



STAFF REPORT FOR INFORMATION

Chief Executive Officer's Report – May 2017 Update

Date:	May 18, 2017
To:	TTC Board
From:	Chief Executive Officer

Summary

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

Financial Summary

There are no financial impacts associated with this report.

Accessibility/Equity Matters

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

Decision History

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

Issue Background

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

Contact

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


Attachments


Chief Executive Officer's Report – May 2017 Update

Chief Executive Officer's Report





**Toronto Transit Commission
May 2017 Update**






 **Annie**
@Anniex62

There is nothing that annoys me more than someone who thinks their bag deserves a seat!

You said it.
Please keep seats free of bags, backpacks and packages.



Introduction

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

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



Andy Byford
Chief Executive Officer
Toronto Transit Commission

Our Vision: A transit system that makes Toronto proud.

Table of Contents

1. TTC Performance Scorecard and Critical Projects Dashboard	02
2. CEO Commentary	09
3. Performance Update	
3.1 Safety & Security	16
3.2 Customer	20
3.3 People	41
3.4 Assets	43
3.5 Financials	50
4. Critical Projects	62

About the cover:

This month the TTC launched a new courtesy campaign. "You asked... You said it" features real tweets from customers.



The TTC is an active supporter of Toronto sports teams. Partnerships with organizations such as MLSE support our mission to be a transit system that makes Toronto proud.

1. TTC Performance Scorecard & Critical Projects Dashboard

TTC Performance Scorecard


Key Performance Indicator	Description	Latest Measure	Current	Target	Current Status	Annual Trend	Page
Safety and Security							
Lost Time Injuries	Injuries per 100 Employees	Mar 2017	4.18	3.78	✘		17
Customer Injury Incidents	Injury Incidents per 1M Boardings	Mar 2017	0.88	1.17	✔		17
Offences against Customers	Offences per 1M Boardings	Mar 2017	0.56	0.68	✔		18
Offences against Staff	Offences per 100 Employees	Mar 2017	4.3	4.5	✔		18
Customer: Journeys							
	TTC Customer Trips	Mar 2017	51.8M	53.3M	✘		21
	TTC Customer Trips	2017 y-t-d to Mar	132.3M	135.6M	✘	NA	21
	PRESTO Customer Trips	Mar 2017	6.34M	2.06M	✔		22
	Wheel-Trans Customer Trips	Mar 2017	408K	415K	✘		22
	Wheel-Trans Customer Trips	2017 y-t-d to Mar	1.02M	1.04M	✘	NA	22
Customer: Satisfaction							
	Customer Satisfaction Score	Q1 2017	79%	79%	✔		23
Customer: Environment							
Station Cleanliness	Audit Score	Q1 2017	72.6%	75%	✘		28




✔ 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	Q1 2017	88.0%	90%	✗		29
Subway Cleanliness	Audit Score	Q1 2017	91.2%	75%	✓		29

Customer: Service Performance

 Subway								
1	Yonge-University	Delay Incidents	Q1 2017	1,727	1,567	✗		30
		Delay Minutes	Q1 2017	2,898	3,197	✓		30
		Trains per Hour in AM Peak	Mar 2017	24.0	25.5	✗		31
2	Bloor-Danforth	Delay Incidents	Q1 2017	2,112	1,397	✗		32
		Delay Minutes	Q1 2017	3,726	2,923	✗		32
		Trains per Hour in AM Peak	Mar 2017	24.4	25.5	✗		33
3	Scarborough	Delay Incidents	Q1 2017	160	137	✗		34
		Delay Minutes	Q1 2017	610	811	✓		34
		Trains per Hour in AM Peak	Mar 2017	12.0	12.0	✓		35

 On Target
  Target at risk at current trend
  Off Target

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

Key Performance Indicator	Description	Latest Measure	Current	Target	Current Status	Annual Trend	Page
4 Sheppard	Delay Incidents	Q1 2017	177	113	✗		36
	Delay Minutes	Q1 2017	629	272	✗		36
	Trains per Hour in AM Peak	Mar 2017	10.6	10.9	✗		37
Streetcar	On-Time Departure	Mar 2017	69.6%	90%	✗		38
	Short Turns	Mar 2017	913	1,380	✓		38
Bus	On-Time Departure	Mar 2017	78.8%	90%	✗		39
	Short Turns	Mar 2017	1717	1,782	✓		39
Wheel-Trans	% Within 10 Minutes of Schedule	Mar 2017	91.8%	90%	✓		40

People





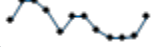







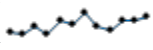
Employee Absence	Absenteeism Rate	Mar 2017	6.89%	6.50%	✗		42
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Assets: Vehicle Reliability

Subway	T1	Mean Distance Between Failures	Mar 2017	305,391 km	300,000 km	✓		44
	TR	Mean Distance Between Failures	Mar 2017	569,712 km	600,000 km	✗		44

On Target
 Target at risk at current trend
 Off Target





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




Key Performance Indicator	Description	Latest Measure	Current	Target	Current Status	Annual Trend	Page
 Streetcar							
CLRV	Mean Distance Between Failures	Mar 2017	4,111 km	4,500 km			45
ALRV	Mean Distance Between Failures	Mar 2017	2,304 km	3,500 km			45
New Streetcar	Mean Distance Between Failures	Mar 2017	7,372 km	35,000 km			46
 Bus	Mean Distance Between Failures	Mar 2017	16,107 km	12,000 km			47
 Wheel-Trans	Mean Distance Between Failures	Mar 2017	13,227 km	12,000 km			47

Assets: Equipment Availability

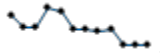
Elevators	Percent Available	Mar 2017	99%	98%			48
Escalators	Percent Available	Mar 2017	97%	97%			48

Financials

TTC Revenue	Actual vs. Budget	2017 y-t-d to Mar	\$308M	\$312M		Section 3.5
TTC Operating Expenditure	Actual vs. Budget	2017 y-t-d to Mar	\$422M	\$439M		Section 3.5
Wheel-Trans Revenue	Actual vs. Budget	2017 y-t-d to Mar	\$1.8M	\$1.9M		Section 3.5
W-T Operating Expenditure	Actual vs. Budget	2017 y-t-d to Mar	\$31M	\$34M		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	2017 y-t-d to Mar	\$128M	\$218M	✘	Section 3.5	
Capital Expenditure – TYSSE	Actual vs. Budget	2017 y-t-d to Mar	\$64M	\$159M	✘	Section 3.5	
Capital Expenditure – SSE	Actual vs. Budget	2017 y-t-d to Mar	\$6M	\$18M	✘	Section 3.5	
Operator Efficiency	Crewing Efficiency	Mar 2017	87.00%	87.15%	✘		56

✔ 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.

Critical Projects Dashboard

Current as of May 2017 | Next Update in September 2017 CEO Report



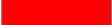
The dashboard below provides a snapshot in time (updated quarterly) of the health status for major projects that comprise the TTC project portfolio. The projects have been included in the dashboard due to their magnitude, complexity and/or strategic significance. Collectively, the dashboard comprises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

CEO Reports for March, May, August, and November will include an update to the dashboard as well as one-page project performance updates (see Section 4 of this CEO Report) for each projects listed in the dashboard.

New: Exception reporting for yellow 'Y' and red 'R' status is provided in the CEO Commentary (Section 2 of this CEO Report)

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	\$1,027	\$248	24%	\$1,266	123%	Ongoing	Q4 2019	Q1 2018	G	G	G	G
Facilities: McNicoll Bus Garage	Growth	\$181	\$13	7%	\$181	100%	Q4 2012	Q2 2020	Q2 2020	G	G	G	G
Management Systems: VISION (CAD/AVL)	Customer	\$115	\$11	10%	\$115	100%	Q1 2014	Q4 2020	Q1 2020	Y	G	G	G
Streetcar Fleet & Facilities													
Vehicles: Purchase of New Streetcars	Assets	\$1,187	\$562	47%	\$1,187	100%	Q2 2009	Q4 2019		Y	G	G	Y
Facilities: Leslie Barns	Growth	\$523	\$487	93%	\$523	100%	2008	Q4 2017	Q4 2017	G	G	G	G
Track: Surface Track *	Assets	\$616	\$259	42%	\$616	100%	Ongoing	Q4 2018	Q2 2018	Y	G	G	Y
Subway Fleet & Infrastructure													
Vehicles: Purchase of Subway Cars	Assets	\$1,167	\$1,132	97%	\$1,167	100%	Q2 2011	Q4 2016	Q2 2017	G	G	G	G
Stations: Easier Access III	Assets	\$774	\$267	35%	\$774	100%	2006	Q4 2025		Y	G	G	Y
Facilities: TR / T1 Rail Yard Accommodation **	Assets	\$973	\$178	18%	\$973	100%	2010	Post 2026	Post 2026	G	G	G	G
Track & Tunnels: Subway Track *	Assets	\$506	\$152	30%	\$506	100%	Ongoing	Q2 2018	Q4 2017	G	G	G	G
Signals: Automatic Train Control (ATC Line 1-YUS)	Assets	\$563	\$335	59%	\$563	100%	Q2 2009	Q4 2019		G	G	G	G
Expansion													
Toronto-York Spadina Subway Extension (TYSSE)	Growth	\$3,184	\$2,479	78%	\$3,184	100%	Q2 2008	Q4 2017		Y	Y	G	G
Scarborough Subway Extension**	Growth	\$3,305	\$38	1%	\$3,305	100%	Q4 2013	Q4 2023	Q2 2026	R	Y	R	R
Management Systems													
PRESTO	Customer	\$44	\$22	50%	\$44	100%	Q4 2012	Q4 2017		Y	G	G	Y
SAP	Financial	\$63	\$26	40%	\$63	100%	Q1 2014	Q3 2019		Y	G	G	G

Legend – Outlook to Completion

	On Track to Meet Project Objective
	At Risk of Not Meeting Project Objective
	Will Not Meet Project Objective

*These projects are ongoing in nature. Performance data reflects the 10-year funding envelope.

**The scope is not sufficiently defined to establish a complete budget or schedule. The cost and schedule above reflect known/approved scope, which will be reset when the scope is better known.

2. CEO Commentary



During this year's annual Doors Open, on May 27, the TTC will give the public a sneak peak of Downsview Park and York University Stations.

CEO Commentary and Current Issues

General Overview

This month's report includes data to the end of March 2017.

It has been another very busy four weeks since the last Board meeting.

Extensive preparations for the introduction of random drug and alcohol testing resulted in its launch, as planned, on May 8. This Board approved addition to the TTC's Fitness for Duty Policy, brings the TTC in line with most transit authorities and many safety critical industries around the world. It is discreetly and fairly administered and there are safeguards to ensure that employees with substance addiction can obtain help.

As of this writing, two employees have tested positive – one for alcohol and another for drugs. While concerning, of course, these early results affirm our position that random testing is necessary to keep our employees, customers and public safe.

A major customer communications campaign was launched that uses actual customer tweets to encourage good rider etiquette. The campaign includes messaging around unauthorized track intrusion and correct use of the emergency alarm as part of our work to reduce delay incidents and minutes.

Customer satisfaction as measured by the Customer Satisfaction Survey saw further improvement to 79%.

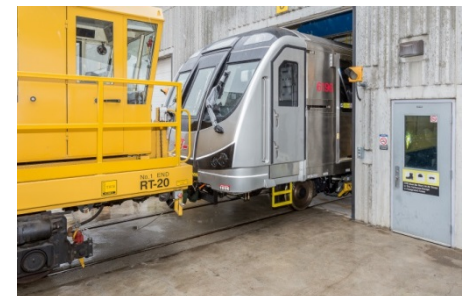
Safety & Security

There were no significant incidents. We continue to maintain very close focus on security and we are continuing our work to address staff and customer assaults.

Customer: System Performance

As previewed at the last Board, operating performance has improved with all four subway lines showing decreases in delay minutes and delay incidents and corresponding increases in the throughput of trains as measured by trains per hour.

The Board will recall the very encouraging statistics presented at its last meeting that showed



progress made against the base year of 2014. We remain on target to achieve the 50% reduction in overall delay minutes and incidents that I set my team as a challenge and I expect this improved performance to continue.

Surface routes also reported improved performance but this will become more challenging as we enter what will be an extensive and disruptive construction season.

Financials

Operating expenses to the end of March were under budget, largely due to budget timing on certain non-labour expenses. Capital expenditures were below budget due to typically lower project activity early in the year.

Customer journeys (ridership) to the end of March were 3.3 million (2.4%) below budget and 1.0 million (0.8%) below the 2016 comparable actual. Interim results for April indicate more positive results, i.e., slightly above budget and the 2016 comparable. Ridership will also be impacted later this year by the Government of Canada’s recent announcement that it is eliminating the Public Transit Tax Credit (PTTC), effective July, 2017.

Staff will continue to monitor ridership and will advise the board throughout the remainder of 2017 of any forecast change to ridership and/or revenue.

Delivery of Major Projects

Referring to the Critical Projects Dashboard on page 8, the following section is a new addition to my commentary. It brings to the Board’s attention the status of major projects and includes exception reporting for projects with yellow ‘Y’ and red ‘R’ status

For recent accomplishments and more details on issues and risks for these projects, please see Section 4 of this CEO Report.

VISION

Schedule	Cost	Scope	Overall Risk
Y	G	G	G

Schedule is at risk primarily due to an internal resource availability constraint. This risk is being mitigated through improved resource planning. While the risk is significant, the schedule is expected to be recovered.



New Streetcars

Schedule	Cost	Scope	Overall Risk
Y	G	G	Y

Schedule is at risk due to known manufacturing issues that are being addressed. TTC continues to work as business partners with Bombardier. However, the TTC’s ability to mitigate this risk is limited.

Yr\Month	1	2	3	4	5	6	7	8	9	10	11	12	Total
2017	0	2	1	1	3	2	3	2	4	7	8	7	40
2018	3	7	7	6	8	7	7	3	6	7	8	7	76
2019	5	7	6	8	7	6	8	3	7	1			58

35 new vehicles are now in service and Bombardier continues to remain on track to deliver a cumulative 70 vehicles by year end.

Surface Track

Schedule	Cost	Scope	Overall Risk
Y	G	G	Y

Schedule is at risk primarily due to the deferral of planned rehabilitation work at Roncesvalles and Russell streetcar yards. The root cause of this deferral was delayed commissioning of Leslie Barns and prolonged storage demands of the legacy fleet due to delay of the New Streetcar project.

Easier Access Phase III (Accessibility)

Schedule	Cost	Scope	Overall Risk
Y	G	G	Y

Schedule risk is primarily due to higher than expected complexity (i.e. construction staging, property requirements such as power upgrades, utilities, etc.). This risk is being mitigated by advancing the design phases, and thereby creating additional schedule contingency.



TYSSE

Schedule	Cost	Scope	Overall Risk
Y	Y	G	G

Numerous schedule and cost risks are being tracked and mitigated through an active approach to commercial management and critical path management.

Work is progressing extremely well.

Downsview Station was renamed Shepard West on May 7, as planned, a process that will take several months to complete.

Work continues to complete the three stations that are yet to achieve substantial performance and the testing and commissioning of assets and systems is well under way. Test trains have been worked through the full length of the new tunnels and the essential task of safety and other approvals paperwork is well under way.

Claims work is progressing and the project remains on schedule and within the revised budget envelope to open at year end, 2017.

Scarborough Subway Extension

Schedule	Cost	Scope	Overall Risk
R	Y	R	R

Original schedule and budget was approved in 2013 based on 0% design. With the alignment/bus terminal now confirmed by Council, the project budget and schedule will be confirmed as design is developed to the 30% stage, factoring in delivery and risk. The performance scoreboard will continue to report relative to the project's original scope, budget and schedule as approved by Council in 2013, until the project is rebaselined at the 30% stage in late 2018.

PRESTO

Schedule	Cost	Scope	Overall Risk
Y	Y	G	G

Device availability continues to improve and PRESTO have commenced a trial whereby customers can buy PRESTO products at select Shoppers Drug Marts.



Agreement has been reached with senior Metrolinx/PRESTO management to enable the 26 stations still operating with turnstiles to be converted to new style fare gates by the end of this year. Cost allocation for this work will be subject to arbitration but I was very keen to ensure that every single gate across the subway was converted to new technology this calendar year.

Automatic Train Control

Schedule	Cost	Scope	Overall Risk
G	G	G	G

Substantial progress has been made. High speed testing involving multiple trains has been conducted with no major issues identified to date.

Equipment installation in phases 1 (Dupont to Wilson) and (2) TYSSE is now complete and ATC testing in the TYSSE tunnels is about to begin.

Culture Change

Our main emphasis is to begin departmental analysis and sharing of employee feedback gained during the most recent Employee Engagement Survey. Action plans to address areas of dissatisfaction will then begin.

A new discipline policy has been launched that modernizes the TTC's approach to performance management. The emphasis is on local resolution of issues and introduction of a more enlightened and fair suspension process, rather than the traditional dismissal and reinstatement on appeal system that was, frankly, no longer practical.



Andy Byford
Chief Executive Officer, Toronto Transit Commission



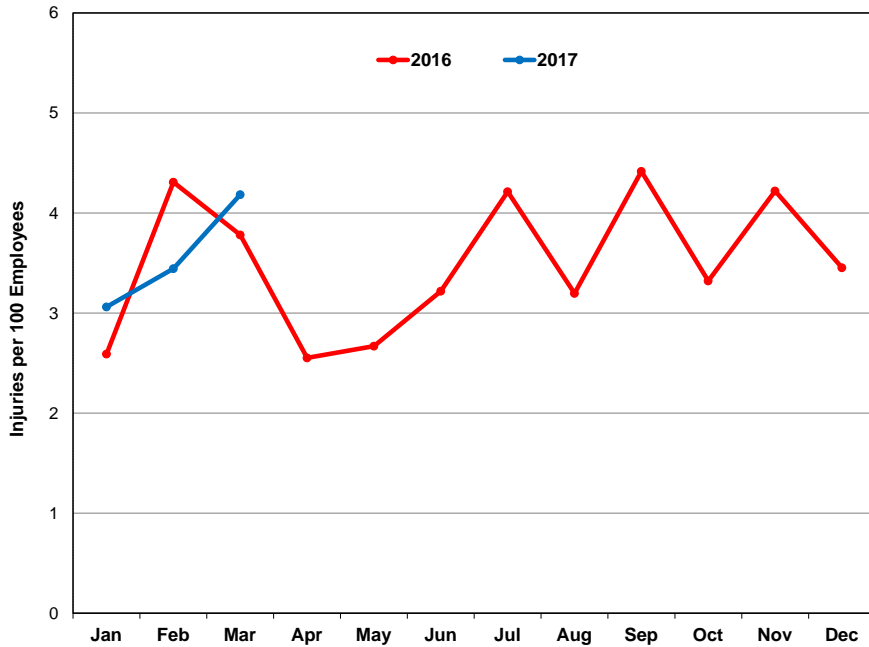
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3.1 Safety & Security



Safety and Security

Lost-Time Injuries

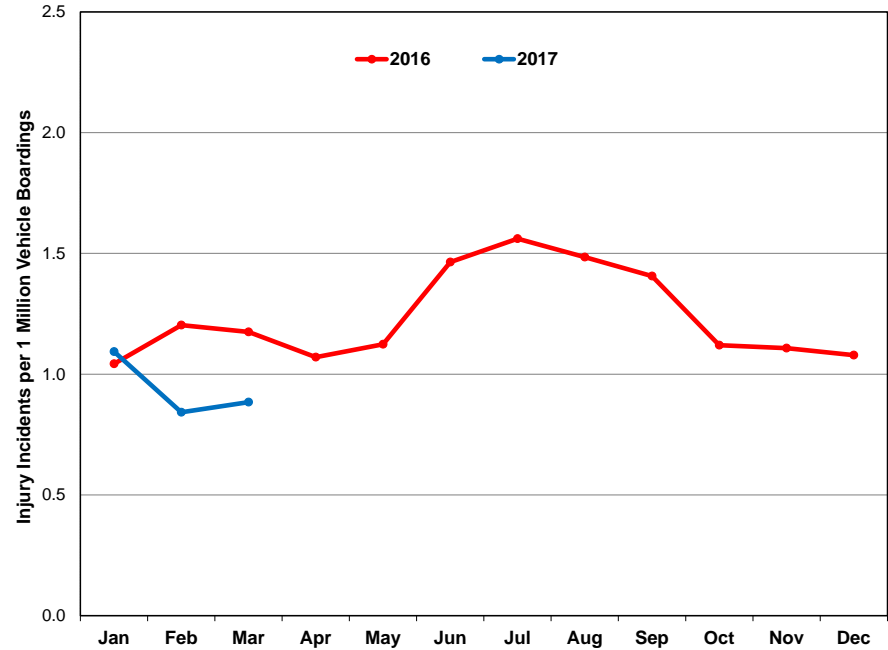


The lost-time injury rate (LTIR) increased in March. The rate of 4.18 injuries per 100 employees was 11% higher than the corresponding rate of 3.78 for March 2016.

The moving annual LTIR to the end of March 2017 was 3.50, which was 13% higher than the corresponding rate of 3.10 to the end of March 2016.

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

Customer Injury Incidents

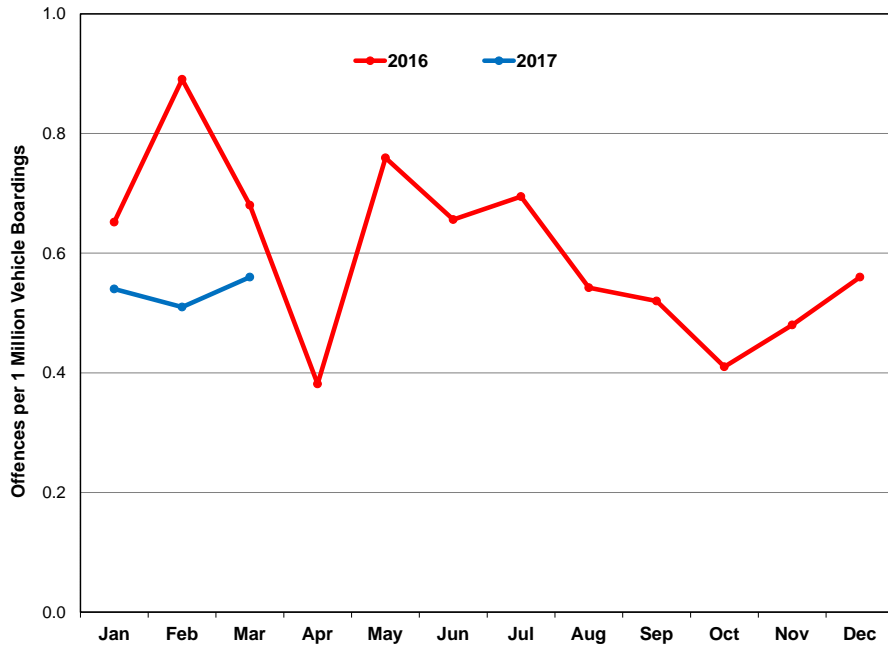


The customer injury incident rate increased in March. The rate of 0.88 injury incidents per 1 million vehicle boardings was 25% lower than the corresponding rate of 1.17 for March 2016.

The moving annual customer injury incident rate to the end of March 2017 was 1.19, which was 11% lower than the corresponding moving annual rate of 1.34 to the end of March 2016.

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

Offences Against Customers

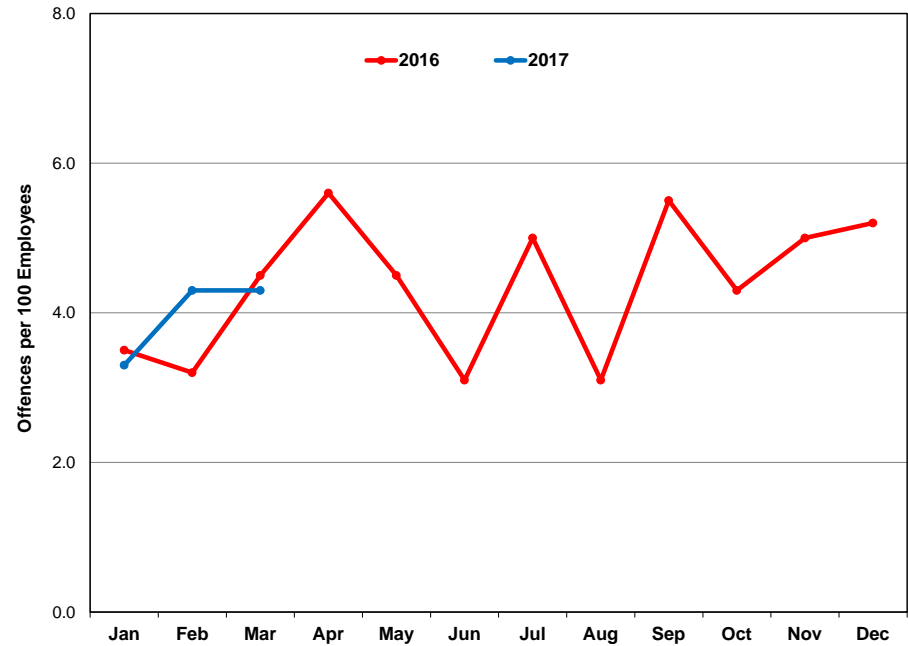


Total offences against customers increased in March to 0.56 offences per 1 million vehicle boardings, which was 18% lower than the corresponding rate of 0.68 for March 2016. Total offences against customers have shown a decrease year-over-year for the fourth consecutive period.

The moving annual rate of offences against customers to the end of March 2017 was 0.55, which was 5% lower than the corresponding moving annual rate of 0.58 to the end of March 2016.

Targeted patrol deployments continue to address specific concerns.

Offences Against Staff



Total offences against staff remained the same in March at 4.3 offences per 100 employees, which was 4% lower than the corresponding rate of 4.5 for March 2016.

The moving annual rate of offences against staff to the end of March 2017 was 4.4, which was 26% higher than the corresponding moving annual rate of 3.5 to the end of March 2016.

Transit Enforcement Officers resumed their intelligence-led deployment along surface routes at the beginning of March, continuing the Transit Enforcement Unit's initiative to support operating personnel.

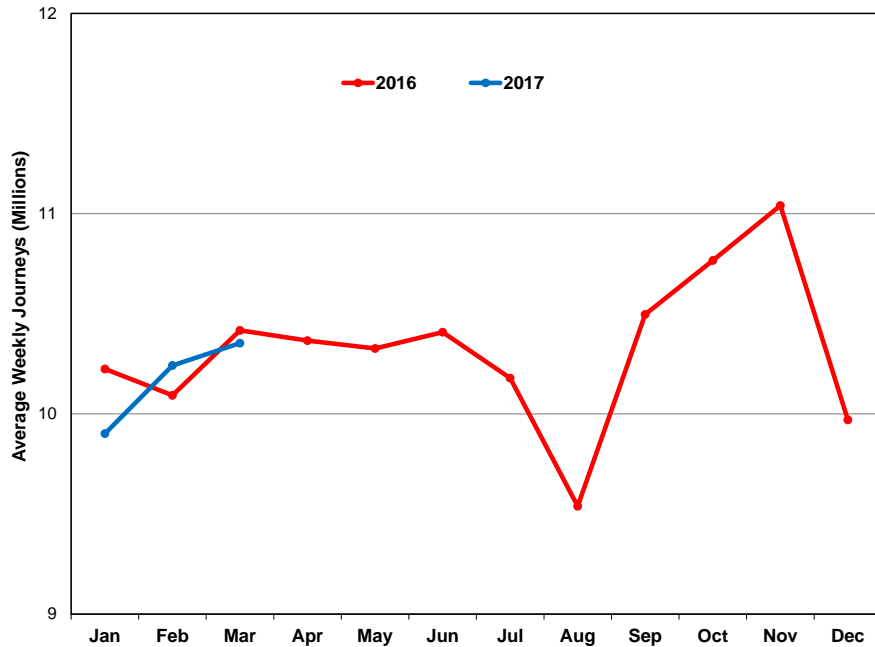
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3.2 Customer

Customer: Journeys

TTC: 2017 Actual vs. 2016 Actual

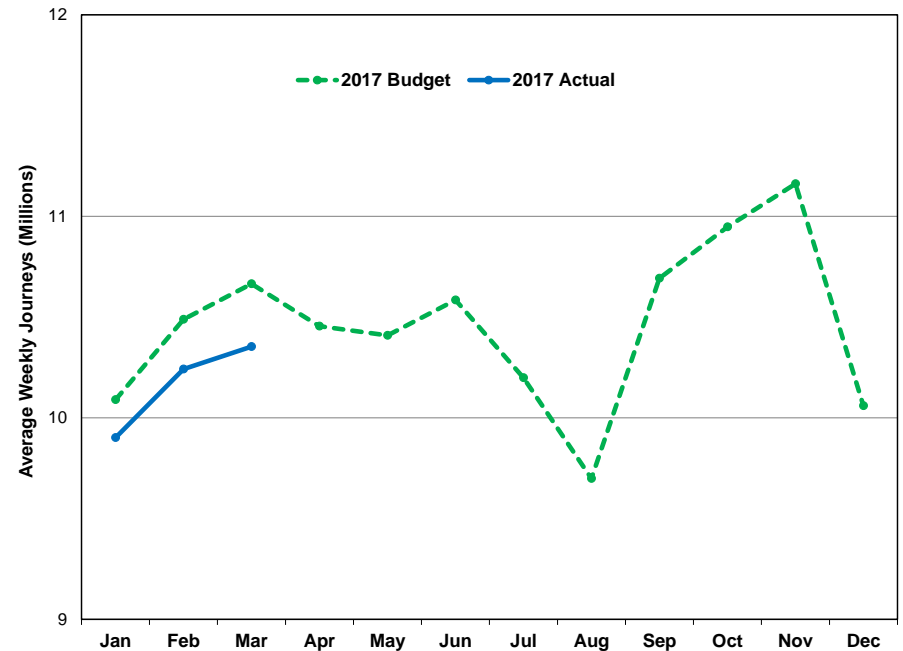


There were 51.8M customer journeys (ridership) taken during March, which was 0.3M (0.6%) less than the 52.1M journeys taken during March 2016.

The annual number of customer journeys taken to the end of March 2017 was 535.6M, which was 2.2M (0.4%) more than the 533.4M annual journeys taken to the end of March 2016.

Average weekly ridership in March 2017 was below the prior year comparable for the fourth time in the past five months.

TTC: 2017 Actual vs. 2017 Budget



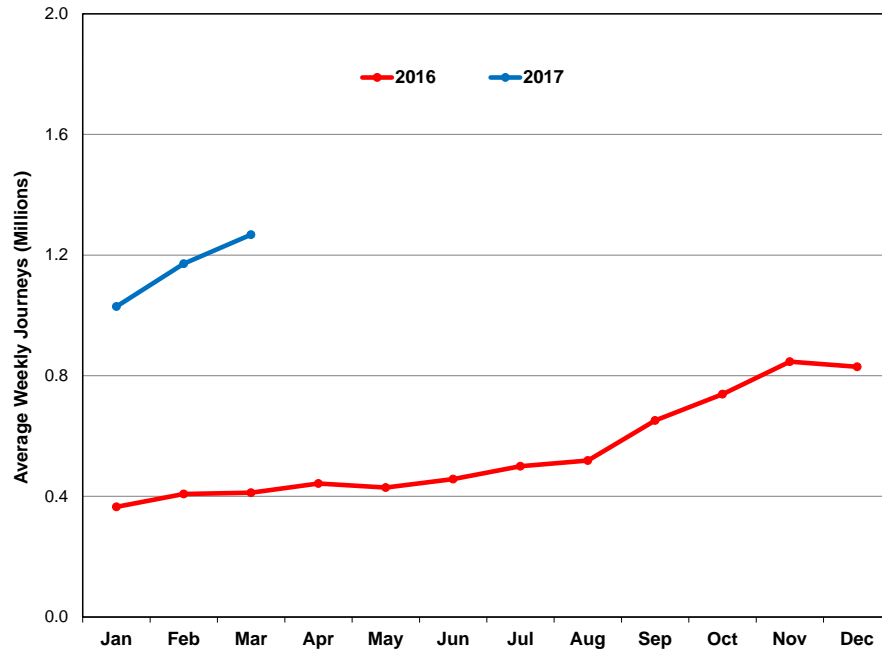
There were 51.8M customer journeys taken during March, which was 1.5M (2.8%) less than the budget of 53.3M journeys.

The number of customer journeys taken year-to-date to the end of March was 132.3M, which was 3.3M (2.4%) less than the budget of 135.6M journeys.

Average weekly ridership has been below budget for 24 of the past 25 months.

Customer: Journeys

PRESTO: 2017 Actual vs. 2016 Actual

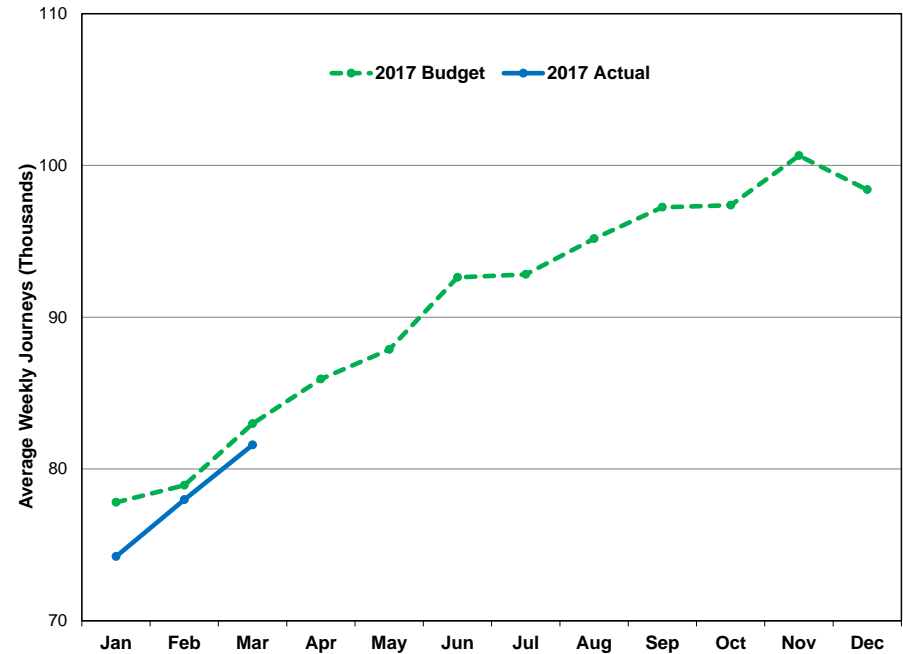


There were 6.34M customer journeys (ridership) taken using the PRESTO Farecard in March, which was 4.28M (208%) more than the 2.06M journeys taken during March 2016.

The annual number of customer journeys taken to the end of March 2017 was 38.74M, which was 23.56M (155%) more than the 15.18M annual journeys taken to the end of March 2016.

Note:
PRESTO ridership is included in TTC ridership totals.

Wheel-Trans: 2017 Actual vs. 2017 Budget



There were 408K customer journeys taken during March, which was 7K (1.7%) less than the budget of 415K journeys.

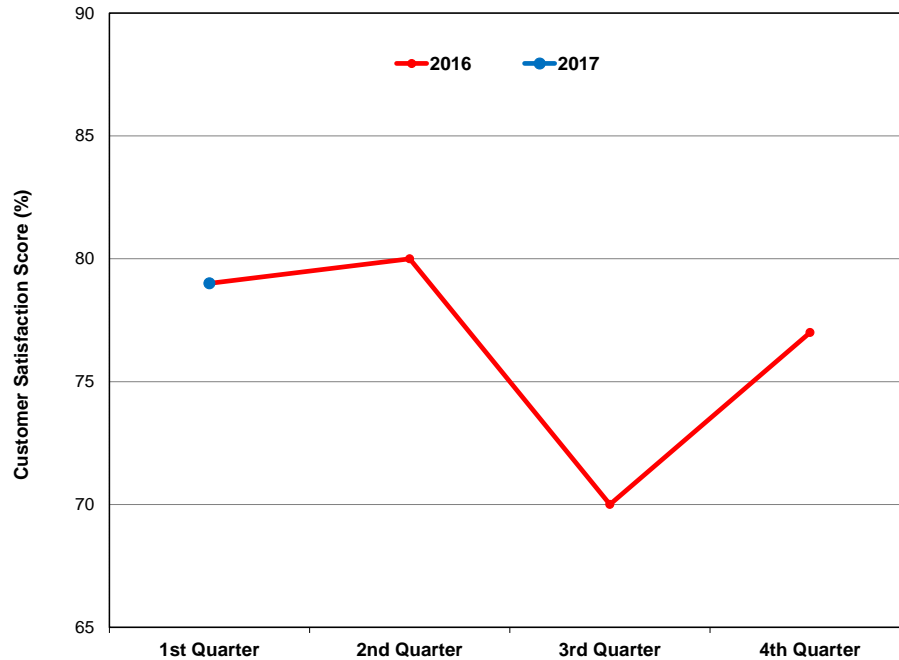
The number of customer journeys taken year-to-date to the end of March was 1.017M, which was 25K (2.4%) less than the budget of 1.042M journeys.

Average weekly ridership was below budget for the third consecutive month.

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

Customer: Satisfaction

Customer Satisfaction Score



The first quarter of 2017 was met with high perceptions of overall customer satisfaction with the TTC (79%), which is in line with the last wave (Q4 2016: 77%) and last year (Q1 2016: 79%). Both subway (77%) and bus (80%) customer satisfaction levels were consistent wave-to-wave, and year-over-year. Streetcar customer satisfaction has improved wave-to-wave (81%, compared to 71% in Q4 2016), returning to the higher scores observed in the first quarter of last year (82%).

Perceptions of overall customer satisfaction are driven by numerous service reliability attributes that are measured across the different modes of transportation offered by the TTC. The top four key drivers across all three modes are: trip duration, comfort of ride, wait time, and level of crowding in vehicle. These four metrics remained consistent for all three modes; however, the perceptions of wait time for buses have significantly improved from Q4 2016 (57%) to Q1 2017 (66%), in line with the results observed a year ago (Q1 2016: 64%).

Perceptions of overall customer satisfaction are driven by numerous service attributes that are measured across all three modes: bus, streetcar and subway. The top three key drivers across all three modes were the same: wait time, comfort of the ride and trip duration.

The areas of highest customer satisfaction (≥80%) include:

- Helpfulness of maps and signs at station (subway)
- Cleanliness of station (subway)
- Ease of getting to train platform (subway)
- Ease of using or paying for fare (subway, bus, streetcar)
- Personal safety during trip (subway, bus, streetcar)
- Maps and information inside the vehicle (subway)
- Wait time (subway), trip duration (bus, streetcar)
- Trip smoothness (streetcar)
- Quality of stop announcements (subway, bus, streetcar)
- Ease of hearing announcements (bus, streetcar)
- Frequency of delay announcements (streetcar)
- Helpfulness of announcements (bus, streetcar)
- Helpfulness and appearance of operator (bus, streetcar)

Pride in the TTC and what it means for Toronto remained consistent wave-to-wave and year-over-year, with 71% of customers agreeing with this statement (Q1 2016: 74%). Perceptions of value for money remained consistent wave-to-wave, with nine in ten customers (90%) indicating they received above average value for money on their last trip (Q4 2016: 91%; Q1 2016: 92%).

Customer satisfaction with Wheel-Trans services continued to be very high in 2016 (88%; a significant increase from a high score of 85% in 2015 and 2014) and was consistent across all vehicle types (Wheel-Trans bus, accessible minivan and sedan taxi). Pride in the TTC and what it means to Toronto also remained very high among the majority of Wheel-Trans customers (89%).

Customer: Charter

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. The progress against these commitments is reported to the TTC Board quarterly and posted on ttc.ca.

2017 Customer Charter

The 2017 Charter includes 37 time-bound commitments which include:

- a) Promises around Wheel-Trans and introducing new No-Show and Late Cancellation policies.
- b) Launch an Anti-Harassment campaign and a Safety and Security app.
- c) Open the Line 1 Toronto-York Spadina Subway Extension with six new fully accessible modern stations including: two new TTC bus Terminals, three new TTC commuter parking lots with 2800 spaces, and direct transit connections with GO Rail, GO Bus, York Region Transit buses including Viva. The stations will feature modern architecture with sustainable design features including: LED lighting, bird-friendly glass, green and cool roofs and landscaping designed to manage water run-off. Other station amenities will include Wi-Fi, covered bicycle storage, new Presto fare gates and new self-service Presto machines in service. The bus network along the corridors will be redesigned to serve the new stations.
- d) Continue with the PRESTO rollout by having PRESTO-enabled fare gates at all entrances at 43 subway stations.
- e) Start phasing out legacy fare media as the PRESTO rollout nears completion. This milestone leads one step closer to the full adoption of PRESTO.
- f) Complete Wi-Fi for 100% of our stations.
- g) Open a new second exit/entrance at Woodbine station and open two new elevators as part of the Easier Access program, making the station accessible.
- h) Open three new elevators at St. Clair West station and two elevators at Coxwell station, making the stations accessible.
- i) 300+ new buses in service to replace aging buses.
- j) Work with Bike Share Toronto to incorporate docking stations at a minimum of five TTC stations. This will offer customers a great solution for the first and last mile of their journey.
- k) Work with the Bombardier to have a minimum of 40 additional new low-floor, accessible streetcars on property.

Q1 Results

All of the commitments for the first quarter were met. Commitments include:

- 1) The new Wheel-Trans eligibility processes and expanded eligibility criteria will be rolled out
 - This commitment was met by making improvements, such as expanding the eligibility criteria to include any disability that prevents a person from taking conventional transit and no longer requiring the applicant to travel to an interview to apply
- 2) The pilot for subway musician stages will be completed to increase and improve the entertainment experience in the stations

For further details on the TTC customer charter, visit ttc.ca.

Customer: Engagement

Meet the Managers

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.

The Meet the Managers sessions for 2017 are at the following stations:

May 25 – Eglinton; June 22 - Bloor-Yonge;
July 13 - Scarborough Centre; August 10 - St.Clair West;
September 21 – Kipling; October 19 – Dufferin;
November 16 – Woodbine; December 14 – Coxwell

Customer: Fares

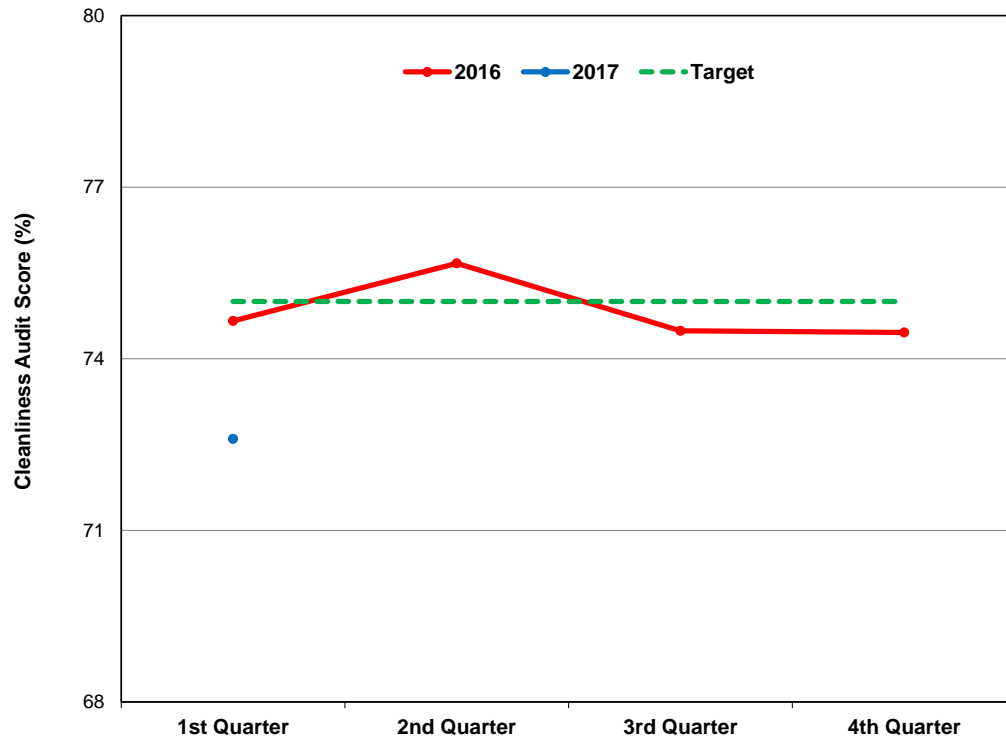
PRESTO

The PRESTO rollout continues across the TTC.

- 44 stations and 77 entrances now have the new paddle-style fare gates. Fare gate installation is also completed at the Downsview Park and York University (TYSSE) station. Fare gate installation will continue throughout 2017.
- Later this fall, additional Self-Serve Reload Machines will begin to be installed in various subway stations.
- Recent software upgrades have been deployed to the existing Self-Serve Reload Machines in the subway stations and card readers installed in stations and on vehicles. This work has resulted in improved reliability of these devices.
- Additional upgrades are planned for the card readers, fare gates, self-serve and add value machines, which are expected to further improve the performance of these devices and continue to enhance customers' experience with PRESTO.

Customer: Environment

Station Cleanliness

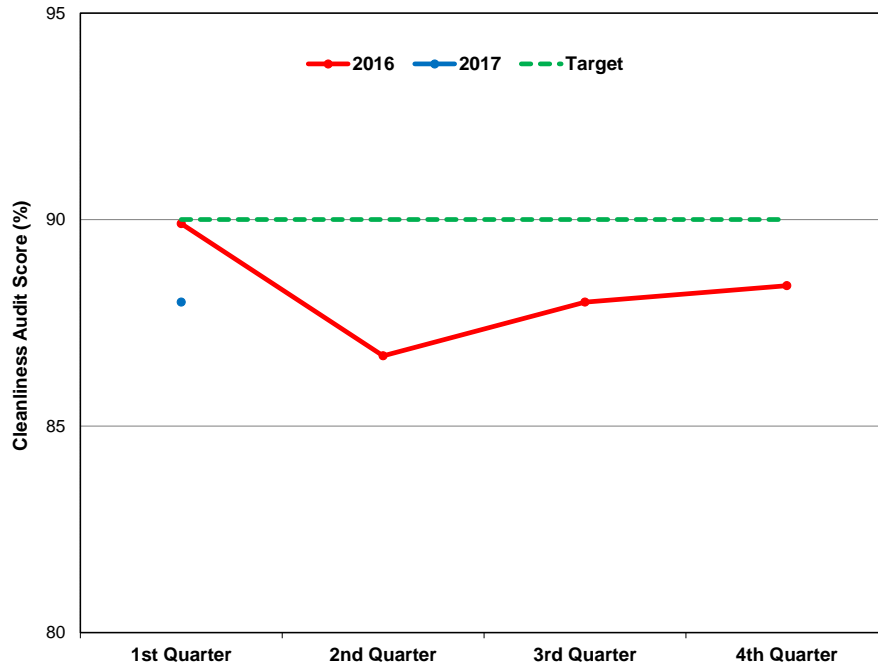


Performance in Q1 2017 reduced to 72.6%, which was below target and below the performance in Q1 2016.

Construction and renovations were still under way in many stations, which included total rebuilds of some areas, new revenue equipment (Presto) machines being installed and new elevators being installed. The construction areas had a large impact on the dust/debris that was around the station and the cleaner's ability to get access to certain areas. While the audits were done, there were days with extreme weather conditions with mixed precipitation, which contributed to the decline in the score.

Customer: Environment

Vehicle Cleanliness – Bus

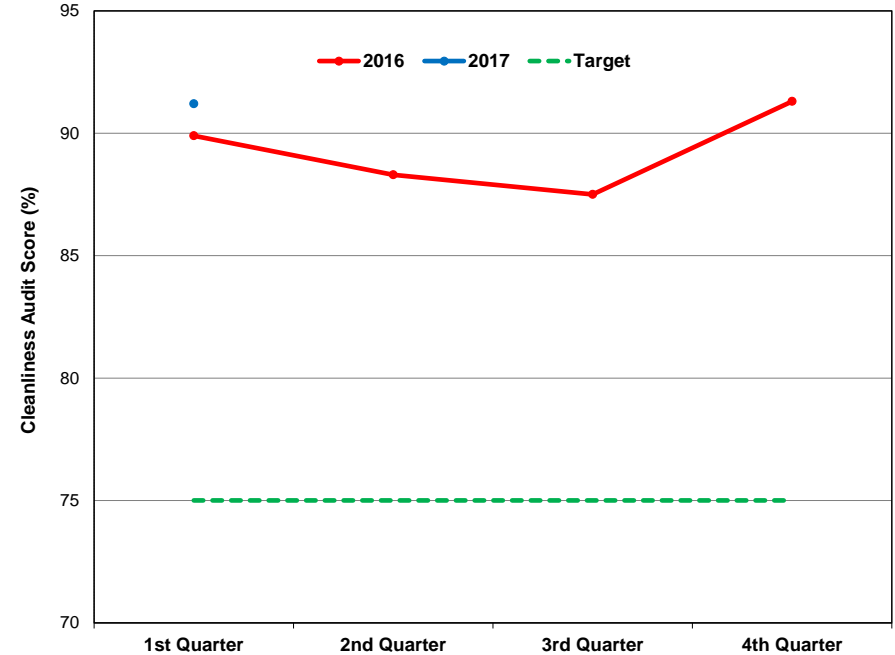


The bus cleanliness audit score decreased in Q1 2017 to 88.0% and remained below target.

New floor-cleaning intervals were piloted to optimize processes and improve efficiencies, which resulted in slightly lower floor cleanliness achievement across all divisions.

Exterior cleanliness scores were impacted by wash rack unavailability during construction at one of the garages and hand washing was implemented as a stop gap. Maintenance and Engineering staff are working to improve the performance of the new wash rack through further equipment adjustments.

Vehicle Cleanliness – Subway



The subway cleanliness audit score decreased in Q1 2017 to 91.2%. Performance achieved target for the fifth consecutive quarter.

Both areas of improvement, walls and ceilings, were addressed since Q4 2016. Other areas of improvement in the future include floors and exterior body. Currently, the floors are addressed every 14 days during the Floor Wash cycle and the exteriors are washed every 10 days during the Exterior Wash Cycle. On Q1 2017, due to seasonal impacts, Exterior washes were limited.

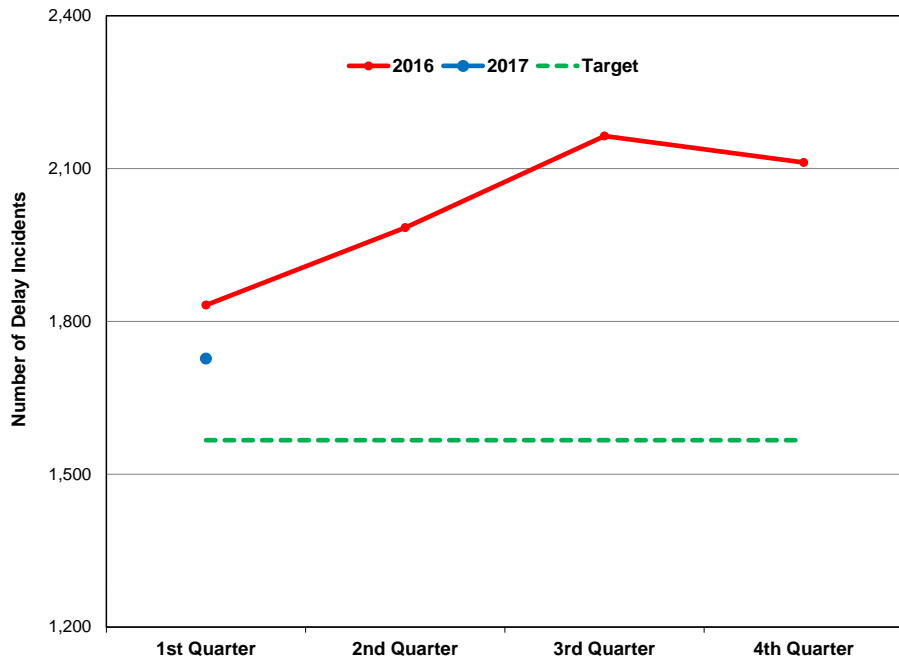
On Line 1, the exterior wash has been out of service due to track construction. Floors are historically less clean with the increased amounts of salt and sand brought in by the passengers in Q1. It is anticipated that the results for Exterior Wash and Floors will improve in Q2 2017.

Customer: Service Performance



Subway

Line 1: Delay Incidents

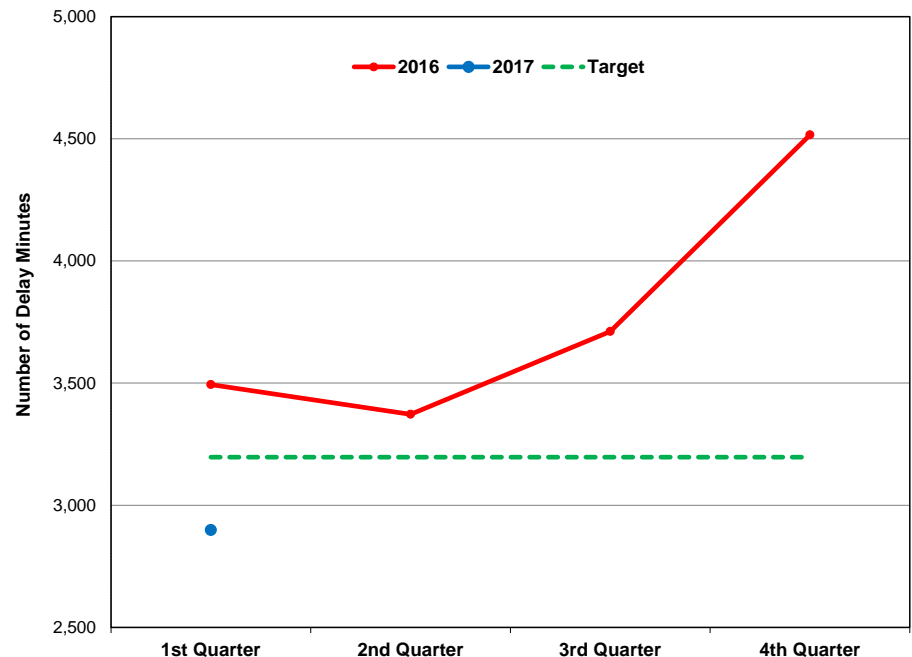


The number of delay incidents decreased in Q1 2017 to 1,727; however, performance was still above target by 10%. It has stayed above target for the fifth consecutive quarter.

Year-over-year improvements were primarily due to a 30% reduction of Subway Infrastructure Equipment incidents, a 10% improvement in Rolling Stock incidents and a 53% improvement in Fire/Smoke (Plan B) incidents, which were partly attributable to improved corridor cleanliness, less usage of trackside heating equipment, and changes made to the Fire/Smoke (Plan B) procedure.

Note:
The 2017 target is based on a 30% or more reduction in delay incidents from the 2014 quarterly average baseline.

Line 1: Delay Minutes

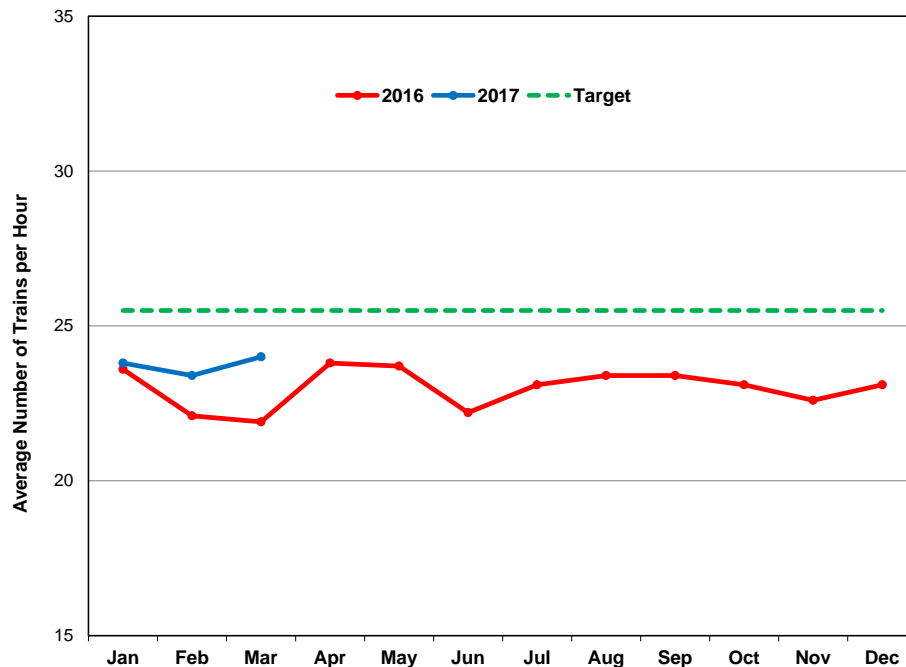


The number of delay minutes decreased in Q1 2017 to 2,898 and performance achieved target.

There was a significant improvement in delay minutes resulting from infrastructure deficiencies (40%), with an impressive 73% improvement in delays related to switch problems and a 66% improvement in delays related to train stop issues. As noted with delay incidents, delay minutes due to Fire/Smoke (Plan B) incidents were reduced by 41%, year-over-year, partly due to improved corridor cleanliness, less usage of trackside heating equipment, and changes made to the Plan B procedure.

Note:
The 2017 target is based on a 30% 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 increased in March to 24.0, or 94% of what was scheduled. Although overall monthly performance continued to remain below target, TPH was the highest in Q1 2017 since the summer of 2015, when the Pan Am Games were held.

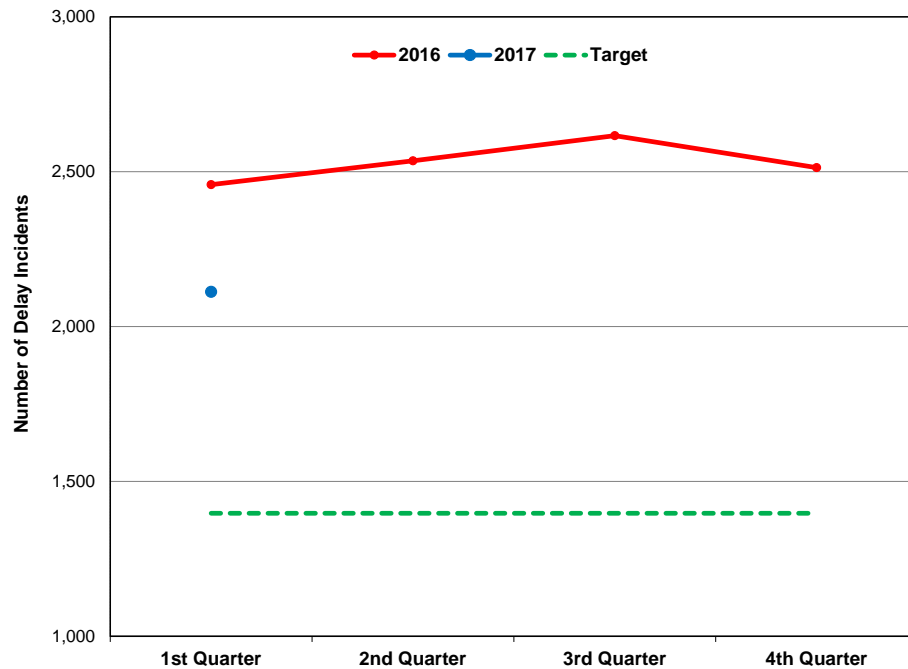
As this measure focuses on the AM peak period, any delay incidents in that time frame anywhere on the line will have a negative impact on the ability to meet this capacity target.

There have been encouraging results from efforts focused on dwell time at Bloor Station and steady, across-the-line throughput improvements.

Note:

Data are based on weekday service from Monday to Friday.

Line 2: Delay Incidents



The number of delay incidents decreased in Q1 2017 to 2,112 but performance continued to remain above target.

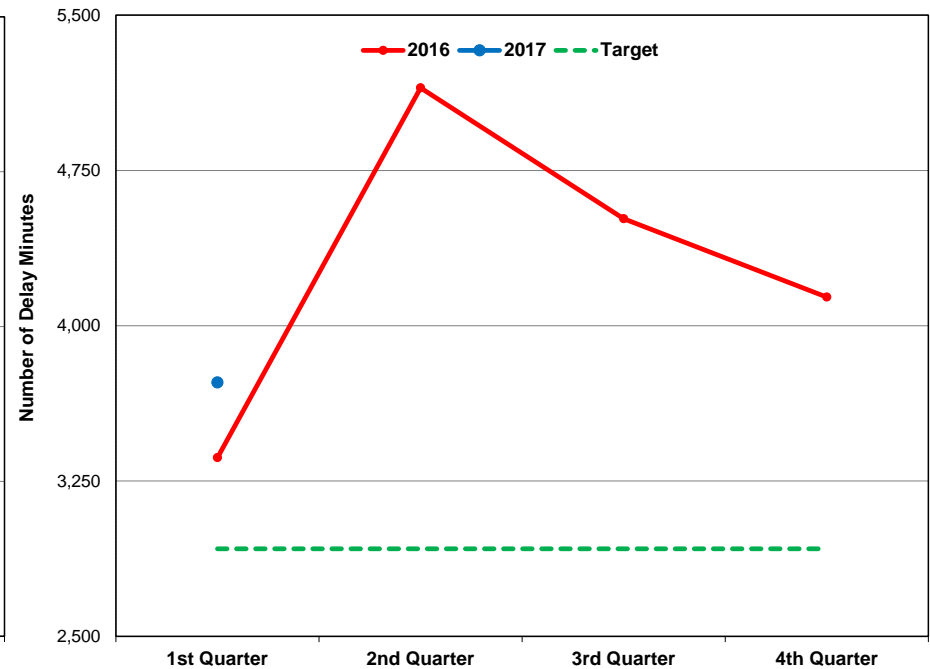
Most of the year-over-year improvement was made in delay incidents related to speed control. It must be noted, however, that speed control issues typically do not result in any significant delay minutes.

There has been an 11% increase in passenger-related incidents, year-over-year. The largest increases were observed on track level (70% increase), with ill customers (31% increase) and with disorderly customers (21% increase).

Note:

The 2017 target is based on a 30% or more reduction in delay incidents from the 2014 quarterly average baseline.

Line 2: Delay Minutes



The number of delay minutes decreased in Q1 2017 to 3,726 but performance continued to remain above target.

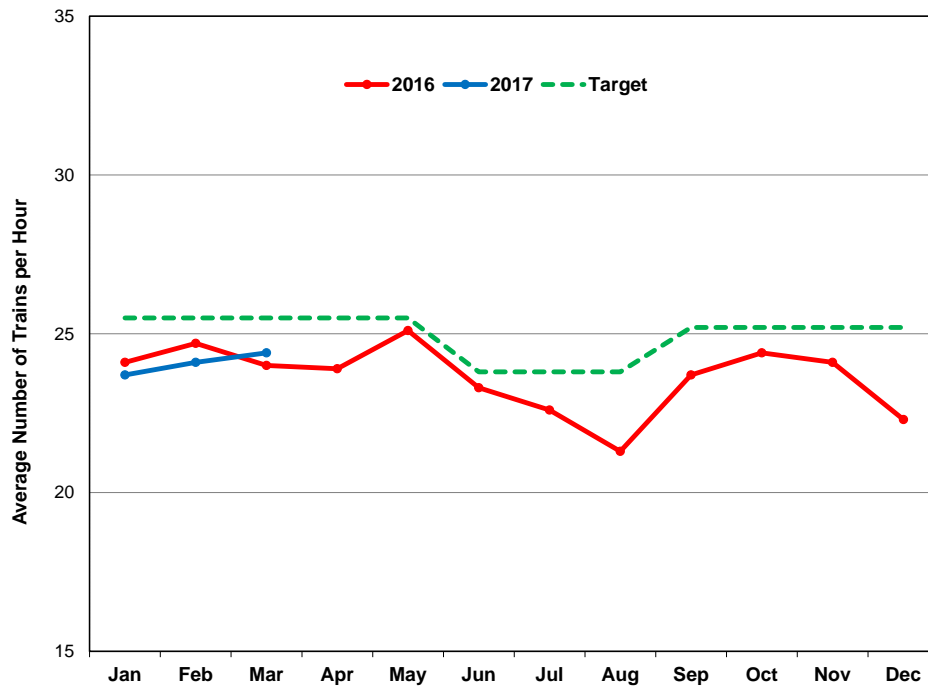
Although delay minutes decreased for most categories, there were increases in passenger-related delay minutes, specifically as a result of ill customers, customer assaults, Priority One incidents and disorderly customers.

There was a 6% improvement in the Fire/Smoke (Plan B) delay minutes, however, partly due to improved corridor cleanliness, less usage of trackside heating equipment and changes made to the procedure.

Note:

The 2017 target is based on a 30% or more reduction in delay minutes from the 2014 quarterly average baseline.

Line 2: Trains per Hour in Morning Peak

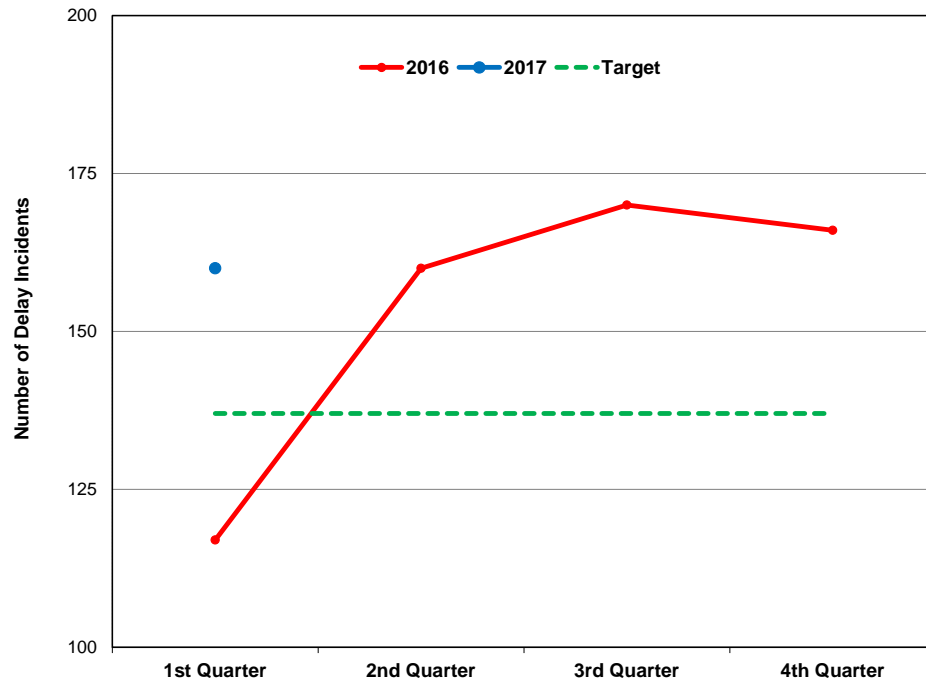


The daily average number of trains per hour (TPH) in the morning peak service period increased in March to 24.4, which was 96% of what was scheduled. Performance continued to remain below target, however.

As this measure focuses exclusively on the AM peak period, any incidents that occur anywhere on the line during that period will have a negative impact on results.

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

Line 3: Delay Incidents

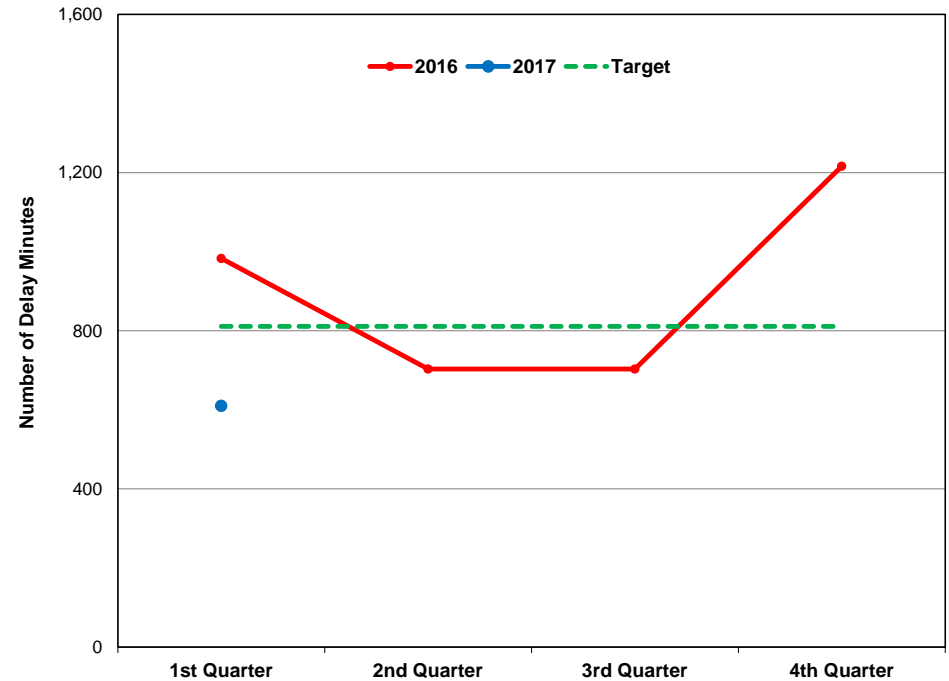


The number of delay incidents decreased in Q1 2017 to 160; performance was above target for the fourth consecutive quarter.

Line 3 experienced a year-over-year increase by 37% for Q1 delay incidents, most of which was attributable to the increase in Vehicle On-Board Controller (VOBC) time-outs, an issue unique to Line 3. Maintenance staff are investigating this issue and improvement is expected in Q2.

Note:
The 2017 target is based on a 30% or more reduction in delay incidents from the 2014 quarterly average baseline.

Line 3: Delay Minutes

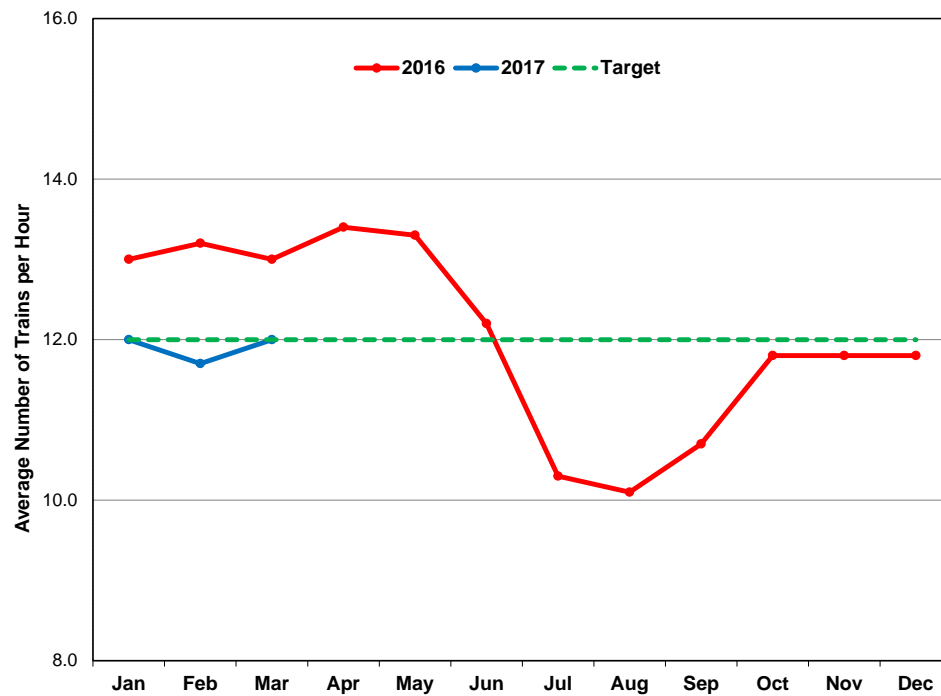


The number of delay minutes decreased in Q1 2017 to 610 and performance achieved target.

Line 3 experienced a year-over-year decrease by 38% for Q1 delay minutes, most of which was attributable to improvements in delay incidents related to equipment (rolling stock). Programs to improve reliability are beginning to show positive results.

Note:
The 2017 target is based on a 30% or more reduction in delay minutes from the 2014 quarterly average baseline.

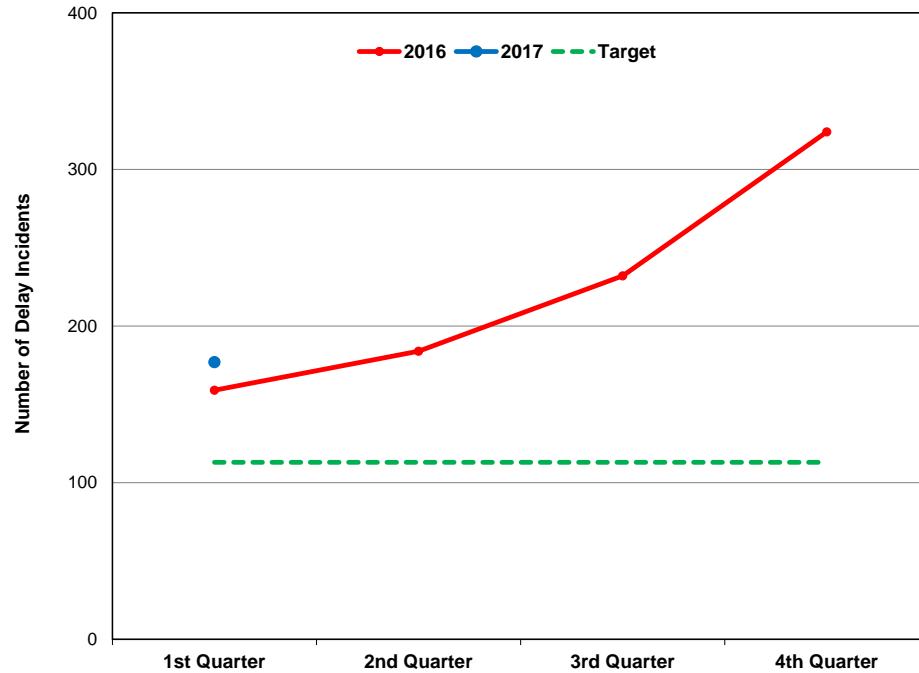
Line 3: Trains per Hour in Morning Peak



The daily average number of trains per hour (TPH) in the morning peak service period increased in March to 12.0, or 100% of what was scheduled. Overall performance achieved target.

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

Line 4: Delay Incidents



The number of delay incidents decreased in Q1 2017 to 177. Performance continued to remain above target, however.

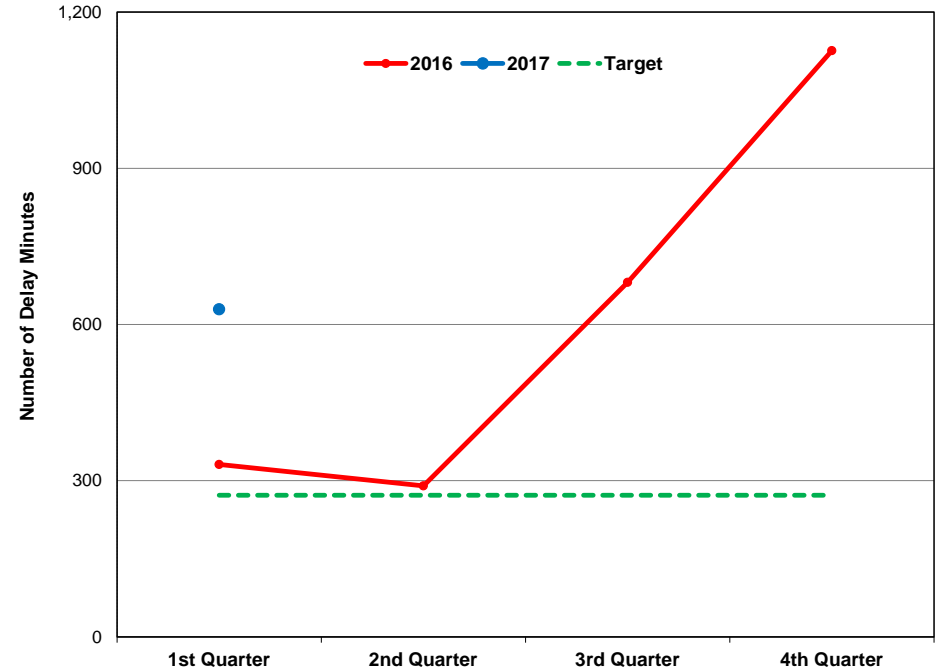
The year-over-year increase in Q1 delay incidents was mostly due to incidents related to rolling stock and plant maintenance.

In October 2016, the One-Person Train Operation (OPTO) was introduced on Line 4 and a number of steps have been taken to reduce or eliminate the number of OPTO-related issues; a software update was made to eliminate system memory issues and delineation markers were installed to provide a visual aid to the operators. Staff are also monitoring a slight increase in the number of signal violation incidents.

Note:

The 2017 target is based on a 30% or more reduction in delay incidents from the 2014 quarterly average baseline.

Line 4: Delay Minutes



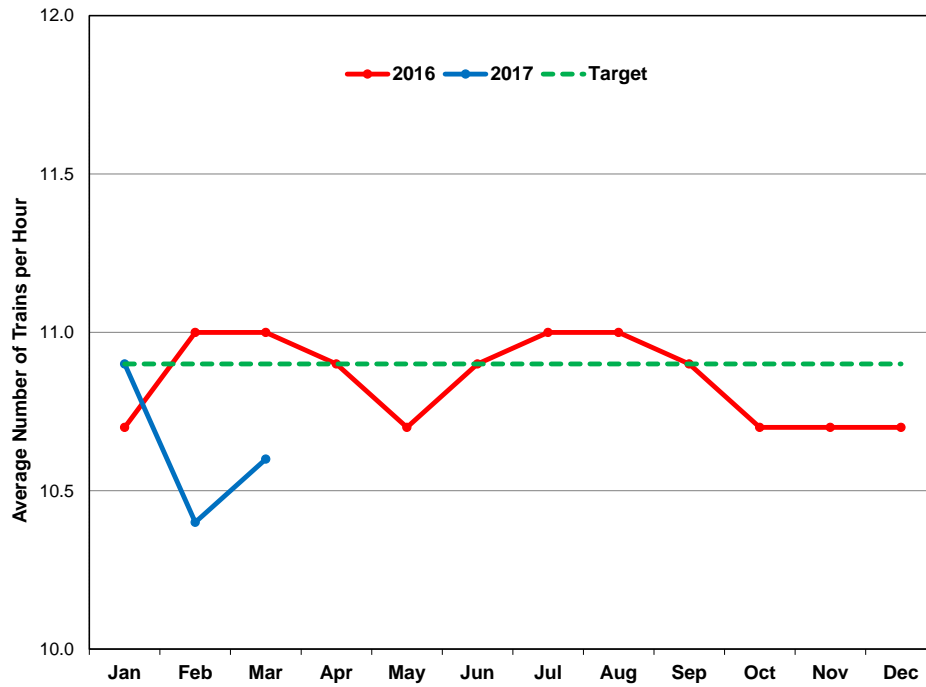
The number of delay minutes decreased substantially in Q1 2017 to 629 but performance remained above target.

The year-over-year increase in Q1 delay minutes was mostly due to delay incidents related to equipment (rolling stock and subway infrastructure). The increase in infrastructure delay minutes was primarily a result of three major incidents that accounted for 298 minutes of the 318 total delay minutes in Q1 2017.

Note:

The 2017 target is based on a 30% 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 increased in March to 10.6, or 97% of what was scheduled. Overall performance did not achieve target, however.

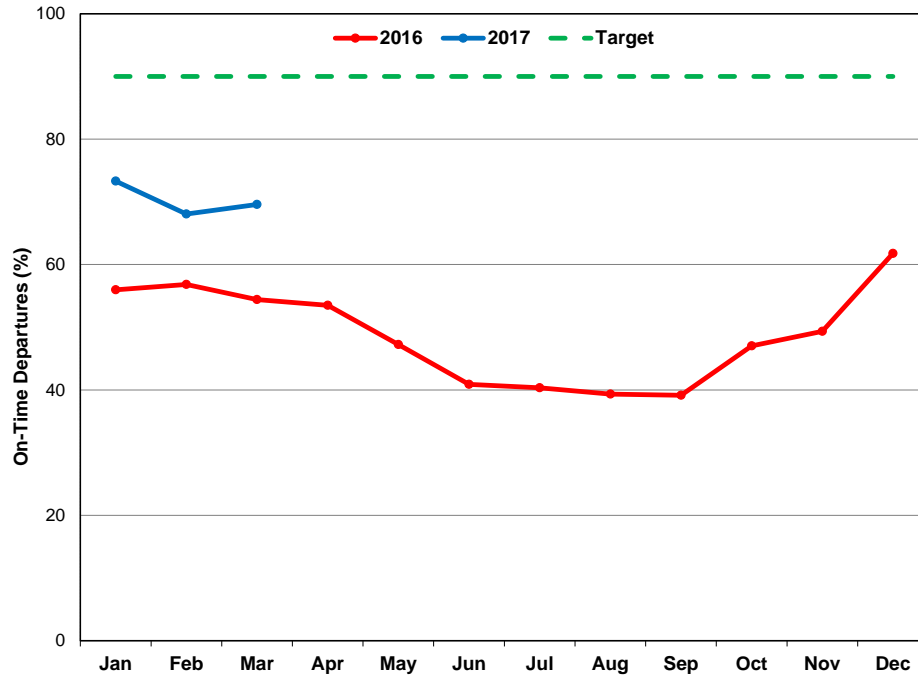
As this measure focuses exclusively on the AM peak period, any incidents that occur anywhere on the line during that period will adversely impact results.

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



Streetcar

On-Time Performance



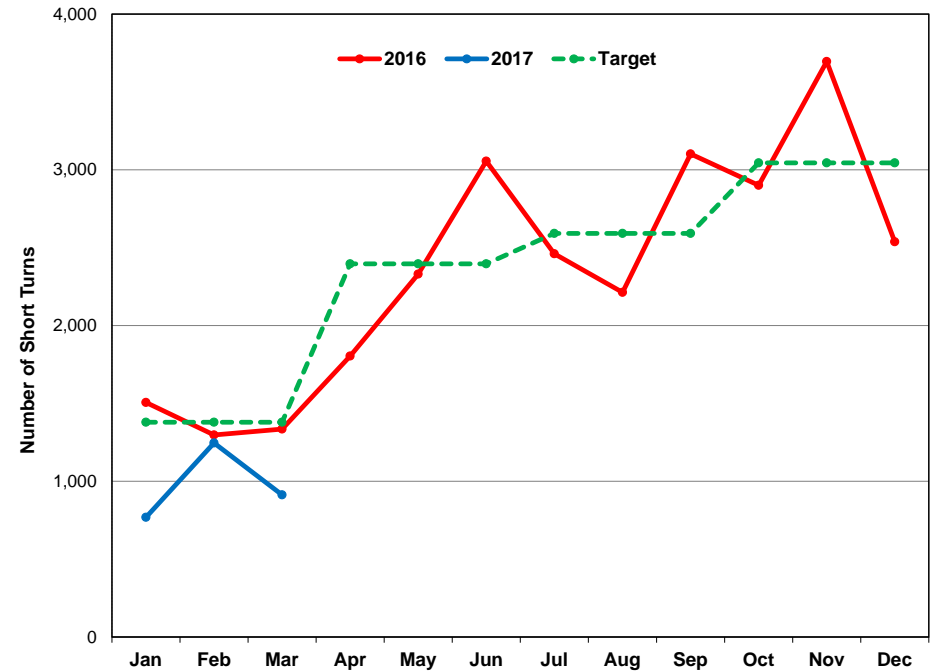
Performance in March increased to 69.6% but continued to be below target.

Enhanced focus on route performance across all ten routes and extra attention given to the Harbourfront and Spadina routes contributed to the improvement.

Note:

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

Short Turns



The number of short turns decreased in March to 913; performance continued to remain below target (favourable).

Schedule improvements have continued to achieve the high frequency of full trips by streetcar services. Also, revised fleet management plan for streetcars had resulted in better vehicle reliability and less gapping in scheduled headways, which reduced the need to use short turns to manage headways.

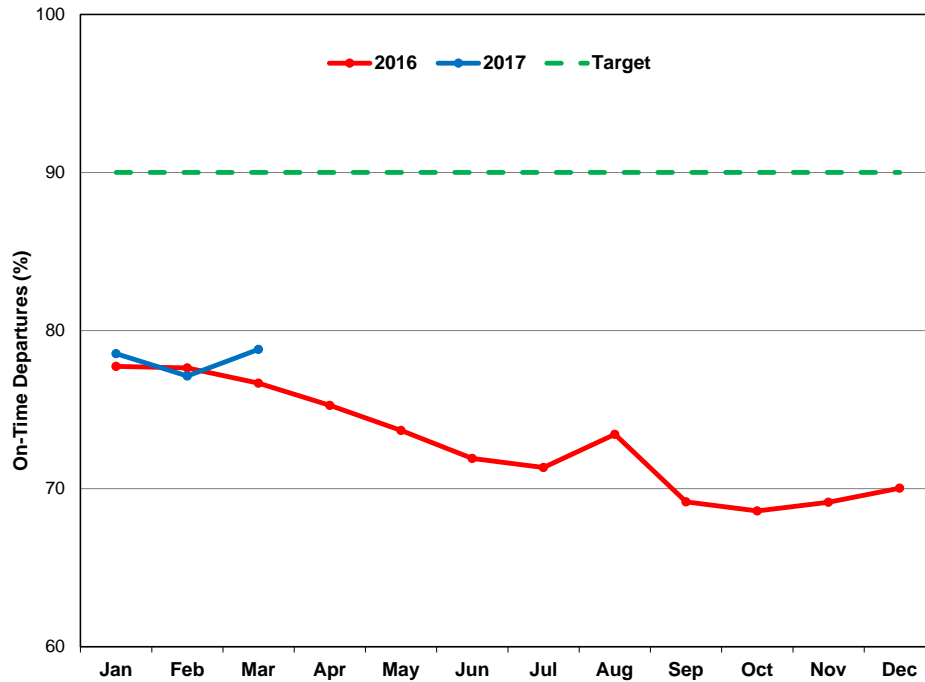
Note:

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



Bus

On-Time Performance



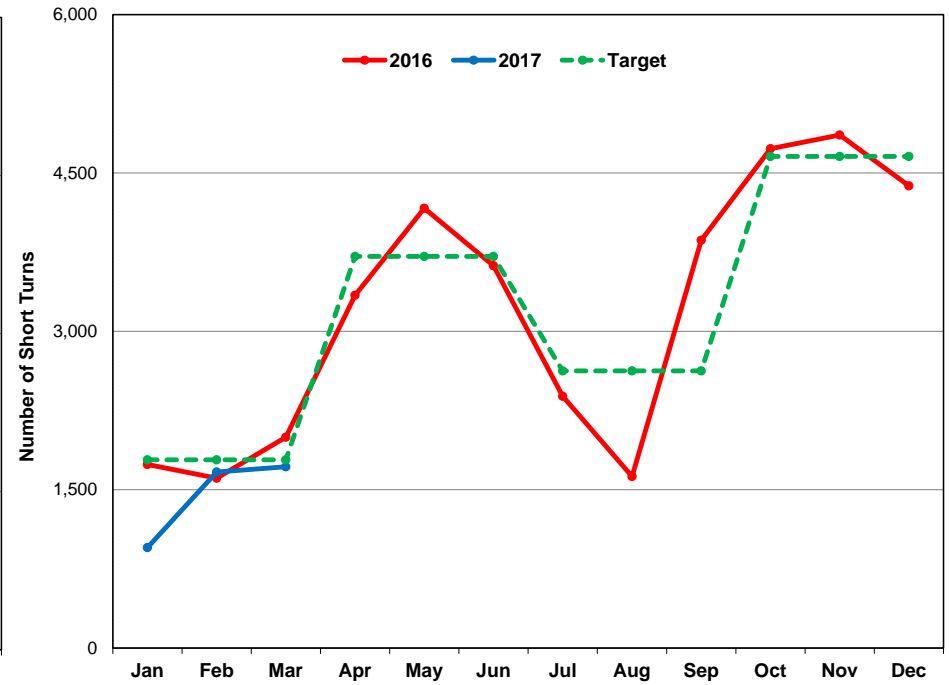
Performance in March increased to 78.8%, but continued to be below target.

On-time performance was above last year's. Route improvement strategy has continued to focus on schedule improvements and reduction of early departures to provide year-over-year improvements in on-time performance.

Note:

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

Short Turns



The number of short turns in March increased to 1,717. However, performance was still below target (favourable).

34% of the short turns were directly related to the Eglinton East and Lawrence East routes, which were both heavily impacted by the Metrolinx construction along Eglinton Avenue East. Dedicated route management and a commitment in the area of short turns have contributed to the year-over-year improvement.

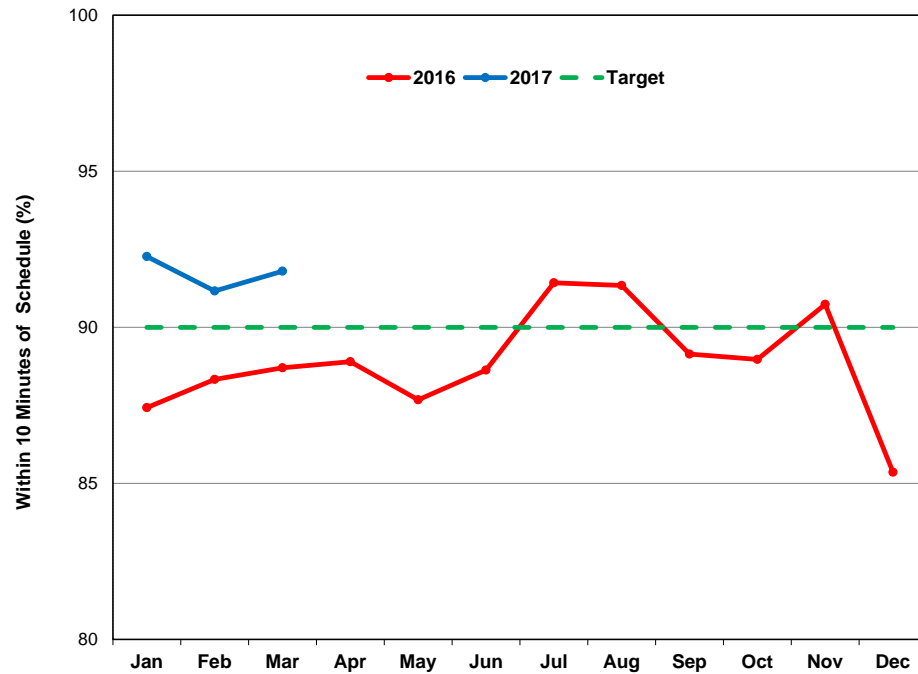
Note:

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



Wheel-Trans

Punctuality



Performance in March increased to 91.8% and it was above target. The improvement was due to enhanced scheduling and tracking procedures, as well as adjustments to the time/distance matrix, efficient deployment of extra resources and a minimal implementation of the Snow Contingency Plan due to milder weather conditions.



Rogers Centre via Skywalk

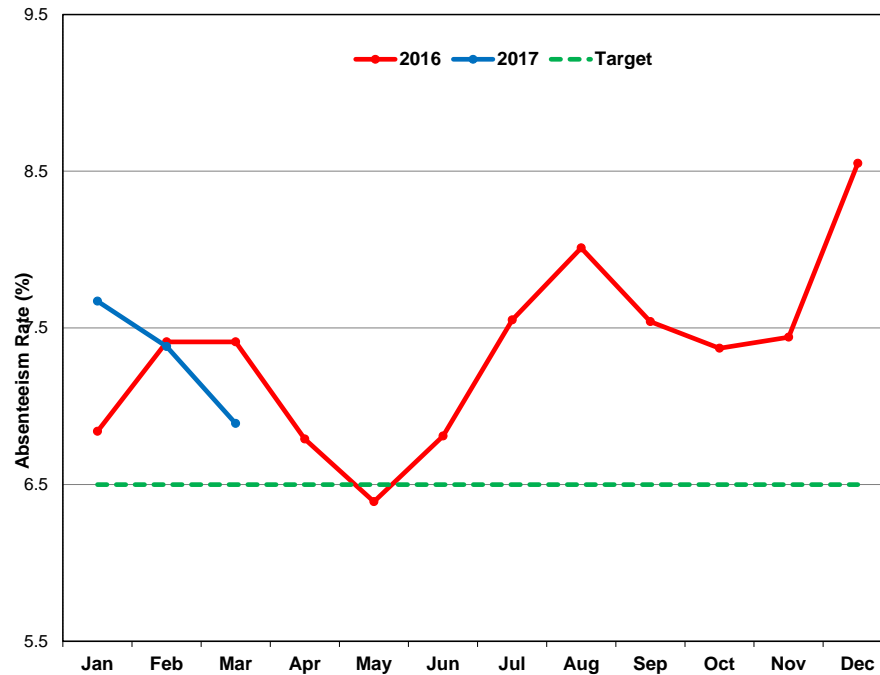


3.3 People



People

Employee Absence



The absenteeism rate for March was 6.89%, which is a decrease from the rate of 7.38% for February.

There is a renewed focus on absence management through various initiatives. The TTC is redeveloping its attendance management training for front-line managers and redeploying resources with a specific attendance focus. There is also clarification of roles and responsibilities in attendance management and direction to front-line managers about their rights and obligations when managing employees' absence. The more complex attendance cases in each cost centre are reviewed, in order to review the approach on a case by case basis.

The TTC is reviewing current attendance management practices, redeploying managerial resources and analyzing the KPI data for areas of improvement.



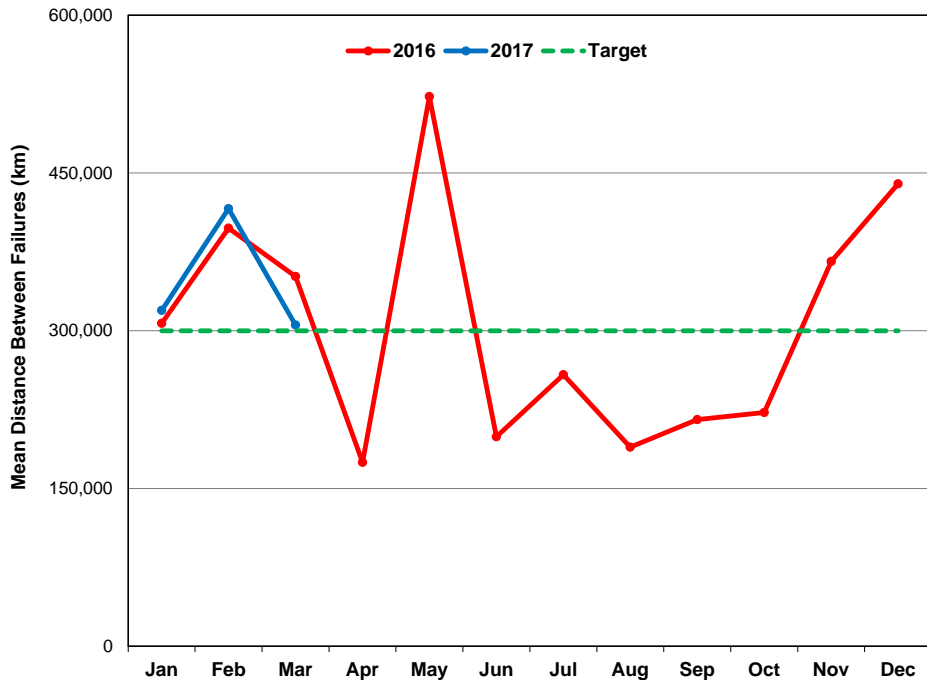
3.4 Assets

Assets: Vehicle Reliability



Subway

T1 Train: Mean Distance Between Failures (MDBF)

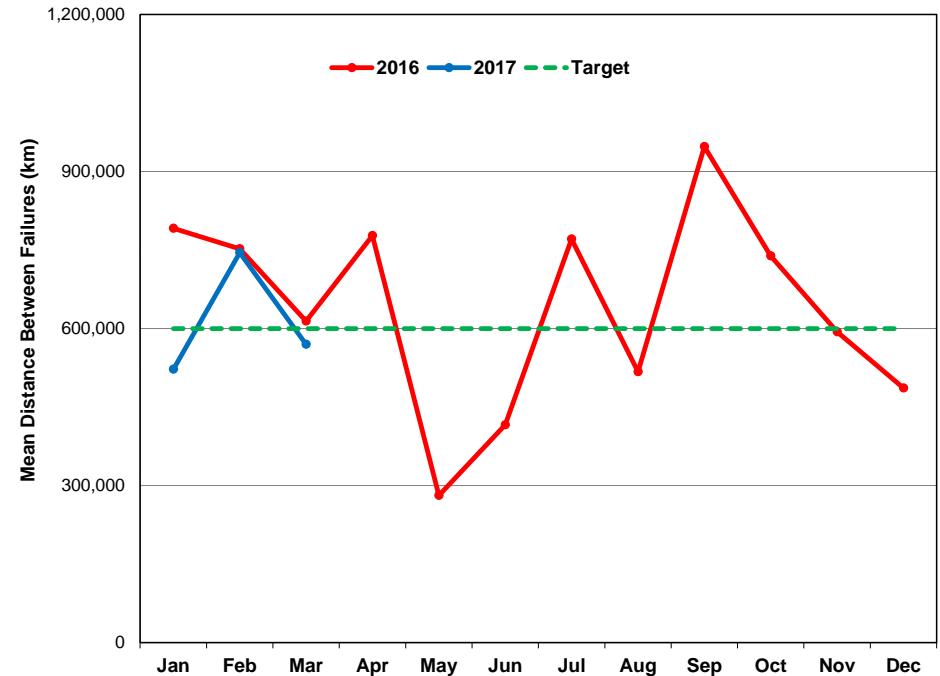


The MBDF decreased in March to 305,391 kilometres but performance was above target for the fifth consecutive month.

The T1 Accelerated Door Overhaul program was completed in 2015. The overhaul program of door pocket guides and master controller upgrades were completed in Q1 of this year. Benefits from both the door pocket guides and master controller overhauls are expected to be observed in the coming months.

Maintenance and engineering staff are collaborating to develop solutions to increase the reliability of the brake units.

TR Train: Mean Distance Between Failures (MDBF)

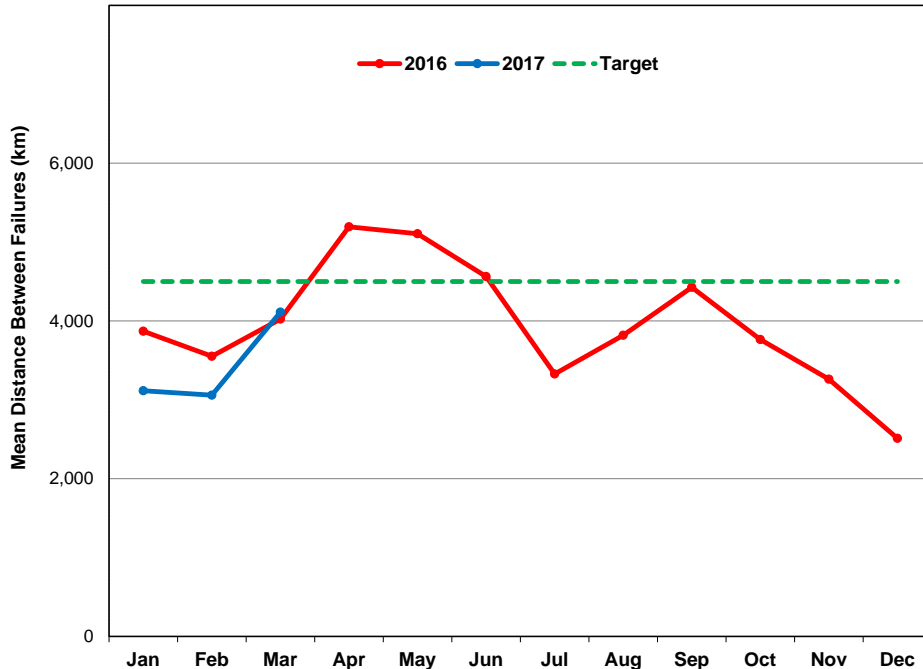


The MDBF decreased in March to 569,712 kilometres and performance was below target.

To date, 65 train sets have been retrofitted with Revision E cab doors, which eliminate the broken key/door interlock issues and add a door lockout/interlock bypassing mechanism that allows the trains to remain in service. A fleet check identified an issue with the quality of Bombardier’s workmanship on Revision E cab doors. The passenger door system and the brake system have received numerous modifications. Fleet retrofits of the new modifications and validation testing of the proposed upgrades are in progress and improvements are anticipated in the future.



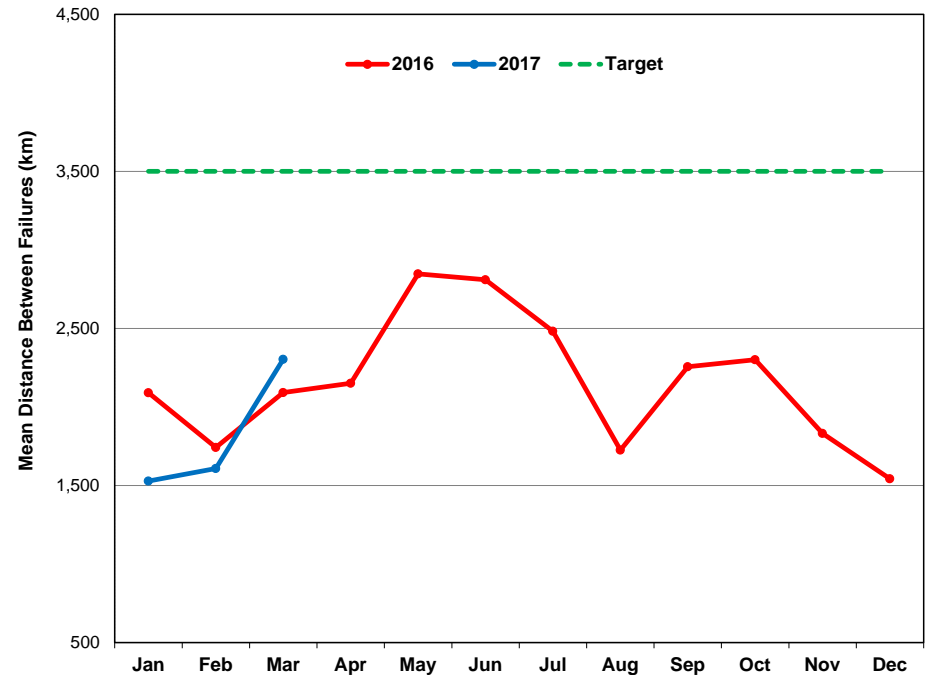
CLRV Streetcar: Mean Distance Between Failures (MDBF)



The MDBF increased in March to 4,111 kilometres. Overall performance was below target for the ninth consecutive month, partly due to the continued aging and deterioration of the 37-year old fleet.

Shortage of overhaul components such as brake actuators, compressors and major electrical equipment contributed to the parts shortage and reliability problems. On the positive side, availability of vehicles has improved due to the winter readiness program that addressed the pneumatic and heating system problems. On-going maintenance programs (including a life extension overhaul on selected vehicles) are implemented to keep the vehicles in a State of Good Repair.

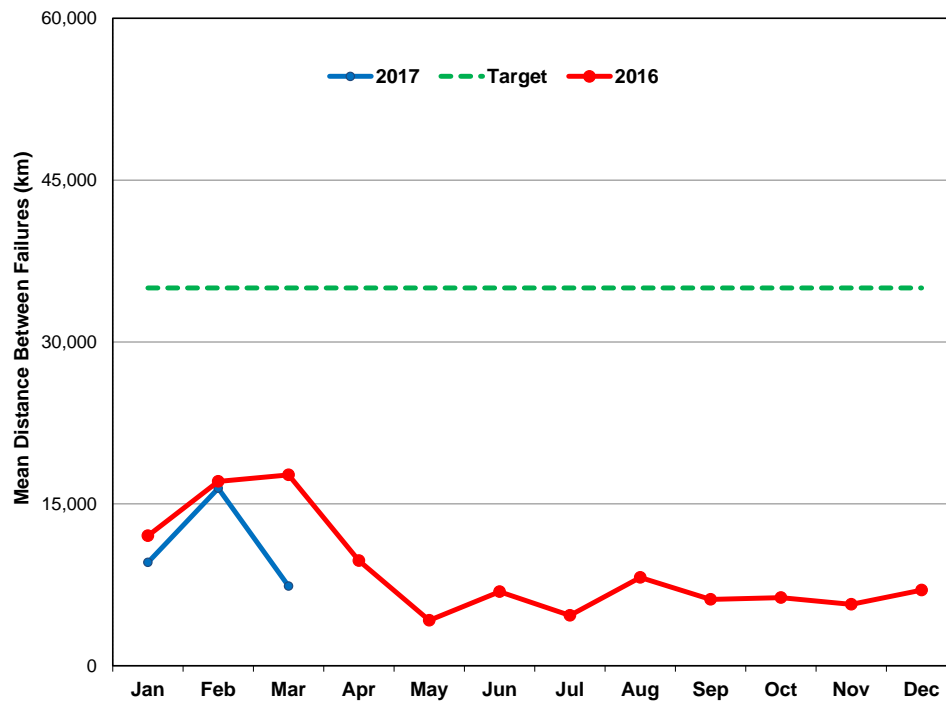
ALRV Streetcar: Mean Distance Between Failures (MDBF)



The MDBF increased in March to 2,304 kilometres. Performance continued to remain below target.

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. On-going maintenance programs (including a life extension overhaul on selected vehicles) are implemented to keep the vehicles in a State of Good Repair.

New Streetcar: Mean Distance Between Failures (MDBF)



The MDBF decreased in March to 7,372 kilometres.

Contractual KPI will be included upon the acceptance of the sixtieth new streetcar and attainment of specified fleet mileage. Upon acceptance of the sixtieth LFLRV, the reliability target is 35,000 km between chargeable defects due to delays equal to or longer than five minutes.

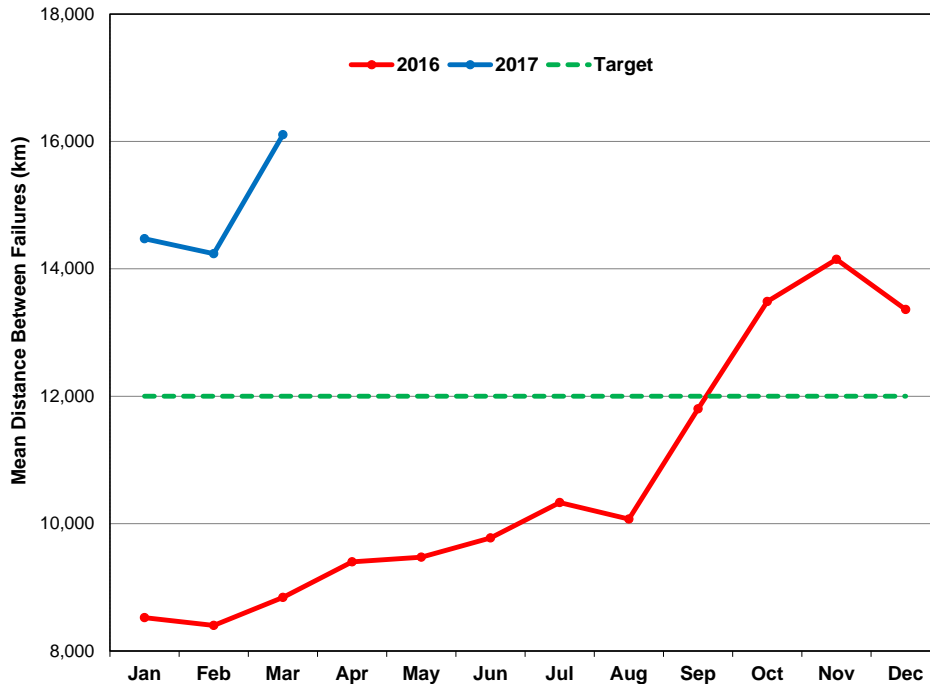
Bombardier's LFLRV mileage is calculated according to each calendar month, whereas the CLRV and ALRV mileage is calculated according to the TTC's financial period.

Of the 22 failures reported in March, 12 of them were door-related. A plan is in place to create a reference car ("golden car") to ensure manufacturing and set-up quality is consistently maintained to reduce downtime.



Bus

Bus: Mean Distance Between Failures (MDBF)



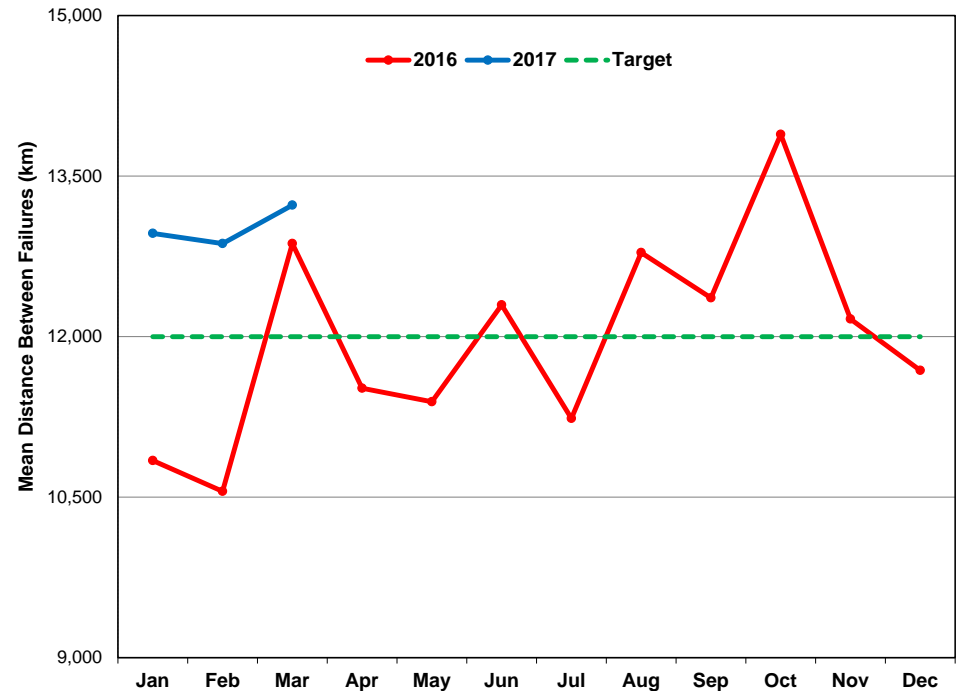
The MDBF increased in March to 16,107 kilometres. Performance achieved target and it was 82% higher than the performance in March 2016.

Garage technical staff will continue to focus on quality repairs and analysis of repeaters as well as heating and cooling systems. Maintenance facilities staff have also completed the State of Good Repair program on 431 buses since starting in early July 2016 and performed post-repair circle checks to improve bus pull-out and minimize disruptions to service.



Wheel-Trans

Wheel-Trans: Mean Distance Between Failures (MDBF)

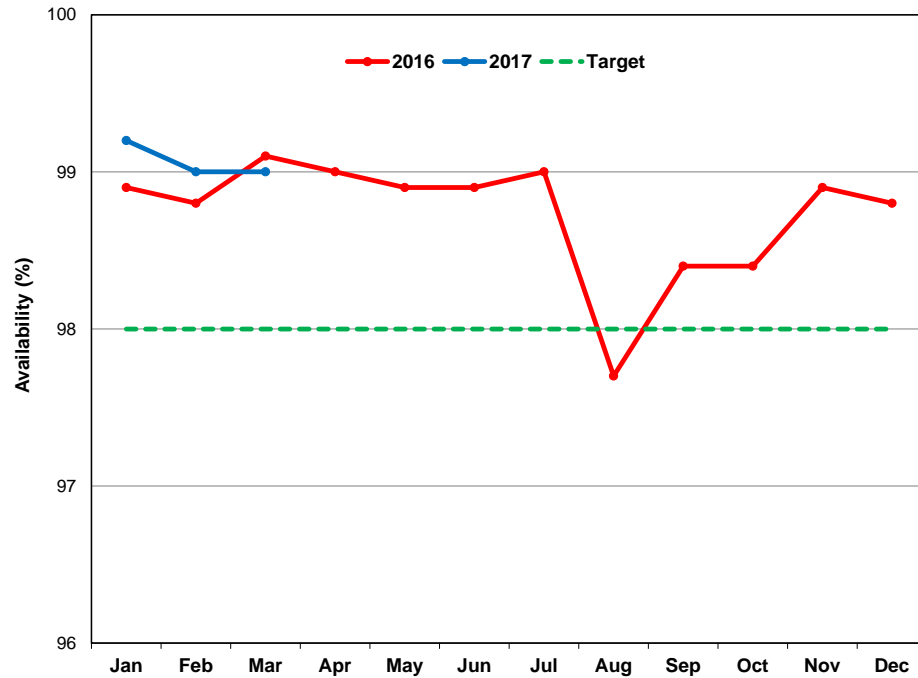


The MDBF increased in March to 13,227 kilometres. Overall performance achieved target and it was 3% higher than the performance in March 2016, which is a result of infusing rebuilt buses into the Wheel-Trans fleet. To date, there are a total of 22 rebuilt buses now in operation and reliability is expected to increase to 15,000 km by the end of this year.

Reliability has steadily improved and an evaluation of poorly performing systems is underway to improve the overall reliability. The first system to be focused on is the air conditioning system on the buses. Efforts are underway to relocate two problematic lines that are prone to leak that can cause the rear air conditioner to fail.

Assets: Equipment Availability

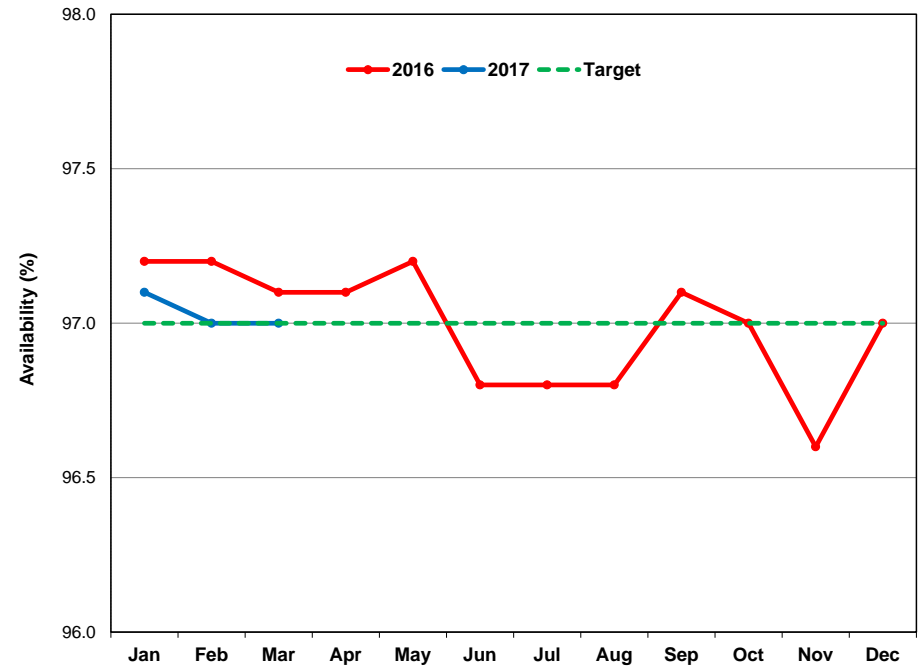
Elevators



Performance in March remained the same at 99.0% and continued to remain above target.

Maintenance activities were completed as planned and scheduled.

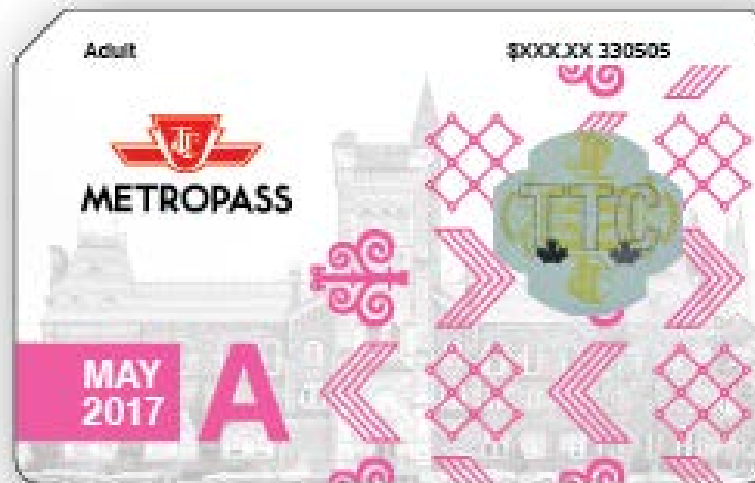
Escalators



Performance in March remained the same at 97.0% and achieved target.

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 and the TTC Capital Program.

TTC Operating Budget

2017 Year-to-Date Results

To the end of Period 3 (April 1), total revenues were \$3.7 million (1.2%) below budget primarily due to 3.3 million (2.4%) fewer customer journeys than planned, partially offset by a higher average fare (2.5¢ or 1.2%) stemming from ongoing changes in the mix of fare media.

Over the same time period, expenses were under budget (\$17 million or 3.9%) largely due to budget timing differences on certain non-labour expenses, in addition to consumption savings on diesel and natural gas due to the mild winter weather.

2017 Year-End Projections

(millions)	Projection	Budget	Variance
2017 TTC Operating Budget			
Customer Journeys (Ridership)	538.3	543.8	(5.5)
Revenue	\$1,228.6	\$1,237.6	(\$9.0)
Expenses	\$1,788.0	\$1,798.4	(\$10.5)
Subsidy Required	\$559.4	\$560.8	(\$1.4)
Subsidy Available*	\$560.8	\$560.8	-
Surplus/(Shortfall)	\$ 1.4	-	\$1.4

*Includes a \$14 million draw from the TTC Stabilization Reserve held by the City of Toronto.

Currently, a \$1.4 million (or 0.2%) year-end subsidy surplus is projected. The key budget variances that account for this projection are as follows:

Passenger Revenues: \$8.5 million decrease

Based on ridership trends prior to The Government of Canada's announcement that it is eliminating the Public Transit Tax Credit (PTTC), passenger revenue was expected to be \$3 million under budget based on 3 million projected fewer customer journeys than budget, partially offset by a slight increase in the average fare. The elimination of the PTTC will have an additional impact. The PTTC has undoubtedly had a positive impact on TTC Metropass sales and ridership growth and it is anticipated that the elimination of the PTTC will erode at least some of these gains. The estimated 2017 ridership/revenue loss at this time is approximately 2.5 million rides and \$5 million. These estimates will be further refined as better data to assess the impacts become available later in 2017.

Labour expenses: \$3.9 million decrease

Delays in filling some positions and the need to have some operating personnel work on capital projects accounts for this favourable variance.

Diesel: \$2.0 million decrease

A marginally more favourable fuel consumption rate than anticipated primarily due to the mild winter weather accounts for this positive impact.

Depreciation: \$2.0 million decrease

Based on lower than anticipated capital asset acquisitions in 2016, it is projected that the corresponding depreciation expense for 2017 will also be lower than originally expected.

PRESTO fees: \$2.0 million decrease

As a result of updated projections, the projected take up rate for pass users will be lower than initially anticipated in 2017.

Natural Gas: \$0.8 million decrease

Natural gas consumption is expected to be lower than budget due to a mild winter.

All other expense changes are expected to net to a \$0.3 million increase.

**TORONTO TRANSIT COMMISSION
2017 OPERATING BUDGET - INCOME STATEMENT**

(\$000s)	Period 3: 5 Weeks February 26 to April 1, 2017				Three Periods to April 1, 2017				Full Year 2017			
	Over/(Under)		Over/(Under)		Over/(Under)		Over/(Under)		Probable		Probable	
	Actual	Budget	Budget	Budget %	Actual	Budget	Budget	Budget %	Probable	Budget	Variance	Variance %
TOTAL REVENUES	119,126	120,498	(1,372)	-1.1%	307,954	311,716	(3,762)	-1.2%	1,228,622	1,237,622	(9,000)	-0.7%
TOTAL EXPENSES	163,190	166,453	(3,263)	-2.0%	422,174	439,198	(17,024)	-3.9%	1,788,017	1,798,482	(10,465)	-0.6%
OPERATING SUBSIDY REQUIRED in 2017					114,220	127,482	(13,262)	-10.4%	559,395	560,860	(1,465)	-0.3%
CITY OPERATING SUBSIDY AVAILABLE					127,482	127,482	-		546,846	546,846	-	0.0%
DRAW FROM STABILIZATION RESERVE					-	-	-		14,014	14,014	-	0.0%
SHORTFALL / (SURPLUS)					(13,262)	-	(13,262)	100.0%	(1,465)	0	(1,465)	

<u>REVENUES:</u>												
Passenger Revenues	112,713	114,413	(1,700)	-1.5%	290,503	294,340	(3,837)	-1.3%	1,159,860	1,168,360	(8,500)	-0.7%
Outside City & Charters	1,663	1,563	100	6.4%	4,264	4,018	246	6.1%	15,598	15,598	-	0.0%
Advertising	2,411	2,358	53	2.2%	7,073	7,073	-	0.0%	28,292	28,292	-	0.0%
Rent Revenue	957	920	37	4.0%	2,779	2,789	(10)	-0.4%	11,148	11,148	-	0.0%
Commuter Parking	956	1,076	(120)	-11.2%	2,781	3,002	(221)	-7.4%	11,791	12,291	(500)	-4.1%
Other Income	426	168	258	153.6%	554	494	60	12.1%	1,933	1,933	-	0.0%
TOTAL REVENUES	119,126	120,498	(1,372)	-1.1%	307,954	311,716	(3,762)	-1.2%	1,228,622	1,237,622	(9,000)	-0.7%
<u>EXPENSES (LABOUR & NON-LABOUR)</u>												
CEO's Office	3,842	3,763	79	2.1%	9,071	9,743	(672)	-6.9%	41,803	41,824	(21)	-0.1%
Engineering, Construction & Expansion Group	402	370	32	8.6%	700	925	(225)	-24.3%	4,352	4,352	-	0.0%
Corporate Services Group	6,404	6,314	90	1.4%	14,766	16,328	(1,562)	-9.6%	70,920	71,855	(935)	-1.3%
Strategy and Customer Experience Group	1,737	1,864	(127)	-6.8%	4,373	4,695	(322)	-6.9%	20,969	20,808	161	0.8%
Operations Group	27,957	28,850	(893)	-3.1%	72,354	75,449	(3,095)	-4.1%	317,567	318,046	(479)	-0.2%
Service Delivery Group	69,508	70,200	(692)	-1.0%	179,834	185,544	(5,710)	-3.1%	763,167	765,558	(2,391)	-0.3%
Employee Benefits	30,555	31,084	(529)	-1.7%	80,950	81,620	(670)	-0.8%	302,100	302,100	-	0.0%
Vehicle Fuel	7,328	7,910	(582)	-7.4%	19,202	20,452	(1,250)	-6.1%	80,889	82,889	(2,000)	-2.4%
Traction Power	4,961	4,969	(8)	-0.2%	14,310	14,334	(24)	-0.2%	58,884	58,884	-	0.0%
Utilities (Hydro, Natural Gas, Water)	1,958	2,846	(888)	-31.2%	7,786	9,078	(1,292)	-14.2%	28,033	28,833	(800)	-2.8%
Taxes and Licences	280	303	(23)	-7.6%	765	825	(60)	-7.3%	3,311	3,311	-	0.0%
Depreciation	2,819	2,819	-	0.0%	7,297	7,297	-	0.0%	26,999	28,999	(2,000)	-6.9%
Accident Claims & Insurance	3,682	3,426	256	7.5%	5,855	6,378	(523)	-8.2%	37,914	37,914	-	0.0%
Non-Departmental Costs	1,757	1,735	22	1.3%	4,911	6,530	(1,619)	-24.8%	31,109	33,109	(2,000)	-6.0%
TOTAL EXPENSES	163,190	166,453	(3,263)	-2.0%	422,174	439,198	(17,024)	-3.9%	1,788,017	1,798,482	(10,465)	-0.6%
OPERATING SUBSIDY REQUIRED in 2017					114,220	127,482	(13,262)	-10.4%	559,395	560,860	(1,465)	-0.3%
CITY OPERATING SUBSIDY AVAILABLE					127,482	127,482	-	0.0%	546,846	546,846	-	
DRAW FROM STABILIZATION RESERVE									14,014	14,014		
SHORTFALL / (SURPLUS)					(13,262)	-	(13,262)	100.0%	(1,465)	0	(1,465)	

Wheel-Trans Operating Budget

2017 Year-to-Date Results

To the end of Period 3 (April 1), total revenues were below target (\$74K or 3.9%). This reflects slightly lower revenues from 25K (2.5%) less customer journeys combined with a lower average fare (\$0.0287 or 1.6%).

Over the same period, expenses were \$2.86 million (8.36%) below budget primarily due to fewer customer journeys than budget, lower average cost per passenger trip on the contracted taxi services and timing differences on certain non-labour expenses.

2017 Year-End Projections

(millions)	Projection	Budget	Variance
<hr/>			
2017 Wheel-Trans Operating Budget			
Customer Journeys (Ridership)	4.723	4.723	0
Revenue	\$8.5	\$8.5	\$0
Expenses	\$149.1	\$151.2	(\$2.1)
Subsidy Required	\$140.6	\$142.7	(\$2.1)
Subsidy Available	\$142.7	\$142.7	\$0
Surplus/(Shortfall)	\$2.1	\$0	\$2.1

Currently, a \$2.1 million (or 1.5%) year-end subsidy surplus is projected. The key budget variances that account for this projection are as follows:

Contracted Taxi Services: \$1.4 million decrease

The cost per passenger trip projection has been revised to reflect the current year-to-date actual experience. The decrease in costs can be attributed to shorter trips during the winter months and increased ride sharing. Staff will continue to closely monitor these costs, as well as ridership trends, and provide an update on the year-end projection in due course.

Customer Service: \$0.5 million decrease

Expenses to date have been less than anticipated due to lower volume and lower costs for Functional Assessments.

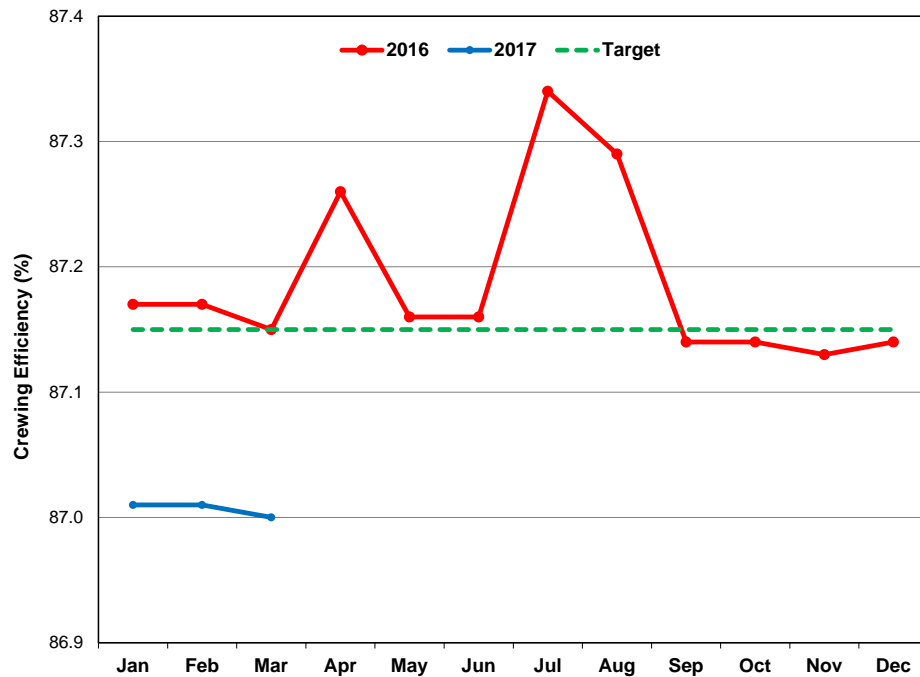
All other expense changes are expected to net to a \$0.2 million decrease.

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

PERIOD 3	Period 3: Five Weeks February 26 to April 1, 2017			Three Periods to April 1, 2017			Full Year 2017		
(\$000s)	Actual	Budget	Over/(Under) Budget	Actual	Budget	Over/(Under) Budget	Projected Actual	Budget	Projected Variance
REVENUES:									
Passenger Fares	702	737	(34)	1,841	1,916	(74)	8,492	8,492	0
EXPENSES:									
CONTRACTED TAXI SERVICE	5,586	6,108	(521)	13,864	15,308	(1,444)	70,427	71,866	(1,439)
WHEEL-TRANS BUS SERVICE	4,551	4,343	208	11,404	11,745	(341)	48,925	49,005	(81)
OTHER WHEEL-TRANS EXPENSES	2,363	2,891	(528)	6,116	7,195	(1,079)	29,723	30,299	(575)
TOTAL EXPENSES	12,500	13,342	(842)	31,384	34,248	(2,864)	149,075	151,169	(2,094)
OPERATING SUBSIDY REQUIRED IN 2017							140,583	142,678	(2,094)
OPERATING SUBSIDY AVAILABLE IN 2017							142,678	142,678	0
SHORTFALL/(SURPLUS)							(2,094)	-	(2,094)

PASSENGER TRIPS (000s)	408	415	(7)	1,017	1,042	(25)	4,723	4,723	0
UNACCOMMODATED RATE (%)	0.2	0.5	(0.3)	0.2	0.5	(0.3)	0.5	0.5	0.0
SUBSIDY PER TRIP (\$)	28.92	30.38	(1.46)	29.06	31.04	(1.98)	30.18	30.62	(0.44)

Operator Crewing Efficiency



Operator crewing efficiency decreased in March to 87%; performance remained below target. Crewing efficiency has been below target due to the large numbers of buses replacing streetcars. This is due both to vehicle size and longer distance to streetcar routes from bus divisions.

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

TTC Capital Budget

2017 Year-to-Date Results

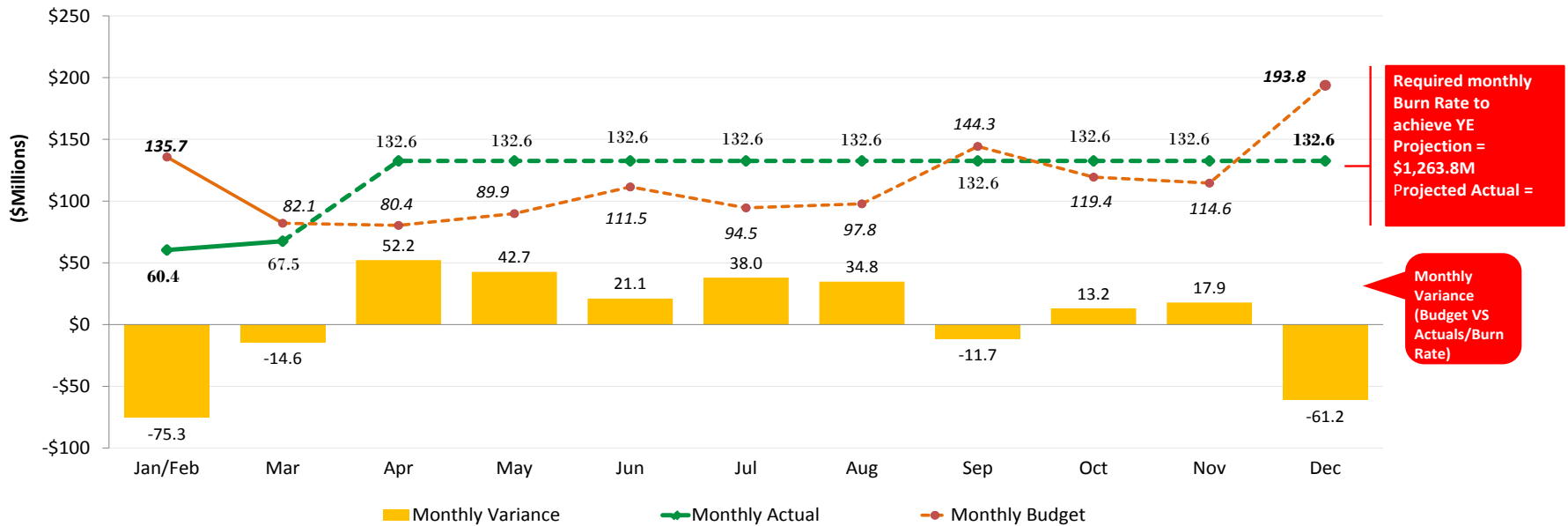
Capital expenditures to the end of Period 3 (April 1) typically reflect lower project activity as early efforts are focussed on setting up schedules and tendering work. Other current period activity includes settlement of 2016 accrued contract payments and continued progress on vehicle and construction contracts already in place.

2017 Year-End Projections

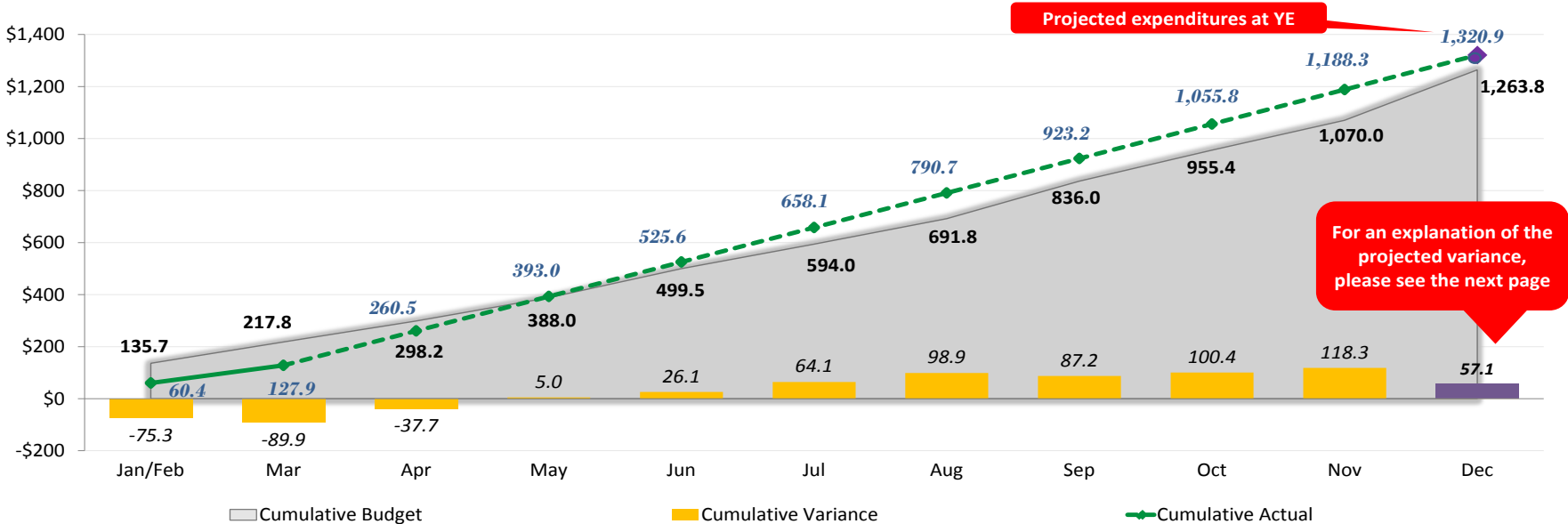
(millions)	Projection	Budget*	Variance
2017 TTC Capital Budget			
Base Program	\$1,320.9	\$1,263.8	\$57.1
Toronto-York Spadina Subway Extension (TYSSE)	\$551.6	\$545.1	\$6.5
Scarborough Subway Extension (SSE)	\$118.3	\$125.2	(\$6.9)

*Budget excludes additional carry forward spending on Base Program (\$223.5M), YYSSE (\$63.5M), and SSE (\$26.9M) as approved by City Council on April 26, 2017.

2017 Base Program: Month-to-Month Budget Tracking



2017 Base Program: Cumulative Budget Tracking



Base Program Expenditures: \$57.1 million over

There is typically significant variability in the early estimates of various programs which, if continued, will result in staff requesting budget re-allocations from programs with under-spending to those with higher needs. Significant projected year-end base program variances are outlined below:

Surface Track: \$4.2 million over

Variance is due to slippage from 2016 to 2017 for Russel Yard South Track Improvement and CNE and the advancement of design work for modifications to the King/Queen/Roncesvalles intersection.

Traction Power: \$6.0 million over

Variance is due to advancement of funds for material purchases, the cashflows being adjusted to align with a revised construction schedule, and due to slippage of work from 2015 to 2017 due to Leslie Barns work request in 2015.

Bridges and Tunnels: \$6.4 million over

The variance is mainly caused by the Bridges/Structures Maintenance Program – slippage from 2016 of Union Platform transfer.

Facility Renewal and other Building & Structure Projects: \$13.6 million under

Variance is primarily due to cancellation of Revenue Operations Facility and Old Eglinton Garage. Additional variances for other projects: Subway Facility Renewal Program - due to design change and additional scope which resulted in schedule slippage; Wilson ITS/Back-up Centres – program delay reflects change in scope resulting from consolidation of Transit Control functions into one location; and Union Station New Platform – project closeout slipped to 2018.

Purchase of Subway Cars: \$23.1 million over

Variance is primarily due to the transfer of escalation and contingency allowance for project changes to 2017 along with the revised cashflow and delivery schedules for spares and special tools and advancement of one 4-car consist trainset.

Bus Overhaul: \$10.1 million over

The variance is due to the deferral of the Hybrid system overhaul on the Orion VII 1274A/B bus series from 2016 into 2017 and the delayed start of 6 Year Orion VII 1336 bus series Overhaul resulting in an increased number of midlife buses being completed.

Purchase Automotive Non-Revenue Vehicles: \$6.2 million over

Projected year end variance is mainly due to slippage and delivery delays from 2016 to 2017.

Shop Equipment: \$8.5 million over

The variance is due to Bus Maintenance and Shops Department - equipment delivery delayed from 2016 to 2017 due to procurement issues and new equipment was added while other equipment was cancelled.

Service Planning: \$6.5 million over

Variance is due to slippage of work from 2016 to 2017.

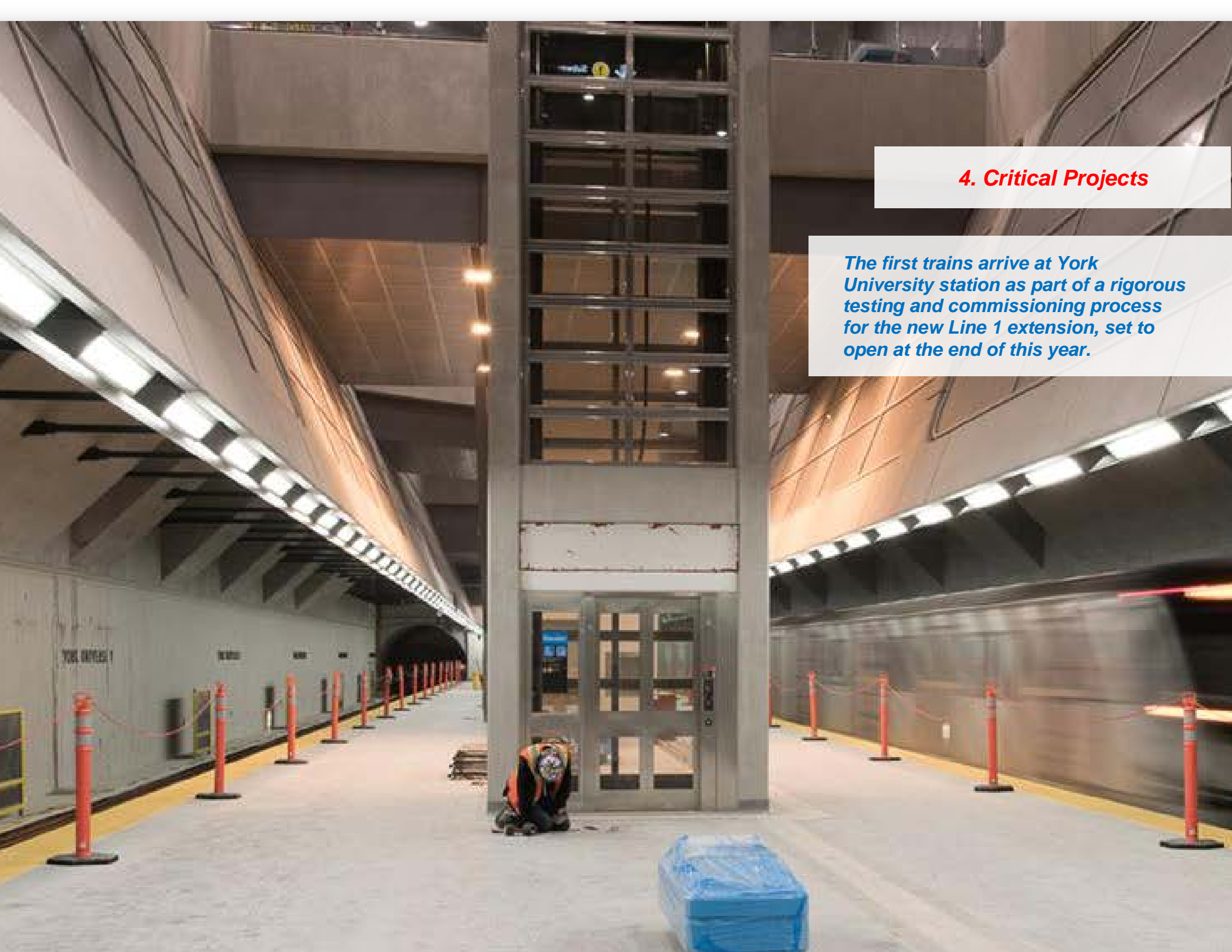
Toronto York Spadina Subway Extension (TYSSE) : \$6.5 million over

Variance is due to the advancement of facilities construction, holdback release and claims resolution.

Scarborough Subway Extension: \$6.9 million under

SRT Life Extension (-\$6.9M): Variance is due to subway infrastructure's Signals P/A slippage from 2017 to 2018 due to timing and supplier difficulties, as well as the SRT Car Overhaul Program due to work deferral, new scope added to the project and a work cost estimate adjustment.

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4. Critical Projects

The first trains arrive at York University station as part of a rigorous testing and commissioning process for the new Line 1 extension, set to open at the end of this year.



Performance Scorecard

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

Accomplishments

-All 108 Buses from the 2016 order (WO6761) are in service

-RFP for the next bus orders was posted on MERX on April 03,2017

Key Issues and Risks

1.Total of 342 buses are scheduled to be delivered in 2017.The delivery schedule provided has indicated that the first bus will be delivered in June 2017.There will be some weeks when NOVA is planning on delivering more than 30 buses per week. This will cause a backlog in the commissioning of these buses.

Management Action Plan

1.TTC has requested that NOVA review the production schedule to max out at 25 buses per week.TTC is still awaiting a revised schedule.

Budget Update (as of April 01, 2017)

(millions of dollars)

	Year to Date	2017	Lifetime to Date	Estimated Final Cost
Budget:	\$1.7	\$230.0	\$258.8	\$1,026.7
Actual:	-\$4.7		\$247.5	
Projected:		\$230.0		\$1,266.5
Actual Variance:	-\$6.4		-\$11.2	
Projected Variance:		\$0.0		\$239.8

2017 Variance: \$0 million

EFC Variance: \$239.8 million over

Year to date variance(-6.4M)-Cost estimate changes and remaining deliverables(spares)
2021-2016 variance(+239.8M)-shortfall between expected costs and City approved funding for the project

Schedule Status

No.	Phase / Milestone / Target	Milestone Date	Pre 2017	2017				2018				2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4										
1	WO 6573 - Replacement (153) 60ft LF Articulated Buses	Q4 2014	✓																		
2	WO 6274 - Replacement (55) 40ft LF Buses	Q2 2015	✓																		
3	WO 6750 - Purchase (50) 40ft LF Buses	Q4 2015	✓																		
4	WO 6761 - Replacement (108) 40ft LF Buses	Q1 2016	✓																		
5	WO 6796 - Replacement (97) 40ft LF Buses	Q4 2017																			
6	WO 7012 - Replacement (281) 40ft LF Buses	Q1 2018																			
7	WO 7014 - Purchase (4) 40ft LF Buses	Q2 2017																			

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

Unless stated otherwise, data is current as of: April 01,2017

Reporting frequency: Quarterly



Performance Scorecard

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

Accomplishments

-Preliminary design presented to City of Toronto's Urban Design Review panel for commentary as part of the Site Plan Application Process

-Continued receiving and reviewing numerous design and construction submittals from the Design-Builder
-Continued collaboration with Toronto Region Conservation Authority(TRCA) and City of Toronto

Key Issues and Risks

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

Management Action Plan

1. BTL(Below the Line) project created to capture unfunded scope items. Optional pricing for some unfunded items obtained through RFP. December 2016 Board Report granted authorization to proceed with work to fulfill Council motions and to adjust budget to suit. Briefing Note has been drafted recommending acceptance of options to incorporate this work into the Design-Build contract.

Budget Update (as of April 01, 2017)

(millions of dollars)

	Year to Date	2017	Lifetime to Date	Estimated Final Cost
Budget:	\$1.1	\$14.8	\$10.3	\$181.0
Actual:	\$3.1		\$12.5	
Projected:		\$14.8		\$181.0
Actual Variance:	\$2.0		\$2.2	
Projected Variance:		\$0.0		\$0.0

2017 Variance: \$0 million

EFC Variance: \$0 million

Schedule Status

No.	Phase / Milestone / Target	Milestone Date	Pre 2017	2017				2018				2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4										
1	RFPQ Completed	Q3 2015	✓																		
2	RFP Issued	Q1 2016	✓																		
3	Contract Award	Q4 2016	✓																		
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: April 01, 2017

Reporting frequency: Quarterly



Performance Scorecard

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

Accomplishments

-Review of Final Design from Clever devices
-Prototyping on 6 different bus types & ALRV and CLRV streetcars

-Wi-Fi access points in all bus garages and 2 Streetcar carhouses
-Substantial completion of OCC

Key Issues and Risks

1.Availability of resources to install equipment on buses.
2.CDMA sunset in April 2018 may require acceleration of installation of VISION system

Management Action Plan

1.Work with Bus Maintenance to identify and schedule resources so as not to impact other work and service.
2.Working with Senior Management at Bell to secure extension of sunset deadline.Identifying alternatives for operator backup communications.

Budget Update (as of April 01, 2017)
(millions of dollars)

	Year to Date	2017	Lifetime to Date	Estimated Final Cost
Budget:	\$5.3	\$21.2	\$17.1	\$115.4
Actual:	\$1.1		\$11.5	
Projected:		\$22.6		\$115.4
Actual Variance:	-\$4.2		-\$5.6	
Projected Variance:		\$1.4		\$0.0

2017 Variance: \$ 1.4 million over

Variance is due to bringing forward installations from 2018 to 2017.

EFC Variance: \$0 Million

Schedule Status

No.	Phase / Milestone / Target	Milestone Date	Pre 2017	2017				2018				2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4												
1	Start	Q1 2014	✓																				
2	RFI Issued	Q1 2015	✓																				
3	RFI Vendor Presentations	Q1 2015	✓																				
4	RFP Issued	Q2 2015	✓																				
5	Technical Evaluation Completed	Q4 2015	✓																				
6	Contract Award	Q1 2016	✓																				
7	Design Initiated	Q1 2016	✓																				
8	Preliminary design received	Q2 2016	✓																				
9	Final Design received from vendor	Q4 2016	✓																				
10	Factory Acceptance Testing Complete	Q2 2017			█																		
11	Mini Fleet Testing	Q3 2017				█																	
12	Start of Vehicle Installations	Q4 2017					█																
13	Bus Installs Complete	Q4 2018																					
14	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: April 01,2017

Reporting frequency: Quarterly



Performance Scorecard

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

Accomplishments

- 34 cars are now available for service. Training of Operators and maintenance staff is ongoing.
- The 34th car (4434) was accepted on April 21, 2017

Key Issues and Risks

1. Union labour strike action in Bombardier's Thunder Bay plant from July to 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 continue to affect vehicle quality and the delivery schedule.
3. Bombardier provided an updated delivery schedule on January 23, 2017 which confirmed 40 LFLRVs, for a total of 70, will be available on property by year end. The total deliveries per year are the same as the draft June 10, 2016 schedule, however the monthly deliveries have changed and the 204th vehicle is to be delivered by October 2019 rather than December 2019.
4. Bombardier provided a partial, contractually required, Detailed Project Schedule (DPS) on January 20, 2017 for the Thunder Bay plant. A full DPS has been promised but is still outstanding.

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 oversight, as well as on-site modification program support when warranted.
3. Overhaul and maintain 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 demand an updated DPS for all manufacturing sites to the end of the project 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 April 01, 2017)
(millions of dollars)

	Year to Date	2017	Lifetime to Date	Estimated Final Cost
Budget:	\$32.2	\$140.2	\$608.1	\$1,186.5
Actual:	\$9.7		\$562.2	
Projected:		\$140.2		\$1,186.5
Actual Variance:	-\$22.5		-\$45.9	
Projected Variance:		\$0.0		\$0.0

2017 Variance: \$ 0 million

EFC Variance: \$0 million

Schedule Status

No.	Phase / Milestone / Target	Milestone Date	Pre 2017	2017				2018				2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
				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 January 23, 2017 delivery schedule)	Q1 2019										█									
6	204 Cars deployed (based on January 23, 2017 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: April 01, 2017

Reporting frequency: Quarterly



Performance Scorecard

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

Accomplishments

- Continued work on deficiency list

Key Issues and Risks

1. Claims submitted by the Contractor

Management Action Plan

1. Claim resolution process in place.

Budget Update (as of April 01, 2017)

(millions of dollars)

	Year to Date	2017	Lifetime to Date	Estimated Final Cost
Budget:	\$3.3	\$20.4	\$500.5	\$523.5
Actual:	\$2.5		\$487.2	
Projected:		\$20.4		\$523.5
Actual Variance:	-\$0.8		-\$13.3	
Projected Variance:		\$0.0		\$0.0

2017 Variance: \$0 million

EFC Variance: \$0 million

Schedule Status

No.	Phase / Milestone / Target	Milestone Date	Pre 2017	2017				2018				2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
				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 2017					█														

✓ Completed as planned

✓ Completed Late

✓ Completed w/Impact on Critical Path

█ On Schedule

█ Tracking behind Schedule

█ Poses Risk to Critical Path

Unless stated otherwise, data is current as of: April 01, 2017

Reporting frequency: Quarterly



Performance Scorecard

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

Accomplishments

- All track rehabilitation projects, with the exception of Exhibition Loop, were completed as per schedule in 2016.

Key Issues and Risks

- The delay in the completion of Leslie Barns has resulted in the deferral of planned rehabilitation work for Roncesvalles and Russell yards.
- 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.

Management Action Plan

Budget Update (as of April 01, 2017)

(millions of dollars)

	Year to Date	2017	Lifetime to Date	Estimated Final Cost
Budget:	\$1.9	\$53.2	\$256.1	\$615.7
Actual:	\$7.0		\$259.2	
Projected:		\$58.7		\$615.8
Actual Variance:	\$5.1		\$3.1	
Projected Variance:		\$5.5		\$0.1

2017 Variance: \$5.5 million over

Estimated value for Russell Yard South Track improvement to be finalized by March 2017 and remaining portion to finalize CNE and completion costs for 2016.

EFC Variance: \$0.1 million over

Schedule Status

No.	Phase / Milestone / Target	Milestone Date	Pre 2017	2017				2018				2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4										
1	Bay Street	Q2 2016	✓																		
2	King/Adelaide & Charlotte	Q2 2016	✓																		
3	Roncesvalles Southwest Corner - Construction	Q3 2016	✓																		
4	Russell Yard - South End Modification Improvements	Q2 2017																			
5	The Queensway - Modifications (Design Only)	Q4 2016	✓																		
6	College and Bathurst	Q3 2016	✓																		
7	College and Lansdowne	Q3 2016	✓																		
8	Richmond St.-East of Yonge St. to York St.	Q4 2016	✓																		
9	Car Stops-Ongoing State of Good Repair(SOGR)program	Q4 2016	✓																		
10	Neville Loop	Q4 2016	✓																		
11	St. Clair Ave. W-Bathurst to Tweedsmuir	Q4 2016	✓																		
12	CNE Loop-Construction	Q1 2017	✓																		
13	Dundas and Parliament	Q2 2017																			
14	Dundas and Victoria and Dundas Square	Q4 2017																			
15	Queen and Coxwell	Q4 2017																			
16	Queen and McCaul	Q4 2017																			
17	Lake Shore Blvd-Humber Loop to Dwight Ave	Q4 2017																			
18	Wellington St-Yonge to York	Q4 2017																			
19	The Queensway-Parkside Bridge to Humber Loop	Q4 2017																			
20	Humber Loop	Q2 2018																			
21	Car Stops & Curves-Ongoing State of Good Repair(SOGR)Program	Q4 2017																			
22	Wellington Church St. to Yonge St.	Q2 2018																			

Legend

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

Unless stated otherwise, data is current as of: April 01, 2017

Reporting frequency: Quarterly



Performance Scorecard

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

Accomplishments

-Final Acceptance and availability of 81 Train Sets for operational service
 -Completed update of Maintenance Manuals and Preliminary acceptance of Train #82 for "4-Car Consist".

-Issuance of Purchase Orders for Cab Door Controller, Platform Side Detection and YMSS, completed Final design review and start of system level qualification test for Train Door Monitoring system(TDMS)
 -Completed written confirmation of TTC's exercising of Specified Spares and Special Tools and Test Equipment for Option 1C and "4-Car Consist" Trainsets.
 -End of General two year warranty of Train #60

Key Issues and Risks

1. Production quality and design change requirements to improve on vehicle manufacturability, functionality, reliability and maintainability continue to present challenges to the delivery schedule.
 2. Production issues have caused TS #81 Preliminary Acceptance (PAC) delivery to Feb. 2017 and Final Acceptance (FAC) to March 2017 and TS #82 PAC to March 2017 and FAC forecasted to April 2017.

Management Action Plan

1. Continue to monitor production quality.
 2. 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.
 3. Contract Amendment was issued for accelerated delivery of one 4-Car Trainset # 80.
 4. Last two cars of final Trainset #82 4-Car train arrived at Wilson Carhouse April 3, 2017.

Budget Update (as of April 01, 2017)

(millions of dollars)

	Year to Date	2017	Lifetime to Date	Estimated Final Cost
Budget:	\$9.5	\$21.0	\$1,151.4	\$1,166.9
Actual:	\$13.4		\$1,132.2	
Projected:		\$44.1		\$1,166.9
Actual Variance:	\$4.0		-\$19.2	
Projected Variance:		\$23.2		\$0.0

2017 Variance: \$23.2 million over

Variance is primarily due to the transfer of the escalation and contingency allowance for project changes to 2017 along with the revised cashflow and delivery schedules for spares and special tools and advancement of one 4-Car Consist trainset.

EFC Variance: \$0 million

Schedule Status

No.	Phase / Milestone / Target	Milestone Date	Pre 2017	2017				2018				2019	2020	2021	2022	2023	2024	2025	2026	2027
				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	Q1 2017		✓																
6	Train # 80(advancement of one 4-Car consist) ready for service on Line 4	Q4 2016	✓																	
7	Train #82(remaining 4- Car consist) ready for service on Line 4	Q2 2017			█															

Legend

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

Unless stated otherwise, data is current as of: April 01, 2017

Reporting frequency: Quarterly



Performance Scorecard

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

Accomplishments

- Commenced St. Patrick Station Elevator shaft construction
- Royal York Station construction has commenced and the bus roadway is scheduled to close on May 07, 2017

Key Issues and Risks

1. Increased complexities/staging, property requirements at future locations.
2. Higher than expected estimated costs due to increased complexities/staging, property requirements, scope changes, power upgrades, utilities, escalation.

Management Action Plan

1. Designs are being advanced to accommodate the additional time that may be required to address the increased complexities and property requirements at future locations.
2. Additional funds approved in the 2017-2026 budget.

Budget Update (as of April 01, 2017)

(millions of dollars)

	Year to Date	2017	Lifetime to Date	Estimated Final Cost
Budget:	\$9.5	\$42.8	\$270.9	\$774.3
Actual:	\$5.7		\$267.2	
Projected:		\$39.6		\$774.3
Actual Variance:	-\$3.8		-\$3.7	
Projected Variance:		-\$3.2		\$0.0

2017 Variance: \$3.2 million under

Schedule change at Wilson and Yorkdale

EFC Variance: \$0 million

Schedule Status

No.	Phase / Milestone / Target	Milestone Date	Pre 2017	2017				2018				2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4										
1	St. Clair West Station- subway to bus/ streetcar only(E2&E3)	Q4 2016	✓																		
2	Ossington Station	Q3 2016	✓																		
3	Woodbine Station(DC9-4)	Q3 2017			█																
4	St. Clair West Station(A45-9)-E1 Elevator, Coxwell Station(D45-8)	Q4 2017				█															
5	Dupont Station(A45-13)/ St. Patrick Station(U45-4)	Q4 2018								█											
6	Royal York Station(W45-6)/ Yorkdale Station(A45-17)/ Wellesley Station(S45-8)	Q4 2019									█										
7	Wilson Station(A45-10)/ Runnymede Station(W45-4)/ King Station(S45-7)	Q4 2020										█									
8	Bay Station(D45-4)	Q4 2020											█								
9	Sherbourne Station(D45-5)	Q4 2021												█							
10	Keele Station(B45-3)/Lansdowne Station(B45-6)	Q4 2021													█						
11	Chester Station(D5-16)	Q4 2021														█					
12	Spadina Station(A45-18)/College Station(S60-21 & S2-17)/ Donlands Station(D45-2 & D6-3)	Q4 2022															█				
13	Lawrence Station(Y45-3)	Q4 2023																█			
14	Castle Frank Station(D45-14)/Christie Station(B45-11)/ High Park Station(W45-7)/Summerhill Station(S45-11)	Q4 2023																	█		
15	Greenwood Station(D45-6)	Q4 2023																		█	
16	Rosedale Station(S45-12)/Old Mill Station(W45-8)/ Museum Station(U3-5)	Q4 2024																			█
17	Glencairn Station(A45-19)/ Warden Station/ Islington Station	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: April 01, 2017

Reporting frequency: Quarterly



Performance Scorecard

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

Accomplishments

-Achieved Deemed Complete of Contract C1-48 "Wilson Complex TR Training centre and EDD Enclosure Alterations "on January 29,2017
-Achieved Design Completion of Contract C1-42 "Wilson Carhouse Tracks 15 and 16 Expansion and Alterations "on February 08,2017

- Achieved Substantial Performance of Contract C1-46 "Wilson Carhouse-Access Stairwell at Tracks 9/10" on March 24, 2017

Key Issues and Risks

None

Management Action Plan

N/A

Budget Update (as of April 01, 2017)

(millions of dollars)

	Year to Date	2017	Lifetime to Date	Estimated Final Cost
Budget:	\$8.6	\$47.8	\$170.2	\$973.1
Actual:	\$9.8		\$177.8	
Projected:		\$50.1		\$973.1
Actual Variance:	\$1.2		\$7.6	
Projected Variance:		\$2.3		\$0.0

2017 Variance: \$2.3 million over
Increase in estimated expenditures for Wilson Site Services and System Contracts, Keele Yard Retrofit and Kipling Track Expansion

EFC Variance: \$0 million

Schedule Status

No.	Phase / Milestone / Target	Milestone Date	Pre 2017	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	Wilson Yard Tie in Tracks 33-43(AW1-5)	Q4 2016	✓																		
6	Wilson Carhouse-Access Stairwell at Tracks 9/10(C1-46)	Q2 2017		■																	
7	Wilson Yard-Consolidated Rail Amalgamation Study(G85-329)	Q2 2017		■																	
8	Keele Yard Retrofit (B4-36)	Q3 2017			■																
9	Wilson Yard Tie in Carhouse North Ladder Tracks(Tracks 2-15) /AW1-4	Q4 2017				■															
10	Kipling Station Track Expansion(F65-10)	Q4 2017					■														
11	Wilson Yard T&S Building Renovation(AW1-3)	Q1 2018						■													
12	Wilson Yard CCTV for Yard Control(A80-24)	Q2 2018							■												
13	Wilson and Davisville Yards-Friction Bumping Posts(G60-266)	Q3 2018								■											
14	Davisville Carhouse Expansion East Side(S5-59)	Q4 2018									■										
15	Wilson Yard Fencing and Miscellaneous Site Services(AW60-1)	Q1 2019										■									
16	Greenwood T&S Building Renovation & Carhouse Pendent Retrofit (GR1-51),(GR1-40 & GR60-25 combined)	Q1 2019											■								
17	Wilson Carhouse Tracks 15 and 16 Expansion and Alterations(C1-42)	Q4 2020												■							
18	Davisville T&S Building Renovation(S5-60)	Q3 2021													■						
19	Wilson Yard Signalling and System works	Q4 2021														■					
20	Greenwood Carhouse Tandem Wheel Lathe with Wireless Shunter(GR1-53)	Q2 2022															■				
21	Future Works	Post 2026																			■

Legend

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

Unless stated otherwise, data is current as of: April 01,2017

Reporting frequency: Quarterly

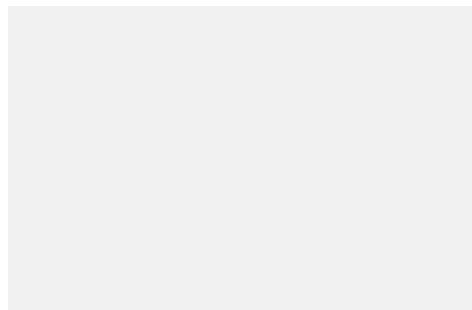


Performance Scorecard

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

Accomplishments

Sheppard Line 4-Donmills Double X-Over, BD Line 2-Kennedy Double X-Over



Key Issues and Risks

1.6622 & 6628: Material supply, Reduction in available labour resources due to decrease in the exception of Employment Standard Act(ESA)restrictions.

Management Action Plan

1.Constant follow-up for material and maximize the resources by filling up vacancies ASAP.

Budget Update (as of April 01, 2017)
(millions of dollars)

	Year to Date	2017	Lifetime to Date	Estimated Final Cost
Budget:	\$5.2	\$34.0	\$155.9	\$506.4
Actual:	\$4.2		\$151.6	
Projected:		\$34.1		\$506.4
Actual Variance:	-\$1.0		-\$4.4	
Projected Variance:		\$0.036		\$0.0

2017 Variance: \$36K over
\$36K slippage from 2016 for WO6012 YUS Resignalling
EFC Variance: \$0 million

Schedule Status

No.	Phase / Milestone	Milestone Date	Pre 2017	2017				2018				2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4										
1	Subway / SRT Track Replacement Program(Ongoing)	Q4 2017	✓																		
2	Subway/ SRT Turnout Rehabilitation Program(Ongoing)	Q4 2017	✓																		
3	MOWIS Upgrade	Q4 2017	✓																		
4	Rail Vehicle Based Inspection System(Finite)	Q4 2017	✓																		
5	YUS Resignalling	Q4 2017	✓																		
6	Subway Rail Grinding	Q4 2017	✓																		

Legend

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

Unless stated otherwise, data is current as of: April 01,2017

Reporting frequency: Quarterly



Performance Scorecard

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

Accomplishments

- Dynamic testing of 3 TR trains
- Successful completion of 1 closure for ATC installation
- Arrival of ETTF - FIVP
- Phase 1 Construction-95% complete

- Phase 2 (TYSSE) Construction - 100% complete
- Phase 2 (Brownfield) Construction - 97% complete
- Training - 60 operators trained & Onboard Pilot Course completed

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. Platform and tunnel clearances for dynamic high speed testing - TYSSE.
4. Culture and training.
5. Loss of key staff.

Management Action Plan

1. Clear strategy, dedicated expert team and "plan B".
2. Simplify design, integrated work stream. Alternative migration strategy.
3. Working with TYSSE for clarification
4. Stakeholder management and robust training.
5. Staff retention plan.

Budget Update (as of April 01, 2017)

(millions of dollars)

	Year to Date	2017	Lifetime to Date	Estimated Final Cost
Budget:	\$14.1	\$60.1	\$337.0	\$562.8
Actual:	\$11.9		\$334.7	
Projected:		\$60.1		\$562.8
Actual Variance:	-\$2.2		-\$2.2	
Projected Variance:		\$0.0		\$0.0

2017 Variance: \$0 million

EFC Variance: \$ 0 million

Schedule Status

No.	Phase / Milestone	Milestone Date	Pre 2017	2017				2018				2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
				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)	Q3 2018								█											
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- Eglington)	Q3 2019										█									
9	ATC Phase #5 CX (Lawrence- Finch)	Q4 2019										█									

Legend

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

Unless stated otherwise, data is current as of: April 01, 2017

Reporting frequency: Quarterly



Performance Scorecard

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

Accomplishments

- Achieved substantial performance of Vaughan Metropolitan Station.
- Achieved Traction Power Energization.
- Completed Finch West Substation Energization
- Completed Tunnel Clearance Test
- Completed ATC equipment installation

Key Issues and Risks

1. Project Schedule Performance: Completion of Pioneer Village Parking Lot, Finch West Station and ATC Signaling continue to drive critical paths and are of concern.
2. Commercial Issues: Advancement of commercial discussions with the contractors to address contractor concerns and increase production (resources) on site.
3. Design Issue Responsiveness: Resolution of outstanding design issues are being expedited to incorporate into design documents for timely release of changes for construction. All Contract Changes need to be closed prior to achieving Contract Completion by each contractor.
4. Station and Systems Interfaces: Stations may not be fully ready to allow the Systems, YRT and Metrolinx follow on contractors to proceed with the planned work.
5. Stations Commissioning: Several contractors have difficulties implementing the commissioning requirements. A Commissioning schedule slippage may impact contractors and TYSSE resources.
6. Escalators Commissioning Requirements: Resolution of escalator performance requirements to meet TTC criteria for Testing and Commissioning.

Management Action Plan

1. Meetings are being held with contractors to address progress concerns and identify a path forward. In some instances, TYSSE implemented targeted acceleration efforts together with incentive programs.
2. Aggressive efforts continue through the TYSSE Claims Management Program to resolve changes backlog and assure Change Directives are valued for the work.
3. Efforts continue with the design consultants and TTC to expedite control, eliminate and process late design modifications.
4. A detailed plan has been established to expedite handover dates of station rooms and equipment for follow-on contractors.
5. Station contractors are working closely with the TYSSE commissioning team to execute the work. Integrated schedule and reporting has been developed to align commissioning efforts and resources.
6. TYSSE held discussions with the escalator subcontractor and TTC to define commissioning criteria. Manufacturer provided a root cause report and escalator check list. Efforts continue to focus on completing inspections to determine the extent of installation deficiencies. TYSSE is preparing a detail plan to correct all 43 escalators prior to the Revenue Service date.

Budget Update (as of April 01, 2017)

(millions of dollars)

	Year to Date	2017	Lifetime to Date	Estimated Final Cost
Budget:	\$159.2	\$545.1	\$2,638.0	\$3,184.2
Actual:	\$63.4		\$2,478.8	
Projected:		\$551.6		\$3,184.2
Actual Variance:	-\$95.7		-\$159.3	
Projected Variance:		\$6.5		\$0.0

2017 Variance: \$6.5 million over

Advance of facilities construction, holdback release and claims resolutions

EFC Variance: \$0 million

Schedule Status

No.	Phase / Milestone	Milestone Date	Pre 2017	2017				2018				2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4										
1	Downsview Park(Sheppard West Station (SP))	Q1 2017	✓	✓																	
2	Finch West Station (SP)	Q4 2017					⚠														
3	York University (SP)	Q1 2017	✓	✓																	
4	Pioneer Village(Steeles West Station (SP))	Q2 2017			⚠																
5	Highway 407 (SP)	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)	Q2 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: April 01,2017

Reporting frequency: Quarterly



Performance Scorecard

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

Accomplishments

- Council approved McCowan alignment and Triton bus terminal on March 28, 2017
- Project team is proceeding with design, based on the recommended McCowan alignment
- Transit Project Assessment Process (TPAP) initiated April 27, 2017

- March 22, 2017 - TTC Board approved award of Contract FE85-10 - geotechnical services

Key Issues and Risks

EFC was approved in 2013 based on 0% design. With the alignment/bus terminal now confirmed by Council, the project budget and schedule will be confirmed as design is developed to the 30% stage, factoring in delivery strategy and risk. Until the project is rebaselined at the 30% stage, the performance scorecard will continue to report relative to the project's original scope, budget and schedule, as approved by Council in 2013

Management Action Plan

Budget Update (as of April 01, 2017)

(millions of dollars)

	Year to Date	2017	Lifetime to Date	Estimated Final Cost
Budget:	\$12.6	\$86.8	\$52.5	\$3,305.0
Actual:	\$7.3		\$37.8	
Projected:		\$86.8		\$3,305.0
Actual Variance:	-\$5.3		-\$14.7	
Projected Variance:		\$0.0		\$0.0

2017 Variance: \$ 0 million

EFC Variance: \$0 million

Schedule Status

No.	Phase / Milestone	Milestone Date	Pre 2017	2017				2018				2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
				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)	Q4 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	Q1 2017		✓																	
13	Transit Project Assessment Process(TPAP)	Q4 2017					█														
14	Scarborough Subway Extension Begin Service	Q2 2026																		█	

Legend

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

Unless stated otherwise, data is current as of: April 01, 2017

Reporting frequency: Quarterly



Performance Scorecard

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

Accomplishments

-69 Subway Stations PRESTO Enabled
-Faregates installed at 46 Subway Stations
(at least one entrance per station)

Key Issues and Risks

1. Civil Works contract to complete faregate installation
2. Labour Strategy for PRESTO Installation work activity
3. PRESTO channel distribution/support strategy
4. Strategy for Limited-Use-Media
5. Development of Full Service Vending Machines
6. Performance of Devices

Management Action Plan

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

Budget Update (as of March 31, 2017)

(millions of dollars)

	Year to Date	2017	Lifetime to Date	Estimated Final Cost
Budget:	\$1.6	\$8.6	\$22.1	\$44.0
Actual:	\$1.6		\$22.1	
Projected:		\$8.6		\$44.0
Actual Variance:	\$0.0		\$0.0	
Projected Variance:		\$0.0		\$0.0

2017 Variance: \$0 million

EFC Variance: \$0 million

Schedule Status

No.	Phase / Milestone	Milestone Date	Pre 2017	2017				2018				2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
				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 2017																			
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(PRESTO payment functionality at all entry/payment points)	Q4 2017																			

Legend

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

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Reporting frequency: Quarterly



Performance Scorecard

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

Accomplishments

- The first cycle of System integration testing(SIT1) was successfully completed with the execution of more than 280 test cases.
 -The second cycle of integration testing(SIT2) also started and the team is currently working in completing more than 700 additional test cases during the next

Key Issues and Risks

- 1.The overall status for the Wave 1 remains Amber due to delays in securing resources which delayed testing preparation and execution activities which are in the critical path to Go Live.
- 2.Due to delays in completing Blueprint phase and securing additional resources have created impact to downstream phases of Wave 1 (currently impacting Testing).
- 3.Wave 1 Release 5 is red due to business readiness.
- 4.Wave 2 - 6 are now red or amber due to impacts of the extended schedule of Wave 1.

--The testing environment to support SIT2 which includes system readiness, data migration and Integration development activities are still in progress to support the start of SIT2.

Management Action Plan

- 1.Schedule a daily meeting to monitor progress on the areas tracking behind schedule such as Data, Integration and Testing and prioritize the execution accordingly.
- 2.Revise the Master Project plan to revise the finish date to complete SIT2 and align subsequence testing cycles.
- 3.Legacy Retrofit development has been prioritize the development work into 4 different categories to support the execution in each of the testing cycles.

Budget Update (as of April 01, 2017)
(millions of dollars)

	Year to Date	2017	Lifetime to Date	Estimated Final Cost
Budget:	\$4.7	\$18.9	\$27.6	\$63.2
Actual:	\$1.8		\$25.5	
Projected:		\$19.5		\$63.2
Actual Variance:	-\$2.9		-\$2.0	
Projected Variance:		\$0.6		\$0.0

2017 Variance: \$ 0.6 million over

EFC Variance: \$0 million

Schedule Status

No.	Phase / Milestone	Milestone Date	Pre 2017	2017				2018				2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
				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)	Q4 2017																			
7	Wave 1 - Core HR / Payroll / Finance (Release 3 & 4)	Q4 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

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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