



STAFF REPORT INFORMATION ONLY

Chief Executive Officer's Report – July 2016 Update

Date:	July 11, 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

Vince Cosentino, Director – Statistics, vince.cosentino@ttc.ca, Tel. 416-393-3961

Attachments

Chief Executive Officer's Report – July 2016 Update

Chief Executive Officer's Report

**Toronto Transit Commission
July 2016 Update**



#share3DTO



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.

Table of Contents

1. TTC Performance Scorecard	02
2. CEO Commentary	08
3. Performance Update	
3.1 Safety & Security	14
3.2 Customer	18
3.3 People	36
3.4 Assets	38
3.5 Financials	45
4. Critical Projects	60

About the cover:

Leaders from some of North America's biggest transit systems visited Toronto for one week in June, seeing first-hand how the TTC is transforming and modernizing its service and the culture that drives its workforce

Each year, the TTC proudly participates in Pride with a specially-wrapped bus that runs on the 94 Wellesley, but is also part of a growing contingent in the annual Pride parade



1. TTC Performance Scorecard

TTC Performance Scorecard




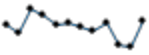


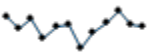



Key Performance Indicator	Description	Latest Measure	Current	Target	Current Status	Annual Trend	Page
Safety and Security							
Lost Time Injuries	Injuries per 100 Employees	Apr 2016	2.73	2.93	✓		15
Customer Injury Incidents	Injury Incidents per 1M Boardings	Apr 2016	1.01	1.24	✓		15
Offences against Customers	Offences per 1M Boardings	Apr 2016	0.38	0.49	✓		16
Offences against Staff	Offences per 100 Employees	Apr 2016	0.40	0.25	✗		16
Customer: Journeys							
	TTC Customer Trips	May 2016	41.3M	42.5M	✗		19
	TTC Customer Trips	2016 y-t-d to May	218.9M	226.3M	✗	NA	19
	PRESTO Customer Trips	May 2016	1.72M	0.80M	✓		20
	Wheel-Trans Customer Trips	May 2016	304K	288K	✓		20
	Wheel-Trans Customer Trips	2016 y-t-d to May	1.57M	1.49M	✓	NA	20
Customer: Satisfaction							
	Customer Satisfaction Score	Q1 2016	79%	75%	✓		21
Customer: Environment							
Station Cleanliness	Audit Score	Q1 2016	74.7%	75%	✗		24




✓ On Target
 ○ Target at risk at current trend
 ✗ Off Target

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

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

Customer: Service Performance

 Subway								
1	Yonge-University	Delay Incidents	Q1 2016	1,832	1,791	✗		25
		Delay Minutes	Q1 2016	3,494	3,653	✓		25
		Trains per Hour in AM Peak	Apr 2016	23.8	25.5	✗		26
2	Bloor-Danforth	Delay Incidents	Q1 2016	2,458	1,596	✗		27
		Delay Minutes	Q1 2016	3,363	3,340	✗		27
		Trains per Hour in AM Peak	Apr 2016	23.9	25.5	✗		28
3	Scarborough	Delay Incidents	Q1 2016	117	156	✓		29
		Delay Minutes	Q1 2016	983	927	✗		29
		Trains per Hour in AM Peak	Apr 2016	13.4	13.3	✓		30

 On Target
  Target at risk at current trend
  Off Target

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

Key Performance Indicator	Description	Latest Measure	Current	Target	Current Status	Annual Trend	Page
4 Sheppard	Delay Incidents	Q1 2016	159	129	✗		31
	Delay Minutes	Q1 2016	331	311	✗		31
	Trains per Hour in AM Peak	Apr 2016	10.9	10.9	✓		32
Streetcar	On-Time Departure	Apr 2016	53.1%	90%	✗		33
	Short Turns	Apr 2016	1,804	50% less than 2015	✓		33
Bus	On-Time Departure	Apr 2016	80.1%	90%	✗		34
	Short Turns	Apr 2016	3,341	50% less than 2015	✓		34
Wheel-Trans	% Within 10 Minutes of Schedule	Apr 2016	88.9%	90%	✗		35

People














Employee Absence	Absenteeism Rate	Apr 2016	6.79%	6.50%	✗		37
------------------	------------------	----------	-------	-------	---	--	----

Assets: Vehicle Reliability

Subway	T1	Mean Distance Between Failures	Apr 2016	174,843 km	300,000 km	✗		39
	TR	Mean Distance Between Failures	Apr 2016	777,329 km	772,485 km	✓		39

On Target
 Target at risk at current trend
 Off Target





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




Key Performance Indicator	Description	Latest Measure	Current	Target	Current Status	Annual Trend	Page
 Streetcar							
CLRV	Mean Distance Between Failures	Apr 2016	5,193 km	4,500 km			40
ALRV	Mean Distance Between Failures	Apr 2016	2,151 km	3,500 km			40
New Streetcar	Mean Distance Between Failures	Apr 2016	9,735 km	35,000 km			41
 Bus	Mean Distance Between Failures	Apr 2016	9,400 km	8,100 km			42
 Wheel-Trans	Mean Distance Between Failures	Apr 2016	11,518 km	11,000 km			42

Assets: Equipment Reliability


Elevators	Percent Available	Apr 2016	99.0%	98%			43
Escalators	Percent Available	Apr 2016	97.1%	97%			43

Financials

TTC Revenue	Actual vs. Budget	2016 y-t-d to May	\$489.7M	\$508.9M		Section 3.5
TTC Operating Expenditure	Actual vs. Budget	2016 y-t-d to May	\$696.5M	\$698.9M		Section 3.5
Wheel-Trans Revenue	Actual vs. Budget	2016 y-t-d to May	\$2.8M	\$2.8M		Section 3.5
W-T Operating Expenditure	Actual vs. Budget	2016 y-t-d to May	\$51.0M	\$50.1M		Section 3.5

 On Target  Target at risk at current trend  Off Target

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

Key Performance Indicator	Description	Latest Measure	Current	Target	Current Status	Annual Trend	Page
Capital Expenditure – Base	Actual vs. Budget	2016 y-t-d to May	\$285M	\$4222M	✘	Section 3.5	
Capital Expenditure – TYSSE	Actual vs. Budget	2016 y-t-d to May	\$138M	\$329M	✘	Section 3.5	
Capital Expenditure – SSE	Actual vs. Budget	2016 y-t-d to May	\$9M	\$44M	✘	Section 3.5	
Operator Efficiency	Crewing Efficiency	Apr 2016	87.26%	87.15%	✔		52

✔ On Target

⊖ Target at risk at current trend

✘ Off Target

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



2. CEO Commentary

CEO Commentary and Current Issues

General Overview

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

June has been another very busy month, the highlight of which was the launch of the 514 Cherry route from the new Distillery Loop to Dufferin Gate Loop. This is the first new streetcar route in 16 years and has been designed to provide further relief to the busiest section of King Street, in addition to opening streetcar access to the vibrant Distillery district.

Further progress was made across all five of our mega-projects, details of which are outlined below.

Safety & Security

We continue to work closely with law enforcement agencies to monitor the prevailing security situation, given recent events worldwide.

Safety and security indicators were largely stable for the period, with no major incidents.

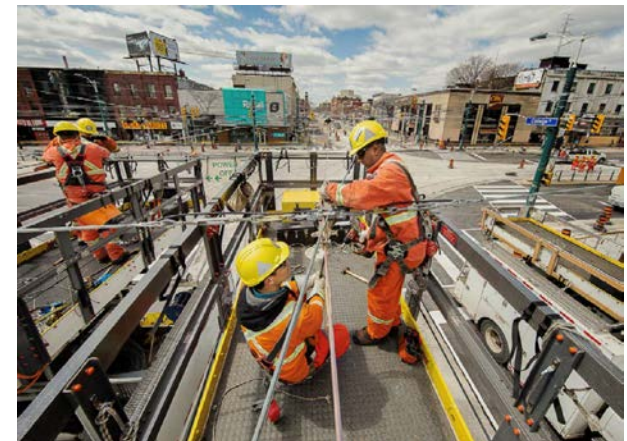
Customer: System Performance

Subway performance was generally satisfactory during the period, notwithstanding a few larger incidents.

Surface mode performance was broadly comparable to the preceding period with ongoing focus on unforced short turns, and on-time departures.

Financials

Customer journeys (ridership) in May continued to reflect the soft trend that has been in place so far in 2016. Year-to-date to the end of May, ridership was 0.5% below the 2015 comparable period and 3.3% below budget. Results for the first three weeks of June were much better: 2.6% above 2015 and essentially on budget. The June results have been



buoyed by growth in Adult-based Metropass sales, which had been in decline for over a year. The June trends are encouraging; however, until similar results are realized for a significant portion of the remainder of 2016, the current year-end ridership projection remains unchanged: 540 to 545 million (8 to 13 million below budget) with a corresponding passenger revenue shortfall of about \$20 to \$30 million. An update on ridership results and year-end projections will be provided at the TTC Board meeting in July.

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

I have directed that all discretionary spending, including filling vacancies, be meticulously scrutinized to try to mitigate as much as possible the unfavourable year-to-date ridership results. In addition, the September 2016 service additions to take overall service to a level commensurate with 553 to 555 million annual customer journeys will not be implemented.

Unlike the sluggish ridership results for the conventional system, Wheel-Trans continues to experience a relentless increase in demand for its service (12% increase over the same period in 2015).

Delivery of Major Projects

- TYSSE

Overall project completion is now 84% and remains on target for the revised end of 2017 opening. The revised budget also remains on track.

I recently visited all six station worksites to view progress and was generally encouraged by the pace and intensity of the work. Systems installation is progressing to target.

Senior Management discussions and issue resolutions continue with our General Contractors to progress commercial matters.



- PRESTO

At the time of writing, approximately 500 buses have been equipped with PRESTO readers. Five stations now feature “paddle” style fare gates with work underway at a further six stations.

- Automatic Train Control

The project continues on schedule and on budget. Recent planned closures have enabled the team to make huge progress in laying cable, track transponders and other equipment in readiness for Fall 2017 phase 1 go-live (Dupont to Wilson).

- New Streetcar Deployment

At the time of writing, 20 new vehicles are in service.

In my most recent meeting with Bombardier, their new CEO confirmed that a second TTC dedicated production line will be set up at Thunder Bay. This will enable progressive ramp up of production to (1) ensure that the non-negotiable end date of 2019 for all 204 vehicles is maintained and (2) permit an earlier delivery of vehicles within the intervening period.

Specifically, I have advised Bombardier that I expect a much greater number of vehicles to be delivered during 2017 than the 2018-dominated schedule produced to date.

- Culture Change

Work to enable our major change programs continues apace.



- Accessibility Matters

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



Andy Byford
Chief Executive Officer, Toronto Transit Commission

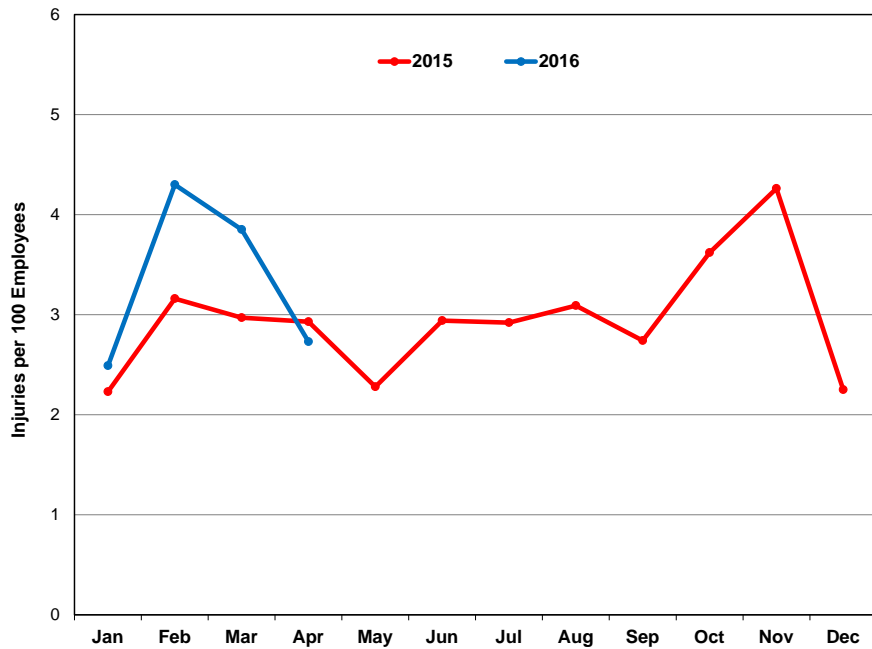




3.1 Safety & Security

Safety and Security

Lost-Time Injuries

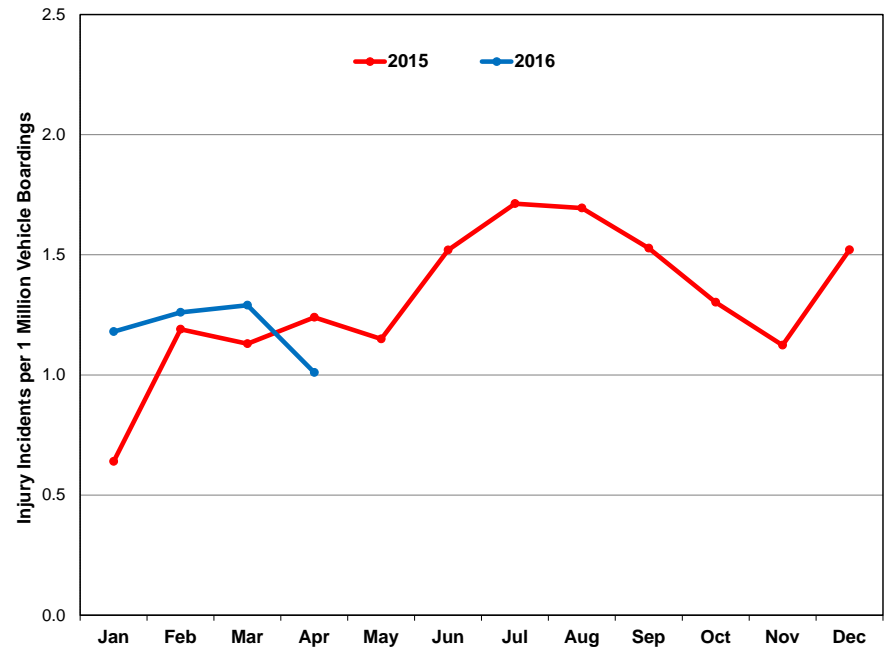


The lost-time injury rate (LTIR) decreased again in April 2016. The rate of 2.73 injuries per 100 employees was also 7% lower than the corresponding rate of 2.93 for April 2015.

The moving annual LTIR to the end of April 2016 was 3.12, which was 4% higher than the corresponding rate of 3.00 to the end of April 2015.

The observed changes in the trend are partly due to the inherent variability in the data from month to month.

Customer Injury Incidents

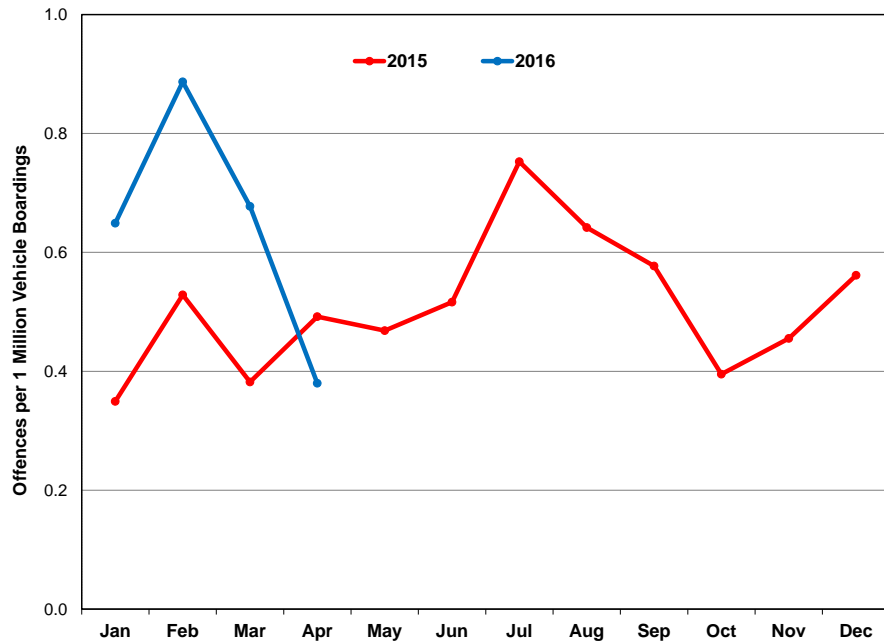


The customer injury incident rate decreased in April 2016. The rate of 1.01 injury incidents per 1 million vehicle boardings was 19% lower than the corresponding rate of 1.24 for April 2015.

The moving annual customer injury incident rate to the end of April 2016 was 1.36, which was 11% higher than the corresponding moving annual rate of 1.22 to the end of April 2015.

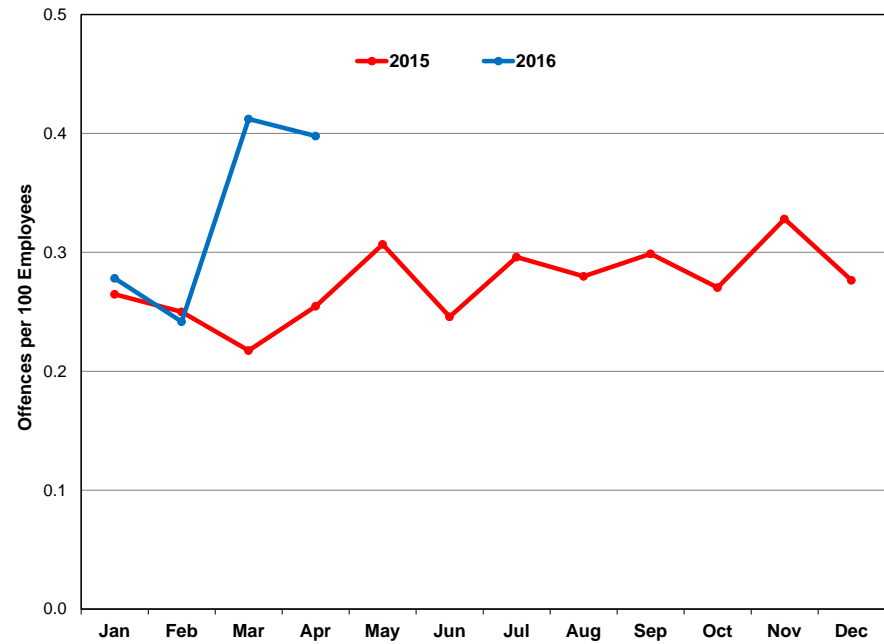
The observed changes in the trend are partly due to the inherent variability in the data from month to month.

Offences Against Customers



Total offences against customers decreased in April for the second consecutive month. The rate of 0.38 offences per 1 million vehicle boardings was 22% lower than the corresponding rate of 0.49 for April 2015.

Offences Against Staff



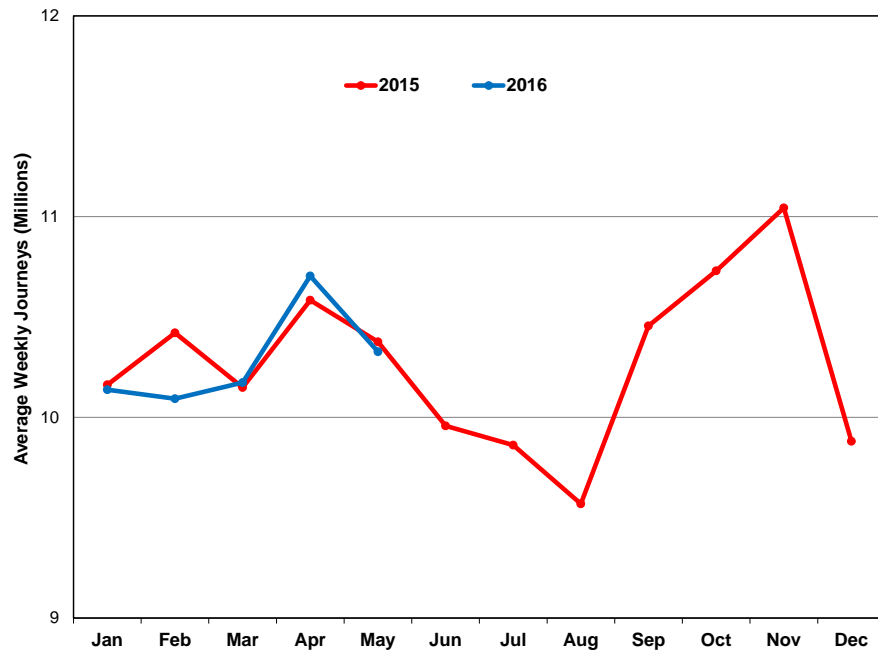
Total offences against staff decreased in April. The rate of 0.40 offences per 100 employees was 60% higher than the corresponding rate of 0.25 for April 2015.



3.2 Customer

Customer: Journeys

TTC: 2016 Actual vs. 2015 Actual

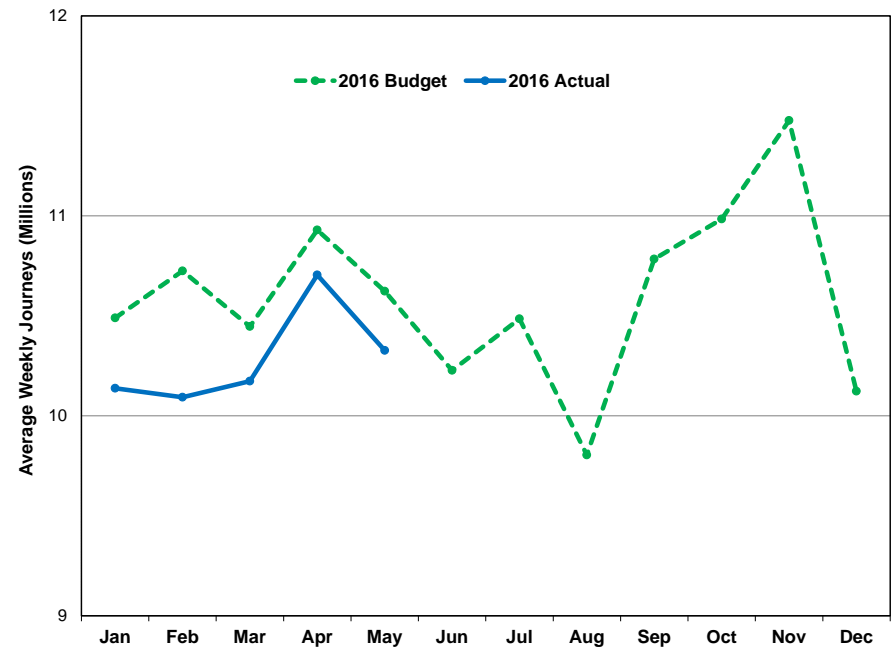


There were 41.3M customer journeys (ridership) taken during May, which was 0.2M (0.5%) less than the 41.5M journeys taken during May 2015.

The annual number of customer journeys taken to the end of May 2016 was 535.1M, which was 3.2M (0.6%) less than the 538.3M annual journeys taken to the end of May 2015.

Average weekly ridership in May 2016 was marginally below the prior year comparable for the first time in three months.

TTC: 2016 Actual vs. 2016 Budget



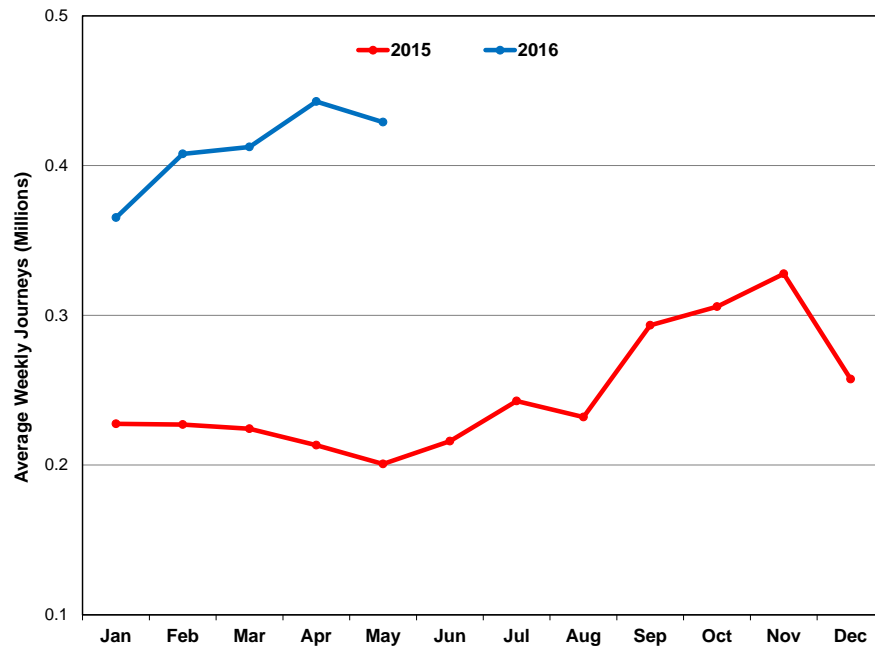
There were 41.3M customer journeys taken during May, which was 1.2M (2.8%) less than the budget of 42.5M journeys.

The number of customer journeys taken year-to-date to the end of May was 218.9M, which was 7.4M (3.3%) less than the budget of 226.3M journeys.

Average weekly ridership has been below budget for 15 consecutive months.

Customer: Journeys

PRESTO: 2016 Actual vs. 2015 Actual

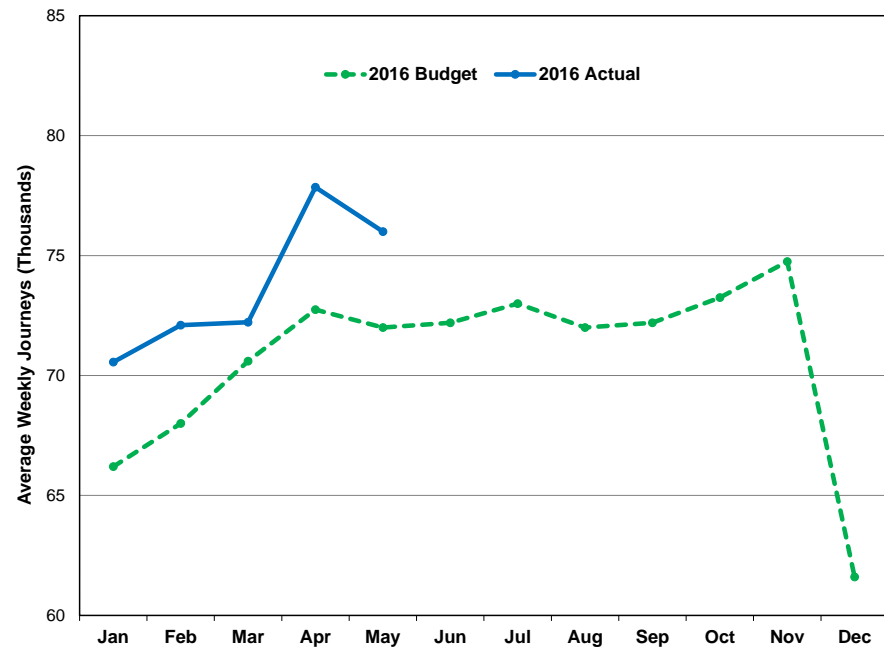


There were 1.72M customer journeys (ridership) taken using the PRESTO Farecard in May, which was 0.92M (115%) more than the 0.80M journeys taken during May 2015.

The annual number of customer journeys taken to the end of May 2016 was 17.01M, which was 6.55M (63%) more than the 10.46M annual journeys taken to the end of May 2015.

Note:
PRESTO ridership is included in TTC ridership totals.

Wheel-Trans: 2016 Actual vs. 2016 Budget



There were 304K customer journeys taken during May, which was 16K (6%) more than the budget of 288K journeys.

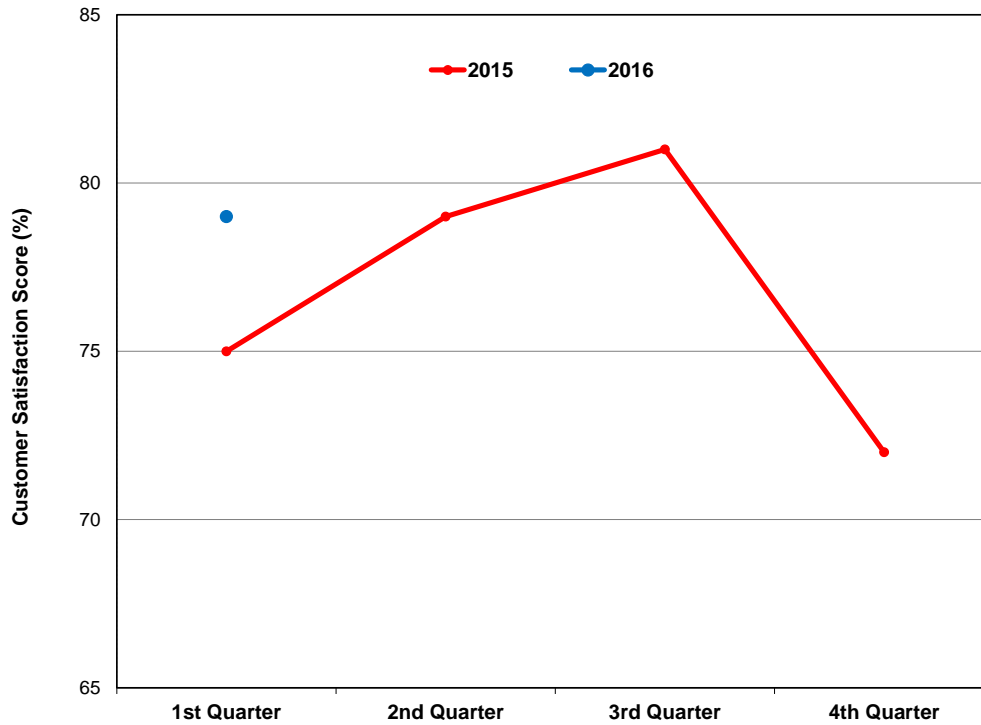
The number of customer journeys taken year-to-date to the end of May was 1.568M, which was 80K (5%) more than the budget of 1.488M journeys.

Average weekly ridership has been above budget for 21 consecutive months.

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

Customer: Satisfaction

Customer Satisfaction Score



Overall customer satisfaction in Q1 2016 has rebounded and once again matches the strong trend that emerged last year. In 2015, improvements in customer perceptions of key service reliability attributes (the length of time they waited for the vehicle, trip duration, and the level of crowding inside the vehicle) led to the highest customer satisfaction score observed in several years, 81%. After a brief decline in Q4 which can be attributed to the removal of very visible Pan Am specific service enhancements, overall customer satisfaction has returned to 79% (the proportion of customers who were satisfied with their most recent trip on the TTC).

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

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

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

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

Commentary on Improvement in Customer Satisfaction

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

In Q1 2016, all commitments were met. The 510 Spadina streetcar route is serviced by new, fully accessible streetcars; payment through Apple Pay at collector booths at all subway stations is now available; streetcar short turns are on track to be reduced by a further 20%; subway service on Sundays now begins approximately one hour earlier, at 8 a.m.; additional trains were added to Line 1 to decrease delays during off-peak hours; a "Local Working Group" was established to begin public consultations for a new second exit at Donlands Station; and five new express bus services were introduced.

Meet the Managers sessions enable customers and managers to interact on a personal level. This allows managers to gain additional insight into the challenges and opportunities experienced by customers while travelling on the TTC. To date in 2016, sessions have been held at the following stations: Ossington; Bloor-Yonge, where a new elevator is being installed; Main Street, where new fare gates have been installed; Downsview, which is one of our busier end terminal stations; and Kennedy, which is the only subway station connecting with the Scarborough RT. The schedule has been confirmed for the remainder of the year at the following stations: St. Clair West, Sheppard, Finch, Eglinton, St. George, and Union.

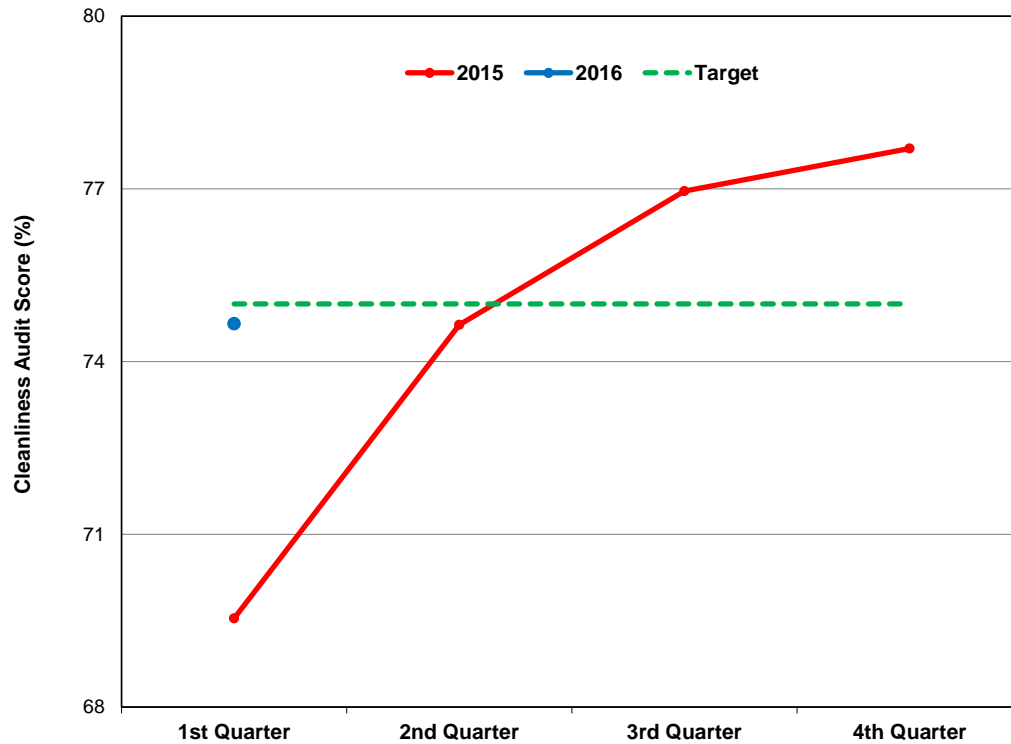
The rollout of PRESTO on buses began in May, with 19 new buses becoming PRESTO enabled. Installation of PRESTO at our Queensway Division is now complete. The rollout will continue across all seven bus garages over the next few months. A PRESTO-sign will be displayed on buses that have PRESTO readers so customers know if their bus is equipped with PRESTO. All subway stations and buses, including Wheel-Trans, will have PRESTO readers installed by the end of this year.

Beginning in June, a Toronto Rocket train went into service on Line 4. By year-end, up to six Toronto Rockets will serve the Sheppard Subway, replacing the older T-1 trains. Eventually, Line 4 will be retrofitted for One-Person Train Operation (OPTO), with a pilot scheduled to begin later this year.

Starting June 19, the first new streetcar route in Toronto in 16 years, the 514 Cherry route, running from the distillery loop to the Dufferin Gate Loop, will improve capacity along the busiest section of King Street and provide new streetcar service on Dufferin Street in Liberty Village and to the West Don Lands. The route will operate every 15 minutes or better, all day, every day, and will be partially operated with new accessible streetcars.

Customer: Environment

Station Cleanliness



Performance in Q1 2016 was 74.7%, falling marginally below target for the first time in three quarters.

Performance in Q1 was better than is typically achieved in the winter months and this was mainly due to the milder, drier weather.

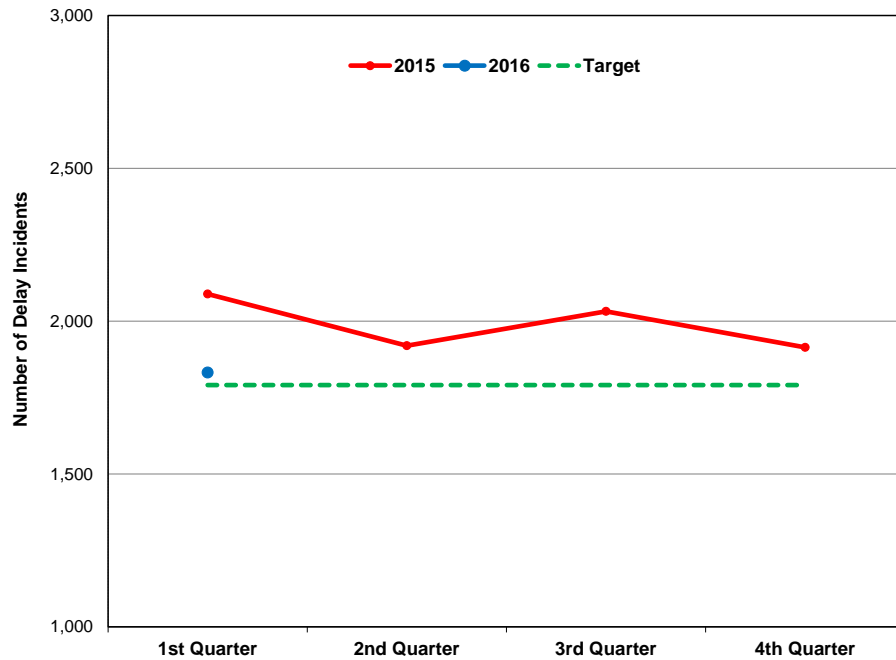
In addition, the contracted cleaning of windows during the winter has been standardized to a monthly basis, which helped to bolster station scores.

Customer: Service Performance



Subway

Line 1: Delay Incidents

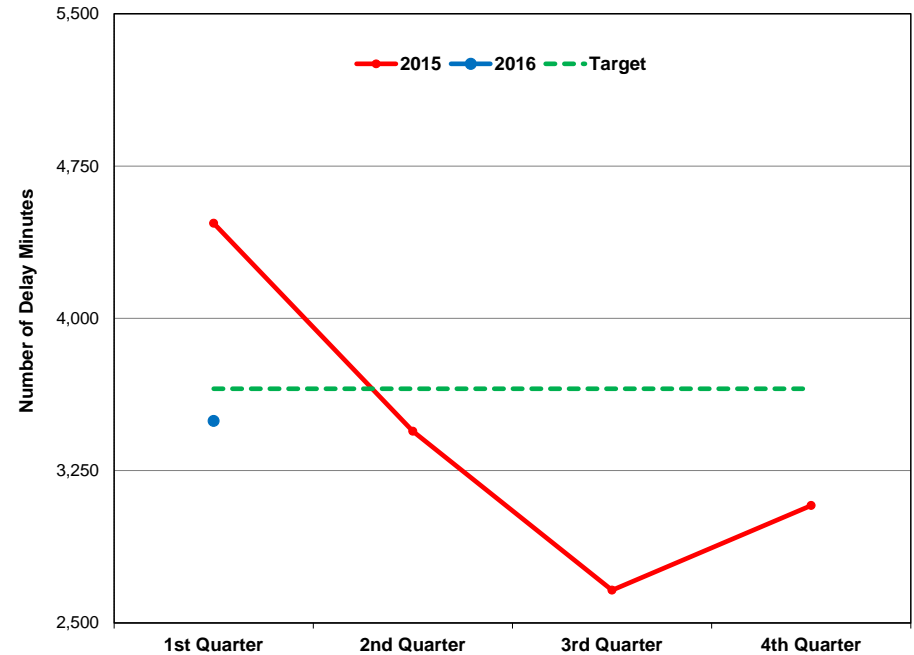


The number of delay incidents decreased in Q1 for the second consecutive quarter to 1,832. Overall performance was marginally above target.

Numerous delay mitigation initiatives continue to improve this KPI.

Note:
The 2016 target is based on a 20% or more reduction in delay incidents from the 2014 quarterly average baseline.

Line 1: Delay Minutes

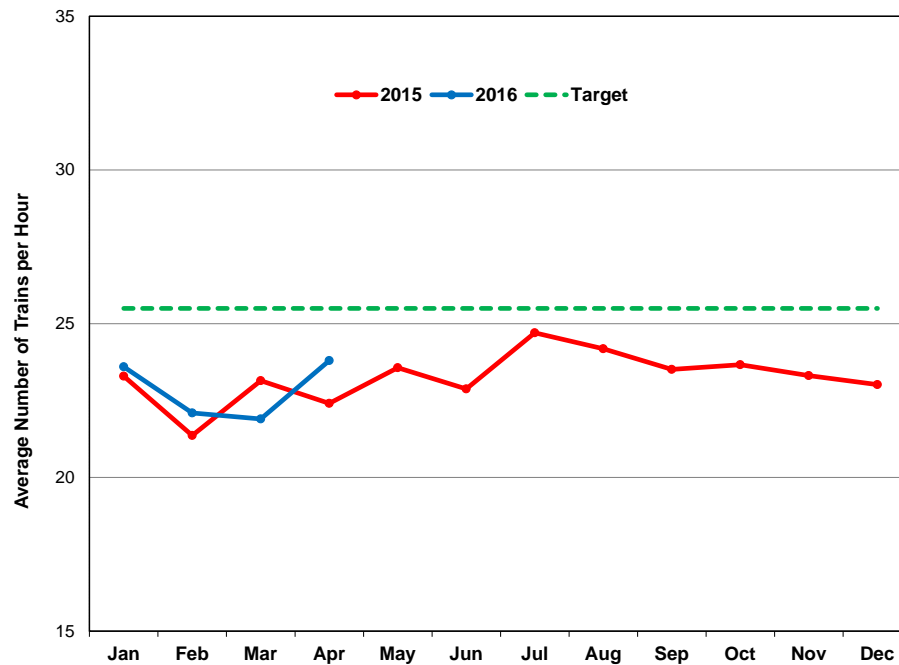


The number of delay minutes increased in Q1 to 3,494; however, performance achieved target for the fourth consecutive quarter.

Numerous delay mitigation initiatives continue to maintain this performance on target.

Note:
The 2016 target is based on a 20% or more reduction in delay minutes from the 2014 quarterly average baseline.

Line 1: Trains per Hour in Morning Peak



The daily average number of trains per hour in the morning peak service period increased significantly in April to 23.8, which was 93% of what was scheduled. Overall monthly performance continued to remain below target.

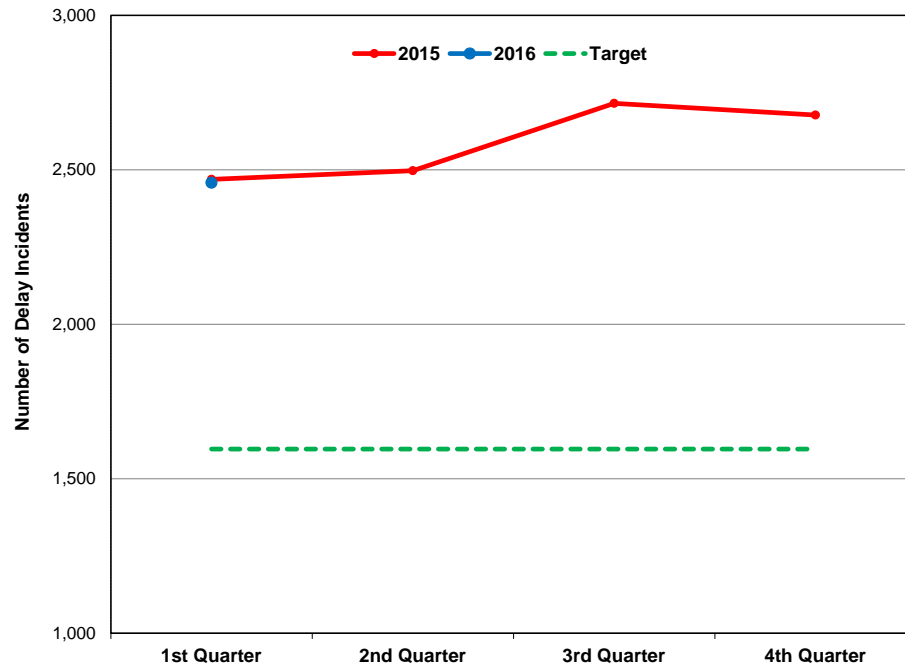
During weekdays in March, there were 159 incidents for a total of 1,168 minutes, while in April, that was reduced to 104 incidents for 701 minutes - a reduction of 40% in delay minutes.

The majority of the minutes saved were attributed to passenger-related incidents; however, internal, signal-related delays were decreased by 67% (105 minutes to 35 minutes).

Note:

Data are based on weekday service from Monday to Friday.

Line 2: Delay Incidents



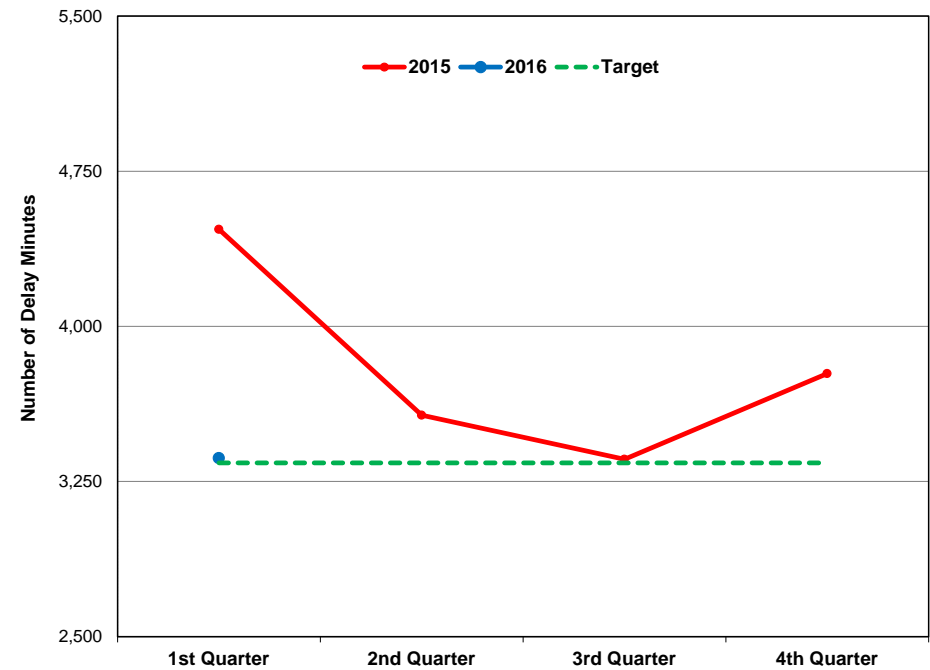
The number of delay incidents decreased in Q1 to 2,458; however, performance did not achieve target for the fifth consecutive quarter.

The frequency of speed control system incidents remains the driving factor in this metric, accounting for almost 49% of all delay incidents. Staff continues to work with the system vendor to address systemic issues and it is anticipated that significant reductions in these incidents will be achieved by year-end 2016.

Note:

The 2016 target is based on a 20% or more reduction in delay incidents from the 2014 quarterly average baseline.

Line 2: Delay Minutes



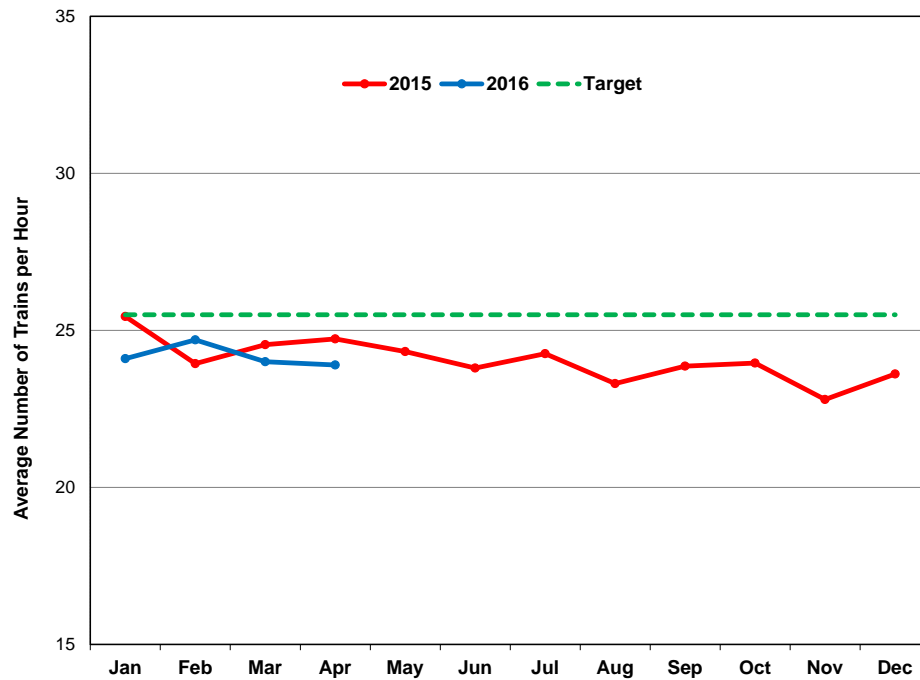
The number of delay minutes decreased in Q1 to 3,363. Performance was only marginally above target.

The impact of a milder than average winter was seen in a 77% year-over-year reduction in delay minutes from weather related incidents. In addition, Fire/Smoke Plan B incidents, which are often linked to the use of switch and train stop heating equipment, decreased 38%.

Note:

The 2016 target is based on a 20% or more reduction in delay minutes from the 2014 quarterly average baseline.

Line 2: Trains per Hour in Morning Peak



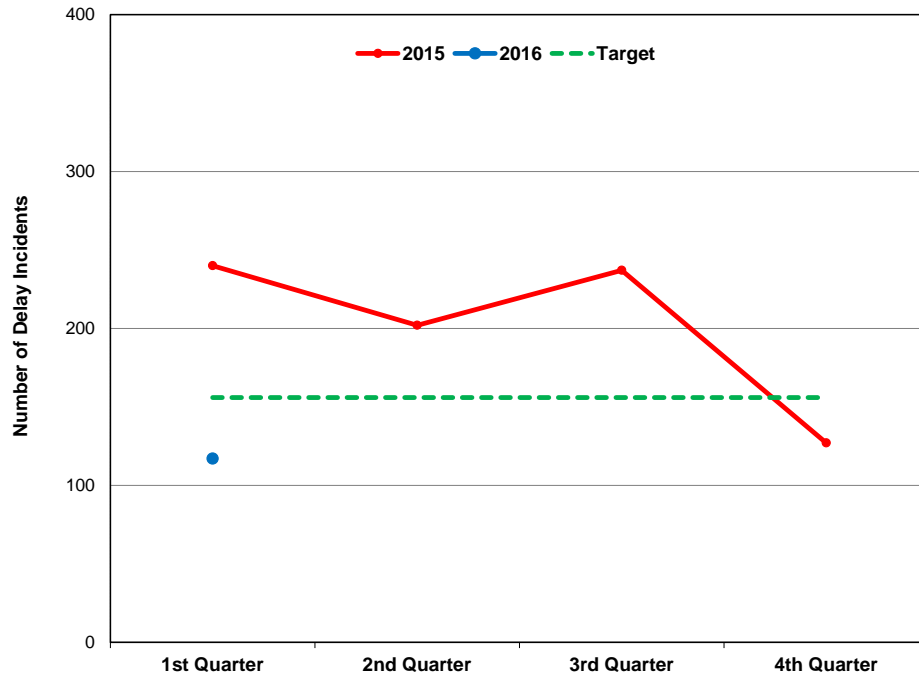
The daily average number of trains per hour in the morning peak service period decreased very slightly in April to 23.9, which was 94% of what was scheduled.

The restricted speed zone that was in effect for the last two weeks in March remained in effect for the first two weeks in April, hampering throughput during the AM peak period.

Note:

Data are based on weekday service from Monday to Friday.

Line 3: Delay Incidents



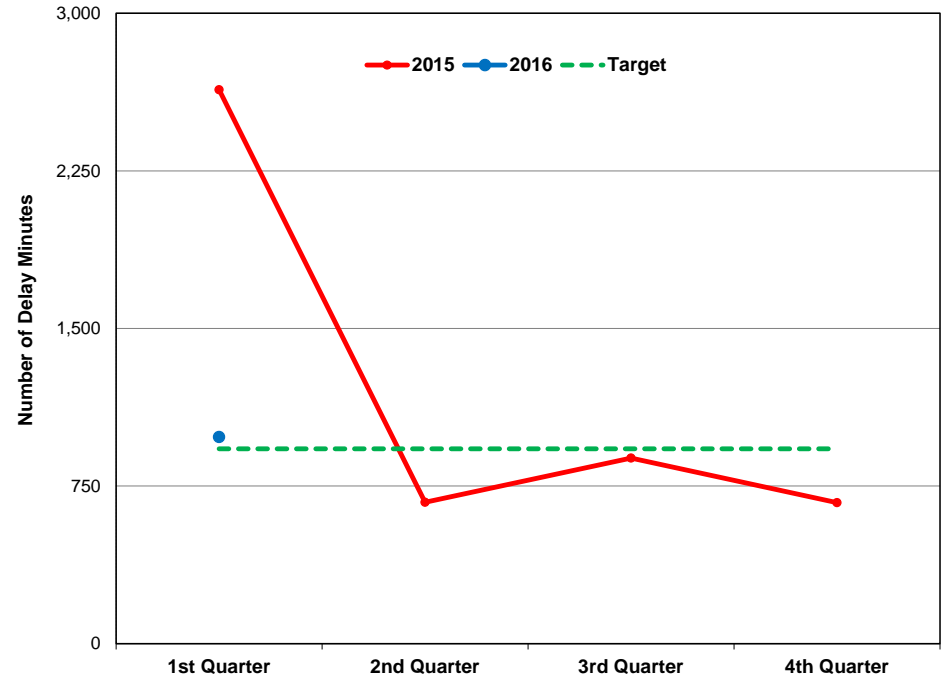
The number of delay incidents decreased in Q1 to 117. Performance achieved target for the second consecutive quarter.

The impact of this year's mild winter weather resulted in a 79% year-over-year reduction in weather-related incidents.

Approximately 56% of delay incidents in Q1 were related to rolling stock. These incidents are anticipated to decrease in conjunction with the implementation of a rebuild program to improve the reliability of the 30 year-old SRT fleet.

Note:
The 2016 target is based on a 20% or more reduction in delay incidents from the 2014 quarterly average baseline.

Line 3: Delay Minutes

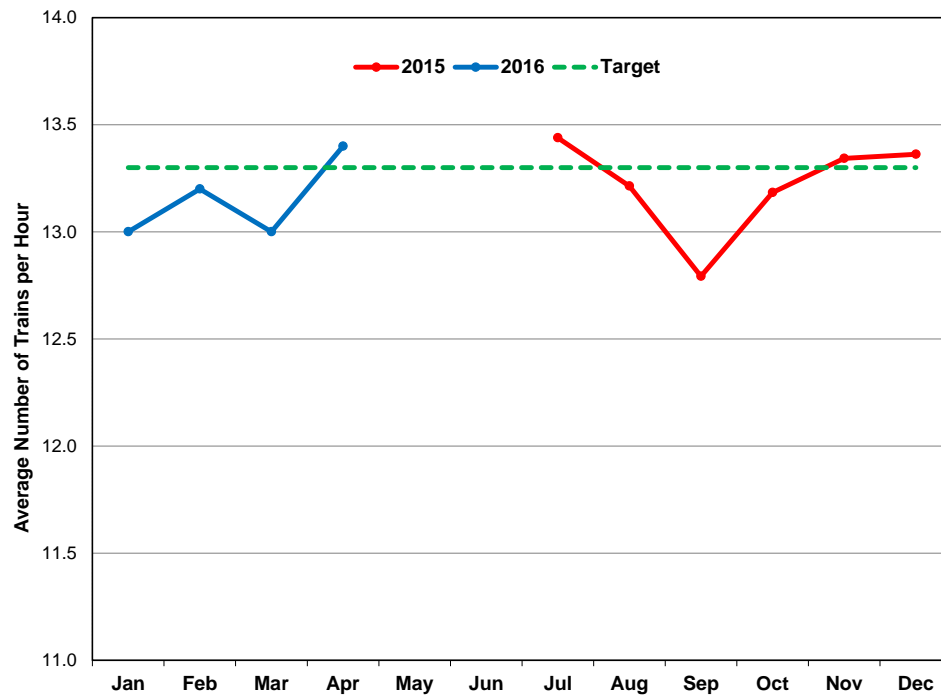


The number of delay minutes increased in Q1 to 983. Performance did not achieve target for the first time in four quarters.

Of note is that Q1 2016 was the best first quarter in three years. Year-over-year, delay minutes decreased 63%. Milder weather and continued improvements in rolling stock and infrastructure reliability were driving factors behind this improvement.

Note:
The 2016 target is based on a 20% or more reduction in delay minutes from the 2014 quarterly average baseline.

Line 3: Trains per Hour in Morning Peak



The daily average number of trains per hour in the morning peak service period increased in April to 13.4. Overall performance achieved target for the first time in four months.

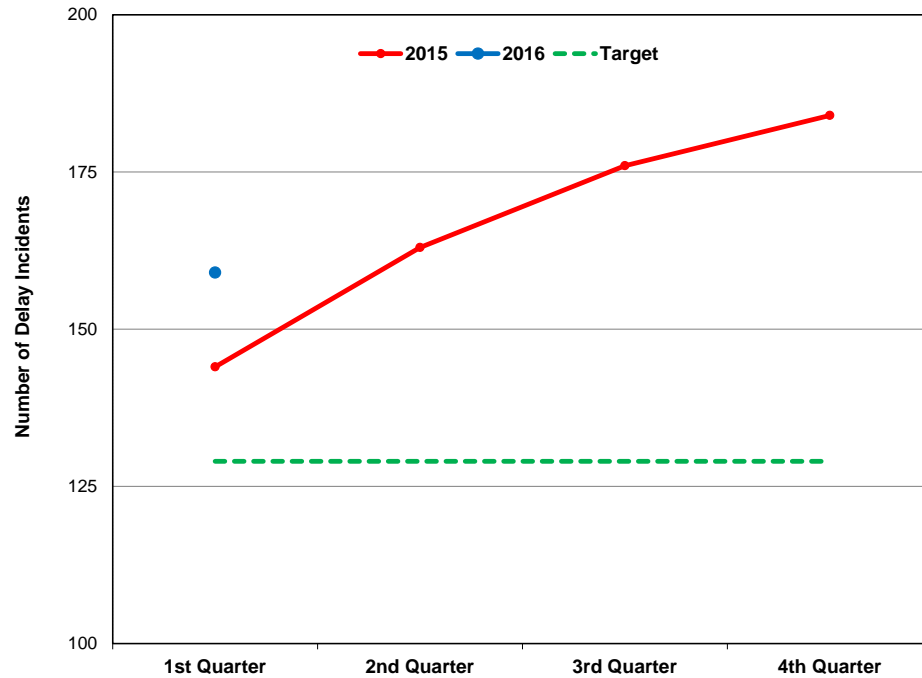
The improved performance was mainly attributable to reductions in delay incidents and minutes; particularly for delay incidents greater than 20 minutes, which reduced from 5 incidents for 456 minutes in March, to no incidents at all in April.

The reliability of SRT rolling stock is typically challenged as the weather gets hotter, and despite the best efforts of maintenance staff, it is difficult to predict the impact that summer temperatures will have on this KPI.

Note:

Data are based on weekday service from Monday to Friday.

Line 4: Delay Incidents



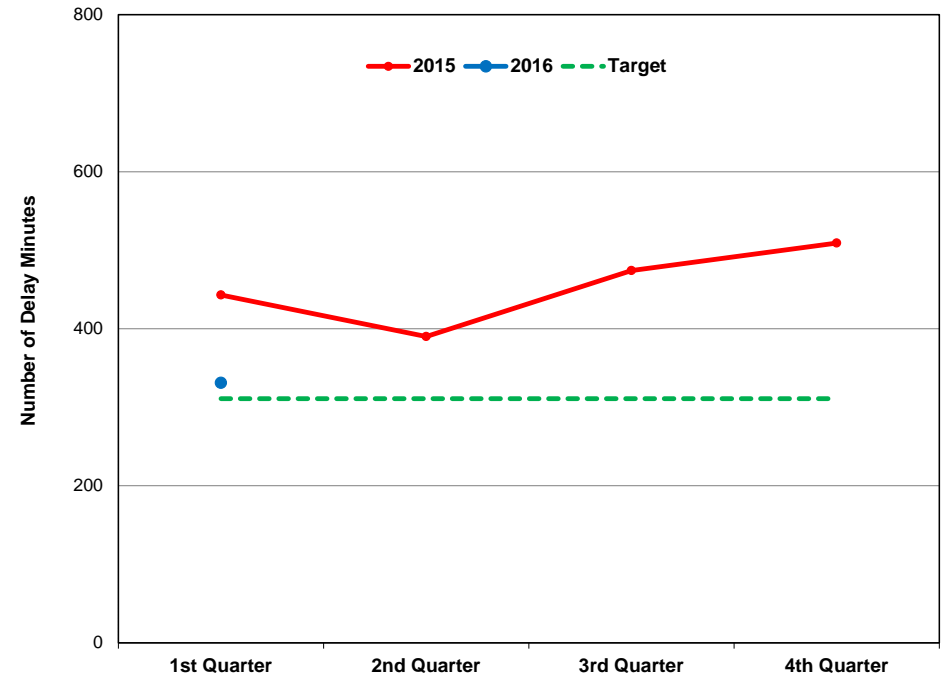
The number of delay incidents decreased in Q1 for the first time in four quarters to 159; however, performance did not achieve target for the fourth consecutive quarter.

Speed control system incidents continue to account for over 40% of delay incidents and TTC staff continues to work with the system vendor to address related issues. It is anticipated that a significant improvement in these incidents will be achieved by year-end 2016.

Note:

The 2016 target is based on a 20% or more reduction in delay incidents from the 2014 quarterly average baseline.

Line 4: Delay Minutes



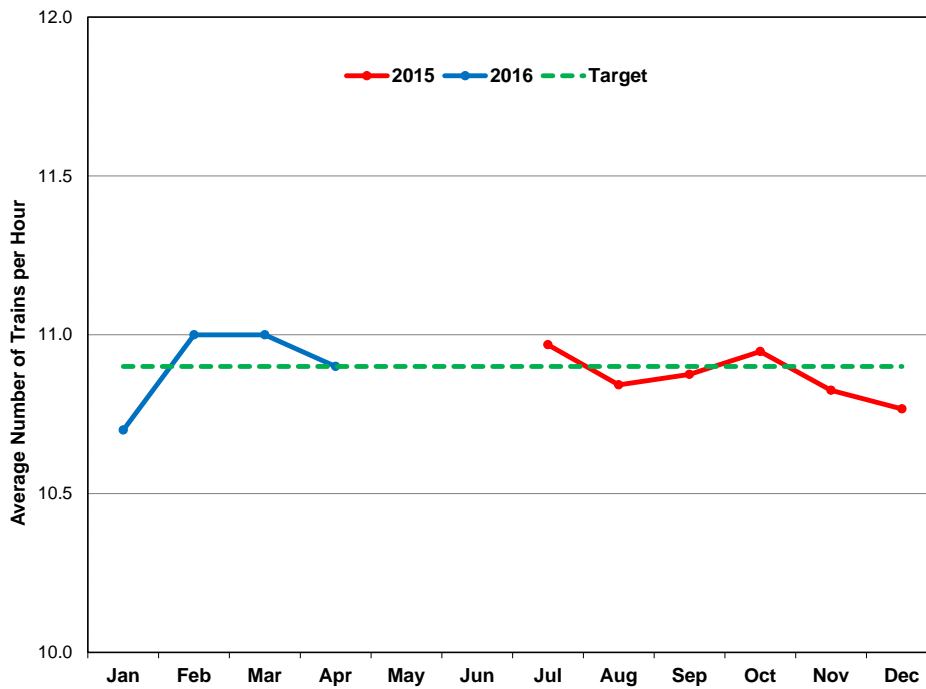
The number of delay minutes decreased in Q1 for the first time in three quarters to 331; however, performance did not achieve target for the fifth consecutive quarter.

Line 4 continues to have the lowest number of delay minutes of the four subway lines, with non-TTC related incidents accounting for 37.1% of the total minutes. As the new Station Management model continues to mature and response times to typical incidents decrease, it is anticipated that further decreases in delay minutes will be achieved.

Note:

The 2016 target is based on a 20% or more reduction in delay minutes from the 2014 quarterly average baseline.

Line 4: Trains per Hour in Morning Peak



The daily average number of trains per hour in the morning peak service period decreased very slightly in April to 10.9; however, overall performance achieved target for the third consecutive month.

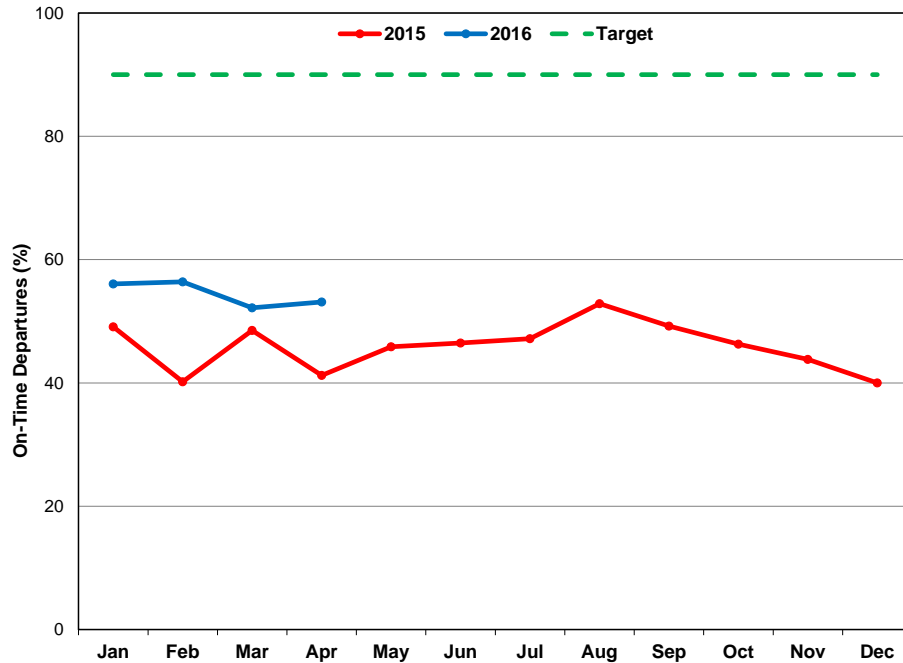
With a relatively low number of delay incidents, it is anticipated that morning peak trains per hour will remain relatively high. Along with good headway adherence, overall service quality is very strong.

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



Streetcar

On-Time Performance

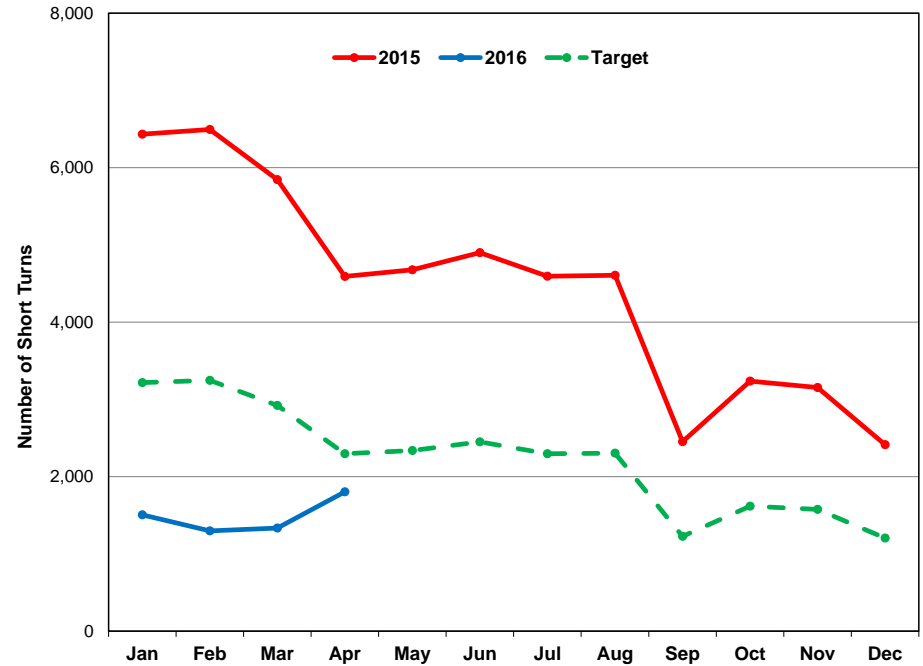


On-time performance increased in April to 53.1% but continued to remain below target.

Note:

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

Short Turns



The number of streetcar short turns increased in April for the second consecutive month to 1,804; however, overall performance has achieved target for 14 consecutive months.

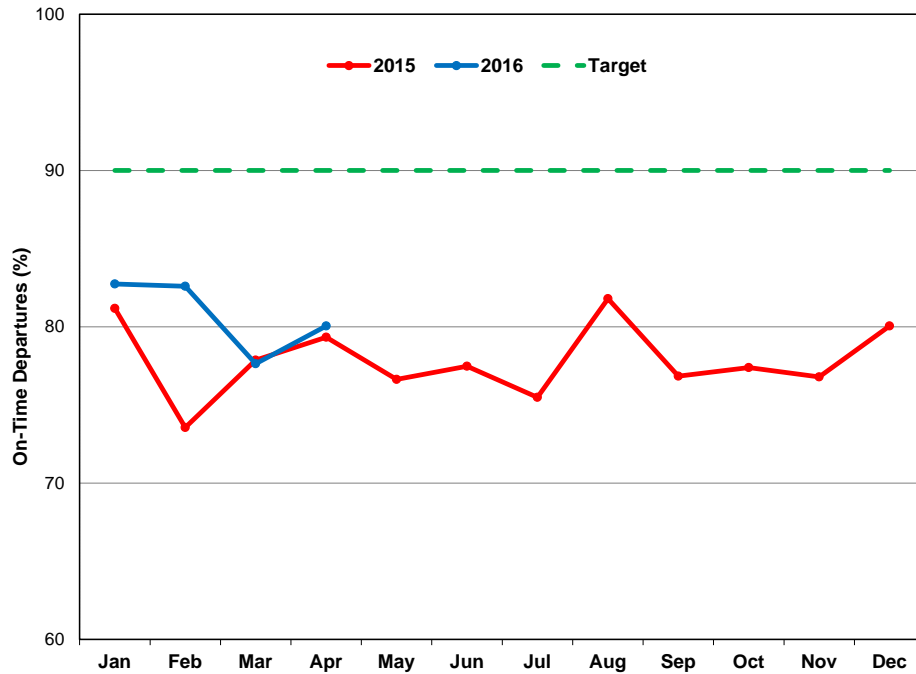
Note:

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



Bus

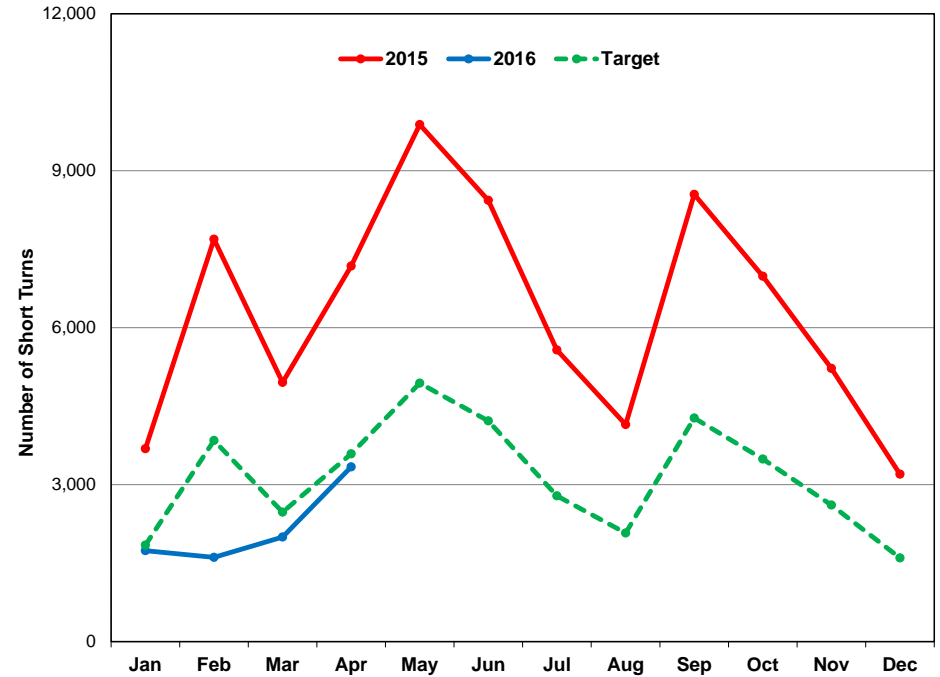
On-Time Performance



On-time performance increased in April to 80.1% but continued to remain below target.

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

Short Turns

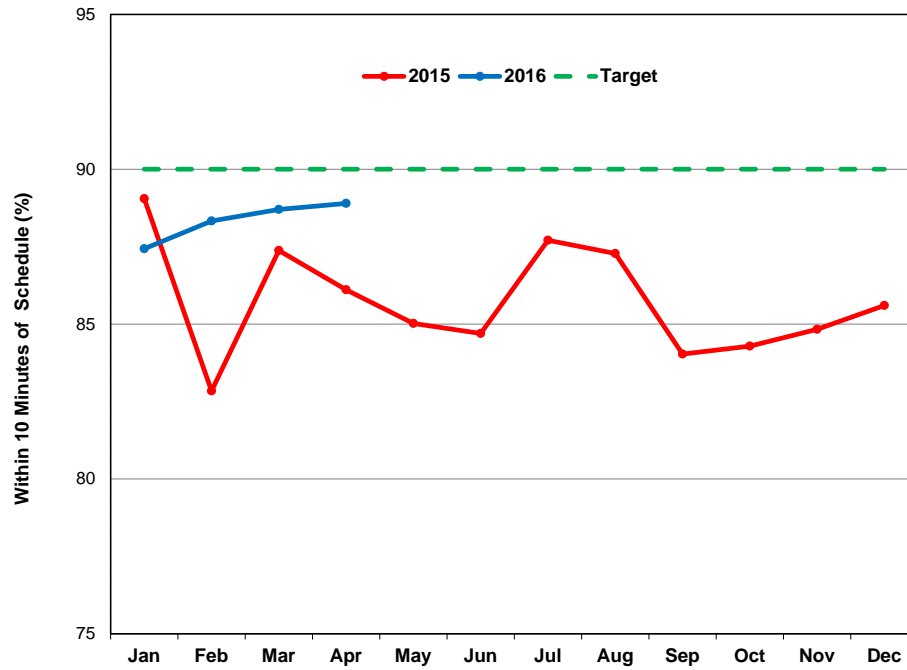


The number of bus short turns increased in April for the second consecutive month to 3,341; however, overall performance has achieved target for five consecutive months.

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



Punctuality



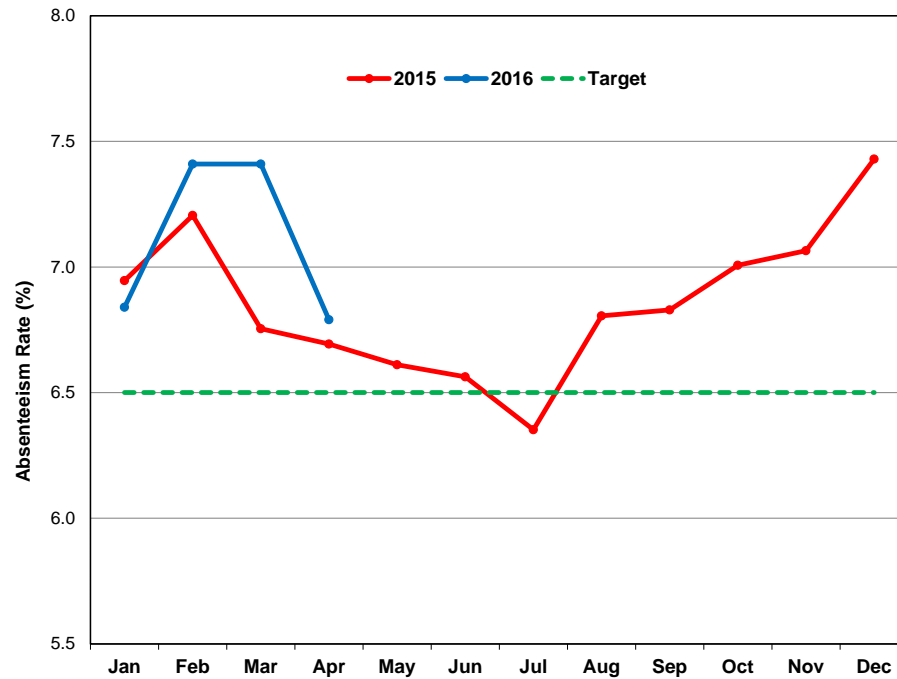
Performance increased in April for the seventh consecutive month to 88.9%, which was the highest rate in the past 15 months. Overall performance continued to remain below target.



3.3 People

People

Employee Absence



The absenteeism rate in April decreased for the first time in three months to 6.79%; however, it has remained above target (unfavourable) for nine consecutive months.

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



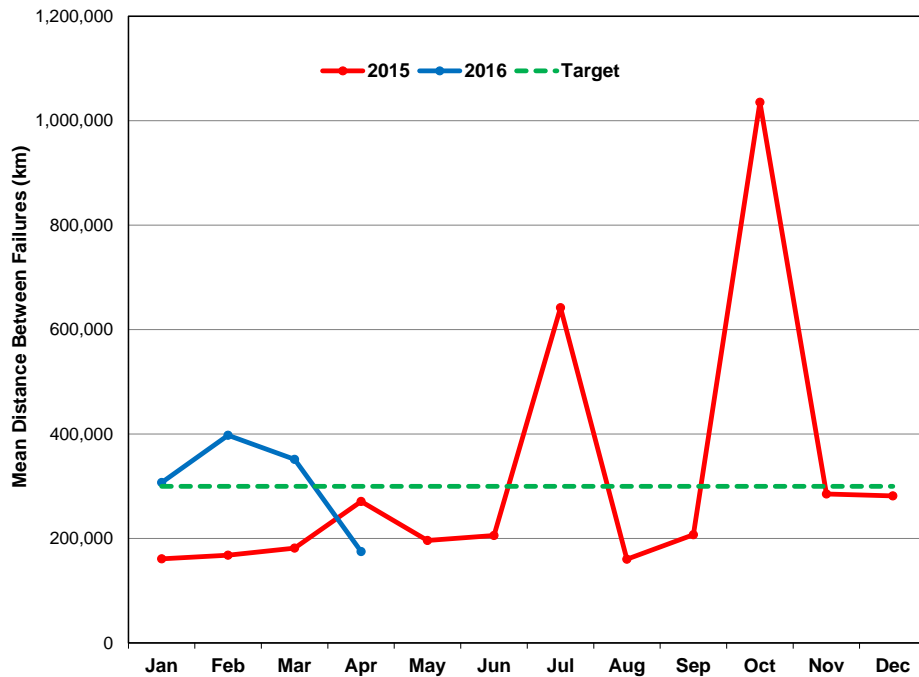
3.4 Assets

Asset: Vehicle Reliability



Subway

T1 Train: Mean Distance Between Failures (MDBF)

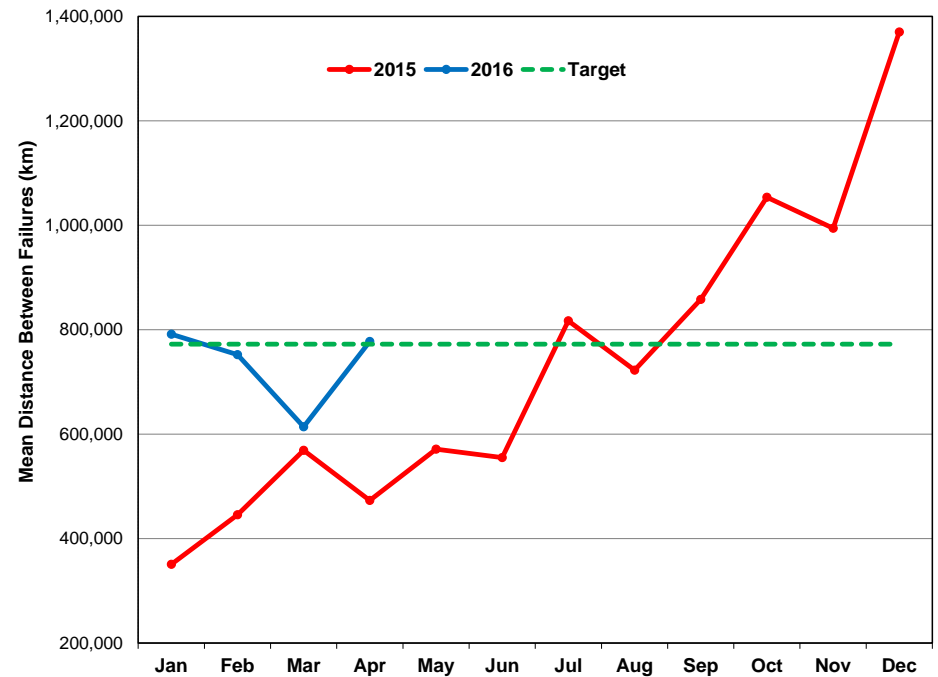


The MDBF decreased in April for the second consecutive month to 174,843 kilometres and fell below target for the first time in seven months.

Passenger door systems continued to be one of the main causes of failures. To counteract this, an Accelerated Door Overhaul program has been implemented. Door pocket guides are being overhauled, with an estimated completion at the end of 2016. Master controller upgrades commenced in Q2 2014, with an estimated completion date of Q3 2016.

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

TR Train: Mean Distance Between Failures (MDBF)

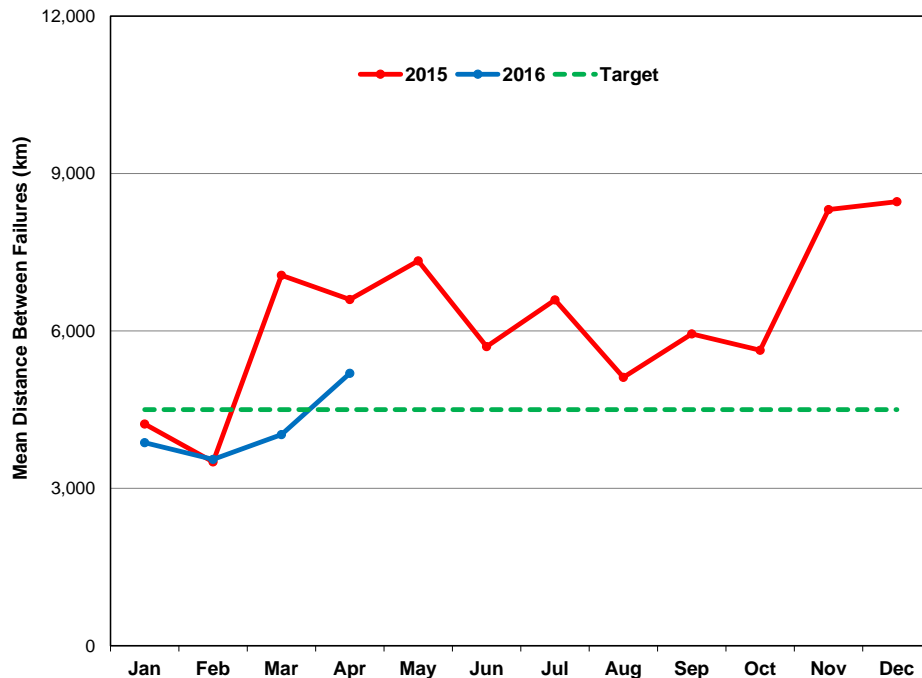


The MDBF increased in April for the first time in four months to 777,329 kilometres. Overall performance was above target for the first time in three months.

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

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

CLRV Streetcar: Mean Distance Between Failures (MDBF)

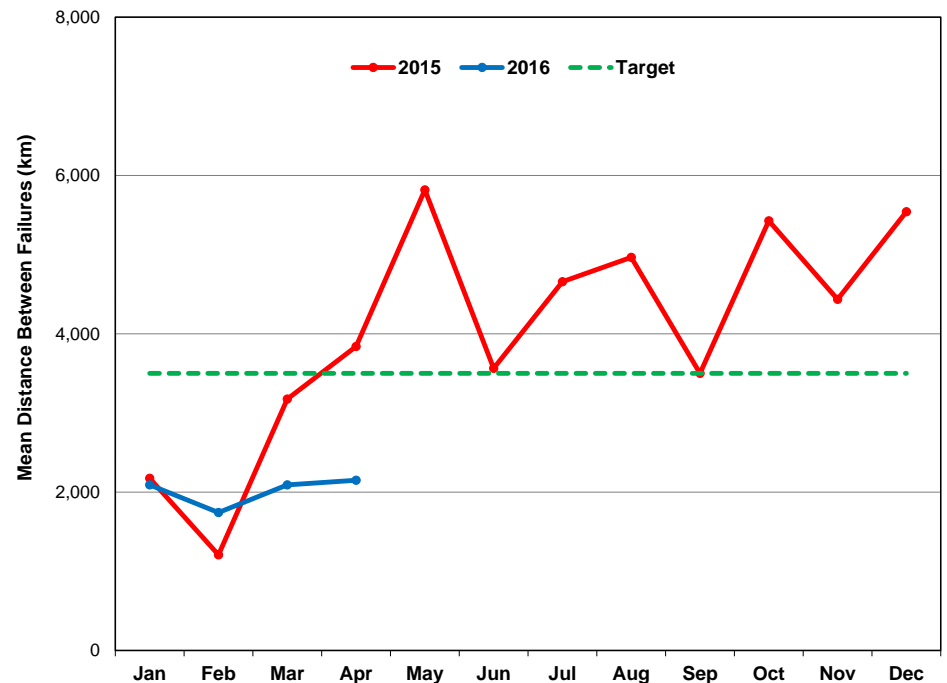


The MDBF increased in April to 5,193 kilometres. Overall performance achieved target for the first time in four months.

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

It is anticipated that performance will improve in conjunction with the TTC Board's approval of a funding request to maintain the non-overhauled CLRVs in a state of good repair.

ALRV Streetcar: Mean Distance Between Failures (MDBF)

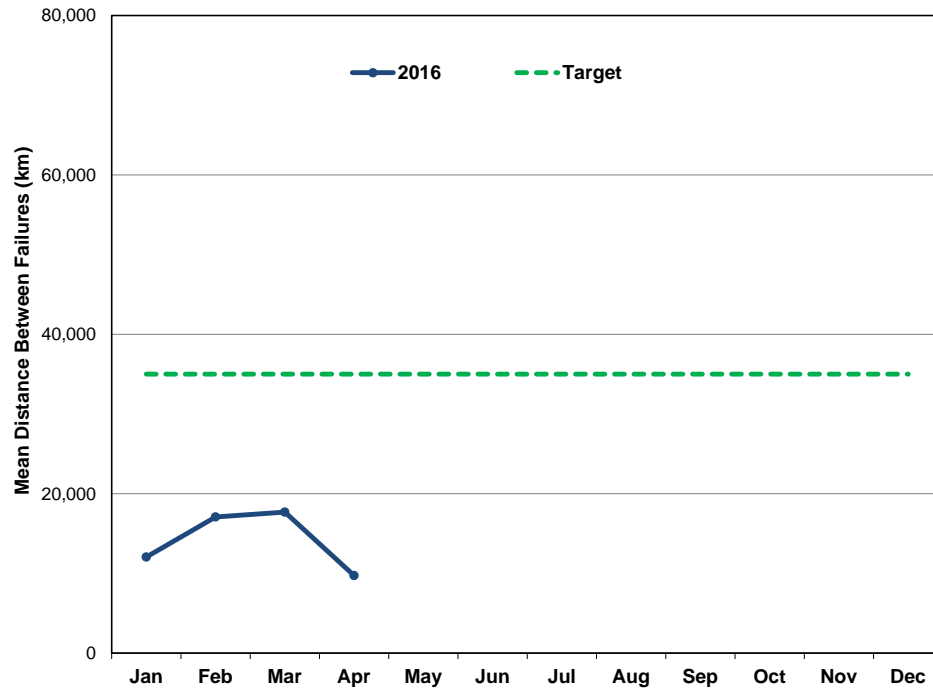


The MDBF increased in April to 2,151 kilometres; however, performance did not achieve target for the fourth consecutive month.

In May 2015, approval was obtained to overhaul 30 ALRVs. The program has produced 3 fully overhauled vehicles to-date. Two vehicles have undergone only the body repair portion of the overhaul program due to late delivery of critical overhaul parts. A recovery plan is in place to continue the full body-and-truck overhaul program in April.

It is anticipated that performance will improve in conjunction with the TTC Board's approval of a funding request to maintain the non-overhauled ALRVs in a state of good repair.

New Streetcar: Mean Distance Between Failures (MDBF)



The MDBF decreased in April to 9,735 kilometres.

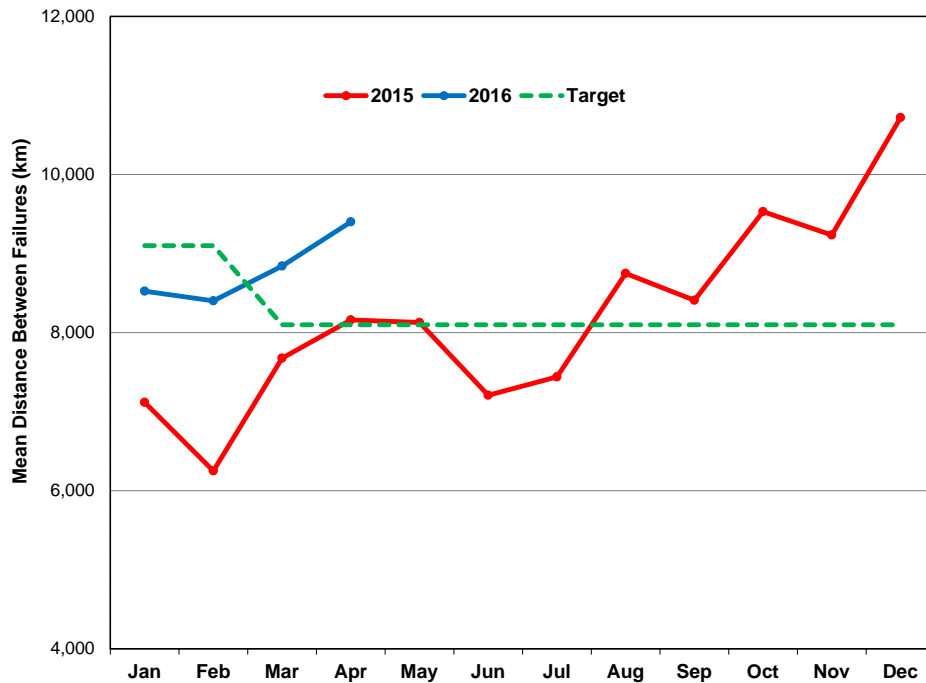
As the TTC awaits the delivery of more new low-floor streetcars from Bombardier, this key performance indicator will become increasingly relevant. With so few of the new streetcars in service today, the performance indicator does not yet truly reflect just how well the new streetcars are performing. With only 20 new streetcars in service, even a low number of defects can have a significant impact on the mean distance between failures. The target of 35,000 mean kilometres between failures is expected to be attained on a regular basis as the sixtieth new streetcar is received.

Bombardier was directed at a monthly meeting with the President of Bombardier Transportation's Americas Division, to address the recent decline in reliability of the new streetcar fleet. Root cause analysis is in progress with action plans underway related to doors, ramps, track brakes, master controller and the HVAC systems.



Bus

Bus: Mean Distance Between Failures (MDBF)



The MDBF increased in April to 9,400 kilometres and achieved target for the second consecutive month.

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

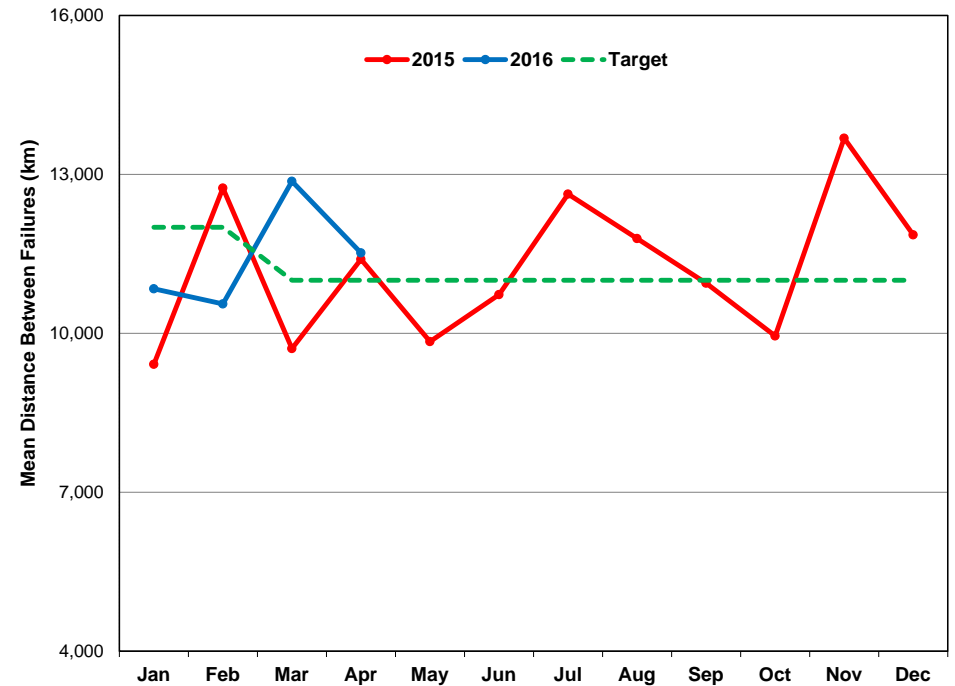
Note:

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



Wheel-Trans

Wheel-Trans: Mean Distance Between Failures (MDBF)



The MDBF decreased in April to 11,518 kilometres but achieved target for the second consecutive month.

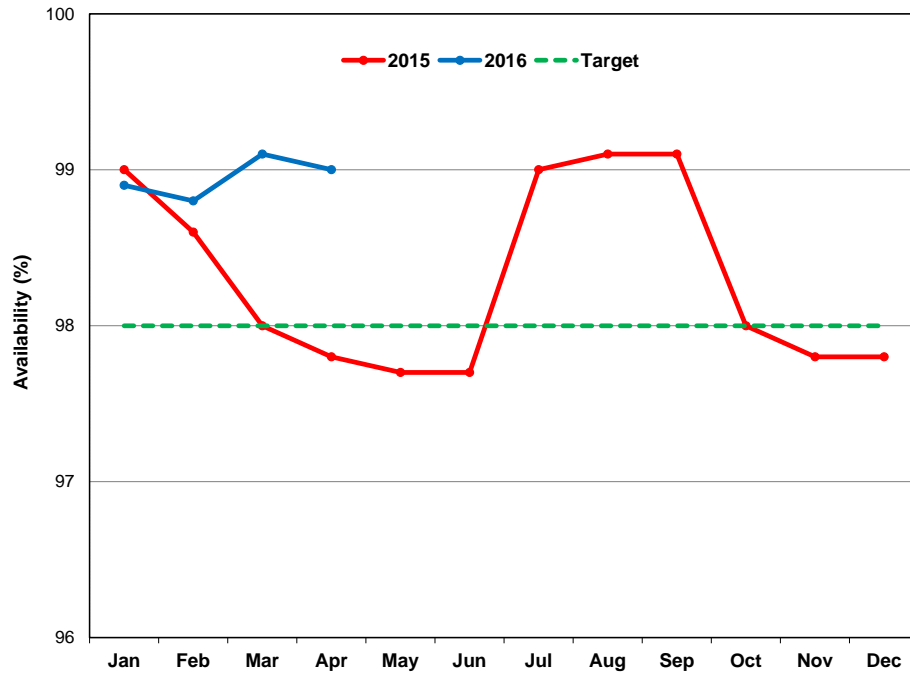
TTC Staff are addressing poor workmanship on rebuilt engines with the external contractor. A Differential/Axle RCM program is ongoing to improve mileage between failures.

Note:

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

Assets: Equipment Availability

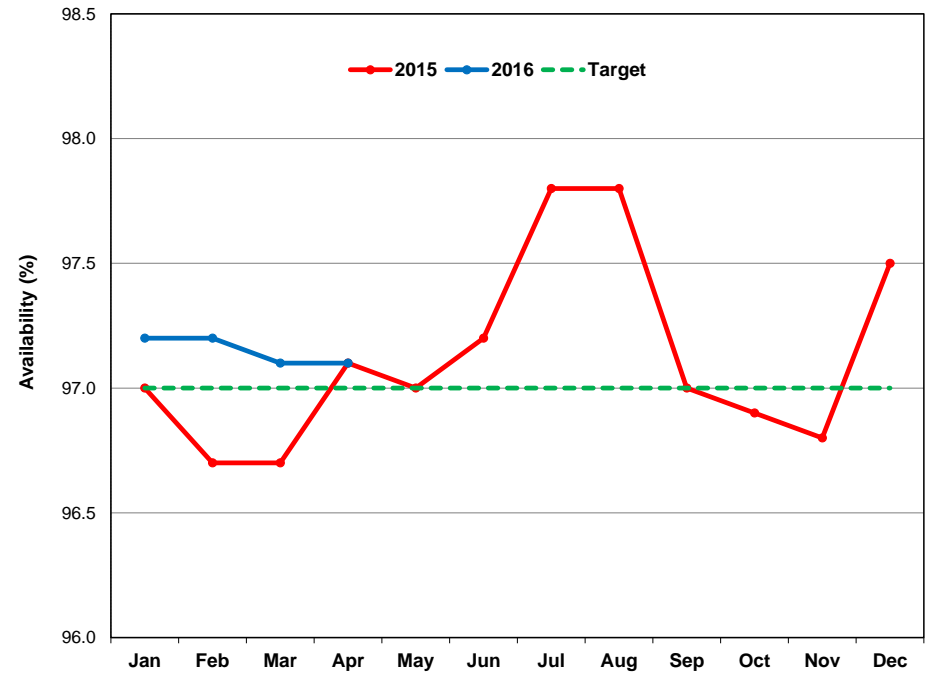
Elevators



Performance in April remained virtually unchanged at 99.0% and continued to remain above target.

Elevator maintenance was completed as planned and scheduled.

Escalators



Performance in April remained unchanged at 97.1% and was above target for the fifth consecutive month.

Escalator maintenance was completed as planned and scheduled.



3.5 Financials

Financials

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

TTC Operating Budget

2016 Year-to-Date Results

To the end of Period 5 (May 28), total revenues were \$19.2 million (3.8%) below budget primarily due to 7.5 million (3.3%) fewer customer journeys than planned and a lower average fare (1.9¢ or 0.9%) stemming from ongoing changes in the mix of fare media.

Over the same time period, expenses were marginally under budget (\$2.4 million or 0.3%) largely due to workforce gapping savings to date.

2016 Year-End Projections

(millions)	Projection	Budget	Variance
2016 TTC Operating Budget			
Customer Journeys (Ridership)	544	553	(9)
Revenue	\$1,216.4	\$1,242.1	(\$25.7)
Expenses	\$1,726.0	\$1,736.7	(\$10.7)
Subsidy Required	\$509.6	\$494.6	\$15.0
Subsidy Available*	\$494.6	\$494.6	-
Surplus/(Shortfall)	(\$15.0)	-	(\$15.0)

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

Currently, a \$15 million (or 3%) year-end subsidy shortfall is projected and a number of key budget variances account for this projection as follows.

Passenger Revenues: \$25.0 million decrease

Further to the March 23 TTC Board Report regarding 2016 ridership, unfavourable ridership results so far this year have resulted in lower than anticipated passenger revenues. Current forecasts indicate that ridership could fall anywhere from 8 to 13 million rides below the target of 553 million (or 540 to 545 million) with corresponding passenger revenue shortfalls of about \$20 to \$30 million. For purposes of this report, a projected ridership forecast of 544 million (9 million below the 553 million target) and a passenger revenue shortfall of \$25 million have been selected. Staff will continue to closely monitor and scrutinize additional results and will provide an update on the year-end projected ridership and passenger revenues in due course.

The Chief Executive Officer has directed staff to take any and all measures that are practical to minimize the impact on 2016 year-end results of the current soft ridership trend. Service to be added in September 2016 to take it to a level commensurate with 553 to 555 million rides is not being implemented. Other austerity measures have also been implemented, such as: out-of-town travel restricted to that need for contract inspections, all existing vacancies being subject to scrutiny before being filled, all discretionary spending has been curtailed.

Diesel: \$4.0 million decrease

A marginally more favourable fuel consumption rate than anticipated (due to the milder winter weather experienced earlier this year) accounts for this positive impact.

Employee Benefits: \$3.5 million decrease

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

Hydro & Utilities: \$2.7 million decrease

Expenses to date have been less than anticipated primarily due to lower than forecasted consumption stemming from the milder winter weather experienced earlier this year.

Depreciation: \$2.0 million decrease

Based on lower than anticipated capital asset acquisitions in 2015, it is projected that the corresponding depreciation expense for 2016 will also be lower than originally expected.

Other: \$1.5 million increase

All other projected changes in other revenues and expenses add up to this slightly unfavourable variance.

TORONTO TRANSIT COMMISSION
2016 OPERATING BUDGET - INCOME STATEMENT

(\$000s)	Period 5: 4 Weeks				Five Periods to				Full Year			
	May 1 to May 28, 2016				May 28, 2016				2016			
	Actual	Budget	Over/(Under) Budget	Over/(Under) Budget %	Actual	Budget	Over/(Under) Budget	Over/(Under) Budget %	Probable	Budget	Probable Variance	Probable Variance %
TOTAL REVENUES	91,975	95,213	(3,238)	-3.4%	489,746	508,872	(19,126)	-3.8%	1,216,428	1,242,128	(25,700)	-2.1%
TOTAL EXPENSES	133,990	135,150	(1,160)	-0.9%	696,543	698,868	(2,325)	-0.3%	1,726,063	1,736,756	(10,693)	-0.6%
OPERATING SUBSIDY REQUIRED in 2016					206,797	189,996	16,801	8.8%	509,635	494,628	15,007	3.0%
CITY OPERATING SUBSIDY AVAILABLE							-	100.0%	493,627	493,627	-	0.0%
DRAW FROM STABILIZATION RESERVE							-		1,001	1,001	-	0.0%
SHORTFALL / (SURPLUS)					206,797	189,996	16,801	8.8%	15,007	-	15,007	

<u>REVENUES:</u>												
Passenger Revenues	86,043	89,705	(3,662)	-4.1%	460,712	480,763	(20,051)	-4.2%	1,150,300	1,175,300	(25,000)	-2.1%
Outside City & Charters	1,415	1,323	92	7.0%	7,564	7,043	521	7.4%	16,319	16,319	-	0.0%
Advertising	2,331	2,331	-	0.0%	11,655	11,655	-	0.0%	27,975	27,975	-	0.0%
Rent Revenue	895	924	(29)	-3.1%	4,400	4,625	(225)	-4.9%	10,395	11,095	(700)	-6.3%
Commuter Parking	882	792	90	11.4%	4,266	3,942	324	8.2%	9,274	9,274	-	0.0%
Other Income	409	138	271	196.4%	1,149	844	305	36.1%	2,165	2,165	-	0.0%
TOTAL REVENUES	91,975	95,213	(3,238)	-3.4%	489,746	508,872	(19,126)	-3.8%	1,216,428	1,242,128	(25,700)	-2.1%
<u>EXPENSES (LABOUR & NON-LABOUR)</u>												
CEO's Office	2,859	3,059	(200)	-6.5%	14,339	15,327	(988)	-6.4%	38,539	38,709	(170)	-0.4%
Engineering, Construction & Expansion Group	412	295	117	39.7%	1,187	1,544	(357)	-23.1%	4,382	4,382	-	0.0%
Corporate Services Group	4,960	5,383	(423)	-7.9%	24,554	26,399	(1,845)	-7.0%	67,785	69,639	(1,854)	-2.7%
Strategy and Customer Experience Group	1,338	1,634	(296)	-18.1%	6,997	8,153	(1,156)	-14.2%	20,948	20,868	80	0.4%
Operations Group	39,650	40,285	(635)	-1.6%	210,285	209,506	779	0.4%	526,057	525,626	431	0.1%
Service Delivery Group	38,482	38,468	14	0.0%	197,407	197,442	(35)	0.0%	509,409	506,389	3,020	0.6%
Employee Benefits	25,082	25,860	(778)	-3.0%	131,940	134,200	(2,260)	-1.7%	298,100	301,600	(3,500)	-1.2%
Vehicle Fuel	5,799	6,482	(683)	-10.5%	32,131	34,173	(2,042)	-6.0%	80,556	84,556	(4,000)	-4.7%
Traction Power	4,643	4,630	13	0.3%	21,754	22,570	(816)	-3.6%	52,871	54,371	(1,500)	-2.8%
Utilities (Hydro, Natural Gas, Water)	1,954	1,812	142	7.8%	11,554	12,018	(464)	-3.9%	24,738	25,938	(1,200)	-4.6%
Taxes and Licences	273	258	15	5.8%	1,341	1,345	(4)	-0.3%	3,261	3,261	-	0.0%
Depreciation	2,578	2,578	-	0.0%	13,665	13,665	-	0.0%	31,448	33,448	(2,000)	-6.0%
Accident Claims & Insurance	3,053	2,366	687	29.0%	16,992	12,551	4,441	35.4%	31,384	31,384	-	0.0%
Non-Departmental Costs	2,907	2,040	867	42.5%	12,397	9,975	2,422	24.3%	36,585	36,585	-	0.0%
TOTAL EXPENSES	133,990	135,150	(1,160)	-0.9%	696,543	698,868	(2,325)	-0.3%	1,726,063	1,736,756	(10,693)	-0.6%
OPERATING SUBSIDY REQUIRED in 2016					206,797	189,996	16,801	8.8%	509,635	494,628	15,007	3.0%
CITY OPERATING SUBSIDY AVAILABLE							-	100.0%	493,627	493,627	-	
DRAW FROM STABILIZATION RESERVE									1,001	1,001		
SHORTFALL / (SURPLUS)					206,797	189,996	16,801	8.8%	15,007	-	15,007	

Wheel-Trans Operating Budget

2016 Year-to-Date Results

To the end of Period 5 (May 28), total revenues were slightly above target (\$36K or 1.3%). This reflects slightly higher revenues from 80K (5.4%) more customer journeys partially offset by a lower average fare (\$0.07 or 3.9%).

Over the same period, expenses were \$0.9 million (1.8%) over budget primarily due to the additional customer journeys.

2016 Year-End Projections

(millions)	Projection	Budget	Variance
2016 Wheel-Trans Operating Budget			
Customer Journeys (Ridership)	3.95	3.69	0.26
Revenue	\$7.1	\$7.0	\$0.1
Expenses	\$128.4	\$123.7	\$4.7
Subsidy Required	\$121.3	\$116.7	\$4.6
Subsidy Available	\$116.7	\$116.7	-
Surplus/(Shortfall)	(\$4.6)	-	(\$4.6)

Currently, a \$4.6 million (or 3.9%) year-end subsidy shortfall is projected and is largely attributable to the ever-increasing demand for service as explained below.

2016 ridership results to date are consistent with the trend identified in 2015 where ridership demand continues to outpace expectations. To date, demand for service is almost 6% higher than anticipated and 12% above the comparable 2015 results. Preliminary staff estimates of 2016 projected ridership suggest that an additional 261,000 trips (7%) over the 3.7 million trips budgeted could be carried in 2016. The continuing increased demand is attributable to improvements in on-time performance, reduced call abandonment rates (now below 25%) and the fact that new customers (who are joining at the rate of about 900 per month) utilizing the Wheel-Trans service at a higher rate than existing customers.

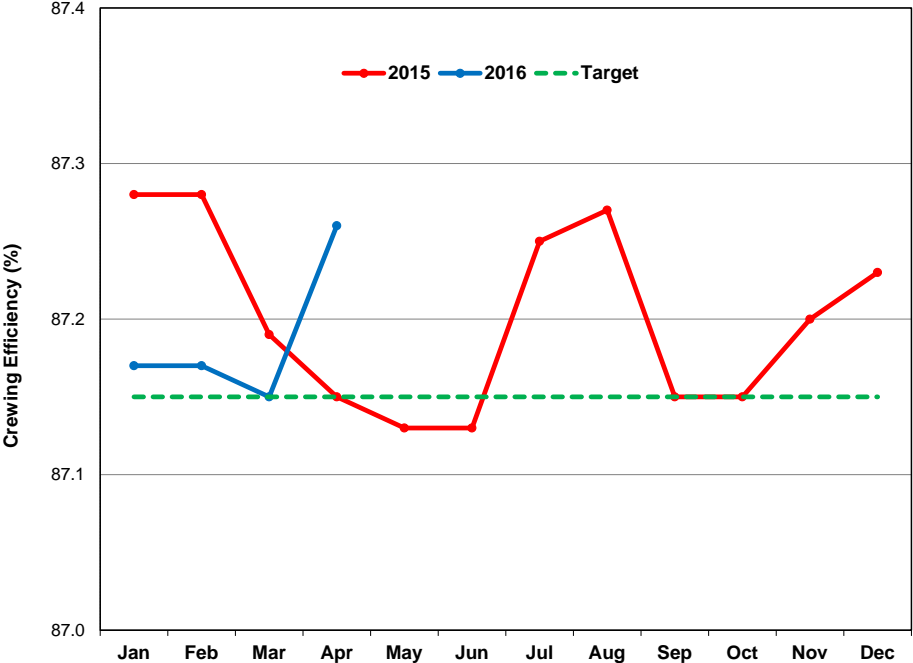
These additional trips will increase contracted taxi service expenses by \$6.6 million and are expected to be mitigated by projected underexpenditures in diesel fuel (\$1 million), lower employee benefits utilization (\$0.6 million) and workforce gapping (\$0.4 million), for the same reasons already noted for the TTC Operating Budget. Staff will provide year-end projections for both ridership and the associated budgetary impacts in the next CEO's Report.

WHEEL-TRANS
OPERATING BUDGET - INCOME STATEMENT

PERIOD 5 (\$000s)	Period 5: Four Weeks May 1 to May 28, 2016			Five Periods to May 28, 2016			Full Year 2016		
	Actual	Budget	Over/(Under) Budget	Actual	Budget	Over/(Under) Budget	Projected Actual	Budget	Projected Variance
REVENUES:									
Passenger Fares	564	551	13	2,861	2,825	36	7,135	6,953	182
EXPENSES:									
CONTRACTED TAXI SERVICE	4,374	3,760	614	21,898	19,220	2,678	54,418	47,808	6,610
WHEEL-TRANS BUS SERVICE	3,365	3,731	(365)	18,443	19,460	(1,017)	47,207	48,622	(1,414)
OTHER WHEEL-TRANS EXPENSES	1,992	2,178	(185)	10,629	11,379	(750)	26,838	27,236	(398)
TOTAL EXPENSES	9,732	9,669	63	50,969	50,059	911	128,463	123,666	4,798
OPERATING SUBSIDY REQUIRED IN 2016							121,328	116,713	4,616
OPERATING SUBSIDY AVAILABLE IN 2016							116,713	116,713	0
SHORTFALL/(SURPLUS)							4,616	-	4,616

PASSENGER TRIPS (000s)	304	288	16	1,568	1,488	80	3,951	3,690	261
UNACCOMMODATED RATE (%)	0.4	0.5	(0.0)	0.4	0.5	(0.1)	0.5	0.5	0.0
SUBSIDY PER TRIP (\$)	30.16	31.67	(1.51)	30.69	31.75	(1.06)	31.17	32.13	(0.96)

Operator Crewing Efficiency



Operator crewing efficiency increased in April to 87.26% and has achieved target for 10 consecutive months.

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

TTC Capital Budget

2016 Year-to-Date Results

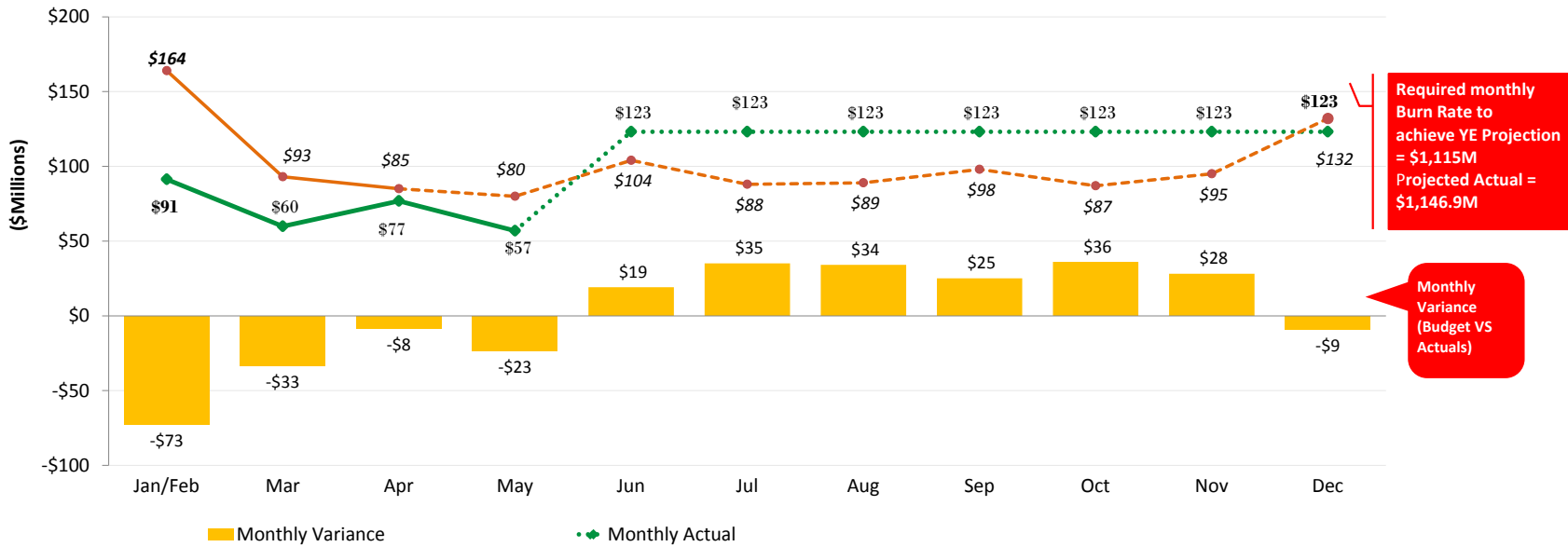
Capital expenditures to the end of Period 4 (April 30, 2016) typically reflect lower project activity as early efforts are focussed on setting up schedules and tendering work. Other current period activity includes settlement of 2015 accrued contract payments and continued progress on vehicle and construction contracts already in place.

2016 Year-End Projections

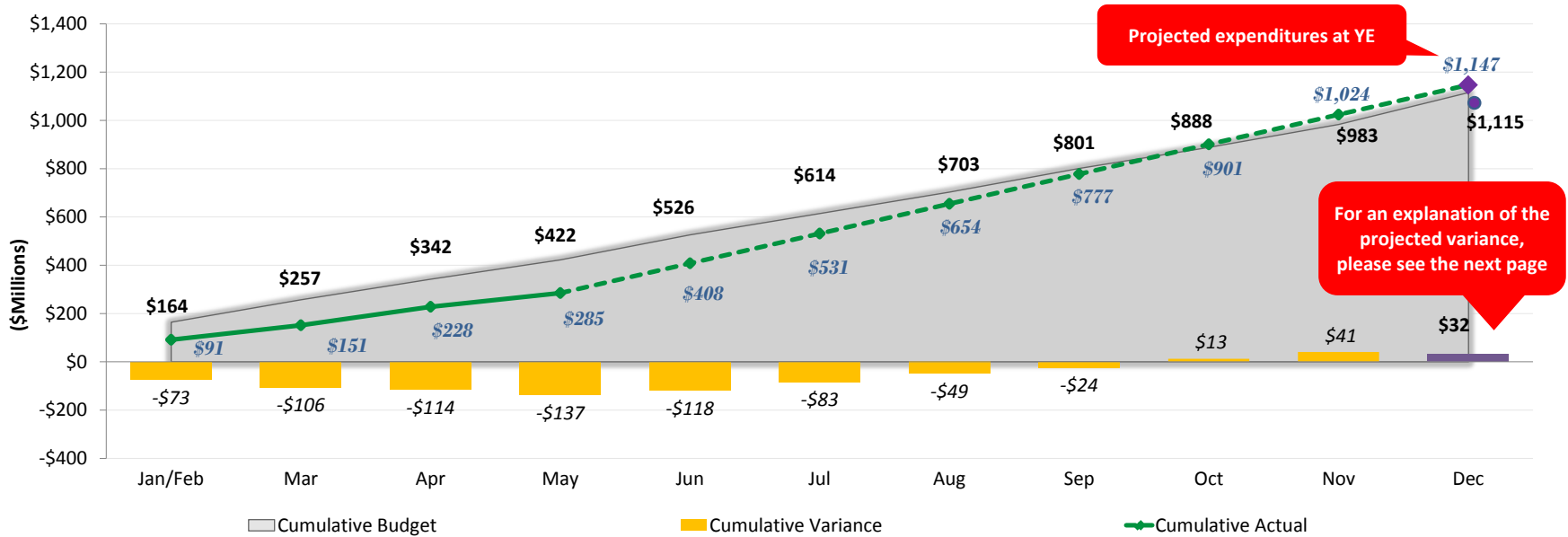
(millions)	Projection	Budget*	Variance
2016 TTC Capital Budget			
Base Program	\$1,146.9	\$1,115.0	\$31.9
Toronto-York Spadina Subway Extension (TYSSE)	\$540.6	\$719.6	(\$179.0)
Scarborough Subway Extension (SSE)	\$51.9	\$133.0	(\$81.1)

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

2016 Base Program: Month-to-Month Budget Tracking



2016 Base Program: Cumulative Budget Tracking



Base Program – 2016 Year-End Projected Variance: \$31.9 million over

The 2016 Council Approved Budget of \$1,115.0 million excludes an additional carry forward of \$101.7 million that was approved by Council on May 3, 2016. There is typically significant variability in the early estimates of various programs which, if continued, will result in staff requesting budget re-allocations from programs with under-spending to those with higher needs. Significant projected year-end base program variances are outlined below:

Subway Track: \$6.2 million over

Procurement deferrals from 2015 to 2016 for the Optical Inspection Equipment (Rail Base Inspection) and consulting services for the Davisville Area Rehabilitation. Also work slipped for Victoria Park Expansion and a portion of Subway/ SRT Turnout work to 2016.

Surface Track: \$4.4 million under

Procurement deferrals (to 2018) of the Harvey Shop Tracks Beneath Transfer Table which is awaiting EC&E space utilization study; Roncesvalles Pit Track deferral (to 2017) to coordinate with Carhouse modification project and Roncesvalles Carhouse to 2019 to align with the Queensway Modification project.

Traction Power: \$5.6 million over

Traction Power Substation – slippage to 2016 as a result of cash flow adjustments to align with the revised construction; Substation Electrical Rebuild – slippage of material purchase and portion of service contracts; Replace Obstacle Rectifier Transformers – slippage to accommodate work plan schedule; Electrolysis Control – Negative Bonding Switches slipped to 2016 due to manufacturing delays, and Rebuild TTC Cable Chambers – outstanding Waterfront charges slipped to 2016.

Finishes: \$2.2 million over

Roofing Rehabilitation - prior year slippage of Hillcrest Subway Operation Building due to design changes requested by the Operations group and advancement of roofing work at Finch Station.

Streetcar Network Upgrades and Bus Rapid Transit (BRT): \$2.6 million over

Streetcar Network Upgrades (\$1.6M) – variance reflects City of Toronto work completed in 2015 with the payment in 2016 and Bus Rapid Transit (BRT) - Spadina Subway to York University/Steeles Avenue (\$1.0M) - Funds advanced from future years to complete artwork/landscaping and public realm improvements.

On Grade Paving Rehabilitation Program: \$3.2 million under

Increase in estimated expenditures in 2015 – work progressed faster than anticipated at Davisville Lower Roadway, Malvern Garage, St. Clair Station & Eglinton Bus Roadway.

Bridges and Tunnels: \$2.9 million under

Precast Tunnel Liner Rehabilitation – work progressed faster than anticipated in 2015, funds advanced and Tunnel and Station Leak Remediation – reduced due to revised cost estimate.

Leslie Barns Project: \$34.5 million over

Prior year slippage which includes delay of substantial performance for Leslie Street Connection Track and delays in commissioning which impacted the value of progress payments for Leslie Barns.

Toronto Rocket/T1 Rail Yard Accommodation: \$8.4 million over

Advanced construction work for Keele Yard Retrofit & Wilson Yard Tie Tracks 33 to 43 and Wilson Yard System works.

Purchase of Buses: \$6.5 million under

Accelerated delivery of buses in 2015.

Purchase of Subway Cars: \$36.9 million over

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

Streetcar Overhaul: \$6.2 million over

30 CLRV overhaul - 2016 new project as approved by the Board based on recoverables from Bombardier due to delayed deliveries of the new LFLRVs (\$4.4M); slippage of 3 ALRVs from 2015 (\$0.8M); advancement of work from future years for the AODA project (\$1.0M) to complete the vehicle installations (the exact number of vehicle installations is under review).

Subway Car Overhaul: \$10.3 million under

Slippages and scope changes for the Train Door Monitoring (TDM) project due to scope change in the Sheppard line from T1 train to TR train, T1 scope was cancelled and the increased scope on TR has deferred the completion date to 2019. The installation of Friction Brake Electronic Control Unit (FBECU) component also has been deferred from 2016 to 2017 due to longer prototyping period under T1 15 year overhaul.

Purchase of Streetcars: \$25.6 under

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

Purchase of Automotive Non-Revenue Vehicles: \$2.1 million over

Slippage and delivery delays from 2015.

Purchase of Rail Non-Revenue Vehicles: \$3.9 million under

Deferral of Vacuum Excavator project to future year as priority was given to workcar (Automatic Train Protection) ATP prototyping project.

SAP – ERP Implementation System: \$4.4 million under

Late start by IBM due to prolonged contract negotiations and award timeline. The other contributing factor is an anticipated later start of Wave 2.

Vision Program (CADD/AVL System): \$13.5 million under

Delay in vendor approval by the Board which has moved a \$13.5M milestone payment into 2017.

Other Service Planning: \$3.1 million over

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

Toronto York Spadina Subway Extension (TYSSE) : \$179.0 million under

The variance is primarily due to deferral of facilities and systems construction work and timing of commercial settlements.

Scarborough Subway Extension: \$81.1 million under

Scarborough Subway Project (-\$71.4M): Variance is due to delays in the Environmental Assessment (EA) process and the rebaselining of the project scope.

SRT Life Extension (-\$9.7M): The variance is due to slippage from 2015 and three cancelled closures requested by the City which impacted Subway Infrastructure work. The preliminary result of SRT structural assessment showed that SRT would need extensive structural repairs; therefore, TTC is waiting for a recommendation from Bombardier/CAD Rail Industries while maintaining existing work and structural repairs to keep the SRT service in a state of good repair (note: there are only 28 SRT cars in revenue service).



4. Critical Projects

A milestone was achieved this spring with the completion of track installation on the Toronto-York Spadina Extension.

To mark this occasion, York Region Chairman and CEO Wayne Emmerson joined Mayor of Vaughan Maurizio Bevilacqua, Parliamentary Secretary to the Prime Minister (Intergovernmental Affairs) and MP for Spadina – Fort York Adam Vaughan, Premier Kathleen Wynne, Transportation Minister Steven Del Duca and TTC Chair and Toronto City Councillor (Ward 15 Eglinton-Lawrence) Josh Colle

Critical Projects

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

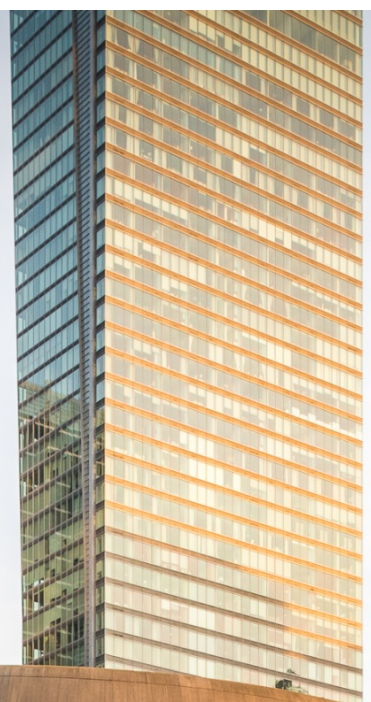
The dashboard below provides a quarterly snapshot in time of the health status for major programs and projects that comprise the TTC project portfolio. The programs and projects, referred to hereafter as 'projects', have been included in the dashboard due to their magnitude and/or strategic significance.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

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

Project	Strategic Objective	Cost (millions)					Schedule			Outlook to Completion			
		Budget	Actual		Projected		Start Date	End Date		Schedule	Cost	Scope	Risk
			LTD	%	Cost	%		Approved	Revised				
Bus Fleet & Facilities													
Vehicles: Purchase of Buses *	Assets	\$977	\$554	57%	\$977	100%	Ongoing	Q4 2019		G	G	G	G
Facilities: McNicoll Bus Garage	Growth	\$181	\$8	4%	\$181	100%	Q4 2012	Q4 2019	Q2 2020	G	G	G	G
Management Systems: VISION (CAD/AVL)	Customer	\$115	\$3	3%	\$115	100%	Q1 2014	Q4 2020	Q1 2020	G	G	G	G
Streetcar Fleet & Facilities													
Vehicles: Purchase of New Streetcars	Assets	\$1,187	\$516	44%	\$1,187	100%	Q2 2009	Q4 2019		G	G	G	Y
Facilities: Leslie Barns	Growth	\$517	\$435	84%	\$517	100%	2008	Q4 2015	Q4 2016	G	G	G	G
Track: Surface Track *	Assets	\$419	\$249	59%	\$419	100%	Ongoing	Q4 2018	Q4 2019	G	G	G	G
Subway Fleet & Infrastructure													
Vehicles: Purchase of Subway Cars	Assets	\$1,167	\$1,102	94%	\$1,167	100%	Q2 2011	Q4 2016		G	G	G	G
Stations: Easier Access III	Assets	\$655	\$233	36%	\$655	100%	2006	Q4 2025		Y	Y	G	Y
Facilities: TR / T1 Rail Yard Accomodation **	Assets	\$985	\$127	13%	\$986	100%	2010	Post 2025		G	G	G	G
Track & Tunnels: Subway Track *	Assets	\$505	\$124	25%	\$505	100%	Ongoing	Q2 2018	Q1 2017	G	G	G	G
Signals: Automatic Train Control (ATC Line 1-YUS)	Assets	\$563	\$266	47%	\$563	100%	Q2 2009	Q4 2019		G	G	G	G
Expansion													
Toronto-York Spadina Subway Extension (TYSSE)	Growth	\$3,184	\$2,297	72%	\$3,184	100%	Q2 2008	Q4 2017		G	Y	G	Y
Scarborough Subway Extension	Growth	\$3,305	\$16	0%	\$3,305	100%	Q4 2013	Q4 2023		R	G	R	R
Management Systems													
PRESTO	Customer	\$47	\$22	46%	\$47	100%	Q4 2012	Q4 2017		R	G	G	Y
SAP	Financial Sustainability	\$63	\$8	12%	\$63	100%	Q1 2014	Q3 2019		G	G	G	G

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

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



King St W

Simcoe St

ROY THOMSON HALL



BICYCLES, EXCEPTED



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

Andy Byford
Chief Executive Officer
Toronto Transit Commission