued migration to adoption of a Journey Time Metric to reflect the customer experience, and by the increasing sophistication of our enterprise risk and program/portfolio management initiatives. These are key elements of TTC modernization that are beginning to add real value.

Safety & Security

Safety and security indicators remain within control limits and continue to receive oversight via the monthly Safety Executive meeting.

We deployed additional staff and managers to assist on New Year's Eve and to provide reassurance to our customers on this high profile occasion. The evening passed off without incident reflecting successful execution of our event plan.



Customer: System Performance

Subway performance remained strong, although Line 2 performance was adversely affected by the need to restrict train speed through Ossington Station during major infrastructure upgrade work.

Short turns on bus and streetcar networks continue to show marked reductions as we continue our drive to get customers to their advertised destination.

Pages 20 - 22 of this report describe in more detail the extensive effort being put into improving the customer experience. This section includes a commentary of how we delivered against our Customer Charter commitments. I would like to acknowledge the hard work of staff across the company in delivering so many tangible improvements.

Financials

On the financial side, customer journeys (ridership) to the end of November were 10 million (2%) below budget and passenger revenue was \$29 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. Ridership was 1.7% below budget in March and April. The results rebounded for May (-0.2%) but dipped again from June to November (-2.6%); December is anticipated to be at least 2% below budget. Given the results of the last seven months, at this point, it is estimated that 2015 year-end ridership will be approximately 534 million, which is 11 million (about 2%) below the budget of 545 million. This year-end projection excludes any allowance for free rides associated with the Pan Am and Parapan Am Games.

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

Delivery of Major Projects

- TYSSE (see page 55)

The project is now 80% complete and remains on target to open at the end of next year. With all stations now weather-tight, work can continue uninterrupted through the cold winter months. Escalators are mostly installed, station finishes are being applied and track is virtually fully laid.

That said, lots remains to be done to complete the construction phase, to test and commission every asset and to conduct a comprehensive program of trial operations in just 24 short months.

Financial scenarios for the final cost of this project will be presented at the January 21, 2016, Board meeting, to be closely followed by the February 2, 2016, meeting of City Council.

- PRESTO (see page 54)

A major milestone was reached in the modernization of the TTC when PRESTO smart card went live across the streetcar network on December 17, 2015. TTC Chair Josh Colle was joined by representatives of the Federal and Provincial governments at Bathurst Station to mark the occasion, an achievement that reflects the hard work of TTC PRESTO Project, streetcar fleet and Metrolinx PRESTO staff over many months.

Very good progress continues to be made on all other aspects of the project, including procurement of modern, paddle style gates, preparations for fitment of readers on the bus and Wheel Trans fleets, and conversion of remaining subway stations, all by the end of 2016.

- Automatic Train Control (see page 54)

The project continues to track on schedule and on budget and key milestones continue to be delivered.



- New Streetcar Deployment (see page 52)

A 14th car is now in service with a 15th ready to be commissioned as this report goes to print.

Work continues towards substantial completion of Leslie Barns and outstanding streetscaping on Leslie Street. In the meantime, progressive storing and occupation of the Barns continues and our new streetcar fleet now provides regular service from this beautiful new facility.

- Culture Change

Recruitment of the change team is virtually complete.

Work continues on addressing specific improvements to staff concerns and to processes as a direct response to the recent Employee Engagement Survey.

- Accessibility Matters

Work is progressing well on our current Easier Access projects.



A handwritten signature in black ink that reads "Andy Byford". The signature is written in a cursive, flowing style.

Andy Byford
Chief Executive Officer, Toronto Transit Commission

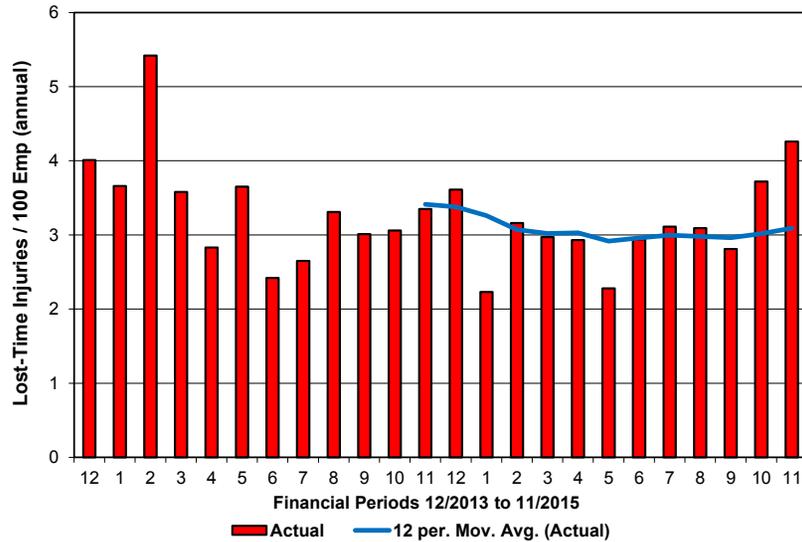
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3.1 Safety & Security

Safety and Security

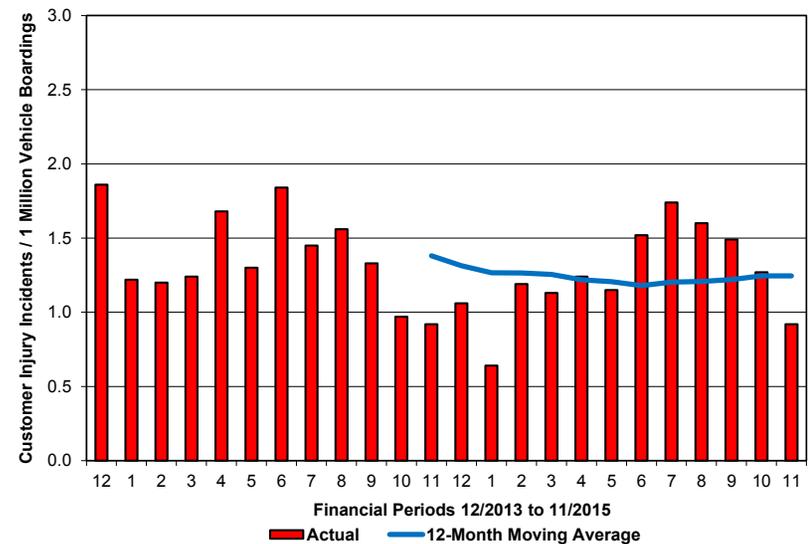
Lost-Time Injuries (Annual injuries/100 Employees)



The annualized lost-time injury rate (LTIR) for Period 11 2015 was 4.26 lost time injuries per 100 employees, which was 27% higher than the LTIR of 3.35 for Period 11 2014.

The moving annual LTIR to the end of Period 11 2015 was 3.09 which, was 9% lower than the corresponding rate of 3.41 to the end of Period 11 2014.

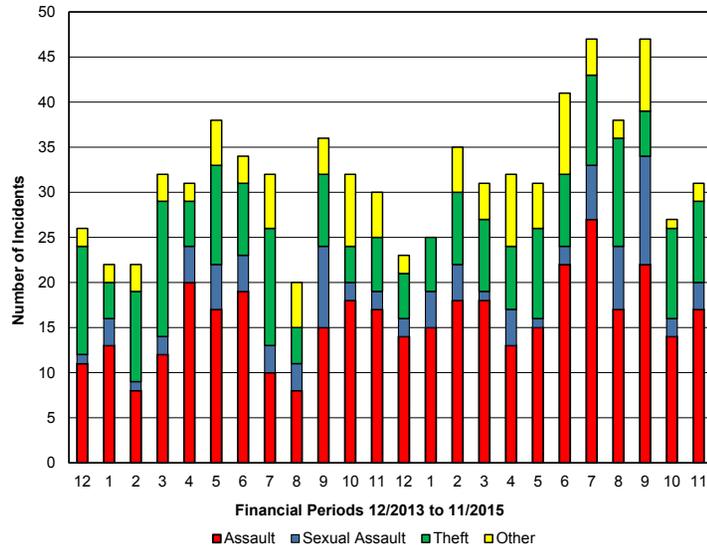
Customer Injury Incidents (Injury Incidents / 1m vehicle boardings)



The customer injury incident rate for Period 11 2015 was 0.92 injury incidents per 1 million vehicle boardings, which was equal to the corresponding rate for Period 11 2014.

The moving annual customer injury incident rate to the end of Period 11 2015 was 1.25, which was 9% lower than the corresponding rate of 1.38 to the end of Period 11 2014.

Offences Against Customers

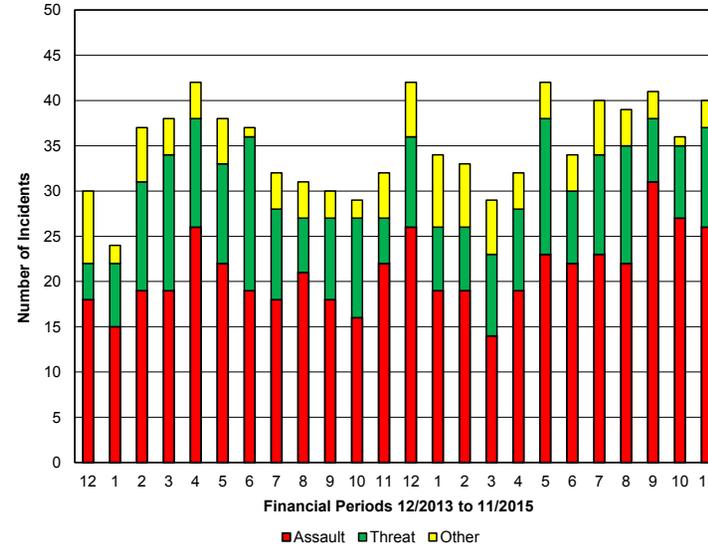


Total offences against customers increased in Period 11.

Year-to-date to Period 11, there was a 17% increase (+56 incidents) in crimes against customers compared with the corresponding period in 2014.

This includes: 26% more assaults (+41 incidents); 21% more sexual assaults (+8 incidents); 6% more thefts/robberies (+5 incidents); and 4% more 'other' incidents (+2 incidents).

Offences Against Staff

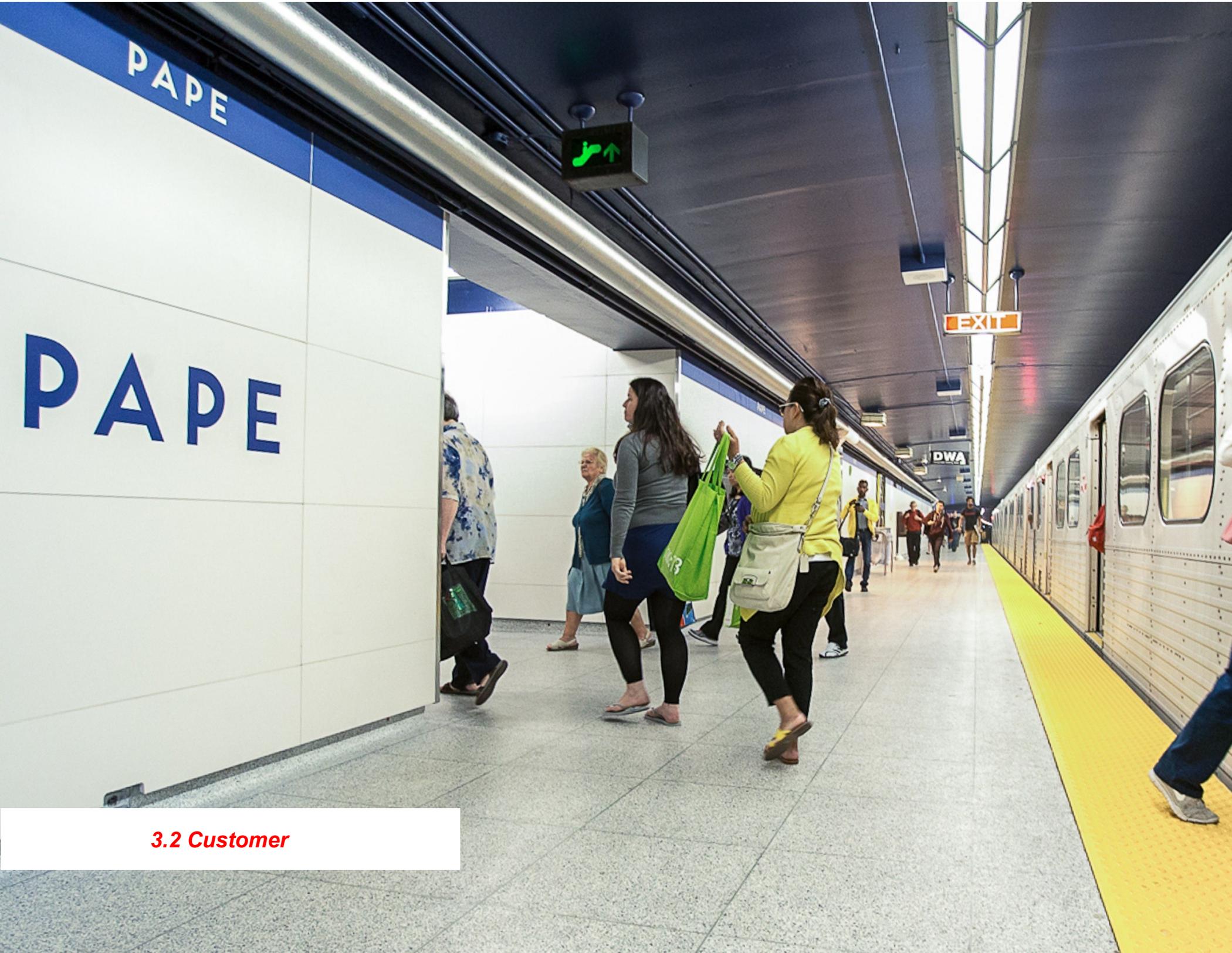


Total offences against staff increased in Period 11.

Year-to-date to Period 11, there was an 8% increase (+30 incidents) in crimes against staff compared with the corresponding period in 2014.

This includes: 14% more assaults (+30 incidents); 9% fewer threats (-10 incidents); and 25% more 'other' incidents (+10 incidents).

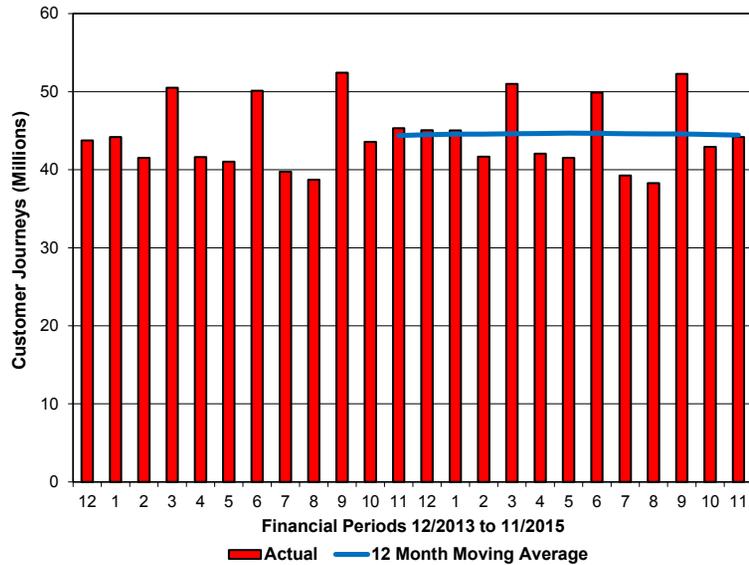
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3.2 Customer

Customer: Journeys

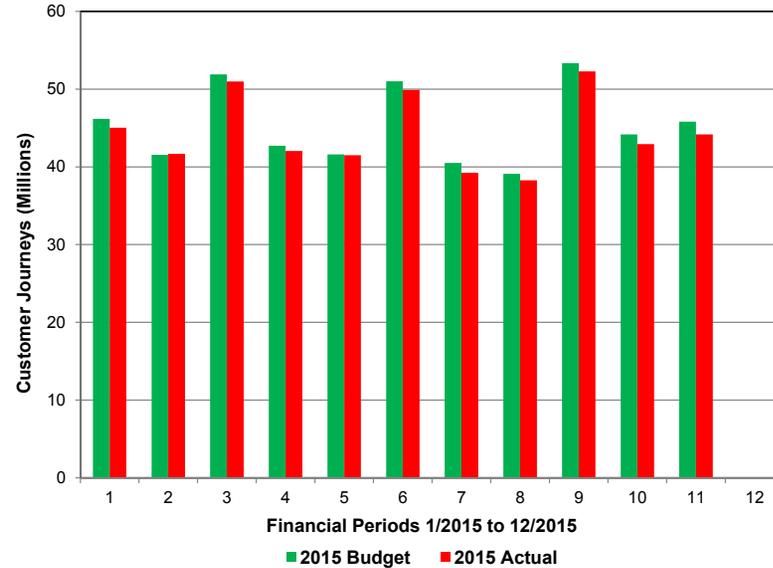
TTC Customer Journeys



There were 44.175M customer journeys (ridership) taken during Period 11 2015, which was 1.147M (2.5%) less than the 45.322M journeys taken during the comparable period in 2014.

The annual number of customer journeys taken to the end of Period 11 2015 was 533.074M, which was 0.559M (0.1%) more than the 532.515M annual journeys taken to the end of the comparable period in 2014.

TTC Customer Journeys: Actual vs. Budget

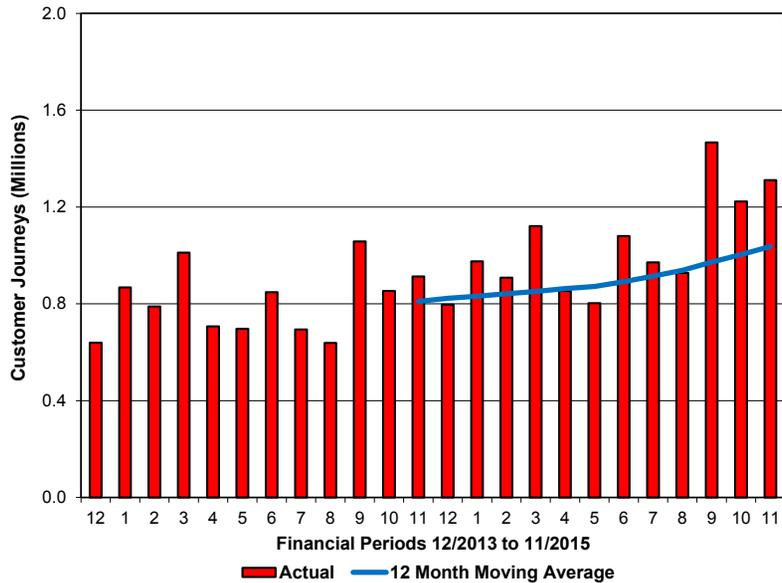


There were 44.175M customer journeys taken during Period 11 2015, which was 1.622M (3.5%) less than the budget of 45.797M journeys.

The number of customer journeys taken year-to-date to the end of Period 11 2015 was 488.014M, which was 9.807M (2.0%) less than the budget of 497.821M journeys.

Customer: Journeys

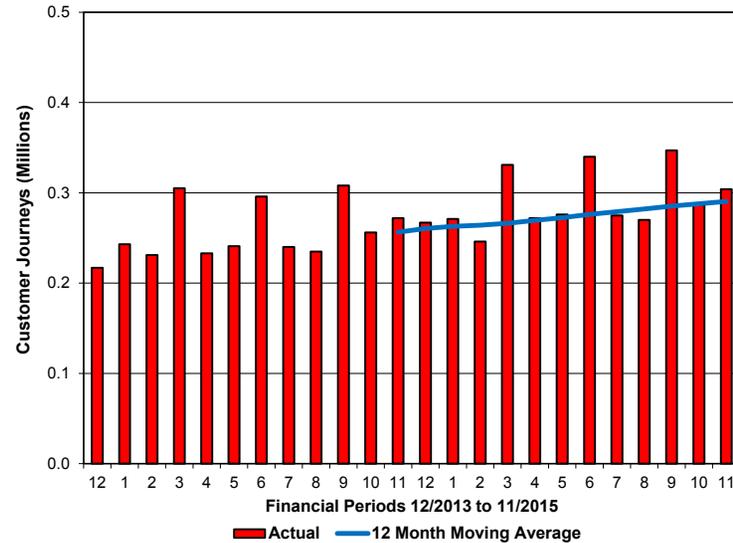
PRESTO



There were 1.311M customer journeys (ridership) taken using the PRESTO Farecard in Period 11 2015, which was 0.398M (43.6%) more than the 0.913M journeys taken during the comparable period in 2014.

The annual number of customer journeys taken to the end of Period 11 2015 was 12.438M, which was 2.722M (28.0%) more than the 9.716M annual journeys taken to the end of the comparable period in 2014.

Wheel-Trans



There were 0.304M customer journeys (ridership) taken in Period 11 2015, which was 0.032M (11.8%) more than the 0.272M journeys taken during the comparable period in 2014.

The annual number of customer journeys taken to the end of Period 11 2015 was 3.486M, which was 0.409M (13.3%) more than the 3.077M annual journeys taken to the end of the comparable period in 2014.

Customer: Satisfaction

Overall customer satisfaction in Q3 2015 remains high (81%). This positive score is driven by improvements in customer perceptions of wait time (for all three modes), trip duration (bus and streetcar), and trip smoothness (streetcar). These service attributes are also strong key drivers of customer satisfaction; therefore, improvements in those areas had a positive impact on the overall score. In addition, satisfaction of frequent TTC users has improved significantly (80% in Q3 2015 versus 71% in Q3 2014). In particular, the perceptions of frequent TTC customers have improved in the following subway service attributes: trip duration, wait time, vehicle crowding, station staff available for help, frequency of announcements about delays, and cleanliness of subway station.

Areas of highest customer satisfaction (+80%) included: personal safety for subway/bus/streetcar, wait time for subway train, duration of subway and bus trip, ease of getting to the train platform, maps and information inside the subway train, quality of announcements at subway stops, cleanliness of the subway station, ease of buying tokens/tickets, cleanliness in the subway vehicle, helpfulness of maps and signs at subway station, appearance and helpfulness of bus and streetcar operators, helpfulness of announcements on buses and streetcars, and ease of hearing the announcements on buses and streetcars.

For the first time in three years, the perceptions of value for money have significantly increased, with 95% of TTC customers providing 'average', 'good', and 'excellent' ratings.

Pride in the TTC and what it means to Toronto continues to rebound and is now at 75%, significantly higher than last quarter. This positive score is largely driven in the increased pride in the TTC among frequent customers.

Commentary on Improvement in Customer Satisfaction

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 Q4 2015, 14 of 15 Customer Charter commitments were achieved. The initiatives that were met included: blue priority seats were installed on all subway and streetcar vehicles and

on 90% of buses; the street level elevator at the passenger pick up/drop off at Finch Station was overhauled and returned to service; construction began on the Easier Access project at Dupont Station; fall cleaning of every station was completed; floors and baseboards were reconditioned at 10 stations; 50 Platform Video Screens, Next Vehicle Arrival Screens and Station Information Screens were installed as well as 40 LED Next Vehicle Arrival Displays in bus/streetcar bays; speakers at Yonge & Bloor, Spadina, Kennedy, Wilson, St. Clair West, Glencairn and Lawrence West Stations were upgraded; PRESTO is now available at 26 subway stations and on all streetcars; all Toronto Rocket subway trains now have low-ceiling handholds and exterior speakers have been installed on 30 trains; LED lighting was installed on 74 subway trains; wall and stair tiles at four subway stations and floor tiles at five subway stations were replaced/repared; all TTC streetcar routes are now Proof-of-Payment (POP) and have all-door boarding; and delays (incidents and minutes) on the subway were reduced by close to 10% compared to 2014.

In Q4 2015, only one of 15 Customer Charter commitments was not achieved: due to delays at the manufacturing facility, the 510 St. Clair, 511 Bathurst and 509 Harbourfront streetcar routes are not exclusively operated by the new streetcars. New accessible streetcar service on 509 Harbourfront is expected to be available by Q2 2016.

The TTC continued to conduct Meet the Managers sessions. In 2015, sessions were conducted at the following subway stations: Bayview, Coxwell, Donlands, Dundas West, High Park, Islington, King, McCowan, Museum, Ossington, Rosedale, St. Patrick, Sheppard, Wellesley, Wilson, and Yorkdale. A session was also held at the Humber North Bus Loop.

The TTC Customer Liaison Panel welcomed six new members this year. The panel was established in 2011 to help transform the TTC into a 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 serve as a sounding board, working to find solutions to improve the TTC customer experience. The panel meets on a monthly basis.

In December 2015, Proof-of-Payment (POP) and all-door boarding was introduced on all streetcar lines; 24 hours a day, seven days a week, meaning that customers with POP can now board through any door. Customers paying with tickets, tokens, or cash will continue to board through the front doors and obtain a transfer as their POP. Proof-of-Payment with all door boarding will allow streetcar customers to board more quickly, speeding up customer travel times and is also expected to reduce crowding at the front doors. Fare inspectors will be deployed throughout the system to ensure customers have POP when traveling on a streetcar.

Free Wi-Fi service for TTC customers was expanded to Sherbourne, Castle Frank, Bathurst, and Christie subway stations. With the addition of these stations, Wi-Fi service is now available at all subway stations in the downtown lower loop of Line 1, and on Line 2 from Sherbourne to Christie stations. BAI Canada is continuing to work with WIND Mobile to extend cellular service into the additional stations and plans to bring 25 additional stations online with Wi-Fi service by the end of next summer. All stations are planned to be completed by early 2017.

The TTC's newest low-floor streetcar entered service on the 509 Harbourfront route in late-December 2015, bringing the total number of new streetcars in service to 13. Low-floor streetcars are equipped with PRESTO machines and ticket validators to allow customers to pay their fare. The new streetcars feature a higher passenger capacity, air conditioning, and are fully accessible for customers using mobility devices.

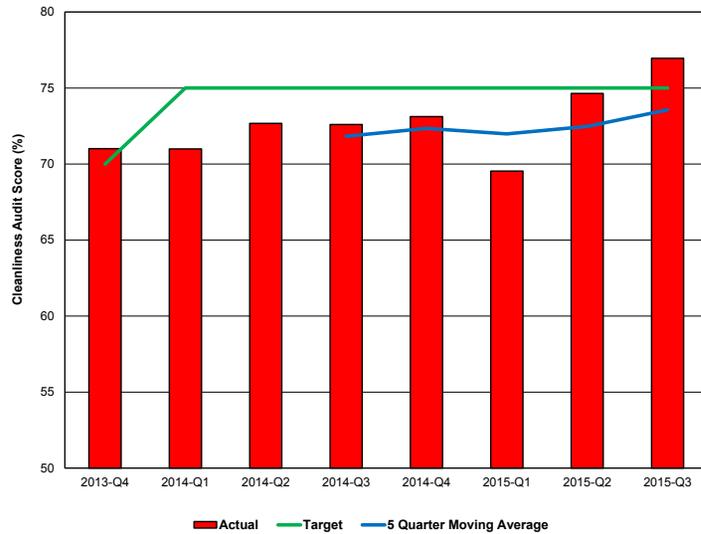
Effective December 18, 2015, the nightly early closure on Line 1 between Eglinton and Finch stations ended as the TTC's tunnel liner rehabilitation project neared completion. In June 2008, the TTC adopted the early closure to facilitate the repair of concrete tunnel liners because the normal weekend and nightly maintenance window was insufficient to carry out the extensive work required. "While this critical project has inconvenienced our patient customers, the TTC is taking decisive action to do important repair and maintenance work that has been neglected for years in order to ensure we have reliable service for the future", said TTC Chair Josh Colle. Maintaining subway infrastructure in a state-of-good-repair is critical to ensuring a safe, reliable transit system.

Santa Claus (performed by Brad Ross, the TTC's Executive Director of Corporate Communications), accompanied by Mrs. Claus (performed by Cheryn Thoun, the TTC's Head of Customer Communications) and TTC Chair Josh Colle, visited various subway stations on December 14, 2015, as part of an annual Christmas season event at the TTC. The Claus' arrived at Bloor Station to unveil the spectacular Christmas train display, created by retired TTC employee Bill Marushiak. This motion-active display is an annual treat for adults and kids alike. Santa and Mrs. Claus then handed out candy canes, wishing TTC customers and employees a Merry Christmas and a safe and joyous holiday season.

As the TTC modernizes and begins its transition to the PRESTO farecard, 2016 will mark the last full year that Metropasses will be sold in their current form, before transitioning onto the PRESTO farecard. Metropasses were first introduced at the TTC in May 1980. Today, more than 321,000 customers purchase a TTC Metropass each month. To commemorate the Metropass, the TTC has developed the 2016 Metropass collector series. Each pass issued this year will have an iconic Toronto image. The passes will include a clue to the following month's image and at the end of the year, customers who piece all 12 passes together will have a one-of-a-kind TTC collectible that celebrates Toronto.

Customer: Environment

Station Cleanliness



Performance in Q3 2015 was above target for the first time in seven quarters.

The improved performance was due to progress realized during preparations for the Pan Am / Parapan Am Games. Additional labour resources were used to achieve Games targets.

In addition to the above, the Floor Recon project is moving into its final phase and most terrazzo walking surfaces have been refurbished.

Gains made by these projects are being maintained by the combined janitorial workforces.

Customer: Service Performance



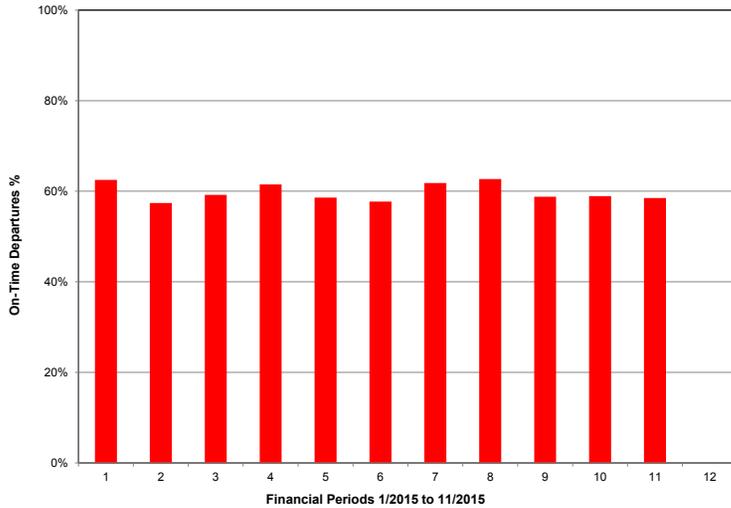
Subway

Subway service performance KPIs are under development and will be reported in a future CEO Report.



Bus

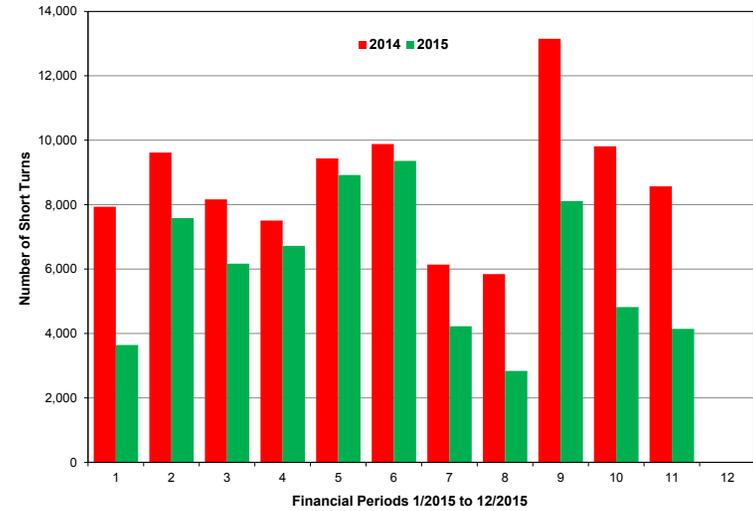
On-Time Performance



On-Time performance decreased slightly in Period 11.

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

Short Turns

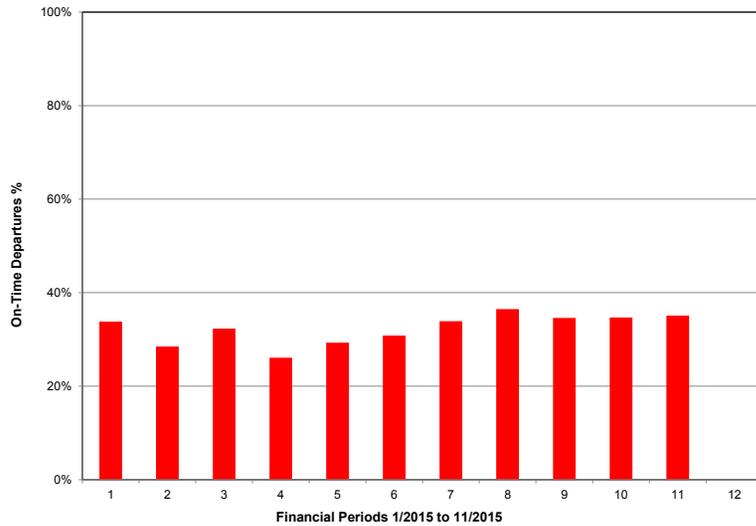


In Period 11, Bus Transportation averaged approximately 1,035 weekly short turns, which is an improvement over the Period 10 average of 1,205 weekly short turns and the year-to-date average of 1,385 weekly short turns. Bus Transportation continues to improve route management to reduce short turns.

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



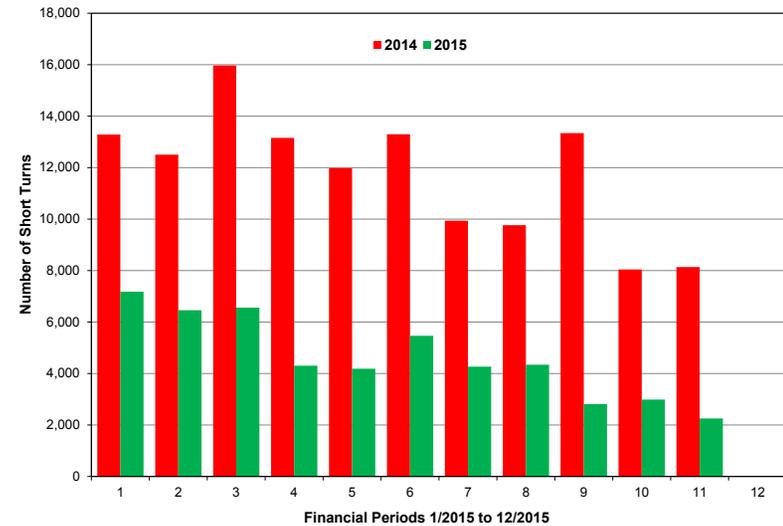
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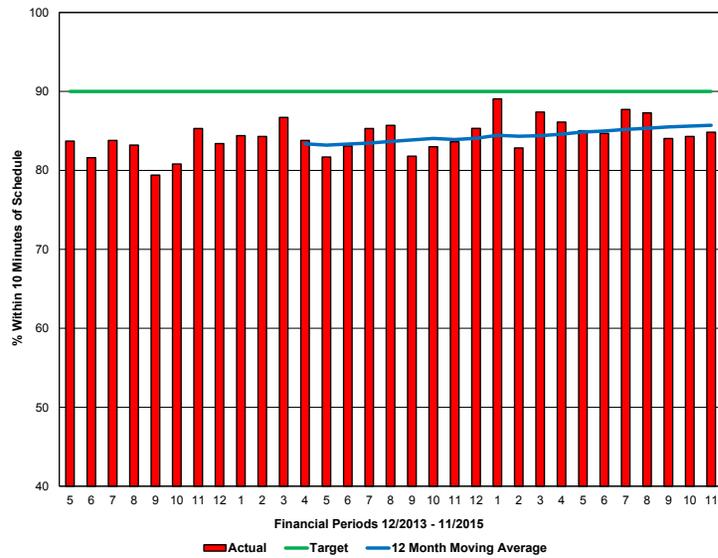


In Period 11, Streetcar Transportation averaged approximately 564 weekly short turns, which is a significant improvement over the Period 10 average of 748 weekly short turns and the year-to-date average of 1,058 weekly short turns.

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

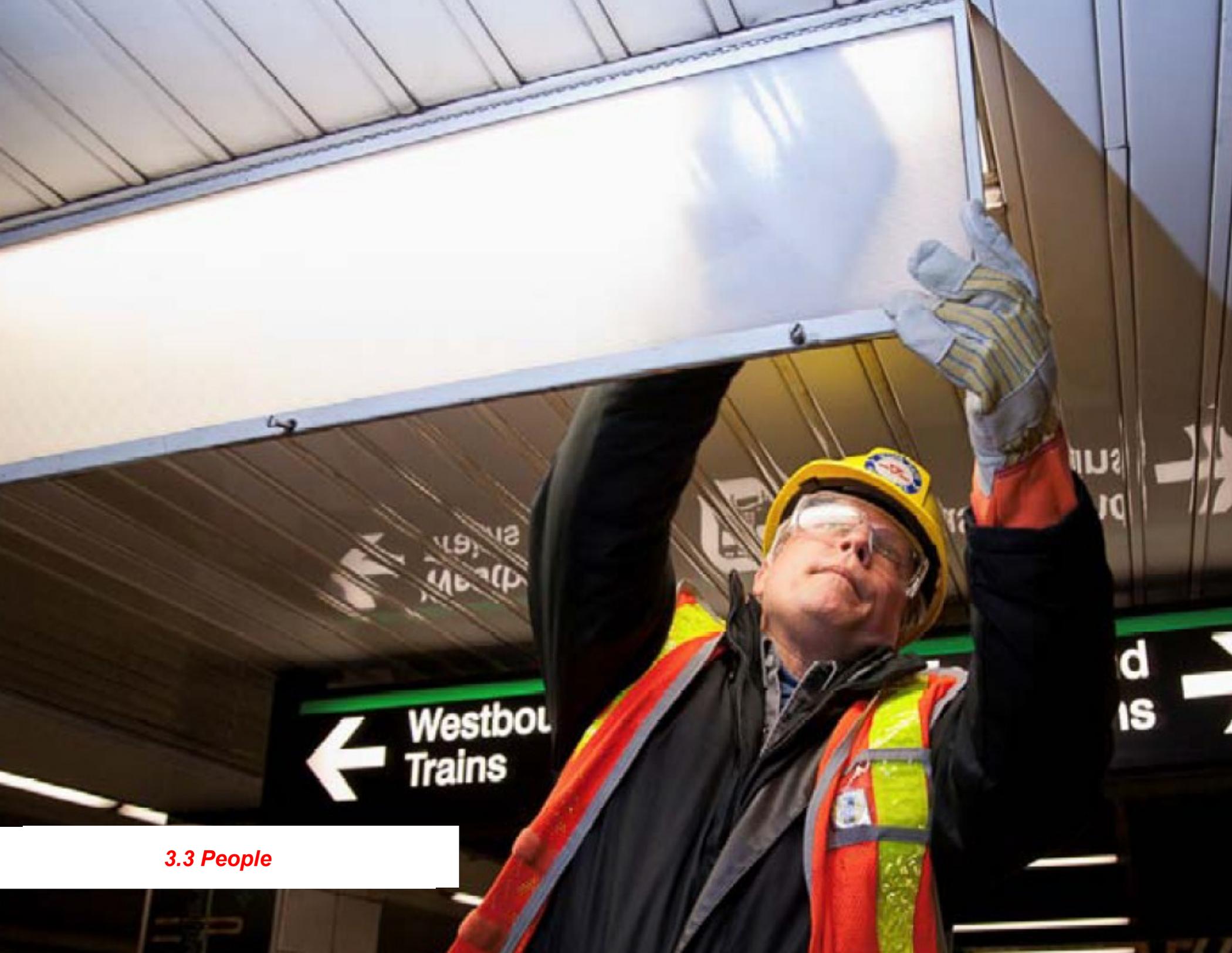


Wheel-Trans



Performance increased in Period 11 but continued to remain below target.

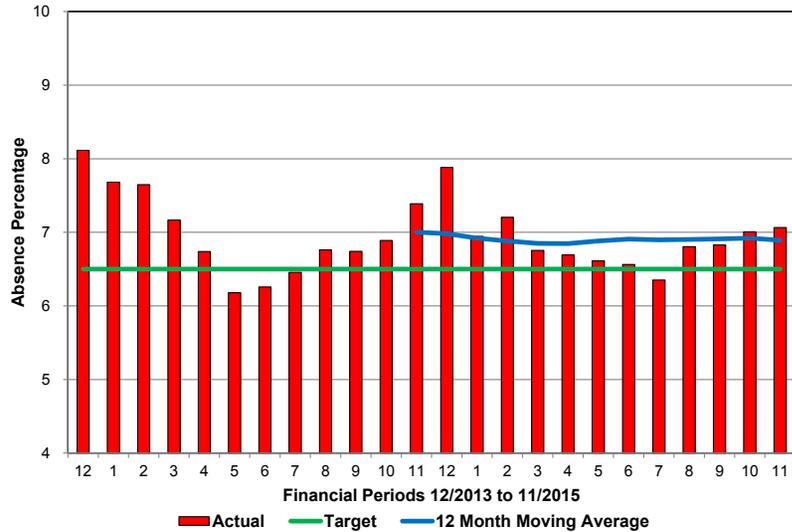
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3.3 People

People

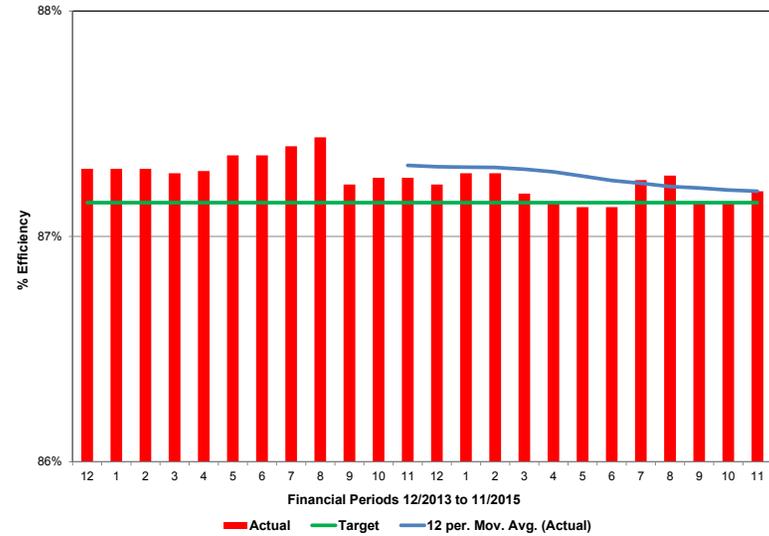
Employee Absence



The absence rate in Period 11 marginally increased and was above target (unfavourable) for the fourth consecutive period.

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

Operator Crewing Efficiency



Operator crewing efficiency increased marginally in Period 11 and continued to remain above target.

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



3.4 Assets

Asset: Vehicle Reliability



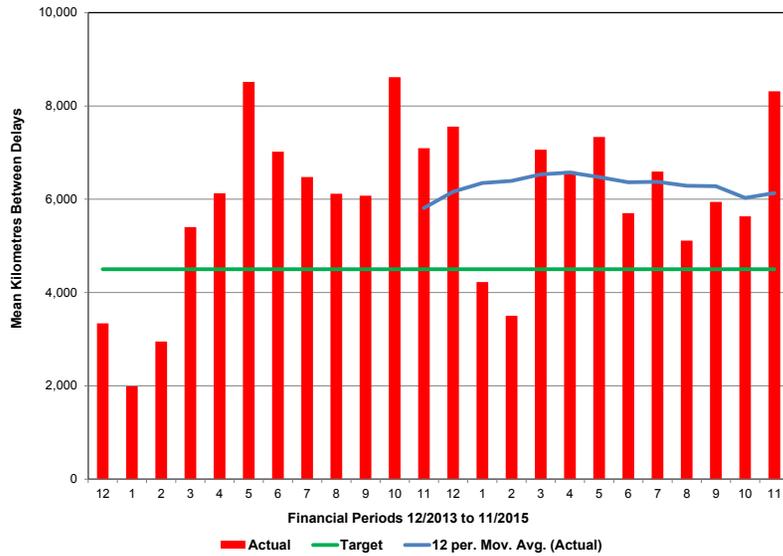
Subway

Subway vehicle reliability will be reported in a future CEO Report.



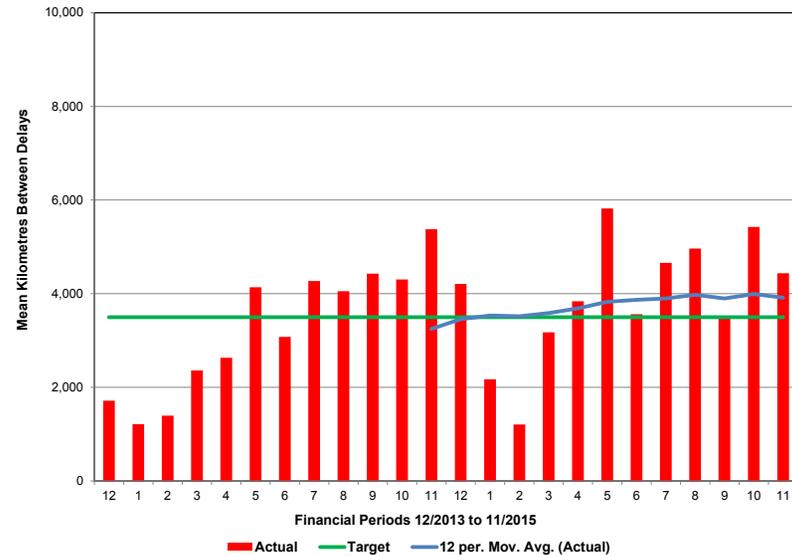
Streetcar

CLRV Streetcar: Mean Kilometres Between Delays (MKBD)



The number of MKBD increased in Period 11 to its highest level in the past 13 periods. Period performance continued to remain above target.

ALRV Streetcar: Mean Kilometres Between Delays (MKBD)

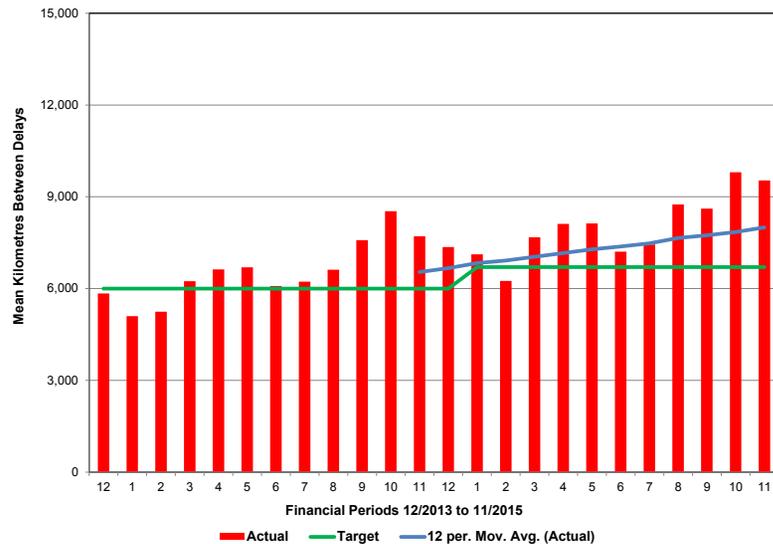


The number of MKBD decreased in Period 11; however, performance achieved target for the eighth consecutive period.



Bus

Bus: Mean Kilometres Between Delays (MKBD)

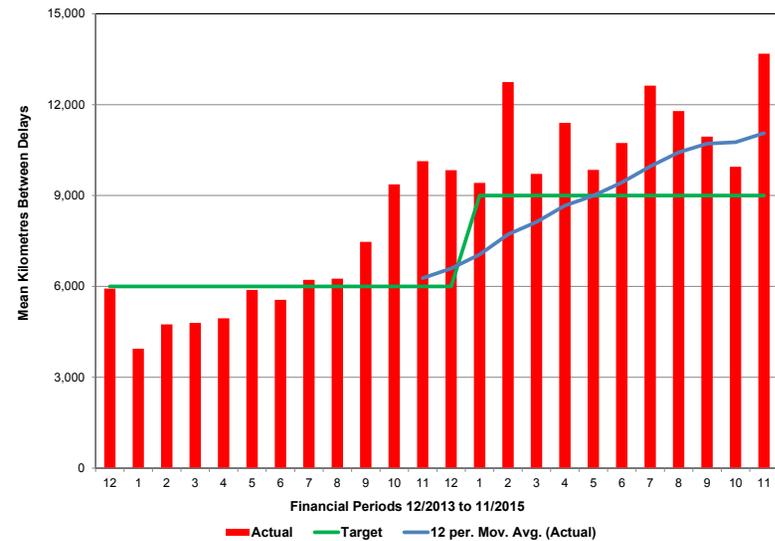


The number of MKBD decreased slightly in Period 11; however, period performance remained above target and the moving annual trend continued to steadily improve.



Wheel-Trans

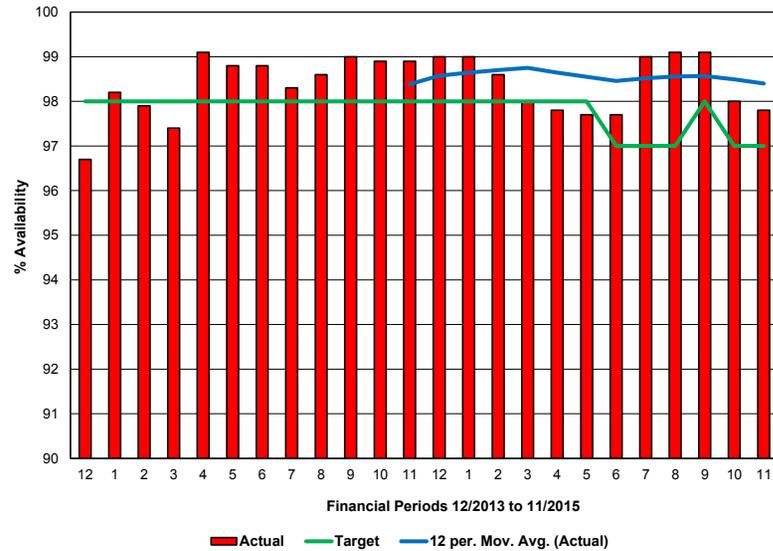
Wheel-Trans: Mean Kilometres Between Delays (MKBD)



The number of MKBD increased in Period 11. Period performance remained above target and the moving annual trend continued to show steady improvement.

Assets: Equipment Availability

Elevators

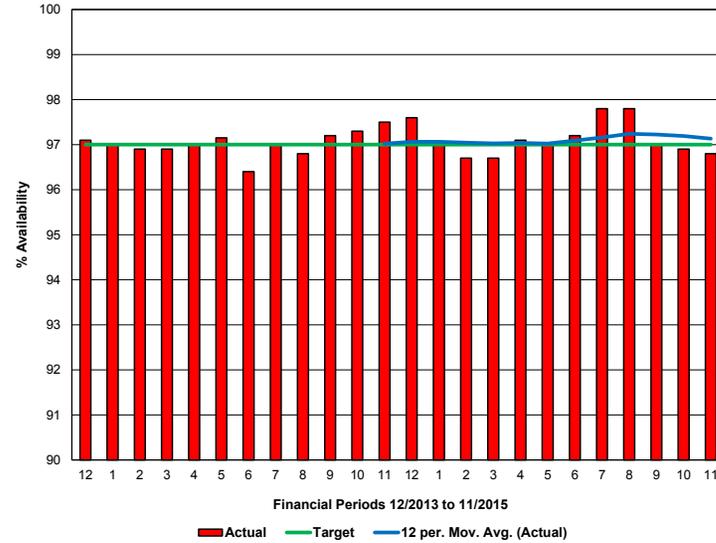


Performance in Period 11 decreased but continued to remain above target.

Elevator maintenance was completed as planned and scheduled.

The target was decreased in Period 10 from 98% to 97% to reflect the removal of one elevator from service at Finch Station for an overhaul under the Capital Program.

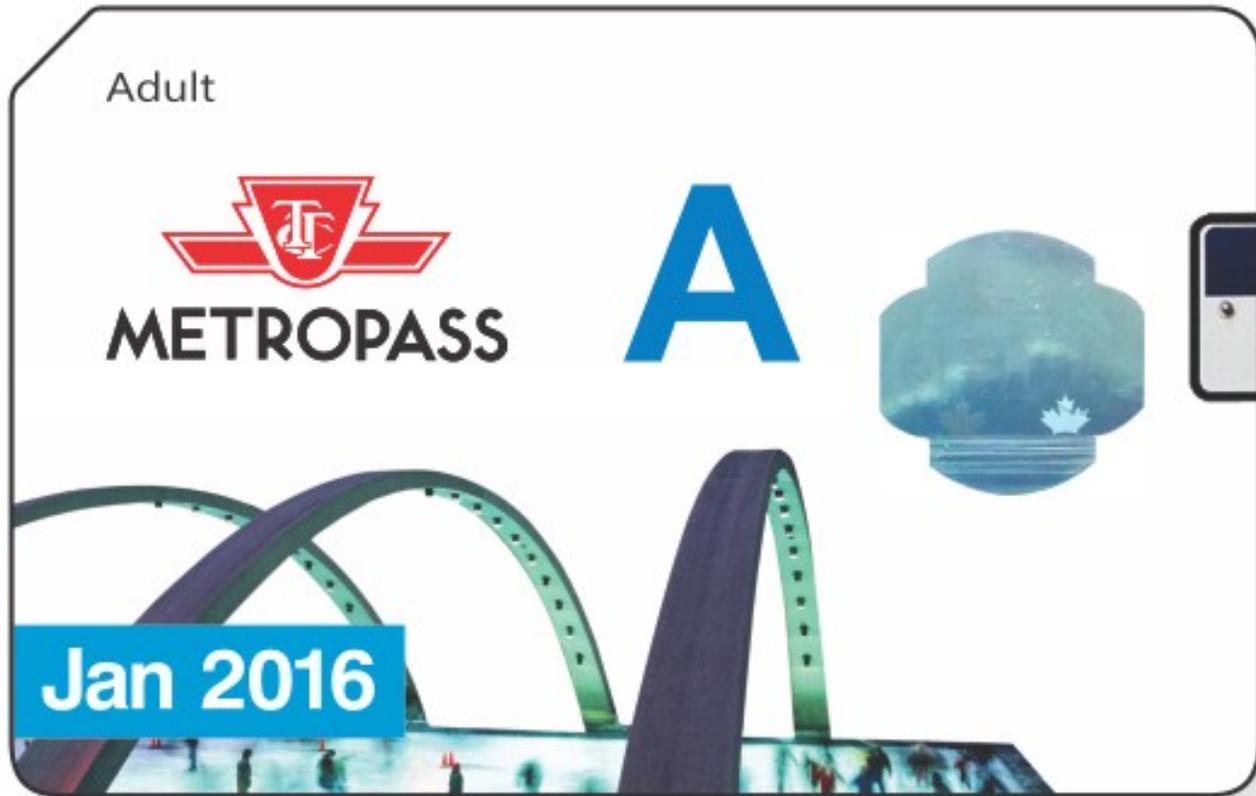
Escalators



Performance in Period 11 decreased and was below target for the second consecutive period.

A structural water leak and an intermittent electrical fault affected two escalators at Kennedy and King Stations, resulting in increased downtime. Both issues were addressed and the units were returned to service.

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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

While year-end accounting activities are currently well underway, there is a significant amount of outstanding work and analysis associated with actuarial valuations of non-pension employee benefits and unsettled accident claims, other critical year-end accounting review and adjustments, as well as the external audit. Consequently, the year-end projections that follow do not as yet incorporate the results of these items.

2015 Year-to-Date Results

To the end of Period 11 (November 28), total revenues were \$25.1 million (2.3%) below budget primarily due to 9.8 million (2%) fewer customer journeys than planned (excluding any allowance for free rides associated with the Pan Am and Parapan Am Games) and a lower average fare (1.9¢ or 0.9%) stemming from ongoing trends in the sales of various fare media.

Over the same time period, expenses were below budget by \$41.8 million (2.7%) largely due to reductions in certain non-labour expenses (including employee benefits, diesel, hydro, accident claim settlements and leasing requirements).

2015 Year-End Projections

(millions)	Projection	Budget	Variance
2015 TTC Operating Budget			
Customer Journeys (Ridership)*	534	545	(11)
Revenue	\$1,176.9	\$1,206.7	(\$29.8)
Expenses	\$1,650.6	\$1,689.4	(\$38.8)
Subsidy Required	\$473.7	\$482.7	(\$9.0)
Subsidy Available**	\$482.7	\$482.7	-
Surplus/(Shortfall)	\$9.0	-	\$9.0

*Excludes any allowance for free rides associated with the Pan Am / Parapan Am Games

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

Currently, a \$9 million (or 1.9%) year-end subsidy surplus is projected before incorporating any potential settlement for the passenger revenue and expense impacts of the Pan Am and Parapan Am Games. A number of key budget variances account for this projection as follows.

Passenger Revenues: \$33.4 million decrease

The number of customer journeys for the year is expected to be in the order of 534 million which is 11 million or 2% below the target of 545 million. Most of this shortfall stems from the negative impact of severe cold temperatures and snow, ongoing planned system closures, labour disruptions at two universities and the March 1 fare increase as well as the lower average fare. Staff continue to monitor both ridership and revenue performance and will provide updates in future reports.

Other Revenues: \$3.6 million increase

A settlement from a supplier of defective parts accounts for the majority of this favourable variance.

Departmental Non-labour expenses: \$14.9 million decrease

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

Other Employee Costs: \$7.9 million decrease

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

Leasing expenses: \$6.2 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.

Hydro & Utilities: \$4.9 million decrease

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

Diesel: \$4.8 million decrease

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

Cost Recoveries: \$1.3 million decrease

Higher than anticipated use of TTC plant and equipment by third parties or utilized on capital projects accounts for this favourable variance,

Debit and Credit Card Transaction Fees: \$0.8 million decrease

These fees are expected to be lower than budget due to a lower than projected uptake of this fare purchase opportunity.

Contribution to Capital: \$5.2 million increase

The \$13.9 million contribution towards the purchase of 50 new buses associated with certain 2015 service enhancements will be exceeded because all buses are now expected to be delivered in 2015.

PRESTO fees: \$1.1 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.

Other: \$4.3 million decrease

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

**TORONTO TRANSIT COMMISSION
2015 OPERATING BUDGET - INCOME STATEMENT**

(\$000s)	Period 11: Four Weeks November 1 to November 28, 2015				Eleven Periods to Saturday, November 28, 2015				Full Year 2015			
	Actual	Budget	Over/(Under)		Actual	Budget	Over/(Under)		Probable	Budget	Probable Variance	Probable Variance %
			Budget	Budget %			Budget	Budget %				
TOTAL REVENUES	96,675	100,819	(4,144)	-4.1%	1,076,681	1,101,833	(25,152)	-2.3%	1,176,914	1,206,688	(29,774)	-2.5%
TOTAL EXPENSES	128,707	142,973	(14,266)	-10.0%	1,495,608	1,537,380	(41,772)	-2.7%	1,650,571	1,689,394	(38,823)	-2.3%
OPERATING SUBSIDY REQUIRED in 2015					418,927	435,547	(16,620)	-3.8%	473,657	482,706	(9,049)	-1.9%
CITY OPERATING SUBSIDY AVAILABLE							-	100.0%	473,731	473,731	-	0.0%
DRAW FROM STABILIZATION RESERVE							-		8,975	8,975	-	0.0%
SHORTFALL / (SURPLUS)					418,927	435,547	(16,620)	-3.8%	(9,049)	-	(9,049)	

<u>REVENUES:</u>												
Passenger Revenues	90,762	95,415	(4,653)	-4.9%	1,012,423	1,041,074	(28,651)	-2.8%	1,107,000	1,140,356	(33,356)	-2.9%
Outside City & Charters	1,687	1,373	314	22.9%	16,149	16,014	135	0.8%	17,376	17,604	(228)	-1.3%
Advertising	2,178	2,178	-	0.0%	23,959	23,960	(1)	0.0%	26,138	26,138	-	0.0%
Rent Revenue	890	857	33	3.9%	10,382	9,419	963	10.2%	11,236	10,276	960	9.3%
Commuter Parking	899	807	92	11.4%	9,836	9,185	651	7.1%	10,532	9,932	600	6.0%
Other Income	259	189	70	37.0%	3,932	2,181	1,751	80.3%	4,632	2,382	2,250	94.5%
TOTAL REVENUES	96,675	100,819	(4,144)	-4.1%	1,076,681	1,101,833	(25,152)	-2.3%	1,176,914	1,206,688	(29,774)	-2.5%
<u>EXPENSES (LABOUR & NON-LABOUR)</u>												
CEO's Office	1,959	2,125	(166)	-7.8%	19,578	22,592	(3,014)	-13.3%	21,029	24,745	(3,716)	-15.0%
Engineering, Construction & Expansion Group	211	307	(96)	-31.3%	2,965	3,219	(254)	-7.9%	3,723	3,603	120	3.3%
Corporate Services Group	7,055	7,071	(16)	-0.2%	69,144	73,439	(4,295)	-5.8%	76,666	80,767	(4,101)	-5.1%
Strategy and Customer Experience Group	1,846	1,786	60	3.4%	17,361	18,852	(1,491)	-7.9%	20,070	20,713	(643)	-3.1%
Operations Group	40,634	45,171	(4,537)	-10.0%	457,452	465,042	(7,590)	-1.6%	506,091	515,638	(9,547)	-1.9%
Service Delivery Group	42,156	42,509	(353)	-0.8%	429,123	427,462	1,661	0.4%	476,852	474,284	2,568	0.5%
Employee Benefits	23,268	26,483	(3,215)	-12.1%	282,216	289,588	(7,372)	-2.5%	282,720	290,620	(7,900)	-2.7%
Vehicle Fuel	6,991	7,617	(626)	-8.2%	81,508	85,429	(3,921)	-4.6%	89,449	94,249	(4,800)	-5.1%
Traction Power	3,791	4,461	(670)	-15.0%	44,522	48,610	(4,088)	-8.4%	48,605	53,105	(4,500)	-8.5%
Utilities (Hydro, Natural Gas, Water)	1,828	2,374	(546)	-23.0%	21,775	21,684	91	0.4%	24,165	24,565	(400)	-1.6%
Taxes and Licences	220	245	(25)	-10.2%	2,483	2,714	(231)	-8.5%	2,775	2,965	(190)	-6.4%
Depreciation	2,494	2,494	-	0.0%	29,553	29,553	-	0.0%	30,645	32,345	(1,700)	-5.3%
Accident Claims & Insurance	2,177	2,431	(254)	-10.4%	25,423	28,416	(2,993)	-10.5%	31,502	31,252	250	0.8%
Non-Departmental Costs	(5,923)	(2,101)	(3,822)	181.9%	12,505	20,780	(8,275)	-39.8%	17,107	26,607	(9,500)	-35.7%
Contribution to Capital re: 50 additional buses			-				-		19,172	13,936	5,236	37.6%
TOTAL EXPENSES	128,707	142,973	(14,266)	-10.0%	1,495,608	1,537,380	(41,772)	-2.7%	1,650,571	1,689,394	(38,823)	-2.3%
OPERATING SUBSIDY REQUIRED in 2015					418,927	435,547	(16,620)	-3.8%	473,657	482,706	(9,049)	-1.9%
CITY OPERATING SUBSIDY AVAILABLE									473,731	473,731	-	
DRAW FROM STABILIZATION RESERVE									8,975	8,975		
SHORTFALL / (SURPLUS)					418,927	435,547	(16,620)	-3.8%	(9,049)	-	(9,049)	

Wheel-Trans Operating Budget

While year-end accounting activities are currently well underway, there is a significant amount of outstanding work and analysis associated with actuarial valuations of non-pension employee benefits and unsettled accident claims, other critical year-end accounting review and adjustments, as well as the external audit. Consequently, the year-end projections that follow do not as yet incorporate the results of these items.

2015 Year-to-Date Results

To the end of Period 11 (November 28), total revenues were marginally above target (\$215K or 3.8%). This reflects slightly higher revenues from 226K (7.5%) more customer journeys partially offset by a lower average fare (\$0.07 or 3.5%).

Over the same period, expenses were \$0.9 million (0.9%) above budget primarily due to the incremental expense associated with providing more customer journeys which has been largely offset by workforce gapping and employee benefit savings, and lower diesel fuel expenses.

2015 Year-End Projections

(millions)	Projection	Budget	Variance
2015 TTC Operating Budget			
Customer Journeys (Ridership)	3.504	3.246	0.258
Revenue	\$6.5	\$6.2	\$0.3
Expenses	\$116.8	\$115.3	\$1.5
Subsidy Required	\$110.3	\$109.1	\$1.2
Subsidy Available*	\$109.1	\$109.1	-
Surplus/(Shortfall)	(\$1.2)	-	(\$1.2)

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

As noted in previous CEO Reports, trip demand for Wheel-Trans service continues to be greater than anticipated. Based on current trends, 2015 customer journeys are projected to be 258K (7.9%) higher than the target of 3.246 million. This is in part due to more resources added to the Reservations area which have effectively reduced the call abandonment rates and allowed for the accommodation of more trip requests than originally contemplated.

At this time, a subsidy shortfall in the order of \$1.2 million (1.1%) is projected by year-end after accounting for increased expenses of about \$1.5 million (1.3%) and higher revenues of \$0.3 million (4.9%) associated with providing the additional customer journeys. To minimize the costs of the additional trips, service is being delivered through less-expensive contracted taxis. In addition, projected reductions in diesel fuel and employee benefits, and savings from workforce gapping are helping to mitigate the projected subsidy shortfall. Staff will continue to monitor demand and will report on any further budgetary impacts when appropriate.

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

PERIOD 11 (\$000s)	Period 11: Four Weeks November 1 to November 28, 2015			Eleven Periods to November 28, 2015			Full Year 2015		
	Actual	Budget	Over/(Under) Budget	Actual	Budget	Over/(Under) Budget	Projected Actual	Budget	Projected Variance
REVENUES:									
Passenger Fares	559	516	43	5,937	5,722	215	6,516	6,214	302
EXPENSES:									
CONTRACTED TAXI SERVICE	4,166	3,283	883	42,166	36,700	5,466	45,666	39,646	6,020
BUS SERVICE:									
Operators	2,169	2,310	(141)	22,700	23,929	(1,229)	25,149	26,463	(1,314)
Divisional Staff	52	50	2	562	533	29	619	588	31
Mobile Supervision	104	102	2	1,091	1,045	46	1,196	1,154	42
Dispatch	221	310	(89)	3,032	3,090	(58)	3,458	3,431	27
Equipment Maintenance	1,030	1,167	(137)	12,089	12,239	(150)	13,720	13,595	125
Vehicle Fuel	472	371	101	3,031	4,187	(1,156)	3,223	4,592	(1,369)
ADMINISTRATION:									
Senior Manager's Office	50	56	(6)	558	580	(22)	655	646	9
Reservations	232	204	28	2,148	2,160	(12)	2,318	2,407	(89)
Taxi Administration	24	33	(9)	246	284	(38)	310	318	(8)
Customer Service	141	231	(90)	1,511	2,148	(637)	1,859	2,337	(478)
Lakeshore Garage Costs	100	121	(21)	964	1,186	(222)	1,186	1,355	(169)
Employee Benefits	1,132	1,287	(155)	13,207	14,288	(1,081)	13,064	14,280	(1,216)
Non-Departmental Costs	117	98	19	4,088	4,107	(19)	4,395	4,501	(106)
TOTAL EXPENSES	10,010	9,623	387	107,393	106,476	917	116,818	115,313	1,505
OPERATING SUBSIDY REQUIRED IN 2015							110,302	109,099	1,203
DRAW FROM TTC STABILIZATION RESERVE							(254)	(300)	46
OPERATING SUBSIDY AVAILABLE IN 2015							110,048	108,799	1,249
PASSENGER TRIPS (000s)	304	267	37 F	3,220	2,994	226 F	3,504	3,246	258 F
UNACCOMMODATED RATE (%)	0.7	0.9	(0.2) F	0.8	0.9	(0.1) F	0.9	0.9	0.0 F
SUBSIDY PER TRIP (\$)	31.05	34.08	(3.03) F	31.51	33.65	(2.14) F	32.01	34.15	(2.14) F

U: Unfavourable Change

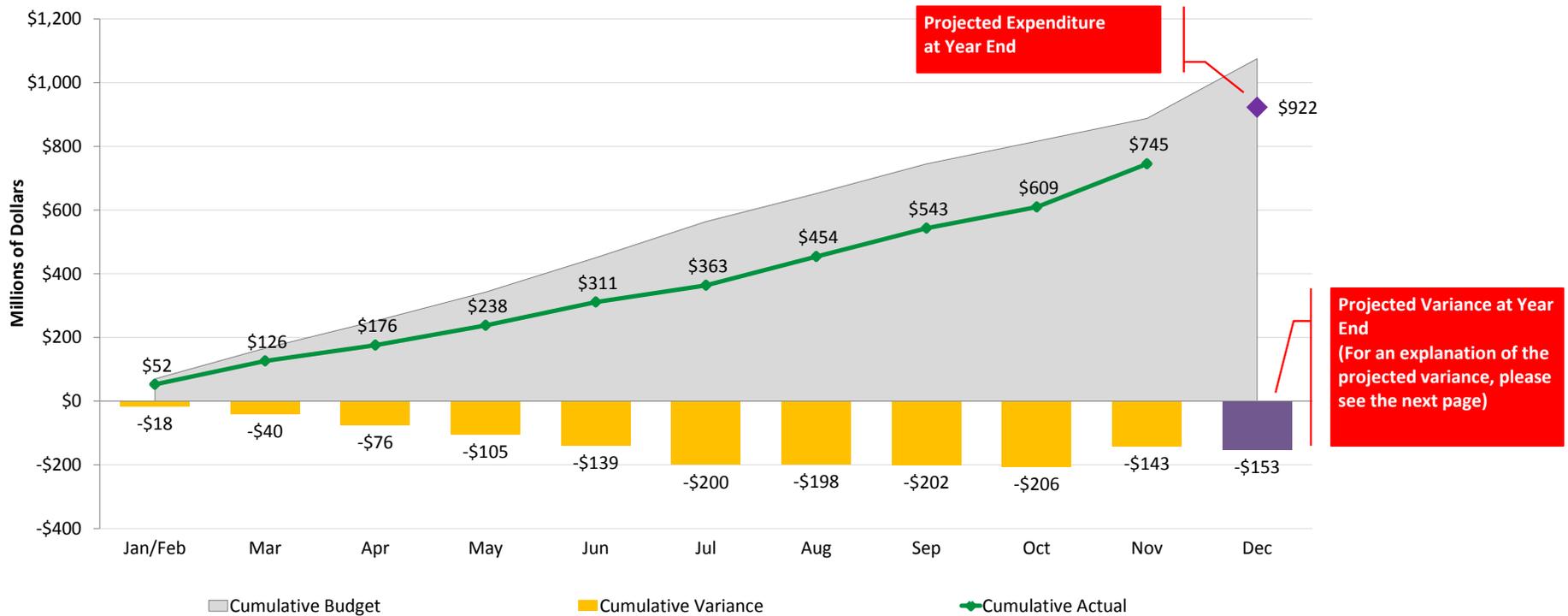
F: Favourable Change

TTC Capital Budget

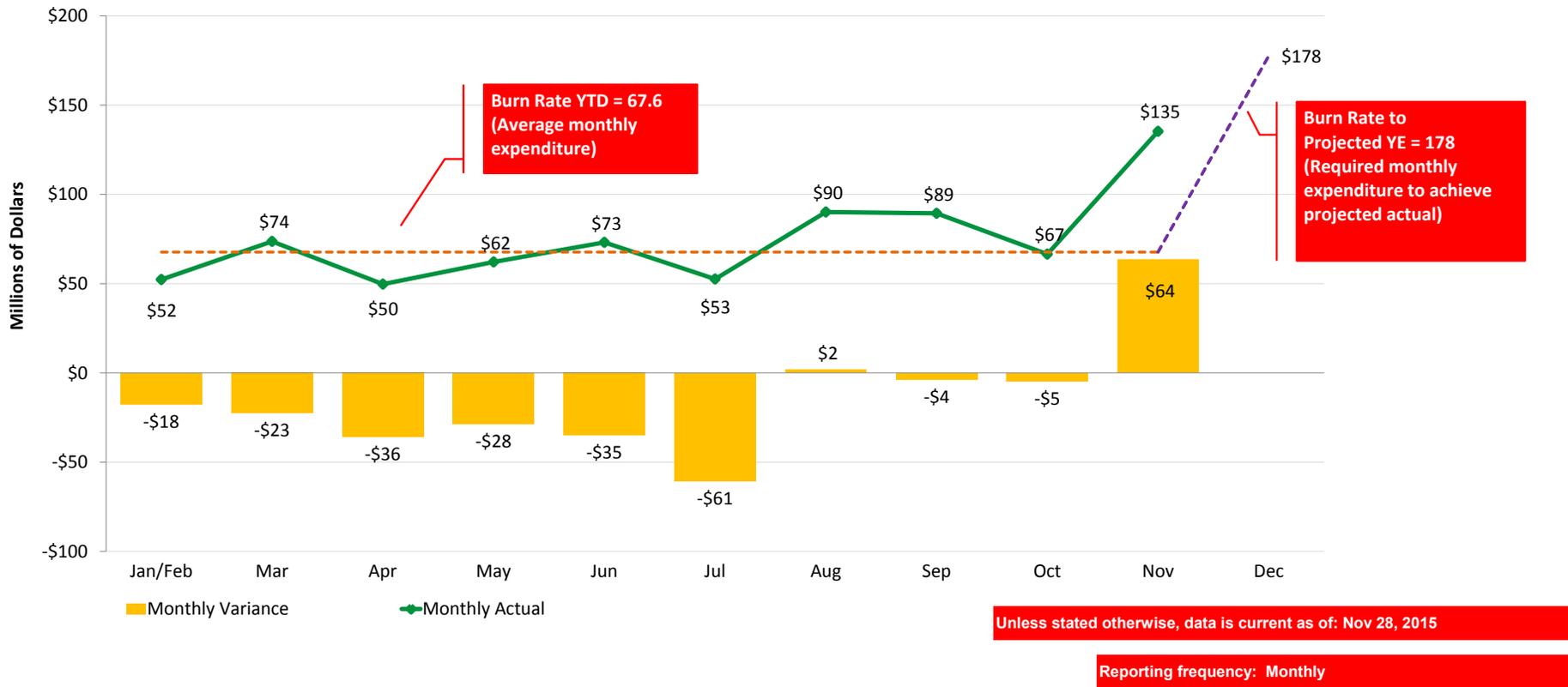
2015 Base Capital Program Year-to-Date Results

Capital expenditures to the end of Period 11 (November 28) reflect lower than projected activity and include continued progress on vehicle and construction contracts already in place. Significant variances in the current period stem from under-spending on delayed facility contract work and vehicle deliveries.

2015 Base Capital Program Cumulative Budget Tracking



2015 Base Capital Program Month-to-Month Budget Tracking



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

Capital Budget Variance Explanation

Base Capital Program: \$152.7 Million Under

The current projected spending on the base capital program reflects expectations of being \$152.7 million under budget as a result of a number of major program variances as outlined below.

Surface Track: \$5.8 million under

Projected under expenditure is largely due to Leslie Barns not being completed as scheduled. This delay has resulted in deferral of planned rehabilitation work for Roncesvalles and Russell yards in order to maintain the requisite storage for the existing fleets, as well as anticipated new streetcar deliveries. Similarly the barrier wall construction and track rehabilitation at the CNE between the GO and the TTC tracks had to be deferred to 2016 to allow streetcar storage and deployment out of the CNE.

Communications: \$9.3 million under

The projected under expenditure is mainly due to: scope/schedule changes to the Train Door Monitoring project to support the 4 car trainsets on Line 4; the transfer of budget funds for AODA compliance to the Rail Cars and Shops program (RC&S) for a train-borne solution; deferral of SCADA RTU funds to 2016 due to procurement and manufacturer delays; deferral of the McBrien Building radio equipment pending a final decision on the relocation; delay of subway antenna cable installation; deferral of subway station PA head ends awaiting refined scope requirement from Stations group; and deferral of video equipment replacement due to new requirements for intrusion detection systems.

Signal System: \$10.1 million under

Variance is due to: slippage of Wilson Yard Resignalling project scope to commence in 2017; delay in the Workcar advanced Warning System project due to track level safety committee not finalizing technical decisions resulting in slippage in installation of work; the Streetcar Trackswitch and Controllers Rehabilitation/Replacement project has been postponed to 2016 due to TTC stakeholders reviewing final solution for hardware replacement and migration plan.

ATC Resignalling: \$27.0 million under

Cancellation of two Computer Based Interlocking contracts will result in a significant reduction in payments in 2015. During the transition from the two signaling suppliers to one, TTC forces have been redirected to non- ATC SOGR work and non-ATC closures which together with unused ATC closures accounts for a \$27.0 million under-spend for 2015.

Finishes: \$4.8 million over

Variance is due to prior year slippage and timing; Roofing work at Queensway slipped from 2014 while roofing work at Lakeshore and Kipling advanced. Station Finish Renewal work at York Mills Station (wall panel work) slipped from 2014.

Equipment: \$10.6 million over

Predominantly Subway Pump Replacement Program - work advanced at Donlands, Eglinton, Dundas West, Wellington, York Mills Stations and cost estimate increase for Jane and Queen's Park Stations.

Streetcar Network Upgrades \$18.5 million over

The variance is mainly due to upgrade work on Queen Street that was advanced from future years.

On Grade Paving Rehabilitation Program: \$9.0 million over

This variance is due to advanced work at Greenwood South Yard, Davisville Yard, Malvern Garage, St. Clair Station and Steeles/Yonge Bus Loop and cost estimate changes at Lawrence West Station and Eglinton Bus Roadway.

Bridges and Tunnels: \$6 million over

Bridges and Structures Maintenance: Union Station slippage from prior year and estimated cost increases are based on actual experiences now that Union is near completion; there is an acceleration of funds for Lawrence Bus Loop (from 2016) as well as scope increase for added waterproofing system.

Leslie Barns Project \$30.5 million under

The variance is due to work advanced in 2014 and scheduled adjustments that reflect progress of work as well as delay of substantial performance for the Leslie St. Connection Track.

Toronto Rocket/T1 Rail Yard Accommodation: \$11.4 million over

Variance is due to prior year slippage and timing; cost estimate changes and construction delays for site services (stage 1) and advanced construction for Wilson Carhouse North Expansion, site services (stage 2) and system works.

Purchase of Buses: \$25.5 million over

Variance is due to slippage in bus deliveries from 2014 (\$10.4M); cost estimate change (\$3.0M); and advancement of 2016 delivery of 26 buses into 2015 (\$12.1M).

Purchase of Subway Cars: \$15.4 million under

Variance is primarily due to transfer of the escalation and contingency allowance to 2016. Milestones related to delivery and installation of De-Icing system rescheduled and distribution of TTC labour to 2016.

Subway Car Overhaul: \$6.7 million under

Variance is due to slippage of vehicle overhauls from 2015 to 2016 mainly resulting from the delay in hiring workforce for Door Pocket Guide and T1 Rivet, longer lead time for MTU part, scope change for IGBT and capacitors.

Purchase of Streetcars: \$88.5 million under

Variance is due to on-going delays in the delivery of streetcars.

Purchase of Automotive Non-Revenue Vehicle: \$9.9 million under

Variance is due to slippage of vehicle deliveries from 2015 to 2016 mainly priority change to workcar ATP, much longer tendering process.

Purchase - Rail Non-Revenue Vehicle: \$5.4 million under

The under expenditure is mainly due to Paper vacuum and Vacuum Excavator delivery time estimate slipped to 2016 because of the custom nature of the vehicle.

Revenue and Fare Handling Equipment: \$4.9 million under

Mainly due to the Turnstile Replacement Project revised with PRESTO Implementation.

Other Maintenance Equipment: \$6.8 million under

The under expenditure on Streetcar way maintenance equipment and Subway infrastructure Maintenance equipment is due to deferral of the equipment purchases to 2016.

Information Technology – Computer Equipment & Software: \$10.0 million under

Some projects and activities have been deferred to 2016 primarily due to a lack of office space to accommodate staff.

Service Planning: \$5.8 million under

Due to pending external approvals (City Transportation Services, Toronto Hydro) there is a considerable amount of work that is slipping to 2016 in Transit Priorities including Opportunities to Improve Transit Service.

Transit Expansion Program

Toronto-York Spadina Subway Extension (TYSSE): \$15.5 million under

The variance is the result of the resolution of changes/claims, additional project staff resources, and the extension of the project to the end of the fourth quarter of 2017 as approved by the Board on March 26, 2015.

Scarborough Subway Extension (SSE): \$35.2 million under

Scarborough Subway Project variance is mainly due to delays in hiring staff, awarding consultant contracts, and the environmental assessment process (-\$23.3M).

SRT Life Extension Project variance (-\$11.9M) is due to a schedule change as a result of the Pan Am Games. The schedule change mainly resulted from a delay in hiring workforce and unavailability of a second maintenance track. The Pan Am Games also delayed the project by about one month.



4. Critical Projects

Critical Projects

This dashboard below provides a 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 projects below comprise approximately 52% of the base capital program and 100% of the fully funded expansion projects.

Project	Strategic Objective	Cost (millions)					Schedule			Overall Status			
		Budget	Actual		Projected		Start Date	End Date		Schedule	Cost	Scope	Risk
		Approved Budget (EFC)	Actual LTD	% of EFC	Projected EFC	% of EFC		Approved	Revised				
Bus Fleet & Facilities													
Vehicles													
Purchase of Buses	Assets	\$837	\$522	62%	\$522	62%	Ongoing	Q4 2019		G	G	G	G
Maintenance Facilities													
McNicoll Bus Garage	Growth	\$181	\$7	4%	\$181	100%	Q4 2012	Q4 2019		G	G	Y	G
Management Systems													
CAD/AVL Systems	Customer	\$95	\$2	2%	\$95	100%	Q1 2014	Q4 2020		G	G	G	Y
Streetcar Fleet & Facilities													
Vehicles													
Purchase of Streetcars	Assets	\$1,187	\$183	15%	\$1,187	100%	Q2 2009	Q4 2019		Y	G	G	R
Maintenance Facilities													
Leslie Barns	Growth	\$507	\$432	85%	\$517	102%	2008	Q4 2015		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
Maintenance Facilities													
TR / T1 Rail Accomodation	Assets	\$985	\$110	11%	\$985	100%	2010	Q1 2016		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%	2005	Q4 2017		R	G	G	Y
SAP	Financial Sustainability	\$63	\$4	6%	\$63	100%	Q1 2014	Q3 2019		Y	G	G	Y

Project Overviews

This section provides information about selected critical projects.

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 and the T1 fleet on Lines 2 and 4.

The Wilson Yard construction of the car-house north expansion, new substation building, track additions and signal system work is ongoing. The Greenwood Yard CN Track Conversion has been completed and site work for Keele Yard Retrofit has commenced.

To date, 71 Toronto Rocket train sets have been accepted into revenue service. The complete Toronto Rocket fleet will consist of:

- Base order – H4/H5 Replacement (39 total) (completed on Aug/2013)
- Option 1(B) – H6 Replacement (21 total) completed on Jan 21/15)
- Option 1(A) – TYSSE Support (10 total) (completed by Dec/15)

- Option 1(C) – Support for ATC/Forecast Growth (6 total) (To be completed by Nov. 2016) plus six 4-car consist (to be completed by Jun 2016 for the Line 4) plus the 81st and 82 train set to completed by Nov 2016 for Line 4.

All TR trains on property are ATO equipped and progressing through 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.

New Streetcars and Maintenance Facility

Streetcar Procurement and Implementation

Fourteen new streetcars are now operating very reliably on the 509 Harbourfront and 510 Spadina routes.

At the October 28, 2015 Board meeting, the Board approved the staff report recommendation to immediately commence a claim or legal action against Bombardier for all damages sustained by the TTC relating to or arising from the schedule delays in the delivery of the streetcars and any other non-performance related issues. Work on this recommendation is underway.

Ongoing manufacturing difficulties with weld processes in Sahagun, Mexico have resulted in a shortage of parts, and the stop in production in Thunder Bay.

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: completed January 2012
2. Hydro One Cable Relocation: completed 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. TTC had access to the facility on November 2, 2015 and service from Leslie Barns began on November 22, 2015. Completion of the work is expected in Q2 2016.

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 landscape enhancements are scheduled to be completed by the Q2 2016 as part of the Leslie Street Connection Track Contract.

The Construction Liaison Group (CLG), comprised of local businesses and residents, school representatives and local Councilors, have been meeting on a regular basis during the contract to address construction issues for residents and businesses. The final meeting will be scheduled for early 2016 and will focus on lessons learned and recommendations from the CLG. Safety walks to identify specific concerns to cyclists and pedestrians are planned after every new construction stage and as required. The latest safety walk took place on December 7, 2015.

The Community Liaisons have continued their outreach efforts by continuing to hold one-on-one meetings with local businesses and residents, issuing communications and responding to emails, phone calls and walk-in questions and concerns from the community. The next issue of the project e-newsletter is expected in Spring 2016.

Station Enhancements

Union Station

Deficiency work and completion of additional scope will continue in 2016.

Easier Access

Work to make stations accessible is on-going at Woodbine, St. Clair West, Ossington, Coxwell and Dupont Stations, including bus loop closures at Woodbine and Coxwell for the construction of elevators.

Utility relocation work to make Dupont Station accessible is near complete and the contract to install the elevators was awarded and on-site work will commence in Q1 2016.

Work to overhaul an elevator at Finch Station was completed on December 31, 2015.

Automatic Train Control (ATC)

The ATC project continues to remain on schedule and budget. A detailed quarterly update was included as an agenda item at the (December 16, 2015) Board Meeting.

Installation of all equipment has been completed at track level and inside the equipment rooms at the Engineering Test Track & Training Facility (ETTF) at TTC Wilson Subway Yard. Arrangements are underway for a demonstration of the ATC operation at Wilson Yard for the Board Members.

PRESTO / TTC Farecard

The TTC PRESTO Farecard project continues to remain on schedule and within budget.

The implementation of PRESTO is divided into two major phases: Phase 1 and Phase 2.

The Phase 1 rollout commenced in Fall 2014 and includes the installation of fare payment functionality on-board the first 50 low-floor, accessible streetcars and off-board at select 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 Proof-Of-Payment (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. To date, 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. Additional off-board equipment is in the process of being installed along the Bathurst 511 route. In addition all new low floor accessible streetcars in revenue service have been equipped with PRESTO Fare Payment Machines and Ticket Validators.

The Phase 1 scope also includes the upgrade and replacement of PRESTO fare payment equipment at 14 subway stations and the installation of new equipment at 12 additional subway stations. The installation of the initial fare payment equipment is now complete. The installation of additional machines to allow customers to load value on to the PRESTO card was completed at 23 of these 26 stations prior to the end of 2015.

PRESTO equipment has also been installed at the TTC's MDP Office located at Yonge and Davisville to enhance the services available to PRESTO customers. PRESTO customers are able to get assistance with purchasing a PRESTO card, loading value onto the PRESTO card, among other services.

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. The installation of PRESTO equipment on legacy streetcars has commenced. All legacy streetcars were enabled for PRESTO prior to the end of 2015.

Field studies to determine whether sufficient power is available at TTC subway stations to support PRESTO equipment are now complete. The design of the required electrical upgrades at subway stations are now complete at 57 subway stations and the electrical construction work to upgrade the power configuration have been completed at 37 stations.

Toronto-York Spadina Subway Extension (TYSSE)

The YYSSE Project remains on schedule for opening by the end of 2017.

The six stations are in advanced stages of construction and have been closed in and heated for winter as planned. At Downsview Park Station, the green roof on the two station entrance buildings is nearly complete and ceramic wall panels are complete at concourse level. At Finch West Station, the bus terminal columns and elevated slab are progressing. At York Station, work commenced on the entrance building wing walls, and concourse level equipment pads. At Pioneer Village Station, bus terminal roofing continues, and all escalators have been delivered and set in place. At Highway 407 Station, roof decking is in progress, and station systems rooms are nearing completion. At VMC Station, installation of mechanical and electrical equipment continues throughout, and roadworks continue for Millway Avenue and Apple Mill road.

The running tunnels are complete and 80% of the track is installed. Cabling and equipment for subway systems continue to be installed in the tunnels. Two of the four traction power substations have been energized. Cable pulls are progressing into the station chases and rooms per the priority handovers.

The initial report of the 120 Day Project Reset Program completed by Bechtel has been reviewed. The re-baselined schedule has been accepted as the plan to complete the work by the end of 2017. A detailed assessment of contractor claims and changes is a part of the January 2016 Board agenda.

Subway Wireless Network

The TTC has a 25-year agreement with Broadcast Australia PTY Limited (now BAI Canada) for the implementation of a wireless network throughout the subway system, which will be capable of handling all existing Cellular and Wi-Fi bands. The project involves implementing the network in all existing and future subway stations, platforms, stairways, mezzanines, hallways, and tunnels.

The initial portion of the network was activated for public use at St. George and Bloor/Yonge Stations on December 10, 2013. On March 24, 2015, Wi-Fi access was activated at 14 subway stations, including all the stations on Line 1 in the "U" and 4 stations on Line 2 from Bloor/Yonge to Spadina. On June 1, 2015, WIND mobile joined the network and their customers now have cellular access at the same stations. Six stations are under design review in conjunction with the PRESTO implementation. Construction activities commenced on August 31, 2015, at Bathurst, Castle Frank, Christie, Dupont, and Sherbourne Stations and they were activated in test mode on November 1, 2015. On November 2, 2015, construction started at High Park, Lansdowne, Main, Old Mill, and Royal York Stations.

Project Status Updates

This section includes detailed status reports for each project listed in the project dashboard (page 52).

Purchase of Buses

Performance Scorecard

	Schedule	Cost	Scope	Overall Risk
Current Status	G	G	G	G
Project Completion	G	G	G	G

Accomplishments

- 87 - 40ft buses delivered, 76 commissioned
- 26 buses scheduled for 2016, now delivered in 2015
- Next order of 108 buses have been advanced

Key Issues and Risks

- No risk is anticipated.
- Note that for line 4 of the schedule status below, only 1 articulated bus was delivered late in January 2015.

Management Action Plan

- N/A.
- Continue to receive and commission buses being delivered in 2015 and 2016.

Budget Update (as of November 28, 2015) (millions of dollars)

	Year to Date	2015	Lifetime to Date	Estimated Final Cost
Budget:	\$38.7	\$46.9	\$520.5	\$836.8
Actual:	\$50.6		\$521.9	
Projected:		\$72.4		\$839.6
Actual Variance:	\$11.9		\$1.4	
Projected Variance:		\$25.5		\$2.9

2015 Variance: \$25.5 million over

Variance is due to slippage in bus deliveries from 2014 (+\$10.4M), cost estimate change (+\$3.0M) and advancement of 2016 delivery of 26 buses into 2015 (\$12.1M).

EFC Variance: \$2.9 million over

Variance is due to cost estimate change.

Schedule Status

No.	Phase / Milestone / Target	Milestone Date	2012	2013	2014	2015				2016				2017	2018	2019	2020	2021	2022	2023
						Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4							
1	Replacement 40ft LF Clean Diesel Buses- 95 buses	Q4 2012	✓																	
2	Replacement 60ft LF Clean Articulated Diesel Buses- 11 buses	Q4 2013		✓																
3	Replacement 60ft LF Clean Articulated Diesel Buses- 141 buses	Q4 2014			✓															
4	Replacement 60ft LF Clean Articulated Diesel Buses- 1 bus	Q1 2015				✓														
5	Replacement + CSI 40 ft. LF Clean Diesel Buses- 55 + 24 buses	Q4 2015							■											
6	Replacement + CSI 40 ft. LF Clean Diesel Buses- 98 + 26 buses	Q4 2016										■								
7	Replacement + CSI 40 ft. LF Clean Diesel Buses- 107 + 4 buses	Q4 2017											■							
8	Replacement + CSI 40 ft. LF Clean Diesel Buses-85 + 25 buses	Q4 2018												■						
9	Replacement + CSI 40 ft. LF Clean Diesel Buses- 85 + 25 buses	Q4 2019													■					

Legend

✓	Completed as planned	✓	Completed Late	✓	Completed w/Impact on Critical Path
■	On Schedule	■	Tracking behind Schedule	■	Poses Risk to Critical Path

Unless stated otherwise, data is current as of: December 02, 2015

Reporting frequency: Monthly

McNicoll Bus Garage

Performance Scorecard

	Schedule	Cost	Scope	Overall Risk
Current Status	Y	G	G	Y
Project Completion	Y	G	G	Y

Accomplishments

-MOECC issued unconditional approval of TPAP 07/15
 -Completed pre-qualification for Design/Build contract
 -

Key Issues and Risks

1.City Manager's report to Executive Committee re: McNicoll Budget, originally scheduled for October 2015, was deferred to December 1, 2015, then again to January 2016. Further deferral of the report may delay the RFP release.

Management Action Plan

Budget Update (as of November 28, 2015)

(millions of dollars)

	Year to Date	2015	Lifetime to Date	Estimated Final Cost
Budget:	\$0.5	\$0.5	\$3.6	\$181.0
Actual:	\$2.9		\$6.7	
Projected:		\$3.2		\$181.0
Actual Variance:	\$2.4		\$3.1	
Projected Variance:		\$2.7		\$0.0

2015 Variance: \$2.7 million over

Advanced funds to 2014 from 2015 for on-going design of McNicoll Bus Garage, and advanced design funds from future years to 2015.

EFC Variance: \$0 million

Schedule Status

No.	Phase / Milestone / Target	Milestone Date	2014	2015				2016				2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4										
1	RFPQ	Q3 2015				✓															
2	RFP Issued	Q1 2016																			
3	Contract Award	Q4 2016																			
4	Commence Construction	Q2 2017																			
5	Construction substantially complete (SP)	Q4 2019																			

Legend	 Completed as planned	 Completed Late	 Completed w/Impact on Critical Path
	 On Schedule	 Tracking behind Schedule	 Poses Risk to Critical Path

Unless stated otherwise, data is current as of: November 28, 2015

Reporting frequency: Monthly

CAD/AVL Systems

Performance Scorecard

	Schedule	Cost	Scope	Overall Risk
Current Status	Y	Y	G	G
Project Completion	G	G	G	G

Accomplishments

-Completion of CAD/AVL RFP Technical Evaluation.

-
-

Key Issues and Risks

1.Delay in release of RFP due to longer than anticipated legal review and time taken to complete contract terms and conditions.

Management Action Plan

1.Schedule will be re-forecasted once the contract for the CAD/AVL system has been awarded.

Budget Update (as of November 28, 2015)

(millions of dollars)

	Year to Date	2015	Lifetime to Date	Estimated Final Cost
Budget:	\$1.2	\$4.0	\$2.2	\$95.0
Actual:	\$1.9		\$2.2	
Projected:		\$2.4		\$95.0
Actual Variance:	\$0.7		\$0.0	
Projected Variance:		-\$1.6		\$0.0

2015 Variance: \$1.6 million under

Variance is due to delay in awarding the contract for the CAD/AVL system.

EFC Variance: \$ 0 Million

Schedule Status

No.	Phase / Milestone / Target	Milestone Date	2014	2015				2016				2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4											
1	RFI Issued	Q1 2015		✓																		
2	RFI Vendor Presentations	Q1 2015		✓																		
3	RFP Issued	Q2 2015			✓																	
4	Technical Evaluation Completed	Q4 2015					✓															
5	Contract Award	Q1 2016						■														
6	Design Initiated	Q1 2016						■														
7	Design Complete	Q1 2016						■														
8	Factory Acceptance Testing Complete	Q2 2016							■													
9	Proof of Concept Complete	Q2 2016							■													
10	Bus Installs Compete	Q2 2017										■										
11	Streetcar Installs Complete	Q4 2020																				■

Legend



Completed as planned



Completed Late



Completed w/Impact on Critical Path



On Schedule



Tracking behind Schedule



Poses Risk to Critical Path

Unless stated otherwise, data is current as of: December 02,2015

Reporting frequency: Monthly

Purchase of Streetcars

Performance Scorecard

	Schedule	Cost	Scope	Overall Risk
Current Status	R	G	Y	R
Project Completion	Y	G	G	R

Accomplishments

-	-
-	-
-	-

Key Issues and Risks

1. Union labour strike action in Bombardier's Thunder Bay plant from Jul-Sept 2014 has had a significant impact on production and delivery schedule.

2. On 12/17/2015 Bombardier has provided an updated delivery schedule indicating that there will be 14 LFLRVs commissioned by year end, 2015.

Management Action Plan

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-

Budget Update (as of November 28, 2015)

(millions of dollars)

	Year to Date	2015	Lifetime to Date	Estimated Final Cost
Budget:	\$117.3	\$134.5	\$183.3	\$1,186.5
Actual:	\$34.7		\$53.0	
Projected:		\$46.0		\$1,186.5
Actual Variance:	-\$82.6		-\$130.4	
Projected Variance:		-\$88.5		\$0.0

2015 Variance: \$88.5 million under

Variance is due to delays in the delivery of streetcars.

EFC Variance: \$0 million

Schedule Status

No.	Phase / Milestone / Target	Milestone Date	2014	2015				2016				2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4										
1	Interim Solution Available	Q3 2014	✓																		
2	PRESTO Interim solution available for Streetcar Launch	Q3 2014	✓																		
3	First New Streetcar Launched on Spadina	Q3 2014	✓																		
4	Leslie Carhouse Storage Required	Q4 2015					✓														
5	Substantial Completion 75% of Cars deployed (Car #163- based on December 17, 2015 delivery schedule)	Q1 2019																			
6	204 Cars deployed (based on December 17, 2015 delivery schedule)	Q4 2019																			

Legend



Completed as planned



Completed Late



Completed w/Impact on Critical Path



On Schedule



Tracking behind Schedule



Poses Risk to Critical Path

Unless stated otherwise, data is current as of: January 07, 2015

Reporting frequency: Monthly

Leslie Barns

Performance Scorecard

	Schedule	Cost	Scope	Overall Risk
Current Status	R	R	G	R
Project Completion	R	R	G	R

Accomplishments

- Partial Handover was completed on 11/01/15
- Facility into service on 11/22/15 as per revised schedule
-

Key Issues and Risks

- 1.Substantial Performance for facility delayed to Q1,2016.
- 2.Substantial Performance for Leslie Street Connection Track delayed to Q1,2016.

Management Action Plan

- 1.Contractor was requested to achieve occupancy and partial handover by October 30,2015(Achieved).
- 2.Contractor was requested to open street and make track ready for Operation in Q3,2015(Achieved).

Budget Update (as of November 28, 2015)

(millions of dollars)

	Year to Date	2015	Lifetime to Date	Estimated Final Cost
Budget:	\$100.5	\$115.6	\$440.2	\$506.7
Actual:	\$78.4		\$431.9	
Projected:		\$85.0		\$516.7
Actual Variance:	-\$22.1		-\$8.3	
Projected Variance:		-\$30.6		\$10.0

2015 Variance: \$ 30.6 million under

Variance is due to work advanced to 2014 and schedule adjustments that reflect progress of work as well as delay of Substantial performance for the Leslie St. Connection Track.

EFC Variance: \$10.0 million over

Additional \$10 million requested in the 2016-2025 Capital Budget as approved by the Board on November 23,2015.

Schedule Status

No.	Phase / Milestone / Target	Milestone Date	2014	2015				2016				2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4										
1	Leslie Street open to general traffic	Q3 2015				✓															
2	Leslie Barns partial handover to Operations	Q4 2015					✓														
3	Leslie barns Substantial Completion	Q1 2016						■													
4	Leslie barns full handover to Operations	Q1 2016						■													
3	Leslie Street landscaping complete	Q2 2016							■												

- ✓ Completed as planned
- ✓ Completed Late
- ✓ Completed w/Impact on Critical Path
- On Schedule
- Tracking behind Schedule
- Poses Risk to Critical Path

Unless stated otherwise, data is current as of: November 28,2015

Reporting frequency: Quarterly

Surface Track

Performance Scorecard

	Schedule	Cost	Scope	Overall Risk
Current Status	G	Y	G	G
Project Completion	G	Y	G	G

Accomplishments

-Russell yard - south end track

-

-

Key Issues and Risks

1.The delay in the completion of Leslie Barns has resulted in the deferral of planned rehabilitation work for Roncesvalles and Russell yards in order to maintain the requisite storage capacity for the existing fleets, as well as the anticipated new streetcar deliveries. Similarly, the barrier wall construction and track rehabilitation at the CNE between the GO and the TTC tracks was deferred to 2016 to allow streetcar storage and deployment out of the CNE.

Management Action Plan

Budget Update (as of October 31, 2015)

(millions of dollars)

	Year to Date	2015	Lifetime to Date	Estimated Final Cost
Budget:	\$12.2	\$23.5	\$214.0	\$358.5
Actual:	\$12.5		\$211.2	
Projected:		\$16.8		\$380.6
Actual Variance:	\$0.3		-\$2.8	
Projected Variance:		-\$6.7		\$22.2

2015 Variance: \$6.7 million under

Variance is due to timing adjustments due to slippage in the completion of Leslie Barns and the New Streetcar deliveries.

EFC Variance: \$22.2 million over

Variance is due to a City of Toronto budget adjustment, based on the assumption that the program would be able to spend as forecasted.

Schedule Status

No.	Phase / Milestone / Target	Milestone Date	2014	2015				2016				2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4											
1	Car Stops (30 locations)☒	Q4 2015					On Schedule															
2	The Queensway - Modifications (Design Only)☒	Q1 2016					On Schedule															
3	Russell Yard Tracks 08-22☒	Q4 2018					Completed w/Impact on Critical Path															
4	Harvey Shop Tracks beneath transfer table	Q4 2016					Completed w/Impact on Critical Path															
5	Roncesvalles pit track	Q4 2016					Completed w/Impact on Critical Path															
6	Roncesvalles Carhouse s-curve tracks 1-28	Q4 2016					Completed w/Impact on Critical Path															
7	Russell Yard north ladder (including drain work)	Q4 2018					Completed w/Impact on Critical Path															
8	College and Spadina	Q2 2015			Completed as planned																	
9	Bloor Loop and Spadina	Q2 2015			Completed as planned																	
10	Russell Yard - south end (track only)	Q4 2015					Completed as planned															
11	Roncesvalles southwest - design and layout	Q3 2015				Completed as planned																
12	C.N.E. Loop - design	Q4 2015					Completed w/Impact on Critical Path															
13	Russell Yard - south end modification improvement	Q2 2016					Completed w/Impact on Critical Path															

Legend



Completed as planned



Completed Late



Completed w/Impact on Critical Path



On Schedule



Tracking behind Schedule



Poses Risk to Critical Path

Unless stated otherwise, data is current as of: December 02,2015

Reporting frequency: Monthly

Purchase of Subway Cars

Performance Scorecard

	Schedule	Cost	Scope	Overall Risk
Current Status	G	G	G	G
Project Completion	G	G	G	G

Accomplishments

- Completed base and Option 1B order reliability goal of 480,000 miles Mean Distance between Failures
- Approved four cars conversion for Sheppard Line
- Final Acceptance and availability of 71 Train Sets for operational service
-

-
-
-
-
-
-

Key Issues and Risks

1. Production quality and design change requirements to improve on vehicle manufacturability, functionality, reliability and maintainability continue to present challenges to the delivery schedule.
2. Union labour strike action in Bombardier's Thunder Bay plant from July 14, 2014 to September 12, 2014 has had a significant impact on production and delivery schedule.

Management Action Plan

1. Continue to monitor production quality.
2. The Carbuilder has provided an updated delivery schedule on October 15, 2015 that the TTC accepted on November 30, 2015 for accelerated 4-Car consist Train Set delivery. Therefore, the schedule and cashflow presented in this report are updated.

Budget Update (as of November 28, 2015)

(millions of dollars)

	Year to Date	2015	Lifetime to Date	Estimated Final Cost
Budget:	\$148.3	\$151.1	\$1,135.6	\$1,171.9
Actual:	\$128.2		\$1,087.7	
Projected:		\$135.7		\$1,166.9
Actual Variance:	-\$20.1		-\$47.9	
Projected Variance:		-\$15.4		-\$5.0

2015 Variance: \$15.4 million under

Variance is primarily due to the transfer of the escalation and contingency allowance to 2016. Milestones related to delivery and installation of Deicing system rescheduled and distribution of TTC labour to 2016.

EFC Variance: \$5 million under

Variance is due to the transfer of contingency allowance to support the TR Overhaul program.

Schedule Status

No.	Phase / Milestone / Target	Milestone Date	2013	2014	2015				2016				2017	2018	2019	2020	2021	2022	
					Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4							
1	Train #1 to #39 ready for service	Q3 2013	✓																
2	Train #40 to #60 (Option 1B) ready for service	Q1 2015		✓															
3	Train #61 to #70 (Option 1A) ready for service	Q4 2015					✓												
4	Train #72 to #75(advancement of 4-Car consist) ready for service on Line 4	Q2 2016							█										
5	Train #71, TS#76 to #80 (Option 1C) ready for service	Q4 2016									█								
6	Train # 81 to #82(remaining 4- Car consist) ready for service	Q4 2016									█								

Legend

✓	Completed as planned	✓	Completed Late	✓	Completed w/Impact on Critical Path
█	On Schedule	█	Tracking behind Schedule	█	Poses Risk to Critical Path

Unless stated otherwise, data is current as of: December 30, 2015

Reporting frequency: Monthly

Easier Access III

Performance Scorecard

	Schedule	Cost	Scope	Overall Risk
Current Status	G	G	G	G
Project Completion	Y	Y	G	Y

Accomplishments

-Awarded Dupont construction contract.
 -Awarded public art contracts.
 -
 -

Key Issues and Risks

1.Preliminary design at King Station highlighted major interferences with existing utilities.
 2.Property acquisition for Elevator E1 at St. Clair West Station remains unresolved.
 3.Higher than expected estimated costs due to increased complexities/staging, property requirements, scope changes, power upgrades, utilities, escalation.
 4.Concept designs at Lawrence Station indicated significant difficulties in obtaining a design that meets all codes and stakeholder requirements.

Management Action Plan

1.Additional utility investigation were completed prior to proceeding with Construction Review design.
 2.Discussion with all parties are ongoing.
 3.Possible future budget request may be required.
 4.Concept report outlines possible options and investigations continue.

Budget Update (as of November 28, 2015)

(millions of dollars)

	Year to Date	2015	Lifetime to Date	Estimated Final Cost
Budget:	\$22.3	\$26.3	\$222.4	\$490.5
Actual:	\$20.9		\$221.3	
Projected:		\$23.9		\$655.2
Actual Variance:	-\$1.4		-\$1.0	
Projected Variance:		-\$2.5		\$164.7

2015 Variance: \$2.5 million under

Variance reflects schedule adjustments including Union.

EFC Variance: \$ 164.7 million over

Variance reflects City Budget reduction

Schedule Status

No.	Phase / Milestone / Target	Milestone Date	2014	2015				2016				2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4										
1	St. Clair West- subway to bus/ streetcar only(E2&E3)	Q2 2016																			
2	St. Clair West- street to bus/ streetcar(E1)	TBD																			
3	Ossington	Q3 2016																			
4	Woodbine	Q2 2017																			
5	Coxwell	Q4 2017																			
6	Dupont	Q4 2018																			
7	St. Patrick	Q4 2018																			
8	Wilson, King, Royal York, Runnymede, Yorkdale & Wellesley	Q4 2019																			
9	Sherburne, Chester, Bay and College	Q4 2020																			
10	Donlands, Spadina, Lawrence, Lansdowne and Keele	Q4 2021																			
11	Greenwood	Q4 2022																			
12	Christie, Castle Frank, Summerhill and High Park	Q4 2023																			
13	Museum, Rosedale and Old Mill	Q4 2024																			
14	Glencairn, Warden and Islington	Q4 2025																			

Legend

 Completed as planned	 Completed Late	 Completed w/Impact on Critical Path
 On Schedule	 Tracking behind Schedule	 Poses Risk to Critical Path

Unless stated otherwise, data is current as of: November 28, 2015

Reporting frequency: Monthly

TR / T1 Rail Yard Accommodation

Performance Scorecard

	Schedule	Cost	Scope	Overall Risk
Current Status	G	Y	G	Y
Project Completion	G	G	G	G

Accomplishments

- Achieved substantial performance for schedule item #14
- Awarded Keele Yard retrofit
-
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Key Issues and Risks

None

Management Action Plan

None

Budget Update (as of November 28, 2015)

(millions of dollars)

	Year to Date	2015	Lifetime to Date	Estimated Final Cost
Budget:	\$33.0	\$35.1	\$103.6	\$985.2
Actual:	\$40.4		\$110.1	
Projected:		\$46.5		\$985.2
Actual Variance:	\$7.3		\$6.5	
Projected Variance:		\$11.4		\$0.0

2015 Variance: \$11.4 million over

Variance is due to the advancement of construction work to 2015.

EFC Variance: \$0 million

Schedule Status

No.	Phase / Milestone / Target	Milestone Date	2014	2015				2016				2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4										
Complete Scope Design Review																					
1	Wilson Carhouse Tracks 15& 16	Q3 2015			✓																
Complete Detail Design Review																					
2	Wilson Track and Structure Building Renovation	Q1 2015	✓																		
3	Tie in Track 33 to 43	Q2 2015		✓																	
4	Tie in Car House North Ladder Tracks	Q1 2016						■	* Re-baselined												
5	Davisville Carhouse Expansion	Q3 2015			✓																
6	Greenwood Track and Structure Building Renovation	Q1 2015	✓																		
7	Keele Yard Retrofit	Q2 2015		✓																	
8	Kipling Station Track Expansion	Q1 2016						■	* Re-baselined												
Notification of Award/ Issue WAR																					
9	Rail Amalgamation study (new)	Q1 2015	✓																		
10	Tie in track 33-43	Q1 2016						■	* Re-baselined												
11	Greenwood Track and Structure Building Renovation	Q1 2016						■	* Re-baselined												
12	Keele Yard Retrofit	Q3 2015			✓																
Substantial Performance/ Deemed Complete																					
13	Wilson Carhouse North Expansion	Q2 2016						■	* Re-baselined												
14	Greenwood Track Conversion & South Fence Replacement	Q3 2015			✓																

Legend

- ✓ Completed as planned
- Completed Late
- Completed w/Impact on Critical Path
- On Schedule
- Tracking behind Schedule
- Poses Risk to Critical Path

Unless stated otherwise, data is current as of: November 28, 2015

Reporting frequency: Monthly

Subway Track

Performance Scorecard

	Schedule	Cost	Scope	Overall Risk
Current Status	G	G	G	G
Project Completion	G	G	G	G

Accomplishments

-C-115 High Rail Replacement

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Key Issues and Risks

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)

Management Action Plan

Budget Update (as of October 31, 2015)

(millions of dollars)

	Year to Date	2015	Lifetime to Date	Estimated Final Cost
Budget:	\$21.4	\$23.4	\$124.8	\$303.7
Actual:	\$15.8		\$125.9	
Projected:		\$22.9		\$302.6
Actual Variance:	-\$5.6		\$1.1	
Projected Variance:		-\$0.5		-\$1.1

2015 Variance: \$0.5 million under

Advancing funds from future due to consulting requirements for the DARP project and slippage from 2014 of the contract for a Rail Vehicle Based Inspection System due to revised timelines for system design, supply and installation.

EFC Variance: \$1.1 million under

Schedule Status

No.	Phase / Milestone	Milestone Date	2014	2015				2016				2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4										
1	Subway / SRT Track Replacement Program	Q4 2015					On Schedule														
2	Subway/ SRT Turnout Rehabilitation Program	Q4 2015					Completed Late														
3	MOWIS Upgrade	Q4 2016								Tracking behind Schedule											
4	Rail Vehicle Based Inspection System	Q2 2018										Tracking behind Schedule									
5	Subway Rail Grinding	Q4 2015					On Schedule														

Legend



Completed as planned



Completed Late



Completed w/Impact on Critical Path



On Schedule



Tracking behind Schedule



Poses Risk to Critical Path

Unless stated otherwise, data is current as of: December 02, 2015

Reporting frequency: Monthly

Automatic Train Control (ATC Line 1)

Performance Scorecard

	Schedule	Cost	Scope	Overall Risk
Current Status	G	G	Y	G
Project Completion	G	G	G	G

Accomplishments

-	-
-	-
-	-
-	-

Key Issues and Risks

1. Having all work cars equipped for first ATC commissioning.
2. Maintaining delivery of TR's for service as WY is upgraded. Alternative migration strategy.
3. Schedule constraints prevent TYSSSE opening.
4. Culture and training.
5. Loss of key staff.

Management Action Plan

1. Clear strategy, dedicated expert team and "plan B".
2. Simplify design, integrated work stream. Alternative migration strategy.
3. Ensure schedule focuses on TYSSSE opening. Maximize lessons from Phase 1 Plan B if required.
4. Stakeholder management and robust training.
5. Staff retention plan.

Budget Update (as of November 28, 2015)

(millions of dollars)

	Year to Date	2015	Lifetime to Date	Estimated Final Cost
Budget:	\$70.3	\$78.1	\$302.0	\$562.8
Actual:	\$50.3		\$257.9	
Projected:		\$51.4		\$562.8
Actual Variance:	-\$20.0		-\$44.0	
Projected Variance:		-\$26.8		\$0.0

2015 Variance: \$26.8 million under

Variance is primarily due to the cancellation of two Computer Based Interlocking contracts, estimate changes for engineering support, SCS implementation, project equipment and subway closures.

EFC Variance: \$ 0 million

Schedule Status

No.	Phase / Milestone	Milestone Date	2014	2015				2016				2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4										
1	ETF Proof of Concept (Track#42 Wilson Yard)	Q4 2015					█														
2	ATC Phase #1 Commissioning (CX) (Yorkdale- Dupont)	Q3 2017										█									
3	ATC Phase #2 CX (Vaughan Metro Centre- Sheppard West)	Q4 2017										█									
4	ATC Phase #2A CX (Wilson Yard - Sheppard West)	Q4 2017										█									
5	ATC Phase #2B CX (Vaughan Yard- Remainder)	Q2 2018											█								
6	ATC Phase #2C CX (Shep W. incl. W. yard S. Hostler- Yorkdale)	Q3 2018											█								
7	ATC Phase #3 CX (Dupont- Bloor)	Q1 2019												█							
8	ATC Phase #4 CX (Bloor- Eglinton)	Q3 2019													█						
9	ATC Phase #5 CX (Lawrence- Finch)	Q4 2019														█					

Legend

- ✓ Completed as planned
- ✓ Completed Late
- ✓ Completed w/Impact on Critical Path
- On Schedule
- Tracking behind Schedule
- Poses Risk to Critical Path

Unless stated otherwise, data is current as of: December 02, 2015

Reporting frequency: Monthly

Toronto-York Spadina Subway Extension (TYSSE)

Performance Scorecard

	Schedule	Cost	Scope	Overall Risk
Current Status	Y	R	Y	Y
Project Completion	G	Y	G	Y

Accomplishments

-ATC – Approved Proof of Concept for Phase 0
 -Steeles – Commenced installation of Tunnels, emergency trip system, Fibre Optic, SCADA and Telephone cables in the Communications equipment room.
 -York University – Handed over station trackway for track installation, Completed structural steel for north side of smoke screen

-HWY 407 – Completed masonry work under escalators 1 and 2
 -Downsview Park – Radio Cables installed and terminated
 -Finch West – 1kV cables for minisubs have been pulled and terminated
 -Traction Power – Completed installation of negative reinforcing 1500 MCM cable at Steeles

Key Issues and Risks

1. Station Contractors progress slipping on the non-critical work due to commercial issues.
2. Resolution of outstanding design issues incorporated into design documents and issued to contractors to construct.
3. Hwy 407 further delayed as a result of 2 subcontractors temporarily demobilized from site.

Management Action Plan

Budget Update (as of November 28, 2015)

(millions of dollars)

	Year to Date	2015	Lifetime to Date	Estimated Final Cost
Budget:	\$412.1	\$452.7	\$2,216.5	\$2,748.2
Actual:	\$408.6		\$2,212.9	
Projected:		\$451.5		\$2,748.2
Actual Variance:	-\$3.5		-\$3.5	
Projected Variance:		-\$1.27		\$0.0

2015 Variance: 1.27 million under

Deferred facilities & operating systems \$(80,748).
 Advanced property acquisitions & vehicles \$37,488.
 Advanced engineering support & contingency \$41,989

***All amounts presented in the section include holdbacks, exclude 2006 costs, recoverable amounts and bus substitution costs.**

EFC Variance: \$0 million

TYSSE is continued on the next page

Toronto-York Spadina Subway Extension (TYSSE)

Schedule Status

No.	Phase / Milestone	Milestone Date	2014	2015				2016				2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4										
1	Sheppard West Station (SP)	Q3 2016																			
2	Finch West Station (SP)	Q2 2017																			
3	York University (SP)	Q2 2017																			
4	Steeles West Station (SP)	Q1 2017																			
5	Highway 407 (SOP)	Q4 2016																			
6	Vaughan Metropolitan Centre Station (SP)	Q2 2016																			
Running Structures																					
7	South Tunnel	Q1 2017																			
8	North Tunnel	Q1 2017																			
9	Steeles Crossover	Q1 2016																			
10	Finch Crossover	Q4 2015																			
11	VMC Crossover	Q1 2016																			
12	Trackwork	Q2 2016																			
13	Special Trackwork	Q2 2016																			
14	Traction Power Installation	Q4 2016																			
15	Train Control (signals)	Q4 2016																			
16	Communications and Integrated Controls	Q3 2017																			
17	Commissioning	Q4 2017																			

Legend

-  Completed as planned
-  Completed Late
-  Completed w/Impact on Critical Path
-  On Schedule
-  Tracking behind Schedule
-  Poses Risk to Critical Path

Unless stated otherwise, data is current as of: December 31, 2015

Reporting frequency: Quarterly

Scarborough Subway Extension (SSE)

Performance Scorecard

	Schedule	Cost	Scope	Overall Risk
Current Status	Y	G	G	G
Project Completion	Y	G	G	G

Accomplishments

- Geotechnical and survey fieldwork is underway
- Utility investigations are progressing
- Design consultant work plans are under development
-

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Key Issues and Risks

- 1.Impact of other projects (SmartTrack, RER) on progress of SSE EA.
- 2.Delays in EA process impacting design progress.
- 3.Project budget and schedule will be confirmed as part of EA approval.

Management Action Plan

- 1.Mitigating delays where possible.

Budget Update (as of November 28, 2015)

(millions of dollars)

	Year to Date	2015	Lifetime to Date	Estimated Final Cost
Budget:	\$29.4	\$33.8	\$30.9	\$3,305.0
Actual:	\$7.8		\$9.0	
Projected:		\$10.4		\$3,305.0
Actual Variance:	-\$21.6		-\$21.9	
Projected Variance:		-\$23.3		\$0.0

2015 Variance: \$23.3 million under

Variance is due to delay in the EA process, hiring staff, and award of consultant contracts.

EFC Variance: \$ 0 million

SSE is continued on the next page

Scarborough Subway Extension (SSE)

Schedule Status

No.	Phase / Milestone	Milestone Date	2014	2015				2016				2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4										
1	EA Consultant Contract Award	Q3 2014	✓																		
2	Tunnel Design Contract Award	Q4 2014	✓																		
3	Project Management Consultant Award	Q1 2015		✓																	
4	Station Design Consultant Award	Q2 2015			✓																
5	System Design Consultant Award	Q2 2015			✓																
6	Geotechnical Consultant Award	Q2 2015			✓																
7	Environmental Assessment	Q4 2016																			
8	1st Public Consultation Held	Q1 2015		✓																	
9	2nd Public Consultation Held	Q2 2015			✓																
10	3rd Public Consultation Held	Q1 2016																			
11	TTC Board/P&GM/Council	Q2 2016																			
12	Transit Project Assessment Process(TPAP)	Q4 2016																			
13	Scarborough Subway Extension Begin Service	Q4 2023																			

Today

Legend

- ✓ Completed as planned
- ✓ Completed Late
- ✓ Completed w/Impact on Critical Path
- On Schedule
- Tracking behind Schedule
- Poses Risk to Critical Path

Unless stated otherwise, data is current as of: November 28, 2015

Reporting frequency: Monthly

PRESTO

Performance Scorecard

	Schedule	Cost	Scope	Overall Risk
Current Status	R	G	Y	Y
Project Completion	R	G	G	Y

Accomplishments

- Add Value Machine (AVM) installations at 23 stations
-
- Completed all in-service legacy streetcar installations
-

Key Issues and Risks

- 1.Faregate procurement and delivery
- 2.Faregate installation timelines. Labour strategy for PRESTO installation work activity
- 3.PRESTO channel distribution/support strategy
- 4.Strategy for Limited-Use-Media
- 5.Development of Full Service Vending Machines

Management Action Plan

- 1.Design based on initial 60 gates acquired through Metrolinx.Board Report for approval to negotiate contract for initial faregate supply. Budget submission for remaining faregate supply.
- 2.Lessons learned from Wave 1 installations. Embedded duct for electrical/comm's cabling. C10Pre-assemble and configure faregates off-site. Shut down all/large portion of fareline during installation.TYSSE stations to pilot installation.

Budget Update (as of October 31, 2015)

(millions of dollars)

	Year to Date	2015	Lifetime to Date	Estimated Final Cost
Budget:	\$8.8	\$9.6	\$21.4	\$47.0
Actual:	\$5.1		\$17.6	
Projected:		\$7.4		\$46.7
Actual Variance:	-\$3.7		-\$3.7	
Projected Variance:		-\$2.2		-\$0.3

2015 Variance: \$2.2 million under

EFC Variance: \$0.3 million under

Schedule Status

No.	Phase / Milestone	Milestone Date	2014	2015				2016				2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4										
1	Start PRESTO Rollout on Spadina	Q4 2014	✓																		
2	Interim Solution Available	Q3 2014	✓																		
3	Interim Solution for Streetcar Launch	Q4 2014	✓																		
4	PRESTO Subway Stations for 2015 Pan AM Games- Wave 1	Q2 2015		✓																	
5	PRESTO Implementation on Legacy Streetcar	Q4 2015				✓															
6	PRESTO Implementation on buses	Q4 2016									█										
7	PRESTO Implementation on Wheel Trans	Q4 2016									█										
8	PRESTO Implementation on New Streetcars	Q4 2019												█							
9	PRESTO Payment functionality at all Subway Stations	Q4 2016									█										
10	PRESTO Full Deployment	Q4 2017										█									

- Legend**
- ✓ Completed as planned
 - ✓ Completed Late
 - ✓ Completed w/Impact on Critical Path
 - █ On Schedule
 - █ Tracking behind Schedule
 - █ Poses Risk to Critical Path

Unless stated otherwise, data is current as of: December 02,2015

Reporting frequency: Quarterly

Performance Scorecard

	Schedule	Cost	Scope	Overall Risk
Current Status	R	G	G	Y
Project Completion	Y	G	G	Y

Accomplishments

-	-
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Key Issues and Risks

- Office space for program team.
- Access to employee data for data migration to new systems.
- Quality of data required for the new system supported processes.
- Wave 1 schedule. Current schedule is already under pressure with delays to the availability of office space and hence cascading affect for onboarding resources.
- SI selection and onboarding of SI resources due to RFP delay.

Management Action Plan

- Permanent facility will be leased at 250 Bloor, required for full Wave 1 team.
- Enterprise Architecture is developing an approach to ensure privacy, security, and integrity of process.
- Data clean-up and migration activities will start at the beginning of each wave/release.
- PMO is looking at options to alleviate the scheduling pressure to see if we can still make the December 2016 deadline.
- PMO is assessing ways in which the schedule pressure & estimated delays can be minimized.

Budget Update (as of October 31, 2015)
(millions of dollars)

	Year to Date	2015	Lifetime to Date	Estimated Final Cost
Budget:	\$2.3	\$3.0	\$3.3	\$63.4
Actual:	\$3.2		\$3.6	
Projected:		\$4.3		\$63.4
Actual Variance:	\$0.9		\$0.3	
Projected Variance:		\$1.3		\$0.0

2015 Variance: \$1.3 million over
Variance is due to carry over from 2014.

EFC Variance: \$ 0 million

Schedule Status

No.	Phase / Milestone	Milestone Date	2014	2015				2016				2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4										
1	Award Program Management Contract	Q2 2015		✓																	
2	Wave 1/Release1 team in place	Q3 2015			✓																
3	Program Management team in place	Q4 2015				✓															
4	Award System Integrator (SI) Contract	Q1 2016						■													
5	Wave 1 - Core HR / Payroll / Finance (Release 1)	Q4 2015				■															
6	Wave 1 - Core HR / Payroll / Finance (Release 2)	Q2 2016						■													
7	Wave 1 - Core HR / Payroll / Finance (Release 3&4)	Q4 2016							■												
8	Wave 1 - Core HR / Payroll / Finance (Release 5)	Q2 2017								■											
9	Wave 2-Workforce Management	Q4 2017									■										
10	Wave 3-Budgeting,AP/AR,Procurement	Q4 2017										■									
11	Wave 4-Integration-Facilities Management	Q3 2018											■								
12	Wave 5-Integration-Bus Maintenance	Q1 2019												■							
13	Wave 6-Integration-Rail Maintenance	Q3 2019													■						

Legend

	Completed as planned		Completed Late		Completed w/Impact on Critical Path
	On Schedule		Tracking behind Schedule		Poses Risk to Critical Path

Unless stated otherwise, data is current as of: December 02,2015

Reporting frequency: Quarterly

**MOUNT-DENNIS-BUS-GARAGE**
121-Industry-Street



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

Andy Byford
Chief Executive Officer
Toronto Transit Commission