



STAFF REPORT INFORMATION ONLY

Chief Executive Officer's Report – November 2016 Update

Date:	November 30, 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 – November 2016 Update

Chief Executive Officer's Report

*Toronto Transit Commission
November 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:

We're finding creative ways to connect the TTC with our customers. We are forming cost saving partnerships with other iconic brands such as the National Ballet of Canada.



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	Sep 2016	4.77	2.74	✘		15	
Customer Injury Incidents	Injury Incidents per 1M Boardings	Sep 2016	1.17	1.53	✔		15	
Offences against Customers	Offences per 1M Boardings	Sep 2016	0.52	0.61	✔		16	
Offences against Staff	Offences per 100 Employees	Sep 2016	0.51	0.30	✘		16	
Customer: Journeys								
	TTC Customer Trips	Sep 2016	52.5M	53.9M	✘		19	
	TTC Customer Trips	2016 y-t-d to Sep	401.9M	412.5M	✘	NA	19	
	PRESTO Customer Trips	Sep 2016	3.26M	1.47M	✔		20	
	Wheel-Trans Customer Trips	Sep 2016	377K	361	✔		20	
	Wheel-Trans Customer Trips	2016 y-t-d to Sep	2.55M	2.43M	✔	NA	20	
Customer: Satisfaction								
	Customer Satisfaction Score	Q3 2016	70%	75%	✘		21	
Customer: Environment								
	Station Cleanliness	Audit Score	Q3 2016	74.5%	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
Bus Cleanliness	Audit Score	Q3 2016	88.0%	90%	✘		25
Subway Cleanliness	Audit Score	Q3 2016	87.5%	75%	✔		25
Streetcar Cleanliness	Audit Score		Data will be available Q1 2017				

Customer: Service Performance

 Subway								
1	Yonge-University	Delay Incidents	Q3 2016	2,164	1,791	✘		26
		Delay Minutes	Q3 2016	3,711	3,653	✘		26
		Trains per Hour in AM Peak	Sep 2016	23.4	25.5	✘		27
2	Bloor-Danforth	Delay Incidents	Q3 2016	2,616	1,596	✘		28
		Delay Minutes	Q3 2016	4,517	3,340	✘		28
		Trains per Hour in AM Peak	Sep 2016	23.7	25.2	✘		29
3	Scarborough	Delay Incidents	Q3 2016	170	156	✘		30
		Delay Minutes	Q3 2016	703	927	✔		30
		Trains per Hour in AM Peak	Sep 2016	10.7	13.3	✘		31

 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	Q3 2016	232	129	✗		32
	Delay Minutes	Q3 2016	681	311	✗		32
	Trains per Hour in AM Peak	Sep 2016	10.9	10.9	✓		33
Streetcar	On-Time Departure	Sep 2016	39.4%	90%	✗		34
	Short Turns	Sep 2016	3,102	50% less than 2015	✗		34
Bus	On-Time Departure	Sep 2016	70.8%	90%	✗		35
	Short Turns	Sep 2016	3,864	50% less than 2015	✓		35
Wheel-Trans	% Within 10 Minutes of Schedule	Sep 2016	89.1%	90%	✗		36

People



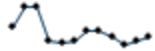

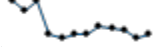




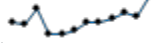



Employee Absence	Absenteeism Rate	Sep 2016	7.54%	6.50%	✗		38
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Assets: Vehicle Reliability

Subway	T1	Mean Distance Between Failures	Sep 2016	215,489 km	300,000 km	✗		40
	TR	Mean Distance Between Failures	Sep 2016	947,240 km	772,485 km	✓		40

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	Sep 2016	4,426 km	4,500 km			41
ALRV	Mean Distance Between Failures	Sep 2016	2,256 km	3,500 km			41
New Streetcar	Mean Distance Between Failures	Sep 2016	6,157 km	35,000 km			42
 Bus	Mean Distance Between Failures	Sep 2016	11,803 km	12,000 km			43
 Wheel-Trans	Mean Distance Between Failures	Sep 2016	12,361 km	12,000 km			43

Assets: Equipment Reliability

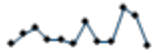
Elevators	Percent Available	Sep 2016	98.4%	98%			44
Escalators	Percent Available	Sep 2016	97.1%	97%			44

Financials

TTC Revenue	Actual vs. Budget	2016 y-t-d to Sep	\$898M	\$931M		Section 3.5
TTC Operating Expenditure	Actual vs. Budget	2016 y-t-d to Sep	\$1,279M	\$1,305M		Section 3.5
Wheel-Trans Revenue	Actual vs. Budget	2016 y-t-d to Sep	\$5.3M	\$5.2M		Section 3.5
W-T Operating Expenditure	Actual vs. Budget	2016 y-t-d to Sep	\$94.7M	\$93.2M		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 Sep	\$532M	\$803M	✘	Section 3.5	
Capital Expenditure – TYSSE	Actual vs. Budget	2016 y-t-d to Sep	\$277M	\$594M	✘	Section 3.5	
Capital Expenditure – SSE	Actual vs. Budget	2016 y-t-d to Sep	\$16M	\$87M	✘	Section 3.5	
Operator Efficiency	Crewing Efficiency	Sep 2016	87.14%	87.15%	✘		54

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

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2. CEO Commentary

The next step in TTC modernization - One Person Train Operation (OPTO) rolled out October 9th on Line 4 (Sheppard).

CEO Commentary and Current Issues

General Overview

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

We remain exceptionally busy. In addition to moving 1.8M customers a day, my team is fully stretched, delivering five mega projects and scores of smaller initiatives concurrently.

It is good to be able to report that our work to transform the TTC is beginning to bear fruit in terms of external recognition. In addition to attracting increasing international interest in the results and methodology of our Five-Year Corporate Plan, the TTC has recently won three awards that highlight excellence in important areas.

The TTC's expanded Diversity and Human Rights Department won "Best diversity program" from the Canadian HR Reporter and Thompson Reuters Canada Ltd. I am very proud of Valerie Albanese and her team for their work in this area, all part of a cultural sea change under way at the TTC over the past five years.

Our ITS (Information Technology Services) team won the Order of Excellence for Canada from Excellence Canada. This award reflects excellence in six key areas, and reflects the work that Anthony Iannucci and his team have done to modernize systems against an incredibly demanding and diverse series of programs, each of which is integral to the 'process' element of our five year plan.

Finally, the TTC was named one of the GTA's top employers for 2017, reflecting the work that Gemma Piemontese and her team have led across a myriad of people related programs as we drive up performance through well led, highly motivated employees.

I was disappointed, but not surprised, to see a significant drop in our customer satisfaction score for Q3. This is almost wholly linked to the hot car problems experienced on Line 2 this summer, for which remedial action plans are in hand. I am confident that CSS will rebound and would remind all readers of our significant progress in this area, this quarter notwithstanding.



Clearly, a lot remains to be done to deliver a modernized TTC. But against an often critical backdrop, it is good to receive some recognition for our work over the past five years.

Safety & Security

We continue to work closely with law enforcement agencies to monitor the prevailing security situation.

Offences against staff spiked and continue a worrying trend for 2016. The number and nature of assaults is completely unacceptable and this is a high priority for executive action, along with taking further action to highlight and tackle incidents of sexual assault and harassment of customers.

Customer: System Performance

System performance in terms of both delay minutes and incidents was disappointing – especially in light of the effort being expended to drive up punctuality and reliability. While there were no major incidents on the subway, ongoing performance issues depressed associated indicators such as trains per hour.

At the time of writing, performance has improved over the past two months, and I expect this to continue as the work we are doing to renew worn out infrastructure and to tackle other causes of delay on both subway and surface comes good.

Financials

Year-to-date to the end of August, ridership was 0.6% above the 2015 comparable period but 2.6% below budget. The budget performance from July to September (-2.47%) was better than for January to June (-2.64%). As a result, the updated year-end ridership projection is approximately 540 million (13 million below budget) with a corresponding passenger revenue shortfall of about \$43 million.

Operating expenses to the end of September were under budget. Capital expenditures were below budget due in part to delays in contract work and vehicle deliveries.



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Delivery of Major Projects

- TYSSE

The project team reports good progress and the TYSSE remains on target for the revised December 2017 opening. The project cost forecast also remains within the reset budget.

The team continues to focus on schedule monitoring and mitigation measures for the key deliverables to manage schedule pressure and maintain the facility Testing and Commissioning plan.

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

- PRESTO

At the time of writing, approximately 1,650 buses, or 84% of the fleet, have been equipped with PRESTO readers. Work continues apace to equip stations with “paddle style” fare gates and we remain on target to have at least one station entrance with PRESTO readers by year end. Work is also progressing well on preparing Wheel Trans for PRESTO adoption.

System reliability is being closely tracked with our partners at Metrolinx.

- Automatic Train Control

The project continues on schedule and on budget, both for phase 1 (Dupont to Wilson next Fall) and Phase 2 (TYSSE opening, next December).

- New Streetcar Deployment

At the time of writing, 25 new vehicles are here and ready for service.



Bombadier's CEO has reconfirmed that the year end target of 30 cars on TTC property remains on track.

- Culture Change

The second Employee Engagement Survey is under way to gauge prevailing morale and perceptions of change. Huge effort was put into tackling feedback from the last survey and I have challenged the organization to deliver both an increased response rate and, ideally, improved overall employee engagement. The latter is not easy to achieve at a time of such frenetic change but it is important if cultural change is to be sustained. Results will be available in early 2017.

- Accessibility Matters

Work continues to progress well on our current Easier Access projects. We are working closely with ACAT to maximize and accelerate PTIF spend on shovel-ready accessibility projects.



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

Andy Byford
Chief Executive Officer, Toronto Transit Commission

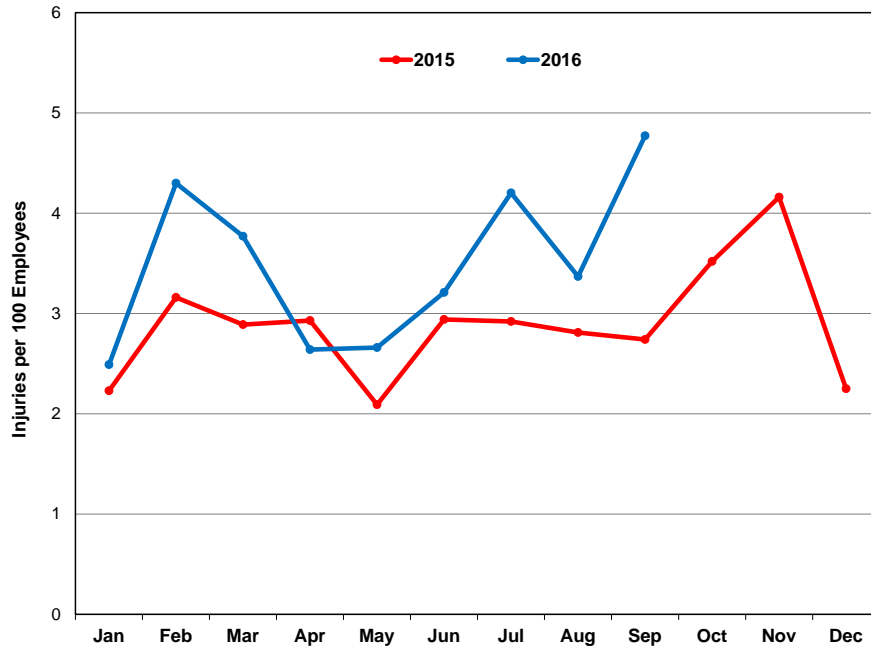
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3.1 Safety & Security

Safety and Security

Lost-Time Injuries



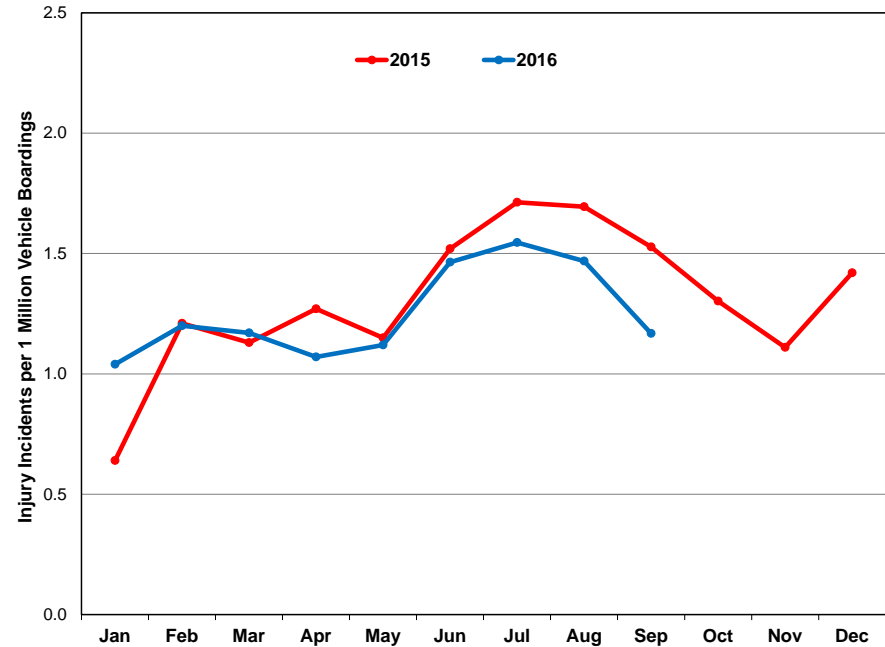
The lost-time injury rate (LTIR) increased in September. The rate of 4.77 injuries per 100 employees was 74% higher than the corresponding rate of 2.74 for September 2015.

The increase this month was mainly due to the increase in the number of assaults, which was 120% higher than the corresponding number for September 2015.

The moving annual LTIR to the end of September 2016 was 3.45, which was 19% higher than the corresponding rate of 2.91 to the end of September 2015.

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

Customer Injury Incidents

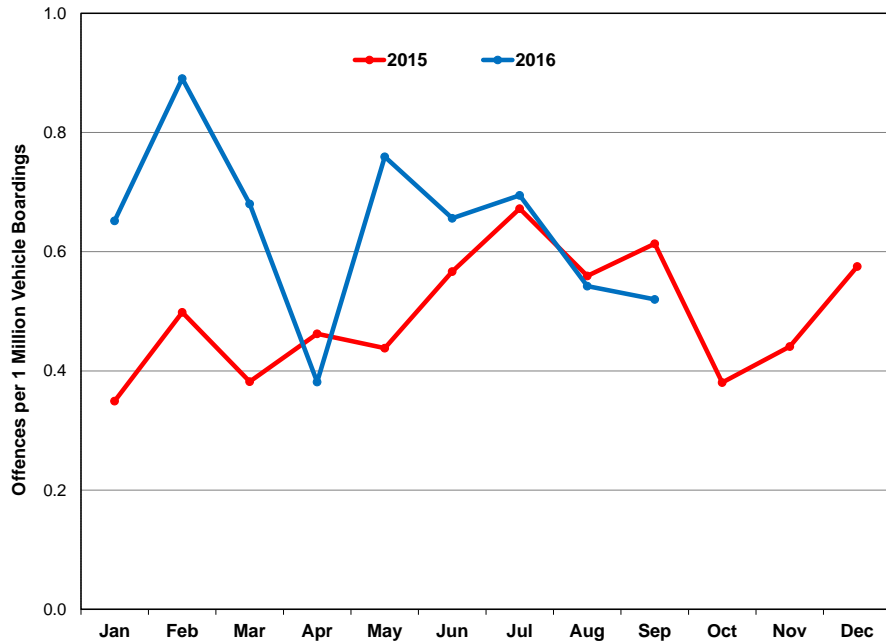


The customer injury incident rate decreased in September. The rate of 1.17 injury incidents per 1 million vehicle boardings was 24% lower than the corresponding rate of 1.53 for September 2015.

The moving annual customer injury incident rate to the end of September 2016 was 1.26, which was 2% higher than the corresponding moving annual rate of 1.23 to the end of September 2015.

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

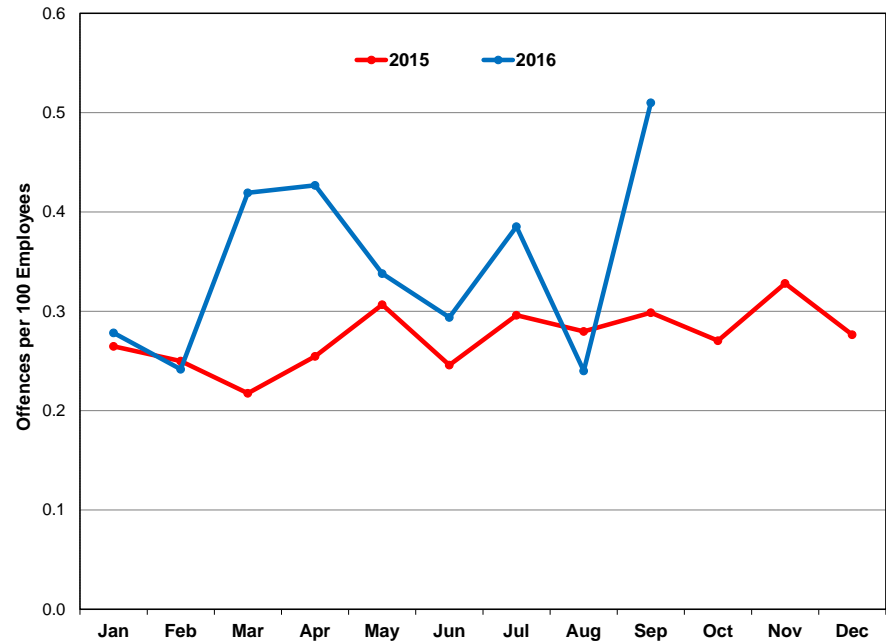
Offences Against Customers



Total offences against customers decreased in September. The rate of 0.52 offences per 1 million vehicle boardings was 15% lower than the corresponding rate of 0.61 for September 2015.

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

Offences Against Staff



Total offences against staff increased in September. The rate of 0.51 offences per 100 employees was 70% higher than the corresponding rate of 0.30 for September 2015.

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3.2 Customer



Subway service



ward shuttle

Fastbound

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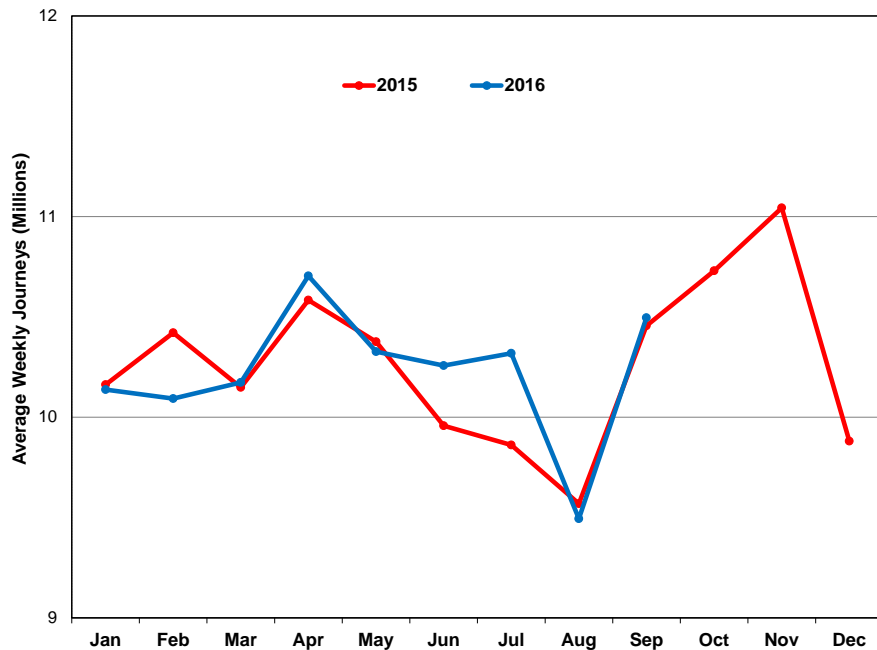
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Customer: Journeys

TTC: 2016 Actual vs. 2015 Actual

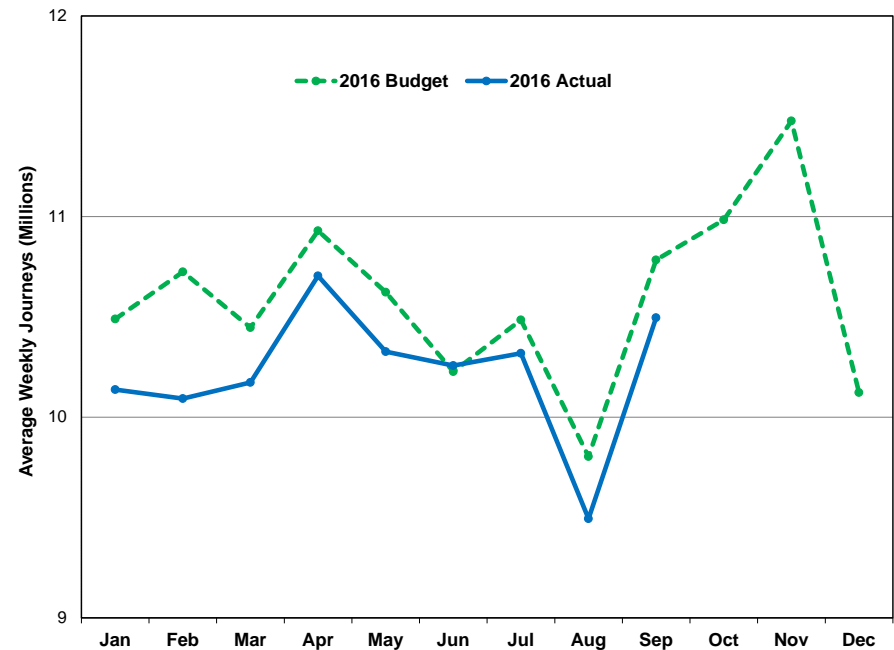


There were 52.5M customer journeys (ridership) taken during September, which was 0.21M (0.4%) more than the 52.3M journeys taken during September 2015.

The annual number of customer journeys taken to the end of September 2016 was 538.4M, which was 1.4M (0.3%) more than the 537.0M annual journeys taken to the end of September 2015.

Average weekly ridership in September 2016 was above the prior year comparable for the first time in the past two months.

TTC: 2016 Actual vs. 2016 Budget



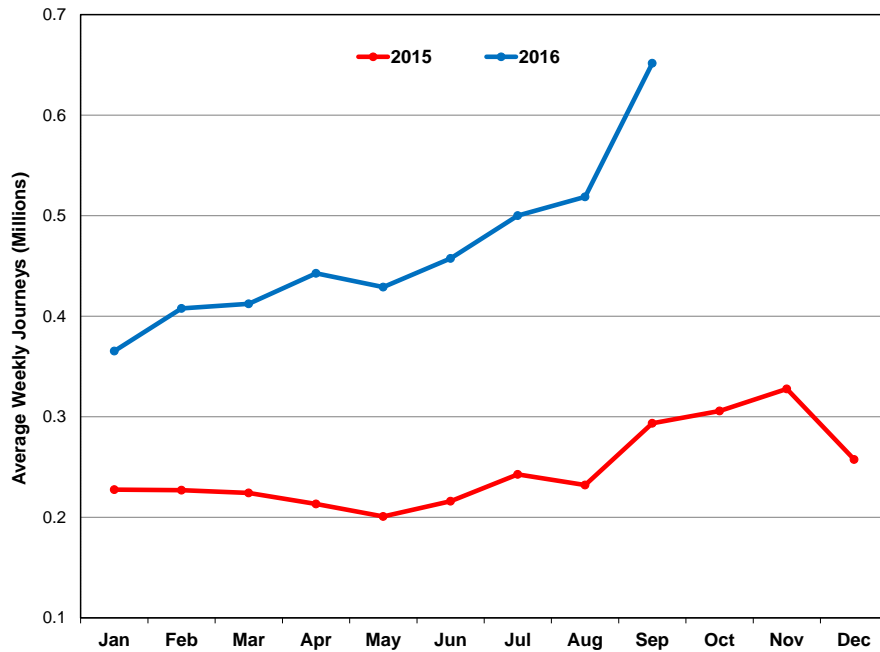
There were 52.5M customer journeys taken during September, which was 1.4M (2.6%) less than the budget of 53.9M journeys.

The number of customer journeys taken year-to-date to the end of September was 401.9M, which was 10.6M (2.6%) less than the budget of 412.5M journeys.

Average weekly ridership has been below budget for 18 of the past 19 months.

Customer: Journeys

PRESTO: 2016 Actual vs. 2015 Actual

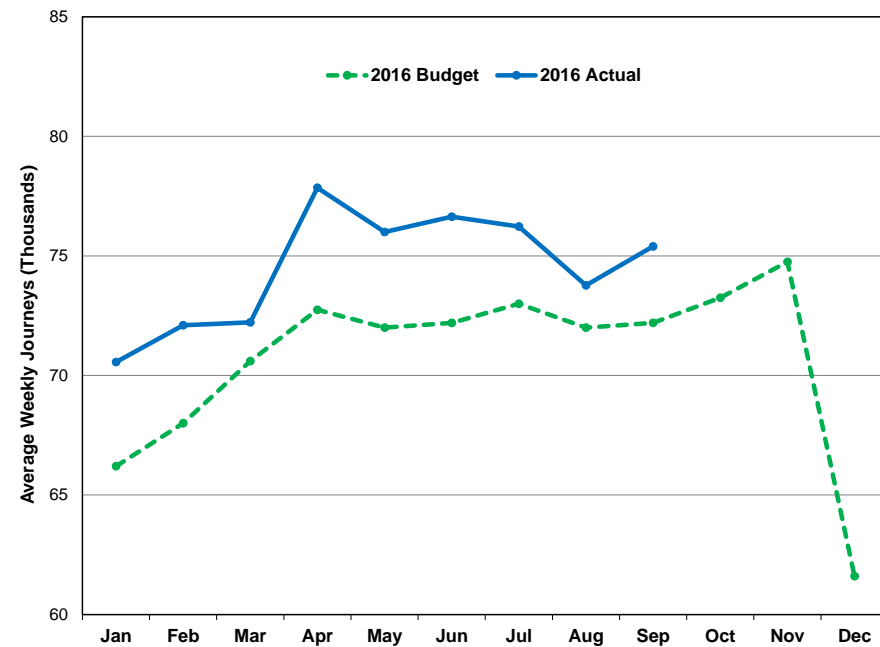


There were 3.26M customer journeys (ridership) taken using the PRESTO Farecard in September, which was 1.79M (122%) more than the 1.47M journeys taken during September 2015.

The annual number of customer journeys taken to the end of September 2016 was 22.19M, which was 10.52M (90.1%) more than the 11.67M annual journeys taken to the end of September 2015.

Note:
PRESTO ridership is included in TTC ridership totals.

Wheel-Trans: 2016 Actual vs. 2016 Budget



There were 377K customer journeys taken during September, which was 16K (4.4%) more than the budget of 361K journeys.

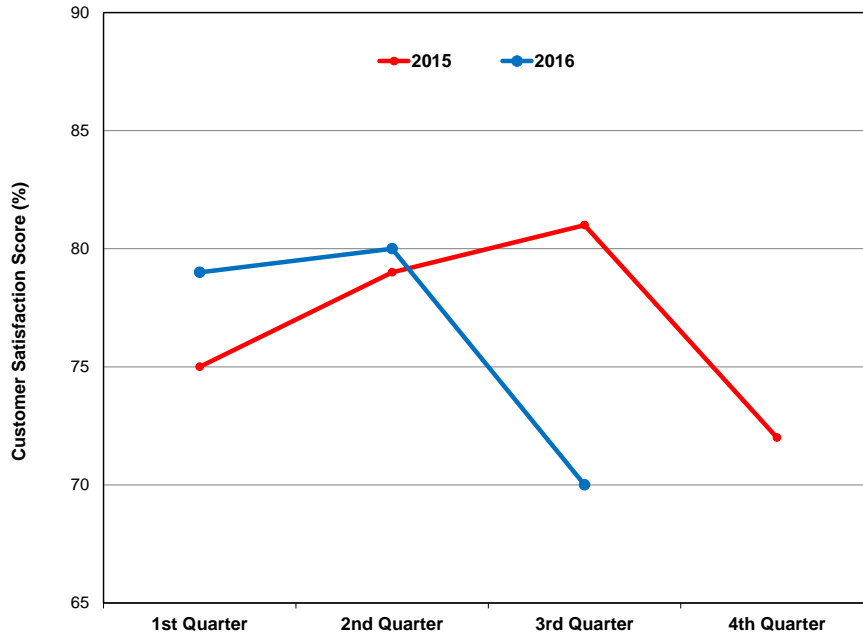
The number of customer journeys taken year-to-date to the end of September was 2.928M, which was 138K (5%) more than the budget of 2.790M journeys.

Average weekly ridership has been above budget for 25 consecutive months.

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

Customer: Satisfaction

Customer Satisfaction Score



Overall customer satisfaction dropped in Q3 2016 (70%), a significant decrease from results observed in the previous quarter (80%) and a significant decrease from the same time period last year (81%). However, the average score year-to-date for 2016 is 76% (consistent with 77% in 2015).

This quarter's high score is driven by a perceived decline in delivery of a reliable service, which was driven by lower customer perceptions of the following criteria: trip duration on the subway, wait times on the subway and buses, and level of crowding on the subway and buses.

The significant decrease in Q3 can be linked predominantly to the 'hot subway car' issue that affected around 20% of subway cars this summer on Line 2. Customer satisfaction on Line 2 fell significantly (from 78% in Q2 to 59% in Q3). By comparison, Line 1 results did not fall significantly (from 78% in Q2 to 75% in Q3). Subway riders, overall, reported a significantly less comfortable ride (from 82% in Q2 to 69% in Q3), which affected overall perceptions of trip duration and wait time, the top two key drivers of satisfaction.

The areas of highest customer satisfaction (80%+) include: length of trip (streetcar and bus), helpfulness and appearance of operator (streetcar and bus), helpfulness of maps and signs at station (subway), ease of getting to train platform (subway), ease of buying fare (subway, streetcar, and bus), personal safety during trip (subway, streetcar and bus), maps and information inside the vehicle (subway), cleanliness inside the vehicle (subway), quality of stop announcements (subway, streetcar, and bus), ease of hearing announcements (streetcar and bus), and helpfulness of announcements (bus).

Pride in the TTC and what it means for Toronto also declined. This quarter, 71% of customers agreed with this statement, compared to 73% of customers in the previous quarter. Perceptions of value for money remained consistent; 91% of customers perceived excellent, good or average value for money, compared with 92% in the last two quarters.

Commentary on Improvement in Customer Satisfaction

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

In 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.

In Q2 2016, three of five commitments were met. New fare gates were installed at Main Street, Wellesley, Bay, Sherbourne, and St. Clair stations; new bike racks to improve and increase storage capacity have been installed at six stations and upon receiving positive feedback from customers, additional bike repair stops were installed at 20 subway stations.

Wi-Fi was delivered to 19 out of 22 stations; North York, Eglinton, Downsview, Wilson, and Lawrence West stations were completed at the end of August. Dedicated boards were unable to be installed in Q2 at key locations in 12 stations to inform customers about planned/unplanned closures, as there was a delay with obtaining a supplier. At the end of July, the following stations received dedicated information boards: Bay, College, Dundas, King, Museum, Osgoode, Queen, Queen's Park, Spadina, St. Andrew, St. George, St. Patrick, Union, Wellesley, and Yonge-Bloor.

Meet the Managers sessions enable customers and managers to interact on a personal level. This allows managers to gain additional insight into the challenges and opportunities experienced by customers while travelling on the TTC. To date in 2016, sessions have been held at the following stations: Ossington, Main Street, Downsview, Kennedy, St. Clair West, Finch, and Eglinton. The schedule has been confirmed for the remainder of the year at the following stations: St. George and Union.

The rollout of PRESTO continues across the TTC. 49 stations now have PRESTO, 23 of which have new fare gates. More than 80% of the TTC's bus fleet are equipped with PRESTO readers. By the end of 2016, at least one entrance of every subway station and all buses, including Wheel-Trans vehicles and accessible taxis, will have PRESTO readers. Sedan taxis and the remaining subway station entrances will have PRESTO in 2017.

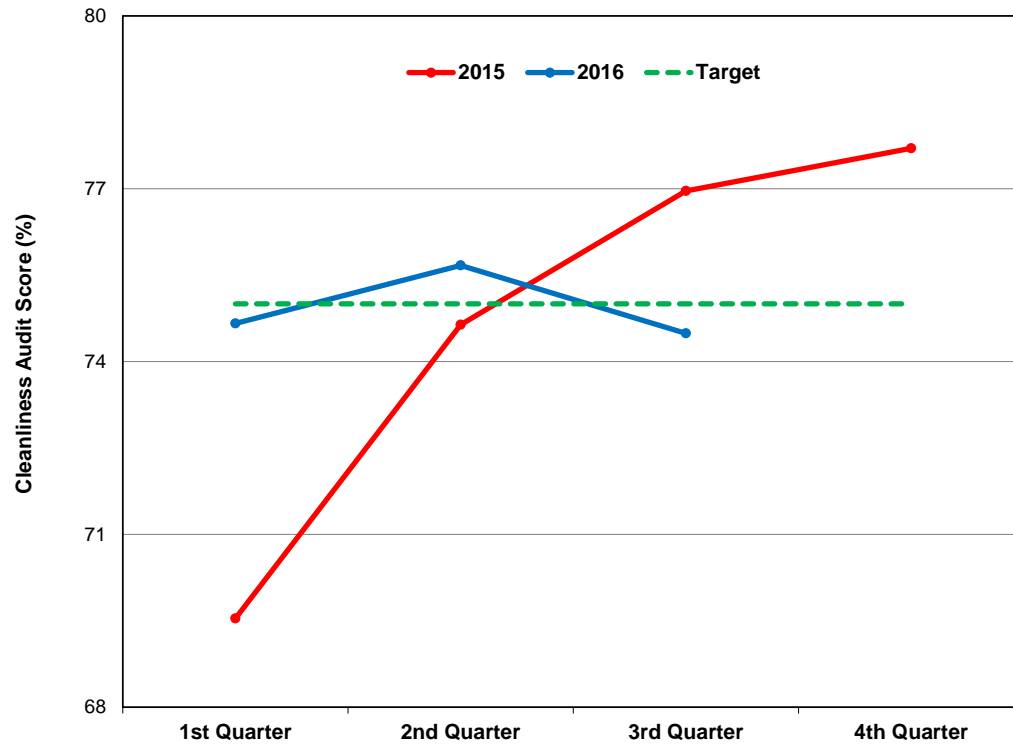
In October, the TTC's Subway Musicians program was revamped. Dedicated performance areas at Bloor-Yonge, Spadina, Main Street, and Finch stations were transformed to improve the visibility and identity of the performers by adding vinyl "stages" on the floor and themed wall as part of the six-month pilot program.

In November, TTC's Bathurst station paid tribute to Honest Ed's with Mayor John Tory, TTC chair Josh Colle, TTC staff and David Mirvish in attendance. Decorations paying tribute to Honest Ed's were on display, created by TTC staff working in partnership with Honest Ed's staff. The TTC's November Metropass featuring Honest Ed's iconic sign was an added tribute.

The TTC Customer Town Hall will have a new format for 2016. On Thursday, November 17, from 7 to 9 p.m., the broadcast can be viewed via webcast, with closed captioning feed, or joined via teleconference. It will also include a progress report and status of TTC projects and services. Customers will be able to present ideas, share their opinions, and pose questions to senior leaders at the TTC via the webcast, Twitter, or by phone. Updates from this Town Hall will be released on the next report.

Customer: Environment

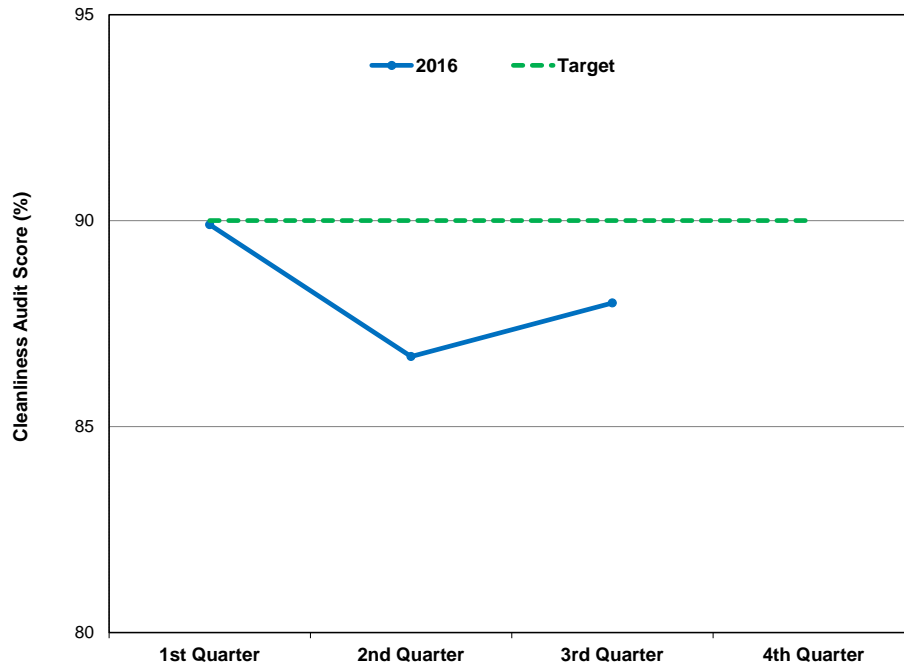
Station Cleanliness



Performance in Q3 2016 decreased to 74.5%, which was below target and below the performance in Q3 2015.

Customer: Environment

Vehicle Cleanliness – Bus

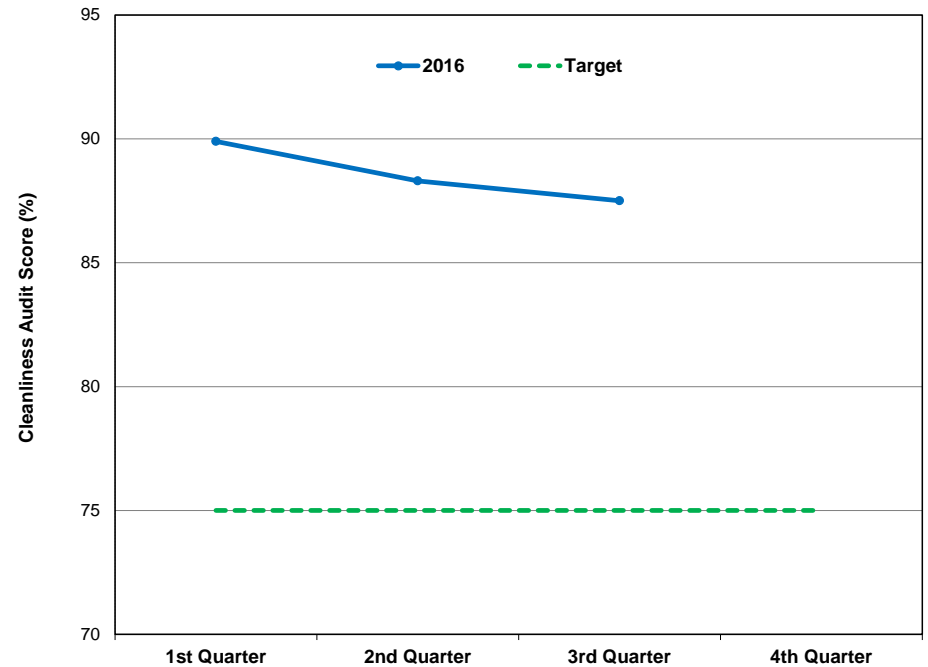


The bus cleanliness audit score in Q2 was 86.7% and increased in Q3 to 88.0%.

Although windows are cleaned every 45 days, staff members are working with the contractor to provide window spot cleaning when warranted. In addition, a meeting was held with the auditor to clarify the judgment criteria for window cleanliness and staff members have been instructed to report all dirty windows for spot cleaning. These efforts have resulted in improved cleanliness results in Q3.

Note:
Prior year comparative data will be available effective Q1 2017.

Vehicle Cleanliness – Subway



The subway cleanliness audit score in Q2 was 88.3% and decreased in Q3 to 87.5%. Performance achieved target for three consecutive quarters.

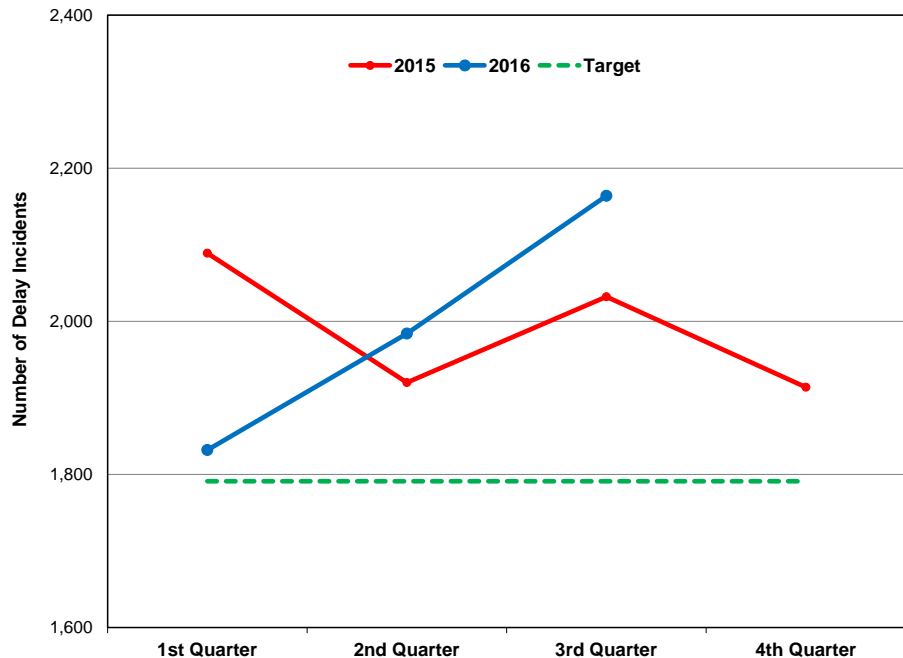
Note:
Prior year comparative data will be available effective Q1 2017.

Customer: Service Performance



Subway

Line 1: Delay Incidents



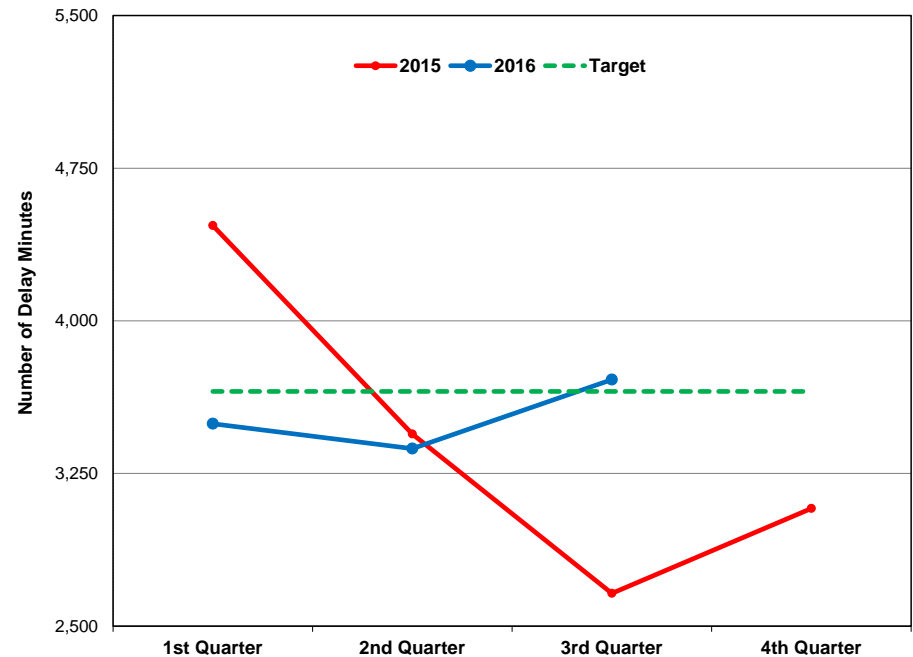
The number of delay incidents increased again in Q3 to 2,164; performance was above target by 21%. It has stayed above target for the third consecutive quarter.

The year-over-year results show that the number of delay incidents increased by almost 6.5% since Q3 2015. The largest increase was in passenger-related security incidents, although there were improvements in long-standing issues such as speed control (26% of all delay incidents on Line 1) and fire/smoke (Plan B) incidents. Speed control issues are expected to improve significantly in Q4 and are expected to reverse the current trend.

Note:

The 2016 target is based on a 10% or more reduction in delay incidents from the 2014 quarterly average baseline.

Line 1: Delay Minutes



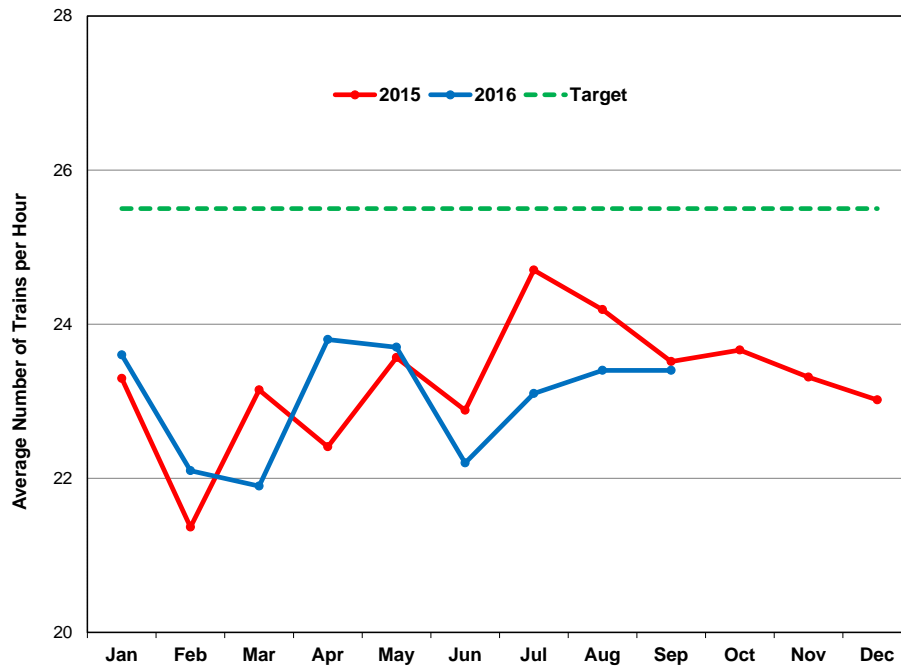
The number of delay minutes increased in Q3 to 3,711. Performance in Q3 did not achieve target.

While there were improvements in delay minutes related to speed control and fire/smoke (Plan B) incidents since 2015, there was a significant increase in the number of delay minutes attributed to customer-related incidents. The increase in station staffing and Transit Enforcement presence are expected to have a positive impact on the delay minutes.

Note:

The 2016 target is based on a 10% 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 (TPH) in the morning peak service period remained unchanged at 23.4, or 92% of what was scheduled. Overall monthly performance continued to remain below target.

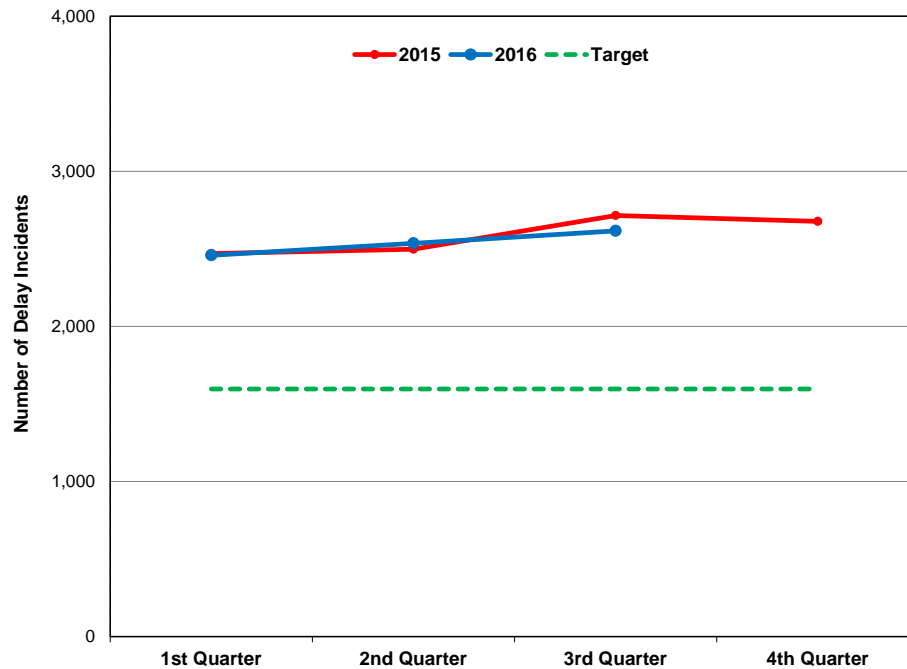
Line 1 continued to experience the challenges related to hot cars on Line 2; TR trains from Line 1 were sent to assist Line 2 every day.

By the end of September, Line 1 regained its full allotment of trains. As they are operating on a new schedule, it is expected that performance will improve in October.

Note:

Data are based on weekday service from Monday to Friday.

Line 2: Delay Incidents



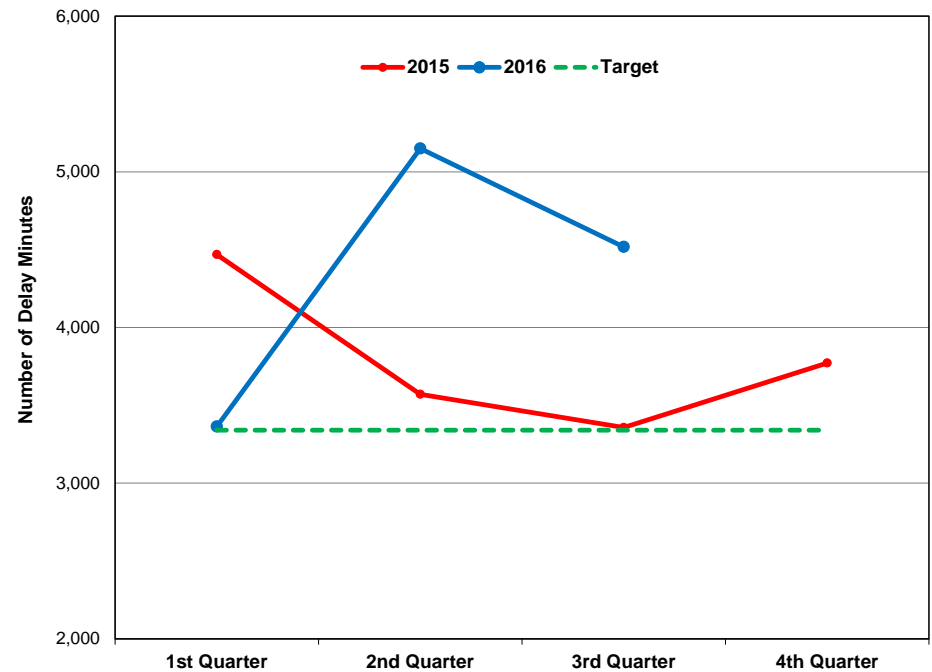
The number of delay incidents increased in Q3 to 2,616 and performance continued to remain above target.

Speed control incidents were the largest contributor to delay incidents on Line 2. By the end of 2016, a new system software will be installed and it is expected to reduce speed control delay incidents by up to 25% and through further software improvements, these incidents are expected to reduce by 50% by 2018. Maintenance and engineering staff have worked to see a 3.6% decrease in the number of delay incidents since Q3 2015.

Note:

The 2016 target is based on a 10% or more reduction in delay incidents from the 2014 quarterly average baseline.

Line 2: Delay Minutes



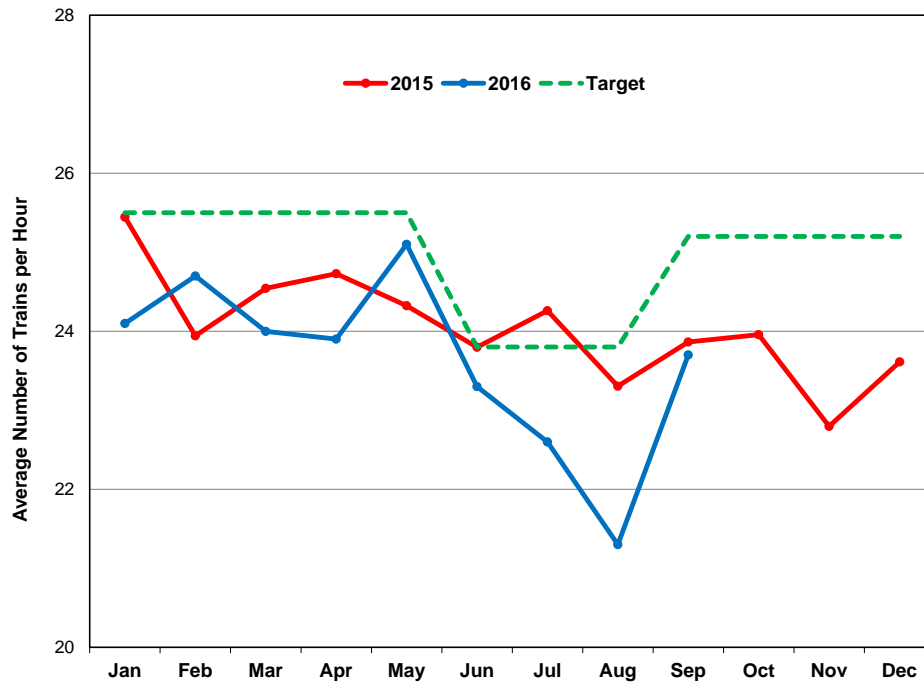
The number of delay minutes decreased in Q3 to 4,517, but performance was still above target by 35%. There was a 35% increase in the delay minutes since Q3 2015.

Air conditioning failures on the T1 cars had a negative impact on the delay minutes. Fire/smoke (Plan B) incidents continued to be a major contributor to delay minutes. A number of programs are in place to address these incidents and improvements are expected to be seen in Q4 2016 and in 2017.

Note:

The 2016 target is based on a 10% or more reduction in delay minutes from the 2014 quarterly average baseline.

Line 2: Trains per Hour in Morning Peak



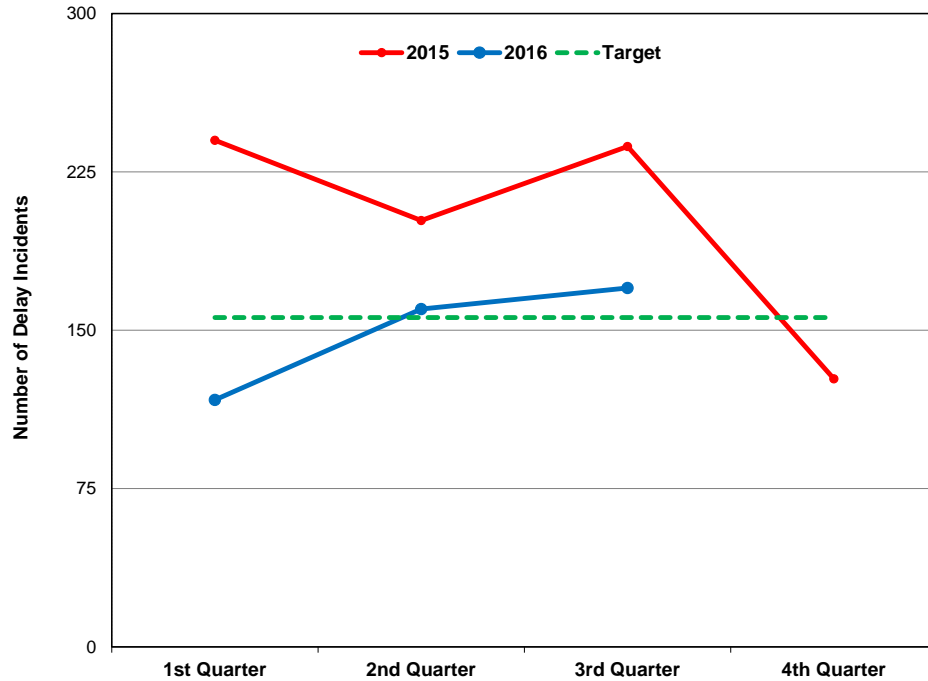
The daily average number of trains per hour (TPH) in the morning peak service increased in September to 23.7, which was 94% of what was scheduled. Performance continued to remain below target.

Hot cars in the T-1 fleet continued to be the major issue on Line 2 until the first few weeks of September. TR trains from Line 1 were used to offset cancellations due to hot cars. As temperatures fall, these issues are expected to become less common and service levels are expected to return to typical levels.

Note:

Data are based on weekday service from Monday to Friday.

Line 3: Delay Incidents

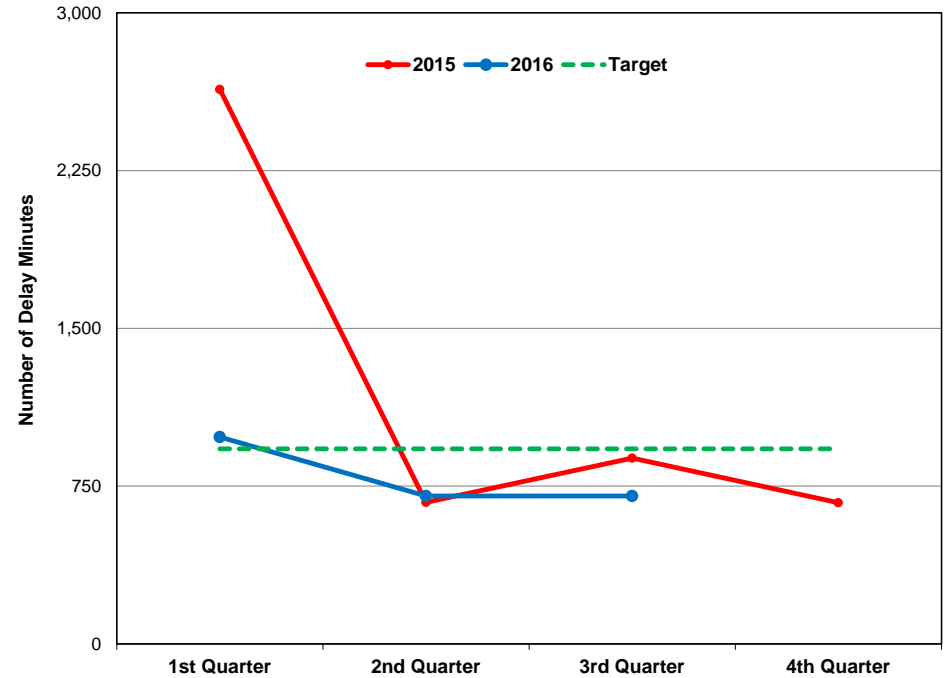


The number of delay incidents increased in Q3 to 170; performance was above target for the second consecutive month, but it was 28% lower than that in Q3 2015.

There was a significant increase in passenger-related incidents since Q3 2015. Overall, the total number of delay incidents on Line 3 is expected to remain relatively low.

Note:
The 2016 target is based on a 10% or more reduction in delay incidents from the 2014 quarterly average baseline.

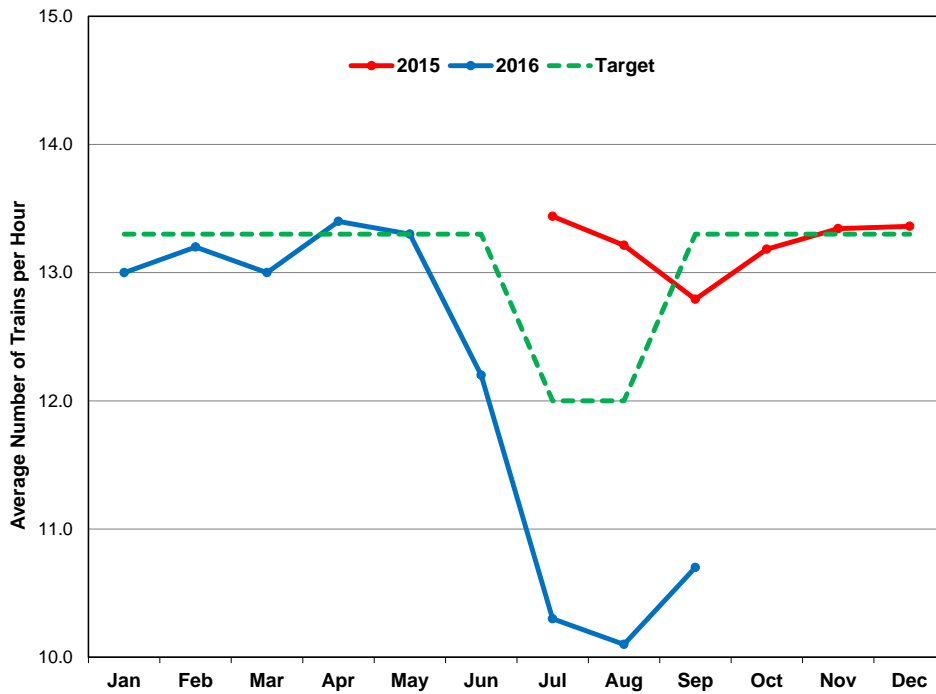
Line 3: Delay Minutes



The number of delay minutes remained the same in Q3 at 703, achieving target for the fifth time in the past six quarters. Performance in Q3 2016 was 20% lower than that in Q3 2015.

Note:
The 2016 target is based on a 10% 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 (TPH) in the morning peak service period increased in September for the first time in five months to 10.7, or 80% of what was scheduled; overall performance continued to be below target.

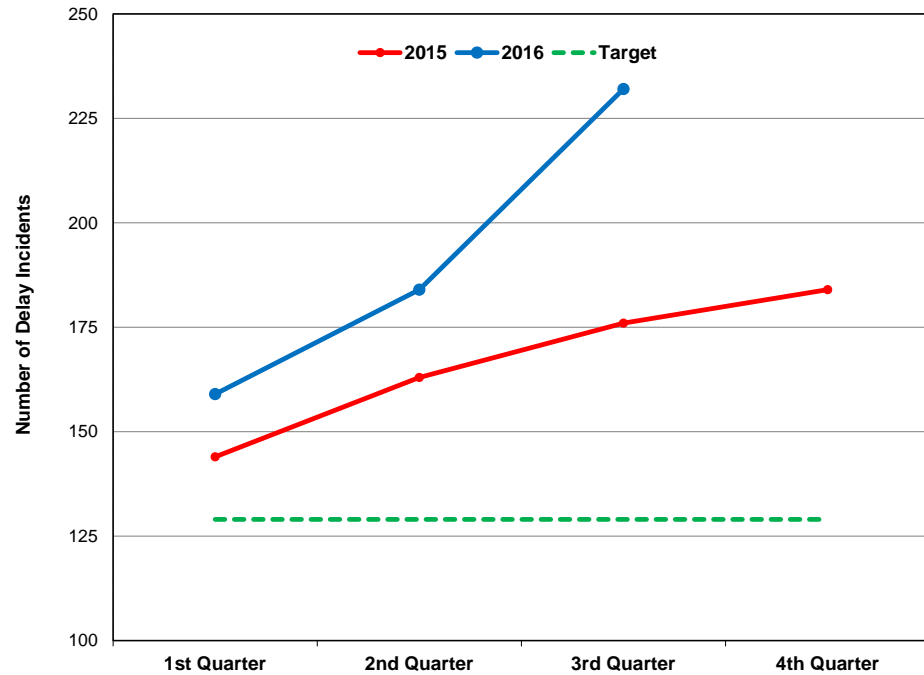
In addition to decreasing the peak number of trains available from 6 to 5 until September 12th, speeds and braking profiles were decreased in order to avoid damaging the rolling stock during periods of high ambient temperatures.

The service schedule reverted back to a regular 6-car make-up in September and as the summer temperatures decreased in the fall, performance is expected to return to typical levels.

Note:

Data are based on weekday service from Monday to Friday.

Line 4: Delay Incidents



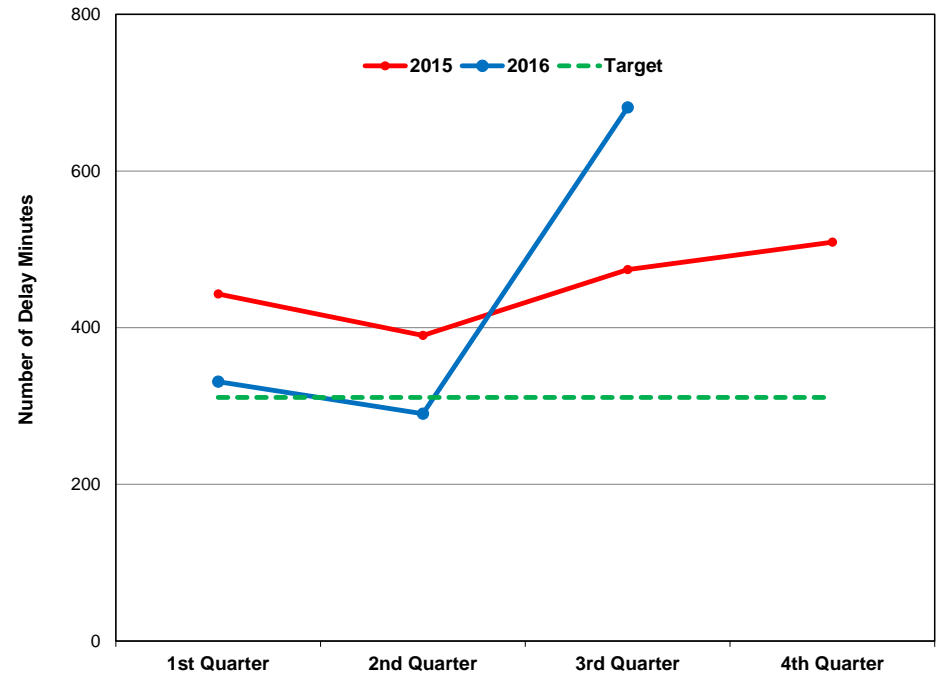
The number of delay incidents increased again in Q3 to 232. Performance continued to remain above target and it was 32% higher since Q3 2015.

Speed control incidents continued to be the greatest contributor to delay incidents, composing 40% of the delay incidents recorded in Q3. Maintenance and engineering staff are continuing to work on finding solutions to improve performance, which may take some time to be implemented. Software improvements in Q4 are expected to address many causes of the delay incidents.

Note:

The 2016 target is based on a 10% or more reduction in delay incidents from the 2014 quarterly average baseline.

Line 4: Delay Minutes



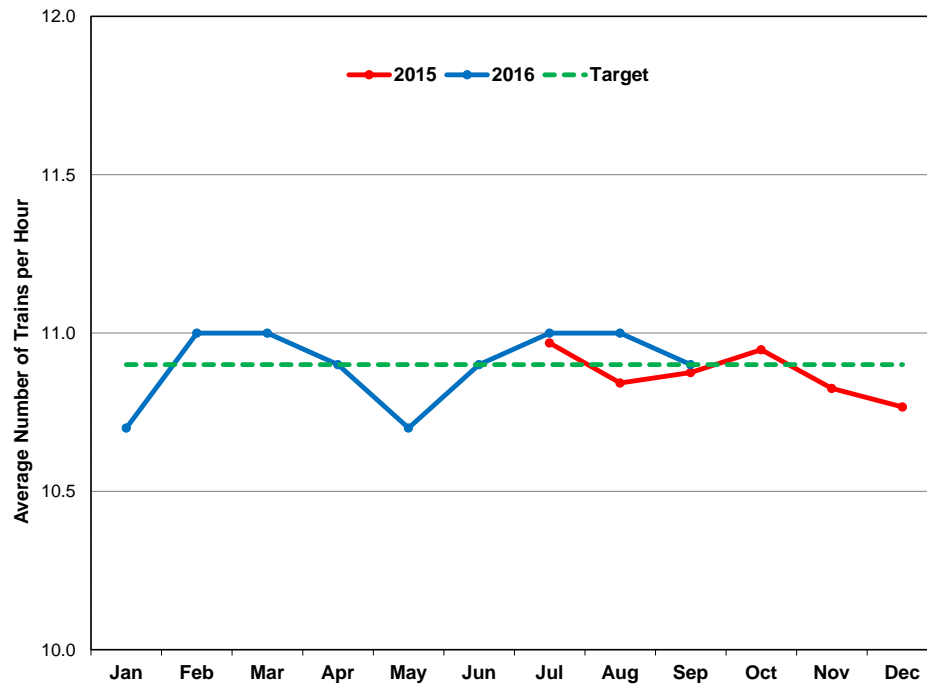
The number of delay minutes increased in Q3 to 681 and performance did not achieve target; it was 44% greater than that in Q3 2015.

While the delay minutes recorded were low overall, the move to One-Person Train Operation (OPTO) is anticipated to result in an initial increase in delays and performance on this measure will not readily return to target in Q4.

Note:

The 2016 target is based on a 10% 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 (TPH) in the morning peak service period decreased in September to 10.9, or 100% of what was scheduled; overall performance achieved target for the fourth consecutive month and seventh time in eight months.

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

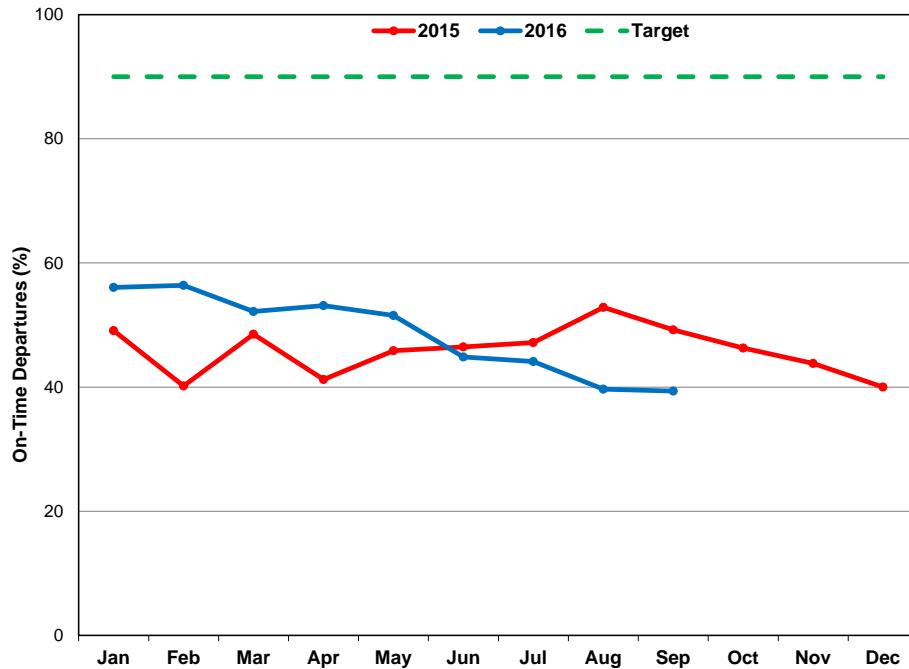
Note:

Data are based on weekday service from Monday to Friday.



Streetcar

On-Time Performance

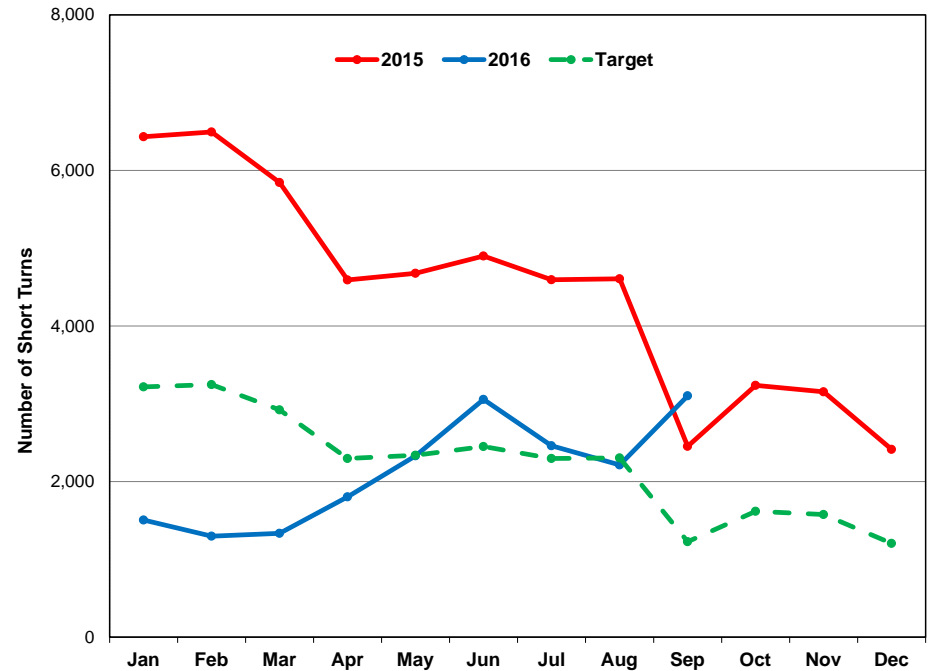


Performance in September decreased for the fifth consecutive month to 39.4% and continued to be below target.

Note:

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

Short Turns



The number of short turns increased in September to 3,102, which was above target; performance exceeded the target (unfavourable) for 3 of the past 12 months. The number of short turns throughout 2016 has been well below 2015 levels due to improvement initiatives implemented in 2016.

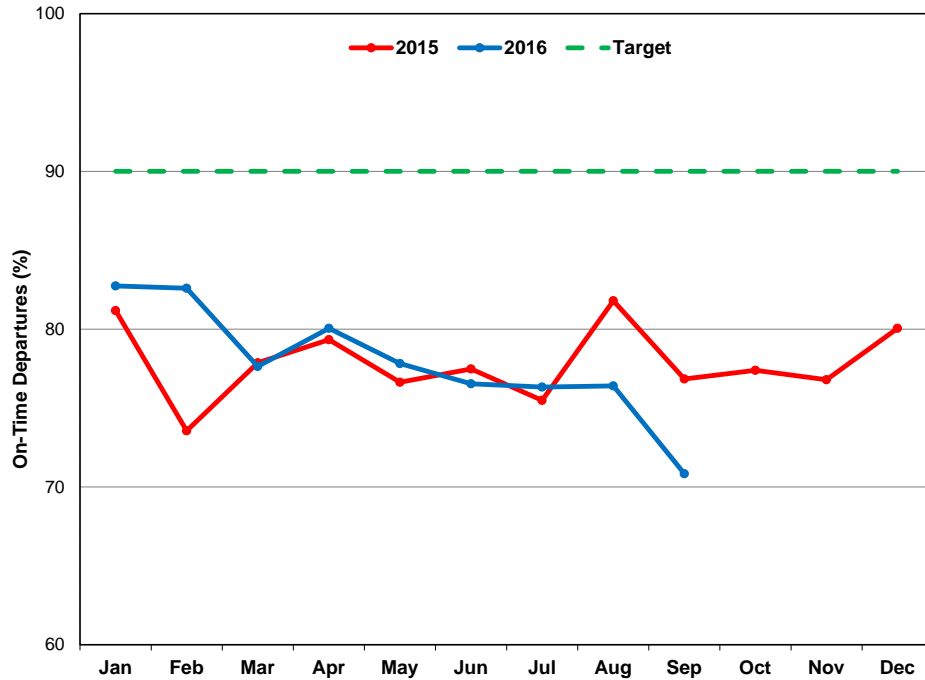
Note:

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



Bus

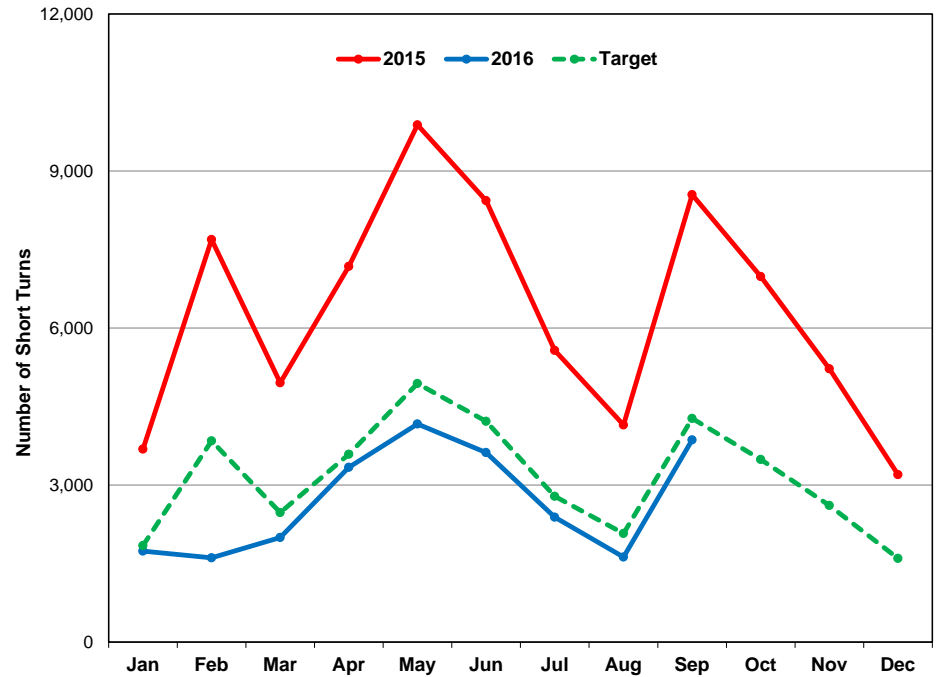
On-Time Performance



Performance in September decreased to 70.8% and continued to be below target.

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

Short Turns

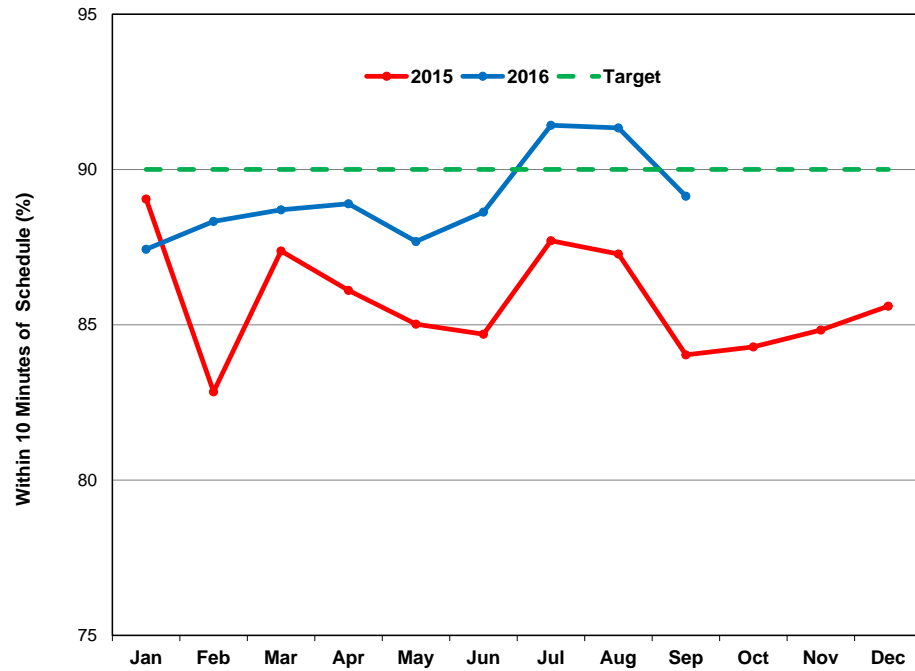


The number of short turns in September increased for the first time in four months to 3,864. Performance has been below target (favourable) for ten consecutive months.

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



Punctuality



Performance in September decreased to 89.1%; it was below target for the first time in the last three months, but still above last year’s performance in September.

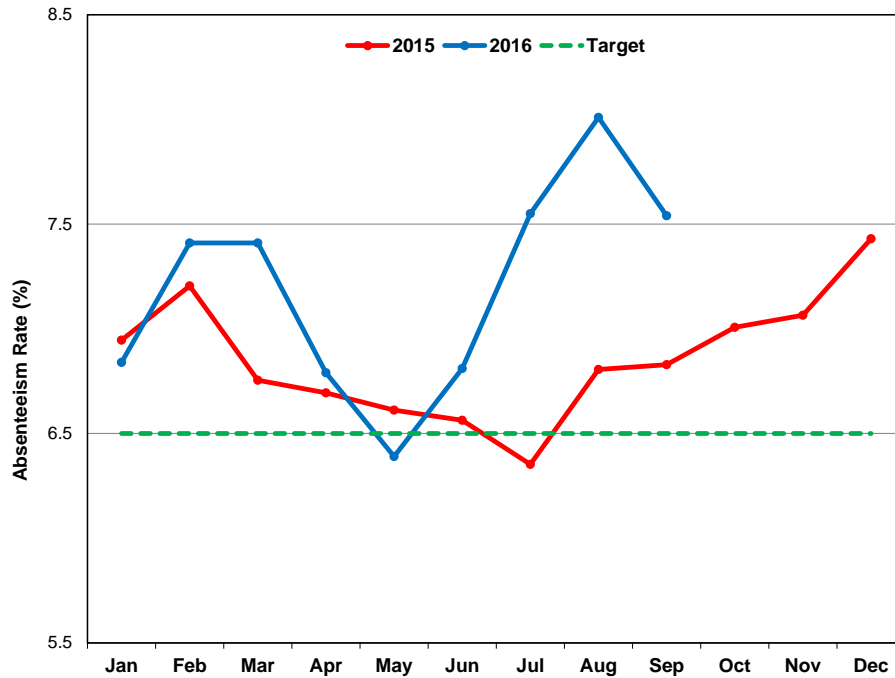
The improved performance is attributable to continued efforts to enhance service delivery.



3.3 People

People

Employee Absence



The absenteeism rate in September decreased for the first time in four months to 7.54%. Overall performance has been above target (unfavourable) for 22 of the past 24 months.

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



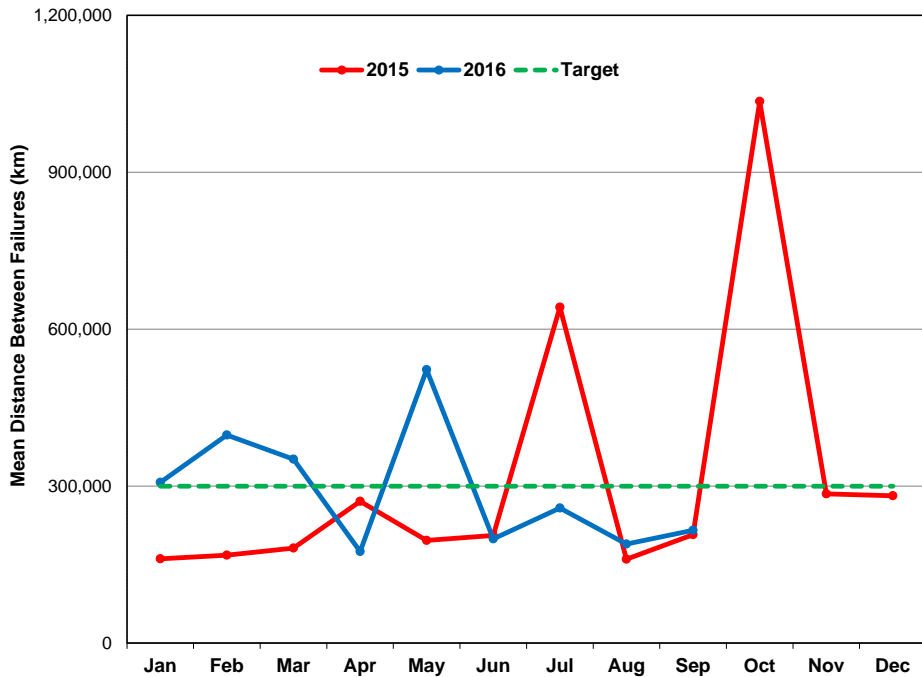
3.4 Assets

Asset: Vehicle Reliability



Subway

T1 Train: Mean Distance Between Failures (MDBF)

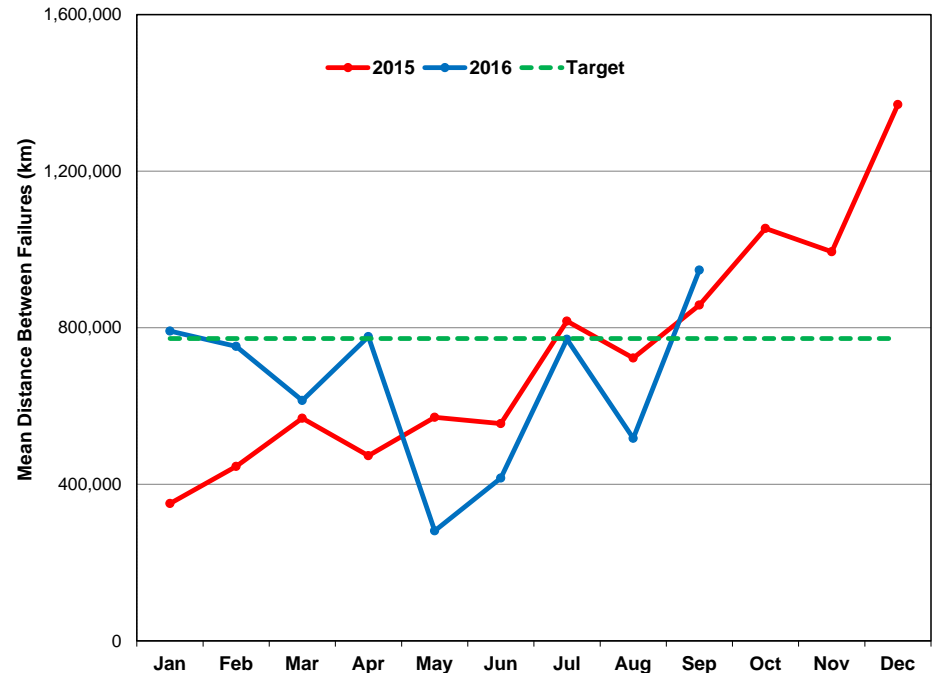


The MBDF increased in September to 215,489 kilometres and remained below target for the fourth consecutive month.

The T1 Accelerated Door Overhaul program was completed in 2015. Door pocket guides are being overhauled, with an estimated completion at the end of 2016. Master controller upgrades are estimated to be completed in Q4 2016. The T1 fleet is undergoing a refreshing of the HVAC system. Although this particular equipment issue does not directly cause delay incidents, it remains a substantial performance issue.

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

TR Train: Mean Distance Between Failures (MDBF)

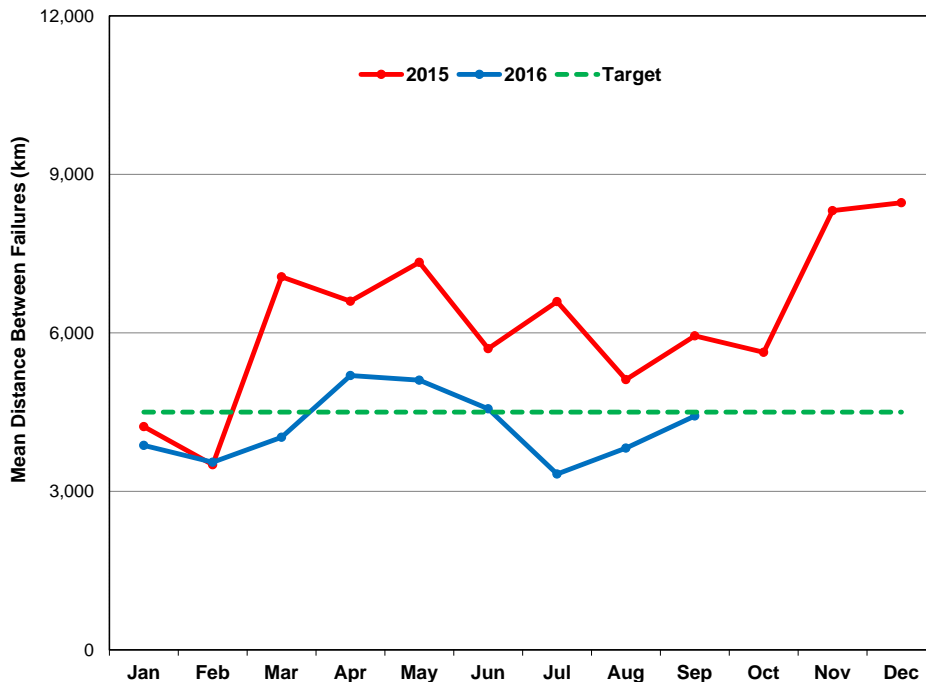


The MDBF increased in September to 947,240 kilometres and was above target in five months.

The cab door is undergoing Revision E cab door retrofit from Bombardier. The brake system continues to receive numerous improvements to associated software; fleet retrofits of the new modifications and validation testing of the proposed upgrades are in progress, with anticipated improvements in future months. There are also ongoing joint investigations with the car builder and maintenance staff focused on validating potential seasonal effects of higher ambient temperatures on the air (friction) braking system performance.



CLRV Streetcar: Mean Distance Between Failures (MDBF)

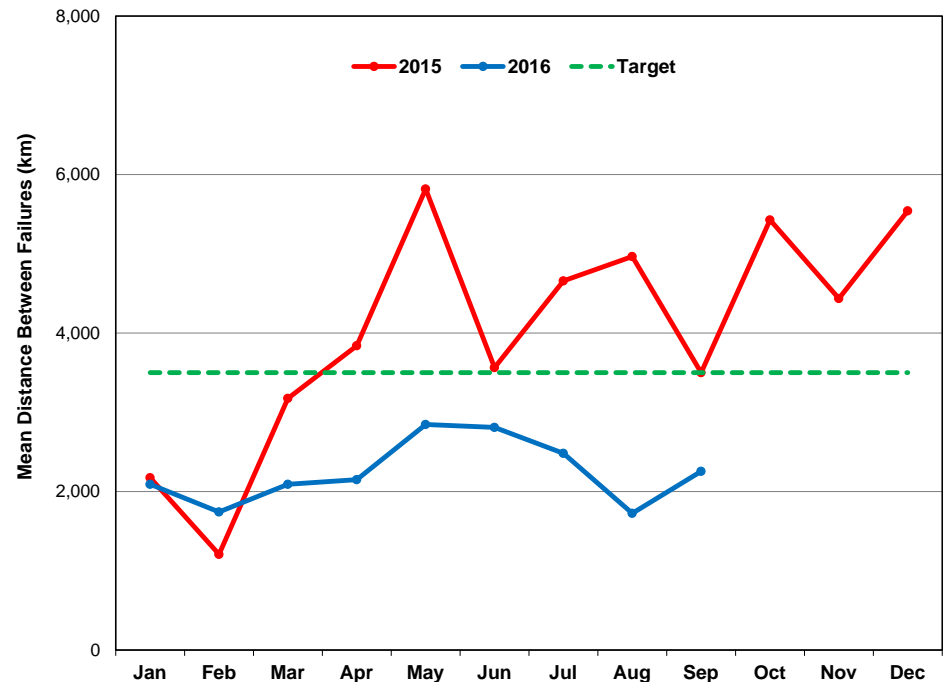


The MDBF increased in September to 4,426 kilometres. Overall performance was below target for the third time in six months, due to fewer vehicles in service.

The decreased performance was due to continued deterioration of the 36-year old fleet. Reliability was impacted by a shortage of overhauled components. 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)

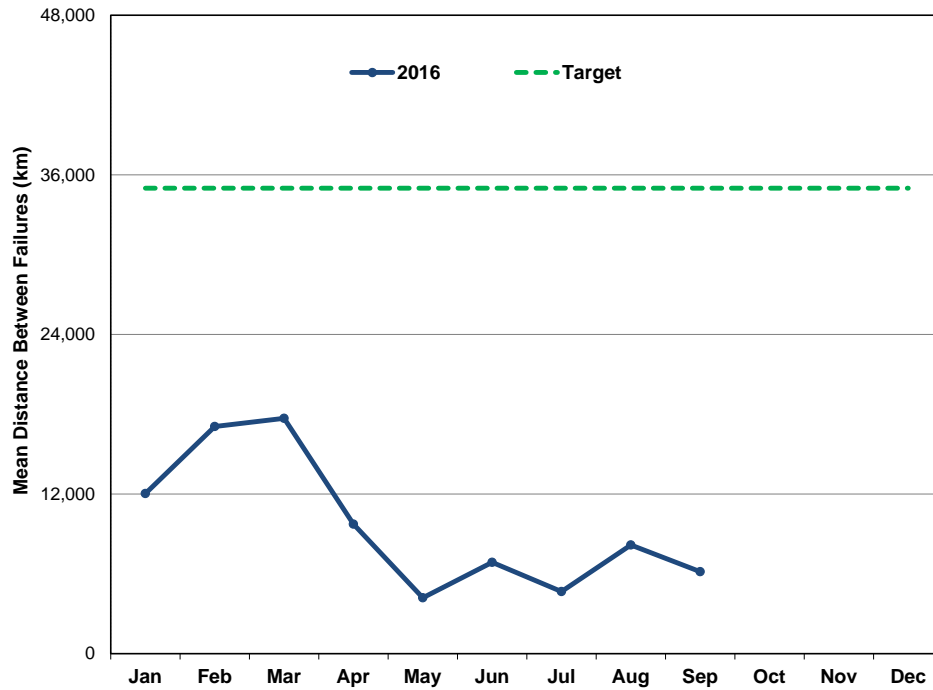


The MDBF increased in September for the first time in four months to 2,256 kilometres. Performance was below target for the ninth consecutive month, due to fewer vehicles in service.

The decreased performance was due to delays in long lead critical components for the overhaul program as well as gaps in maintenance and operating procedures and quality of manufactured components from some suppliers. A systems approach has been initiated to address gaps and reliability deficiencies.

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

New Streetcar: Mean Distance Between Failures (MDBF)



The MDBF decreased in September to 6,157 kilometres.

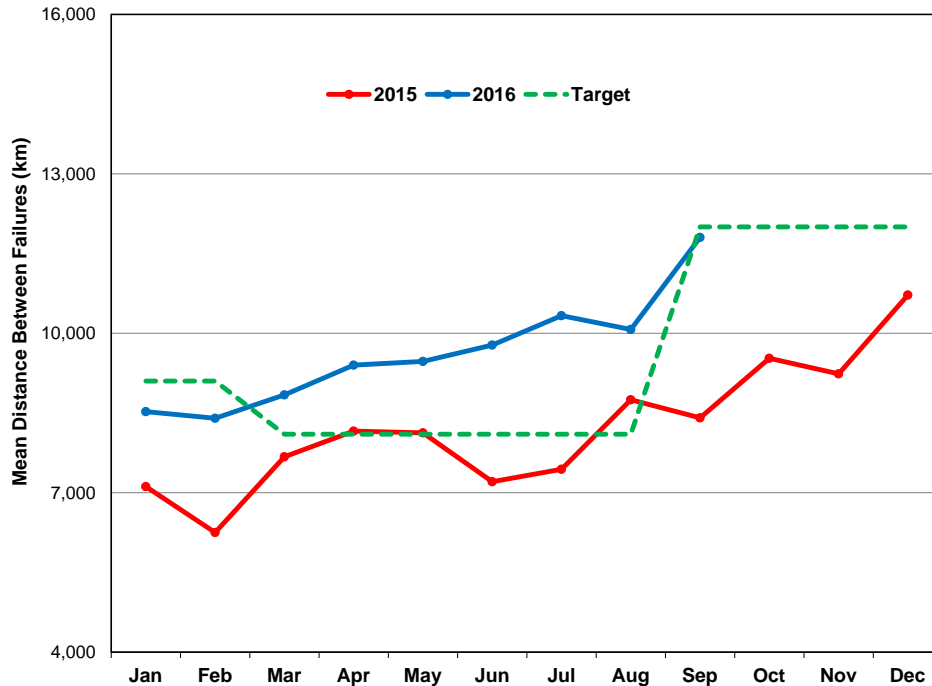
As the TTC awaits the delivery of more new low-floor streetcars from Bombardier, this key performance indicator will become increasingly relevant. With so few of the new streetcars in service today, the performance indicator does not yet truly reflect just how well the new streetcars are performing. With only 20 new streetcars in service, even a low number of defects can have a significant impact on the mean distance between failures.

The target of 35,000 mean kilometres between failures is expected to be attained on a regular basis as the sixtieth new streetcar is received.



Bus

Bus: Mean Distance Between Failures (MDBF)



The MDBF increased in September to 11,803 kilometres. Performance did not achieve target but it was 40% higher than the performance in September 2015.

Garage technical staff continues to focus on quality repairs and analysis of repeaters as well as heating and cooling systems. Maintenance facilities staff will continue to focus efforts on the quality of repairs.

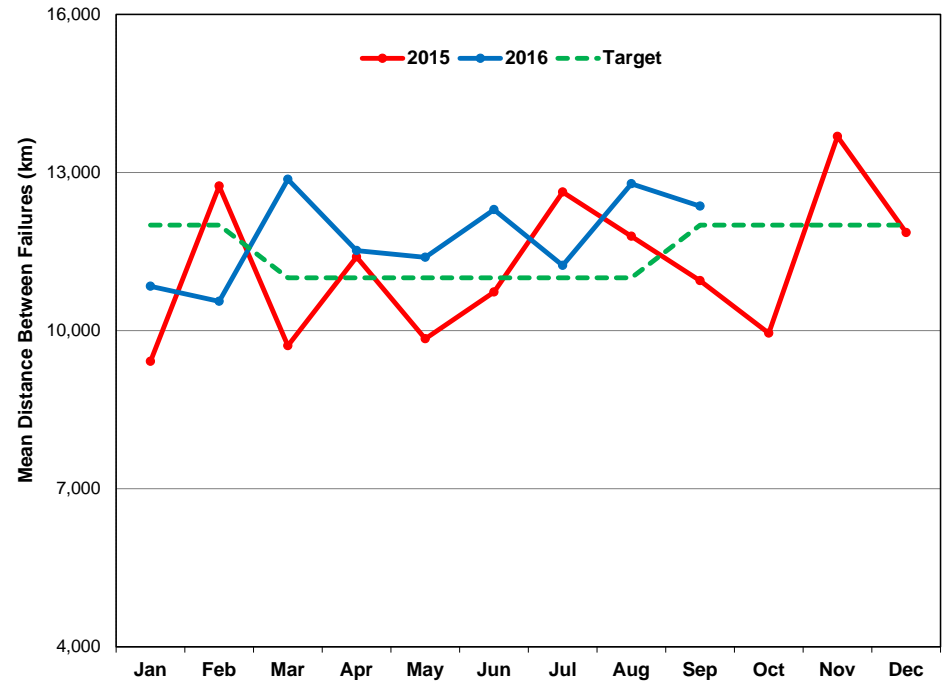
Note:

Target was adjusted to reflect industry standard of 12,000 kilometers.



Wheel-Trans

Wheel-Trans: Mean Distance Between Failures (MDBF)



The MDBF decreased in September to 12,361 kilometres but overall performance still achieved target for the seventh consecutive month.

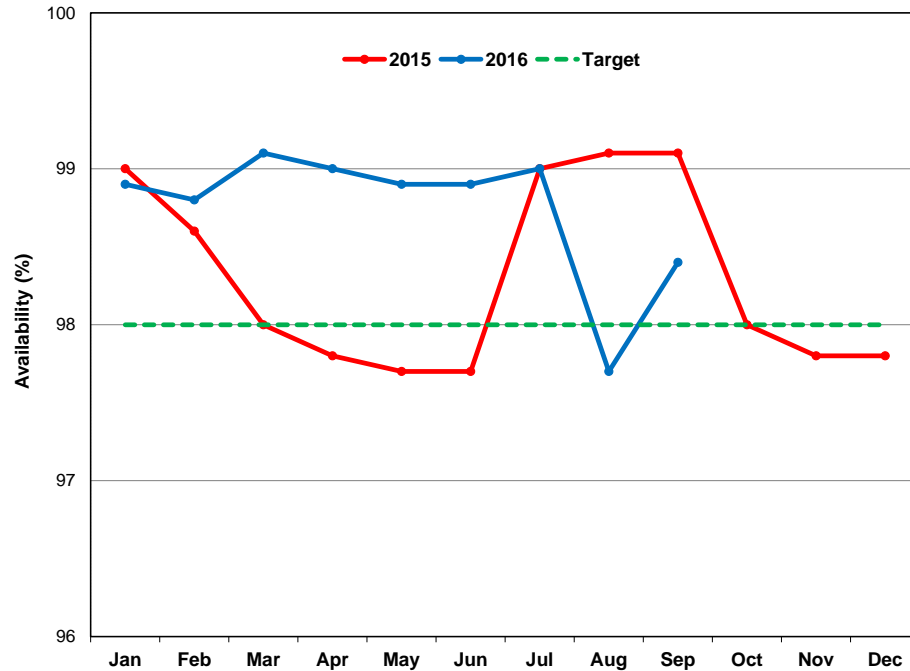
TTC staff are monitoring seven suspect vehicles and inputting mileage manually until the root-cause is identified. A meeting was held with Ford to discuss poor workmanship on rebuilt engines and TTC is awaiting a response. A Differential/Axle RCM program is ongoing to improve mileage between failures.

Note:

Target was adjusted to reflect industry standard of 12,000 kilometers.

Assets: Equipment Availability

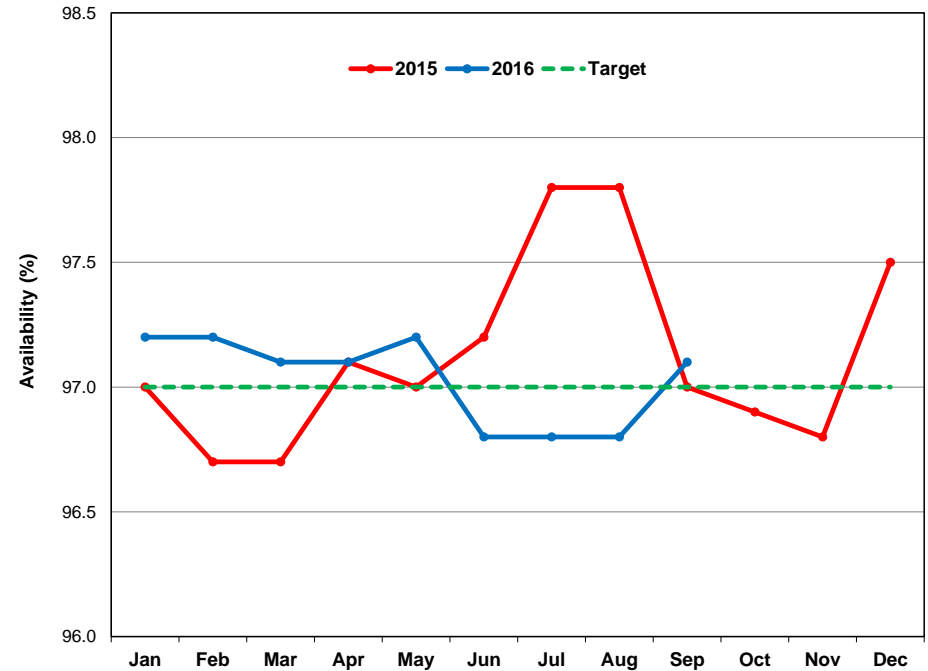
Elevators



Performance in September increased to 98.4% and it was slightly above target.

Maintenance activities were completed as planned and scheduled.

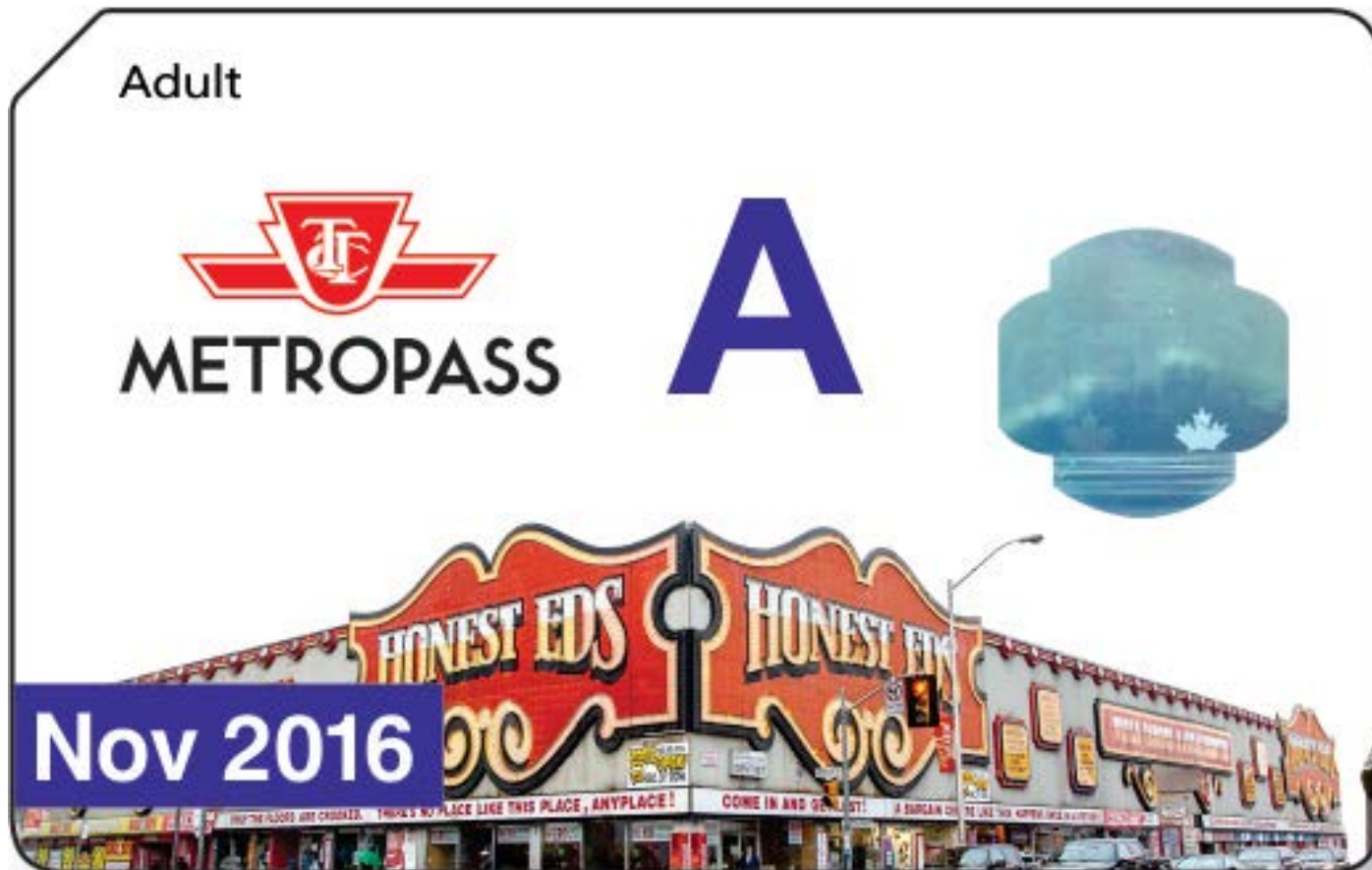
Escalators



Performance in September increased to 97.1% and was slightly above target in four months.

Maintenance activities were 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 9 (October 1), total revenues were \$33.7 million (3.6%) below budget primarily due to 10.7 million (2.6%) fewer customer journeys than planned and a lower average fare (3.3¢ or 1.5%) stemming from ongoing changes in the mix of fare media.

Over the same time period, expenses were under budget (\$25.7 million or 2.0%) largely due to workforce gapping savings and lower than anticipated expenditures for diesel and employee benefits partially offset by higher accident claim settlement costs to date.

2016 Year-End Projections

(millions)	Projection	Budget	Variance
2016 TTC Operating Budget			
Customer Journeys (Ridership)	540	553	(13)
Revenue	\$1,200.8	\$1,242.1	(\$41.3)
Expenses	\$1,698.1	\$1,736.7	(\$38.6)
Subsidy Required	\$497.3	\$494.6	\$2.7
Subsidy Available*	\$494.6	\$494.6	-
Surplus/(Shortfall)	(\$2.7)	-	(\$2.7)

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

Currently, a \$2.7 million (or 0.5%) year-end subsidy shortfall is projected and a number of key budget variances account for this projection as follows.

Passenger Revenues: \$43.0 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. Current forecasts indicate that ridership could fall approximately 13 million rides below the target of 553 million (or 540 million) with corresponding passenger revenue shortfalls of about \$40 million.

Employee Benefits: \$16.5 million decrease

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

Labour: \$10.6 million decrease

Workforce gapping is the key factor behind the projected lower labour expenses by year-end.

Diesel: \$5.0 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: \$4.3 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.

Leasing Expenses: \$2.0 million decrease

Current requirements are lower than originally anticipated.

Bus Warranty Recoveries: \$2.0 million decrease

Higher than budgeted bus warranty recoveries will result in a \$2.0 million reduction in net expenses.

Other Non-Labour: \$1.6 million decrease

These requirements are anticipated to be marginally lower than originally planned.

Other Revenues: \$1.6 million increase

Primarily due to the deferral of commuter parking lot rehabilitation work and the later than originally anticipated closure of the Wilson West lot, commuter parking revenues are expected to exceed budget.

Accident Claim Settlements: \$5.5 million increase

The trend in these expenses to date, including the settlement of a large claim earlier in the year, indicates that these expenses will exceed budget by year-end.

Other: \$2.2 million decrease

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

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

(\$000s)	Period 9: 5 Weeks				Nine Periods to				Full Year			
	August 28 to October 1, 2016				October 1, 2016				2016			
	Actual	Budget	Over/(Under) Budget	Over/(Under) Budget %	Actual	Budget	Over/(Under) Budget	Over/(Under) Budget %	Probable	Budget	Probable Variance	Probable Variance %
TOTAL REVENUES	118,648	123,562	(4,914)	-4.0%	897,681	931,412	(33,731)	-3.6%	1,200,778	1,242,128	(41,350)	-3.3%
TOTAL EXPENSES	161,396	168,838	(7,442)	-4.4%	1,279,373	1,305,074	(25,701)	-2.0%	1,698,070	1,736,756	(38,686)	-2.2%
OPERATING SUBSIDY REQUIRED in 2016					381,692	373,662	8,030	2.1%	497,292	494,628	2,664	0.5%
CITY OPERATING SUBSIDY AVAILABLE							-	100.0%	493,627	493,627	-	0.0%
DRAW FROM STABILIZATION RESERVE							-		1,001	1,001	-	0.0%
SHORTFALL / (SURPLUS)					381,692	373,662	8,030	2.1%	2,664	-	2,664	

<u>REVENUES:</u>												
Passenger Revenues	112,668	117,831	(5,163)	-4.4%	844,939	880,992	(36,053)	-4.1%	1,132,300	1,175,300	(43,000)	-3.7%
Outside City & Charters	1,634	1,481	153	10.3%	13,548	12,476	1,072	8.6%	17,019	16,319	700	4.3%
Advertising	2,331	2,331	-	0.0%	20,981	20,981	-	0.0%	27,975	27,975	-	0.0%
Rent Revenue	890	925	(35)	-3.8%	8,083	8,323	(240)	-2.9%	10,395	11,095	(700)	-6.3%
Commuter Parking	848	758	90	11.9%	7,724	7,029	695	9.9%	10,074	9,274	800	8.6%
Other Income	277	236	41	17.4%	2,406	1,611	795	49.3%	3,015	2,165	850	39.3%
TOTAL REVENUES	118,648	123,562	(4,914)	-4.0%	897,681	931,412	(33,731)	-3.6%	1,200,778	1,242,128	(41,350)	-3.3%
<u>EXPENSES (LABOUR & NON-LABOUR)</u>												
CEO's Office	3,626	3,778	(152)	-4.0%	27,161	28,994	(1,833)	-6.3%	36,395	38,709	(2,314)	-6.0%
Engineering, Construction & Expansion Group	248	471	(223)	-47.3%	2,286	3,227	(941)	-29.2%	3,894	4,382	(488)	-11.1%
Corporate Services Group	6,252	6,806	(554)	-8.1%	47,236	50,577	(3,341)	-6.6%	65,624	69,639	(4,015)	-5.8%
Strategy and Customer Experience Group	1,850	2,030	(180)	-8.9%	13,963	15,537	(1,574)	-10.1%	20,208	20,868	(660)	-3.2%
Operations Group	26,806	28,949	(2,143)	-7.4%	217,316	217,517	(201)	-0.1%	292,009	293,807	(1,798)	-0.6%
Service Delivery Group	69,874	70,881	(1,007)	-1.4%	538,765	544,240	(5,475)	-1.0%	733,297	738,208	(4,911)	-0.7%
Employee Benefits	31,624	32,420	(796)	-2.5%	243,591	251,070	(7,479)	-3.0%	285,100	301,600	(16,500)	-5.5%
Vehicle Fuel	6,964	8,171	(1,207)	-14.8%	58,708	63,548	(4,840)	-7.6%	79,556	84,556	(5,000)	-5.9%
Traction Power	3,994	4,494	(500)	-11.1%	40,073	40,531	(458)	-1.1%	54,371	54,371	-	0.0%
Utilities (Hydro, Natural Gas, Water)	1,624	1,726	(102)	-5.9%	18,956	18,743	213	1.1%	26,938	25,938	1,000	3.9%
Taxes and Licences	248	298	(50)	-16.8%	2,417	2,458	(41)	-1.7%	3,261	3,261	-	0.0%
Depreciation	3,223	3,223	-	0.0%	25,268	25,268	-	0.0%	29,148	33,448	(4,300)	-12.9%
Accident Claims & Insurance	2,771	3,117	(346)	-11.1%	26,418	23,519	2,899	12.3%	36,884	31,384	5,500	17.5%
Non-Departmental Costs	2,292	2,474	(182)	-7.4%	17,215	19,845	(2,630)	-13.3%	31,385	36,585	(5,200)	-14.2%
TOTAL EXPENSES	161,396	168,838	(7,442)	-4.4%	1,279,373	1,305,074	(25,701)	-2.0%	1,698,070	1,736,756	(38,686)	-2.2%
OPERATING SUBSIDY REQUIRED in 2016					381,692	373,662	8,030	2.1%	497,292	494,628	2,664	0.5%
CITY OPERATING SUBSIDY AVAILABLE							-	100.0%	493,627	493,627	-	
DRAW FROM STABILIZATION RESERVE									1,001	1,001		
SHORTFALL / (SURPLUS)					381,692	373,662	8,030	2.1%	2,664	-	2,664	

Wheel-Trans Operating Budget

2016 Year-to-Date Results

To the end of Period 9 (October 1), total revenues were slightly above target (\$71K or 1.4%). This reflects slightly higher revenues from 138,000 (5%) more customer journeys partially offset by a lower average fare (6.5¢ or 3.5%).

Over the same period, expenses were \$1.5 million (1.6%) 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)	3.925	3.690	0.235
Revenue	\$7.1	\$7.0	\$0.1
Expenses	\$125.8	\$123.7	\$2.1
Subsidy Required	\$118.7	\$116.7	\$2.0
Subsidy Available	\$116.7	\$116.7	-
Surplus/(Shortfall)	(\$2.0)	-	(\$2.0)

Currently, a \$2 million (or 1.7%) year-end subsidy shortfall is projected and is largely attributable to the ever-increasing demand for service as explained below.

2016 ridership results to date are consistent with the trend identified in 2015 where ridership demand continues to outpace expectations. To date, demand for service is more than 5% higher than anticipated and 11% above the comparable 2015 results. Current staff estimates of 2016 projected ridership suggest that an additional 235,000 trips (6.4%) 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 at 25%) and the fact that new customers (who are joining at the rate of about 800 – 900 per month) are utilizing the Wheel-Trans service at a higher rate than existing customers.

These additional trips will increase contracted taxi service expenses by \$6.2 million and are expected to be mitigated by projected underexpenditures due to: lower than anticipated interviewing and appeals activity (\$1.1 million), lower employee benefits utilization (\$1 million), diesel fuel savings (\$1 million), lower bus and garage maintenance costs (\$0.1 million), workforce gapping (\$0.7 million), lower forecasted accident claims settlements (\$0.2 million) and other net changes (\$0.1M).

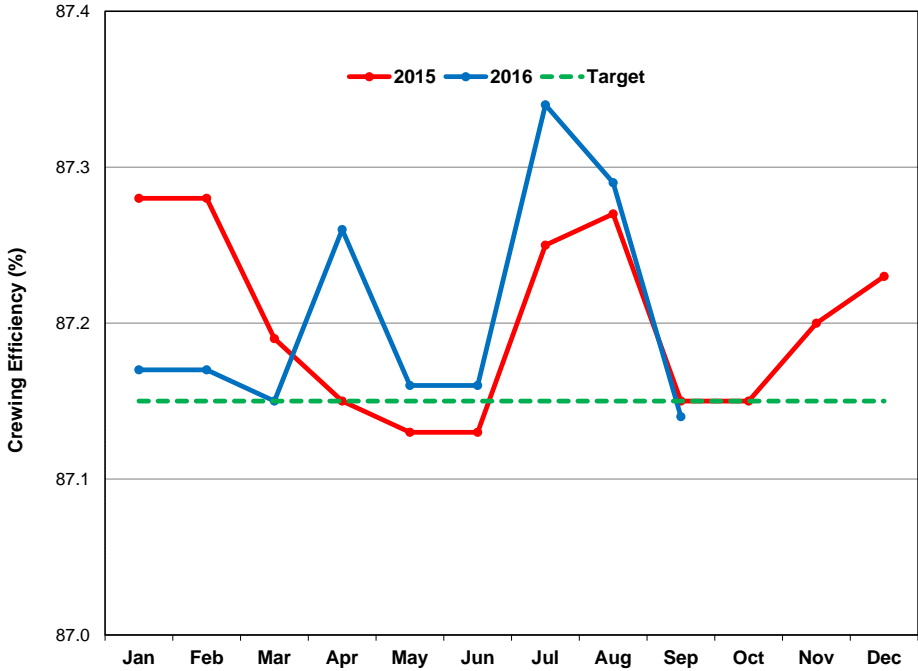
WHEEL-TRANS

OPERATING BUDGET - INCOME STATEMENT

PERIOD 9	Period 9: Five Weeks Aug 28 to Oct 1, 2016			Nine Periods to Oct 1, 2016			Full Year 2016		
(\$000s)	Actual	Budget	Over/(Under) Budget	Actual	Budget	Over/(Under) Budget	Projected Actual	Budget	Projected Variance
REVENUES:									
Passenger Fares	669	658	11	5,319	5,248	71	7,110	6,953	157
EXPENSES:									
CONTRACTED TAXI SERVICE	5,264	4,701	563	40,590	36,177	4,413	53,978	47,808	6,170
WHEEL-TRANS BUS SERVICE	4,428	4,620	(191)	34,712	35,842	(1,130)	47,237	48,622	(1,385)
OTHER WHEEL-TRANS EXPENSES	2,471	2,910	(438)	19,416	21,202	(1,786)	24,591	27,236	(2,645)
TOTAL EXPENSES	12,164	12,231	(67)	94,718	93,221	1,497	125,807	123,666	2,141
OPERATING SUBSIDY REQUIRED IN 2016							118,696	116,713	1,983
OPERATING SUBSIDY AVAILABLE IN 2016							116,713	116,713	0
SHORTFALL/(SURPLUS)							1,983	-	1,983

PASSENGER TRIPS (000s)	377	361	16	2,928	2,790	138	3,925	3,690	235
UNACCOMMODATED RATE (%)	0.5	0.5	0.0	0.4	0.5	(0.1)	0.5	0.5	0.0
SUBSIDY PER TRIP (\$)	30.51	32.04	(1.53)	30.54	31.54	(1.00)	30.75	32.13	(1.37)

Operator Crewing Efficiency



Operator crewing efficiency decreased in September to 87.14%. This measure did not achieve target in September.

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 9 (October 1, 2016) reflect lower project activity and includes continued progress on vehicle and construction contracts already in place. Significant variances in the current period are as a result of under-spending on delayed contract work and vehicle deliveries.

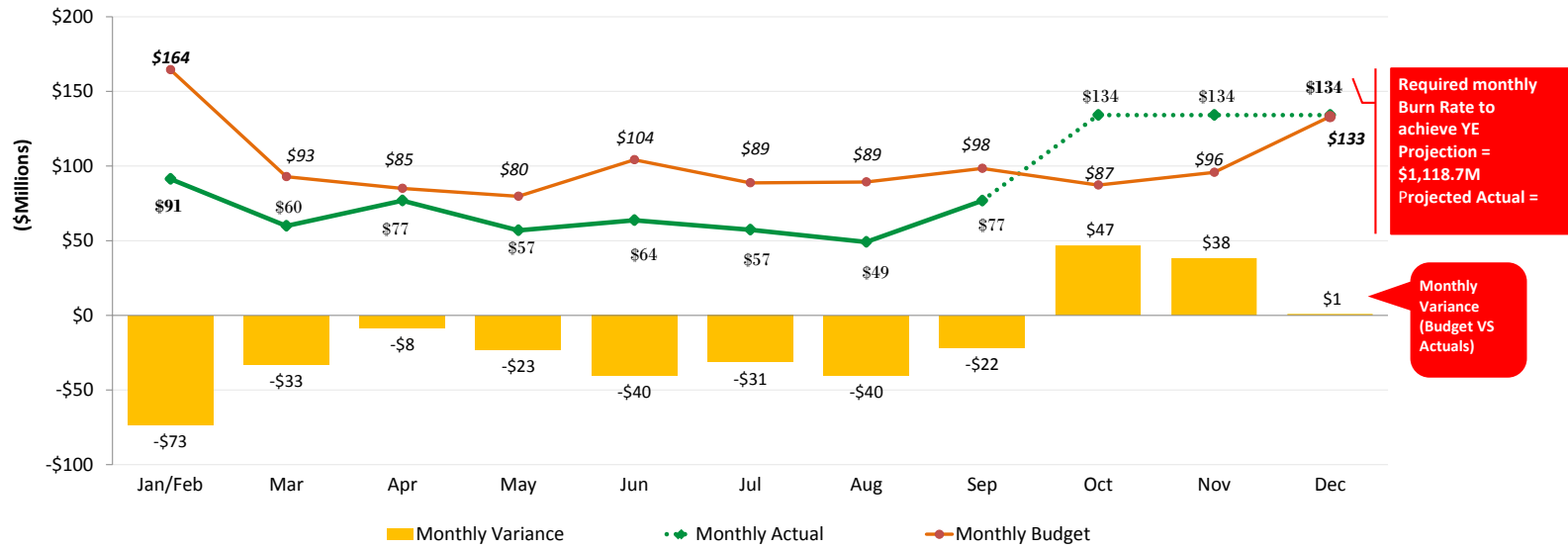
2016 Year-End Projections

(millions)	Projection	Budget *	Variance
2016 TTC Capital Budget			
Base Program	\$934.0	\$1,118.7**	(\$184.7)
Toronto-York Spadina Subway Extension (TYSSE)	\$443.0	\$719.6	(\$276.6)
Scarborough Subway Extension (SSE)	\$31.8	\$133.0	(\$101.2)

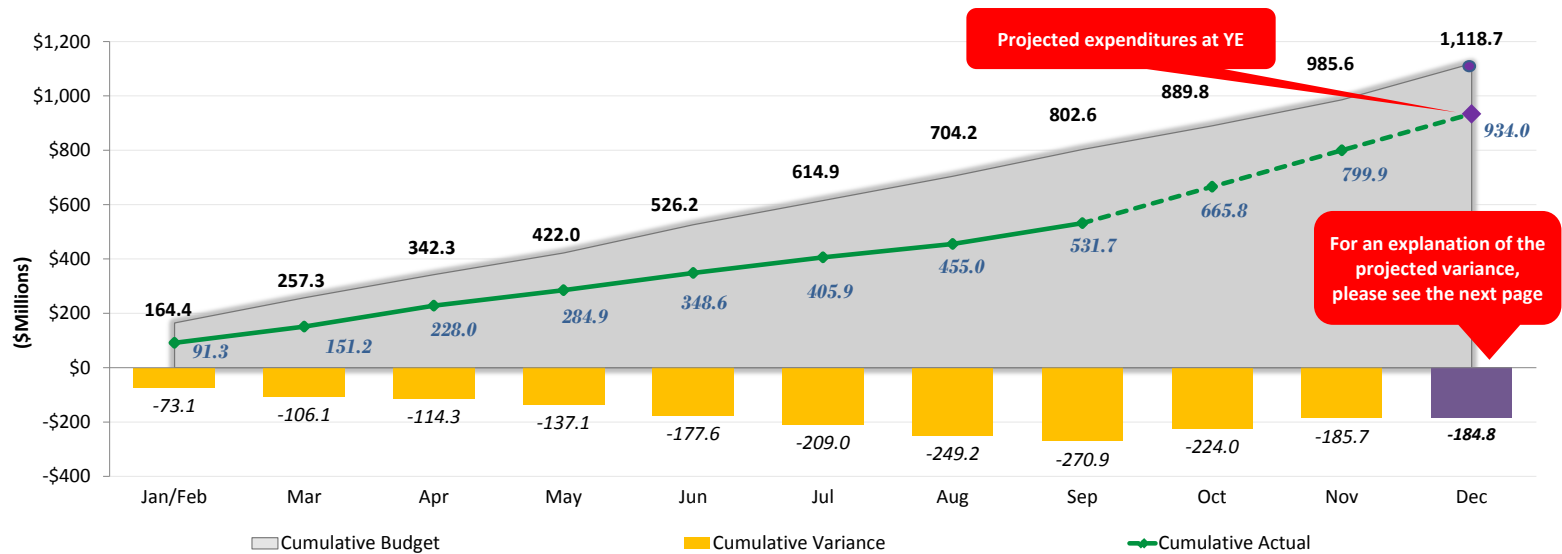
* Budget excludes additional carry forward spending on Base Program (\$101.7M), YYSSE (\$69.6M), and SSE (\$22.5M) as approved on May 3, 2016.

** 2016 Budget has been adjusted for 30 CLRVs Overhaul (+4.4M), Easier Access (+\$0.05M) and Leslie Barns (-\$0.685M) as approved by Council on June 7, July 12 and October 5, 2016 respectively for Base Program (see program explanation below for more information)

2016 Base Program: Month-to-Month Budget Tracking



2016 Base Program: Cumulative Budget Tracking



Base Program – 2016 Year-End Projected Variance: \$184.7 million under

Significant projected year-end base program variances are outlined below:

Subway Track: \$3.4 million under

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

The deferral into 2016 was offset by a reduction in forecasts for ongoing capital programs based on re-evaluation of cost estimates.

Communications: \$7.9 million under

The variance is due to Train Door Monitoring project deferred schedule based on TR availability and overall system rollout plans; Public Address and Passenger Assist Intercom projects deferred as potential integration with Station Transformation initiatives; Radio Replacement project delays due to procurement process and ITS VISION project integration; CCTV project: delay in Video Management System (VMS) procurement due to resource constraints and deferral of DVR equipment upgrades as a result of changes in work sequence related to VMS implementation.

Signal Systems: \$10.7 million under

The variance is mainly due to Cable Replacement & Yard Interchange Signal Upgrades: slippage due to engineering resources allocated to Eglinton Ancillary Room Relocation; Speed Control System: slippage as a result of ATC project changes, issue of Stop-Work order to Thales and ongoing refinement of SCS product to reduce nuisance emergency brake incidents; Workcar Advanced Warning: the scope of this project will be updated to address Track Level Safety initiative to develop modular work zone system; SRT Loop Cable Axle Counter Improvement: work on this project will cease in 2016 to be consistent with the 10 years SRT life extension scope; Wilson Yard Resignalling: revised phasing due to new interface to mainline CBTC; Signaling of Davisville Yard: revised schedule due to updated ATC Project staging, moving off South Yonge to Spadina section.

Finishes: \$1.6 million over

The variance is primarily due to Roofing Rehabilitation - slippage of Hillcrest Subway Operation Building, advanced work for Finch Station roofing and funds advanced to cover additional funds required at Hillcrest Subway operations.

Equipment: \$3.5 million under

The variance is due to Subway Escalator Overhaul project - work deferred to future year due to workforce unavailability.

Streetcar Network Upgrades and Bus Rapid Transit (BRT): \$2.4 million over

The variance is mainly due to Streetcar Network Upgrades (\$1.9M) – slippage from Queen Street Upgrades and advanced construction work on St Clair and Bus Rapid Transit (BRT) - Spadina Subway to York University/Steeles Avenue (\$0.5M) - funds advanced from future years to complete artwork/landscaping and public realm improvements.

On Grade Paving Rehabilitation Program: \$4.3 million under

Variance is due to increase in estimated expenditures in 2015 – Work progressed faster than anticipated in 2015 at Malvern Garage & Eglinton Bus Roadway; re-tender of Finch Station Commuter Lots.

Bridges and Tunnels: \$12.3 million under

Variance is due to the following projects:

- Tunnel and Station Leak Remediation - reduced due to revised cost estimate;
- Structure Rehabilitation Program - reduced due to revised cost estimate
- Maintenance of Joint/TTC Toronto Transportation Bridges – probable was reduced due to submitted revised schedule by the City.

Leslie Barns Project: \$34.5 million over

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

Note: The 2016 budget for Leslie Barns was reduced by \$0.685 million as a result of a budget transfer from Leslie Barns to Economic Development and Culture – EDC's Art Services (Public Art); approved by Council on October 5, 2016.

Toronto Rocket/T1 Rail Yard Accommodation: \$12.6 million over

Increase in estimated expenditures for Keele Yard Retrofit, Wilson Yard Expansion Contracts and Rail Amalgamation Study.

Purchase of Buses: \$11.9 million under

Variance is due to the following:

- accelerated delivery of buses in 2015; and
- cost estimate change to the 2016 bus order

Bus Overhaul: \$9.0 million under

Variance is mainly due to slippage of bus overhauls to 2017 resulting from delayed deliveries of various bus components.

Purchase of Subway Cars: \$10.7 million over

Variance is due to slippage of vehicle deliveries from 2015 to 2016 & 2017 due to additional scope (4-car conversion and Train Door Monitoring prototyping on Sheppard Line) and the delay on de-icing system deliveries from Bombardier.

Subway Car Overhaul: \$27.3 million under

Variance is mainly due to slippages and scope changes for the Train Door Monitoring (TDM) project in the Sheppard line from T1 train to TR train, T1 scope was cancelled and the increased scope on TR has deferred the completion date to 2019; the installation of Friction Brake Electronic Control Unit (FBECU) component has also been deferred from 2016 to 2017 due to longer prototyping period under T1 15 year overhaul; the TR and T1 AODA were delayed due to the late Board approval and material supply issues from Bombardier; the TR 7 year overhaul is under due to the delay in equipment purchases and hiring of workforce in 2016; T1 CCTV project is also under because priority was given to the T1 AODA project considering the car availability for revenue service, new scope of T1 HVAC overhaul was added to T1 20 year overhaul program.

Purchase of Streetcars: \$108.3 million under

Staffs are working with Bombardier to address the issues and delays surrounding the LRV order. Based on Bombardier's proposed schedule of April 25, 2016, the number of cars for 2016 were reduced from 50 to 16 compared to last year's approved budget. The cash flows and projections for 2016 have been adjusted to reflect what is currently known based on Bombardier's revised, unsubstantiated delivery schedule and other projected expenditures.

Streetcar Overhaul: \$1.8 million over

Variance is due to 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).

Note: 2016 new project - 30 CLRV Overhaul was approved by Council on June 7, 2016, based on recoverables from Bombardier due to delayed deliveries of the new LFLRVs (+\$4.4M).

Purchase of Rail Non-Revenue Vehicles: \$6.5 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.

Computer Equipment and Software: \$9.8 million under

Variance is due to SMS SOGR Project not started due to the need to put a new project manager and project team in place; Customer Facing Information Screens (FIS) Project milestone payment delayed due to four contracts taking longer than anticipated to award; ITS Infrastructure Projects delayed or not yet started due to a lack of resources as a result of office space limitations and the availability of subject matter experts (SMEs).

SAP – ERP Implementation System: \$5.9 million under

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

Vision Program (CADD/AVL System): \$14.8 million under

Variance is due to delay in awarding the contract for the CAD/AVL system which has moved a \$13.5M milestone payment and \$1.3M of Control Centre scope into 2017.

Other Service Planning: \$2.0 million under

The variance is mainly due to three projects: Platform Modification to Accommodate Artic Buses: TTC and City are still working on achieving a consensus on the scope and delivery of the project at various locations, required to meet TTC objectives and Transit Priorities and Opportunities to Improve Transit Service projects: Considerable amount of work will slip from 2016 to 2017 because of external approvals (City Transportation Services, Toronto Hydro, etc.) that are required for these projects to proceed. The projection for the next period is expected to be higher, due to anticipated PTIF budget approval.

Toronto York Spadina Subway Extension (TYSSE) : \$276.6 million under

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

Scarborough Subway Extension: \$101.2 million under

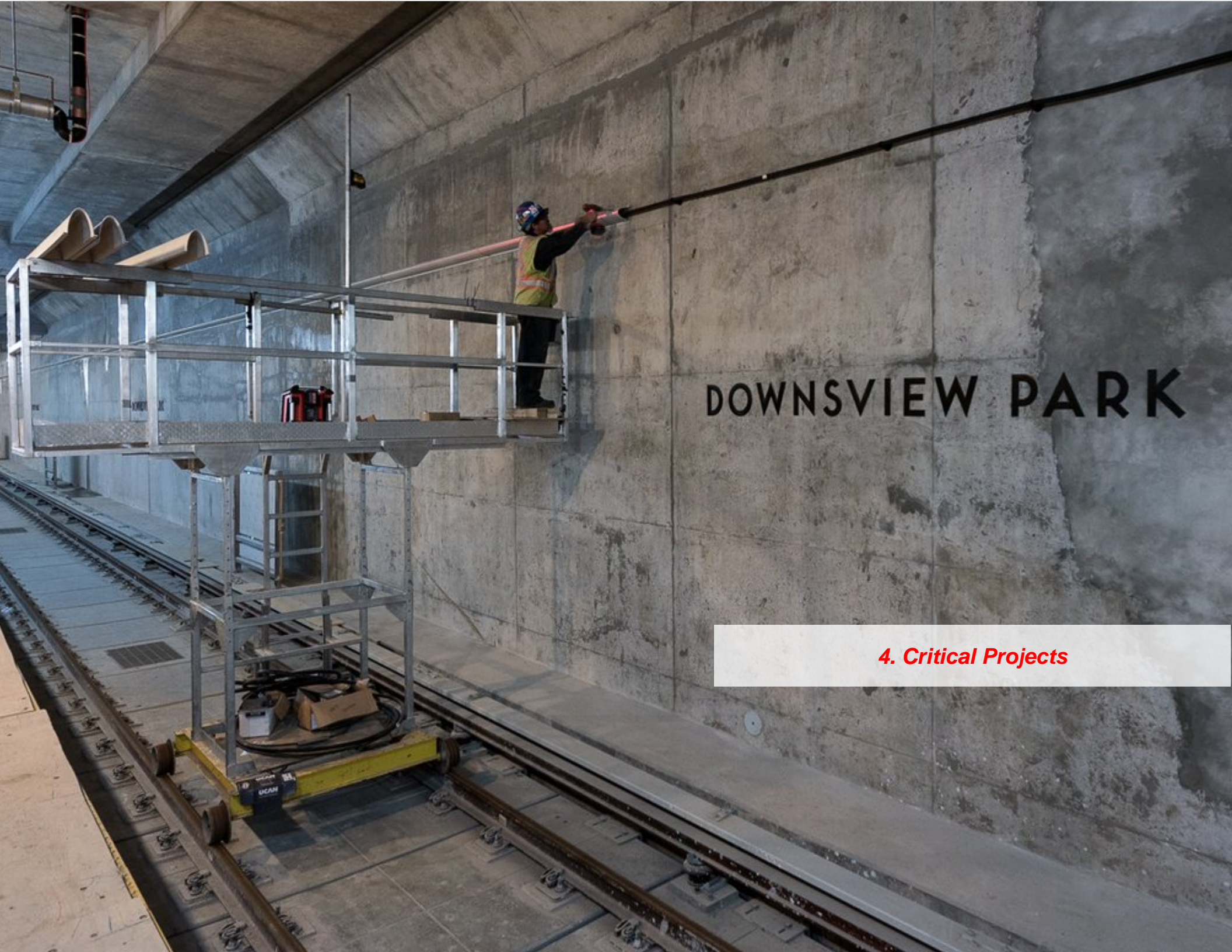
Scarborough Subway Project: \$89.5 million under

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

SRT Life Extension: \$11.7 million under

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

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DOWNSVIEW PARK

4. Critical Projects

Critical Projects

Current as of September 2016 | Next Update in December 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	\$466	\$223	48%	\$460	99%	Ongoing	Q4 2019		G	G	G	G
Facilities: McNicoll Bus Garage	Growth	\$181	\$9	5%	\$181	100%	Q4 2012	Q4 2019	Q2 2020	G	G	G	G
Management Systems: VISION (CAD/AVL)	Customer	\$115	\$5	5%	\$115	100%	Q1 2014	Q4 2020	Q1 2020	G	G	G	G
Streetcar Fleet & Facilities													
Vehicles: Purchase of New Streetcars	Assets	\$1,187	\$533	45%	\$1,187	100%	Q2 2009	Q4 2019		G	G	G	Y
Facilities: Leslie Barns	Growth	\$516	\$478	93%	\$523	101%	2008	Q4 2015	Q4 2016	G	G	G	G
Track: Surface Track *	Assets	\$580	\$292	50%	\$587	101%	Ongoing	Q4 2018	Q4 2019	G	G	G	G
Subway Fleet & Infrastructure													
Vehicles: Purchase of Subway Cars	Assets	\$1,167	\$1,112	95%	\$1,167	100%	Q2 2011	Q4 2016	Q1 2017	G	G	G	G
Stations: Easier Access III	Assets	\$655	\$251	38%	\$774	118%	2006	Q4 2025		Y	Y	G	Y
Facilities: TR / T1 Rail Yard Accommodation **	Assets	\$985	\$146	15%	\$986	100%	2010	Post 2025		G	G	G	G
Track & Tunnels: Subway Track *	Assets	\$505	\$141	28%	\$497	98%	Ongoing	Q2 2018	Q1 2017	Y	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	\$2,505	79%	\$3,184	100%	Q2 2008	Q4 2017		G	Y	G	Y
Scarborough Subway Extension	Growth	\$3,305	\$24	1%	\$3,305	100%	Q4 2013	Q4 2023	Q4 2025	R	G	R	R
Management Systems													
PRESTO	Customer	\$47	\$25	54%	\$47	100%	Q4 2012	Q4 2017		R	G	G	Y
SAP	Financial Sustainability	\$63	\$16	25%	\$63	100%	Q1 2014	Q3 2019		Y	Y	G	Y

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

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



Purchase of Buses

Performance Scorecard

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

Accomplishments

-81 Buses delivered from the total order of 98 buses
 -74 buses have been commissioned as of Oct.01/16

Key Issues and Risks

1.No risk is anticipated. Continue to receive and commission buses being delivered in 2016

Management Action Plan

Budget Update (as of October 01, 2016) (millions of dollars)

	Year to Date	2016	Lifetime to Date	Estimated Final Cost
Budget:	\$62.3	\$78.6	\$241.4	\$465.6
Actual:	\$37.7		\$223.4	
Projected:		\$66.7		\$460.2
Actual Variance:	-\$24.6		-\$18.0	
Projected Variance:		-\$11.9		-\$5.4

2016 Variance: \$11.9 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
 (5.4M) for cost estimate changes

EFC Variance: \$5.4 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: October 01,2016

Reporting frequency: Quarterly



VISION(CAD/AVL)

Performance Scorecard

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

Accomplishments

- Preliminary Design accepted
- Project Binder accepted
- Final Design started

-System Prototyped on 2 buses and Roadshow delivered for Key Stakeholders

Key Issues and Risks

1.Schedule for Construction of Centralized Control Centre to be established, alternative interim planning for deployment may be required.

Management Action Plan

Dedicated Project Manager assigned for the design and construction of the Operation Control Centre.

Budget Update (as of September 30, 2016)
(millions of dollars)

	Year to Date	2016	Lifetime to Date	Estimated Final Cost
Budget:	\$1.8	\$22.5	\$2.9	\$115.4
Actual:	\$2.4		\$5.2	
Projected:		\$7.7		\$115.4
Actual Variance:	\$0.6		\$2.3	
Projected Variance:		-\$14.8		\$0.0

2016 Variance: \$14.8 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	Preliminary design received	Q2 2016			✓																	
8	Design Complete	Q4 2016				█																
9	Factory Acceptance Testing Complete	Q2 2017					█															
10	Proof of Concept Complete	Q3 2017						█														
11	Bus Installs Complete	Q4 2018							█													
12	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: September 30, 2016

Reporting frequency: Quarterly



McNicoll New Bus Garage

Performance Scorecard

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

Accomplishments

-3rd round design presentations held July 26,27 2016

-Technical Proposals received from two remaining proponents on September 16,2016

Key Issues and Risks

Several scope items remain unfunded, including motions passed by TTC Board and City Council.

Management Action Plan

BTL(Below the Line) project created to capture unfunded scope items.RFP seeks optional pricing for some unfunded items, which Board could accept at time of award (price dependent).

Budget Update (as of September 30, 2016)

(millions of dollars)

	Year to Date	2016	Lifetime to Date	Estimated Final Cost
Budget:	\$1.9	\$2.3	\$8.1	\$181.0
Actual:	\$2.0		\$9.0	
Projected:		\$2.7		\$181.0
Actual Variance:	\$0.1		\$0.9	
Projected Variance:		\$0.4		\$0.0

2016 Variance: \$0.4 million over
Increase in expected expenditures for current year.

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	✓				Today														
2	RFP Issued	Q1 2016		✓																	
3	Contract Award	Q1 2017						█													
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: September 30,2016

Reporting frequency: Quarterly



Purchase of New Streetcars

Performance Scorecard

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

Accomplishments

- 24 cars are now available for service, maintenance, spares and training.
- 25th Car(4426)is expected to be accepted by TTC in the first week of November 2016.

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 vehicle quality and delivery schedule.
3. Bombardier provided an updated 2016 delivery schedule on June 10, 2016 which indicates 16 LFLRVs, for a total of 30, will be available for passenger service by year end, and all 204 vehicles are to be delivered by 2019. Whereas the previous February 2016 schedule indicated 40 vehicles planned for 2016, for a total of 54 cars by year end.
- 4.Bombardier has yet to provide a contractually required Detailed Project Schedule(DPS) and have only provided vehicle acceptance dates through 2017.

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.
- 5.Continue to push for an updated DPS in order to understand and plan for the impacts of these deliveries on TTC resources, including those of Transportation, Service Planning, Maintenance, Training and Engineering Departments.

Budget Update (as of October 01, 2016) (millions of dollars)

	Year to Date	2016	Lifetime to Date	Estimated Final Cost
Budget:	\$126.3	\$174.9	\$635.6	\$1,186.5
Actual:	\$24.1		\$533.4	
Projected:		\$66.6		\$1,186.5
Actual Variance:	-\$102.2		-\$102.2	
Projected Variance:		-\$108.3		\$0.0

2016 Variance: \$108.3 million under

Variance is primarily due to delays in the delivery of streetcars. The number of cars for 2016 were reduced from budgeted 50 cars to 16 cars.

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 Draft June 10, 2016 delivery schedule)	Q1 2019										█									
6	204 Cars deployed (based on draft June 10, 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: October 31, 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

- Frieze wall installation completed

Key Issues and Risks

1. Construction Claim

Management Action Plan

1. Arbitration process in place. Additional funds may be required and will be included in future budget submissions.

Budget Update (as of September 30, 2016)

(millions of dollars)

	Year to Date	2016	Lifetime to Date	Estimated Final Cost
Budget:	\$30.0	\$33.1	\$483.6	\$516.0
Actual:	\$48.9		\$478.5	
Projected:		\$67.6		\$523.5
Actual Variance:	\$18.9		-\$5.1	
Projected Variance:		\$34.5		\$7.5

2016 Variance: \$34.5 million over

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: \$7.5 million over

Cost estimate increase

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: September 30, 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
 *-Several projects have been completed in Q2 and Q3, such as special track work at King St. at Adelaide St. and Charlotte St., College St. at Bathurst St. and Lansdowne Ave. as well as track work at the southwest corner of the Roncesvalles Carhouse.

-The recent procurement of a concrete milling machine has expedited the replacement of worn rails at car stop locations. As of Q2 2016, rails at 6 car stops have been replaced versus 3 car stops in Q2 2015.

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 as the project is scheduled for completion in Q4 2016.
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 are 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 October 01, 2016)

(millions of dollars)

	Year to Date	2016	Lifetime to Date	Estimated Final Cost
Budget:	\$12.7	\$32.9	\$279.4	\$580.3
Actual:	\$18.8		\$292.4	
Projected:		\$32.6		\$587.4
Actual Variance:	\$6.1		\$13.0	
Projected Variance:		-\$0.3		\$7.1

2016 Variance: \$0.3 million under

Variance is due to the deferral of several projects to future years. Changes to be incurred in advance in 2016. Refer to Management Action Plan for further details.

EFC Variance: \$7.1 million over

The Deputy CEO confirmed an increase to the Surface Track budget for the modification to the King St./Queen St./Roncesvalles Ave. work which is scheduled for 2019.

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	C.N.E. Loop (Design)	Q4 2015	✓																		
2	Russell Yard - South End (Track)	Q4 2015	✓																		
3	Roncesvalles Southwest - Design and Layout	Q3 2015	✓																		
4	College and Spadina	Q2 2015	✓																		
5	Bloor Loop and Spadina	Q2 2015	✓																		
6	Bay Street	Q2 2016			✓																
7	King/Adelaide & Charlotte	Q2 2016			✓																
8	Roncesvalles Southwest Corner - Construction	Q3 2016				✓															
9	Russell Yard - South End Modification Improvements	Q4 2016					■														
10	The Queensway - Modifications (Design Only)	Q4 2016					■														
11	College and Bathurst	Q3 2016				✓															
12	College and Lansdowne	Q3 2016				✓															
13	Richmond St.-East of Yonge St. to York St.	Q4 2016					■														
14	Car Stops-Ongoing State of Good Repair(SOGR)program	Q4 2016					■														
15	Neville Loop	Q4 2016					■														
16	St. Clair Ave. W-Bathurst to Tweedsmuir	Q4 2016					✓														
17	CNE Loop-Construction	Q4 2016					■														
18	Roncesvalles Pit Track	Q4 2017								■											
19	Russel Yard Tracks 8-22	Q4 2018									■										
20	Harvey Shop Tracks Beneath Transfer Table	Q4 2018										■									
21	Russell Yard North Ladder	Q4 2018											■								
22	Roncesvalles Carhouse S-Curve Tracks 1-28	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: October 31, 2016

Reporting frequency: Quarterly



Purchase of Subway Cars

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 78 Train Sets for operational service

- Continued progress for update of Maintenance Manuals and Splice of Last Car of Train#82 for "4-Car Consist"
- Completion of Preliminary Design Review and submittal of Operator Manual for Train Door Monitoring System
- Awarded Commercial Offer for delivery of spares and special tools and test equipment for Option 1C and "4 Car Consist" Trainsets

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. The Board approved on July 11, 2016 the Commercial offer for Train Door Monitoring System-Phase 2 and Yard Maintenance Support System (YMSS) Phase 1 for full system integration and testing.
4. Accelerated delivery of one 4-Car Trainset is in review. Schedule and cashflow has been updated but execution of Contract Amendment is pending.

Budget Update (as of October 01, 2016)

(millions of dollars)

	Year to Date	2016	Lifetime to Date	Estimated Final Cost
Budget:	\$21.6	\$24.2	\$1,151.2	\$1,166.9
Actual:	\$21.1		\$1,111.9	
Projected:		\$35.0		\$1,166.9
Actual Variance:	-\$0.5		-\$39.3	
Projected Variance:		\$10.7		\$0.0

2016 Variance: \$10.7 million over

Variance is primarily due to the transfer of the escalation and contingency allowance for project changes to 2017 along with the Milestones related to delivery and installation of De-icing system and 4-Car Consist rescheduled to 2016 and 2017.

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 #79, TS#81 (Option 1C) ready for service	Q4 2016							█											
6	Train # 80 to #82(remaining 4- Car consist) ready for service	Q1 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: October 01, 2016

Reporting frequency: Quarterly



Easier Access Phase III

Performance Scorecard

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

Accomplishments

-Awarded design services contracts

Key Issues and Risks

1. Property acquisitions impacting several locations.
2. Property acquisition for Elevator E1 at St. Clair West Station has been resolved.
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. Dedicated staff and high priority assigned to further progress.
2. Construction of elevator E1 is proceeding.
3. Budget request was submitted.
4. Revised concept report outlines proposed solution.

Budget Update (as of September 30, 2016)

(millions of dollars)

	Year to Date	2016	Lifetime to Date	Estimated Final Cost
Budget:	\$24.5	\$35.0	\$250.7	\$655.2
Actual:	\$24.3		\$250.7	
Projected:		\$35.0		\$774.3
Actual Variance:	-\$0.2		\$0.0	
Projected Variance:		\$0.0		\$119.1

2016 Variance: \$0 million

EFC Variance: \$119.1 million over

\$117,600k Cost estimate change at various locations (as requested in the 2017-2026 budget), \$1,173k Scope Transfer, \$372K external funding for art.

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)	Q4 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: September 30,2016

Reporting frequency: Quarterly



TR/ T1 Rail Yard Accommodation

Performance Scorecard

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

Accomplishments

-Awarded Contract AW1-3 "Wilson T&S Building Renovation" on July 08,2016
 - Awarded Contract C1-46 "Wilson Carhouse - Access Stairwell at Tracks 9/10" on August 9, 2016
 - Awarded Contract AW1-4 "Tie in Car House North Ladder Tracks (tracks 2 to 15)" on September 21, 2016

- Achieved Substantial Performance of Contract AW1-5 "Tie in Track 33 to 43" on September 30,
 - Achieved Substantial Performance of Contract C1-38 "Wilson Carhouse North Expansion" on October 5, 2016

Key Issues and Risks

None

Management Action Plan

N/A

Budget Update (as of September 30, 2016)

(millions of dollars)

	Year to Date	2016	Lifetime to Date	Estimated Final Cost
Budget:	\$29.4	\$38.2	\$141.2	\$985.2
Actual:	\$30.8		\$146.3	
Projected:		\$50.9		\$985.6
Actual Variance:	\$1.4		\$5.1	
Projected Variance:		\$12.6		\$0.3

2016 Variance: \$12.6 million over
 Increase in estimated expenditures for Keele Yard Retrofit, Wilson Yard Expansion Contracts and Rail Amalgamation Study.

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	2028
				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)	Q2 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: September 30,2016

Reporting frequency: Quarterly



Performance Scorecard

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

Accomplishments

- BD Line 2-Parliament EB,C-27,RR and EJs Replacement
- YUS Line 1-Front-University BW's,C-2,Tie Replacement
- Rail Vehicle Based Inspection System-Design (System 1) is complete and currently undergoing Factory Acceptance Testing
- BD Line 2-Ossington Three Tracks(S91,S92,S95,S96)
- BD Line 2-Warden Double X-Over,S108WB-Major Maintenance
- BD Line 2-Greenwood Wye Turnouts,S67EB-Major Maintenance

- Sheppard Line 4-Sheppard/Yonge Double X-Over,S-204 and S-205 from 2015-MM
- BD Line 2-Warden Double X-Over,S110EB-Major Maintenance
- YUS Line 1-Downsview Double X-Over and Eglinton Double X-Over BWs Major Maintenance

Key Issues and Risks

- 1.Reduction in available labour resources due to decrease in the exception of Employment Standard Act(ESA) restrictions.
2. Some locations along YUS were not grinded due to lack of time, and conflicts with other work and priorities.
3. Rail Grinding- Corrugation is occurring at higher rate than current grinding can correct.
4. More funds and workforce needed because of insufficient time and capacity to support grinding activity to get ahead of the rate of rail corrugation and Rolling Contact Fatigue(RCF)
- 5.Noise and Vibration complaints divert work from SOGR.
- 6.Platform gaps/AGAT may change track maintenance standard in platform areas.

Management Action Plan

- 1.None- compliance to New Standard required.
- 2-4. Requested additional budget for grinding in 2017 and onwards.
- 5.Platform Gap Study-Board report in December 2016.

Budget Update (as of October 01, 2016)

(millions of dollars)

	Year to Date	2016	Lifetime to Date	Estimated Final Cost
Budget:	\$21.7	\$28.6	\$159.7	\$504.8
Actual:	\$16.6		\$140.6	
Projected:		\$26.7		\$497.1
Actual Variance:	-\$5.1		-\$19.1	
Projected Variance:		-\$1.9		-\$7.7

2016 Variance: \$1.9 million under

Rescheduling of contract work for Rail Vehicle Based Inspection System along with Slippage of work from prior year for Track Rehabilitation and Turnout replacement programs is offset by revised costs for 2016 thus resulting in a negative variance in cash flow.

EFC Variance: \$7.7 million under

Decreased revised estimates for WO6622(Track Rehabilitation Project) and WO6628(Turnout Replacement Project).

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: October 01,2016

Reporting frequency: Quarterly



Toronto-York Spadina Subway Extension

Performance Scorecard

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

Accomplishments

- Downview Park-Completed installation of ceiling panels,PA speakers,lighting & soffit at platform level.
 - Finch West-Station temporary power is almost completed and ready for energization.
 - York University-Completed tiling on concourse level and 90% complete on Plaform.
 - Pioneer Village-Completed installation and energized local panels and mini subs in the tunnels.

- HWY 407 – Completed false ceiling panels installation at concourse level.
 - VMC-Drop Shaft 11 is closed and ready for handover to York Region.
 - Energized 20 out of 28 mini-substations,commenced substations Testing and Commissioning.

Key Issues and Risks

1. Project Schedule - not following the reset schedule.
2. Station Commissioning-Several contractors have difficulties implementing the commissioning requirements.
3. Commercial-Commercial issues and construction progress.
4. Design Issue Responsiveness-Backlog of late and new design changes.
5. Station and Systems Interfaces-Station readiness for follow-on Systems contractors.
- 6.Design approval and procurement of the Central Alarm Control Facility(CACF) panels.
7. Resolution of Third Party issues-Obtain Site plan approval which is required for Final Building permit.

Management Action Plan

1. Close monitoring, meetings, workshops, accelerations measures with City Leadership.
2. Close cooperation and coaching, additional support.
3. Working w/contractors(claims design backlog),claims resolution plan.
4. Expedited design issues resolution, contain change requests.
5. Weekly coordination meetings, handover milestones, expedite work on deficiencies.
- 6.Streamlined design approval processes,expedite fabrications.
7. Expediting authority approval processes with City Leadership.

Budget Update (as of September 30, 2016)

(millions of dollars)

	Year to Date	2016	Lifetime to Date	Estimated Final Cost
Budget:	\$554.4	\$700.3	\$2,812.6	\$3,184.2
Actual:	\$246.4		\$2,504.6	
Projected:		\$420.2		\$3,184.2
Actual Variance:	-\$308.0		-\$308.0	
Projected Variance:		-\$280.14		\$0.0

2016 Variance: \$280.14 million under

Amounts presented include holdbacks and other project applicable cost. Actual data based on end of September 2016 costs. Variances include contingency amounts which have not been applied.

EFC Variance: \$0 million

Project final cost tracking on budget

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))	Q4 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)	Q3 2017																				
6	Vaughan Metropolitan Centre Station (SP)	Q1 2017																				
Running Structures																						
7	North and South Tunnel	2015	✓																			
8	Trackwork	Q1 2016		✓																		
9	Special Trackwork	Q1 2016		✓																		
10	Tunnel Drop Shaft Closures(SP)	Q2 2017																				
11	Tunnel Outfitting and Finishing(SP)	Q1 2017																				
12	Traction Power (SP)	Q1 2017																				
13	Train Control (signals,incl. testing)	Q3 2017																				
14	Communications and Integrated Controls	Q3 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: October 01,2016

Reporting frequency: Quarterly



Automatic Train Control "Line 1-YUS"

Performance Scorecard

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

Accomplishments

- Dynamic testing of 2 TR trains
- Successful completion of 1 closure for ATC installation
- Commissioned Lawrence West Change over cubicle
- Phase 1 Construction-78% complete

- Phase 2 (TYSSE) Construction-61% complete
- 6 Sessions of ETTF(Engineering Test & Training Facility)system testing of POC software held

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 October 01, 2016)

(millions of dollars)

	Year to Date	2016	Lifetime to Date	Estimated Final Cost
Budget:	\$42.3	\$56.3	\$291.4	\$562.8
Actual:	\$39.5		\$266.3	
Projected:		\$56.3		\$562.8
Actual Variance:	-\$2.8		-\$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: October 01, 2016

Reporting frequency: Quarterly

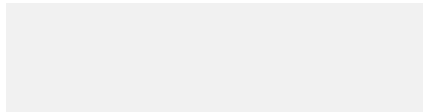


Performance Scorecard

	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.As approved at the July 13/16 City Council meeting, City Planning's Scarborough Transit Plan results in rebaselining the SSE project scope from a three station Kennedy to Sheppard expansion, to a one station extension from Kennedy to Scarborough Centre.TTC is working with the City to determine the preferred alignment.
- 2.Geotechnical and survey fieldwork, as well as many design activities, have been halted until the preferred alignment is confirmed.
- 3.EFC was approved in 2013 based on 0% design. Based on scope confirmation through the EA process, the project budget and schedule will be confirmed as design is developed to the 30% stage, factoring in delivery strategy and risk.

Management Action Plan

- 1.Mitigating delays where possible.

Budget Update (as of September 30, 2016)

(millions of dollars)

	Year to Date	2016	Lifetime to Date	Estimated Final Cost
Budget:	\$70.5	\$110.8	\$96.0	\$3,305.0
Actual:	\$12.9		\$24.0	
Projected:		\$22.0		\$3,305.0
Actual Variance:	-\$57.6		-\$72.0	
Projected Variance:		-\$88.8		\$0.0

2016 Variance: \$88.8 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)	Q2 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	Q4 2016																			
13	Transit Project Assessment Process(TPAP)	Q2 2017																			
14	Scarborough Subway Extension Begin Service	Q4 2025																			

Legend

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

Unless stated otherwise, data is current as of: November 02,2016

Reporting frequency: Quarterly



Performance Scorecard

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

Accomplishments

-48 Subway Stations PRESTO Enabled
 -Faregates installed at 22 Subway Stations
 (at least one entrance per station)

-Commenced Bus Roll-out(+80% of Buses completed)
 -Completed PRESTO rollout for Legacy Streetcars

Key Issues and Risks

1. Labour Strategy for PRESTO Installation work activity
2. PRESTO channel distribution/support strategy
3. Strategy for Limited-Use-Media
4. Development of Full Service Vending Machines
5. Performance of Devices

Management Action Plan

1. Identify negotiations options. Operational changes in subway
2. Developed conceptual scope in 2016. Incremental roll-out in 2017.
3. Develop short list of options. TTC policy review regarding cash paying customers. PRESTO technical/financial review.
4. Maintain some level of station sales until production machine available. Leverage existing vendor device.
5. Software releases to address device issues.

Budget Update (as of October 01, 2016)

(millions of dollars)

	Year to Date	2016	Lifetime to Date	Estimated Final Cost
Budget:	\$9.5	\$12.7	\$30.0	\$46.9
Actual:	\$8.7		\$29.2	
Projected:		\$12.7		\$47.0
Actual Variance:	-\$0.8		-\$0.8	
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	✓																		
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(at least one entrance)	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: November 10, 2016

Reporting frequency: Quarterly



Performance Scorecard

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

Accomplishments

-Wave 1 Blueprinting Phase for Releases 2&3 still in progress. The completion of the Blueprint Phase Process Design Documents is scheduled at the end of November 2016. Blueprint validation walkthrough is planned for the first week of December 2016. The revised exit date for the phase is projected for December 15, 2016.

-Wave 1 Release 4 is in progress. Preparation phase is complete and blueprint finished 4 of 8 workshop per schedule, however the draw on same resources have impacted the progress in this area.

Key Issues and Risks

1. Business Resource availability has become critical in accomplishing Blueprint phase deliverables and milestones. Subsequently the delay in completing Blueprint has impacted on all other phases including Go Live.

Management Action Plan

1. The Wave 1 Team including all stakeholders are analyzing impact to the overall schedule and are re-planning to address these impacts and the overall Go Live.

Budget Update (as of September 30, 2016)
(millions of dollars)

	Year to Date	2016	Lifetime to Date	Estimated Final Cost
Budget:	\$16.2	\$21.2	\$20.2	\$63.4
Actual:	\$9.5		\$15.6	
Projected:		\$15.3		\$63.4
Actual Variance:	-\$6.7		-\$4.6	
Projected Variance:		-\$5.9		\$0.0

2016 Variance: \$5.9 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)	Q3 2017																			
7	Wave 1 - Core HR / Payroll / Finance (Release 3&4)	Q3 2017																			
8	Wave 1 - Core HR / Payroll / Finance (Release 5)	Q4 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: November 01, 2016

Reporting frequency: Quarterly

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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