



STAFF REPORT INFORMATION ONLY

Chief Executive Officer's Report – May 2016 Update

Date:	May 31, 2016
To:	TTC Board
From:	Chief Executive Officer

Summary

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

Financial Summary

There are no financial impacts associated with this report.

Accessibility/Equity Matters

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

Decision History

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

Issue Background

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

Contact

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Attachments

Chief Executive Officer's Report – May 2016 Update



TTC PRESTO ROLLOUT

Chief Executive Officer's Report

*Toronto Transit Commission
May 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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About the cover:

PRESTO is now available at 30 subway stations, all streetcars and is now being installed on our bus fleet. PRESTO will be available across the TTC by the end of this year.



Prime Minister Justin Trudeau arrived at the Greenwood Shops on May 6 with promised state-of-good-repair funding of up to \$840 million.

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	Mar 2016	3.92	2.97	✗		15
Customer Injury Incidents	Injury Incidents per 1M Boardings	Mar 2016	1.18	1.13	✗		15
Offences against Customers	Offences per 1M Boardings	Mar 2016	0.60	0.46	✗		16
Offences against Staff	Offences per 100 Employees	Mar 2016	0.37	0.22	✗		16
Customer: Journeys							
	TTC Customer Trips	Mar 2016	50.9M	52.2M	✗		19
	TTC Customer Trips	2016 y-t-d to Mar	134.7M	140.1M	✗	NA	19
	PRESTO Customer Trips	Mar 2016	2.1M	1.1M	✓		20
	Wheel-Trans Customer Trips	Mar 2016	361K	353K	✓		20
	Wheel-Trans Customer Trips	2016 y-t-d to Mar	952K	909K	✓	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	Mar 2016	21.9	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	Mar 2016	24.0	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	Mar 2016	13.0	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	Mar 2016	11.0	10.9	✓		32
Streetcar	On-Time Departure	Mar 2016	52.2%	90%	✗		33
	Short Turns	Mar 2016	1,335	50% less than 2015	✓		33
Bus	On-Time Departure	Mar 2016	77.6%	90%	✗		34
	Short Turns	Mar 2016	1,997	50% less than 2015	✓		34
Wheel-Trans	% Within 10 Minutes of Schedule	Mar 2016	88.7%	90%	✗		35

People









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



Subway	T1	Mean Distance Between Failures	Mar 2016	351,476 km	300,000 km	✓		39
	TR	Mean Distance Between Failures	Mar 2016	614,059 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	Mar 2016	4,024 km	4,500 km	✗		40
ALRV	Mean Distance Between Failures	Mar 2016	2,092 km	3,500 km	✗		40
New Streetcar	Mean Distance Between Failures	Mar 2016	17,691 km	35,000 km	✗		41
 Bus	Mean Distance Between Failures	Mar 2016	8,842 km	8,100 km	✓		42
 Wheel-Trans	Mean Distance Between Failures	Mar 2016	12,869 km	11,000 km	✓		42

Assets: Equipment Reliability


Elevators	Percent Available	Mar 2016	99.1%	98%	✓		43
Escalators	Percent Available	Mar 2016	97.1%	97%	✓		43

Financials

TTC Revenue	Actual vs. Budget	2016 y-t-d to Mar	\$302.3M	\$315.9M	✗	Section 3.5
TTC Operating Expenditure	Actual vs. Budget	2016 y-t-d to Mar	\$432.5M	\$431.8M	✗	Section 3.5
Wheel-Trans Revenue	Actual vs. Budget	2016 y-t-d to Mar	\$1.7M	\$1.7M	✓	Section 3.5
W-T Operating Expenditure	Actual vs. Budget	2016 y-t-d to Mar	\$31.4M	\$30.9M	✗	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 Mar	\$151M	\$257M	✘	Section 3.5	
Capital Expenditure – TYSSE	Actual vs. Budget	2016 y-t-d to Mar	\$65M	\$183M	✘	Section 3.5	
Capital Expenditure – SSE	Actual vs. Budget	2016 y-t-d to Mar	\$5M	\$28M	✘	Section 3.5	
Operator Efficiency	Crewing Efficiency	Mar 2016	87.15%	87.15%	✔		50



On Target



Target at risk at current trend



Off Target

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



In April we began outfitting our fleet of 1,900 buses with PRESTO readers. All buses will be equipped by the end of 2016.

2. CEO Commentary

CEO Commentary and Current Issues

General Overview

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

It has been another very busy month, the highlight of which was the Prime Minister's visit to our Greenwood Yard to confirm that the federal government will invest up to \$840 million in TTC infrastructure projects over the next three years. Coupled with City Council's record \$95 million investment in the TTC operating budget in 2015, additional funds totaling nearly \$1 billion have been committed to the TTC, reflecting the importance of transit in this city and answering our four year campaign for increased financial support.

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

Softening ridership remains a real concern. While this is a phenomenon across virtually every Canadian transit system, we are taking this seriously and detailed analysis is being done to pinpoint root causes. I will highlight for the May Board meeting what we have established to date with a full report due at the combined June/July Board on July 11.

Safety & Security

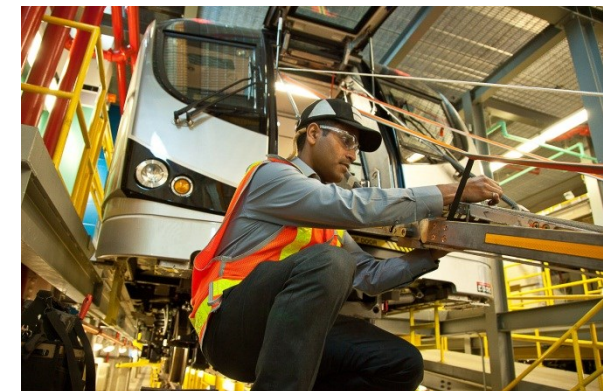
We continue to work closely with law enforcement agencies to monitor the prevailing security situation, given recent events in Europe.

Safety and security indicators were largely stable with no major incidents.

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 April were 1% above the 2015 comparable and 2% below budget, which was slightly better than March results (0.2% above 2015; 3% below budget). The results of the past two months represent a slow, steady rebound from January/February (2% below 2015; 5% below budget). These results are encouraging; however, the year-end ridership forecast 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 March were marginally under budget. Capital expenditures were below budget due to typically lower project activity early in the year.

Delivery of Major Projects

- TYSSE

Good physical progress continues to be made. Systems installation is progressing well, as is planning for the testing and commissioning and trial operations phases of the project.

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

- PRESTO

At the time of writing, around 130 buses have been equipped with PRESTO readers. Three stations now feature “paddle” style gates with work underway at a further six.

- Automatic Train Control

The project continues on schedule and on budget.



- New Streetcar Deployment

At the time of writing, 18 new vehicles are now in service with a nineteenth undergoing street tests and a twentieth on its way from Thunder Bay.

In a meeting with the new Bombardier CEO on May 18, a revised, high level schedule was presented that shows a 2016 year end total of 30 vehicles in service, with subsequent deliveries of 40, 76 and 57 vehicles in years 2017-19 to maintain the 2019 deadline for full delivery.

While I welcome the more realistic approach that Bombardier has now adopted and while it is good to see additional production line capacity and quality control being addressed, this still represents an unacceptable offer and I made this clear to Bombardier. The Bombardier CEO has undertaken to see what improvement can be made in 2016/17 to see more vehicles delivered sooner.

- 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

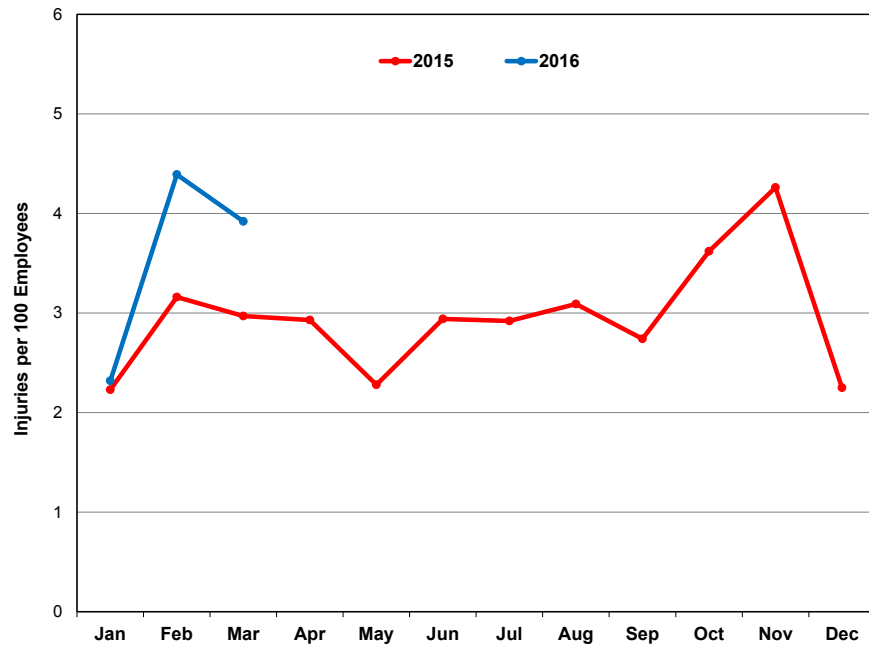
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3.1 Safety & Security

Safety and Security

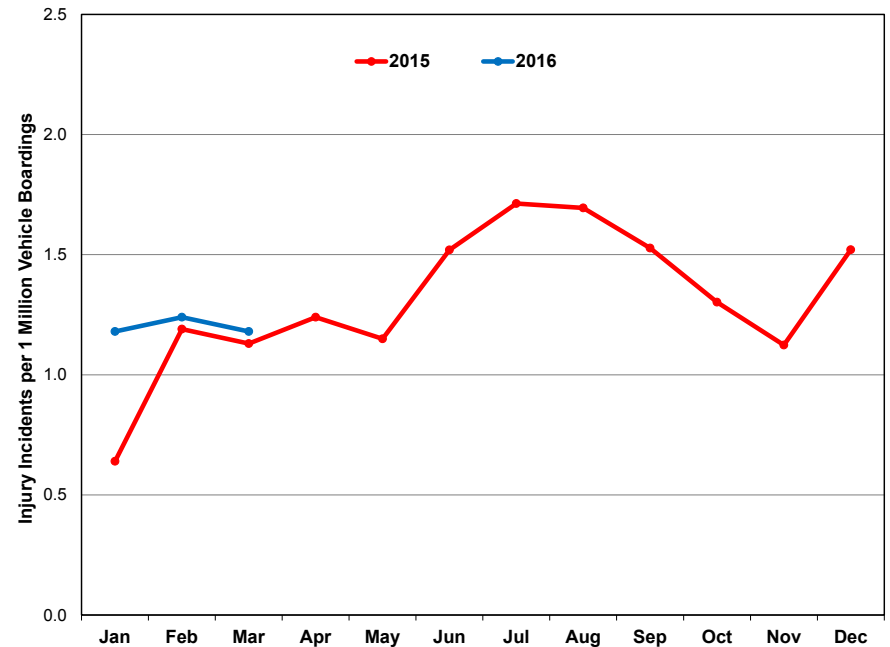
Lost-Time Injuries



The lost-time injury rate (LTIR) decreased in March 2016. However, the rate of 3.92 injuries per 100 employees was 32% higher than the corresponding rate of 2.97 for March 2015.

The moving annual LTIR to the end of March 2016 was 3.14, which was 5% higher than the corresponding rate of 2.99 to the end of March 2015.

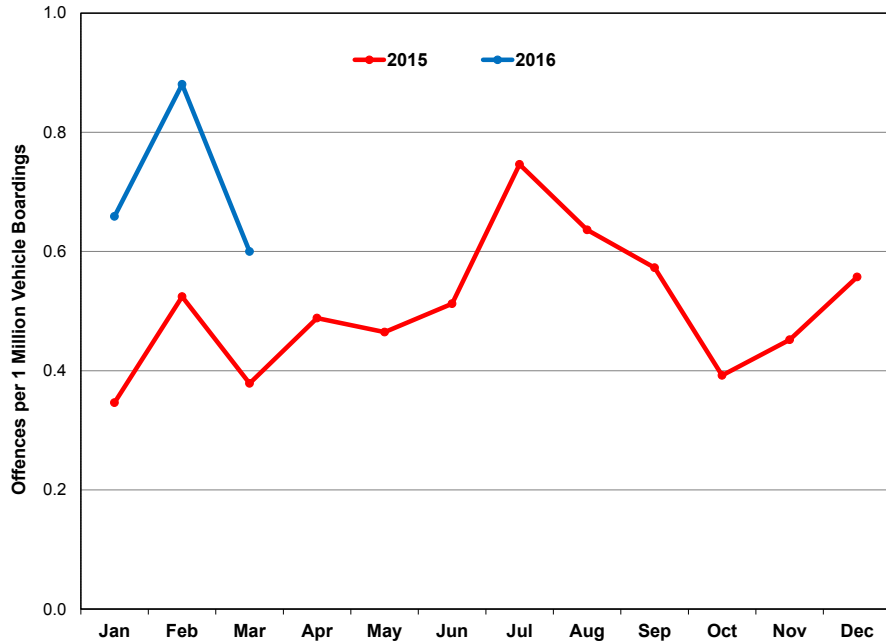
Customer Injury Incidents



The customer injury incident rate decreased in March 2016. However, the rate of 1.18 injury incidents per 1 million vehicle boardings was 4% higher than the corresponding rate of 1.13 for March 2015.

The moving annual customer injury incident rate to the end of March 2016 was 1.37, which was 9% higher than the corresponding moving annual rate of 1.26 to the end of March 2015.

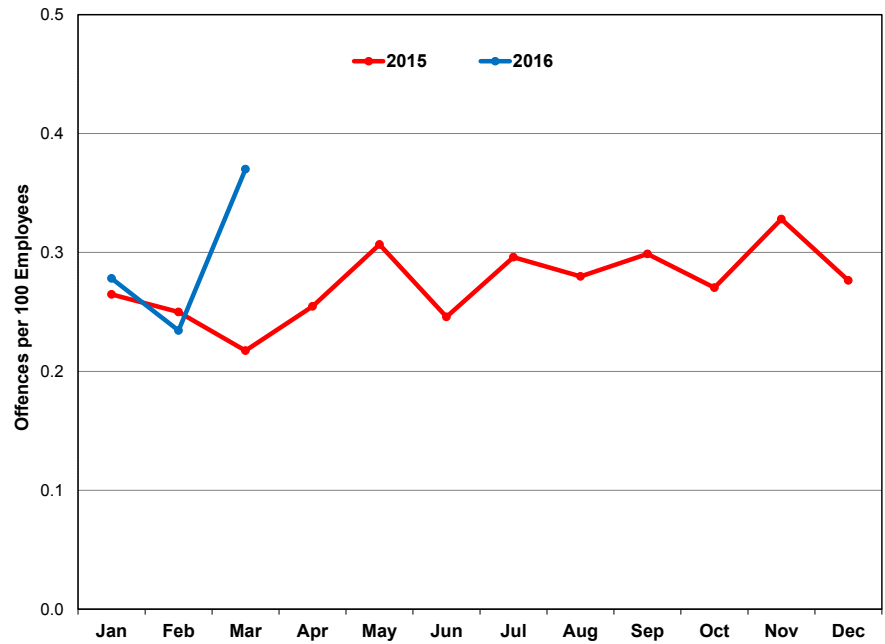
Offences Against Customers



Total offences against customers decreased in March for the first time in five months. The rate of 0.60 offences per 1 million vehicle boardings was 58% higher than the corresponding rate for March 2015.

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

Offences Against Staff



Total offences against staff increased in March for the first time in four months. The rate of 0.37 offences per 100 employees was 68% higher than the corresponding rate for March 2015.

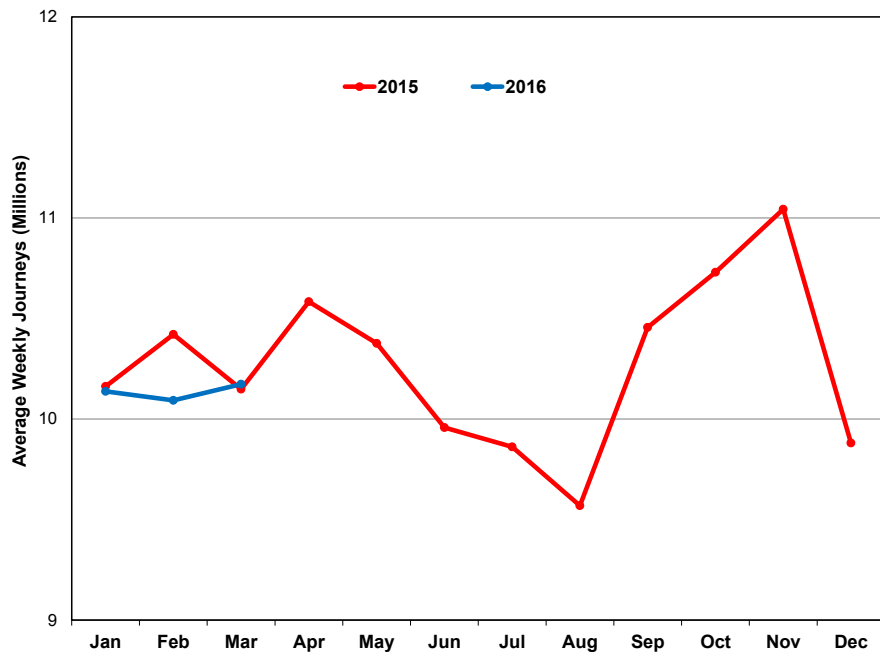
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HIGH PARK

3.2 Customer

Customer: Journeys

TTC: 2016 Actual vs. 2015 Actual

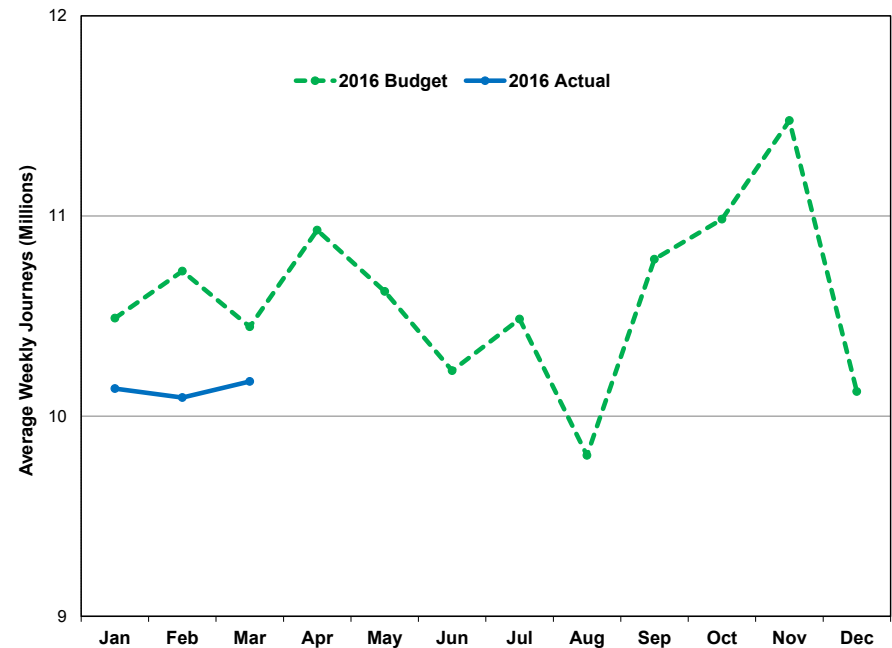


There were 50.9M customer journeys (ridership) taken during March, which was 0.1M (0.2%) more than the 50.8M journeys taken during March 2015.

The annual number of customer journeys taken to the end of March 2016 was 534.8M, which was 2.6M (0.5%) less than the 537.4M annual journeys taken to the end of March 2015.

Average weekly ridership in March 2016 was above the prior year comparable for the first time in 10 months.

TTC: 2016 Actual vs. 2016 Budget



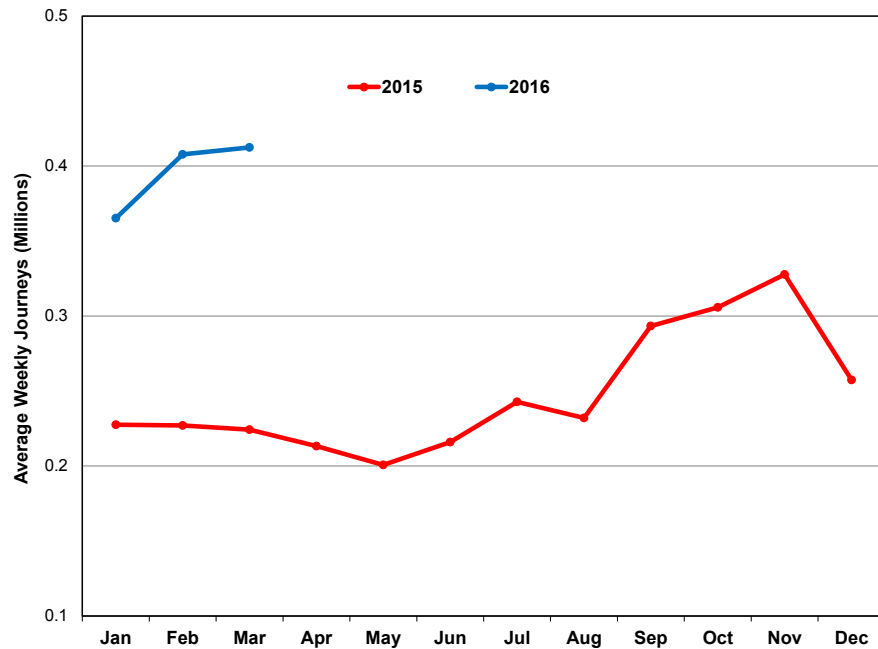
There were 50.9M customer journeys taken during March, which was 1.3M (2.5%) less than the budget of 52.2M journeys.

The number of customer journeys taken year-to-date to the end of March was 134.7M, which was 5.4M (3.9%) less than the budget of 140.1M journeys.

Average weekly ridership has been below budget for 13 consecutive months.

Customer: Journeys

PRESTO: 2016 Actual vs. 2015 Actual

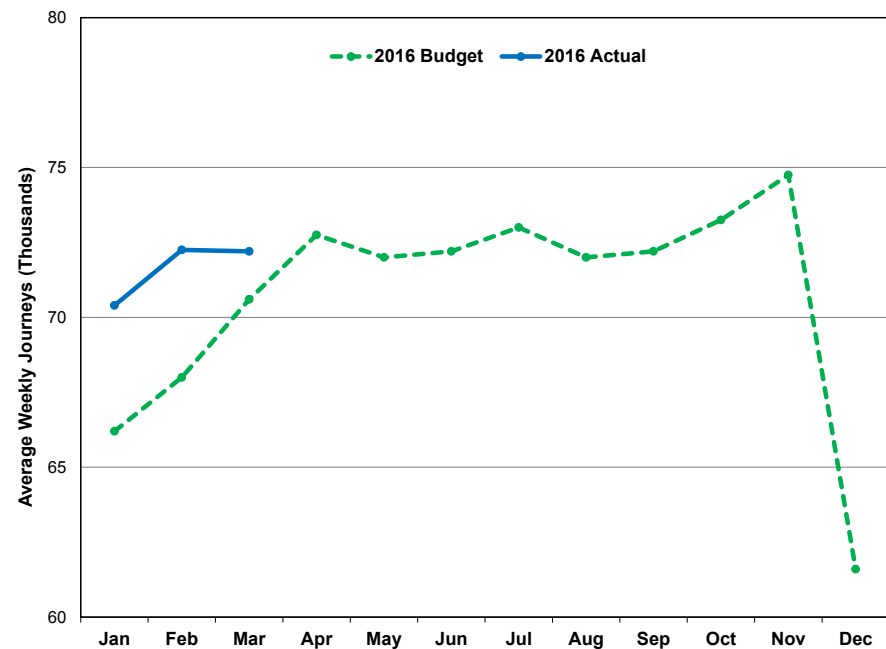


There were 2.1M customer journeys (ridership) taken using the PRESTO Farecard in March, which was 1.0M (91%) more than the 1.1M journeys taken during March 2015.

The annual number of customer journeys taken to the end of March 2016 was 15.2M, which was 5.0M (49%) more than the 10.2M annual journeys taken to the end of March 2015.

Note:
PRESTO ridership is included in TTC ridership totals.

Wheel-Trans: 2016 Actual vs. 2016 Budget



There were 361K customer journeys taken during March, which was 8K (2%) more than the budget of 353K journeys.

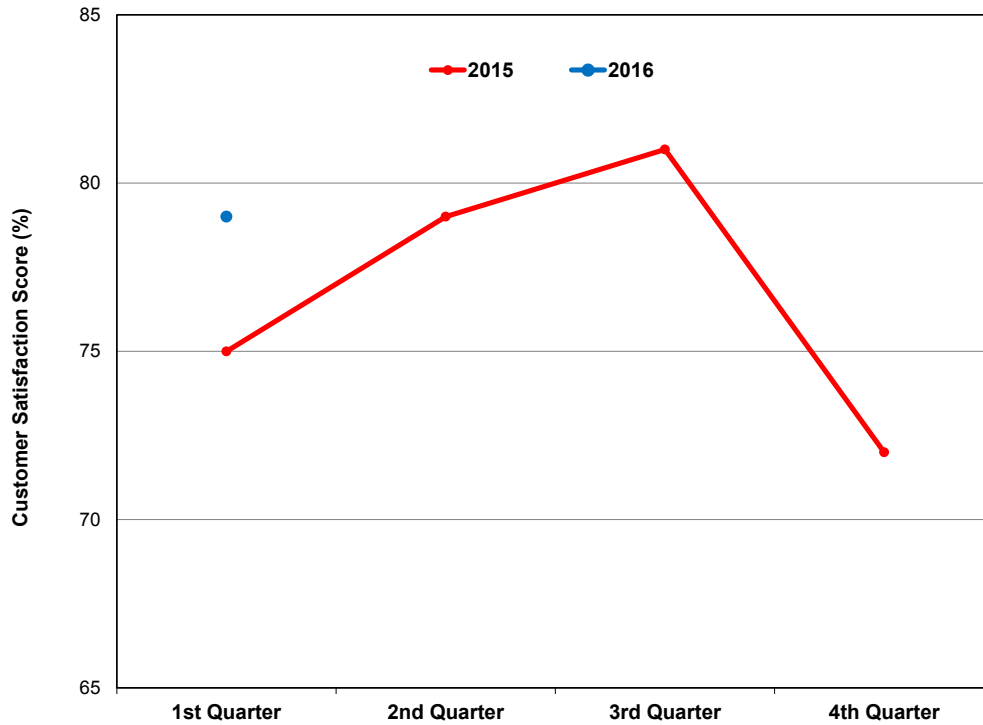
The number of customer journeys taken year-to-date to the end of March was 952K, which was 43K (5%) more than the budget of 909K journeys.

Average weekly ridership has been above budget for 19 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 PanAm specific service enhancements, overall customer satisfaction has returned to 79% (the proportion of customers who were satisfied with their most recent trip on the TTC).

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

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

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

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

Commentary on Improvement in Customer Satisfaction

Work continues toward meeting the goals of the 2016 Customer Charter, with 35 time-bound commitments that include improved service reliability, increased accessibility, cleaner stations, and continued transparency in reporting and explaining delays. The Charter has evolved in 2016, with promises tracked by quarter rather than by category and core actions have been developed into overall commitments. The results will be 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.

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

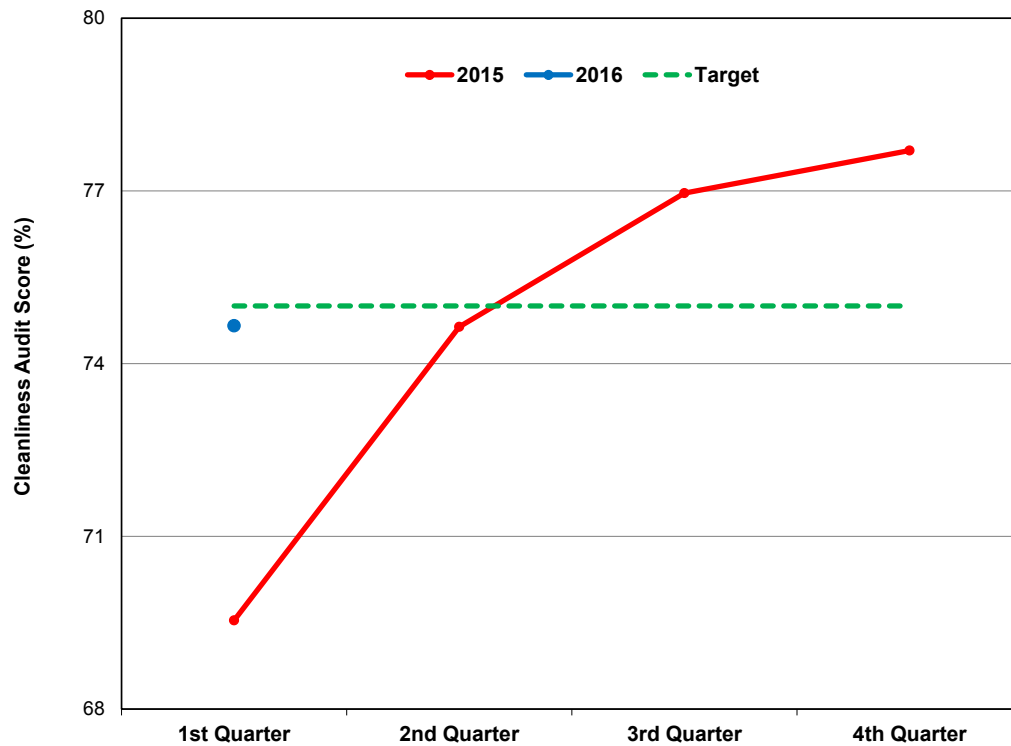
The TTC Customer Liaison Panel continues to meet on a monthly basis to help transform the TTC into a customer-focused transit system that makes Toronto proud. Its members help the TTC to understand customer priorities and develop customer experience improvements. The panel continues to work on a number of important issues including new fare payment methods, bike strategy, and feedback on the new PRESTO enabled faregates.

In April, new PRESTO enabled, paddle style faregates went live at Main Street Station, making this the 27th subway station to accept PRESTO. The new faregates will enhance the customer experience by improving customer flows in and out of TTC stations. These gates also allow customers traveling with mobility devices, strollers, and luggage to enter with greater ease. Later this spring, the new faregates will be installed at Bay, Wellesley, and Sherbourne stations, with system-wide installation to be completed by mid-2017.

The TTC's newest low-floor streetcar entered service in April, making a total of 17 new streetcars in service on the 510 Spadina and 509 Harbourfront routes. All of the new accessible streetcars are equipped with PRESTO card readers. Customers without a PRESTO card can purchase a single-ride Proof-of-Payment (POP) ticket using coins or tokens from the on-board fare and transfer machines, making fare payment easier for customers. The new streetcars are fully accessible for customers using mobility devices and are more comfortable to ride, featuring a higher passenger capacity and air conditioning.

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.

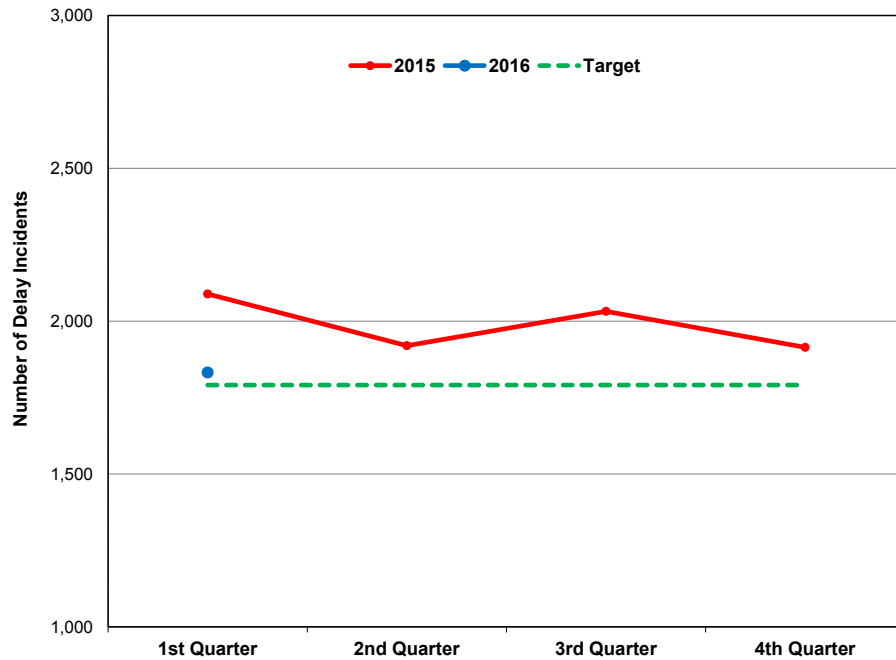
In addition, the contracted cleaning of windows during the winter has been standardized to a monthly basis, which helped to bolster station scores.

Customer: Service Performance



Subway

Line 1: Delay Incidents

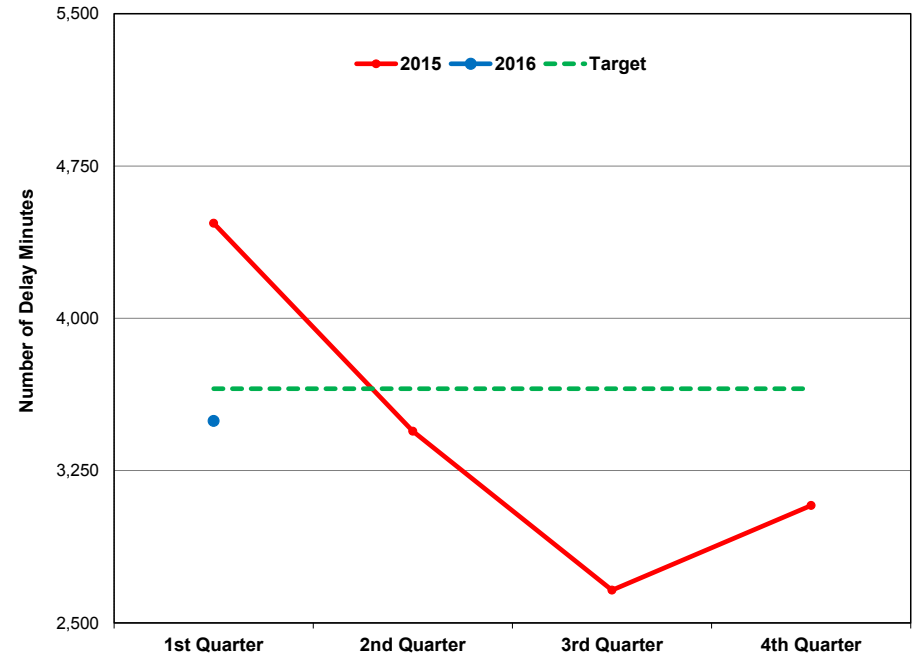


The number of delay incidents decreased in Q1 for the second consecutive quarter to 1,832; however, performance was slightly above target.

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

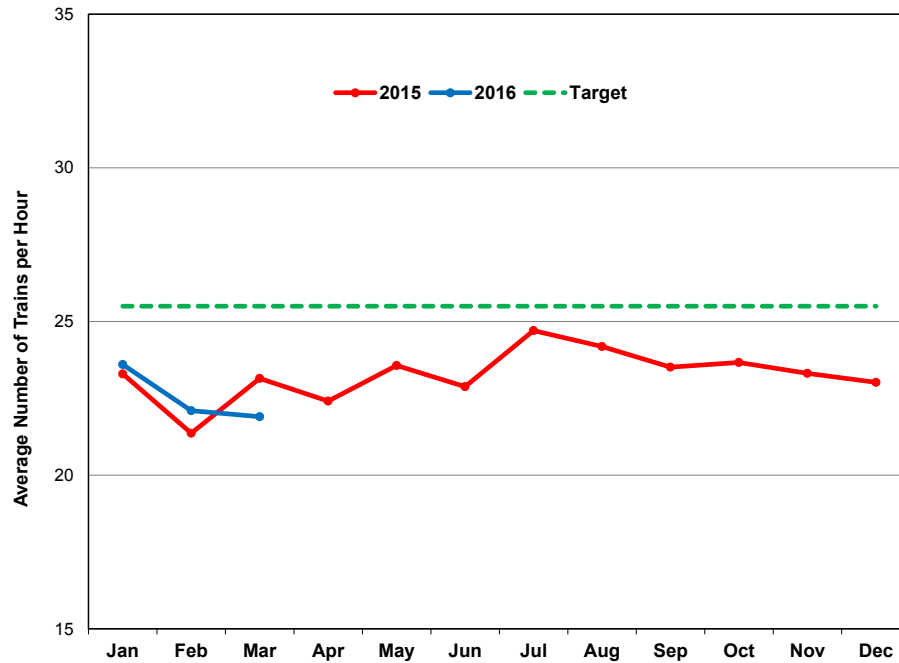


The number of delay minutes increased in Q1 to 3,494; however, performance achieved target for the fourth consecutive quarter.

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 decreased slightly in March to 21.9, which was 86% of what was scheduled. Overall monthly performance continued to remain below target.

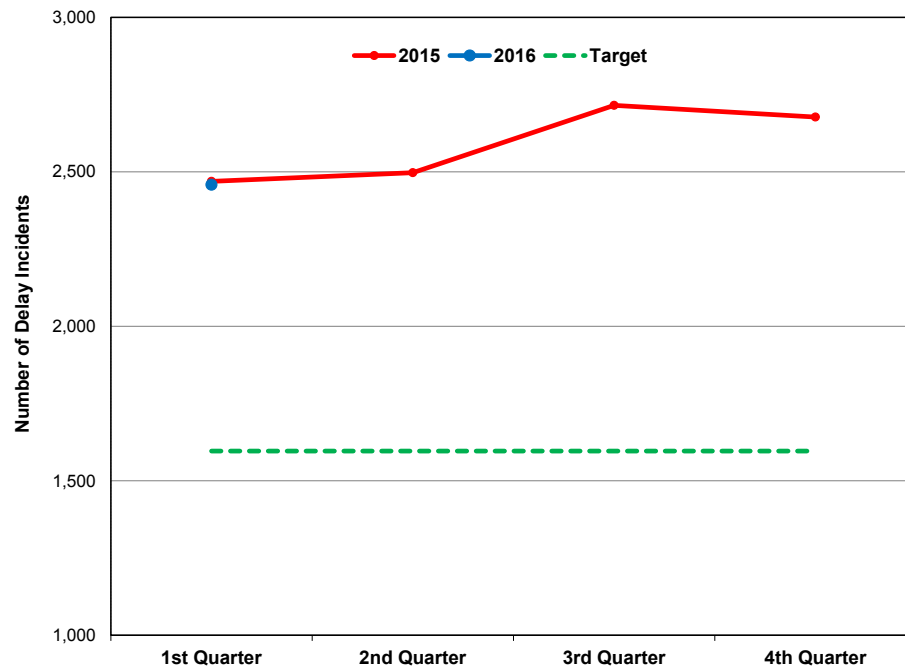
In March, there were several major delay incidents that dragged down the overall average, including a hydro chamber fire, a power failure at Wilson Yard, and a lengthy track fire. These events are largely uncontrollable and unpredictable, but they are also quite rare. Without these incidents, an improvement would have been achieved.

A root cause analysis process is now followed for major customer-impacting incidents and action plans are monitored to completion.

Note:

Data are based on weekday service from Monday to Friday.

Line 2: Delay Incidents



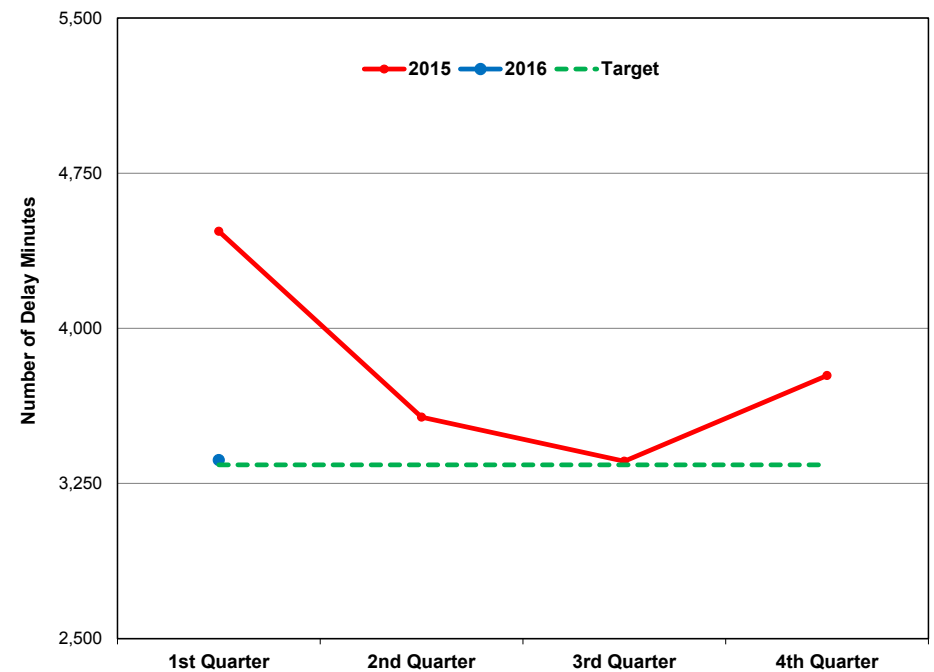
The number of delay incidents decreased in Q1 to 2,458; however, performance did not achieve target for the fifth consecutive quarter.

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



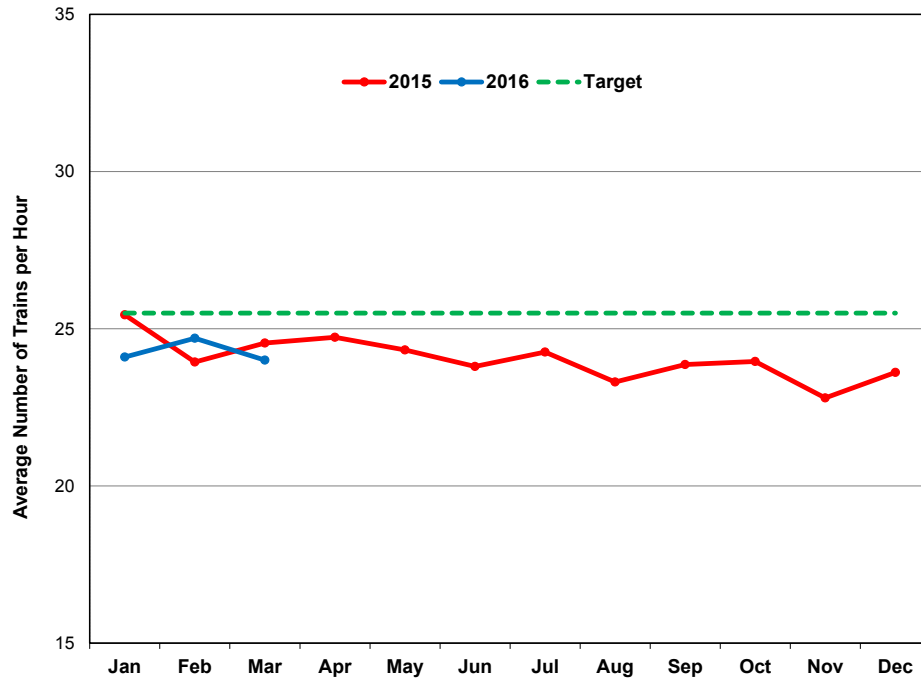
The number of delay minutes decreased in Q1 to 3,363. Performance was only marginally above target.

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



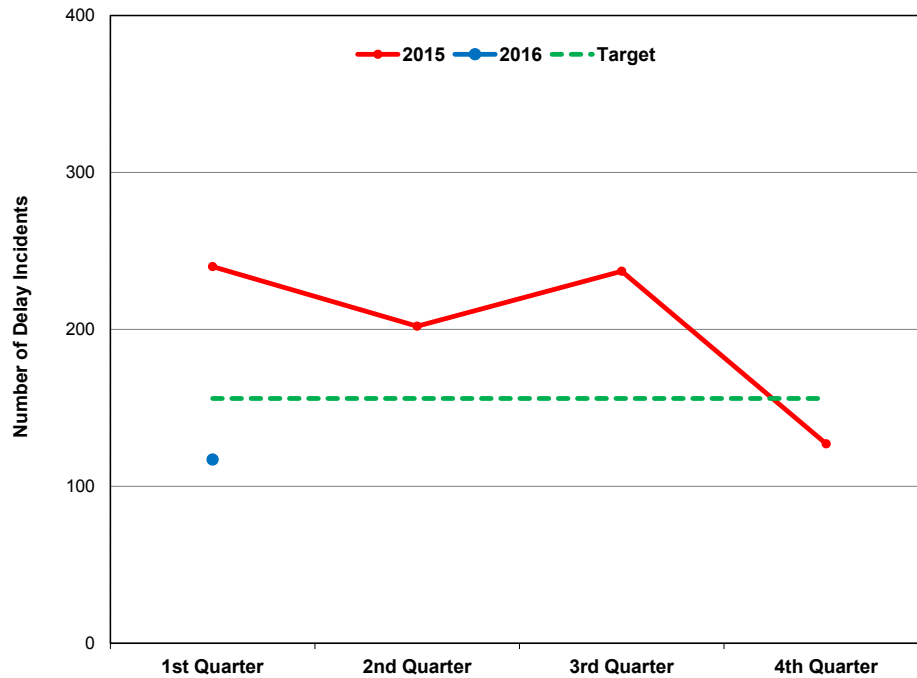
The daily average number of trains per hour in the morning peak service period decreased in March for the first time in four months to 24.0, which was 94% of what was scheduled.

A restricted speed zone that was implemented in the last two weeks of March resulted in decreased throughput, especially during the AM peak period, and delays were observed daily. This restriction has been removed and throughput has returned to typical levels moving into April, enabling a continuation of the improving trend of the past four months.

Note:

Data are based on weekday service from Monday to Friday.

Line 3: Delay Incidents



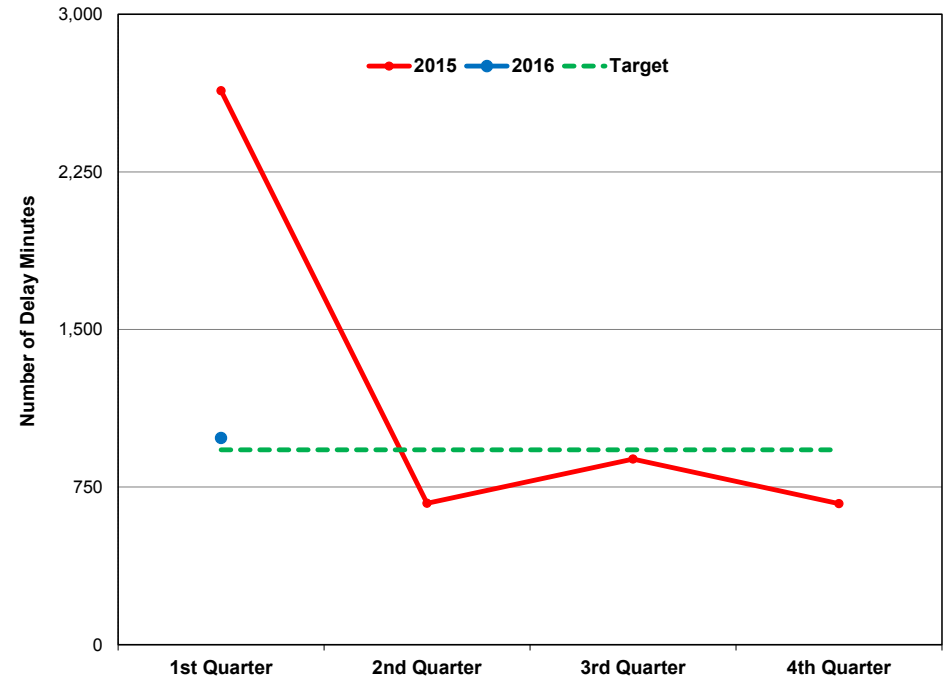
The number of delay incidents decreased in Q1 to 117. Performance achieved target for the second consecutive quarter.

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

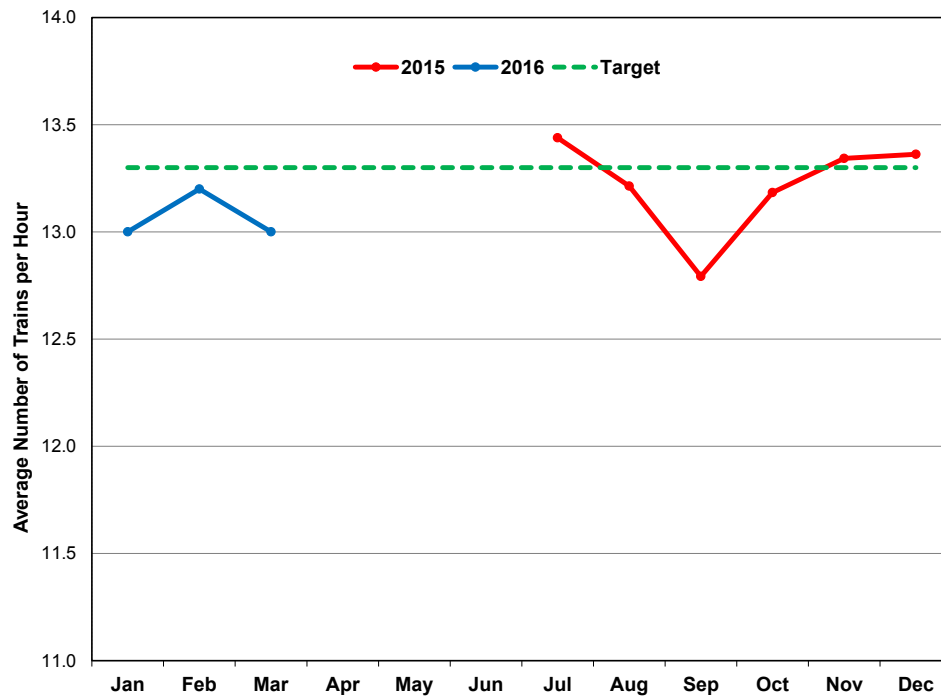


The number of delay minutes increased in Q1 to 983. Performance did not achieve target for the first time in four quarters.

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 decreased in March to 13.0, which was 98% of what was scheduled.

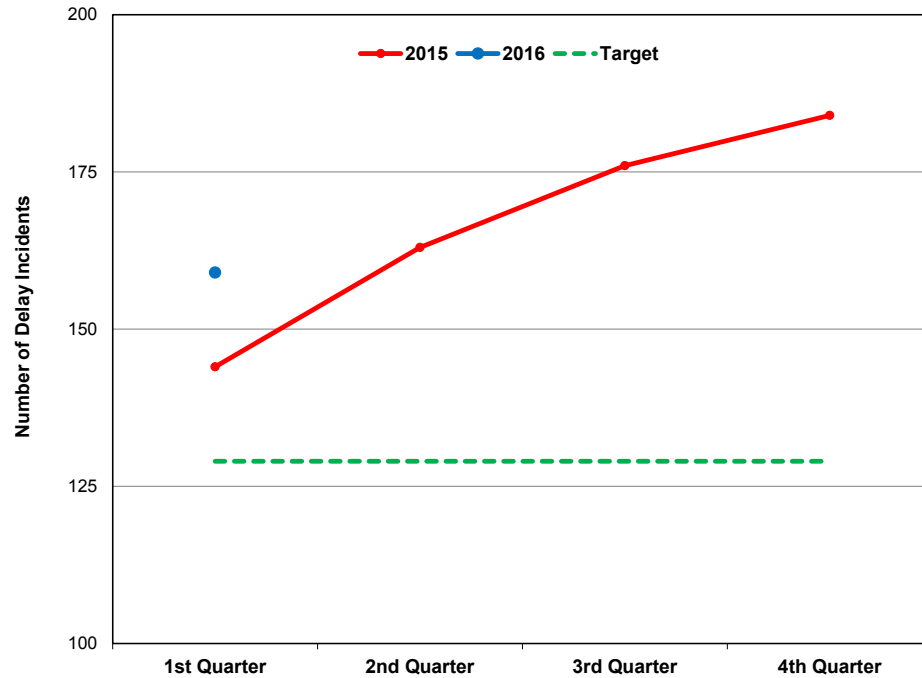
The year-to-date performance of 13.1, while below target, is impressive given the rolling stock challenges with the aging fleet and the pace at which rebuild programs are progressing.

Combined with a headway performance over 97%, this represents a very reliable level of service.

Note:

Data are based on weekday service from Monday to Friday.

Line 4: Delay Incidents



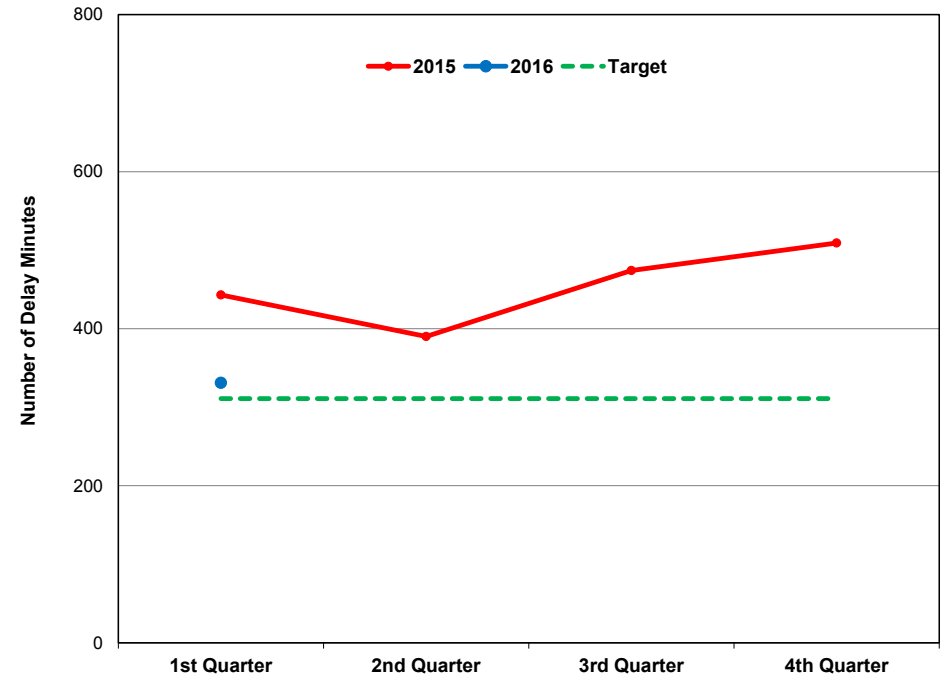
The number of delay incidents decreased in Q1 for the first time in four quarters to 159; however, performance did not achieve target for the fourth consecutive quarter.

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



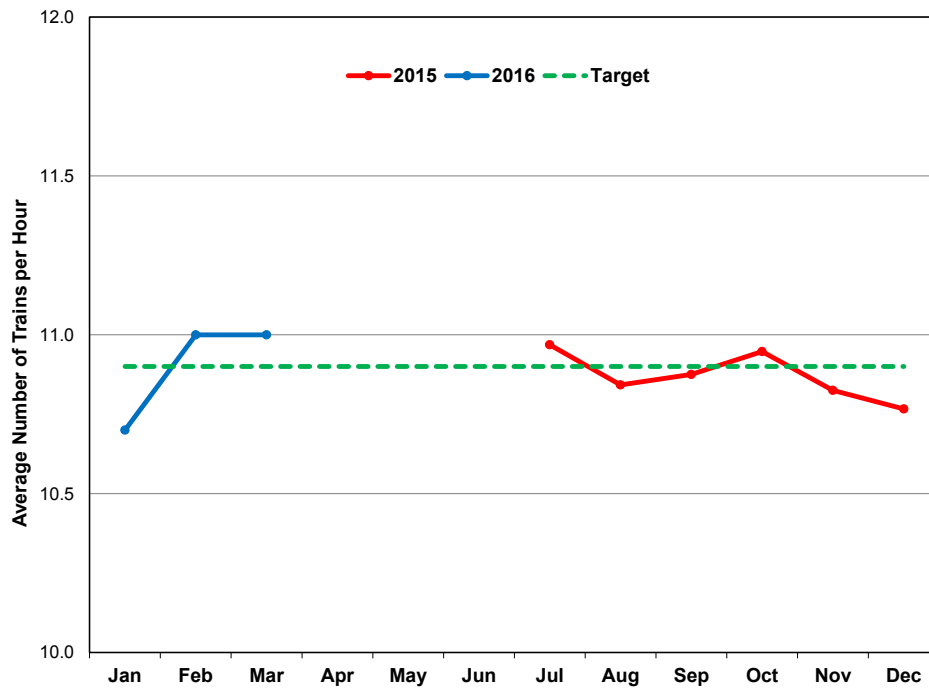
The number of delay minutes decreased in Q1 for the first time in three quarters to 331; however, performance did not achieve target for the fifth consecutive quarter.

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 remained unchanged in March at 11.0. Overall performance achieved target for the second consecutive month.

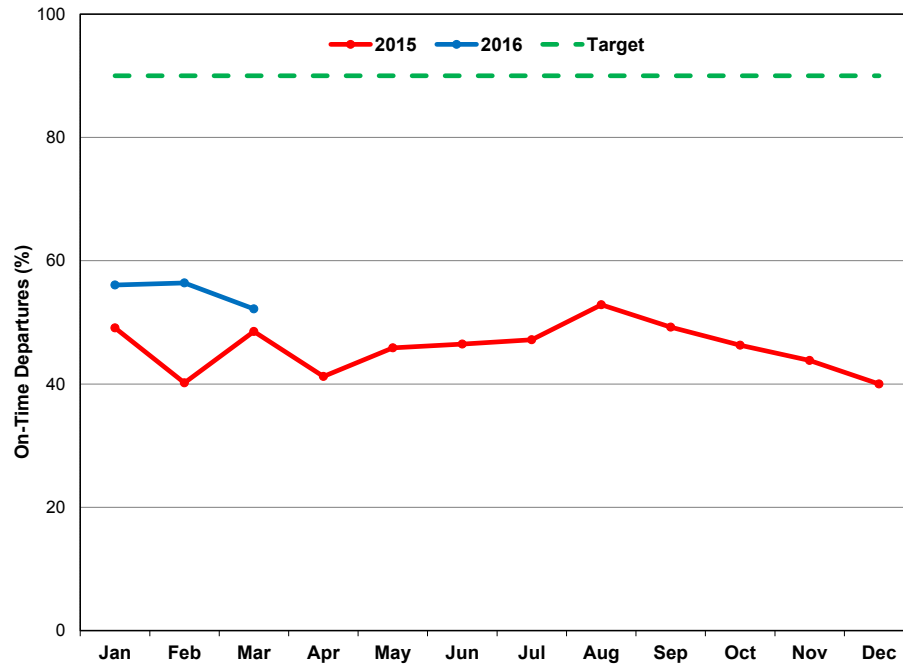
With a relatively low number of delay incidents, it is anticipated that morning peak trains per hour will remain relatively high. Along with good headway adherence, overall service quality is very strong.

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



Streetcar

On-Time Performance

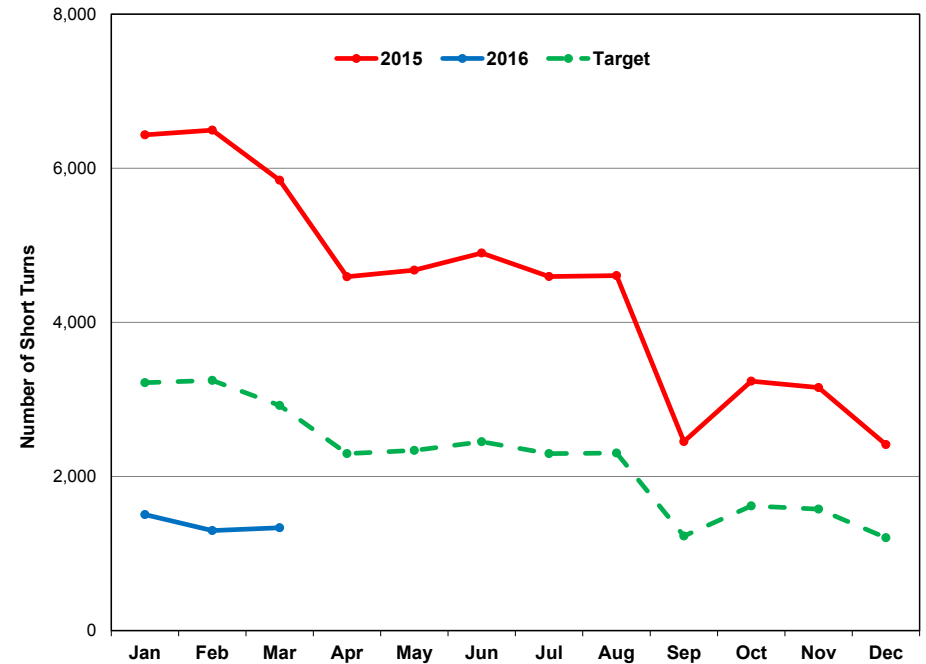


On-time performance decreased in March for the first time in three months to 52.2% and continued to remain below target.

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 slightly in March for the first time in five months to 1,335; however, overall performance has achieved target for 13 consecutive months.

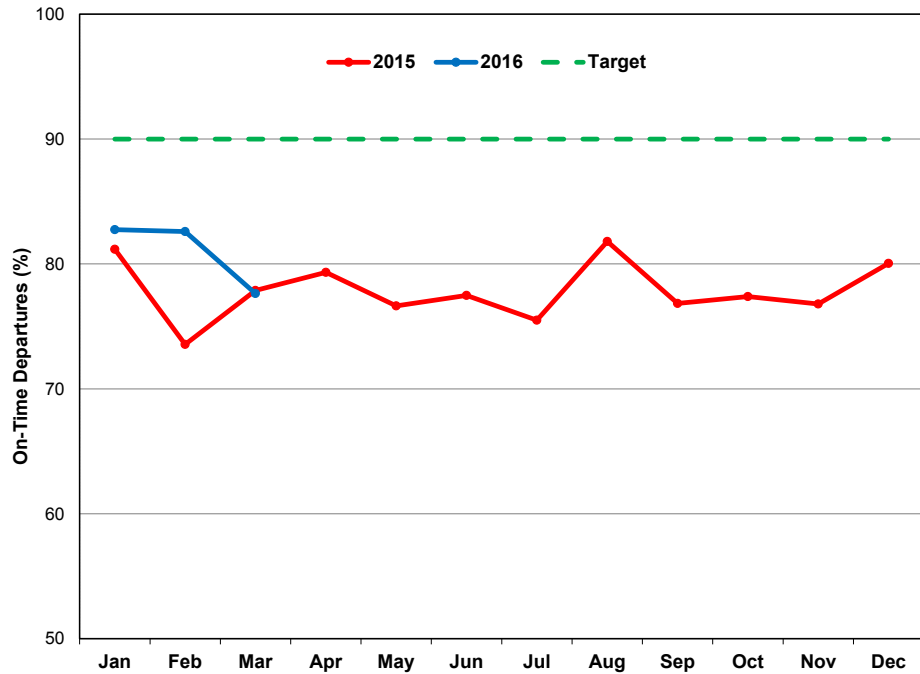
Note:

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



Bus

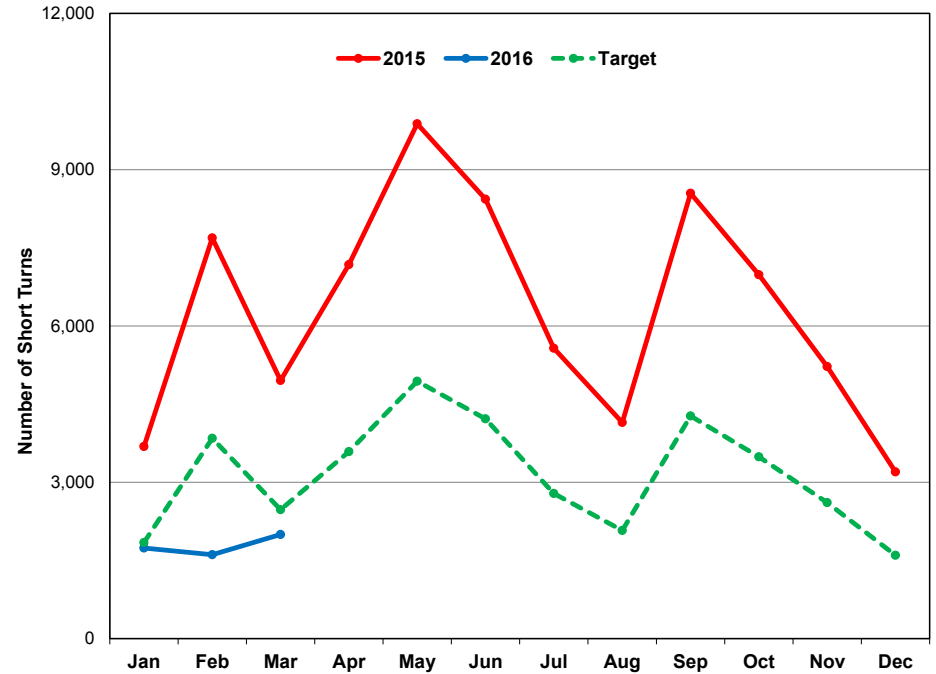
On-Time Performance



On-time performance decreased in March for the first time in four months to 77.6% and continued to remain below target.

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

Short Turns

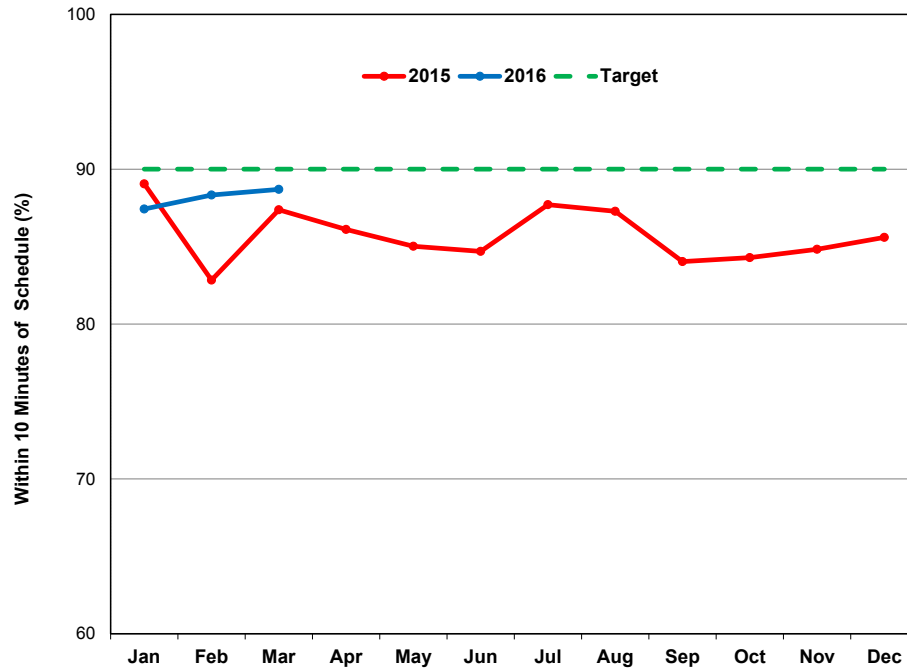


The number of bus short turns increased in March for the first time in six months to 1,997; however, overall performance has achieved target for four consecutive months.

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



Punctuality



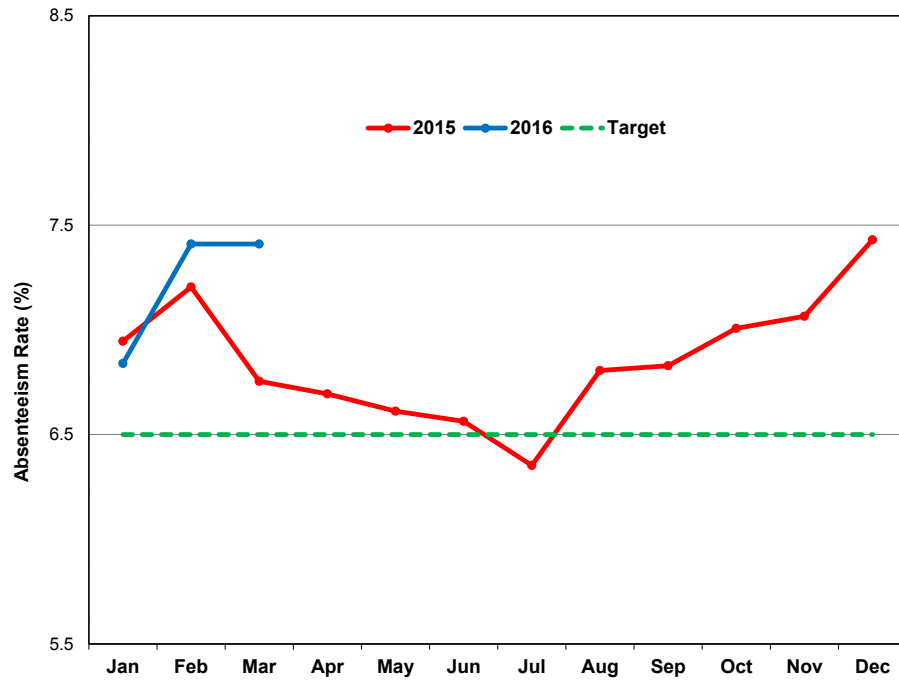
Performance increased in March for the sixth consecutive month to 88.7%, which was the highest rate in the past 14 months. Overall performance continued to remain below target.



3.3 People

People

Employee Absence



The absenteeism rate in March remained unchanged at 7.41% and has been above target (unfavourable) for eight consecutive months.

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



3.4 Assets

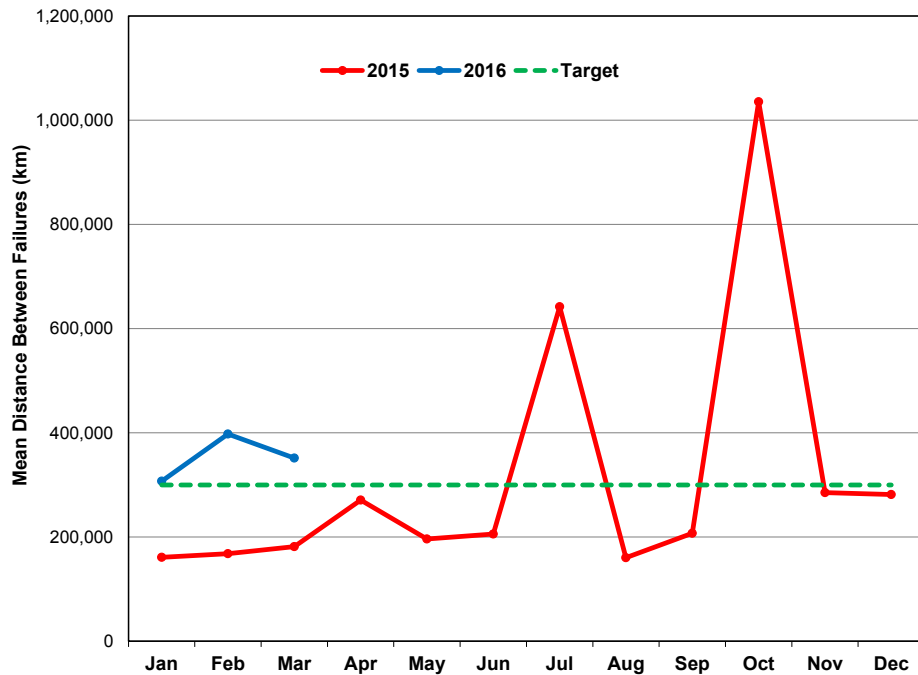


Asset: Vehicle Reliability



Subway

T1 Train: Mean Distance Between Failures (MDBF)

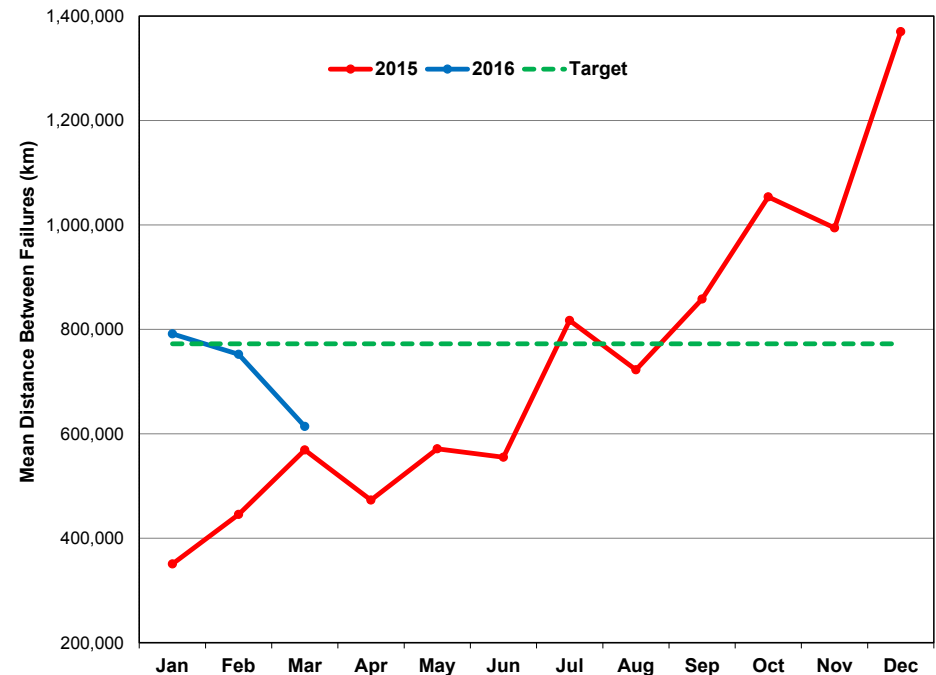


The MDBF decreased in March for the first time in three months to 351,476 kilometres; however, overall performance was above target for the sixth consecutive month.

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)



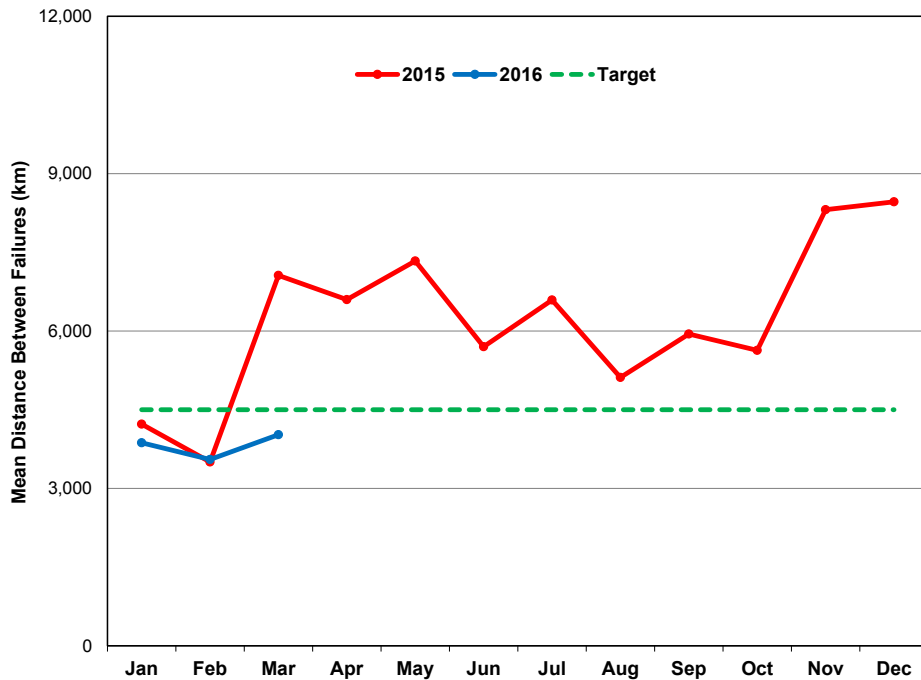
The MDBF decreased in March for the third consecutive month to 614,059 kilometres. Overall performance was below target for the second consecutive month.

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)

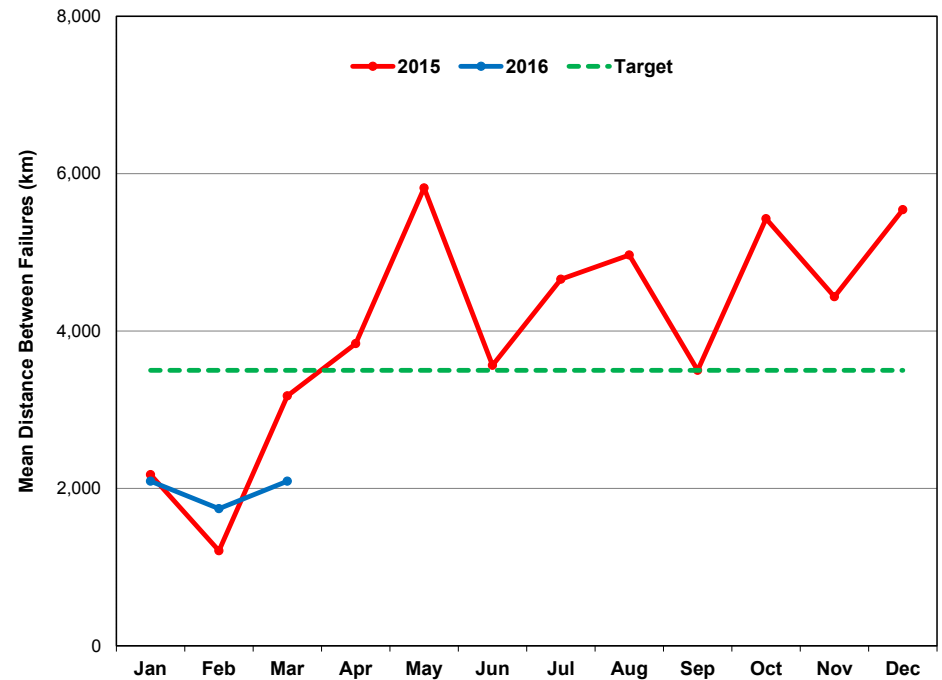


The MDBF increased in March to 4,024 kilometres; however, performance did not achieve target for the third consecutive month.

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

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)

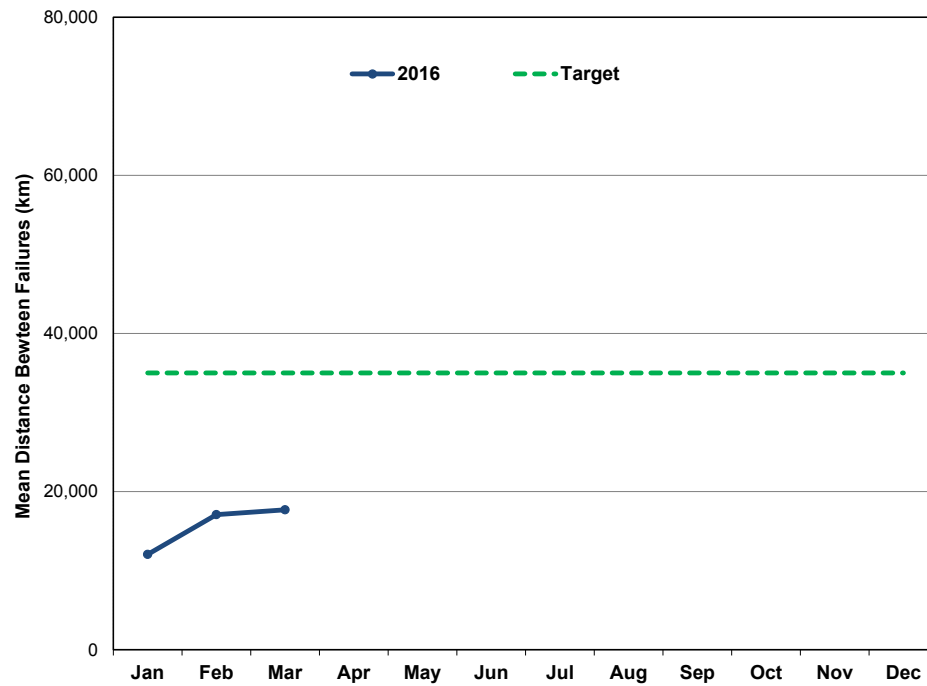


The MDBF increased in March to 2,092; however, performance did not achieve target for the third consecutive month.

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 CLRVs in a state of good repair.

New Streetcar: Mean Distance Between Failures (MDBF)



The MDBF increased in March for the second consecutive month to 17,691 kilometres.

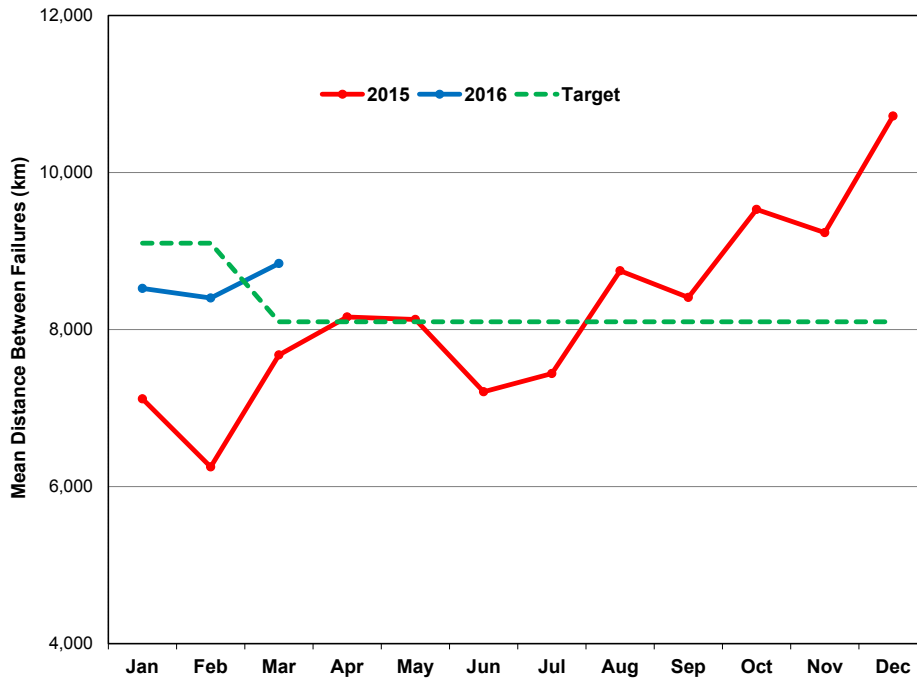
The contractual MDBF is 35,000 kilometres. This target must be met as a pre-requisite for delivery of the 61st new streetcar and beyond. The MDBF results for the new streetcars are subject to review by the Failure Review Board, which is composed of representatives from the car builder and TTC. The MDBF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

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



Bus

Bus: Mean Distance Between Failures (MDBF)



The MDBF increased in March for the second consecutive month to 8,842 kilometres. Overall monthly performance achieved target for the first time in three months.

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

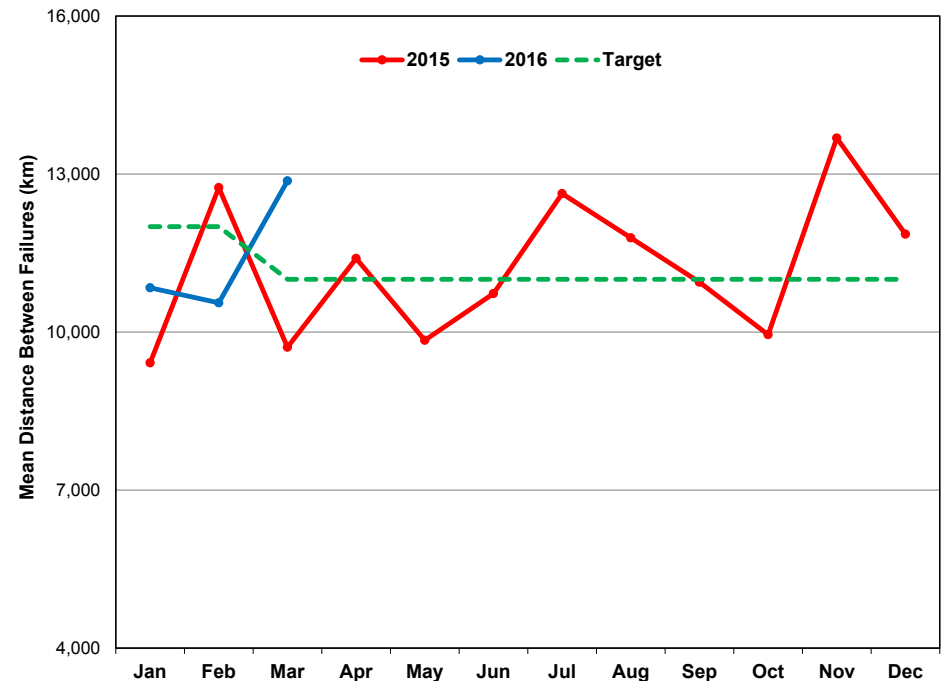
Note:

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 increased in March for the first time in four months to 12,869 kilometres.

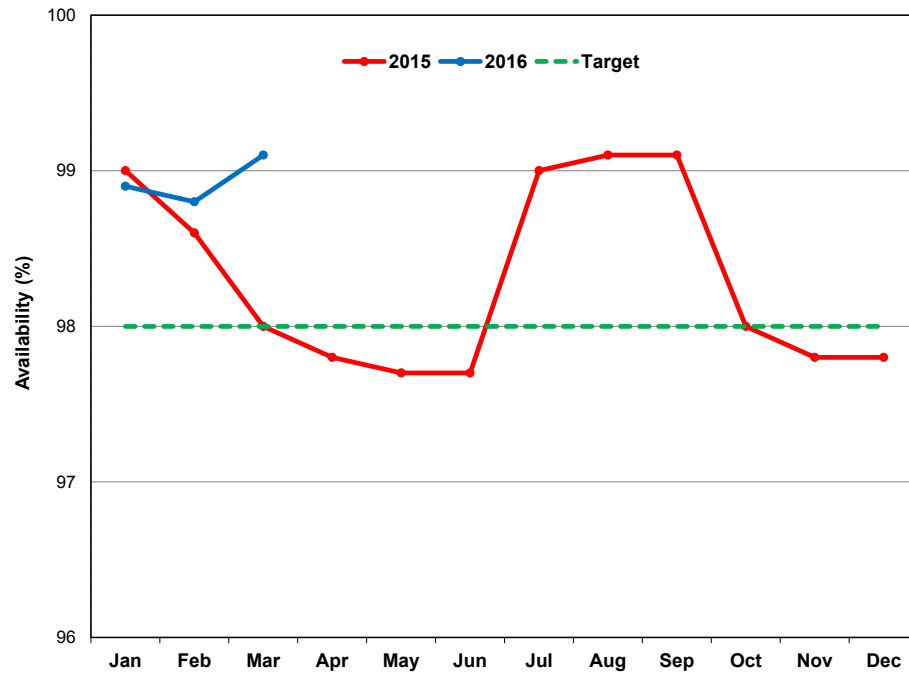
TTC Staff are addressing poor workmanship on rebuilt engines with the external contractor. A Differential/Axle RCM program is ongoing to improve mileage between failures.

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

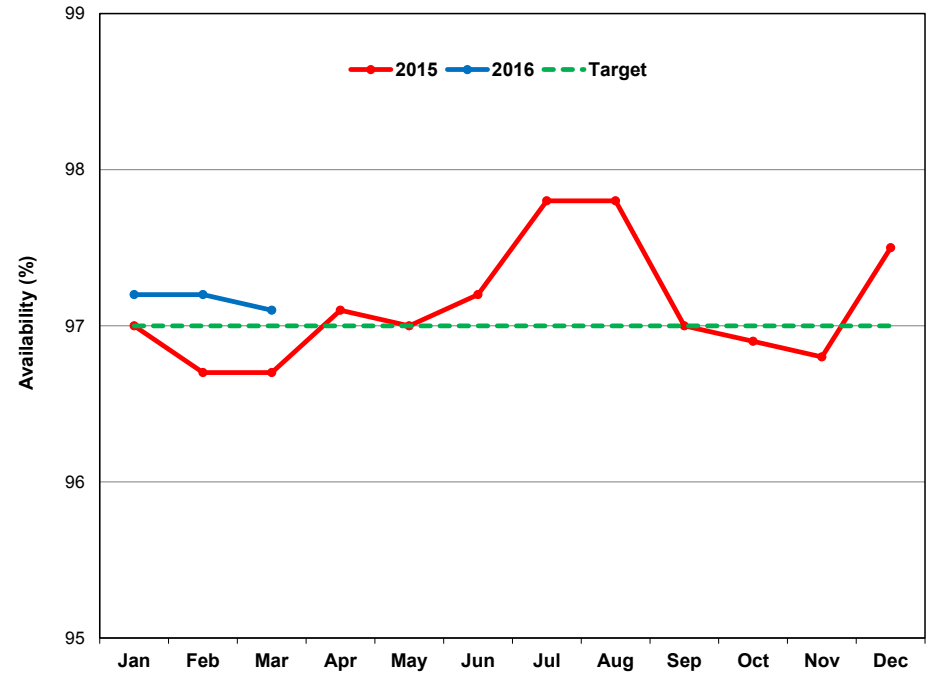
Elevators



Performance in March increased to 99.1% and continued to remain above target.

Elevator maintenance was completed as planned and scheduled.

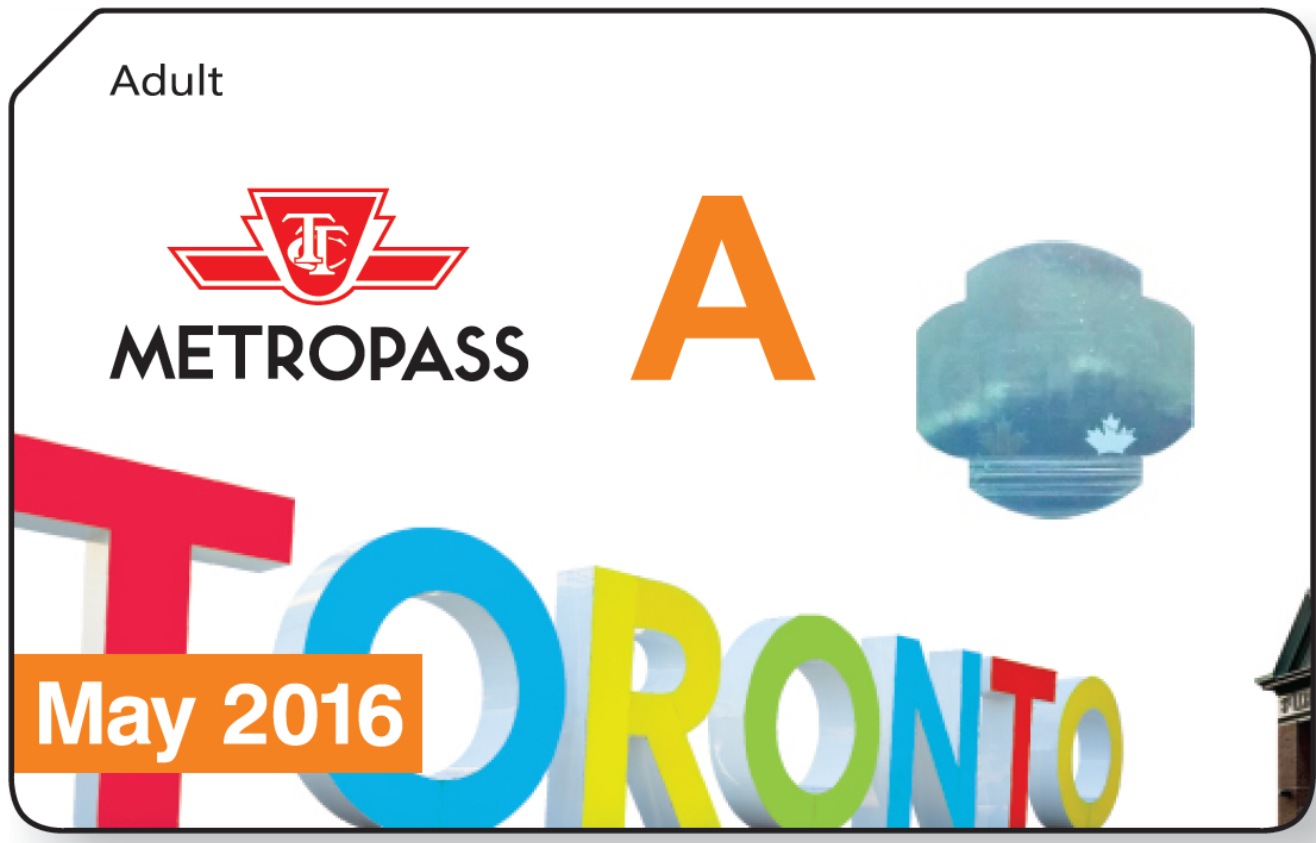
Escalators



Performance in March decreased marginally to 97.1%; however, performance was above target for the fourth consecutive month.

Escalator maintenance was completed as planned and scheduled.

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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 3 (April 2), total revenues were \$13.6 million (4.3%) below budget primarily due to 5.4 million (3.9%) fewer customer journeys than planned and a lower average fare (1.43¢ or 0.7%) stemming from ongoing changes in the mix of fare media.

Over the same time period, expenses were marginally over budget (\$0.7 million or 0.2%) largely due to budget timing differences on certain non-labour expenses.

2016 Year-End Projections

(millions)	Projection	Budget	Variance
2016 TTC Operating Budget			
Customer Journeys (Ridership)	544	553	(9)
Revenue	\$1,217.1	\$1,242.1	(\$25.0)
Expenses	\$1,726.7	\$1,736.7	(\$10.0)
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 the 2016 Ridership, unfavourable ridership results so far this year have resulted in lower than anticipated passenger revenues in the order of \$13 million. Current forecasts indicate that ridership could fall anywhere from 8 to 13 million rides below the target of 553 million (or 540 to 545 million) with corresponding passenger revenue shortfalls of about \$20 to \$30 million. 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.
- **Employee Benefits: \$3.5 million decrease.** The trend in healthcare expenses to date indicates that these expenses could fall below budget by year-end.
- **Diesel: \$2.0 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.
- **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.
- **Departmental Non-labour expenses: \$1.5 million decrease.** The anticipated recovery of \$2 million in bus warranty work accounts for the majority of this favourable year-end reduction.
- **Hydro & Utilities: \$1.0 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.

**TORONTO TRANSIT COMMISSION
2016 OPERATING BUDGET - INCOME STATEMENT**

	Period 3: 5 Weeks				Three Periods to				Full Year				LAST CEO REPORT
	February 28 to April 2, 2016				April 2, 2016				2016				
	Actual	Budget	Over/(Under) Budget	Over/(Under) Budget %	Actual	Budget	Over/(Under) Budget	Over/(Under) Budget %	Probable	Budget	Probable Variance	Probable Variance %	
(\$000s)													
TOTAL REVENUES	112,715	116,149	(3,434)	-3.0%	302,360	315,946	(13,586)	-4.3%	1,217,128	1,242,128	(25,000)	-2.0%	(25,000)
TOTAL EXPENSES	166,205	164,290	1,915	1.2%	432,509	431,803	706	0.2%	1,726,774	1,736,756	(9,982)	-0.6%	(10,539)
OPERATING SUBSIDY REQUIRED in 2016					130,149	115,857	14,292	12.3%	509,646	494,628	15,018	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)					130,149	115,857	14,292	12.3%	15,018	-	15,018		14,461

<u>REVENUES:</u>													
Passenger Revenues	106,841	110,241	(3,400)	-3.1%	285,466	298,910	(13,444)	-4.5%	1,150,300	1,175,300	(25,000)	-2.1%	(25,000)
Outside City & Charters	1,794	1,651	143	8.7%	4,747	4,372	375	8.6%	16,319	16,319	-	0.0%	-
Advertising	2,331	2,331	-	0.0%	6,993	6,993	-	0.0%	27,975	27,975	-	0.0%	-
Rent Revenue	852	916	(64)	-7.0%	2,622	2,777	(155)	-5.6%	11,095	11,095	-	0.0%	-
Commuter Parking	866	810	56	6.9%	2,501	2,358	143	6.1%	9,274	9,274	-	0.0%	-
Other Income	31	200	(169)	-84.5%	31	536	(505)	-94.2%	2,165	2,165	-	0.0%	-
TOTAL REVENUES	112,715	116,149	(3,434)	-3.0%	302,360	315,946	(13,586)	-4.3%	1,217,128	1,242,128	(25,000)	-2.0%	(25,000)
<u>EXPENSES (LABOUR & NON-LABOUR)</u>													
CEO's Office	2,117	2,234	(117)	-5.2%	5,179	5,889	(710)	-12.1%	24,453	24,342	111	0.5%	269
Engineering, Construction & Expansion Group	265	361	(96)	-26.6%	543	953	(410)	-43.0%	4,382	4,382	-	0.0%	-
Corporate Services Group	7,602	7,334	268	3.7%	17,758	19,292	(1,534)	-8.0%	81,717	84,006	(2,289)	-2.7%	(820)
Strategy and Customer Experience Group	1,802	1,871	(69)	-3.7%	4,223	4,946	(723)	-14.6%	21,016	20,868	148	0.7%	69
Operations Group	49,017	49,805	(788)	-1.6%	130,606	129,785	821	0.6%	524,799	525,626	(827)	-0.2%	(1,557)
Service Delivery Group	46,633	46,448	185	0.4%	122,277	122,185	92	0.1%	507,764	506,389	1,375	0.3%	-
Employee Benefits	31,520	31,640	(120)	-0.4%	83,560	83,220	340	0.4%	298,100	301,600	(3,500)	-1.2%	(3,500)
Vehicle Fuel	7,438	8,040	(602)	-7.5%	20,316	21,077	(761)	-3.6%	82,556	84,556	(2,000)	-2.4%	(2,000)
Traction Power	3,977	4,584	(607)	-13.2%	13,178	13,399	(221)	-1.6%	53,871	54,371	(500)	-0.9%	(500)
Utilities (Hydro, Natural Gas, Water)	2,406	2,538	(132)	-5.2%	7,797	8,116	(319)	-3.9%	25,438	25,938	(500)	-1.9%	(500)
Taxes and Licences	327	298	29	9.7%	827	829	(2)	-0.2%	3,261	3,261	-	0.0%	-
Depreciation	3,223	3,223	-	0.0%	8,509	8,509	-	0.0%	31,448	33,448	(2,000)	-6.0%	(2,000)
Accident Claims & Insurance	8,475	4,093	4,382	107.1%	11,105	7,819	3,286	42.0%	31,384	31,384	-	0.0%	-
Non-Departmental Costs	1,403	1,821	(418)	-23.0%	6,631	5,784	847	14.6%	36,585	36,585	-	0.0%	-
TOTAL EXPENSES	166,205	164,290	1,915	1.2%	432,509	431,803	706	0.2%	1,726,774	1,736,756	(9,982)	-0.6%	(10,539)
OPERATING SUBSIDY REQUIRED in 2016					130,149	115,857	14,292	12.3%	509,646	494,628	15,018	3.0%	-
CITY OPERATING SUBSIDY AVAILABLE							-	100.0%	493,627	493,627	-		-
DRAW FROM STABILIZATION RESERVE									1,001	1,001			-
SHORTFALL / (SURPLUS)					130,149	115,857	14,292	12.3%	15,018	-	15,018		14,461

Wheel-Trans Operating Budget

2016 Year-to-Date Results

To the end of Period 3 (April 2), total revenues were slightly above target (\$9K or 0.5%). This reflects slightly higher revenues from 43K (4.7%) more customer journeys partially offset by a lower average fare (\$0.08 or 4%).

Over the same period, expenses were \$0.4 million (1.4%) over budget primarily due to the additional customer journeys.

2016 Year-End Projections

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

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 265,000 trips (roughly 7.3%) 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 20%) 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 expenses by several millions of dollars and staff are currently assessing how to partially mitigate these demand-driven expense increases through expense reductions in diesel fuel and utilities, workforce gapping, and lower employee benefits utilization. It is preliminarily estimated that the subsidy requirement for 2016 could increase by \$4 to \$5 million beyond the \$116.7 million budget.

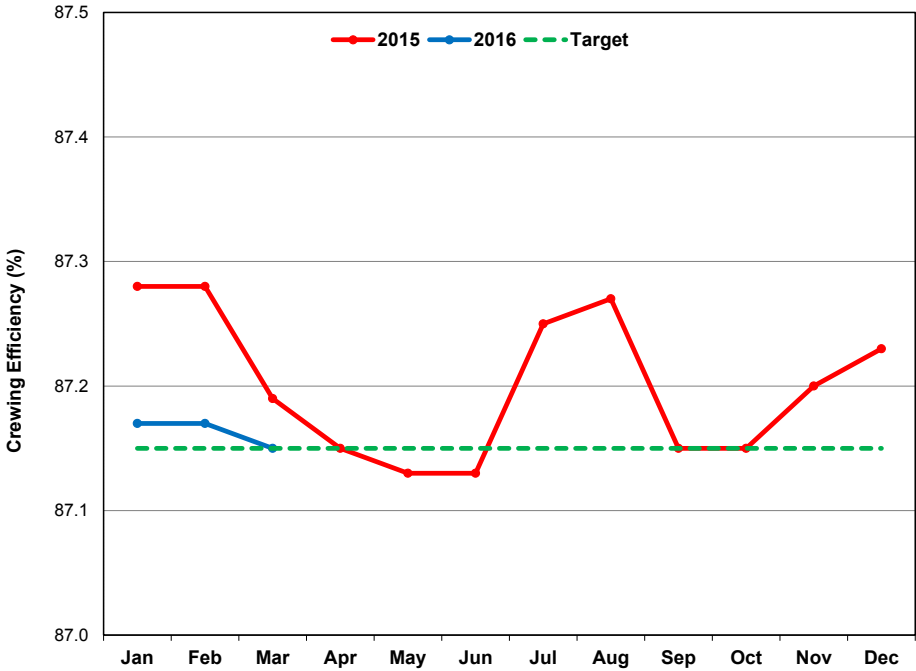
Staff will provide year-end projections for both ridership and the associated budgetary impacts in the next CEO's Report.

WHEEL-TRANS
OPERATING BUDGET - INCOME STATEMENT

PERIOD 3	Period 3: Five Weeks February 28 to April 2, 2016			Three Periods to April 2, 2016			Full Year 2016		
(\$000s)	Actual	Budget	Over/(Under) Budget	Actual	Budget	Over/(Under) Budget	Projected Actual	Budget	Projected Variance
REVENUES:									
Passenger Fares	635	645	(10)	1,728	1,719	9	6,953	6,953	0
EXPENSES:									
CONTRACTED TAXI SERVICE	5,076	4,569	507	13,038	11,676	1,361	47,808	47,808	0
WHEEL-TRANS BUS SERVICE	4,378	4,537	(159)	11,582	12,151	(569)	48,622	48,622	0
OTHER WHEEL-TRANS EXPENSES	2,495	2,693	(198)	6,761	7,115	(354)	27,235	27,235	0
TOTAL EXPENSES	11,949	11,798	150	31,381	30,942	439	123,665	123,665	0
OPERATING SUBSIDY REQUIRED IN 2016							116,712	116,712	0
OPERATING SUBSIDY AVAILABLE IN 2016							116,712	116,712	0
SHORTFALL/(SURPLUS)							-	-	0

PASSENGER TRIPS (000s)	361	353	8	952	909	43	3,690	3,690	0
UNACCOMMODATED RATE (%)	0.4	0.5	(0.0)	0.4	0.5	(0.1)	0.5	0.5	0.0
SUBSIDY PER TRIP (\$)	31.33	31.63	(0.30)	31.14	32.14	(1.00)	32.13	32.13	0.00

Operator Crewing Efficiency



Operator crewing efficiency decreased slightly in March to 87.15% but has achieved target for nine consecutive months.

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

TTC Capital Budget

2016 Year-to-Date Results

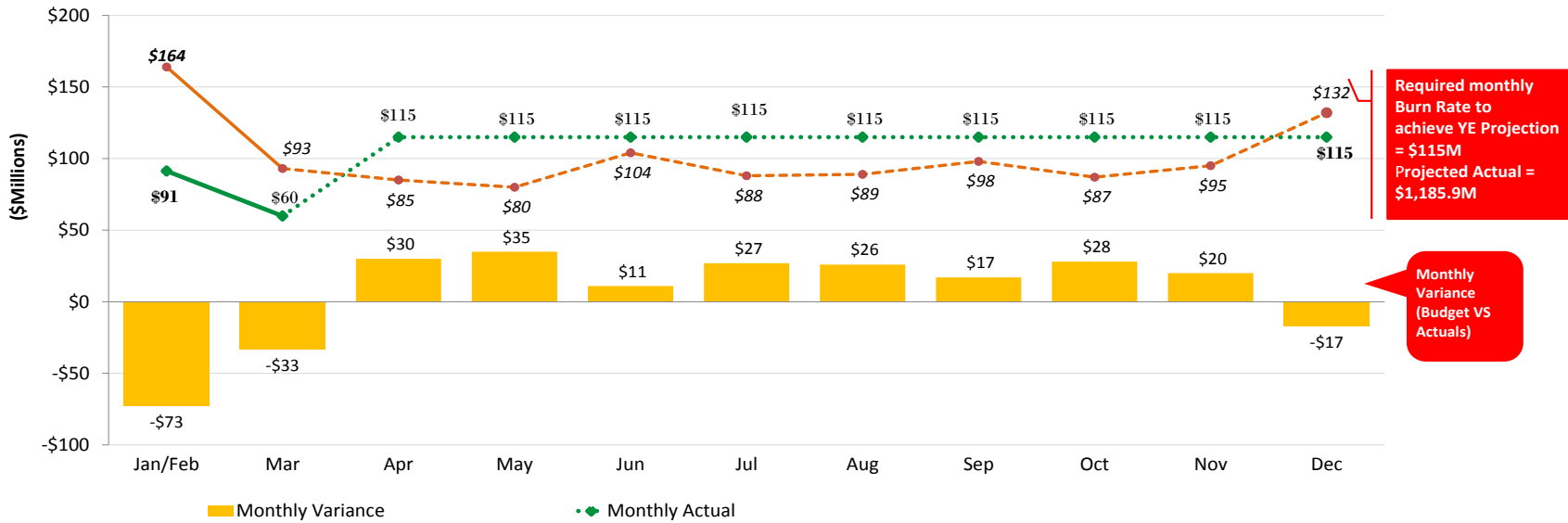
Capital expenditures to the end of Period 3 (April 2, 2016) typically reflect lower project activity as early efforts are focussed on setting up schedules and tendering work. Other current period activity includes settlement of 2015 accrued contract payments and continued progress on vehicle and construction contracts already in place.

2016 Year-End Projections

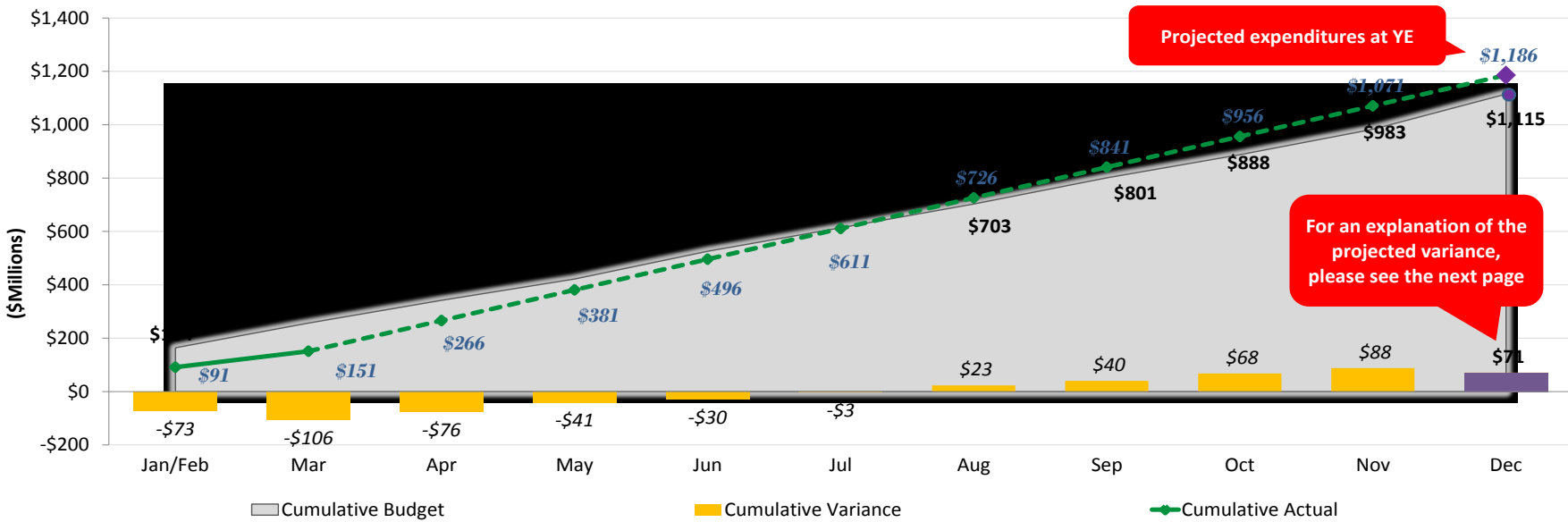
(millions)	Projection	Budget*	Variance
2016 TTC Capital Budget			
Base Program	\$1,185.9	\$1,115.0	\$70.9
Toronto-York Spadina Subway Extension (TYSSE)	\$658.0	\$719.6	(\$61.6)
Scarborough Subway Extension (SSE)	\$56.7	\$133.0	(\$76.3)

*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: \$70.9 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: \$7.1 million over

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

Surface Track: \$5.7 million under

The variance is due to 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

The variance is mainly due to: 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: \$4.5 million over

The variance is primarily due to 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): \$3.1 million over

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

artwork/landscaping and public realm improvements.

On Grade Paving Rehabilitation Program: \$3.1 million under

Variance of \$3.1M is due to work advancement in 2015, work progressed faster than anticipated at Davisville Lower Roadway, Malvern Garage, St. Clair Station & Eglinton Bus Roadway.

Bridges and Tunnels: \$7.1 million over

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

Leslie Barns Project: \$34.5 million over

The variance is due to prior year slippage and 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: \$7.8 million over

Variance is due to 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

Variance is due to the accelerated delivery of buses in 2015.

Purchase of Subway Cars: \$36.9 million over

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

Bus Overhaul: \$9.4 million over

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

with the 2014 efficiency gains deferred into 2016 (+\$4.5M).

Subway Car Overhaul: \$10.1 million under

Variance is mainly due to slippages for the Train Door Monitoring (TDM) project due to scope change in the Sheppard line from T1 train to TR train 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.

Streetcar Overhaul: \$6.2 million over

Variance is due to: 30 CLRV overhaul - 2016 new project approved budget by the Board that is recoverable 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).

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

Variance is due to slippage and delivery delays from 2015.

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

Variance is mainly due to deferral of Vacuum Excavator project to future year as priority was given to workcar (Automatic Train Protection) ATP prototyping project.

Other Service Planning: \$2.9 million over

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

Toronto York Spadina Subway Extension (TYSSE) : \$61.6 million under

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

Scarborough Subway Extension: \$76.3 million under

Scarborough Subway Project (-\$80.1M): Variance is due to delays in the Environmental Assessment (EA) process and the rebaselining of the project scope.

SRT Life Extension (+\$3.8M): The variance is due to slippage from 2015. The preliminary result of SRT structural assessment showed that SRT would need extensive structural repairs; therefore, TTC is waiting for a recommendation from Bombardier 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).

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4. Critical Projects

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.



Performance Scorecard

	Schedule	Cost	Scope	Overall Risk
Current Status	G	G	G	G
Outlook to Completion	G	G	G	G

Accomplishments

-33 Buses delivered from the total order of 98 buses,
-26 buses have been commissioned as of April 02/16

Key Issues and Risks

1.No risk is anticipated.

Management Action Plan

1.Continue to receive and commission buses being delivered in 2016.

Budget Update (as of April 02, 2016)
(millions of dollars)

	Year to Date	2016	Lifetime to Date	Estimated Final Cost
Budget:	\$29.7	\$78.6	\$558.5	\$976.8
Actual:	\$18.8		\$554.0	
Projected:		\$72.1		\$976.6
Actual Variance:	-\$10.9		-\$4.5	
Projected Variance:		-\$6.5		-\$0.2

2016 Variance: \$6.5 million under
(10.5M) for delivery of buses accelerated into 2015(WO6750)
+3.6M for outstanding payments to WO6274,from 2015 deliveries
+0.4M for outstanding payments to WO6572,from 2015 deliveries
EFC Variance: \$0.2 million under
Variance is due to cost estimate changes.

Schedule Status

No.	Phase / Milestone / Target	Milestone Date	2012	2013	2014	2015	2016				2017				2018	2019	2020	2021	2022	2023	2024
							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 (+26 buses)	Q4 2015				✓															
6	Replacement + CSI 40 ft. LF Clean Diesel Buses- 98	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- 90 + 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: April 02,2016

Reporting frequency: Quarterly



Performance Scorecard

	Schedule	Cost	Scope	Overall Risk
Current Status	G	G	G	G
Outlook to Completion	G	G	G	G

Accomplishments

- Design-build RFP released February 29,2016
- Design presentation meetings held April 12-14,2016

Key Issues and Risks

Management Action Plan

Budget Update (as of March 31, 2016)

(millions of dollars)

	Year to Date	2016	Lifetime to Date	Estimated Final Cost
Budget:	\$0.4	\$2.3	\$6.6	\$181.0
Actual:	\$0.5		\$7.5	
Projected:		\$2.1		\$181.0
Actual Variance:	\$0.1		\$0.9	
Projected Variance:		-\$0.2		\$0.0

2016 Variance: \$0.2 million under
Delayed release of Design-Build RFP

EFC Variance: \$0 million

Schedule Status

No.	Phase / Milestone / Target	Milestone Date	2015	2016				2017				2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4										
1	RFPQ Completed	Q3 2015	✓																		
2	RFP Issued	Q1 2016		✓																	
3	Contract Award	Q1 2017			Today			■													
4	Commence Construction	Q3 2017							■												
5	Construction substantially complete (SP)	Q2 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: March 31,2016

Reporting frequency: Quarterly



Performance Scorecard

	Schedule	Cost	Scope	Overall Risk
Current Status	Y	Y	G	G
Outlook to Completion	G	G	G	G

Accomplishments

-Start of Design
-Completion of Bus and Streetcar surveys by Clever Devices

-Completion of Bus and Streetcar Division Surveys

Key Issues and Risks

1. Project Schedule to be finalized.

Management Action Plan

1. Awaiting receipt of Project Binder from Clever Devices in May 2016.

Budget Update (as of March 31, 2016)

(millions of dollars)

	Year to Date	2016	Lifetime to Date	Estimated Final Cost
Budget:	\$0.6	\$22.5	\$2.9	\$115.4
Actual:	\$0.5		\$3.4	
Projected:		\$9.0		\$115.4
Actual Variance:	-\$0.1		\$0.5	
Projected Variance:		-\$13.5		\$0.0

2016 Variance: \$13.5 million under

Variance is due to delay in awarding the contract for the CAD/AVL system payment milestones moved from 2016 to 2017

EFC Variance: \$0 Million

Schedule Status

No.	Phase / Milestone / Target	Milestone Date	2015	2016				2017				2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
				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	Q4 2016			█																	
8	Factory Acceptance Testing Complete	Q2 2017				█																
9	Proof of Concept Complete	Q3 2017					█															
10	Bus Installs Complete	Q4 2018										█										
11	Streetcar Installs Complete	Q1 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: March 31, 2016

Reporting frequency: Quarterly



Purchase of New Streetcars
May 2016 CEO Report

Performance Scorecard

	Schedule	Cost	Scope	Overall Risk
Current Status	G	R	G	R
Outlook to Completion	G	G	G	Y

Accomplishments

- 17 Cars available for service, maintenance spares and training
- 18th Car(4419)awaiting completion of Comm. Tests

Key Issues and Risks

- 1.Union labour strike action in Bombardier's Thunder Bay plant from Jul-Sept 2014 impacted the vehicle delivery schedule.
- 2.Poor Manufacturing quality in Bombardier's Sahagun Mexico plant, as well as production and supply chain issues in Thunder Bay continues to affect delivery schedule and vehicle quality.
3. Bombardier provided an updated 2016 delivery schedule on April 25, 2016 and only 16 LFLRVs, for a total of 30 LFLRVs, will be available for passenger service by year end. Whereas the previous February 2016 schedule indicated 40 vehicles planned for 2016, for a total of 54 cars by year end.

Management Action Plan

- 1.Work with Bombardier on engineering and production process control improvements.
- 2.Closely monitor production quality check gates, offer engineering and program support, as well as on-site modification program support.
- 3.Overhaul legacy streetcars to maintain safe and reliable streetcar service.
- 4.Pursue liquidated damages and cost recovery provided for in the contract as a result of delays to vehicle delivery.

Budget Update (as of April 22, 2016)

(millions of dollars)

	Year to Date	2016	Lifetime to Date	Estimated Final Cost
Budget:	\$41.4	\$174.9	\$550.7	\$1,186.5
Actual:	\$6.9		\$516.2	
Projected:		\$149.3		\$1,186.5
Actual Variance:	-\$34.5		-\$34.5	
Projected Variance:		-\$25.6		\$0.0

2016 Variance: \$25.6 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	2027
				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 February 24, 2016 delivery schedule)	Q1 2019																			
6	204 Cars deployed (based on April 25, 2016 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: May 02,2016

Reporting frequency: Quarterly



Performance Scorecard

	Schedule	Cost	Scope	Overall Risk
Current Status	G	Y	G	G
Outlook to Completion	G	G	G	G

Accomplishments

- Substantial Performance for facility achieved on March 11,2016

-Substantial Performance for Leslie Street, Connection Track achieved on January 13,2016

Key Issues and Risks

1.Construction Claim

Management Action Plan

1.Arbitration process in place. Future Budget request will be required.

Budget Update (as of March 31, 2016)

(millions of dollars)

	Year to Date	2016	Lifetime to Date	Estimated Final Cost
Budget:	\$6.0	\$33.8	\$459.6	\$516.7
Actual:	\$5.8		\$435.4	
Projected:		\$68.3		\$516.7
Actual Variance:	-\$0.2		-\$24.1	
Projected Variance:		\$34.5		\$0.0

2016 Variance: \$34.5 million under

Prior year slippage. Includes delay of Substantial Performance for Leslie Street Connection Track and delays in commissioning which impacted the value of progress payments for Leslie Barns.

EFC Variance: \$0 million

Schedule Status

No.	Phase / Milestone / Target	Milestone Date	2015	2016				2017				2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
				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 full handover to Operations	Q1 2016		✓																	
4	Leslie Street landscaping complete	Q4 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: March 31,2016

Reporting frequency: Quarterly



Performance Scorecard

	Schedule	Cost	Scope	Overall Risk
Current Status	G	G	G	G
Outlook to Completion	G	G	G	G

Accomplishments

-Russell Yard South End Special Track Work Substantial Performance achieved on October 30, 2015 and track/OCS commissioning was completed on March 24, 2016

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.
2. The barrier wall construction and track rehabilitation at the CNE between the Metrolinx and TTC tracks has been deferred to 2016 to allow for streetcar storage and deployment out of the CNE.
3. The delivery delay of the new low floor streetcars (LFLRV) and the resulting extension of legacy fleet required for passenger service has prolonged storage demands at Roncesvalles and Russell yards which has lead to the deferral of the track rehabilitation work at these yards.

Management Action Plan

1. Due to the delay in the completion of Leslie Barns and the delay in the LFLRV delivery schedule, the following projects will be deferred:
 - Russell Yard Tracks 08-22 deferred to 2018
 - Roncesvalles Pit Track deferred to 2017
 - Roncesvalles Carhouse S curve tracks 1-28 deferred to 2019
 - Russell Yard north ladder deferred to 2018
 - Harvey Shops transfer table tracks deferred to 2018 pending results of EC&E facility utilization study.

Budget Update (as of April 02, 2016)

(millions of dollars)

	Year to Date	2016	Lifetime to Date	Estimated Final Cost
Budget:	\$15.0	\$32.9	\$254.4	\$418.6
Actual:	\$12.8		\$248.6	
Projected:		\$27.1		\$418.6
Actual Variance:	-\$2.2		-\$5.8	
Projected Variance:		-\$5.8		\$0.0

2016 Variance: \$5.8 million under

Variance is due to the deferral of several projects to future years. Refer to Management Action Plan for further details.

EFC Variance: \$0 million

Schedule Status

No.	Phase / Milestone / Target	Milestone Date	2015	2016				2017				2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4										
1	Roncesvalles Carhouse S-Curve Tracks 1-28	Q4 2019																			
2	Russell Yard Tracks 8-22	Q4 2018	Today																		
3	Harvey Shop Tracks Beneath Transfer Table	Q4 2018																			
4	Russell Yard North Ladder	Q4 2018																			
5	Roncesvalles Pit Track	Q4 2017																			
6	Car Stops-Ongoing State of Good Repair(SOGR)	Q4 2016																			
7	C.N.E. Loop - Construction	Q4 2016																			
8	Russell Yard - South End Modification Improvement	Q2 2016																			
9	Roncesvalles Southwest Corner - Construction	Q2 2016																			
10	The Queensway - Modifications (Design Only)	Q2 2016																			
11	C.N.E. Loop (Design)	Q4 2015	✓																		
12	Russell Yard - South End (Track)	Q4 2015	✓																		
13	Roncesvalles Southwest - Design and Layout	Q3 2015	✓																		
14	College and Spadina	Q2 2015	✓																		
15	Bloor Loop and Spadina	Q2 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: May 11,2016

Reporting frequency: Quarterly



Purchase of Subway Cars
May 2016 CEO Report

Performance Scorecard

	Schedule	Cost	Scope	Overall Risk
Current Status	G	G	G	G
Outlook to Completion	G	G	G	G

Accomplishments

-Completed Base and Specified Options 1A and 1B orders reliability goal of 480,000 miles Mean Distance between failures

-Completed shipping of last ATC Hardware-Ready Trainset for Option 1A

-Final Acceptance and availability of 75 Train Sets for operational service

-Updated Operator Manual, completed Pilot Training and approved Qualification Test Report for "4-Car Consist Train Set"

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.

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.

3. TTC is in review of Commercial Offer for Train Door Monitoring System-Phase 2 and Yard Maintenance Support System (YMSS) Phase 1 for full system integration and testing. Board approval is pending

Budget Update (as of April 02, 2016)

(millions of dollars)

	Year to Date	2016	Lifetime to Date	Estimated Final Cost
Budget:	\$11.0	\$24.2	\$1,140.5	\$1,166.9
Actual:	\$11.3		\$1,102.1	
Projected:		\$61.1		\$1,166.9
Actual Variance:	\$0.3		-\$38.4	
Projected Variance:		\$36.9		\$0.0

2016 Variance: \$36.9 million over

Variance is primarily due to the transfer of the escalation and contingency allowance to 2016. Milestones related to delivery and installation of Decoding system and 4-Car Consist rescheduled along with distribution of TTC labour to 2016.

EFC Variance: \$0 million

Schedule Status

No.	Phase / Milestone / Target	Milestone Date	2013	2014	2015	2016				2017				2018	2019	2020	2021	2022	2023
						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: May 02, 2016

Reporting frequency: Quarterly



Performance Scorecard

	Schedule	Cost	Scope	Overall Risk
Current Status	G	G	G	G
Outlook to 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.Future budget request will be required.
- 4.Concept report outlines possible options and investigations continue.

Budget Update (as of March 31, 2016)

(millions of dollars)

	Year to Date	2016	Lifetime to Date	Estimated Final Cost
Budget:	\$6.0	\$35.0	\$232.2	\$655.2
Actual:	\$6.6		\$233.0	
Projected:		\$35.0		\$655.2
Actual Variance:	\$0.6		\$0.8	
Projected Variance:		\$0.0		\$0.0

2016 Variance: \$0 million

EFC Variance: \$0 million

Schedule Status

No.	Phase / Milestone / Target	Milestone Date	2015	2016				2017				2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4										
1	St. Clair West- subway to bus/ streetcar only(E2&E3)	Q2 2016																			
2	Ossington	Q3 2016																			
3	Woodbine	Q2 2017																			
4	Coxwell	Q4 2017																			
5	Dupont & St. Patrick	Q4 2018																			
6	Royal York,Wilson,Yorkdale,King,Runnymede & Wellesley	Q4 2019																			
7	Sherbourne,Bay,Chester & College	Q4 2020																			
8	Keele,Spadina,Lawrence,Lansdowne & Donlands	Q4 2021																			
9	Greenwood	Q4 2022																			
10	Castle Frank,Christie,High Park & Summerhill	Q4 2023																			
11	Rosedale,Museum & Old Mill	Q4 2024																			
12	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: March 31, 2016

Reporting frequency: Quarterly



Performance Scorecard

	Schedule	Cost	Scope	Overall Risk
Current Status	G	Y	G	Y
Outlook to Completion	G	G	G	G

Accomplishments

-Awarded Contract AW1-5"Wilson Yard Tie in Tracks 33-43"on January 18,2016
 -Achieved Substantial Performance of Contract A18-15"Wilson Yard Site Services Stage 1"on March 08,2016

Key Issues and Risks

None

Management Action Plan

N/A

Budget Update (as of March 31, 2016)

(millions of dollars)

	Year to Date	2016	Lifetime to Date	Estimated Final Cost
Budget:	\$6.9	\$38.2	\$118.7	\$985.2
Actual:	\$11.8		\$127.3	
Projected:		\$46.0		\$985.6
Actual Variance:	\$4.9		\$8.6	
Projected Variance:		\$7.8		\$0.3

2016 Variance: \$7.8 million over

Increase in estimated expenditures for Keele Yard Retrofit & Wilson Yard Tie in Tracks 33 to 43 and Wilson Yard System Works

EFC Variance: \$0.3 million over

Wilson Complex TR Training Centre and EDD Enclosure Alterations transferred from project 584X

Schedule Status

No.	Phase / Milestone / Target	Milestone Date	2015	2016				2017				2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4										
1	Greenwood Yard-Track Conversion and South Fence Replacement(GR1-46),(GR65-10 & GR1-41 Combined)	Q1 2016		✓																	
2	Wilson Yard Site Services Stage I(A18-15)	Q2 2016																			
3	Wilson Yard Site Services Stage II(A18-20)	Q3 2016																			
4	Wilson Carhouse North Expansion(C1-38)	Q3 2016																			
5	Keele Yard Retrofit (B4-36)	Q1 2017																			
6	Wilson Yard Tie in Tracks 33-43(AW1-5)	Q2 2017																			
7	Wilson Yard-Consolidated Rail Amalgamation Study(G85-329)	Q2 2017																			
8	Wilson Carhouse-Access Stairwell at Tracks 9/10(C1-46)	Q3 2017																			
9	Wilson Yard Tie in Carhouse North Ladder Tracks(Tracks 2-15) /AW1-4	Q4 2017																			
10	Wilson Yard CCTV for Yard Control(A80-24)	Q4 2018																			
11	Wilson Yard T&S Building Renovation(AW1-3)	Q4 2018																			
12	Wilson and Davisville Yards-Friction Bumping Posts(G60-266)	Q4 2018																			
13	Wilson Yard Conversion of ATC Track	Q4 2018																			
14	Davisville Carhouse Expansion East Side(S5-59)	Q4 2018																			
15	Kipling Station Track Expansion(F65-10)	Q4 2019																			
16	Greenwood T&S Building Renovation & Carhouse Pendent Retrofit (GR1-51),(GR1-40 & GR60-25 combined)	Q4 2019																			
17	Davisville T&S Building Renovation(S5-60)	Q4 2020																			
18	Wilson Carhouse Tracks 15 and 16 Expansion and Alterations(C1-42)	Q4 2020																			
19	Greenwood Carhouse Tandem Wheel Lathe with Wireless Shunter(GR1-53)	Q4 2021																			
20	Wilson Yard Signalling and System works	Q4 2021																			
21	Future Works	Post 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: March 31,2016

Reporting frequency: Quarterly



Performance Scorecard

	Schedule	Cost	Scope	Overall Risk
Current Status	G	G	G	G
Outlook to Completion	G	G	G	G

Accomplishments

-YUS Line 1-Russel Hill NB,C-122 High Rail Replacement
 -YUS Line 1-St. Clair NB,C-123,High Rail Replacement
 -YUS Line 1-Ava NB,C-130,High Rail and Low Rail Replacement

-YUS Line 1-Glenayr NB,C-126,Low Rail and RR Replacement
 -YUS Line 1-Ava NB,C-130 High Rail and Low Rail Replacement.BD Line 2-Kennedy WB,C-154 Low Rail Replacement
 -60449 ft. production rail grinding

Key Issues and Risks

1.Reduction in available labour resources due to decrease in the exemption of Employment Standard Act(ESA) restrictions

Management Action Plan

1.None.Compliance to New Standard required.

Budget Update (as of April 02, 2016)
(millions of dollars)

	Year to Date	2016	Lifetime to Date	Estimated Final Cost
Budget:	\$4.5	\$28.6	\$138.0	\$504.9
Actual:	\$4.8		\$124.0	
Projected:		\$35.7		\$504.8
Actual Variance:	\$0.3		-\$14.0	
Projected Variance:		\$7.1		-\$0.1

2016 Variance: \$7.1 million under

Rescheduling of contract work to begin in 2015 for a Rail Vehicle Based Inspection System due to revised timelines for system design,supply and installation,along with slippage of work from 2015 for Track Rehabilitation and Turnout Replacement.

EFC Variance: \$0.1 million under

Schedule Status

No.	Phase / Milestone	Milestone Date	2015	2016				2017				2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4										
1	Subway / SRT Track Replacement Program(Ongoing)	Q4 2016																			
2	Subway/ SRT Turnout Rehabilitation Program(Ongoing)	Q4 2016																			
3	MOWIS Upgrade	Q4 2016																			
4	Rail Vehicle Based Inspection System(Finite)	Q1 2017																			
5	Subway Rail Grinding	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: May 06,2016

Reporting frequency: Quarterly



Performance Scorecard

	Schedule	Cost	Scope	Overall Risk
Current Status	G	G	Y	G
Outlook to Completion	G	G	G	G

Accomplishments

- Dynamic testing of 8TR trains
- Successful completion of 2 closures for ATC
- Held work car workshop with international experts

- 2 Sessions of ETTF system testing of POC software
- ETTF curve slow speed train testing

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.
3. Schedule constraints prevent TYSSE opening.
4. Culture and training.
5. Loss of key staff.
6. 2017 closures required for testing not available

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 TYSSE opening. Maximize lessons from Phase 1 Plan B if required.
4. Stakeholder management and robust training.
5. Staff retention plan.
6. Secure closures early and don't change

Budget Update (as of April 02, 2016)

(millions of dollars)

	Year to Date	2016	Lifetime to Date	Estimated Final Cost
Budget:	\$14.2	\$56.3	\$291.4	\$562.8
Actual:	\$10.8		\$266.3	
Projected:		\$56.3		\$562.8
Actual Variance:	-\$3.4		-\$25.1	
Projected Variance:		\$0.0		\$0.0

2016 Variance: \$0 million

EFC Variance: \$ 0 million

Schedule Status

No.	Phase / Milestone	Milestone Date	2015	2016				2017				2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
				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)	Q3 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: April 02, 2016

Reporting frequency: Quarterly



Performance Scorecard

	Schedule	Cost	Scope	Overall Risk
Current Status	G	Y	Y	Y
Outlook to Completion	G	Y	G	Y

Accomplishments

-Track – Achieved Substantial Performance on 31-Mar-16
 -Steels – Completed installation of smoke baffle framing.
 -VMC - VIVA BRT - Poured Concrete of the invert slab on the Mezzanine level
 -York University – Masonry Works are substantially complete.

-HWY 407 – Achieved 90% completion of Escalators installation
 -Downsview Park – Completed installation of ceiling tiles in East building pavilion
 -Finch West –Completed Anti Static-flooring in signal rooms
 -Traction Power – completed pull of 5 kV cable from Pioneer Village to York U.

Key Issues and Risks

1. Project Schedule - not following the reset schedule.
2. Commercial - Commercial resolutions
3. Design Issues - All historic design issues.
4. Station and Systems Interfaces - Access to station areas by Systems Contractors.
5. Resolution of Third Party issues - Obtain Site Plan approval which is required for Final Building permit.
6. VMC Station & BRT Interface - Interface issues at the YRRT Bus Rapid Transit Project.

Management Action Plan

1. Working w/ contractors (claims design backlog).
2. Implemented claims resolution plan.
3. Expedited design outstanding issues.
4. Established handover dates for System Contractors areas.
5. Expediting design and City of Toronto approval processes.
6. Work has been accelerated, integrated plan in place.

Budget Update (as of February 27, 2016)

(millions of dollars)

	Year to Date	2016	Lifetime to Date	Estimated Final Cost
Budget:	\$59.4	\$700.3	\$2,317.6	\$3,184.2
Actual:	\$39.0		\$2,297.2	
Projected:		\$700.3		\$3,184.2
Actual Variance:	-\$20.4		-\$20.4	
Projected Variance:		\$0.00		\$0.0

2016 Variance: \$0 million

Amounts presented include holdbacks and other project applicable cost. Based on Feb.2016 reports.

EFC Variance: \$0 million

Schedule Status

No.	Phase / Milestone	Milestone Date	2015	2016				2017				2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4										
1	Downsview Park(Sheppard West Station (SP))	Q3 2016																			
2	Finch West Station (SP)	Q2 2017																			
3	York University (SP)	Q2 2017																			
4	Pioneer Village(Steeles West Station (SP))	Q2 2017																			
5	Highway 407 (SOP)	Q2 2017																			
6	Vaughan Metropolitan Centre Station (SP)	Q4 2016																			
Running Structures																					
7	South Tunnel	Q1 2017																			
8	North Tunnel	Q1 2017																			
9	Structural Finishes	Q1 2017																			
10	Trackwork	Q1 2016																			
11	Special Trackwork	Q1 2016																			
12	Traction Power Installation	Q4 2016																			
13	Train Control (signals)	Q2 2017																			
14	Communications and Integrated Controls	Q2 2017																			
15	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: April 01,2016

Reporting frequency: Quarterly



Performance Scorecard

	Schedule	Cost	Scope	Overall Risk
Current Status	R	G	R	R
Outlook to Completion	R	G	R	R

Accomplishments

-Project team is in position to move forward, as soon as the new scope is established for a Kennedy to Scarborough Centre alignment

Key Issues and Risks

- 1.City Planning's Scarborough Transit Plan, as approved at the March 31/16 City Council meeting, will require rebaselining of SSE project scope from a three station Kennedy to Sheppard expansion, to a one station extension from Kennedy to Scarborough Centre.TTC design efforts will support City Planning in this regard.
- 2.Geotechnical and survey fieldwork,as well as many design activities,have been halted until alignment is confirmed.
- 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 March 31, 2016)

(millions of dollars)

	Year to Date	2016	Lifetime to Date	Estimated Final Cost
Budget:	\$25.0	\$110.8	\$50.5	\$3,305.0
Actual:	\$4.7		\$15.8	
Projected:		\$39.4		\$3,305.0
Actual Variance:	-\$20.4		-\$34.8	
Projected Variance:		-\$71.4		\$0.0

2016 Variance: \$71.4 million under

Variance is due to delay in the Environmental Assessment(EA) process and the rebaselining of the project scope.

EFC Variance: \$ 0 million

Schedule Status

No.	Phase / Milestone	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	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(EA)	Q1 2017																				
8	1st Public Consultation Held	Q1 2015	✓																			
9	2nd Public Consultation Held	Q2 2015	✓																			
10	3rd Public Consultation Held	Q1 2016		✓																		
11	4th Public Consultation Held	Q2 2016																				
12	TTC Board/P&GM/Council	Q3 2016																				
13	Transit Project Assessment Process(TPAP)	Q1 2017																				
14	Scarborough Subway Extension Begin Service	Q4 2023																				

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: March 31,2016

Reporting frequency: Quarterly



Performance Scorecard

	Schedule	Cost	Scope	Overall Risk
Current Status	R	G	Y	Y
Outlook to Completion	R	G	G	Y

Accomplishments

-28 Subway Stations PRESTO Enabled
-Faregates installed at 2 Subway Stations- Main and Wellesley Station

-Commenced Bus Roll-out(61 Buses completed)
-Completed PRESTO rollout for Legacy Streetcars

Key Issues and Risks

- 1.Faregate procurement and delivery
- 2.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.Two phases of procurement. Lessons Learned from 2012-2014 installations.
- 2.Identify negotiation options.TTC to retain First Line Maintenance. Operational changes in subway.
- 3.Developed conceptual scope in 2015. Incremental roll-out in 2016.
- 4.Develop short list of options.TTC policy review regarding cash paying customers. PRESTO technical/financial review.
- 5.Maintain some level of station sales until production machine available. Commenced development in Q3 2015. Leverage existing vendor device.

Budget Update (as of March 31, 2016)

(millions of dollars)

	Year to Date	2016	Lifetime to Date	Estimated Final Cost
Budget:	\$3.2	\$12.7	\$23.7	\$46.9
Actual:	\$1.3		\$21.8	
Projected:		\$12.7		\$47.0
Actual Variance:	-\$1.9		-\$1.9	
Projected Variance:		\$0.0		\$0.1

2016 Variance: \$0 million

EFC Variance: \$0.1 million over
Variance is due to Calenderization

Schedule Status

No.	Phase / Milestone	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	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	✓		Today																	
5	PRESTO Implementation on Legacy Streetcar	Q4 2015	✓																			
6	PRESTO Implementation on buses	Q4 2016																				
7	PRESTO Implementation on Wheel Trans(TTC Buses/Contracted Vans)	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: May 10, 2016

Reporting frequency: Quarterly



Performance Scorecard

	Schedule	Cost	Scope	Overall Risk
Current Status	G	G	G	Y
Outlook to Completion	G	G	G	G

Accomplishments

- Wave 1 Kickoff completed
- Wave 1 R2 & R3 Blueprinting Phase Started
- Wave 1 R2 & R3 Prep. Phase to be completed by May 20

- Wave 1 R2 & R3 Preliminary Business Scenario Design Completed

Key Issues and Risks

1. Availability of On Premise SAP Applications for Blueprinting
2. Accessibility to SAP Solution without dedicated hardware
3. Quality of data required for the new system supported processes
4. Wave 2 Start

Management Action Plan

1. Additional support requested and received from SAP to solve installation issues. Cloud solution available from IBM if required.
2. Need to define the strategy for the large population within the TTC (~11,000 Employees and ~7,000 pensioners) who do not currently have day to day access to TTC Systems
3. Data clean-up and migration activities will start at the beginning of each wave/release.
4. Assess ways in which the schedule pressure & estimated delays can be minimized. Wave 2 schedule is likely to be impacted

Budget Update (as of March 31, 2016) (millions of dollars)

	Year to Date	2016	Lifetime to Date	Estimated Final Cost
Budget:	\$5.6	\$21.2	\$9.6	\$63.4
Actual:	\$1.5		\$7.6	
Projected:		\$16.8		\$63.4
Actual Variance:	-\$4.1		-\$2.0	
Projected Variance:		-\$4.4		\$0.0

2016 Variance: \$4.4 million under
Variance is due to late start of IBM contract.

EFC Variance: \$ 0 million

Schedule Status

No.	Phase / Milestone	Milestone Date	2015	2016				2017				2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
				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: May 13, 2016

Reporting frequency: Quarterly

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510 SPADINA AND SPADINA

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

Andy Byford
Chief Executive Officer
Toronto Transit Commission