



STAFF REPORT FOR INFORMATION

Chief Executive Officer's Report – September 2017 Update

Date:	September 5, 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

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Attachments

Chief Executive Officer's Report – September 2017 Update

Chief Executive Officer's Report

***Toronto Transit Commission
September 2017 Update***



Introduction

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

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



Andy Byford
Chief Executive Officer
Toronto Transit Commission

Our Vision: A transit system that makes Toronto proud.

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About the cover:

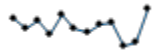








A view of Pioneer Village Station, one of six new Line 1 stations to open this December.



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	June 2017	4.65	3.29	✗		18
Customer Injury Incidents	Injury Incidents per 1M Boardings	June 2017	1.30	1.46	✓		18
Offences against Customers	Offences per 1M Boardings	June 2017	0.48	0.66	✓		19
Offences against Staff	Offences per 100 Employees	June 2017	4.0	3.4	✗		19
Customer: Journeys							
	TTC Customer Trips	June 2017	52.5M	52.9M	✗		22
	TTC Customer Trips	2017 y-t-d to June	267.4M	272.0M	✗	NA	22
	PRESTO Customer Trips	June 2017	7.04M	2.29M	✓		23
	Wheel-Trans Customer Trips	June 2017	414K	463K	✗		23
	Wheel-Trans Customer Trips	2017 y-t-d to June	2.08M	2.20M	✗	NA	23
Customer: Satisfaction							
	Customer Satisfaction Score	Q2 2017	82%	80%	✓		24
Customer: Environment							
Station Cleanliness	Audit Score	Q2 2017	73.7%	75%	✗		29




✓ 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 Cleanliness	Audit Score	Q2 2017	89.5%	90%	✘		30
Bus Cleanliness	Audit Score	Q2 2017	90%	90%	✔		30
Subway Cleanliness	Audit Score	Q2 2017	93.1%	75%	✔		31

Customer: Service Performance

 Subway								
1	Yonge-University	Delay Incidents	Q2 2017	1,827	1,567	✘		32
		Delay Minutes	Q2 2017	3,511	3,197	✘		32
		Trains per Hour in AM Peak	June 2017	23.7	25.5	✘		33
2	Bloor-Danforth	Delay Incidents	Q2 2017	2,192	1,397	✘		34
		Delay Minutes	Q2 2017	3,909	2,923	✘		34
		Trains per Hour in AM Peak	June 2017	23.4	23.8	✘		35
3	Scarborough	Delay Incidents	Q2 2017	300	137	✘		36
		Delay Minutes	Q2 2017	2,020	811	✘		36
		Trains per Hour in AM Peak	June 2017	11.2	12.0	✘		37

 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	Q2 2017	168	113	✗		38
	Delay Minutes	Q2 2017	349	272	✗		38
	Trains per Hour in AM Peak	June 2017	11.0	10.9	✓		39
Streetcar	On-Time Departure	June 2017	53.8%	90%	✗		40
	Short Turns	June 2017	2,357	2,397	✓		40
Bus	On-Time Departure	June 2017	72.6%	90%	✗		41
	Short Turns	June 2017	3,518	3,709	✓		41
Wheel-Trans	% Within 10 Minutes of Schedule	June 2017	88.1%	90%	✗		42

Customer: Amount of Service















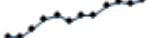


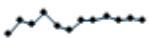




Streetcar	Weekly Service Hours	June 2017	16.9K	21.7K	✗		43
Bus	Weekly Service Hours	June 2017	142.3K	144.9K	✗		43
Subway	Weekly Service Hours	June 2017	9.5K	9.5K	✓		44



People

Employee Absence	Absenteeism Rate	June 2017	7.14%	6.50%	✗		46
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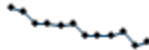
On Target
 Target at risk at current trend
 Off Target

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
Assets: Vehicle Reliability							
	Subway						
T1	Mean Distance Between Failures	June 2017	293,402 km	300,000 km			49
TR	Mean Distance Between Failures	June 2017	797,597 km	600,000 km			49
	Streetcar						
CLRV	Mean Distance Between Failures	June 2017	3,848 km	4,500 km			50
ALRV	Mean Distance Between Failures	June 2017	2,649 km	3,500 km			50
New Streetcar	Mean Distance Between Failures	June 2017	10,581 km	35,000 km			51
	Bus						
	Mean Distance Between Failures	June 2017	17,511 km	12,000 km			52
	Wheel-Trans						
	Mean Distance Between Failures	June 2017	12,978 km	12,000 km			52
Assets: Equipment Availability							
Elevators	Percent Available	June 2017	98.7%	98%			53
Escalators	Percent Available	June 2017	96.9%	97%			53

 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
Financials							
TTC Revenue	Actual vs. Budget	2017 y-t-d to June	\$618M	\$618M	✓	Section 3.5	
TTC Operating Expenditure	Actual vs. Budget	2017 y-t-d to June	\$845M	\$889M	✓	Section 3.5	
Wheel-Trans Revenue	Actual vs. Budget	2017 y-t-d to June	\$3.8M	\$4.0M	✗	Section 3.5	
W-T Operating Expenditure	Actual vs. Budget	2017 y-t-d to June	\$65M	\$72M	✓	Section 3.5	
Capital Expenditure – Base	Actual vs. Budget	2017 y-t-d to June	\$340M	\$500M	✗	Section 3.5	
Capital Expenditure – TYSSE	Actual vs. Budget	2017 y-t-d to June	\$147M	\$297M	✗	Section 3.5	
Capital Expenditure – SSE	Actual vs. Budget	2017 y-t-d to June	\$21M	\$40M	✗	Section 3.5	
Operator Efficiency	Crewing Efficiency	June 2017	86.94%	87.15%	✗		63

✓ 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 September 2017 | Next Update in November 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, September, and November include an updated dashboard as well as one-page project performance updates (see Section 4 of this CEO Report) for each project listed in the dashboard. Exception reporting for projects with a yellow 'Y' or red 'R' status is provided in the CEO Commentary (see 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	\$1,271	\$294	23%	\$1,266	100%	Ongoing	Q4 2019	Q1 2018	G	G	G	G
Facilities: McNicoll Bus Garage	Growth	\$181	\$14	8%	\$181	100%	Q4 2012	Q2 2020	Q2 2020	G	G	G	G
Management Systems: VISION (CAD/AVL)	Customer	\$115	\$14	12%	\$115	100%	Q1 2014	Q4 2020	Q1 2020	Y	G	G	G
Streetcar Fleet & Facilities													
Vehicles: Purchase of New Streetcars	Assets	\$1,187	\$576	49%	\$1,187	100%	Q2 2009	Q4 2019	Q4 2019	Y	G	G	Y
Facilities: Leslie Barns	Growth	\$523	\$492	94%	\$523	100%	2008	Q4 2017	Q4 2017	G	G	G	G
Track: Surface Track *	Assets	\$616	\$267	43%	\$616	100%	Ongoing	Q4 2017	Q2 2018	Y	G	G	Y
Subway Fleet & Infrastructure													
Vehicles: Purchase of Subway Cars	Assets	\$1,167	\$1,128	97%	\$1,167	100%	Q2 2011	Q4 2016	Q2 2017	G	G	G	G
Stations: Easier Access III	Assets	\$774	\$277	36%	\$776	100%	2006	Q4 2025	Q4 2025	Y	G	G	Y
Facilities: TR / T1 Rail Yard Accommodation **	Assets	\$973	\$187	19%	\$966	99%	2010	Post 2026	Post 2026	G	G	G	G
Track & Tunnels: Subway Track *	Assets	\$557	\$157	28%	\$540	97%	Ongoing	Q2 2018	Q2 2018	G	G	G	G
Signals: Automatic Train Control (ATC Line 1-YUS)	Assets	\$563	\$350	62%	\$563	100%	Q2 2009	Q4 2019	Q4 2019	G	G	G	G
Expansion													
Toronto-York Spadina Subway Extension (TYSSE)	Growth	\$3,184	\$2,562	80%	\$3,184	100%	Q2 2008	Q4 2017	Q4 2017	Y	Y	G	G
Scarborough Subway Extension**	Growth	\$3,305	\$51	2%	\$3,305	100%	Q4 2013	Q4 2023	Q2 2026	R	Y	R	R
Management Systems													
PRESTO	Customer	\$44	\$42	95%	\$52	118%	Q4 2012	Q4 2017	Q4 2019	Y	Y	Y	G
SAP	Financial	\$63	\$33	52%	\$63	100%	Q1 2014	Q3 2019	Q3 2019	Y	Y	Y	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.



GET
TORONTO
MOVING



2. CEO Commentary

On August 10, Mayor John Tory and TTC Chair Josh Colle announced completion of TTC track replacement months ahead of schedule! They recognized and thanked TTC crews for their hard work that led to this great accomplishment.

CEO Commentary and Current Issues

General Overview

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

We are now well and truly on the glide path to the end of what will be a historic year for the TTC. Our inaugural five year plan and the modernization program that it has delivered will be closed out in spectacular fashion with the opening of the PRESTO/ATC/WiFi equipped Line 1 extension to York Region in just over 100 days.

This is a huge challenge, given the magnitude of what remains to be done and the complexity of the co-ordination of thousands of activities to ensure that everything comes together on the big day.

To that end, and until the end of the year, TYSSE will receive the majority of my time and focus.

In addition to pushing on with PRESTO, ATC, TYSSE, new streetcars and substantial change programs, a multitude of other smaller projects are coming to fruition.

A key project for me has been culture change. I am pleased to announce the addition of Tara Bal (Acting) CFO and Megan MacRae (Executive Director, HR) to my Executive team. This completes our work on succession planning: it means that the TTC Executive reporting to the CEO is equally balanced with six men and six women – all on merit. It reflects the last five years and the work we have done changing the culture of the TTC from the top and giving the TTC a highly capable, motivated and experienced Executive team, ready for the challenge of the next five years and beyond.

Safety & Security

Safety and security trends remain within control limits set by the monthly Safety Executive meeting.

We continue to keep a very close eye on world events, liaising closely with the Toronto Police for security advice.

Customer: System Performance

Subway delay incident and minute statistics are shown up to the end of quarter 2.



While the scorecard is still not where we want it to be, it is important for the Board to understand the breakdown between those incidents and ensuing delay minutes over which the TTC has direct control and those where we do not.

The Chief Operating and Service Officers will give the Board a presentation that will explain underlying trends as well as actions taken and results delivered for each of the major incident and delay categories.

Financials

Operating expenses to the end of June were under budget, largely due to workforce being under budgeted strength, budget timing on certain non-labour expenses and accident claims, and savings on energy costs. It is projected that there will be a combined TTC/Wheel-Trans year-end operating subsidy surplus of \$26.2 million. Capital expenditures were below budget due to typically lower project activity early in the year.

Customer journeys (ridership) to the end of June were 1.7% below budget and 0.3% below the 2016 comparable actual. Interim results for July indicate similar trends. Year-end ridership is projected to be about 1% below budget (538M vs. 544M). Staff will advise the Board throughout the remainder of 2017 of any forecast changes 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.

To aid the reader, I have indicated which project performance scorecard has had *no change in overall status* and those that have had a *change in status*.

VISION

No change in overall status

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

No change in overall status

Schedule	Cost	Scope	Overall Risk
Y	G	G	Y

The performance scorecard above has not changed since last month but continues to be in my commentary due to the highlighted risk.

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

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

Surface Track

No change in overall status

Schedule	Cost	Scope	Overall Risk
Y	G	G	Y

The performance scorecard above has not changed since last month but continues to be in my commentary due to the highlighted risk.

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)

No change in overall status



Schedule	Cost	Scope	Overall Risk
Y	G	G	Y

The performance scorecard above has not changed since last month but continues to be in my commentary due to the highlighted risk.

All current projects report good progress.

Toronto-York Spadina Subway Extension

No change in overall status

Schedule	Cost	Scope	Overall Risk
Y	Y	G	G

The performance scorecard above has not changed since last month, but continues to be in my commentary due to the highlighted risk.

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.

Five of the six stations are now complete, the most recent being Highway 407. The last station to complete will be Finch West at the end of September.

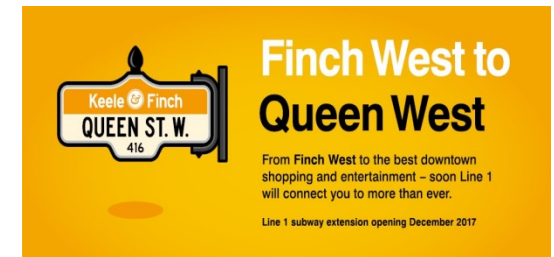
Testing and commissioning of assets and systems is well under way. Test trains have been worked through the full length of the new tunnels and the essential task of safety and other approvals paperwork continues apace.

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

No change in overall status

Schedule	Cost	Scope	Overall Risk
R	Y	R	R



Line 1 will get you there



The performance scorecard above has not changed since last month, but continues to be in my commentary due to the highlighted risk.

Original schedule and budget was approved in 2013 based on 0% design. With the alignment/bus terminal now confirmed by Toronto City 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 re-baselined at the 30% stage in late 2018.

PRESTO

No change in overall status

Schedule	Cost	Scope	Overall Risk
Y	Y	Y	G

The performance scorecard above has not changed since last month, but continues to be in my commentary due to the highlighted risk.

Device availability continues to improve, with further software patches imminent to address ongoing issues with specific devices. Next generation Add Value Machines have arrived on property from Metrolinx and are under test. After field trial, these will be progressively installed over the Fall to TYSSSE and existing stations.

The difficult task of converting the remaining stations and automatic entrances to PRESTO enabled “paddle style” fare gates is under way – backed by comprehensive project and customer communications plans.



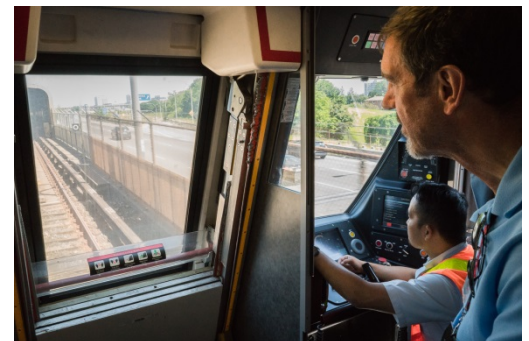
Automatic Train Control

No change in overall status

Schedule	Cost	Scope	Overall Risk
G	G	G	G

Substantial progress has been made. High speed testing involving multiple trains continues with no major issues identified to date. Phase 1 (Yorkdale to Dupont) remains on course for mid-September.

ATC testing in the TYSSSE tunnels is progressing well.



SAP

Change in Status

Schedule	Cost	Scope	Overall Risk
Y	Y	Y	G

As previously reported, implementation is proving more complex than anticipated due to the archaic nature of legacy systems that need to migrate to SAP. I am leading a review of options to ensure that benefits and schedule are realized.

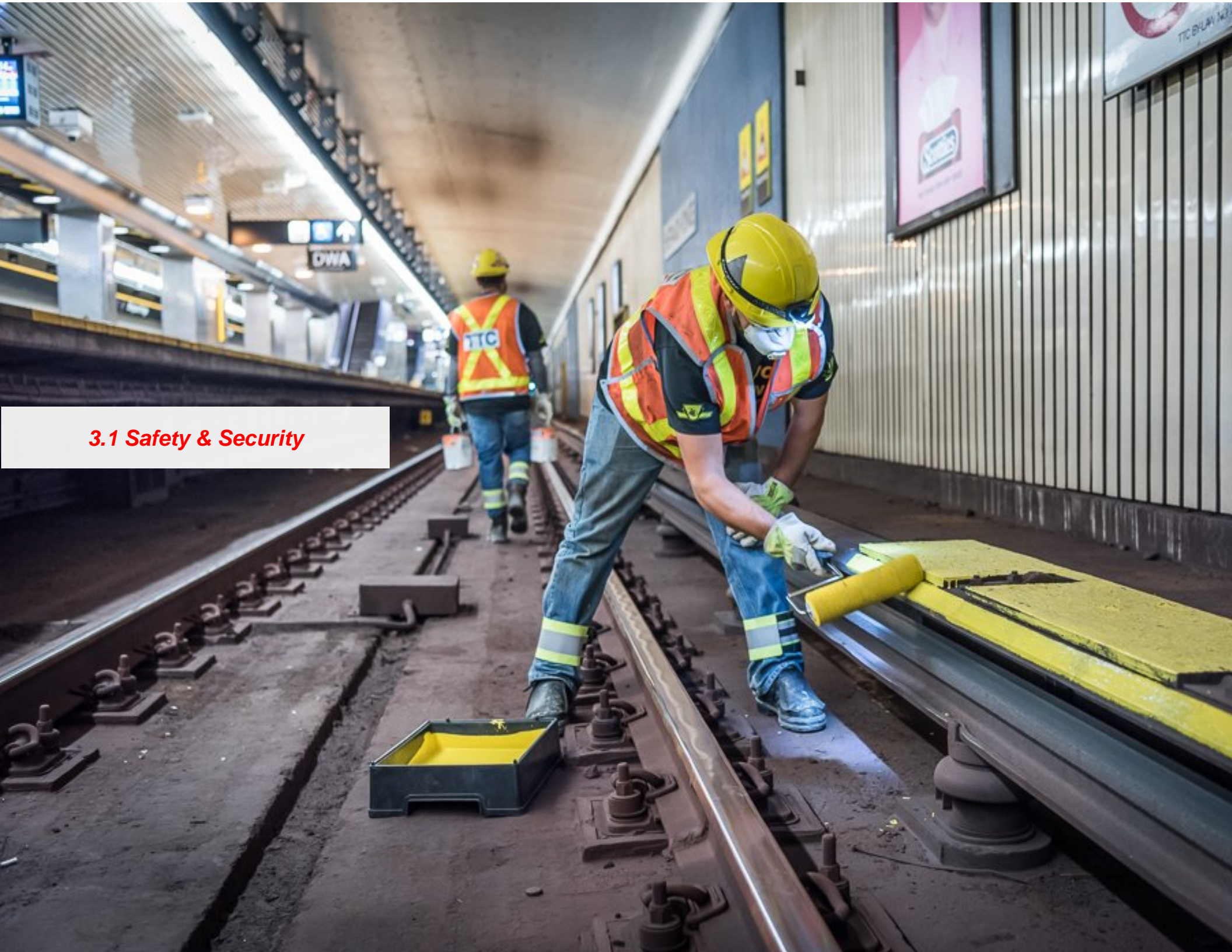
Culture Change

Work continues on the major change initiatives, including implementation of the new Customer Service Assistant role – the successor job to the existing Collector.



Andy Byford
Chief Executive Officer, Toronto Transit Commission

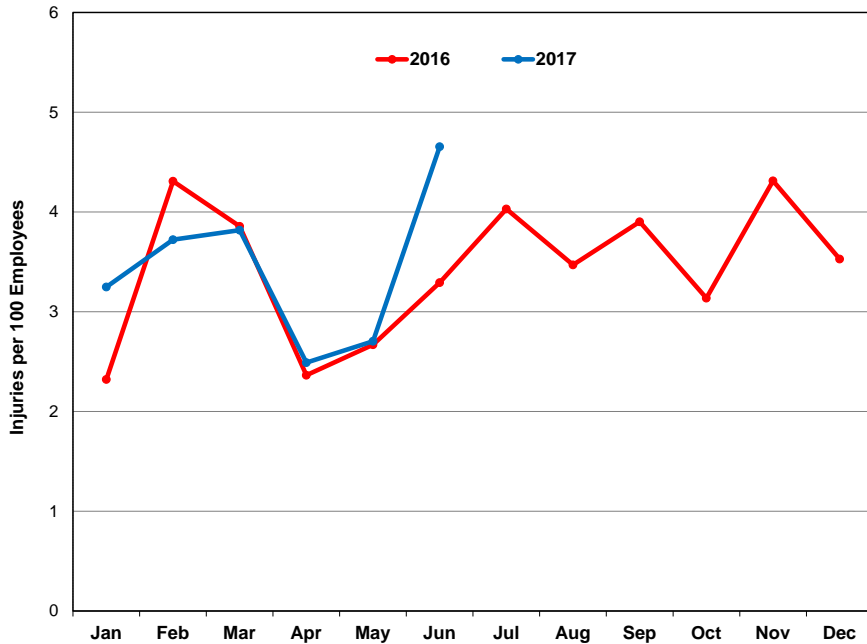
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3.1 Safety & Security

Safety and Security

Lost-Time Injuries

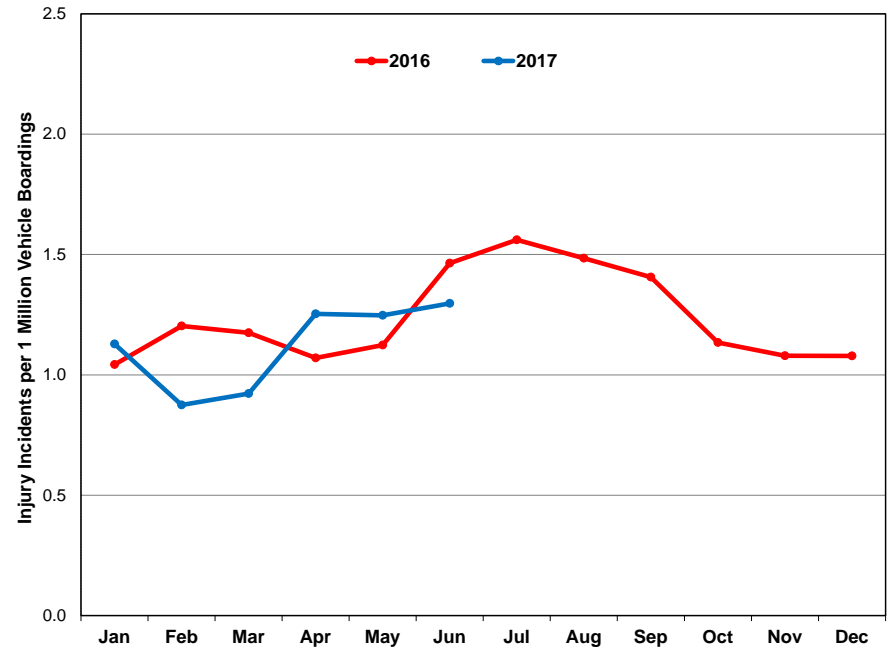


The lost-time injury rate (LTIR) increased in June. The rate of 4.65 injuries per 100 employees was 41% higher than the corresponding rate of 3.29 for June 2016. The increase was mainly attributed to injuries related to overextension, assault and collision.

The moving annual LTIR to the end of June 2017 was 3.58, which was 15% higher than the corresponding rate of 3.11 to the end of June 2016.

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

Customer Injury Incidents

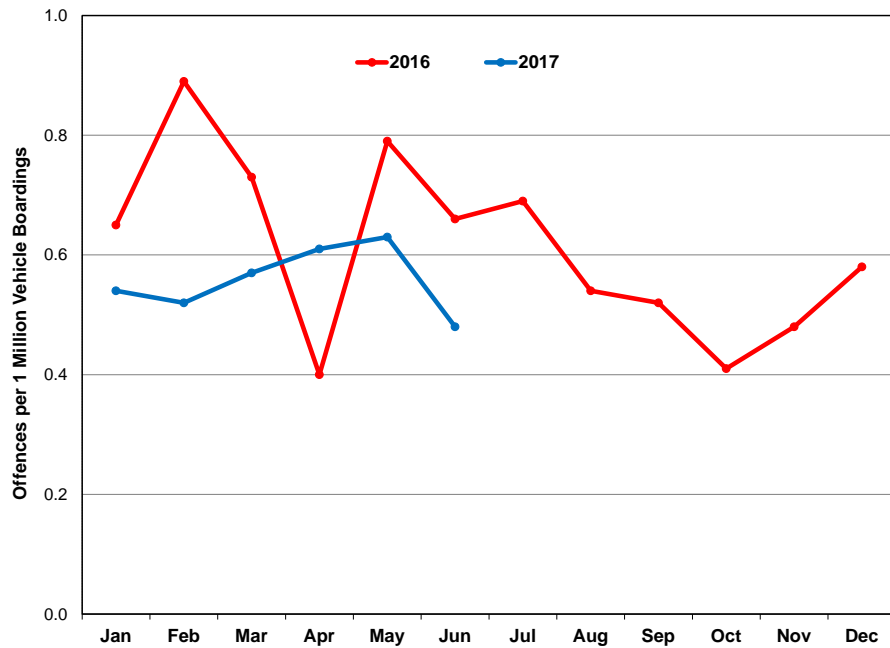


The customer injury incident rate increased in June. However, the rate of 1.30 injury incidents per 1 million vehicle boardings was 11% lower than the corresponding rate of 1.46 for June 2016.

The moving annual customer injury incident rate to the end of June 2017 was 1.21, which was 8% lower than the corresponding moving annual rate of 1.32 to the end of June 2016.

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

Offences Against Customers

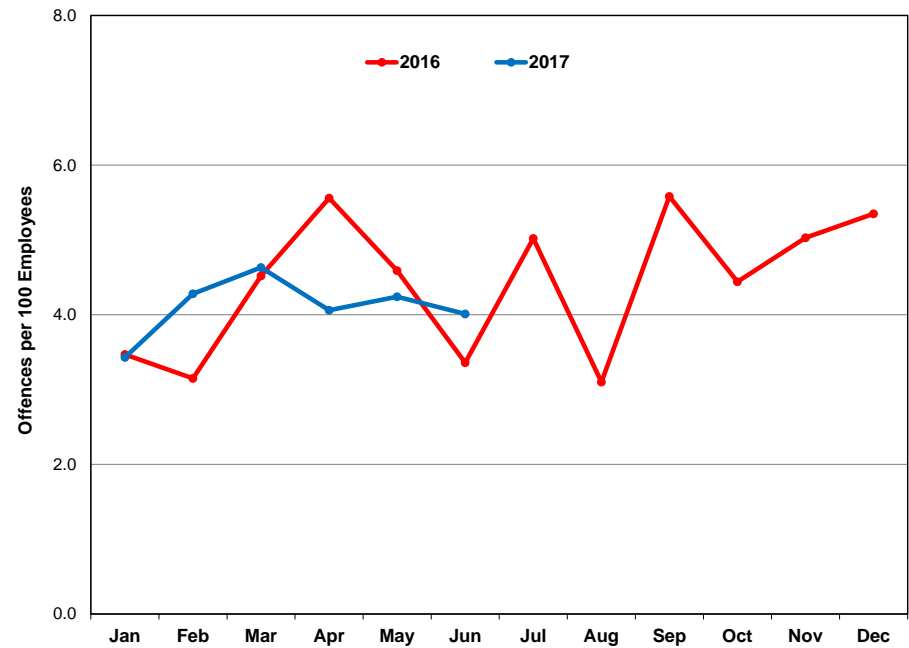


Total offences against customers decreased in June to 0.48 offences per 1 million vehicle boardings, which was 27% lower than the corresponding rate of 0.66 for June 2016.

The moving annual rate of offences against customers to the end of June 2017 was 0.55, which was 10% lower than the corresponding moving annual rate of 0.61 to the end of June 2016.

Targeted patrol deployments continue to address specific concerns across all modes.

Offences Against Staff



Total offences against staff decreased in June to 4.0 offences per 100 employees, which was 18% higher than the corresponding rate of 3.4 for June 2016.

The moving annual rate of offences against staff to the end of June 2017 was 4.4, which was 16% higher than the corresponding moving annual rate of 3.8 to the end of June 2016.

Transit Enforcement Officers have continued their intelligence-led deployment along surface routes to support operating personnel.

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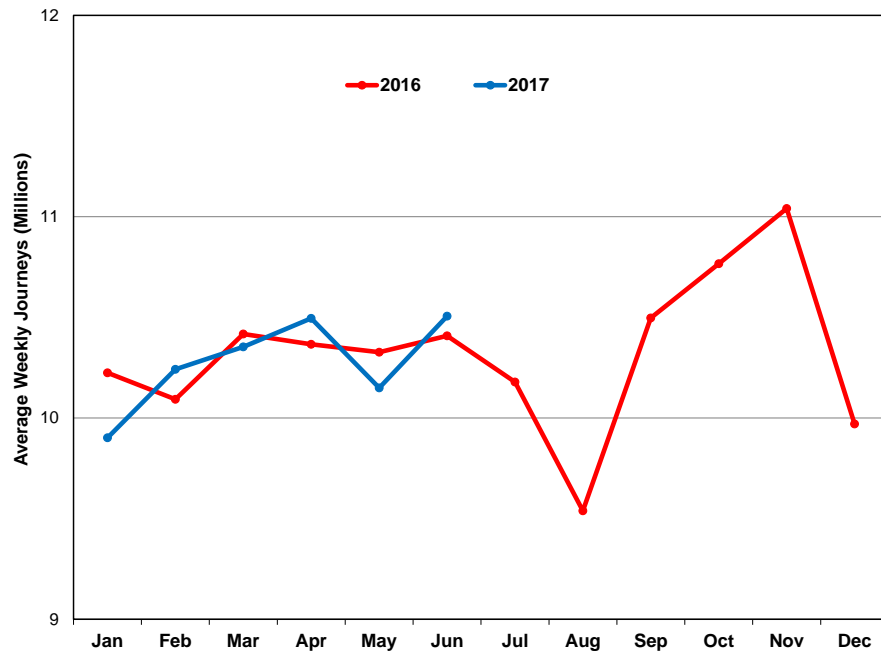


3.2 Customer

The Wheel-Trans Family of Services Pilot is ongoing. This program integrates and aligns Wheel-Trans with other TTC services and creates new options for TTC customers who require accessible transit service.

Customer: Journeys

TTC: 2017 Actual vs. 2016 Actual

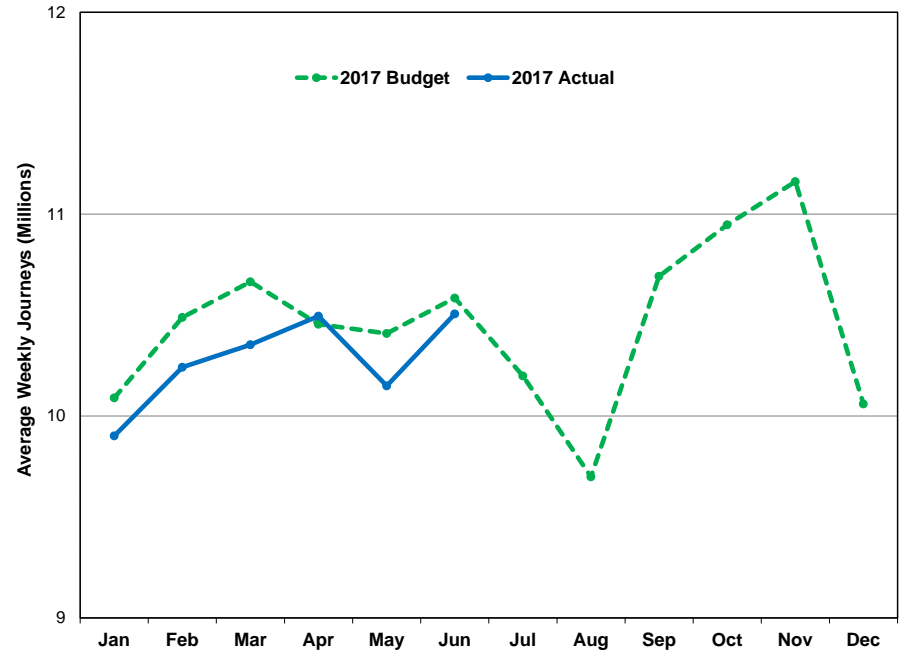


There were 52.5M customer journeys (ridership) taken during June, which was 0.5M (1.0%) more than the 52.0M journeys taken during June 2016.

The annual number of customer journeys taken to the end of June 2017 was 535.9M, which was 0.8M (0.1%) more than the 535.1M annual journeys taken to the end of June 2016.

Average weekly ridership in June 2017 was above the prior year comparable for the third time this year.

TTC: 2017 Actual vs. 2017 Budget



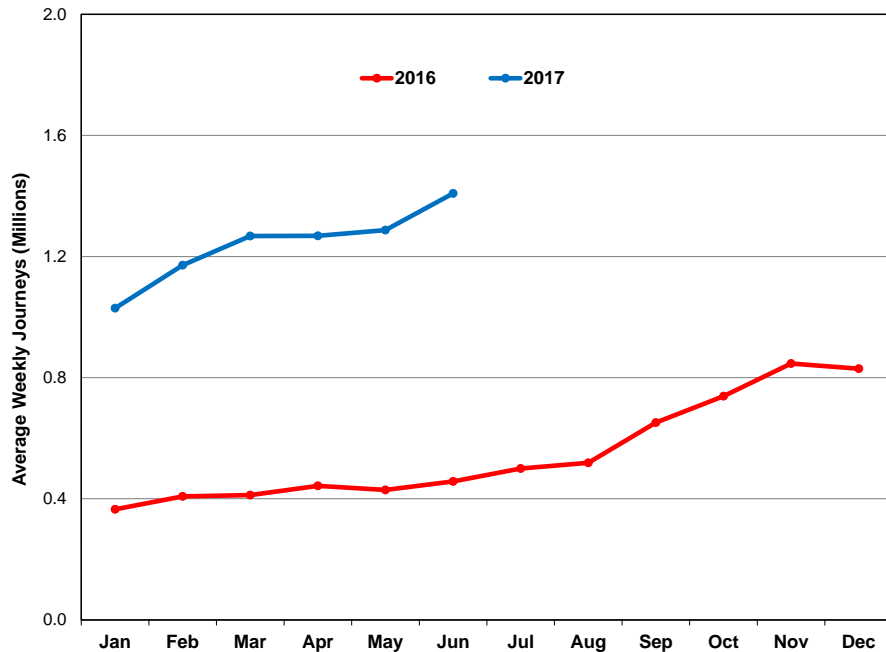
There were 52.5M customer journeys taken during June, which was 0.4M (0.8%) less than the budget of 52.9M journeys.

The number of customer journeys taken year-to-date to the end of June was 267.4M, which was 4.6M (1.7%) less than the budget of 272.0M journeys.

Average weekly ridership has been below budget for 26 of the past 28 months.

Customer: Journeys

PRESTO: 2017 Actual vs. 2016 Actual

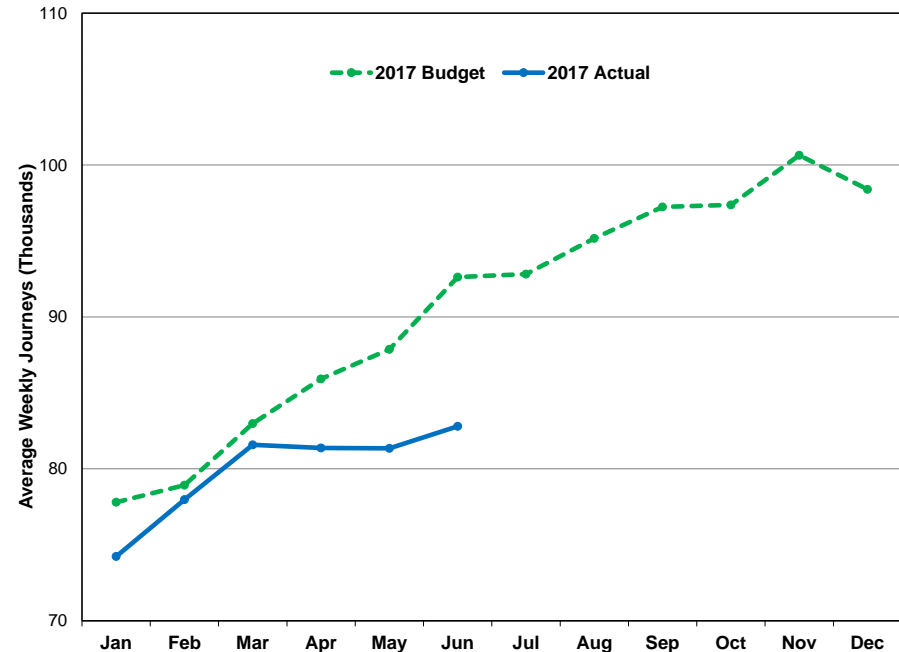


There were 7.04M customer journeys (ridership) taken using the PRESTO Farecard in June, which was 4.75M (207%) more than the 2.29M journeys taken during June 2016.

The annual number of customer journeys taken to the end of June 2017 was 50.2M, which was 32.0M (176%) more than the 18.2M annual journeys taken to the end of June 2016.

Note:
PRESTO ridership is included in TTC ridership totals.

Wheel-Trans: 2017 Actual vs. 2017 Budget



There were 414K customer journeys taken during June, which was 49K (10.6%) less than the budget of 463K journeys.

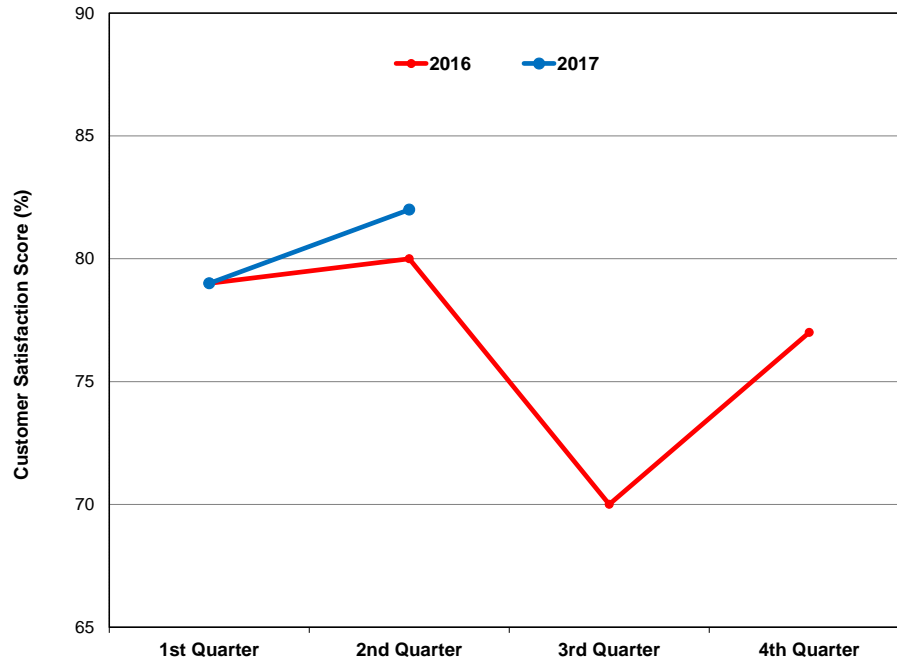
The number of customer journeys taken year-to-date to the end of June was 2.082M, which was 118K (5.4%) less than the budget of 2.200M journeys.

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

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

Customer: Satisfaction

Customer Satisfaction Score



High perceptions of overall customer satisfaction with the TTC continued in Q2 2017 (82%) and are in line with the previous quarter (Q1 2017: 79%) and last year (Q2 2016: 80%). By mode, satisfaction levels of subway (81%), bus (81%) and streetcar (79%) riders are consistent quarter-over-quarter and year-over-year.

Perceptions of overall customer satisfaction across all modes are mainly driven by trip duration, comfort of ride, wait time and level of crowding in the vehicle. Overall, these four metrics have remained consistent for all three modes; however, the perceptions of wait time for subway riders have declined significantly compared to that of last year, from 84% in Q2 2016 to 80% in Q2 2017.

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

- Helpfulness of maps and signs at station (subway)
- Cleanliness of station (subway)
- Cleanliness & freedom from litter in vehicle (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 (subway, bus, streetcar)
- Comfort of ride (subway,)
- Quality of announcements (subway, bus, streetcar)
- Ease of hearing announcements (bus, streetcar)
- Helpfulness of announcements (bus, streetcar)
- Helpfulness and appearance of operator/station staff (subway, bus, streetcar)

Pride in the TTC and what it means for Toronto remained consistent quarter-over-quarter and year-over-year (Q1 2017: 71%; Q2 2016: 73%). Perceptions of value for money continue to be high with vast majority of customers (92%) saying they received average or better value for money on their last trip.

Approximately one-in-five customers (22%) indicated using PRESTO to pay for their last trip, which is a significant increase from this time last year (Q2 2016: 8%).

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

Q2 Results

Four of the eight commitments were met for the quarter. Commitments include:

- 1) A Wheel-Trans Family of Services pilot program will be introduced, which allows for spontaneity and freedom of travel. This will include improved same-day booking availability for short trips to access TTC accessible vehicles and stations
 - This commitment was met by launching the Family of Services pilot program on May 29, 2017, with over 400 customer pilot volunteers and over 1000 Family of Services trips
 - The main focus was integration of Wheel-Trans on the subway system and will be extended to the conventional bus network in the fall
 - A dedicated phone line was established to support booking and scheduling of Family of Services trips
- 2) 200 passenger information displays will be installed in shelters to provide real time information on vehicle arrivals
 - The 200 shelter displays were installed on April 28th
- 3) The 514 Cherry route will be ensured to be serviced by new, fully accessible streetcars
 - All of the Cherry runs are currently operating with the new low floor cars
- 4) All entrances at 43 subway stations will have new PRESTO-enabled fare gates
 - New PRESTO-enabled fare gates were installed at the 43 stations by December 2016
 - Remaining subway entrances will have new PRESTO fare gates installed by early 2018

Commitments that were not met include:

- 5) An Anti-harassment campaign will be launched to raise awareness of and combat harassment on the TTC
 - This will be completed in Q3 to accommodate training and development
- 6) A Safety and Security app will be launched as another tool for customers to report related incidents
 - This will be completed in Q3 to accommodate training and development
- 7) The bike repair stop network will be expanded by an additional 10 stations
 - Due to delays in funding, the installation will take place in Q4
- 8) Time-saving signal priority technology will be installed at 15 intersections to speed up bus travel time
 - Six have been installed but there are technical issues with firmware
 - This should be completed by Q4 2017

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 the remainder of 2017 are at the following stations:

September 21 – Kipling; October 19 – Dufferin; November 16 – Woodbine;
December 14 – Coxwell

Customer: Fares

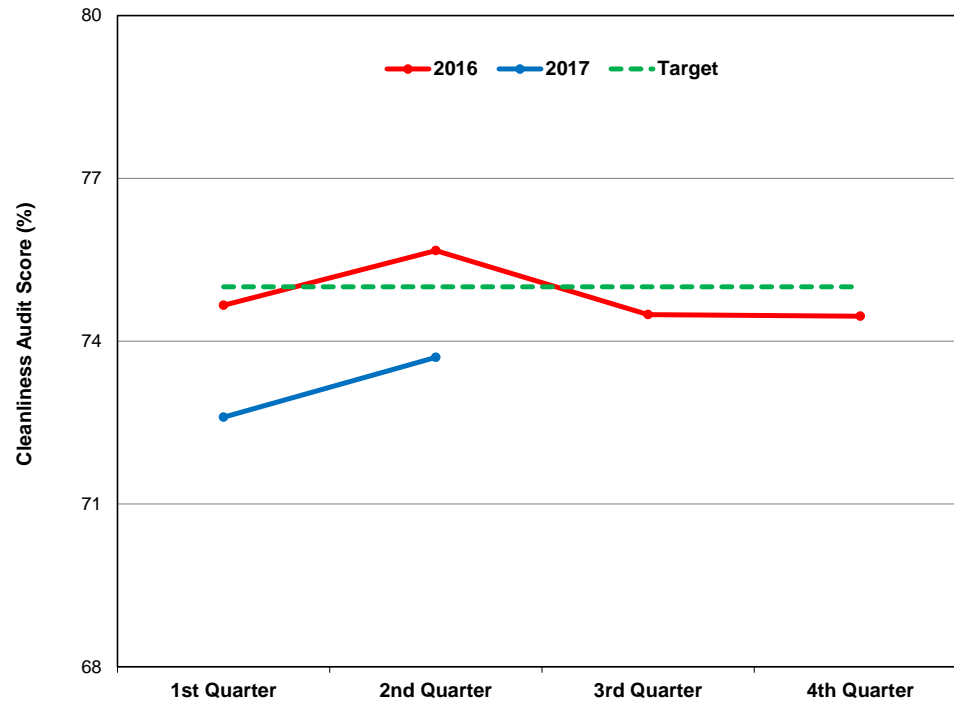
PRESTO

The PRESTO rollout continues across the TTC.

- 44 stations and 76 entrances now have the new paddle-style fare gates. Fare gate installation will continue throughout 2017.
- Software upgrades continue to be deployed to card readers and fare gates to improve their performance. Card readers now average greater than 97 percent availability. Fare gate performance has also improved, which includes a reduction of the “wait” screens that were displayed intermittently at a number of fare gates across the system.
- TTC Monthly Passes continue to be phased in on PRESTO. In July, 1,675 adult and 28 senior TTC Monthly Passes on PRESTO were sold. The number of passes will be increased throughout 2017 and 2018. An MDP equivalent will be available on PRESTO early next year.
- A major PRESTO system upgrade was completed on July 24. This upgrade includes additional fare payment options (i.e. daily maximum, express bus payment, Metropass Discount Plan, Peak/Off Peak pricing) within the PRESTO system. These features are currently being tested and validated.

Customer: Environment

Station Cleanliness



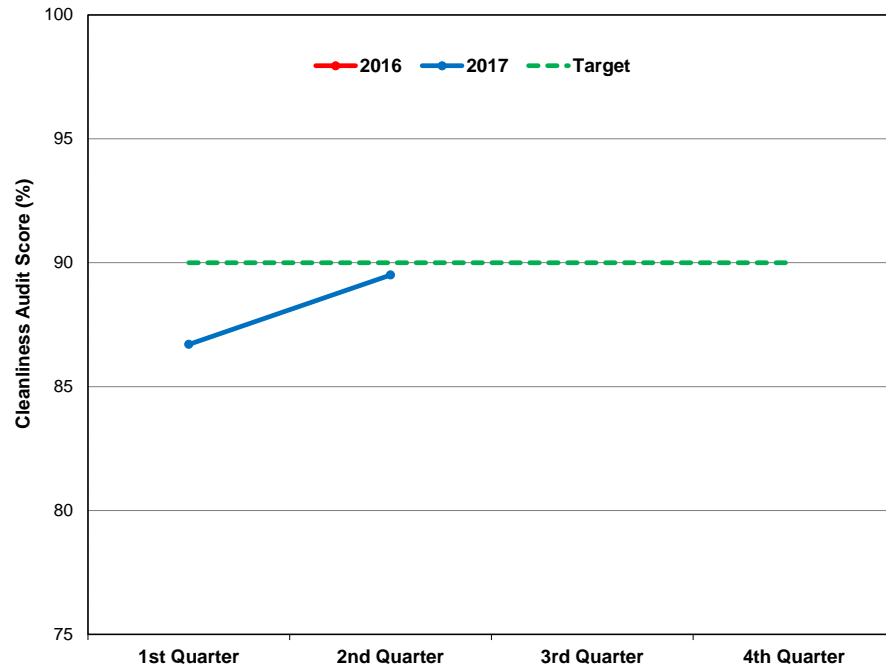
Performance in Q2 2017 increased to 73.7%, but it was below target and below the performance in Q2 2016.

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 year-over-year decline in the score.



Customer: Environment

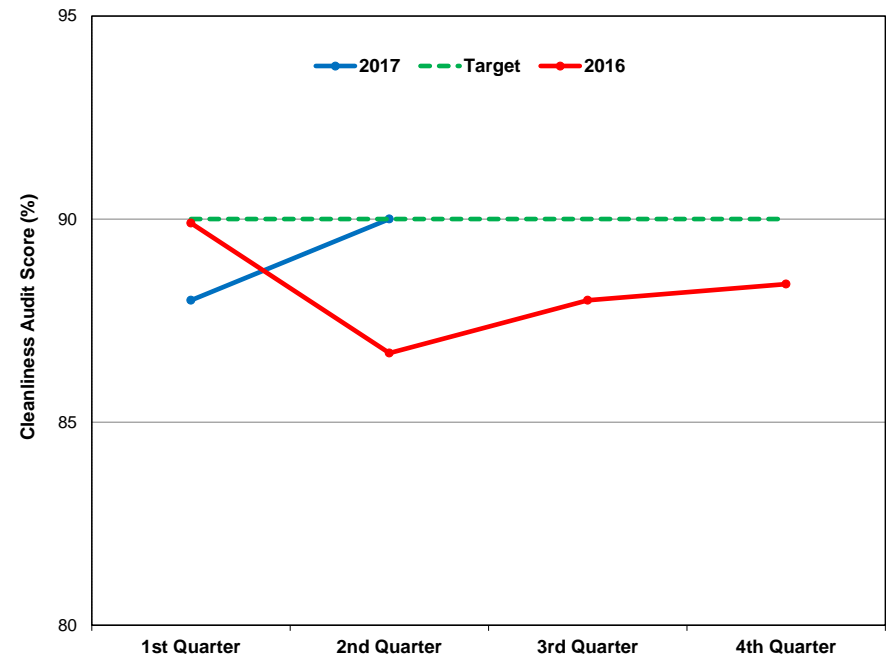
Vehicle Cleanliness – Streetcar



The streetcar cleanliness audit score increased in Q2 2017 to 89.5% but performance remained below target.

The top five problematic areas have been identified as the vehicle exterior, floors, gum, trash/debris and doors; efforts to improve scores in these areas are underway.

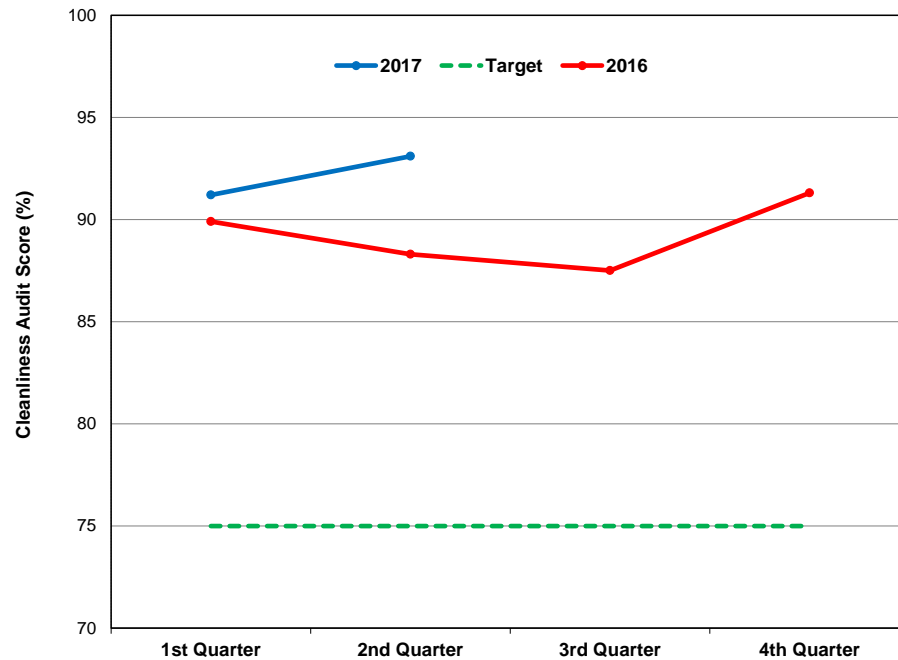
Vehicle Cleanliness – Bus



The bus cleanliness audit score increased in Q2 2017 to 90% and reached target.

Although a new wash rack helped increase audit scores, exterior cleanliness scores are still impacted by ongoing new wash rack adjustments and optimization at one of the garages. Maintenance and Engineering staff is working to improve the performance of the new wash rack through further equipment adjustments.

Vehicle Cleanliness – Subway



The subway cleanliness audit score increased in Q2 2017 to 93.1%. Performance achieved target for the sixth consecutive quarter.

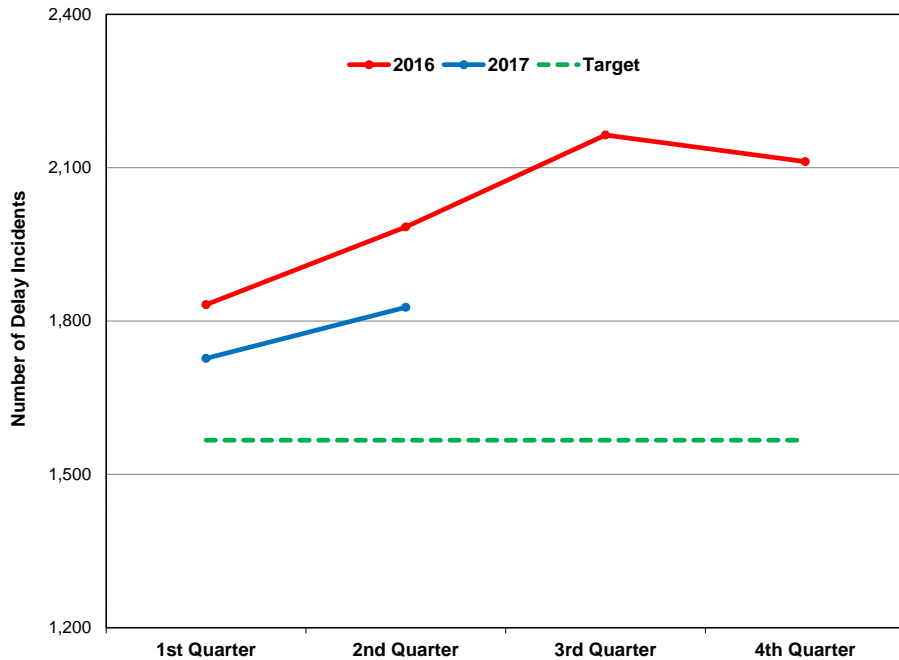
Both areas of improvement, walls and ceilings, were addressed since Q4 2016. Floor cleanliness improved since Q1. Currently, the floors are addressed every 14 days during the Floor Wash cycle. It is anticipated that the results for exterior wash and floors will improve in Q3 2017, since floors are typically less clean in Q1 and early Q2 with greater amount of salt and sand brought into the vehicles by the passengers.

Customer: Service Performance



Subway

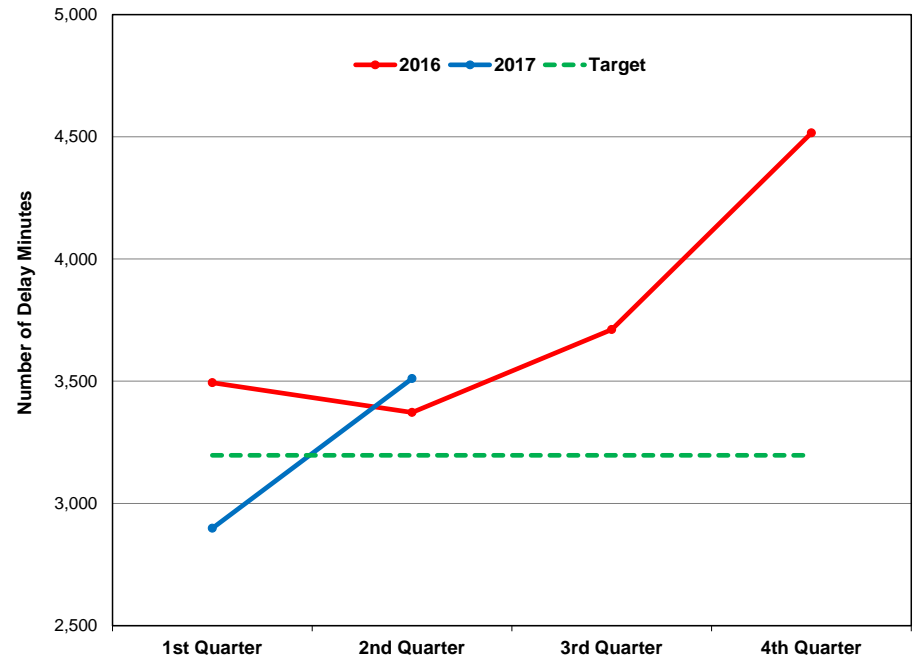
Line 1: Delay Incidents



The number of delay incidents increased in Q2 2017 to 1,827 and performance continued to not achieve target.

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

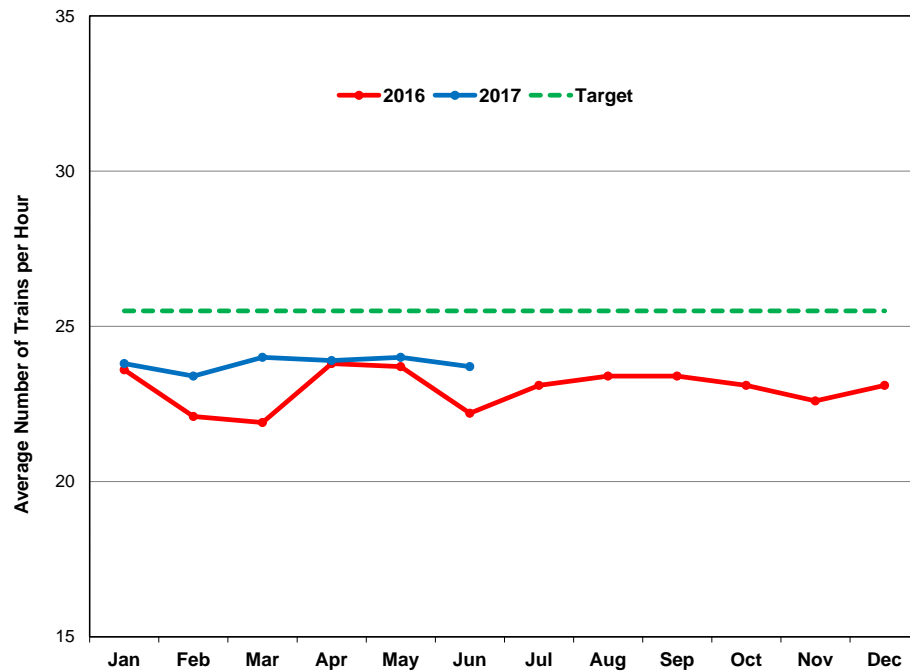
Line 1: Delay Minutes



The number of delay minutes increased in Q2 2017 to 3,511 and performance did not achieve target.

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

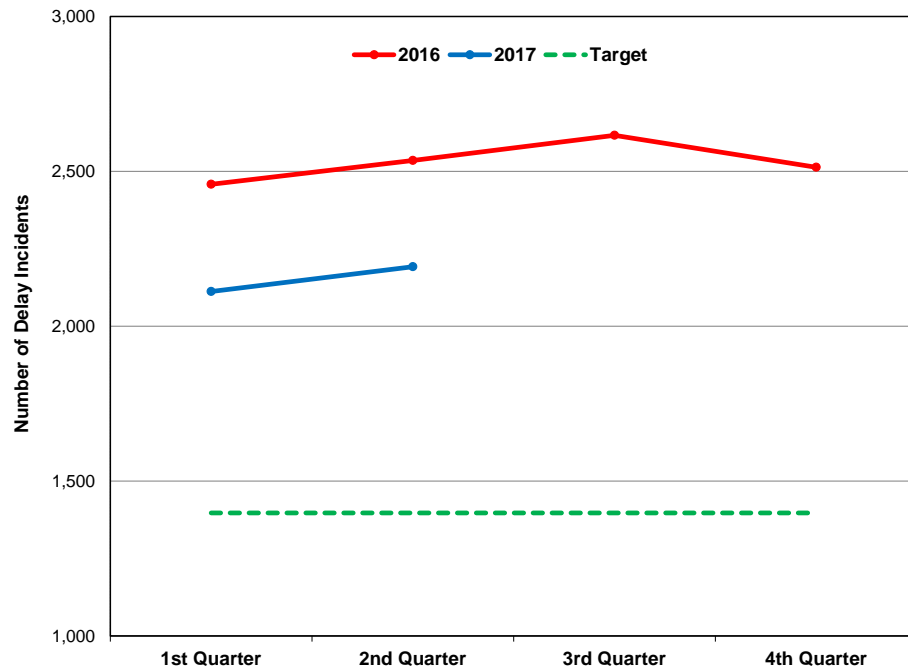


The daily average number of trains per hour (TPH) in the morning peak service period decreased in June to 23.7, or 93% of what was scheduled. Performance remained below target, although improvements were made year-over-year every period in 2017 so far.

Continued focus on managing dwell times at key stations and minimizing the impact of restricted speed zones across the system will continue to allow for greater peak throughput and improved results in this measure are expected to continue.

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

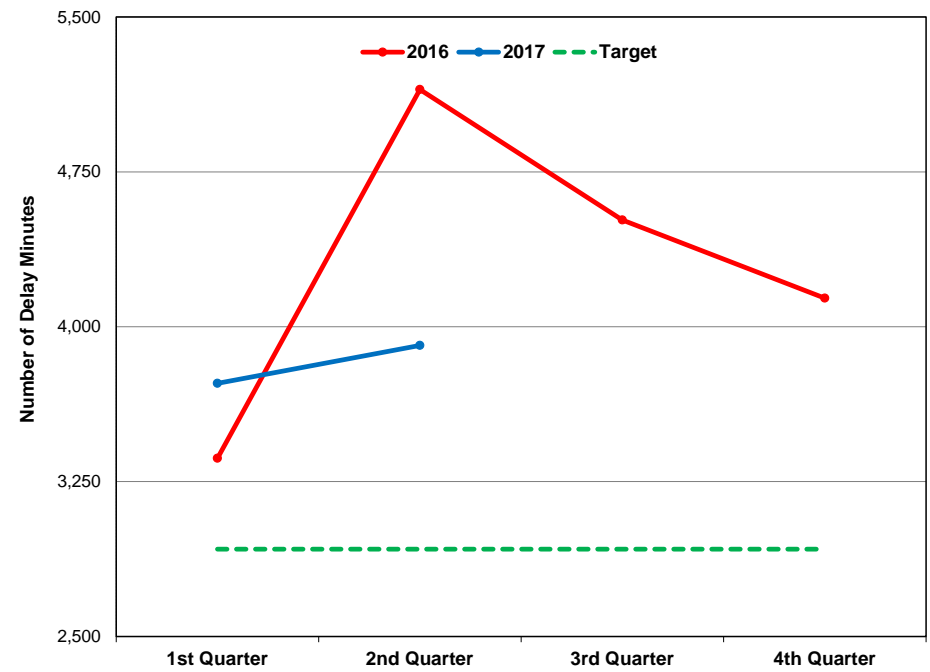
Line 2: Delay Incidents



The number of delay incidents increased in Q2 2017 to 2,192 and performance continued to not achieve target.

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

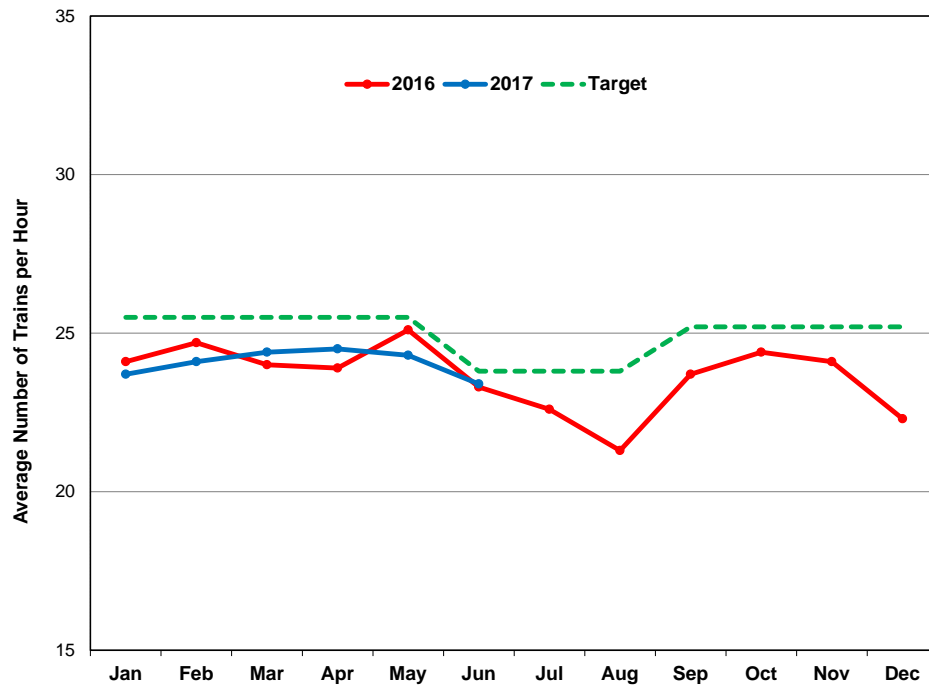
Line 2: Delay Minutes



The number of delay minutes increased in Q2 2017 to 3,909 and performance continued to not achieve target.

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

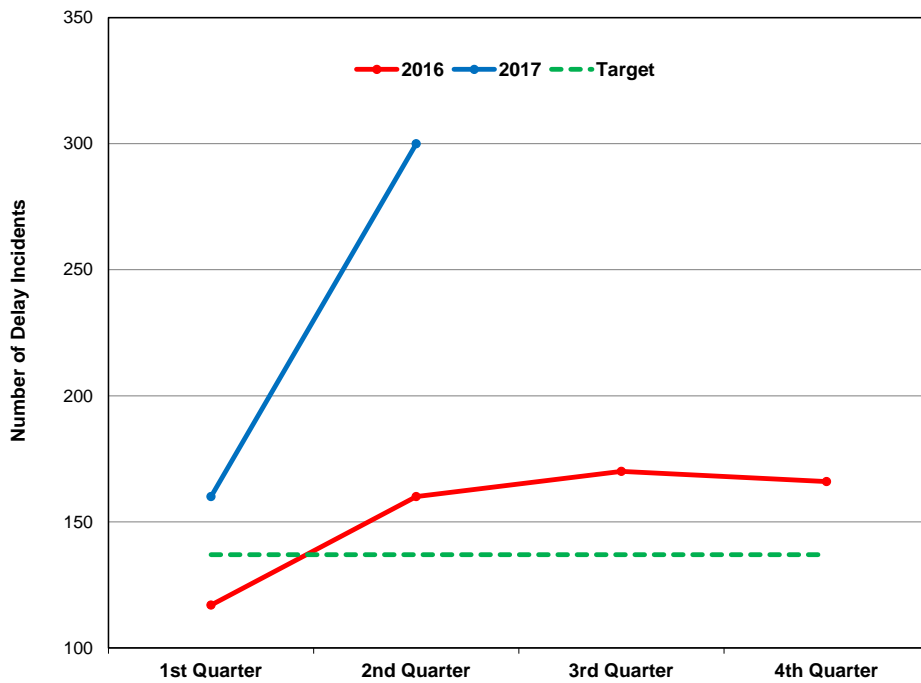


The daily average number of trains per hour (TPH) in the morning peak service period decreased in June to 23.4, which was 98% of what was scheduled. Performance continued to remain below target.

Since the opening of the Keele Yard for revenue service train storage in June, service build-up has been more resilient, with less dead-heading. This has also resulted in an increased maintenance window on Line 2, increasing the amount of work that can be completed overnight.

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

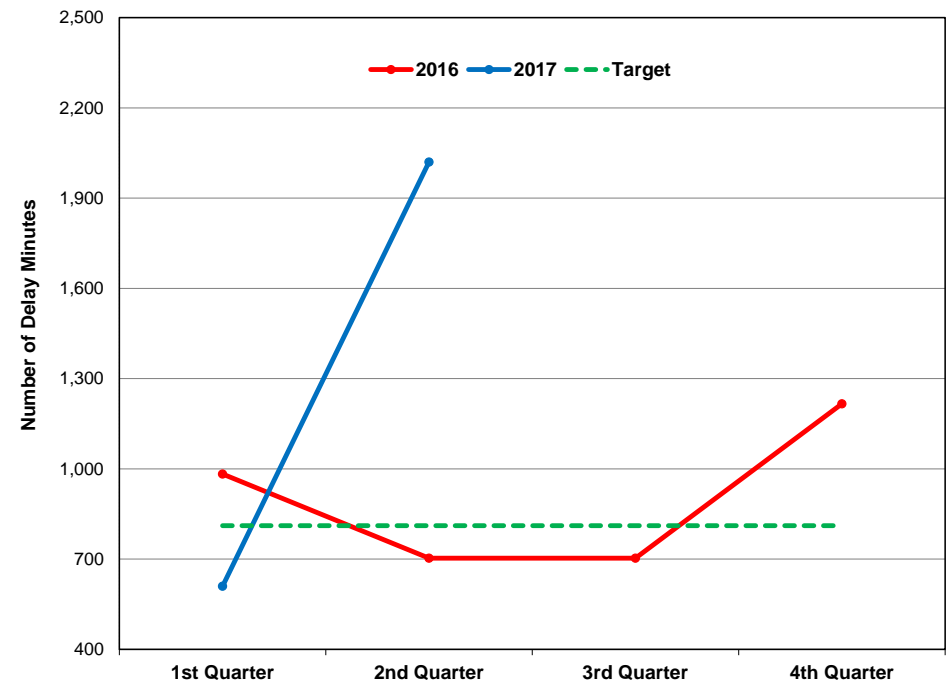
Line 3: Delay Incidents



The number of delay incidents increased in Q2 2017 to 300; performance did not achieve target for the fifth consecutive quarter.

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

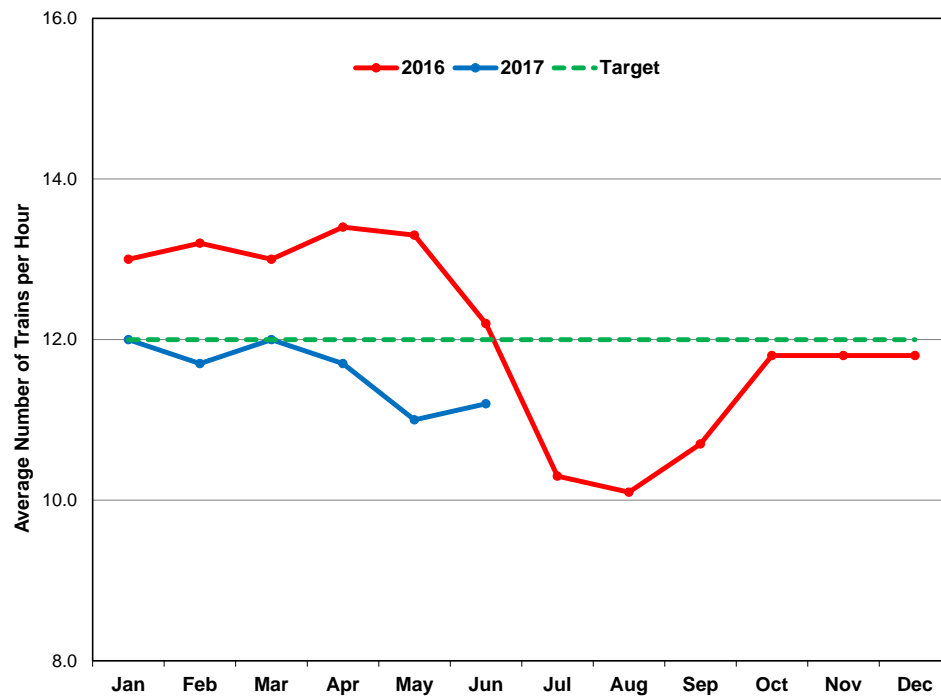
Line 3: Delay Minutes



The number of delay minutes increased in Q2 2017 to 2,020 and performance did not achieve target.

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



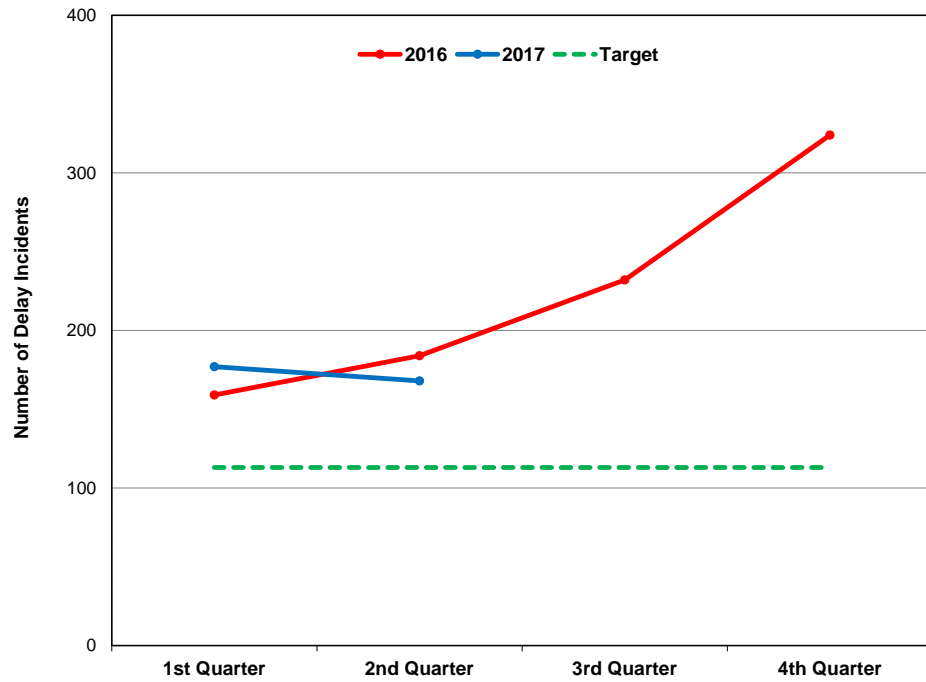
The daily average number of trains per hour (TPH) in the morning peak service period increased in June to 11.2, or 93% of what was scheduled. Overall performance did not achieve target, however.

The maximum speed will be reduced during the summer season, as per the established protocol. It is expected that this will adversely affect this measure in the coming periods.

Note:

Data are based on weekday service from Monday to Friday.

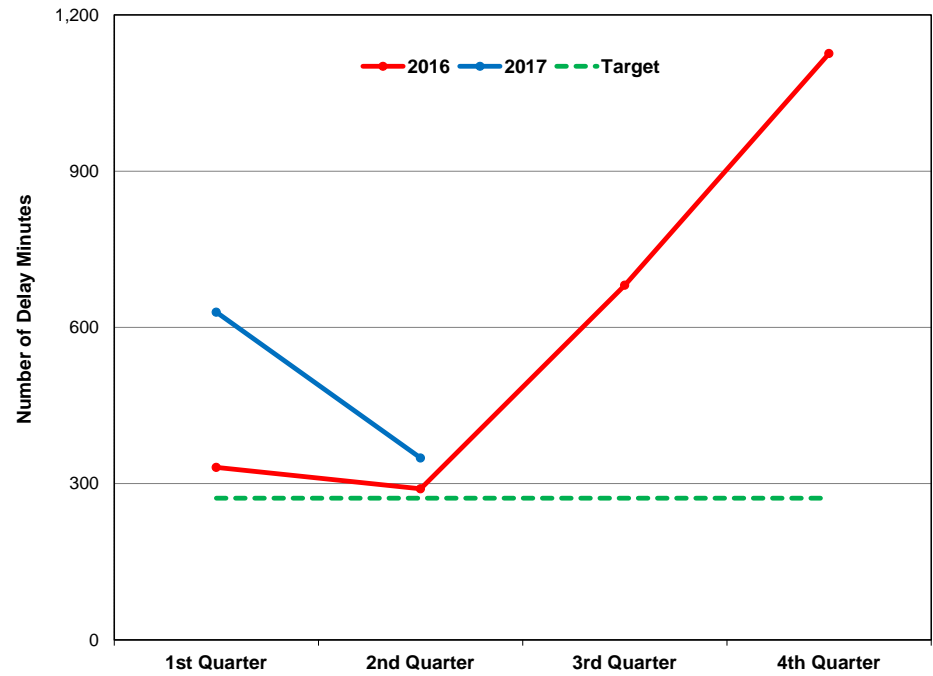
Line 4: Delay Incidents



The number of delay incidents decreased in Q2 2017 to 168; however, performance continued to not achieve target.

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

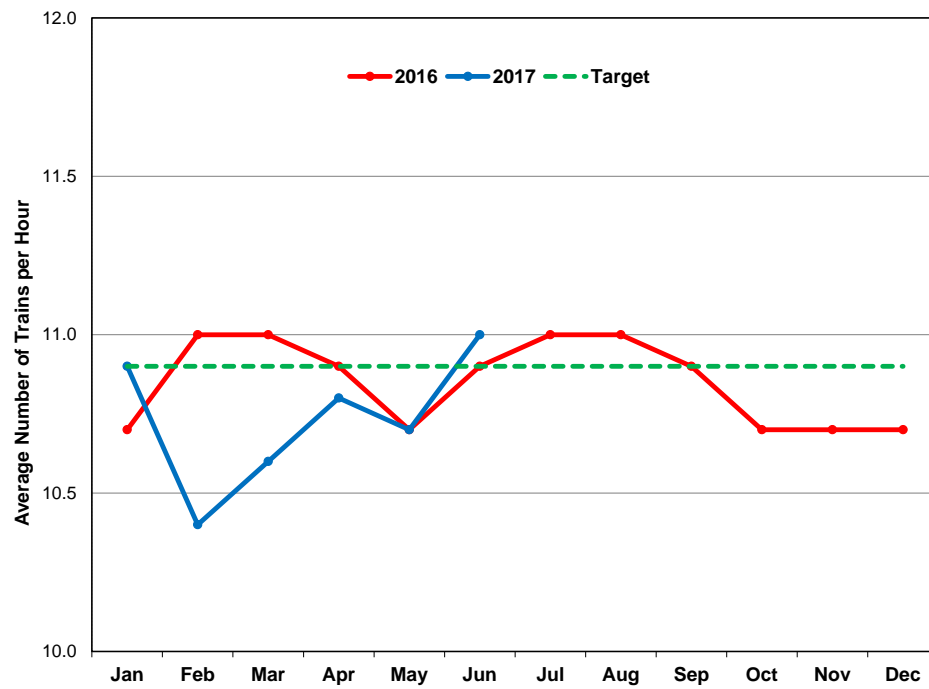
Line 4: Delay Minutes



The number of delay minutes decreased in Q2 2017 to 349; however, performance continued to not achieve target.

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

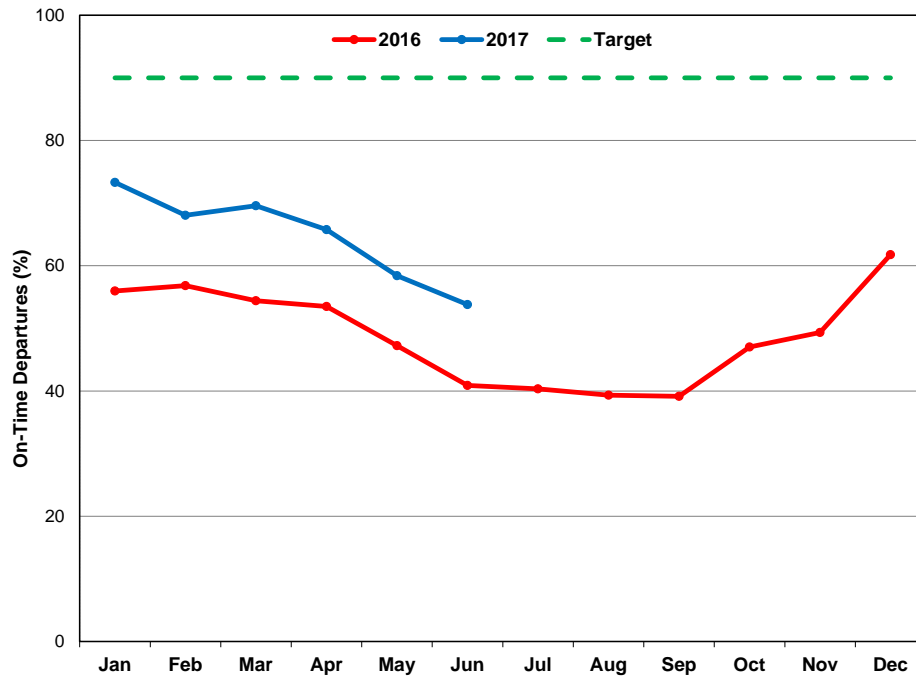
Line 4: Trains per Hour in Morning Peak



The daily average number of trains per hour (TPH) in the morning peak service period increased in June to 11.0, or 101% of what was scheduled. Overall performance achieved target for the first time in five months.

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

On-Time Performance

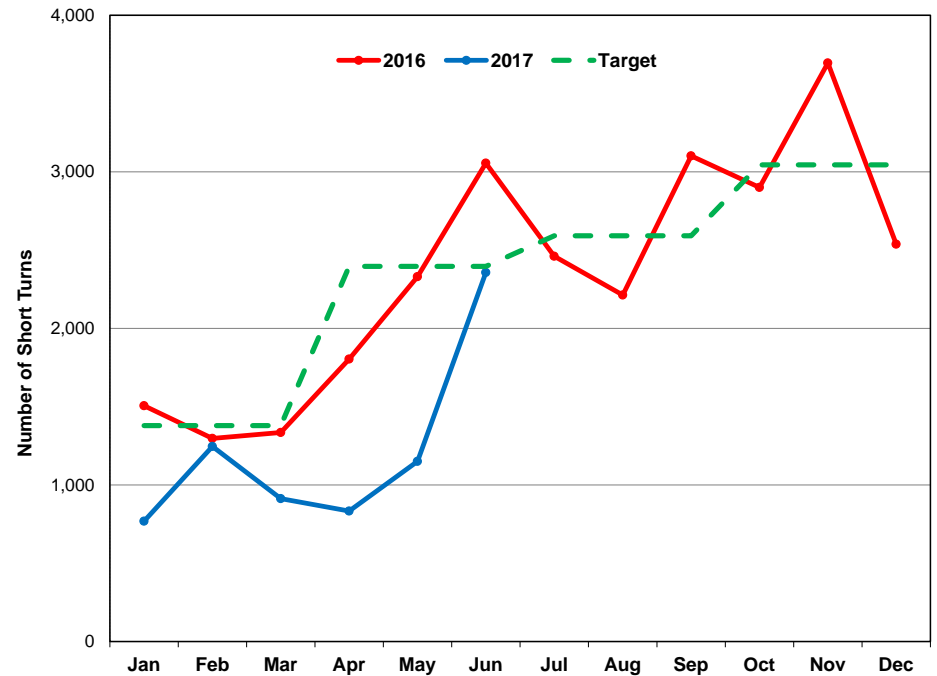


Performance in June decreased to 53.8% and continued to not achieve target.

The “construction season” with a number of major projects has had negative impact on the performance. Increased traffic flows and route diversions have negatively impacted on-time departures. In addition, interlacing of the 509 Harbourfront and 510 Spadina routes has had some negative effect on the performance; efforts will continue to improve scheduling at this location. Efforts to improve all ten routes are continuing but overall performance is expected to decrease in the next two months with the summer construction in the downtown area.

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

Short Turns



The number of short turns increased in June to 2,357; however, performance continued to remain below target (favourable).

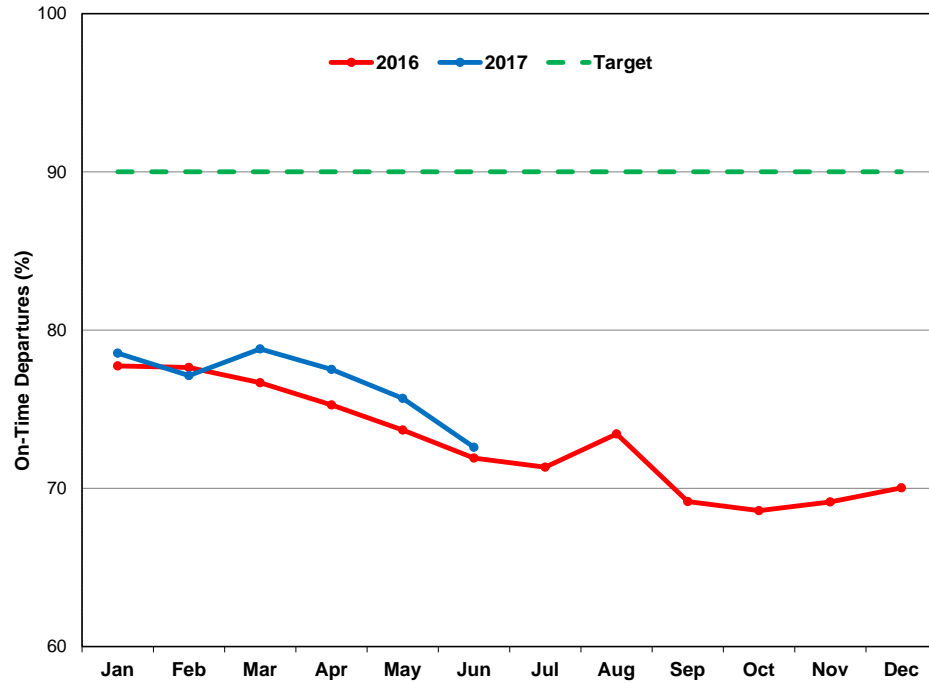
Constructions on Queen Street, Dundas Street and King Street as well as an increase in the number of special events have had a slightly negative effect on the number of short turns. However, service improvement through improved route strategies has helped short turns to be reduced from last year’s corresponding number of short turns.

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



Bus

On-Time Performance



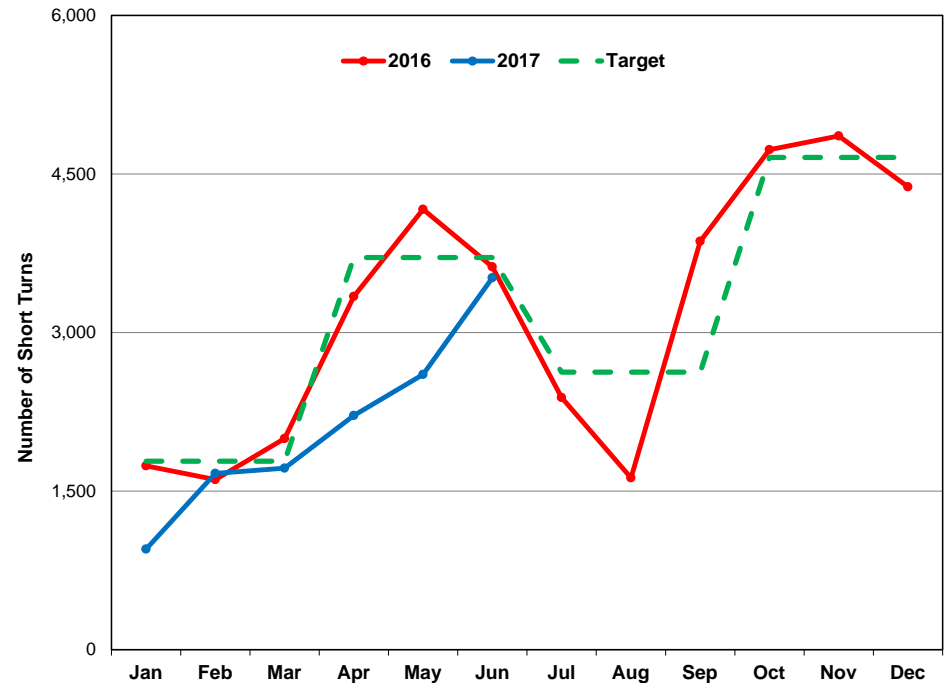
Performance in June decreased to 72.6% and continued to not achieve target.

As a result of schedule improvements, early departures have reduced and on-time performance improved year-over-year. The focus on route improvement strategies will continue with an expected improvement in the 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 June increased to 3,518; however, performance was still below target (favourable).

The Eglinton East and Lawrence East routes continue to be heavily impacted by the Metrolinx construction, contributing to 30% of all short turns. A strong commitment to improving route management strategies continues in the area of short turns and has shown year-over-year improvement.

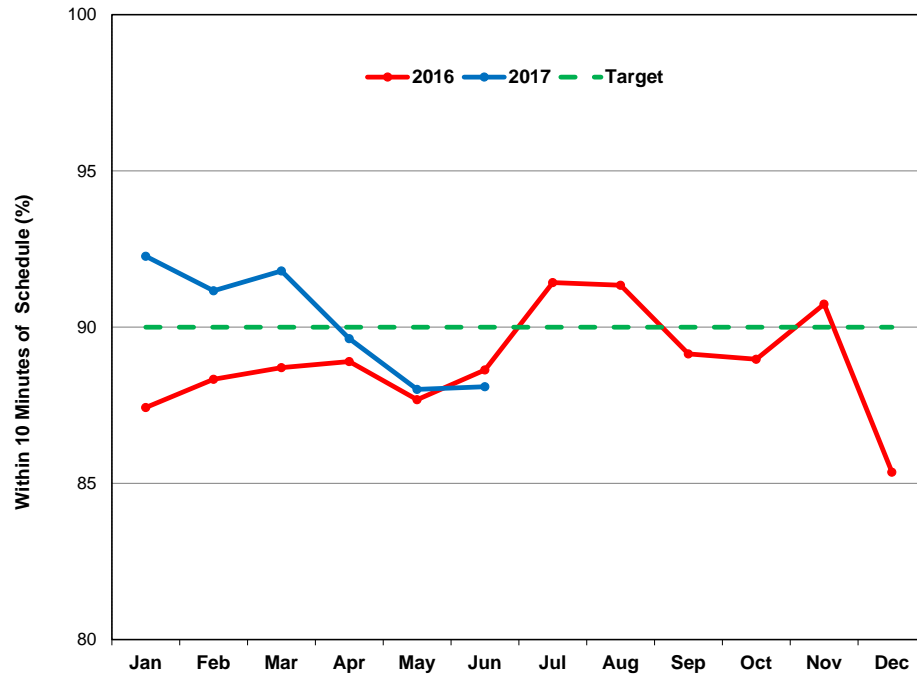
Note:

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



Wheel-Trans

Punctuality



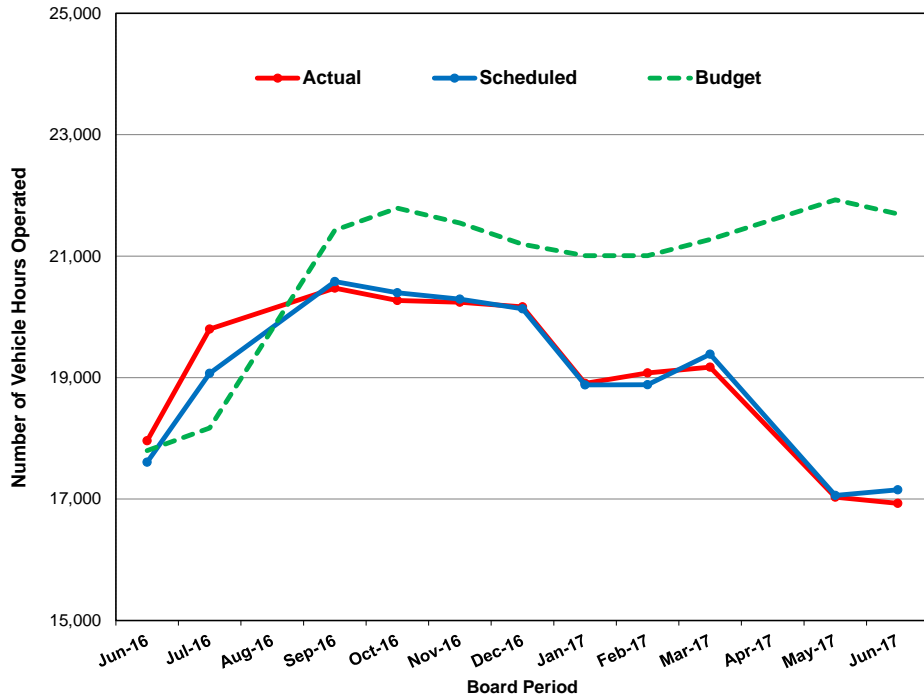
Performance in June increased to 88.1% but did not achieve target. There were intermittent weather-related issues at the beginning of June and significant closures and construction projects, which caused gridlock during most days.

Performance has stabilized between mid-June and present, due to adjusting the time/distance matrix and providing extra service.



Customer: Amount of Service

Weekly Service Hours - Streetcar

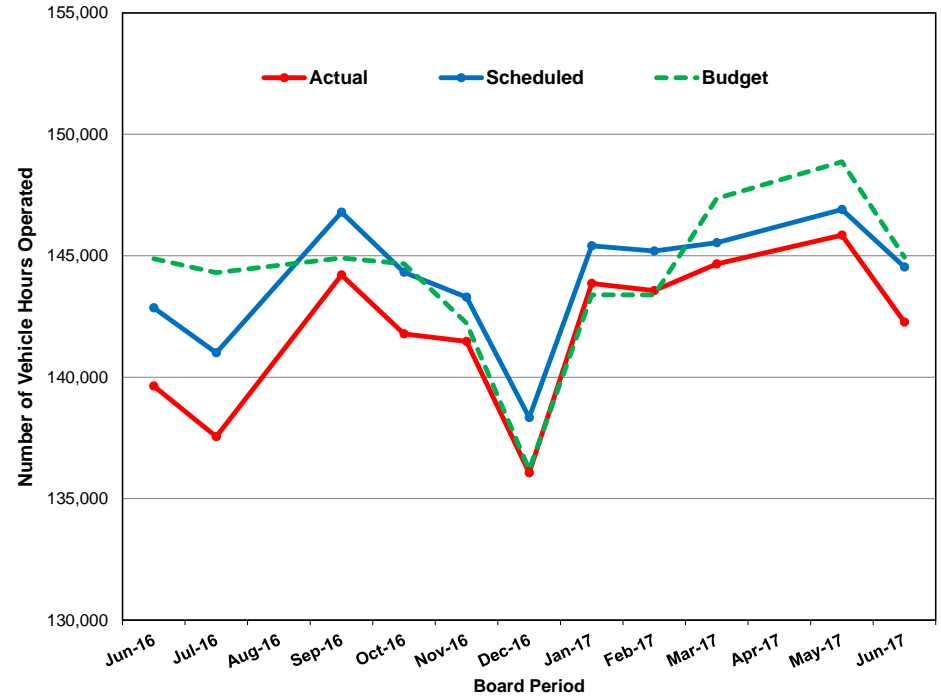


In the June 2017 Board Period, 21,696 streetcar weekly hours were budgeted for service, while 17,152 streetcar weekly hours were scheduled to operate, which represents a -20.9% variance.

This variance can be attributed to the reduction of the streetcar fleet from a budgeted 196 to 160 AM peak cars required in the 2017 May Board Period.

Of the 17,152 streetcar weekly hours scheduled to operate, 16,930 streetcar weekly hours were actually delivered, which represents a variance of -1.3%.

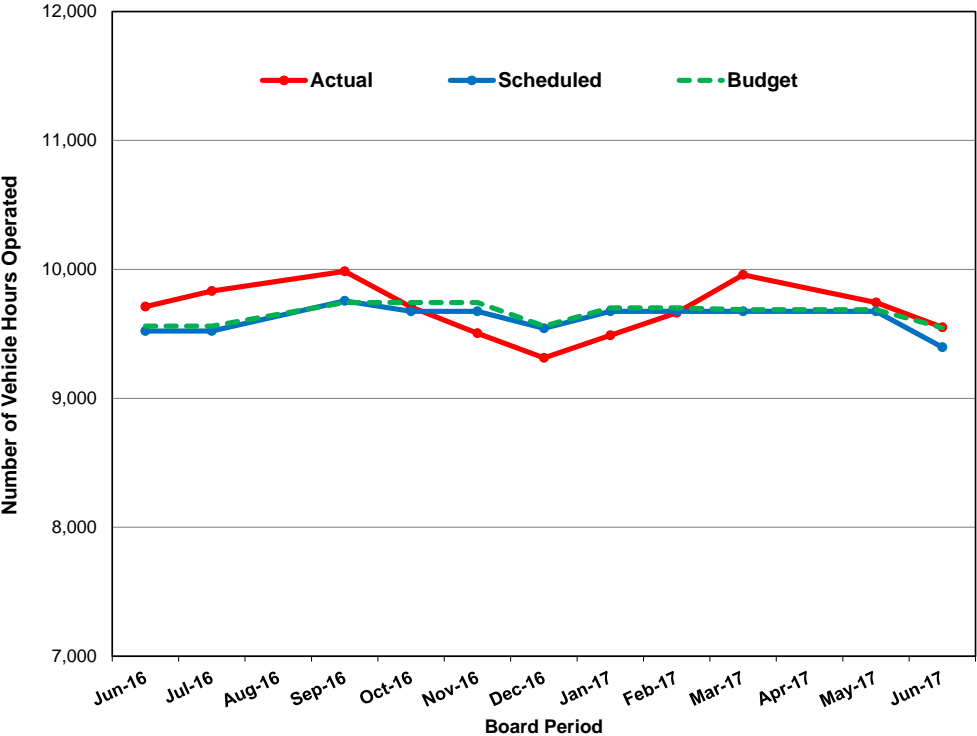
Weekly Service Hours - Bus



In the June 2017 Board Period, 144,938 bus weekly hours were budgeted for service, while 144,538 bus weekly hours were scheduled to operate, which represents a -0.3% variance.

Of the 144,538 bus weekly hours scheduled to operate, 142,272 weekly hours were actually delivered, which represents a variance of -1.6%.

Weekly Service Hours – Subway



In the June 2017 Board Period, 9,547 subway weekly hours were budgeted for service, while 9,397 subway weekly hours were scheduled to operate, which represents a -1.6% variance.

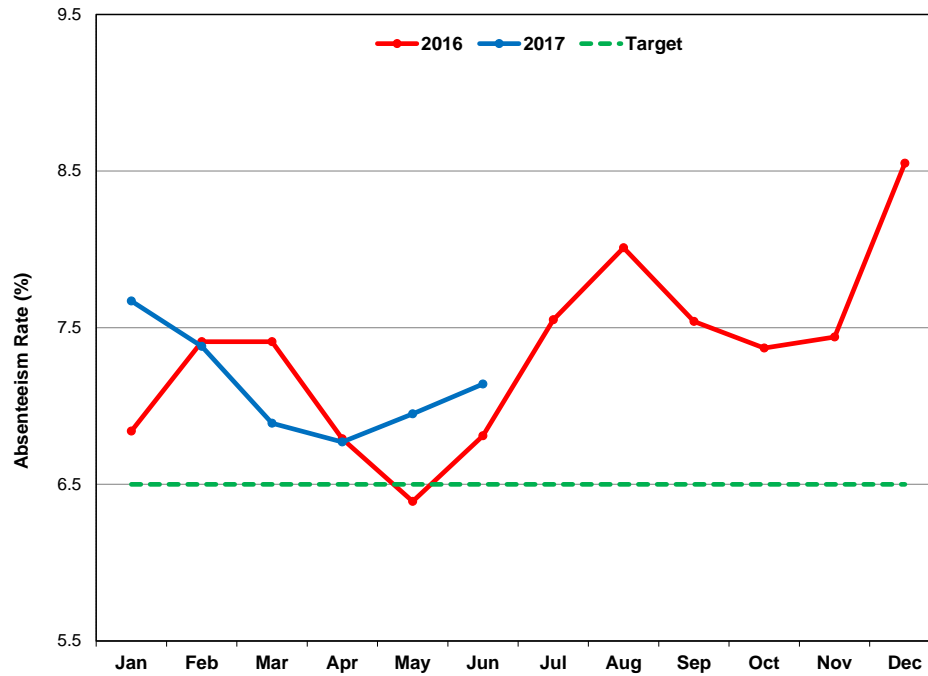
Of the 9,397 subway weekly hours scheduled to operate, 9,551 weekly hours were actually delivered, which represents a variance of 1.6%.



3.3 People

People

Employee Absence



The absenteeism rate in June increased to 7.14% and continued to remain above target (unfavourable).

Staff continues to manage absence with a focus on reducing the number of complex absence cases and the duration of these absences.

Fitness for Duty Update

Random Testing – Program Summary by Test Type (May 8 to August 27 2017)

Employee Category	Compliant Tests	Non-Compliant Tests (drug, alcohol, refusal)	Total Tests	% Non-Compliant
Unionized	635	20	655	3.1%
Non-Union	132	1	133	0.8%
Totals	767	21	788	2.7%

Note: currently 16 drug test results have yet to be reported as they are still undergoing laboratory analysis

Breakdown of Non-Compliant Tests

Test Category	Total
Drug	14
Alcohol	5
Refusal	2
Totals	21

Breakdown of Non-Compliant Drug and Alcohol Tests

Substance Type	Total	%
Oxycodone	1	5.3%
Opiates	1	5.3%
Marijuana	10	52.6%
Cocaine	2	10.5%
Alcohol	5	26.3%
Totals	19	100%

Breakdown of Other Policy Violations

Policy Category	Total
Alcohol Non-Compliant for 0.02 – 0.039	1
Safety Sensitive Flag	2
Totals	3

3.4 Assets



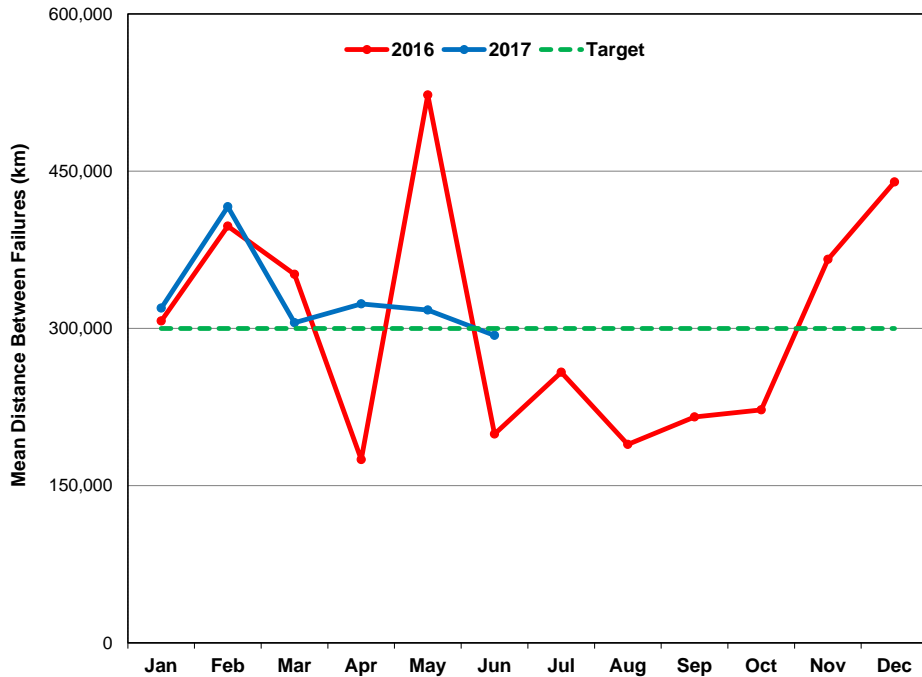
The Wheel-Trans bus fleet is changing – both type and livery. Testing and commissioning is now underway.

Assets: Vehicle Reliability



Subway

T1 Train: Mean Distance Between Failures (MDBF)

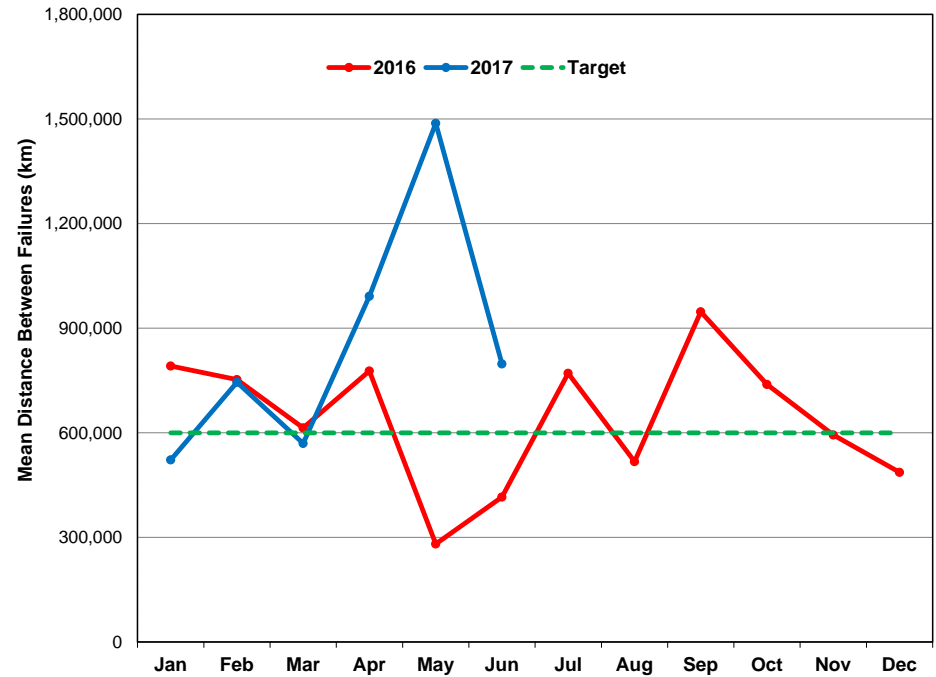


The MBDF decreased in June to 293,402 kilometres and performance was below target.

The T1 Accelerated Door Overhaul program was completed in 2015. The overhaul program of door pocket guides and master controller upgrades was completed in Q1 2017. Benefits of these 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)

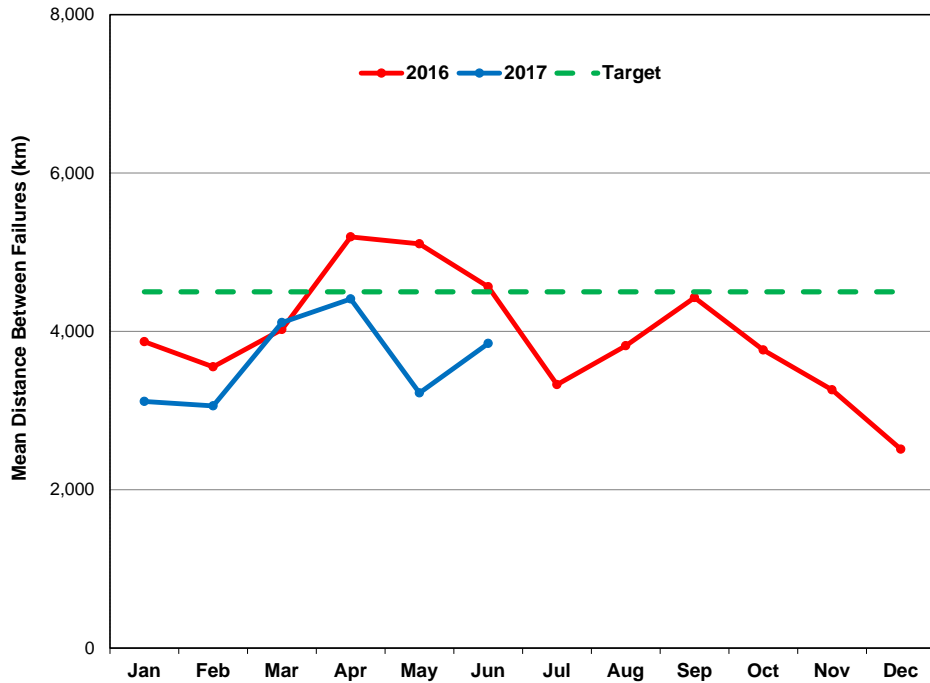


The MBDF decreased substantially in June to 797,597 kilometres but performance was still above target.

To date, 76 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.



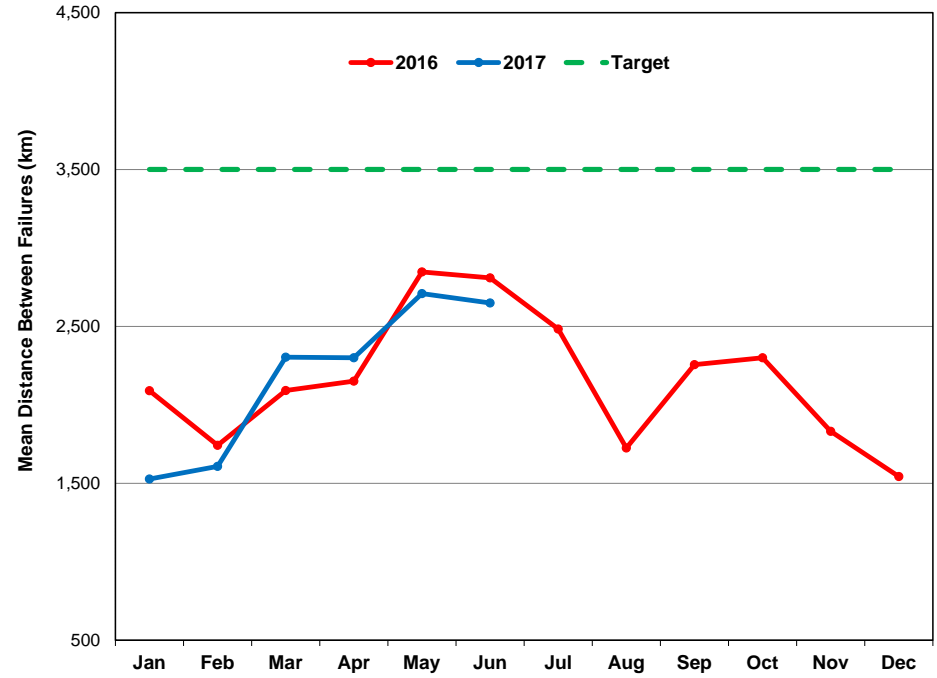
CLRV Streetcar: Mean Distance Between Failures (MDBF)



The MDBF increased in June to 3,848 kilometres. Overall performance was below target for the 12th consecutive month, however, partly due to the continued aging of the 37-year old fleet, which is past its expected life.

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

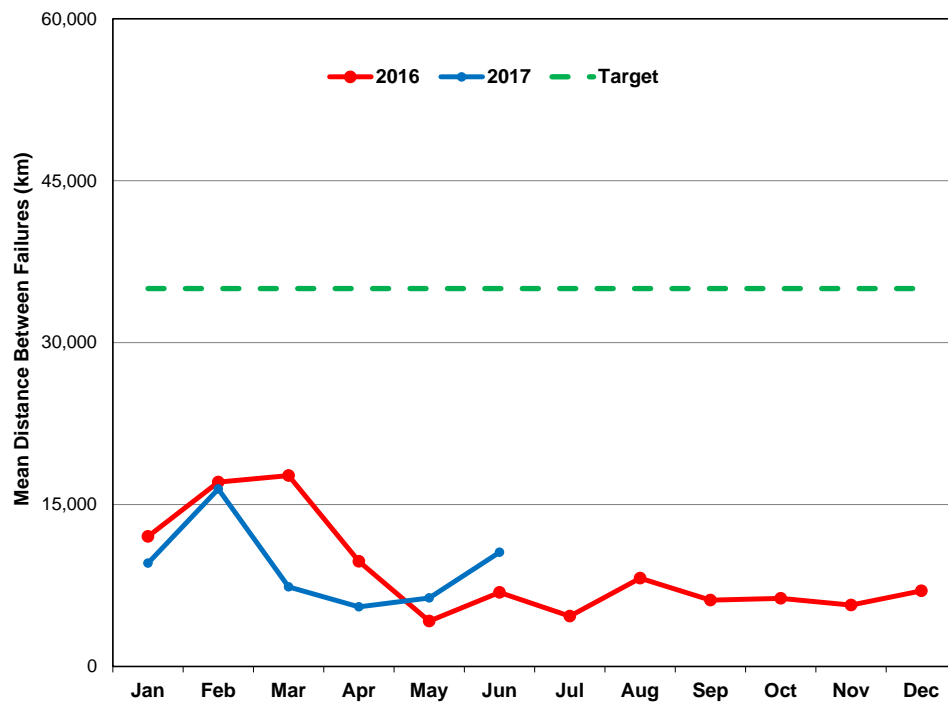
ALRV Streetcar: Mean Distance Between Failures (MDBF)



The MDBF decreased in June to 2,649 kilometres. Performance continued to remain below target, partly due to the continued aging of the fleet, which is past its expected life.

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

New Streetcar: Mean Distance Between Failures (MDBF)



The MDBF increased in June to 10,581 kilometres.

Contractual KPI will be included upon the acceptance of the 60th new streetcar and attainment of specified fleet mileage. Upon acceptance of the 60th LFLRV, the reliability target is 35,000 km between chargeable defects due to delays equal to or longer than five minutes.

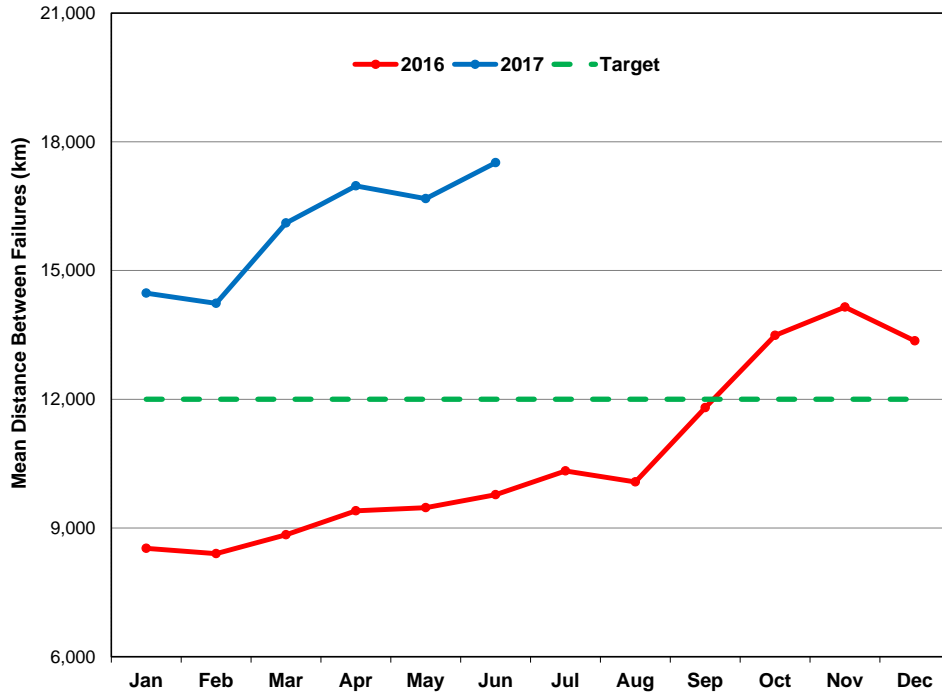
Bombardier's LFLRV mileage is calculated according to each calendar month, whereas the CLRV and ALRV mileage is calculated according to the TTC's financial period.

Of the 16 failures reported in June, 7 of them were door-related. A plan is in place to create a reference car ("golden train") to ensure manufacturing and set-up quality is consistently maintained to reduce downtime.



Bus

Bus: Mean Distance Between Failures (MDBF)



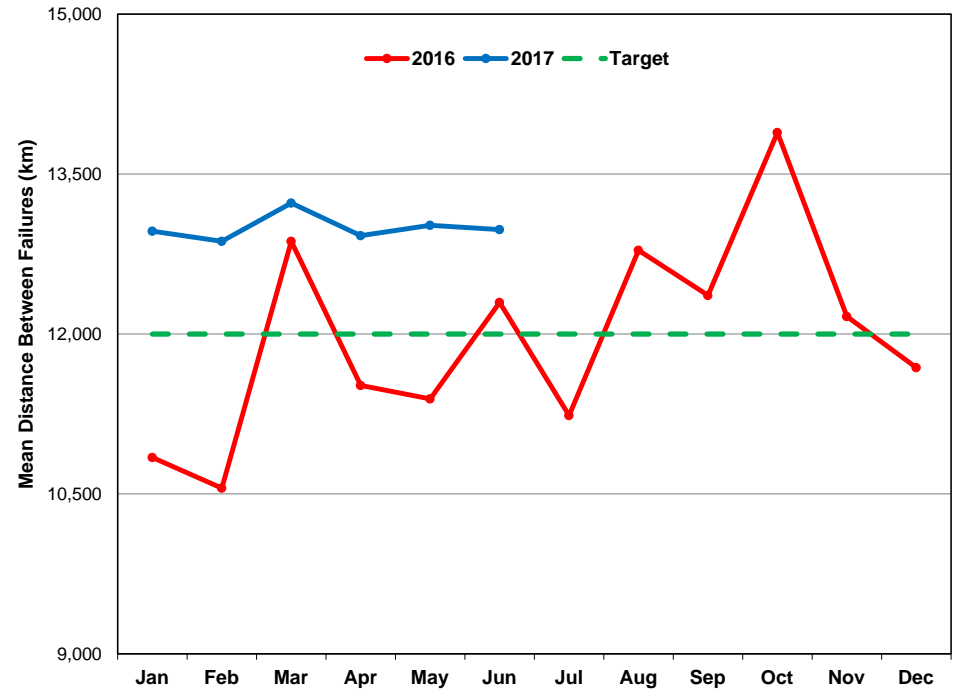
The MDBF increased in June to 17,511 kilometres. Performance continued to achieve target and it was 79% higher than the performance in June 2016.

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 582 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

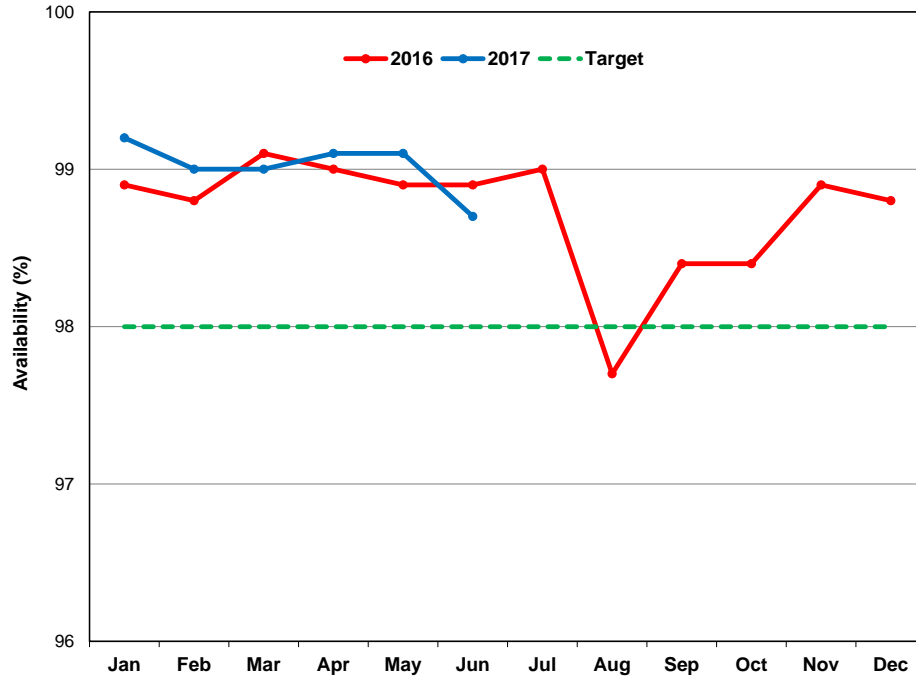
Wheel-Trans: Mean Distance Between Failures (MDBF)



The MDBF decreased in June to 12,978 kilometres. Overall performance continued to achieve target, however, and it was 6% higher than the performance in June 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.

Assets: Equipment Availability

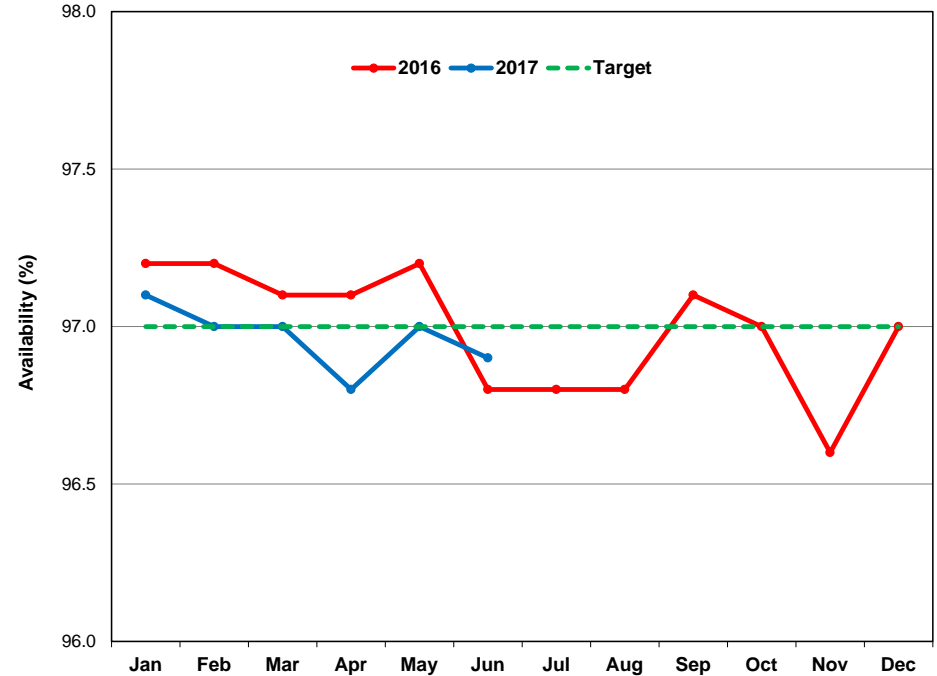
Elevators



Performance in June decreased to 98.7% but continued to remain above target.

Maintenance activities were completed as planned and scheduled.

Escalators



Performance in June decreased to 96.9% and did not achieve target.

Lock-out requests to accommodate construction projects as well as electrical failures of motors/controller led to higher than expected downtime of escalators in June.

Staff will continue to accommodate lock-out requests but will be pushing to align downtime with non-revenue service.

Electrical failures will be closely monitored to accelerate repairs.

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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.

2017 Projected Year-End Subsidy Surplus

It is currently projected that the TTC and Wheel-Trans Operating Budgets will have a combined year-end subsidy surplus of \$26.2 million as illustrated in the following table:

(millions)	Projection	Budget	Variance
TTC Subsidy Shortfall	\$15.1	\$0	\$15.1
Wheel-Trans Subsidy Surplus	\$11.1	\$0	\$11.1
Total Subsidy Surplus/(Shortfall)	\$26.2	\$0	\$26.2

Further details are provided in the material below.

TTC Operating Budget

2017 Year-to-Date Results

To the end of Period 6 (July 1), total revenues were \$0.06 million (0.01%) above budget primarily due to a higher average fare (3.4¢ or 1.6%) stemming from ongoing changes in the mix of fare media, partially offset as a result of 4.6 million (1.7%) fewer customer journeys than planned.

Over the same time period, expenses were under budget (\$44.3 million or 5.0%) largely due to workforce being under budgeted strength, timing differences on certain non-labour expenses and accident claims, and savings on energy costs.

2017 Year-End Projections

(millions)	Projection	Budget	Variance
2017 TTC Operating Budget			
Customer Journeys (Ridership)	538.3	543.8	(5.5)
Revenue	\$1,232.3	\$1,237.6	(\$5.3)
Expenses	\$1,764.0	\$1,798.4	(\$34.4)
Subsidy Required	\$531.7	\$560.8	(\$29.1)
Subsidy Available*	\$546.8	\$546.8	\$0
Draw from TTC Stabilization Reserve	\$0	\$14.0	(\$14.0)
Surplus/(Shortfall)	\$15.1	\$0	\$15.1

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

Currently, a \$15.1 million (or 2.7%) year-end subsidy surplus is projected. The key budget variances that account for this projection are as follows:

Stabilization Reserve Draw: \$14.0 million decrease

Based on the variances noted below and the projected subsidy surplus, it is anticipated that the planned \$14 million draw from the TTC Stabilization Reserve will not be required this year.

Passenger Revenues: \$4.5 million decrease

Year-end ridership is expected to be approximately 1% below budget; however, passenger revenues are expected to be only 0.4% below budget. The more favourable revenue projection is mainly due to the current trend of customers switching from pass-based fare media to single-ride fare media, particularly PRESTO e-purse, which has resulted in an increase in the average fare.

Labour expenses: \$12.3 million decrease

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

Employee Benefits: \$6.0 million decrease

The trend in healthcare expenses to date, combined with the impact of lower base labour expenses, indicates that these benefit costs will fall below budget by year-end.

Diesel: \$5.0 million decrease

A more favourable fuel consumption rate than anticipated, in part due to more favourable weather conditions, accounts for this positive impact.

Hydro and Utilities: \$3.0 million decrease

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

Accident Claim Settlements: \$2.0 million decrease

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

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.

All other variances are expected to net to a \$1.3 million favourable variance.

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

(\$000s)	Period 6: 5 Weeks May 28 to July 1, 2017				Six Periods to July 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	120,072	117,665	2,407	2.0%	618,220	618,158	62	0.0%	1,232,272	1,237,622	(5,350)	-0.4%
TOTAL EXPENSES	155,311	169,854	(14,543)	-8.6%	844,921	889,187	(44,266)	-5.0%	1,764,026	1,798,482	(34,455)	-1.9%
OPERATING SUBSIDY REQUIRED in 2017					226,701	271,029	(44,328)	-16.4%	531,754	560,860	(29,105)	-5.2%
CITY OPERATING SUBSIDY AVAILABLE							-		546,846	546,846	-	0.0%
DRAW FROM STABILIZATION RESERVE							-		-	14,014	(14,014)	-100.0%
SHORTFALL / (SURPLUS)					226,701	271,029	(44,328)	-16.4%	(15,092)	(0)	(15,091)	

<u>REVENUES:</u>												
Passenger Revenues	113,752	111,564	2,188	2.0%	582,655	583,217	(562)	-0.1%	1,163,860	1,168,360	(4,500)	-0.4%
Outside City & Charters	1,764	1,552	212	13.7%	8,704	8,039	665	8.3%	15,998	15,598	400	2.6%
Advertising	2,358	2,358	-	0.0%	14,146	14,146	-	0.0%	28,292	28,292	-	0.0%
Rent Revenue	896	929	(33)	-3.6%	5,463	5,576	(113)	-2.0%	11,148	11,148	-	0.0%
Commuter Parking	1,029	1,080	(51)	-4.7%	5,635	6,197	(562)	-9.1%	10,291	12,291	(2,000)	-16.3%
Other Income	273	182	91	50.0%	1,617	983	634	64.5%	2,683	1,933	750	38.8%
TOTAL REVENUES	120,072	117,665	2,407	2.0%	618,220	618,158	62	0.0%	1,232,272	1,237,622	(5,350)	-0.4%
<u>EXPENSES (LABOUR & NON-LABOUR)</u>												
CEO's Office	4,975	4,976	(1)	0.0%	23,943	25,572	(1,629)	-6.4%	53,057	52,367	689	1.3%
Engineering, Construction & Expansion Group	329	419	(90)	-21.5%	1,718	1,997	(279)	-14.0%	4,352	4,352	-	0.0%
Corporate Services Group	4,590	5,963	(1,373)	-23.0%	26,502	29,324	(2,822)	-9.6%	59,077	61,311	(2,234)	-3.6%
Strategy and Customer Experience Group	1,882	2,256	(374)	-16.6%	8,882	10,200	(1,318)	-12.9%	21,259	20,808	451	2.2%
Operations Group	26,631	30,188	(3,557)	-11.8%	144,993	154,569	(9,576)	-6.2%	311,017	318,046	(7,029)	-2.2%
Service Delivery Group	68,519	71,492	(2,973)	-4.2%	362,163	374,073	(11,910)	-3.2%	757,224	765,558	(8,333)	-1.1%
Employee Benefits	31,060	31,822	(762)	-2.4%	162,432	165,345	(2,913)	-1.8%	296,100	302,100	(6,000)	-2.0%
Vehicle Fuel	7,486	8,298	(812)	-9.8%	38,018	41,228	(3,210)	-7.8%	77,889	82,889	(5,000)	-6.0%
Traction Power	1,930	4,844	(2,914)	-60.2%	25,827	28,926	(3,099)	-10.7%	56,884	58,884	(2,000)	-3.4%
Utilities (Hydro, Natural Gas, Water)	2,377	1,852	525	28.3%	14,058	15,253	(1,195)	-7.8%	27,833	28,833	(1,000)	-3.5%
Taxes and Licences	308	303	5	1.7%	1,607	1,650	(43)	-2.6%	3,311	3,311	-	0.0%
Depreciation	2,819	2,819	-	0.0%	14,594	14,594	-	0.0%	26,999	28,999	(2,000)	-6.9%
Accident Claims & Insurance	2,289	3,591	(1,302)	-36.3%	11,120	15,921	(4,801)	-30.2%	35,914	37,914	(2,000)	-5.3%
Non-Departmental Costs	116	1,031	(915)	-88.7%	9,064	10,535	(1,471)	-14.0%	33,109	33,109	-	0.0%
TOTAL EXPENSES	155,311	169,854	(14,543)	-8.6%	844,921	889,187	(44,266)	-5.0%	1,764,026	1,798,482	(34,455)	-1.9%
OPERATING SUBSIDY REQUIRED in 2017					226,701	271,029	(44,328)	-16.4%	531,754	560,860	(29,105)	-5.2%
CITY OPERATING SUBSIDY AVAILABLE							-	100.0%	546,846	546,846	-	
DRAW FROM STABILIZATION RESERVE					1,001	1,001				14,014	(14,014)	
SHORTFALL / (SURPLUS)					225,700	270,028	(44,328)	-16.4%	(15,092)	(0)	(15,091)	

Wheel-Trans Operating Budget

2017 Year-to-Date Results

To the end of Period 6 (July 1), total revenues were below target (\$212K or 5.3%). This reflects slightly lower revenues from 119K (5.4%) fewer customer journeys offset by a slightly higher average fare.

Over the same period, expenses were \$7.1 million (9.9%) 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)	4.425	4.723	(0.3)
Revenue	\$8.0	\$8.5	(\$0.5)
Expenses	\$139.6	\$151.2	(\$11.6)
Subsidy Required	\$131.6	\$142.7	(\$11.1)
Subsidy Available	\$142.7	\$142.7	\$0
Surplus/(Shortfall)	\$11.1	\$0	\$11.1
<hr/>			

Currently, an \$11.1 million (or 7.8%) year-end subsidy surplus is projected. The key budget variances that account for this projection are as follows:

Contracted Taxi Services: \$9.1 million decrease

The decrease in costs can be attributed to a lower projected year-end ridership estimate and to a lower cost per passenger trip estimate to reflect actual year-to-date experience. Staff will continue to closely monitor ridership trends and provide an update on the ridership projection and the associated financial impact as more information becomes available throughout the year.

Customer Service: \$1.2 million decrease

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

Passenger Revenues: \$0.5 million decrease

The decrease in revenues is mainly due to the revised lower ridership estimate.

Employee Benefits: \$0.2 million decrease

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

All other changes are expected to net to a \$1.1 million favourable variance.

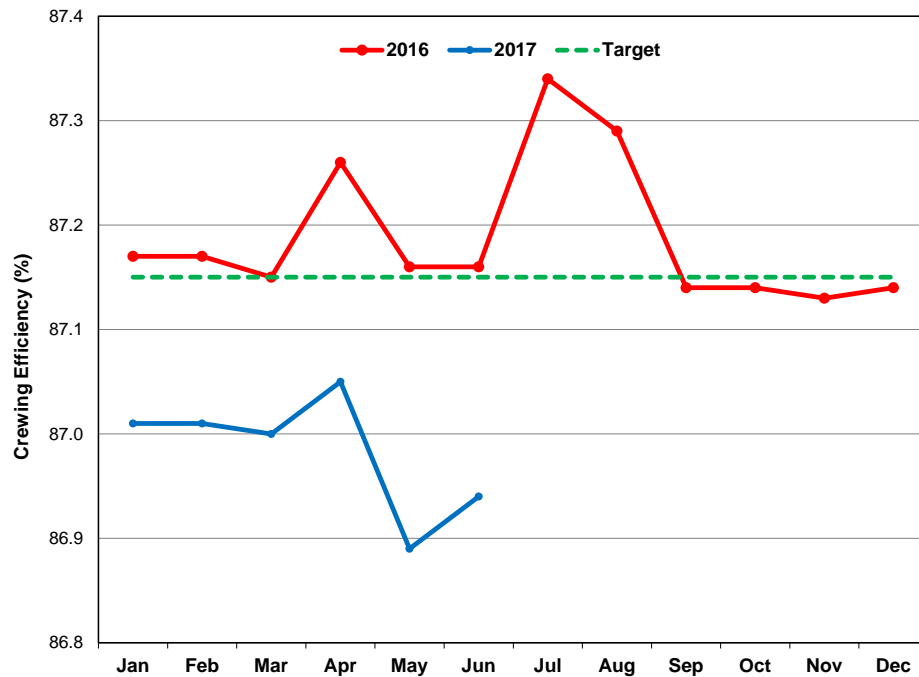
WHEEL-TRANS

OPERATING BUDGET - INCOME STATEMENT

PERIOD 6	Period 6: Five Weeks May 28 to July 1, 2017			Six Periods to July 1, 2017			Full Year 2017		
(\$000s)	Actual	Budget	Over/(Under) Budget	Actual	Budget	Over/(Under) Budget	Projected Actual	Budget	Projected Variance
REVENUES:									
Passenger Fares	736	809	(72)	3,793	4,005	(212)	7,992	8,492	(500)
EXPENSES:									
CONTRACTED TAXI SERVICE	5,900	7,048	(1,148)	28,947	32,826	(3,879)	62,759	71,866	(9,107)
WHEEL-TRANS BUS SERVICE	4,496	4,821	(324)	23,383	24,028	(645)	48,221	48,918	(697)
OTHER WHEEL-TRANS EXPENSES	2,516	2,997	(481)	12,553	15,174	(2,620)	28,616	30,386	(1,770)
TOTAL EXPENSES	12,913	14,866	(1,953)	64,884	72,028	(7,144)	139,596	151,169	(11,574)
OPERATING SUBSIDY REQUIRED IN 2017							131,604	142,678	(11,074)
OPERATING SUBSIDY AVAILABLE IN 2017							142,678	142,678	0
SHORTFALL/(SURPLUS)							(11,074)	-	(11,074)

PASSENGER TRIPS (000s)	414	463	(49)	2,082	2,200	(118)	4,425	4,723	-298
UNACCOMMODATED RATE (%)	0.5	0.5	-	0.4	0.5	(0.1)	0.5	0.5	0.0
SUBSIDY PER TRIP (\$)	29.43	30.35	(0.92)	29.35	30.92	(1.57)	30.17	30.62	(0.45)

Operator Crewing Efficiency



Operator crewing efficiency increased in June to 86.94%; however, performance remained below target. Crewing efficiency has been below target due to the large numbers of buses replacing streetcars, resulting in longer driving distances 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

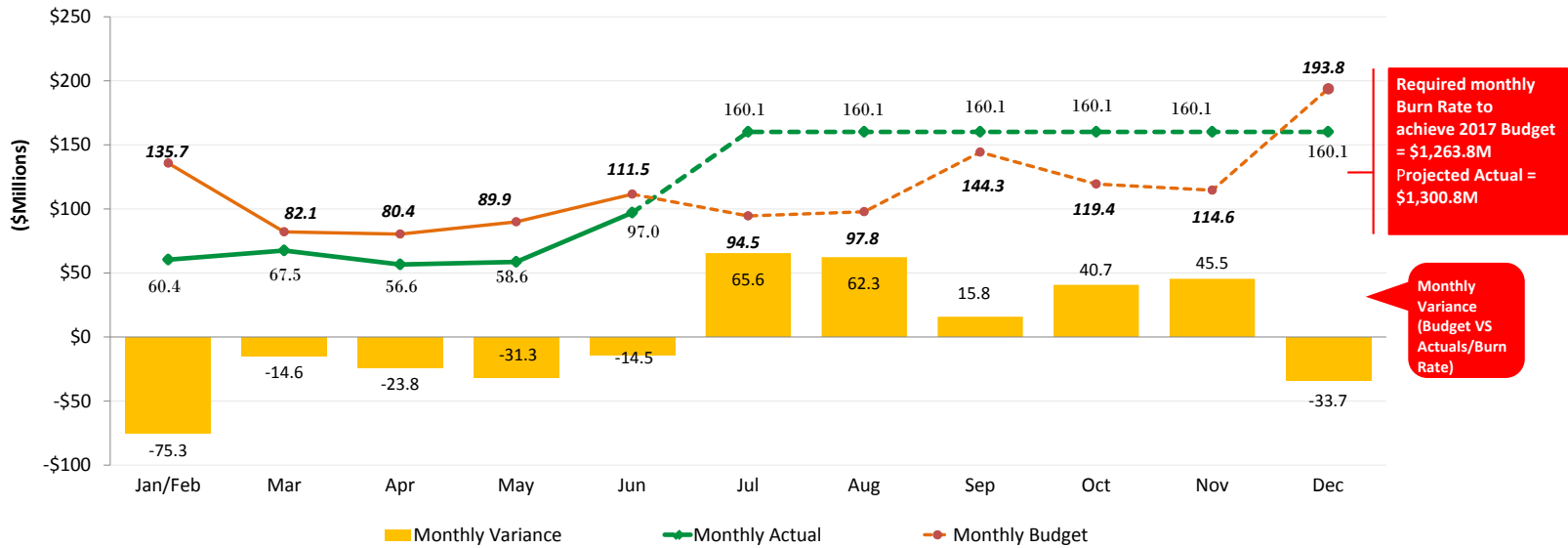
Capital expenditures to the end of Period 6 (July 1) reflect lower project activity and include continued progress on vehicle and construction contracts already in place. Significant variances in the current period stem from under-spending on delayed contract work and vehicle deliveries.

2017 Year-End Projections

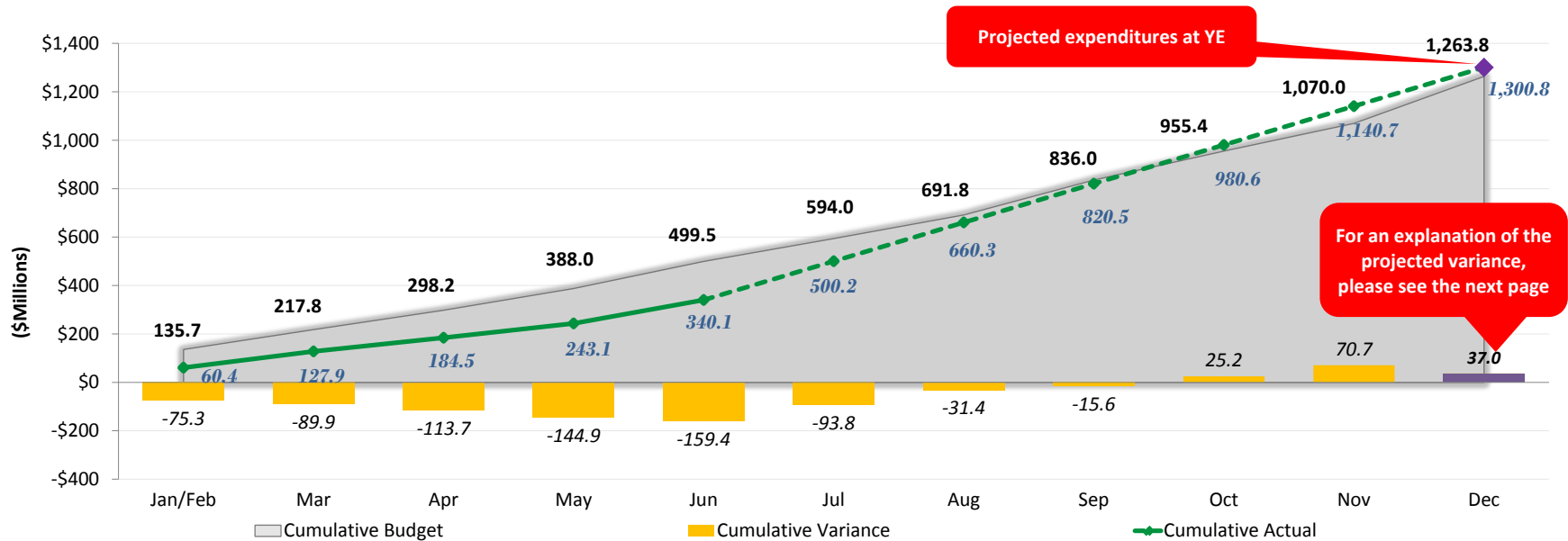
(millions)	Projection	Budget*	Variance
2017 TTC Capital Budget			
Base Program	\$1,300.8	\$1,263.8	\$37.0
Toronto-York Spadina Subway Extension (TYSSE)	\$568.4	\$545.1	\$23.3
Scarborough Subway Extension (SSE)	\$85.2	\$125.2	(\$40.0)

*Budget excludes additional carry forward spending on Base Program (\$223.5M), TYSSE (\$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: \$37.0 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:

Subway Track: \$4.3 million under

Variance is mainly due to deferral of Davisville Area Rehabilitation Project (DARP) under the Track Rehabilitation program into future years, combined with scope changes under the Rail Vehicle Based Inspection System program which resulted in the deferral of the system testing and warranty into future years and reduction of work due to contract and labour force constraints under the Rail Grinding program.

Surface Track: \$4.2 million over

Variance is due to estimated value for Russell Yard South Track improvement and remaining portion to finalize CNE and completion costs for 2016 with the start of the design process for King/Queen/Roncesvalles project.

Traction Power: \$6.0 million over

Variance is due to advancement of funds for material purchases, the cash flows 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.

Communications: \$6.9 million under

The variance is due to: Station Public Address project deferred as potential integration with Station Transformation initiatives; CCTV project Video Management System (VMS) and some M&P location installations deferred to 2018 due to resource constraints and changes in work sequence related to VMS implementation; Subway RTU project and Fibre Optic Upgrade for Danforth ring deferred due to resource constraints, and Track Level Occupancy Lights deferred due to revised scope and resource constraints.

Signal System: \$9.2 million under

The variance is primarily caused by a Signal Capital installation workforce deficit, design and installation resources allocated to Eglinton Ancillary Room Relocation and Wilson Yard Resignalling schedule slippage due to new interface configuration with Alstom CBTC.

Bridges and Tunnels: \$8.3 million over

Variance is due to Subway Infrastructure Project - returning workforce that was supporting other departments; closure costs and minor slippage from 2016 and Bridges/Structures Maintenance Program – Timing adjustment of transfer for cost sharing for Union Platform work from prior years.

Fire Ventilation Upgrade: \$4.4 million over

Variance is due to timing adjustment of transfer for cost sharing for Union Platform work from prior years.

Toronto Rocket T1/TR Rail Yard Accommodation: \$3.4 million over

Variance is due to increase in estimated expenditures for Wilson Site Services and System Contracts, Keele Yard Retrofit and Kipling Track Expansion.

Facility Renewal and other Building & Structure Projects: \$10.4 million under

Variance is primarily due to cancellation of Revenue Operations Facility and Old Eglinton Garage. Additional variances for other projects: Bus Garage/Shops Facility Renewal Program – work deferred to future years; Subway Facility Renewal Program - start of construction was delayed because of extended tender package preparation due to internal/external approvals required; Duncan Shop Ventilation Upgrade – due to forecast adjustment as per contract award value; Wilson ITS/Back-up Centres – program delay reflects change in scope resulting from consolidation of Transit Control functions into one location; Union Station New Platform – project closeout in 2017; Sheppard Subway – delay of claim resolution.

Purchase of Wheel Trans Buses: \$3.5 million under

Variance is due to the delay in purchasing 20 of the 40 estimated Wheel-Trans buses for 2017 as a result of the diesel engine variant being unavailable. The 20 planned purchases will now be added to the 2018 order, thus keeping the total capital project total consistent with original estimates.

Purchase of Subway Cars: \$18.0 million over

Variance is primarily due to the transfer of escalation of delayed achievement of milestones carried forward from 2016 and for any potential Statistics Canada changes to indices which may impact escalation. Also, contingency allowance was reserved for planned project changes in 2017. Additionally, payment for project milestones and escalation shifted with the revised cash

flow and delivery schedules for spares and special tools and advancement of one 4-car consist train set.

Bus Overhaul: \$10.0 million over

The variance is due to the deferral of 1274 A/B Hybrid system overhaul from 2016 into 2017 and expanded scope on the 1336 series buses as a result of unexpected corrosion of the Power Distribution Centre (PDC).

Purchase of Streetcars: \$7.8 million under

Variance is primarily from Contract Change Allowances, which was reduced in 2017 and increased in 2018.

Purchase Automotive Non-Revenue Vehicles: \$2.5 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 to due procurement issues and new equipment was added while other equipment was cancelled.

Revenue and Fare Handling Equipment: \$19.8 million over

The variance is due to Turnstile Replacement Faregates project for additional gate order, delayed billing, foreign exchange adjustment and allowance for civil works arbitration.

Information Technology Program: \$18.4 million under

Variance is largely due to VISION Project (\$11.5M) delayed payments to Clever Devices as requested functionality has not been completed. Also underspend on Non-revenue vehicle GPS tracking system (scope transferring to VISION of \$1.8M) and delays on starting SMS Work Order System SOGR project (\$0.5M).

Service Planning: \$6.5 million over

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

Toronto York Spadina Subway Extension (TYSSE) : \$23.3 million over

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

Scarborough Subway Extension: \$40.0 million under

SRT Life Extension (-\$17.8M): Variance is due to SRT Communications Retrofit - work deferred due to re-assessment of schedule; SRT Car Overhaul Program - due to schedule adjustment, new scope added to the project and a work cost estimate adjustment.

Scarborough Subway Extension: (-\$22.1): Variance is due to delay in the EA process and the re-baselining of the project scope.

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4. Critical Projects





Performance Scorecard

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

Accomplishments

2017 Bus order (342 buses), as at July 1, 2017
58 buses delivered (17%)
44 buses commissioned (13%)

City Bus RFP Status;
RFP closed on June 22, 2017
New Flyer and Nova Bus submitted proposals.
Evaluation underway.

Key Issues and Risks

The number of buses to be delivered in 2017 will be 342. The delivery schedule provided has indicated that the first bus will be delivered in June. 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

A revised schedule has been received and buses have started being delivered as of April 26, 2017.

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

	Year to Date	2017	Lifetime to Date	Estimated Final Cost
Budget:	\$19.0	\$230.0	\$276.0	\$1,271.3
Actual:	\$41.5		\$293.8	
Projected:		\$233.5		\$1,266.5
Actual Variance:	\$22.5		\$17.8	
Projected Variance:		\$3.5		-\$4.8

2017 Variance: \$0 million

EFC Variance: 4.8 million under.

-Cost estimate changes including remaining deliverables(spares)

Schedule Status

No.	Phase / Milestone / Target	Original Date	Revised 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 6572 - Replacement (153) 60ft LF Articulated Buses	Q4 2014	Q4 2014	✓																		
2	WO 6274 - Replacement (55) 40ft LF Buses	Q2 2015	Q2 2015	✓																		
3	WO 6750 - Purchase (50) 40ft LF Buses	Q4 2015	Q4 2015	✓																		
4	WO 6761 - Replacement (108) 40ft LF Buses	Q1 2016	Q1 2016	✓																		
5	WO 6796 - Replacement (97) 40ft LF Buses	Q4 2017	Q4 2017					█														
6	WO 7012 - Replacement (281) 40ft LF Buses	Q1 2019	Q1 2018									█										
7	WO 7014 - Purchase (4) 40ft LF Buses	Q2 2017	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: July 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

Pre-Construction Open House held at Mary Ward Catholic School.
Design Build (DB) contractor conducted Site Safety Orientation Training with TTC staff.

Received 50% Design submission from DB contractor. TTC and DB met with City to discuss Site Plan Application process next steps.
Completed Pre-Construction condition surveys on neighbouring properties.

Key Issues and Risks

1. There is a risk of delays to the start of foundation construction and site services pending receipt of Notice of Approval Conditions (NOAC) from City of Toronto. Building permits are not typically issued until after NOAC is obtained, and the process to obtain NOAC is taking somewhat longer than the DB anticipated.

Management Action Plan

1. TTC and the DB met with City Planning on June 23 and received indication that early permits (foundations and site services) can be applied for, and could be obtained, even before obtaining NOAC since the position of the building within the site is not in dispute. It is noted however that the City Building issues building permits not City Planning and as such the risk remains. City Planning indicated they would recommend City Building issue the permits. TTC monitoring DB progress.

Budget Update (as of July 01, 2017)

(millions of dollars)

	Year to Date	2017	Lifetime to Date	Estimated Final Cost
Budget:	\$5.0	\$14.8	\$14.2	\$181.0
Actual:	\$4.9		\$14.4	
Projected:		\$14.8		\$181.0
Actual Variance:	-\$0.1		\$0.2	
Projected Variance:		\$0.0		\$0.0

2017 Variance: \$0 million

EFC Variance: \$0 million

Schedule Status

No.	Phase / Milestone / Target	Original Date	Revised 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	Q3 2015	✓																		
2	RFP Issued	Q1 2016	Q1 2016	✓																		
3	Contract Award	Q4 2016	Q4 2016	✓																		
4	Commence Construction	Q3 2017	Q3 2017				█															
5	Construction substantially complete (SP)	Q2 2020	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: July 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

Installation on 10 buses for Minifleet completed at Mt. Dennis.

Key Issues and Risks

- Clever Devices may not have the resources to deliver the required functionality in time for minifleet. Impacted Clever Devices did not deliver the system in time for the start of minifleet and have indicated that they will slip on meeting the start of rollout to buses and streetcars.
- CDMA Sunset in April 2018 may require acceleration of installation of VISION system.

Management Action Plan

- We are currently working with Senior Management within Clever Devices on revised forecasts and to ensure that the root cause that lead to this issue is addressed. In addition, we have requested that Clever Devices provide us with more frequent software builds and will be participating in their internal development meetings so that we can better monitor the progress of their software development and configuration efforts.
- Working with Senior Management at Bell to secure extension of sunset deadline. Currently looking at the following options: a) Deployment of Portable radios to operator b) Replacing the CDMA modem with an LTE modem in the CIS Trump unit.

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

	Year to Date	2017	Lifetime to Date	Estimated Final Cost
Budget:	\$10.6	\$21.2	\$22.4	\$115.4
Actual:	\$3.8		\$14.2	
Projected:		\$9.7		\$115.4
Actual Variance:	-\$6.8		-\$8.2	
Projected Variance:		-\$11.5		\$0.0

2017 Variance: \$ 6.8 million under.
Delays in payments to Clever Devices.

EFC Variance: \$0 Million

Schedule Status

No.	Phase / Milestone / Target	Original Date	Revised 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	Q1 2014	✓																				
2	RFI Issued	Q1 2015	Q1 2015	✓																				
3	RFP Issued	Q2 2015	Q2 2015	✓																				
4	Technical Evaluation Completed	Q4 2015	Q4 2015	✓																				
5	Contract Award	Q1 2016	Q1 2016	✓																				
6	Design Initiated	Q1 2016	Q1 2016	✓																				
7	Preliminary design received	Q2 2016	Q2 2016	✓																				
8	Final Design received from vendor	Q4 2016	Q4 2016	✓																				
9	Factory Acceptance Testing Complete	Q2 2017	Q2 2017			✓																		
10	Mini Fleet Testing	Q3 2017	Q3 2017				▨																	
11	Integration Testing Complete	Q3 2017	Q3 2017					▨																
12	Proof of Concept Complete	Q2 2018	Q2 2018									█												
13	Roll out to Mount Dennis Complete	Q4 2017	Q4 2017																					
14	Start of Vehicle Installations	Q4 2017	Q4 2017																					
15	Bus Installs Complete	Q4 2018	Q4 2018										█											
16	Streetcar Installs Complete	Q1 2020	Q1 2020											█										
17	Project Complete	Q1 2020	Q1 2020												█									

Legend

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

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

Reporting frequency: Quarterly



Purchase of New Streetcars
September 2017 CEO Report

Performance Scorecard

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

Accomplishments

Final acceptance of car 4438, 4439 and 4440 completed.
40 cars are available for revenue service

Key Issues and Risks

1. Poor manufacturing capability and workmanship in Bombardier's Sahagun, Mexico and Thunder Bay plants, as well as supply chain issues, continue to impact vehicle quality and the delivery schedule.
2. Bombardier have provided a partial, contractually required, Detailed Project Schedule (DPS) on February 17, 2017 for the Thunder Bay plant only for the 2017 calendar year. A full DPS for all sites and for the full duration of the project has been promised but is still outstanding.

Management Action Plan

Continue consultation with Service Planning, M & P, Legal, Training, Transportation, Special Constable Services and Safety departments about new vehicle performance and reliability

- Continue contractual meetings
- Continue to co-ordinate PRESTO installations
- Continued review and monitoring of manufacturing quality
- Continue vehicle acceptance program
- Continue to work with ACAT on accessibility features
- Continue to support Operator and Maintainer Training programs

Budget Update (as of July 01, 2017)

(millions of dollars)

	Year to Date	2017	Lifetime to Date	Estimated Final Cost
Budget:	\$67.0	\$140.2	\$642.9	\$1,186.5
Actual:	\$23.6		\$576.1	
Projected:		\$132.7		\$1,186.5
Actual Variance:	-\$43.4		-\$66.8	
Projected Variance:		-\$7.5		\$0.0

2017 Variance: \$ -7.5 million

Variance is primarily from Contract Change Allowances, which was reduced in 2017 and increased in 2018.

EFC Variance: \$0 million

Schedule Status

No.	Phase / Milestone / Target	Original Date	Revised 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	Q3 2014	✓																		
2	PRESTO Interim solution available for Streetcar Launch	Q3 2014	Q3 2014	✓																		
3	First New Streetcar Launched on Spadina	Q3 2014	Q3 2014	✓																		
4	Leslie Carhouse Storage Required	Q4 2015	Q4 2015	✓																		
5	Substantial Completion 75% of Cars deployed (Car #163- based on January 23, 2017 delivery schedule)	Q1 2019	Q1 2019										On Schedule									
6	204 Cars deployed (based on January 23, 2017 delivery schedule)	Q4 2019	Q4 2019										On Schedule									

Legend

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

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

(Millions of dollars)

	Year to Date	2017	Lifetime to Date	Estimated Final Cost
Budget:	\$8.7	\$20.4	\$505.9	\$523.5
Actual:	\$6.9		\$491.6	
Projected:		\$20.4		\$523.5
Actual Variance:	-\$1.8		-\$14.3	
Projected Variance:		\$0.0		\$0.0

2017 Variance: \$0

EFC Variance: \$0

Schedule Status

No.	Phase / Milestone / Target	Original Date	Revised 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	Q3 2015	✓																		
2	Leslie Barns partial handover to Operations	Q4 2015	Q4 2015	✓			Today															
3	Leslie barns full handover to Operations	Q1 2016	Q1 2016		✓																	
4	Leslie Street landscaping complete	Q4 2017	Q4 2017																			

✓ Completed as planned

✓ Completed Late

✓ Completed w/Impact on Critical Path

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

On Schedule

Tracking behind Schedule

Poses Risk to Critical Path

Reporting frequency: Quarterly



Performance Scorecard

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

Accomplishments

The following projects were completed ahead of schedule:
 - Wellington St West - Yonge to York
 - Dundas & Victoria & Dundas Square
 Projects completed on schedule or as per revised completion date:
 - Dundas & Parliament
 - CNE Loop
 - Russell Yard South End Modification Improvements

Executed the replacement of worn rail at 11 car stop and curve locations.

Key Issues and Risks

1. Anticipated completion for the Humber Loop project has been moved to Q2 2018 due to the following unmitigated risks:
 - condition of Metrolinx bridge struts is unknown.
 -unknown condition and location of some utilities
 -several third party approvals are required in order work to proceed.
 2.The Wellington St E track rehab was tied to a C of To, road allowance alteration initiative. Possible date is now in 2019; however, there is no confirmation as yet.

Management Action Plan

1. Humber Loop:
 - alternate track structure design in progress to mitigate deteriorated struts
 - leveraged Executive support to expedite third party approvals
 - work has been phased to allow return of the Queen St portion of the 501 route to Humber Loop by Q1 of 2018
 2. Wellington St:
 - project has been split into two work packages, from Yonge to York which will be completed by Q3 2017, and Church to Yonge was deferred to earliest 2019 date to be confirmed.

Budget Update (as of July 01, 2017)

(millions of dollars)

	Year to Date	2017	Lifetime to Date	Estimated Final Cost
Budget:	\$20.3	\$53.1	\$273.5	\$615.7
Actual:	\$13.6		\$267.0	
Projected:		\$57.3		\$615.7
Actual Variance:	-\$6.7		-\$6.5	
Projected Variance:		\$4.2		\$0.0

2017 Variance: \$4.2 million over

Final costs for the Russell Yard South Track improvement was greater than budgeted (1.7K) and due to CNE completion costs for 2016 scope. (2.3K) Also work brought forward into 2017 from 2018 to start the design process for WO 6006 King/Queen/Roncesvalles. (250)K

EFC Variance: \$0 million

Schedule Status

No.	Phase / Milestone / Target	Original Date	Revised 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	Q2 2016	✓																		
2	King/Adelaide & Charlotte	Q2 2016	Q2 2016	✓																		
3	Roncesvalles Southwest Corner - Construction	Q3 2016	Q3 2016	✓																		
4	Russell Yard - South End Modification Improvements	Q2 2017	Q2 2017			✓																
5	Dundas and Parliament	Q2 2017	Q2 2017			✓																
6	Dundas and Victoria and Dundas Square	Q4 2017	Q4 2017					█														
7	Queen and Coxwell	Q4 2017	Q4 2017					█														
8	Queen and McCaul	Q4 2017	Q4 2017					█														
9	Lake Shore Blvd-Humber Loop to Dwight Ave	Q4 2017	Q4 2017					█														
10	Wellington St-Yonge to York	Q4 2017	Q4 2017					█														
11	The Queensway-Parkside Bridge to Humber Loop	Q4 2017	Q4 2017					█														
12	Humber Loop	Q4 2017	Q2 2018									█										
13	Car Stops & Curves-Ongoing State of Good Repair(SOGR)Program	Q4 2017	Q4 2017					█														
14	Wellington Church St. to Yonge St.	Q4 2017	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: July 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 82 Train Sets for operational service
 -Completed Final Acceptance of last Train #82 for vehicle order
 -Approved Train Door Monitoring System level qualification test report
 End of General two year Warranty of Train #60
 -Completed Initial Deliveries Option 1C Special Tools

and Test Equipment (STTE) (Initial Deliveries defined as 20% of value)

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 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 was completed 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. Final Acceptance Certification of Trainset #82 4-Car train was completed April 28, 2017.
5. Continue with train modifications and project changes.

Budget Update (as of July 01, 2017)

(millions of dollars)

	Year to Date	2017	Lifetime to Date	Estimated Final Cost
Budget:	\$13.3	\$21.0	\$1,155.0	\$1,166.9
Actual:	\$8.9		\$1,127.7	
Projected:		\$38.9		\$1,166.9
Actual Variance:	-\$4.4		-\$27.3	
Projected Variance:		\$17.9		\$0.0

2017 Variance: \$17.9 million over

Variance is primarily due to the transfer of escalation of delayed achievement of milestones carried forward from 2016 and for any potential Statistics Canada changes to indices which may impact escalation. Also, contingency allowance was reserved for planned project changes in 2017. Additionally, payment for project milestones and escalation shifted 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	Original Date	Revised 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	Q3 2013	✓																	
2	Train #40 to #60 (Option 1B) ready for service	Q1 2015	Q1 2015	✓																	
3	Train #61 to #70 (Option 1A) ready for service	Q4 2015	Q4 2015	✓																	
4	Train #72 to #75(advancement of 4-Car consist) ready for service on Line 4	Q2 2016	Q2 2016	✓																	
5	Train #71, TS#76 to #79, TS#81 (Option 1C) ready for service	Q1 2017	Q1 2017		✓																
6	Train # 80(advancement of one 4-Car consist) ready for service on Line 4	Q4 2016	Q4 2016	✓																	
7	Train #82(remaining 4- Car consist) ready for service on Line 4	Q4 2016	Q2 2017			✓															

Today

Legend

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

Unless stated otherwise, data is current as of: July 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

Royal York Station demolition and excavation has commenced and the bus roadway was closed on May 7, 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 July 01, 2017)

(millions of dollars)

	Year to Date	2017	Lifetime to Date	Estimated Final Cost
Budget:	\$20.0	\$42.8	\$281.4	\$774.3
Actual:	\$15.5		\$277.0	
Projected:		\$42.8		\$775.9
Actual Variance:	-\$4.5		-\$4.4	
Projected Variance:		\$0.0		\$1.6

2017 Variance: \$0 million

EFC Variance: \$1.6 million over
To be covered by Budget transfer from Backflow Preventers.

Schedule Status

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

Awarded Contract A80-24 "Wilson Yard CCTV for Yard Control"
Tendered Contract C1-42 "Wilson Carhouse Tracks 15&16 Expansion and Alterations"
Completed Construction of Handover of Contract C1-46 "Wilson Carhouse - Access Stairwell at Tracks 9/10."

Key Issues and Risks

None

Management Action Plan

N/A

Budget Update (as of July 01, 2017)

(millions of dollars)

	Year to Date	2017	Lifetime to Date	Estimated Final Cost
Budget:	\$21.5	\$47.8	\$183.1	\$973.1
Actual:	\$18.7		\$186.7	
Projected:		\$51.2		\$966.3
Actual Variance:	-\$2.8		\$3.6	
Projected Variance:		\$3.4		-\$6.8

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: \$6.8 million under

Transfer funds to Retrofit of Carhouse and Shop Traction Power Pendent System - Davisville/Greenwood project #6149.

Schedule Status

No.	Phase / Milestone / Target	Original Date	Revised 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	Q1 2016	✓																		
2	Wilson Yard Site Services Stage I(A18-15)	Q2 2016	Q2 2016	✓																		
3	Wilson Yard Site Services Stage II(A18-20)	Q2 2016	Q2 2016	✓																		
4	Wilson Carhouse North Expansion(C1-38)	Q3 2016	Q3 2016	✓																		
5	Wilson Yard Tie in Tracks 33-43(AW1-5)	Q4 2016	Q4 2016	✓																		
6	Wilson Carhouse-Access Stairwell at Tracks 9/10(C1-46)	Q2 2017	Q2 2017			✓																
7	Wilson Yard-Consolidated Rail Amalgamation Study(G85-329)	Q2 2017	Q2 2017			✓																
8	Keele Yard Retrofit (B4-36)	Q3 2017	Q3 2017				█															
9	Wilson Yard Tie in Carhouse North Ladder Tracks(Tracks 2-15) /AW1-4	Q4 2017	Q4 2017					█														
10	Kipling Station Track Expansion(F65-10)	Q4 2017	Q4 2017						█													
11	Wilson Yard T&S Building Renovation(AW1-3)	Q1 2018	Q1 2018							█												
12	Wilson Yard CCTV for Yard Control(A80-24)	Q2 2018	Q2 2018								█											
13	Wilson and Davisville Yards-Friction Bumping Posts(G60-266)	Q3 2018	Q3 2018									█										
14	Davisville Carhouse Expansion East Side(S5-59)	Q4 2018	Q4 2018										█									
15	Wilson Yard Fencing and Miscellaneous Site Services(AW60-1)	Q1 2019	Q1 2019											█								
16	Greenwood T&S Building Renovation & Carhouse Pendent Retrofit (GR1-51),(GR1-40 & GR60-25 combined)	Q1 2019	Q1 2019												█							
17	Wilson Carhouse Tracks 15 and 16 Expansion and Alterations(C1-42)	Q4 2020	Q4 2020													█						
18	Davisville T&S Building Renovation(S5-60)	Q3 2020	Q3 2021														█					
19	Wilson Yard Signalling and System works	Q4 2021	Q4 2021															█				
20	Greenwood Carhouse Tandem Wheel Lathe with Wireless Shunter (GR1-53)	Q2 2021	Q2 2022																█			
21	Future Works	Post 2026	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: July 01, 2017

Reporting frequency: Quarterly

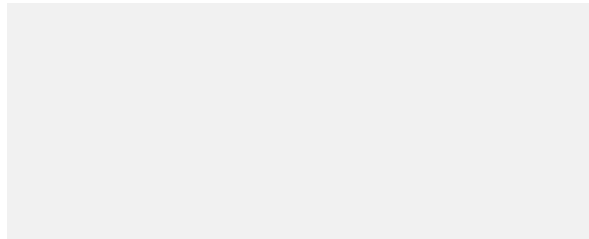


Performance Scorecard

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

Accomplishments

6622 and 6628: Work on Capital program is proceeding as planned. 6622 :DAVISVILLE - Currently no work on site is being performed. 6032 System 1 completed and currently in storage, ready for installation on a T1 car. ENSCO working on amendment for equipment improvements. RC&S prepared PA for car modifications & equipment installation.



Key Issues and Risks

Reduction in available labour resources due to decrease in the exception of Employment Standard Act(ESA) restrictions. 6032 RC&S need to establish an external contract for vehicle modifications and installation.

Management Action Plan

None- compliance to New Standard required. 6032 Monitor progress, report to senior manager/sponsor if issues not resolved.
DAVISVILLE: Currently, an updated business plan is being prepared for the design and construction of the newly defined scope of work for 2020 construction. Concurrently, an RFP is being prepared for 2018 sewer improvement work.

Budget Update (as of July 01, 2017)

(millions of dollars)

	Year to Date	2017	Lifetime to Date	Estimated Final Cost
Budget:	\$14.3	\$33.4	\$165.0	\$556.5
Actual:	\$9.7		\$157.0	
Projected:		\$29.7		\$539.6
Actual Variance:	-\$4.6		-\$8.0	
Projected Variance:		-\$3.700		-\$16.9

2017 Variance: \$3.7M under

6622 - Deferred DARP work for (\$1.4M) to 2018; 6012 - \$36K slippage from 2016; 6628 - advancement from future year for \$1.444M; 6032 - (\$1.787M) Slippage of system 1&2 testing to 2018, system 3 to 2019 and warranty to 2020; 6260- (1,974K) Less grinding work will be done in 2017 due to contract and labor force constraints. To be transferred to 3.4.

EFC Variance: - \$16.9M under

6260 - Less work is planned to be completed in 2017, as a result there will be an impact of (\$1.974M) reduction; revised cost estimate from 2016 (\$1,235K);6622-revised cost estimate for DARP(\$13.7M)

Schedule Status

No.	Phase / Milestone	Original Date	Revised 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	Q2 2018		█	█	█	█	█	█												
2	Subway/ SRT Turnout Rehabilitation Program(Ongoing)	Q4 2017	Q2 2018		█	█	█	█	█	█												
3	MOWIS Upgrade	Q4 2017	Q2 2018		█	█	█	█	█	█												
4	Rail Vehicle Based Inspection System(Finite)	Q4 2016	Q2 2018		█	█	█ Today	█	█	█												
5	YUS Resignalling	Q4 2017	Q2 2018		█	█	█	█	█	█												
6	Subway Rail Grinding	Q4 2017	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: July 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 13 TR trains; YTD 57 TR trains
 * Successful completion of 2 closure for ATC installation; YTD 7 closures
 * Phase 1 Status (% Complete)
 Installation 100%, Signal Equip. Room 98%, PICO 100%

* Phase 2 Status (% Complete)
 - Installation Greenfield 100%, Brownfield 100%,
 * Training - 232 operators trained & Onboard Pilot course completed
 * Arrival of ETTF - FIVP

Key Issues and Risks

1. Having all workcars equipped for first ATC commissioning.
2. Maintaining delivery of TR's for service as WY is upgraded.
3. TYSSE opening delayed - schedule constraints.
4. Downview/SW - complications of converting terminal stations to an inline stations & plan for commissioning in greenfield & brownfield environment.

Management Action Plan

1. Clear strategy, dedicated expert team and "Plan B".
2. Simplify design, integrated work stream. Alternative migration strategy.
3. Ensuring schedule focuses on TYSSE opening.
4. Working closely with TYSSE on common schedule activities.

Budget Update (as of July 01, 2017)

(millions of dollars)

	Year to Date	2017	Lifetime to Date	Estimated Final Cost
Budget:	\$31.0	\$60.1	\$353.9	\$562.8
Actual:	\$28.0		\$350.4	
Projected:		\$60.1		\$562.8
Actual Variance:	-\$3.0		-\$3.5	
Projected Variance:		\$0.0		\$0.0

2017 Variance: \$0 million

EFC Variance: \$ 0 million

Schedule Status

No.	Phase / Milestone	Original Date	Revised 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	Q4 2015	✓																		
2	ATC Phase #1 Commissioning (CX) (Yorkdale- Dupont)	Q3 2017	Q3 2017				█															
3	ATC Phase #2 CX (Vaughan Metro Centre- Sheppard West)	Q4 2017	Q4 2017					█														
4	ATC Phase #2A CX (Wilson Yard - Sheppard West)	Q3 2018	Q3 2018								█											
5	ATC Phase #2B CX (Vaughan Yard- Remainder)	Q3 2018	Q3 2018								█											
6	ATC Phase #2C CX (Shep W. incl. W. yard S. Hostler- Yorkdale)	Q3 2018	Q3 2018								█											
7	ATC Phase #3 CX (Dupont- Bloor)	Q1 2019	Q1 2019																			
8	ATC Phase #4 CX (Bloor- Eglinton)	Q3 2019	Q3 2019																			
9	ATC Phase #5 CX (Lawrence- Finch)	Q4 2019	Q4 2019																			

Legend

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

Unless stated otherwise, data is current as of: July 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

Substantial Performance achieved at Pioneer Village on June 15th

- Completed Fire Alarm AHJ sign-off at Downsview Park and York University Stations.
- Completed Collector Booth counter top install and handover to system wide at 407 Station.

Commenced station and tunnel radio coverage testing.

- Site works at Finch West Station have been transferred to Granscan
- ATC testing continued in June as planned .

Key Issues and Risks

- Schedule Performance - Continued schedule slippage by the Finch West Station and the Steeles North-West Parking Lot contractors.
- Finalize escalator re-assembly and alignment fixes; secure resources to complete commissioning of 43 escalators prior to the Revenue Service date.
- Ventilation Fans & Dampers Testing & Commissioning - Resolve issues with dampers and identify T&C schedule
- 300 Series Commissioning - Adherence to schedule for commissioning events and timely completion of closeout paperwork.
- Resolution of Third Party issues - Obtain Site Plan approvals for station occupancy and discharge permit requirements for storm water discharge from the tunnels.

Management Action Plan

- Senior Level discussions continue between TYSSSE, GC and major subcontractors to determine if incentives or acceleration will provide additional schedule certainty.
- Meetings conducted between TTC CEO and escalator contractor. Additional resources being sought by the escalator contractor to correct the escalator deficiencies.
- Specialized subcontractor onsite correcting the damper issues. Tunnel Vent commissioning dates have now been confirmed to commence April 9 – April 20th.
- Weekly meetings to discuss critical elements of the commissioning works and planning for the upcoming weeks.
- Weekly meetings with additional focus on the requirements for occupancy permit closeout. In addition, TYSSSE continues to coordinate with City staff in Toronto and Vaughn on all remaining SPA issues and on the NOAC and MOU agreements.

Budget Update (as of July 01, 2017)

(millions of dollars)

	Year to Date	2017	Lifetime to Date	Estimated Final Cost
Budget:	\$297.0	\$545.1	\$2,775.9	\$3,184.2
Actual:	\$147.0		\$2,562.3	
Projected:		\$568.4		\$3,184.2
Actual Variance:	-\$150.0		-\$213.6	
Projected Variance:		\$23.3		\$0.0

2017 Variance: \$23.3 million over

Facilities construction acceleration, contingencies and claims resolutions

EFC Variance: \$0 million

Schedule Status

No.	Phase / Milestone	Original Date	Revised 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))	Q2 2016	Q1 2017		✓																	
2	Finch West Station (SP)	Q4 2016	Q3 2017																			
3	York University (SP)	Q2 2017	Q1 2017		✓																	
4	Pioneer Village(Steeles West Station (SP))	Q3 2017	Q2 2017			✓																
5	Highway 407 (SP)	Q4 2016	Q3 2017																			
6	Vaughan Metropolitan Centre Station (SP)	Q2 2016	Q1 2017		✓																	
Running Structures																						
7	North and South Tunnel	2015	2015		✓																	
8	Track work	Q1 2016	Q1 2016		✓																	
9	Special Trackwork	Q1 2016	Q1 2016		✓																	
10	Tunnel Drop Shaft Closures(SP)	Q2 2016	Q3 2017																			
11	Tunnel Outfitting and Finishing(SP)	Q1 2016	Q3 2017																			
12	Traction Power (SP)	Q1 2017	Q1 2017		✓																	
13	Train Control (signals,incl. testing)	Q3 2017	Q3 2017																			
14	Communications and Integrated Controls	Q3 2017	Q3 2017																			
15	Commissioning	Q4 2017	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	R	Y	R	R
Outlook to Completion	R	Y	R	R

Accomplishments

- Received stakeholder comments on 10% Station and Tunnel Designs
- Ongoing discussions to align with Infrastructure Ontario

Key Issues and Risks

1. 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 until the project is rebaselined at the 30% stage in late 2018.
2. Infrastructure Ontario not yet engaged on the project. This may affect the schedule for development of the design build specifications.
3. Difficulty in finding key resources to allow fully effective execution of the project.

Management Action Plan

Continue discussions for project procurement support services, including timing and resources.

Continue to pursue recruitment and mobilization of staff resources required for project execution.

Budget Update (as of July 01, 2017)

(millions of dollars)

	Year to Date	2017	Lifetime to Date	Estimated Final Cost
Budget:	\$25.3	\$86.8	\$65.1	\$3,305.0
Actual:	\$20.1		\$50.6	
Projected:		\$64.7		\$3,305.0
Actual Variance:	-\$5.2		-\$14.5	
Projected Variance:		-\$22.1		\$0.0

2017 Variance: \$ 22.1 million under

Variance is due to delay in the EA process and the rebaselining of the project scope.

EFC Variance: \$0 million

Schedule Status

No.	Phase / Milestone	Original Date	Revised Date	Pre 2017	2017				2018				2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
					Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4										
1	Pre In Market/RCD Commence	Q1 2017	Q1 2017		✓																	
2	10% RCD Station/Tunnel Complete	Q2 2017	Q2 2017			✓																
3	EA/TPAP Commenced	Q2 2017	Q2 2017			✓																
4	EA/TPAP Complete	Q4 2017	Q4 2017					█														
5	RFQ issued.	Q1 2018	Q1 2018						█													
6	30% RCD Station/Tunnel/Systems Complete	Q2 2018	Q2 2018							█												
7	RFP issued	Q3 2018	Q3 2018								█											
8	Financial Close	Q1 2020	Q1 2020											█								
9	Revenue Service	Q4 2023	Q2 2026																		█	
10																						
11																						
12																						
13																						
14																						

Legend

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- On Schedule
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Reporting frequency: Quarterly



Performance Scorecard

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

Accomplishments

69 Subway Stations PRESTO enabled. Faregates installed at 45 existing subway stations (at least one entrance per station). Faregates Installed at 6 TYSSE stations pending revenue service.

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 July 1, 2017)

(millions of dollars)

	Year to Date	2017	Lifetime to Date	Estimated Final Cost
Budget:	\$3.9	\$8.6	\$37.2	\$44.0
Actual:	\$6.4		\$41.7	
Projected:		\$10.3		\$52.1
Actual Variance:	\$2.5		\$4.5	
Projected Variance:		\$1.7		\$8.1

2017 Variance: \$1.7 million

Year end variance is due to increased Quality Assurance effort.

EFC Variance: \$8.1 million

Variance is attributed to extended timeline for software delivery and rollout.

Schedule Status

No.	Phase / Milestone	Original Date	Revised 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	Q4 2014	✓																		
2	Interim Solution Available	Q3 2014	Q3 2014	✓																		
3	Interim Solution for Streetcar Launch	Q4 2014	Q4 2014	✓																		
4	PRESTO Subway Stations for 2015 Pan AM Games- Wave 1	Q2 2015	Q2 2015	✓																		
5	PRESTO Implementation on Legacy Streetcar	Q4 2015	Q4 2015	✓																		
6	PRESTO Implementation on buses	Q4 2016	Q4 2016	✓																		
7	PRESTO Implementation on Wheel Trans(TTC Buses/Contracted Vans)	Q4 2017	Q4 2017		█	█	█	█														
8	PRESTO Implementation on New Streetcars	Q4 2019	Q4 2019						█	█	█	█	█	█	█	█	█	█	█	█	█	█
9	PRESTO Payment functionality at all Subway Stations(at least one entrance)	Q4 2016	Q4 2016	✓																		
10	PRESTO Full Deployment(PRESTO payment functionality at all entry/payment points)	Q4 2016	Q4 2017		█	█	█	█														

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Performance Scorecard

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

Accomplishments

The overall plan was revised to allocate more time to complete testing preparation activities for the last cycle of integration testing (SIT3). SIT3 has been extended to 6 weeks with an additional 2 weeks of final defect management.

The second cycle of integration testing was completed- OCM activities are underway to promote awareness of the coming changes. A series of roadshow events have started and will continue throughout the rest of May.

Key Issues and Risks

The status for the Wave 1 remains Amber due to the delays in multiple areas across the project. Securing resources on time has been challenging since the beginning and has created delays in areas such as testing, training, cutover, and OCM. These activities are on the critical path for October Go-Live.

Management Action Plan

Continue daily meetings to monitor progress on areas tracking behind schedule.
- Complete the recruitment and onboarding processes to fill in the positions required to complete the training plan and final cutover.

- Wave 1 Release 5 is red due to business readiness
- Waves 2 - 6 are now red or amber due to the impacts of the extended schedule of Wave 1
- Budget has been impacted by additional resource requirements, PCR's, and Go-Live extension costs for Wave 1. This has impacted the overall budget.

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

	Year to Date	2017	Lifetime to Date	Estimated Final Cost
Budget:	\$905.0	\$18.9	\$32.3	\$63.2
Actual:	\$8.9		\$32.6	
Projected:		\$19.5		\$63.2
Actual Variance:	-\$896.1		\$0.3	
Projected Variance:		\$0.6		\$0.0

2017 Variance: \$ 0.6 million over

Due to additional resource requirements, PCR's and Go-Live extension costs for Wave 1.

EFC Variance: \$0 million

Schedule Status

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

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Public art is prominent in Line 1 extension stations. Pioneer Village.

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

Andy Byford
Chief Executive Officer
Toronto Transit Commission