



## STAFF REPORT FOR INFORMATION

### Chief Executive Officer's Report – November 2017 Update

<b>Date:</b>	November 13, 2017
<b>To:</b>	TTC Board
<b>From:</b>	Chief Executive Officer

#### Summary

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

#### Financial Summary

There are no financial impacts associated with this report.

#### Accessibility/Equity Matters

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

#### Decision History

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

#### Issue Background

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

#### Contact

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#### Attachments

Chief Executive Officer's Report – November 2017 Update



***Chief Executive Officer's Report***

***Toronto Transit Commission  
November 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:**

*Main entrance of Vaughan Metropolitan Centre Station, which opens on December 17.*



**1. TTC Performance Scorecard &  
Critical Projects Dashboard**



*Testing bus movement at Finch West Station, set to open on December 17 as part of the Line 1 extension.*

## TTC Performance Scorecard


Key Performance Indicator	Description	Latest Measure	Current	Target	Current Status	Annual Trend	Page	
<b>Safety and Security</b>								
Lost Time Injuries	Injuries per 100 Employees	Sep 2017	4.80	<b>3.90</b>	✗		18	
Customer Injury Incidents	Injury Incidents per 1M Boardings	Sep 2017	1.01	<b>1.41</b>	✓		18	
Offences against Customers	Offences per 1M Boardings	Sep 2017	0.72	<b>0.52</b>	✗		19	
Offences against Staff	Offences per 100 Employees	Sep 2017	4.4	<b>5.6</b>	✓		19	
<b>Customer: Journeys</b>								
	TTC Customer Trips	Sep 2017	52.5M	53.5M	✗		22	
	TTC Customer Trips	2017 y-t-d to Sep	398.2M	405.1M	✗	NA	22	
	PRESTO Customer Trips	Sep 2017	8.28M	<b>3.26M</b>	✓		23	
	Wheel-Trans Customer Trips	Sep 2017	403K	486K	✗		23	
	Wheel-Trans Customer Trips	2017 y-t-d to Sep	3.12M	3.44M	✗	NA	23	
<b>Customer: Satisfaction</b>								
	Customer Satisfaction Score	Q3 2017	80%	<b>70%</b>	✓		24	
<b>Customer: Environment</b>								
	Station Cleanliness	Audit Score	Q3 2017	74.5%	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	Q3 2017	88.6%	90%	✘		30
Bus Cleanliness	Audit Score	Q3 2017	89.7%	90%	✘		30
Subway Cleanliness	Audit Score	Q3 2017	92.7%	75%	✔		31

### Customer: Service Performance

 <b>Subway</b>								
1	Yonge-University	Delay Incidents	Q3 2017	2,055	1,567	✘		32
		Delay Minutes	Q3 2017	3,052	3,197	✔		32
		Trains per Hour in AM Peak	Sep 2017	23.5	25.5	✘		33
2	Bloor-Danforth	Delay Incidents	Q3 2017	2,009	1,397	✘		34
		Delay Minutes	Q3 2017	4,127	2,923	✘		34
		Trains per Hour in AM Peak	Sep 2017	23.5	25.2	✘		35
3	Scarborough	Delay Incidents	Q3 2017	114	137	✔		36
		Delay Minutes	Q3 2017	637	811	✔		36
		Trains per Hour in AM Peak	Sep 2017	11.7	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	Q3 2017	117	113	✗		38
	Delay Minutes	Q3 2017	313	272	✗		38
	Trains per Hour in AM Peak	Sep 2017	11.0	10.9	✓		39
Streetcar	On-Time Departure	Sep 2017	48.7%	90%	✗		40
	Short Turns	Sep 2017	1,439	2,592	✓		40
Bus	On-Time Departure	Sep 2017	71.7%	90%	✗		41
	Short Turns	Sep 2017	2,566	2,625	✓		41
Wheel-Trans	% Within 10 Minutes of Schedule	Sep 2017	87.0%	90%	✗		42

### Customer: Amount of Service



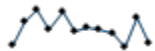




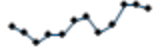

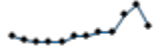




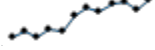


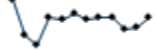

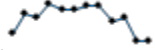

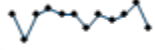
Streetcar	Weekly Service Hours	Sep 2017	18.0K	20.7K	✗		43
Bus	Weekly Service Hours	Sep 2017	146.1K	150.9K	✗		43
Subway	Weekly Service Hours	Sep 2017	10.0K	9.8K	✓		44



### People

Employee Absence	Absenteeism Rate	Sep 2017	7.44%	6.50%	✗		46
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On Target    
 Target at risk at current trend    
 Off Target

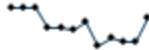
Bolded target values indicate the KPI target is under development. Interim target is based on the comparable prior period.

Key Performance Indicator	Description	Latest Measure	Current	Target	Current Status	Annual Trend	Page
<b>Assets: Vehicle Reliability</b>							
	<b>Subway</b>						
T1	Mean Distance Between Failures	Sep 2017	229,914 km	300,000 km			49
TR	Mean Distance Between Failures	Sep 2017	2,055,881 km	600,000 km			49
	<b>Streetcar</b>						
CLRV	Mean Distance Between Failures	Sep 2017	4,960 km	4,500 km			50
ALRV	Mean Distance Between Failures	Sep 2017	3,264 km	3,500 km			50
New Streetcar	Mean Distance Between Failures	Sep 2017	7,554 km	35,000 km			51
	<b>Bus</b>						
	Mean Distance Between Failures	Sep 2017	18,130 km	12,000 km			52
	<b>Wheel-Trans</b>						
	Mean Distance Between Failures	Sep 2017	12,971 km	12,000 km			52
<b>Assets: Equipment Availability</b>							
Elevators	Percent Available	Sep 2017	98.2%	98%			53
Escalators	Percent Available	Sep 2017	96.8%	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
<b>Financials</b>							
TTC Revenue	Actual vs. Budget	2017 y-t-d to Sep	\$924M	\$923M	✓	Section 3.5	
TTC Operating Expenditure	Actual vs. Budget	2017 y-t-d to Sep	\$1,279M	\$1,347M	✓	Section 3.5	
Wheel-Trans Revenue	Actual vs. Budget	2017 y-t-d to Sep	\$5.7M	\$6.2M	✗	Section 3.5	
W-T Operating Expenditure	Actual vs. Budget	2017 y-t-d to Sep	\$98M	\$111M	✓	Section 3.5	
Capital Expenditure – Base	Actual vs. Budget	2017 y-t-d to Sep	\$581M	\$836M	✗	Section 3.5	
Capital Expenditure – TYSSE	Actual vs. Budget	2017 y-t-d to Sep	\$218M	\$447M	✗	Section 3.5	
Capital Expenditure – SSE	Actual vs. Budget	2017 y-t-d to Sep	\$36M	\$63M	✗	Section 3.5	
Operator Efficiency	Crewing Efficiency	Sep 2017	87.07%	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 November 2017 | Next Update in March 2018 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				
<b>Bus Fleet &amp; Facilities</b>													
Vehicles: Purchase of Buses *	Assets	\$1,271	\$332	26%	\$1,266	100%	Ongoing	Q4 2019	Q1 2018	G	G	G	G
Facilities: McNicoll Bus Garage	Growth	\$181	\$20	11%	\$181	100%	Q4 2012	Q2 2020	Q2 2020	G	G	G	G
Management Systems: VISION (CAD/AVL)	Customer	\$115	\$15	13%	\$115	100%	Q1 2014	Q4 2020	Q1 2020	Y	G	G	G
<b>Streetcar Fleet &amp; Facilities</b>													
Vehicles: Purchase of New Streetcars	Assets	\$1,187	\$594	50%	\$1,187	100%	Q2 2009	Q4 2019	Q4 2019	R	G	G	R
Facilities: Leslie Barns	Growth	\$523	\$493	94%	\$523	100%	2008	Q4 2017	Q4 2017	G	G	G	G
Track: Surface Track *	Assets	\$598	\$253	42%	\$598	100%	Ongoing	Q4 2017	Q2 2018	Y	G	G	Y
<b>Subway Fleet &amp; Infrastructure</b>													
Vehicles: Purchase of Subway Cars	Assets	\$1,167	\$1,129	97%	\$1,167	100%	Q2 2011	Q4 2016	Q2 2017	G	G	G	G
Stations: Easier Access III	Assets	\$774	\$285	37%	\$776	100%	2006	Q4 2025	Q4 2025	Y	G	G	Y
Facilities: TR / T1 Rail Yard Accommodation **	Assets	\$973	\$198	20%	\$966	99%	2010	Post 2026	Post 2026	G	G	G	G
Track & Tunnels: Subway Track *	Assets	\$557	\$168	30%	\$540	97%	Ongoing	Q2 2018	Q2 2018	G	G	G	G
Signals: Automatic Train Control (ATC Line 1-YUS)	Assets	\$563	\$363	64%	\$563	100%	Q2 2009	Q4 2019	Q4 2019	G	G	G	G
<b>Expansion</b>													
Toronto-York Spadina Subway Extension (TYSSE)	Growth	\$3,184	\$2,633	83%	\$3,184	100%	Q2 2008	Q4 2017	Q4 2017	G	G	G	G
Scarborough Subway Extension**	Growth	\$3,305	\$64	2%	\$3,305	100%	Q4 2013	Q4 2023	Q2 2026	R	Y	R	R
<b>Management Systems</b>													
PRESTO	Customer	\$44	\$45	102%	\$48	108%	Q4 2012	Q4 2017	Q4 2019	Y	Y	Y	Y
SAP	Financial	\$63	\$39	61%	\$63	100%	Q1 2014	Q3 2019	Q3 2019	R	Y	Y	Y

### Legend – Outlook to Completion

<span style="color: green;">■</span>	On Track to Meet Project Objective
<span style="color: yellow;">■</span>	At Risk of Not Meeting Project Objective
<span style="color: red;">■</span>	Will Not Meet Project Objective

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

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

2. CEO Commentary

**KING**

**IS KING  
AGAIN**

*The King Street Transit Pilot got underway this month on King St. between Jarvis and Bathurst Streets, putting people and transit first.*

## CEO Commentary and Current Issues

### General Overview

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

At the time of writing, there are just 50 days to go until the opening of the Line 1 extension.

Opening a new subway is an extremely complex logistical challenge. With construction virtually finished, we are well advanced on the testing and commissioning phase that then morphs into trial operations. In parallel, work has advanced on the safety case, on staff training, on the various pre and day-of-opening events plans and myriad other work streams.

What makes this line opening all the more complex is the concurrent need to commission the ATC signaling system that will control train movement, the first phase of which was successfully tested in revenue service in late October/early November. The six new stations will also vanguard our new station staffing model in which mobile Customer Service Assistants will assist customers with new self-service PRESTO machines.

I am very confident that everything will come together on the big day (December 17) and that remains my number one focus until then.

Other major activity includes preparation for the 2018 collective bargaining round, ongoing work to refine the 2018 capital, operating and Wheel Trans budgets and intense focus on PTIF to deliver maximum spend.

### Safety & Security

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

The recently launched SafeTTC app continues to be a success with increased adoption, minimal abuse and at least one arrest as a result of an incident that was reported through the system.





## Customer: System Performance

Subway delay incident and minute statistics reflect quarter 3 performance. The D/COO will make a short presentation to the Board on underlying performance and ongoing action to improve subway reliability.

In a mixed bag of scorecard results, it is good to see reduced delay minutes for lines 1, 3 and 4, the latter reflecting the bedding-in of the one person train operation system.

Fleet reliability is improving in most areas, testament to the change to a proactive maintenance regime that is now bearing fruit.

## Financials

Operating expenses to the end of September 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 TTC/Wheel-Trans combined year-end operating subsidy surplus of \$49.4 million. Capital expenditures were below budget due to lower project activity.

Customer journeys (ridership) to the end of September were 1.7% below budget and 0.3% below the 2016 comparable actual. Interim results for October indicate similar trends. Based on these results and trends, year-end ridership is now projected to be about 1.5% below budget (536M vs. 544M).

## 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

Work continues to prepare for the mini fleet pilot stage.



## New Streetcars

### *Change in schedule status and overall status*

Schedule	Cost	Scope	Overall
R	G	G	R

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
<b>2017</b>	0	2	1	1	2	3	1	2	1	5	7	10	<b>35</b>
<b>2018</b>	3	7	7	6	8	7	7	3	6	7	8	7	<b>76</b>
<b>2019</b>	5	7	6	8	7	6	8	3	7	5	1		<b>63</b>

Fifty new vehicles are now in service. At the time of writing, Bombardier have confirmed that they still expect to meet the revised target of 65 vehicles available for service by the end of 2017.

## 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.

As a reminder, 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

I am pleased to report good progress across all current projects.

Toronto-York Spadina Subway Extension

*Change in schedule status and cost status – all project performance indicators are on track*

Schedule	Cost	Scope	Overall
G	G	G	G

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

Four stations have now been handed over to TTC for occupation and staff familiarization and training. The first of two Emergency planning exercises was held in late October with the second planned for November for first responders. Testing and commissioning of assets and systems is well advanced.

A detailed trial operations plan has been signed off, ready for that essential activity to commence during October. Safety case paperwork is progressing as are event plans to precede the first day of revenue operation on December 17.

Claims work is progressing and the project remains on schedule and within the revised budget envelope to open December 17.

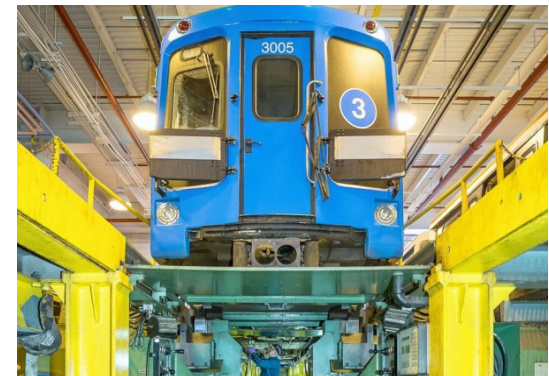
Scarborough Subway Extension

*No change in overall status*

Schedule	Cost	Scope	Overall Risk
R	Y	R	R

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

Work continues to progress design to the 30% stage.





## PRESTO

### *Change in overall status*

Schedule	Cost	Scope	Overall
Y	Y	Y	Y

The revised status more accurately reflects the overall risk to the project.

PRESTO is making good progress on development, testing and delivery of the next round of machines and we still expect these to feature at all six Line 1 extension stations on opening day.

Work is well under way at a number of stations to convert the remaining turnstiles and high gates to paddle style, PRESTO-enabled equipment. Davisville station is one of several to have been successfully converted and the new gates have received positive customer feedback.

## Automatic Train Control

### *No change in overall status*

Schedule	Cost	Scope	Overall Risk
G	G	G	G

The first phase of revenue service was successfully conducted between Dupont and Yorkdale stations in late October/early November. No safety or reliability show-stoppers were encountered and we are very well paced for Phase 2 on the Line 1 extension on December 17.

The legacy signal system was cut back in on the weekend of November 4 and the team will now work towards successful implementation of Phase 2.





## SAP

### *Change in schedule status and overall status*

Schedule	Cost	Scope	Overall
R	Y	Y	Y

I am confident that the recent “reset” to this project will get it back on track.

The first element (Pensions) will go live on November 27 to be followed by the remainder of wave 1 deliverables in Spring 2018.

The team believes that project benefits have been understated and they are working to quantify this.

### Culture Change

I recently attended the first graduation class for our new role of Customer Service Assistant. The majority of this first class were external recruits. Both they and their existing TTC classmates said they found the training to be excellent.

The syllabus is highly participative and equips delegates for the highly proactive, mobile role of CSA that will soon be the norm across the TTC as PRESTO implementation is complete and as the legacy Collector role is phased out.

If the quality and motivation of this first cohort is any indicator, the new role will be transformative for TTC subway customers.



Andy Byford  
Chief Executive Officer, Toronto Transit Commission

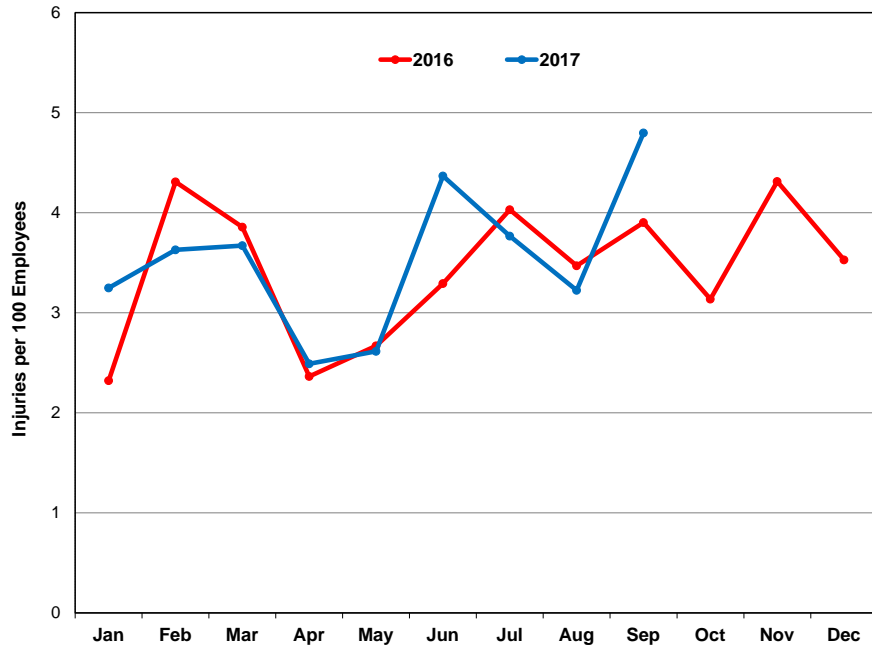
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**3.1 Safety & Security**

## Safety and Security

### Lost-Time Injuries

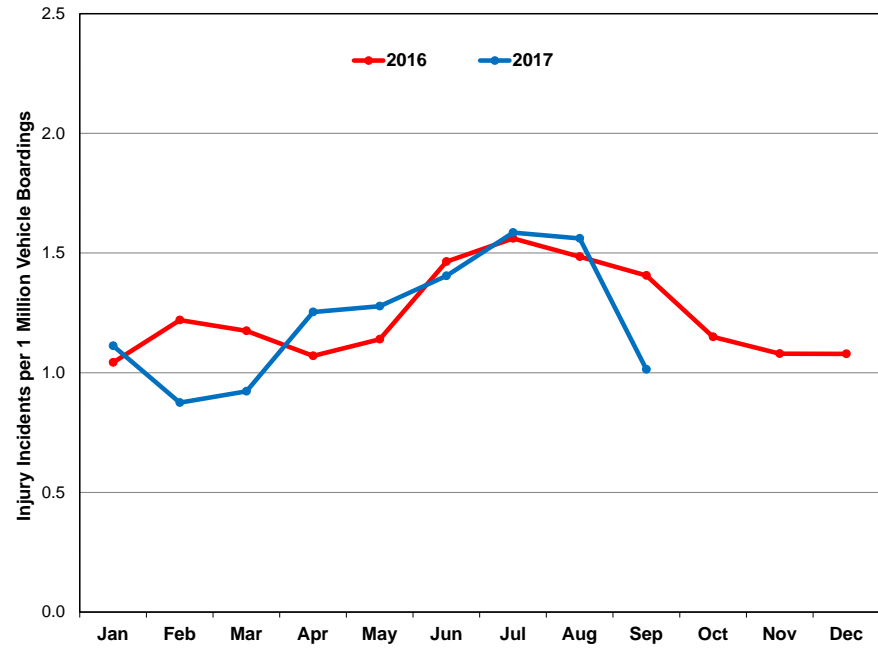


The lost-time injury rate (LTIR) increased in September. The rate of 4.80 injuries per 100 employees was 23% higher than the corresponding rate of 3.90 for September 2016.

The moving annual LTIR to the end of September 2017 was 3.57, which was 7% higher than the corresponding rate of 3.33 to the end of September 2016.

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

### Customer Injury Incidents



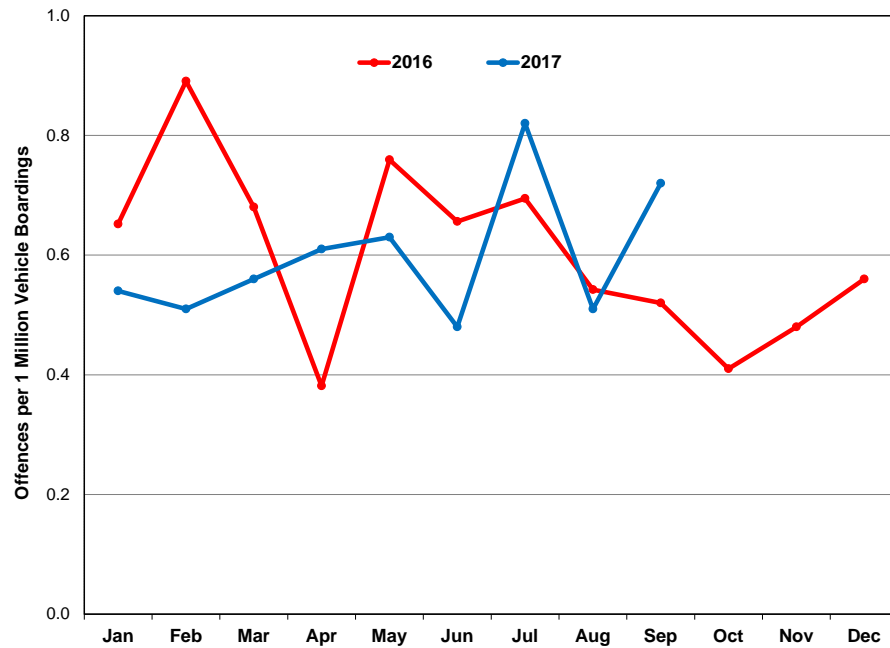
The customer injury incident rate decreased in September. The rate of 1.01 injury incidents per 1 million vehicle boardings was 28% lower than the corresponding rate of 1.41 for September 2016.

The moving annual customer injury incident rate to the end of September 2017 was 1.19, which was 7% lower than the corresponding moving annual rate of 1.28 to the end of September 2016.

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



## Offences Against Customers

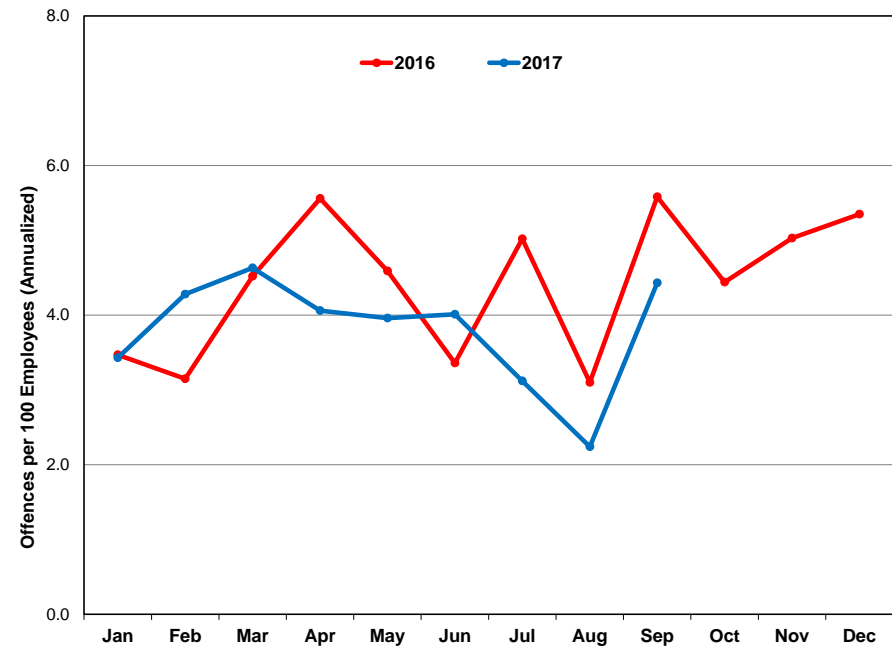


Total offences against customers increased in September to 0.72 offences per 1 million vehicle boardings, which was 38% higher than the corresponding rate of 0.52 for September 2016.

The moving annual rate of offences against customers to the end of September 2017 was 0.57, which was 5% lower than the corresponding moving annual rate of 0.60 to the end of September 2016.

The SafeTTC app was launched in September to encourage customers to notify the TTC of crime, harassment and safety issues they observe or experience on the system and an increase in reporting has been seen as a result of this initiative.

## Offences Against Staff



Total offences against staff increased in September to 4.4 offences per 100 employees, which was 21% lower than the corresponding rate of 5.6 for September 2016.

The moving annual rate of offences against staff to the end of September 2017 was 4.1, which showed no change from the corresponding moving annual rate of 4.1 to the end of September 2016.

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

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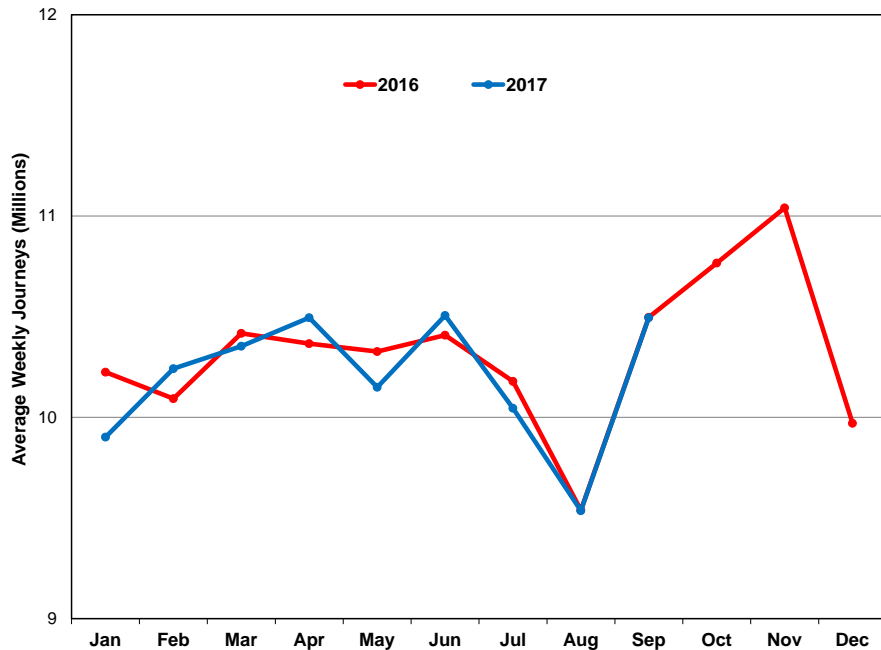
### **3.2 Customer**



*Davisville Station – fully Presto implemented with new paddle-style fare gates. Fare gate installation will continue throughout 2017 and 2018.*

## Customer: Journeys

TTC: 2017 Actual vs. 2016 Actual

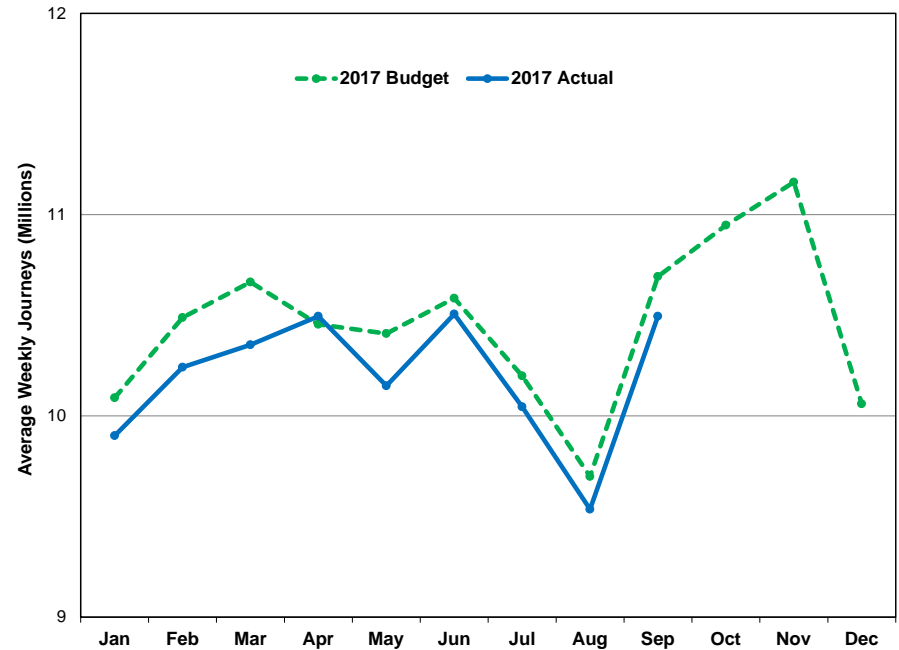


There were 52.5M customer journeys (ridership) taken during September, which was equivalent to the journeys taken during September 2016.

The annual number of customer journeys taken to the end of September 2017 was 535.3M, which was 1.6M (0.3%) less than the 536.9M annual journeys taken to the end of September 2016.

Average weekly ridership in September 2017 was at or above the prior year comparable for the fifth time this year.

TTC: 2017 Actual vs. 2017 Budget



There were 52.5M customer journeys taken during September, which was 1.0M (1.9%) less than the budget of 53.5M journeys.

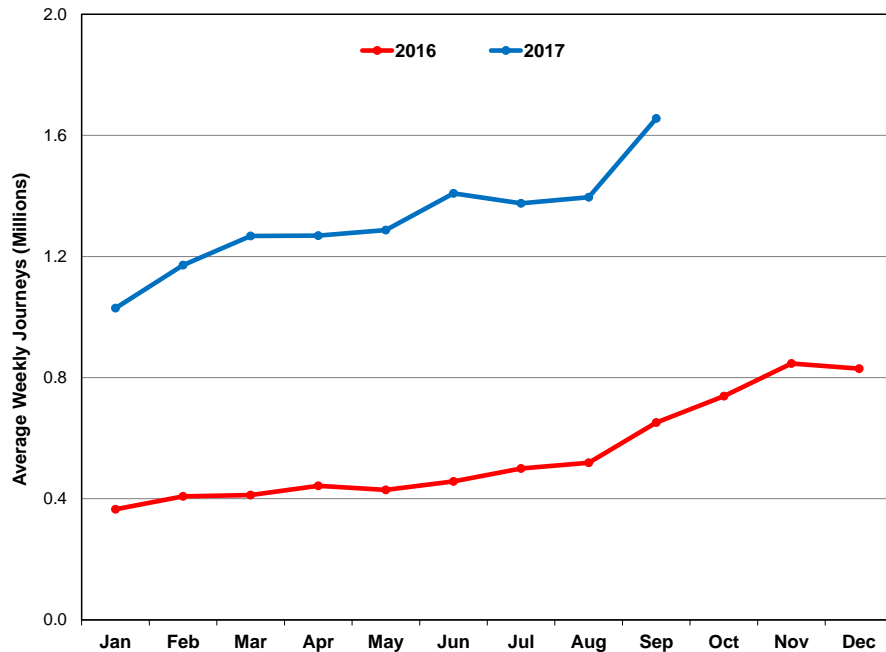
The number of customer journeys taken year-to-date to the end of September was 398.3M, which was 6.8M (1.7%) less than the budget of 405.1M journeys.

Average weekly ridership has been below budget for eight of the past nine months in 2017.



## Customer: Journeys

**PRESTO: 2017 Actual vs. 2016 Actual**

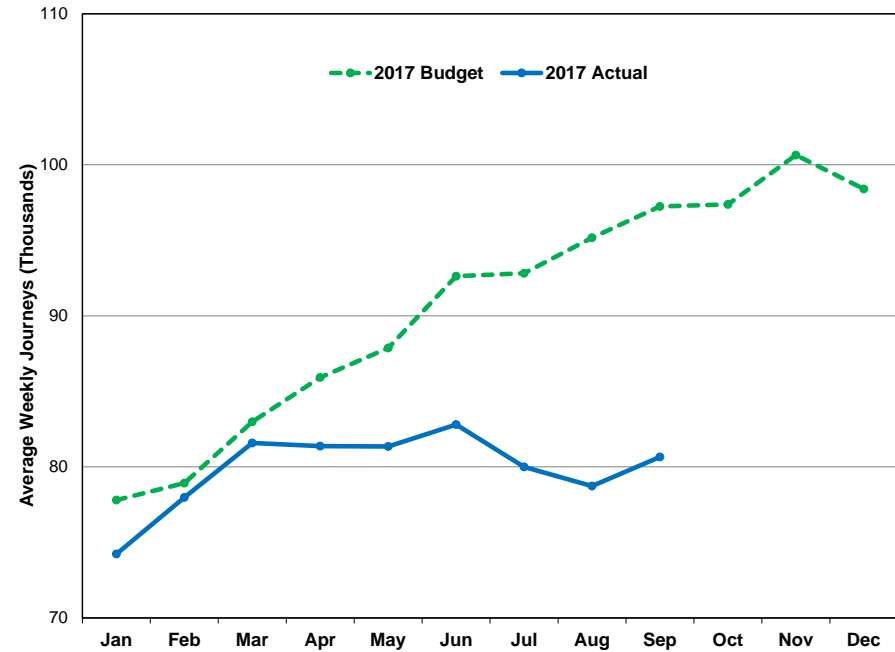


There were 8.28M customer journeys (ridership) taken using the PRESTO Farecard in September, which was 5.02M (154%) more than the 3.26M journeys taken during September 2016.

The annual number of customer journeys taken to the end of September 2017 was 62.3M, which was 40.1M (181%) more than the 22.2M annual journeys taken to the end of September 2016.

Note:  
PRESTO ridership is included in TTC ridership totals.

**Wheel-Trans: 2017 Actual vs. 2017 Budget**



There were 403K customer journeys taken during September, which was 83K (17.1%) less than the budget of 486K journeys.

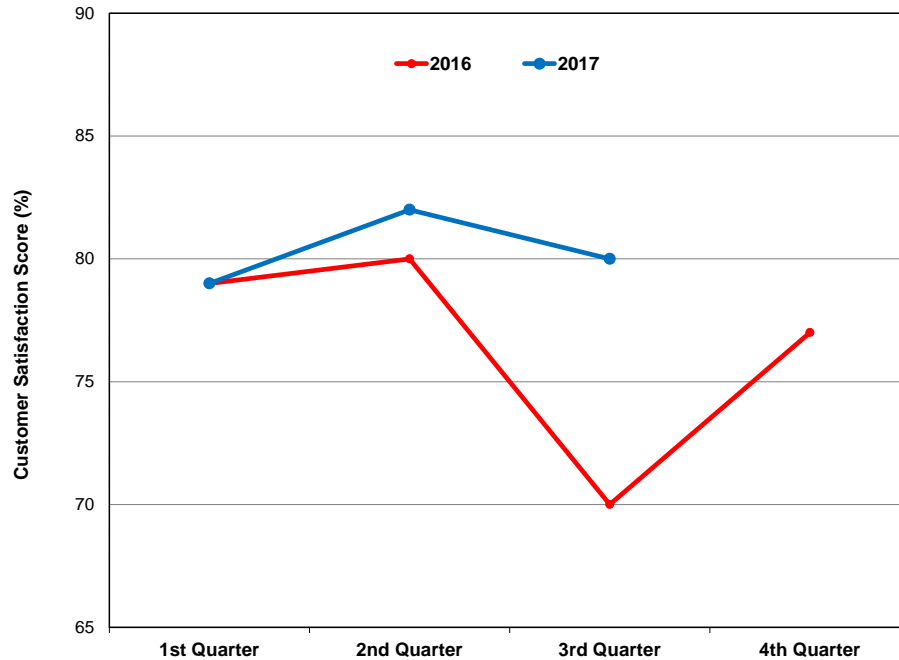
The number of customer journeys taken year-to-date to the end of September was 3.120M, which was 318K (9.2%) less than the budget of 3.438M journeys.

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

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

## Customer: Satisfaction

### Customer Satisfaction Score



Eight in ten customers have high perceptions of overall customer satisfaction in Q3 2017 (80%), maintaining the high trend observed in Q2 2017 (82%). This is significantly higher than perceptions of overall customer satisfaction last year this time, when seven in ten were satisfied (Q3 2016: 70%). Looking at Q3 month to month, there was a slight dip in July 2017 (76%) which was similar to the drop in the scores in July 2016 (72%). However, this year, perceptions of overall customer satisfaction picked up again in the last two months of Q3 2017 (August: 82%; September: 82%). Scores remained high over these last two months, evading the decrease in the ratings last year for perceptions of overall customer satisfaction due to dissatisfaction across factors such as comfort of ride.

Perceptions of overall customer satisfaction are driven by numerous service reliability attributes that are measured across the different modes of transportation offered by the TTC. The top four key drivers across all three modes are: trip duration, comfort of ride, wait time and level of crowding in vehicle. These four metrics have maintained for bus and streetcar wave-to-wave and

year-to-year, but perceptions of subway riders have improved year-over-year on satisfaction with the comfort of ride (Q3 2016: 69%; Q3 2017: 80%).

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

- Helpfulness of maps and signs at station (subway)
- Cleanliness of station (subway)
- Cleanliness and 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 (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 (bus, streetcar)

Pride in the TTC and what it means for Toronto remained consistent wave-to-wave and year-over-year, with 71% of customers agreeing to this statement (Q2 2017: 73%; Q3 2016: 71%). Perceptions of value for money remained consistent wave-to-wave with just over two-thirds indicating they received excellent/good value for money on their last trip (Q3 2017: 64%; Q2 2017: 63%; Q3 2016: 61%).

### **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](http://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 28<sup>th</sup>
- 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](http://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:

November 16 – Woodbine; December 14 – Coxwell

## Customer: Fares

### PRESTO

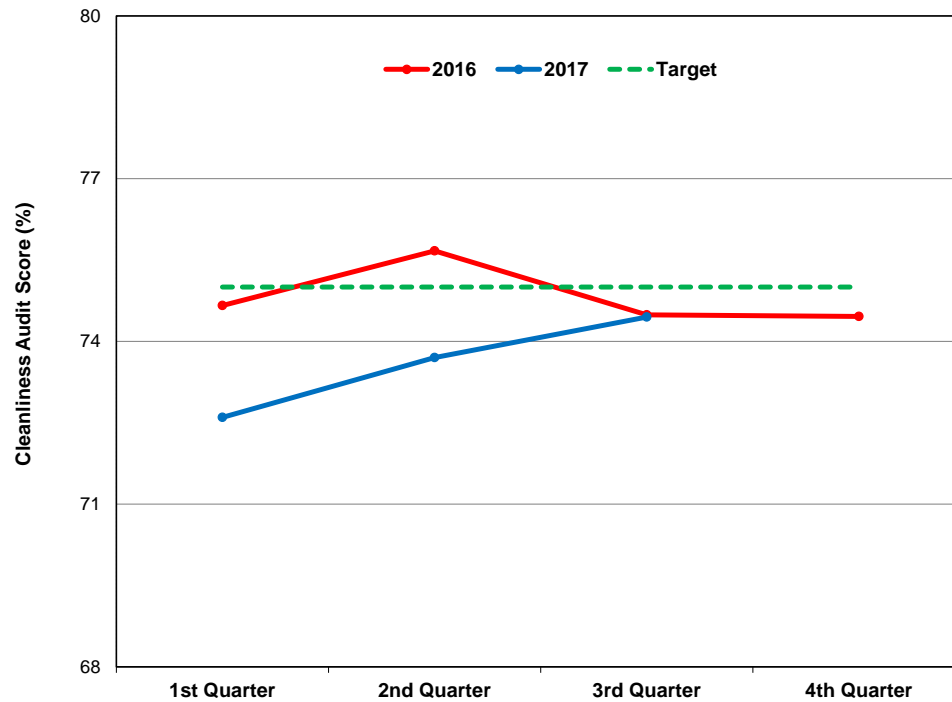
The PRESTO rollout continues across the TTC.

- 45 stations and 78 entrances now have the new paddle-style fare gates.
- Fare gate construction is underway at Kipling, Islington, Dundas West, Dundas, King, Spadina, Broadview, Scarborough Centre, Don Mills, Bathurst, York Mills, St. George, Queen, Museum and St. Andrew stations. It will continue until April 2018. In total, 25 stations and more than 50 entrances will have the new PRESTO-enabled fare gates installed during this final wave of construction.
- 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.
- TTC Monthly Passes continue to be phased in on PRESTO. In October, 3,941 adult and 66 senior TTC Monthly Passes on PRESTO were sold. Passes are available for sale online at [prestocard.ca](http://prestocard.ca) or at the 66 Shoppers Drug Mart locations that sell PRESTO cards. The number of passes and locations to purchase them will be increased throughout 2017 and 2018. An MDP equivalent will be available on PRESTO early next year.



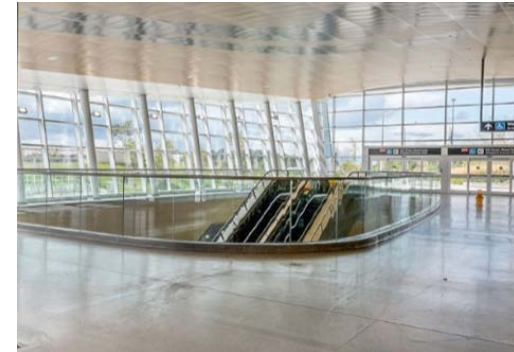
## Customer: Environment

### Station Cleanliness



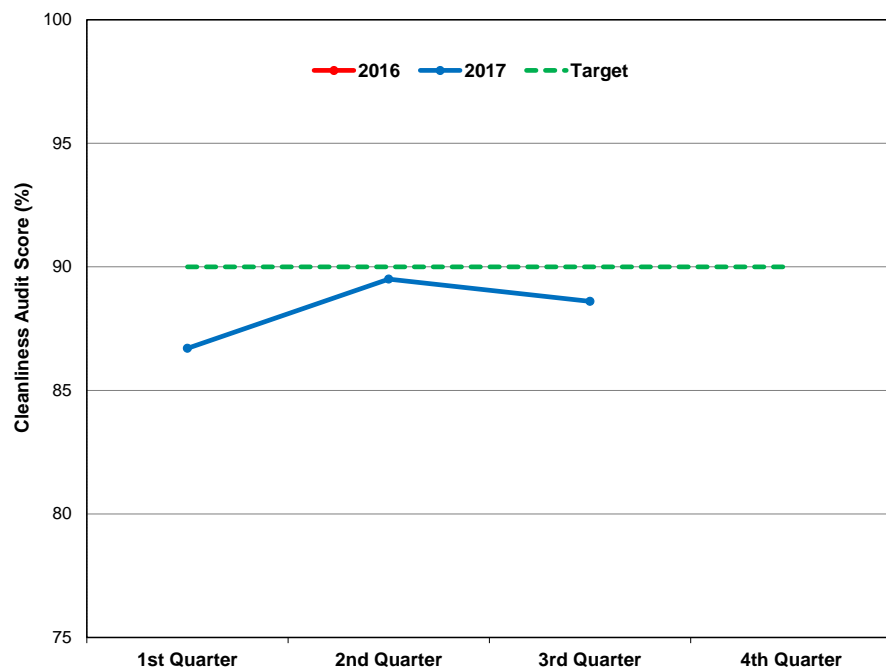
Performance in Q3 2017 increased to 74.5%, but it was below target and remained at the same level as Q3 2016.

Construction and renovations were still underway 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.



## Customer: Environment

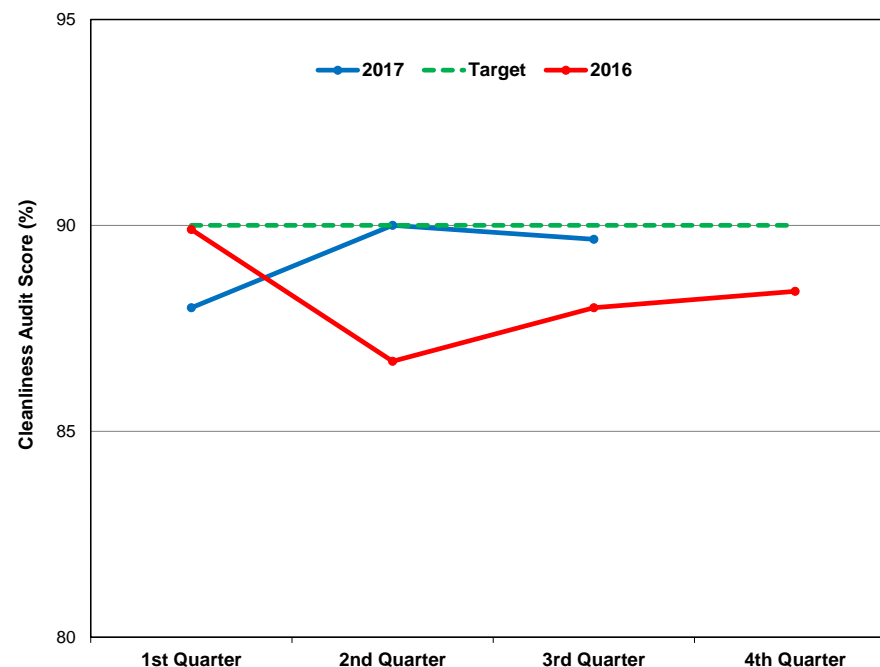
### Vehicle Cleanliness – Streetcar



The streetcar cleanliness audit score decreased in Q3 2017 to 88.6% and 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

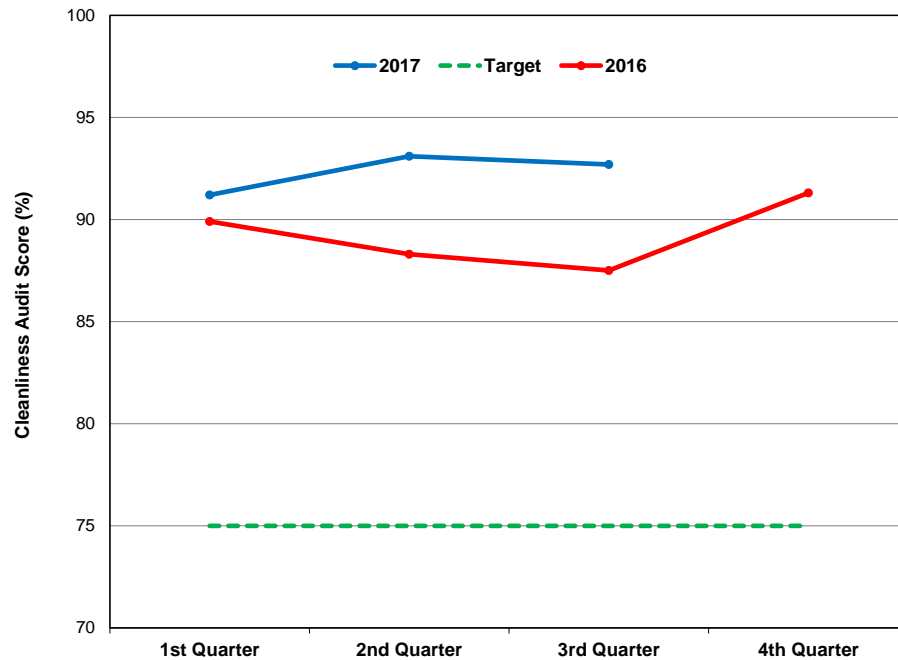


The bus cleanliness audit score decreased in Q3 2017 to 89.7%, meaning that performance just failed to meet target, albeit with a score well in excess of the score for the corresponding quarter in 2016.

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 are working to improve the performance of the new wash rack through further equipment adjustments.



## Vehicle Cleanliness – Subway



The subway cleanliness audit score decreased slightly in Q3 2017 to 92.7%; however, performance achieved target for the seventh consecutive quarter and was well in excess of the score for the corresponding quarter in 2016.

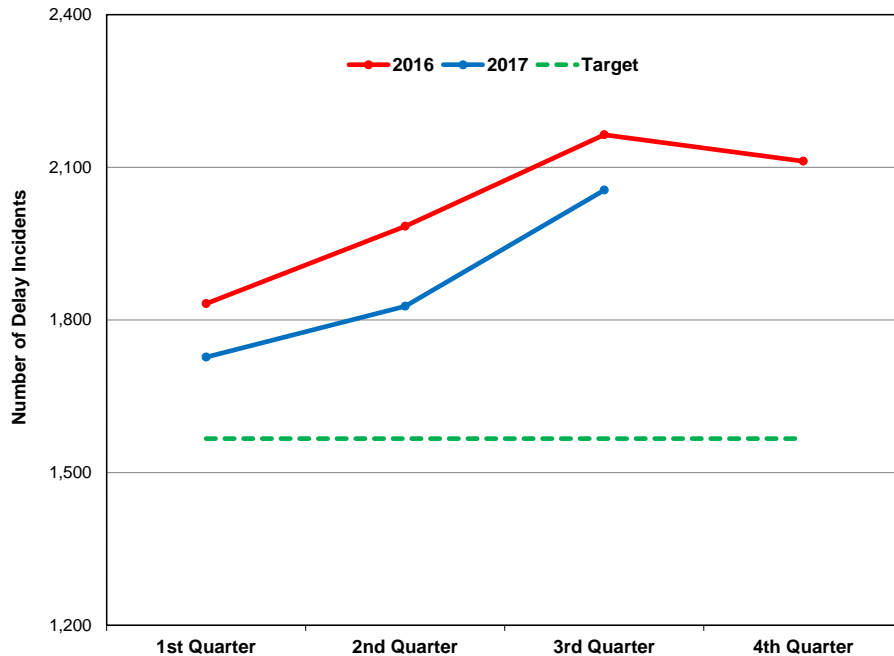
Two areas of improvement, walls and ceilings, were addressed since Q4 2016. In Q3 2017, audit of all but one line identified floors as an area for continued improvements. Currently, the floors are addressed every 14 days during the Floor Wash cycle. Exterior vehicle cleanliness on Lines 2 and 3 is an area where further improvements can be made.

## Customer: Service Performance



### Subway

#### Line 1: Delay Incidents



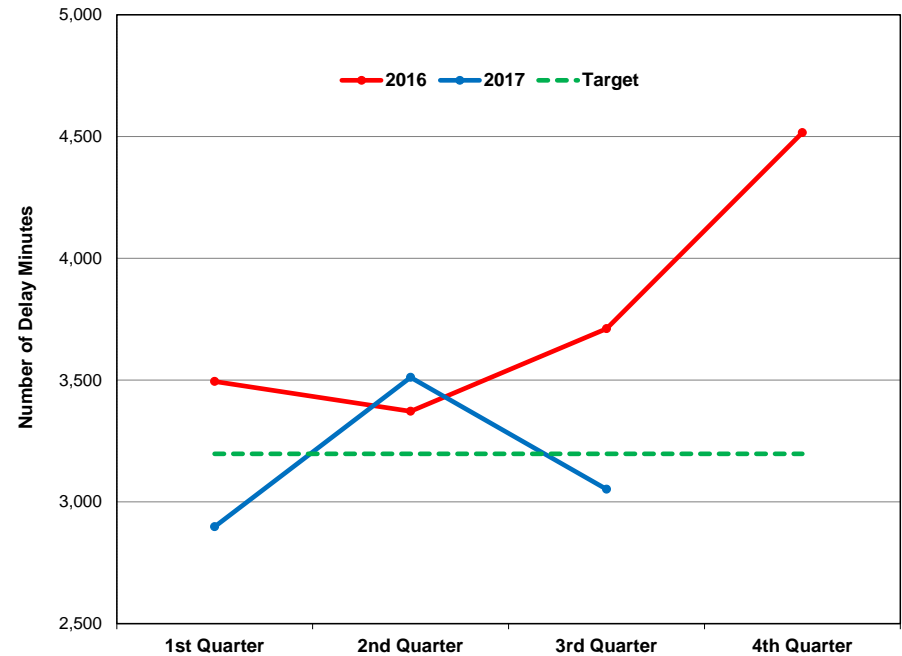
The number of delay incidents increased in Q3 2017 to 2,055 and performance continued to not achieve target.

Since 2014, rolling stock incidents have improved by 38.1%, due to fewer hot car issues, and subway infrastructure equipment incidents have improved by 50.7%. The number of speed control incidents has declined by 29.5 since 2014. Passenger-related incidents account for 43% of all incidents, of which passenger security incidents have increased by 21.6% since 2014.

**Note:**

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

#### Line 1: Delay Minutes



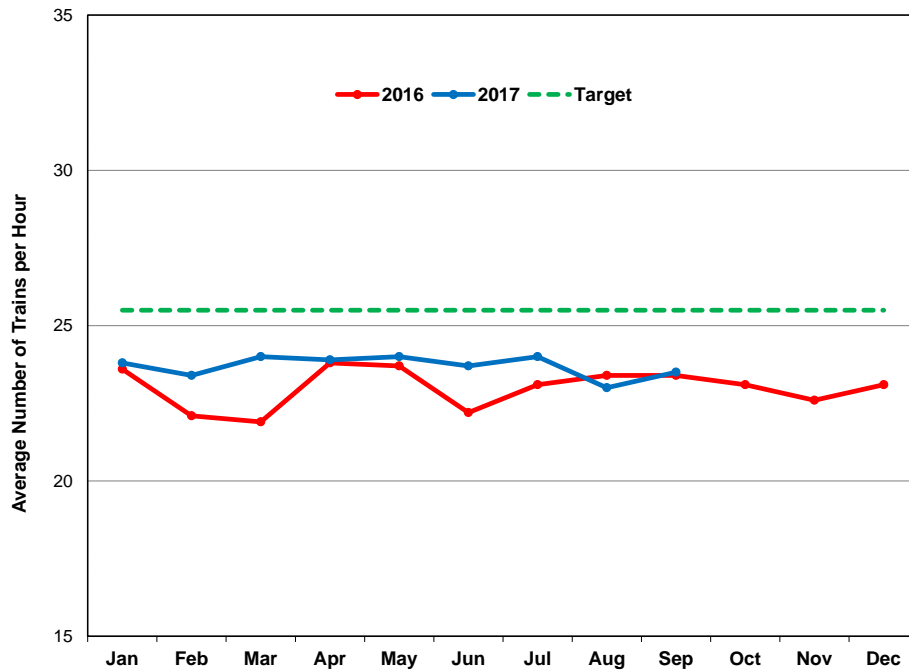
The number of delay minutes decreased in Q3 2017 to 3,052 and performance achieved target.

Equipment-related delay minutes decreased most significantly, while there was an increase in customer-related delay minutes (track-level injury and unauthorized personnel at track level).

**Note:**

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

### Line 1: Trains per Hour in Morning Peak



The daily average number of trains per hour (TPH) in the morning peak service period increased in September to 23.5, or 92% of what was scheduled.

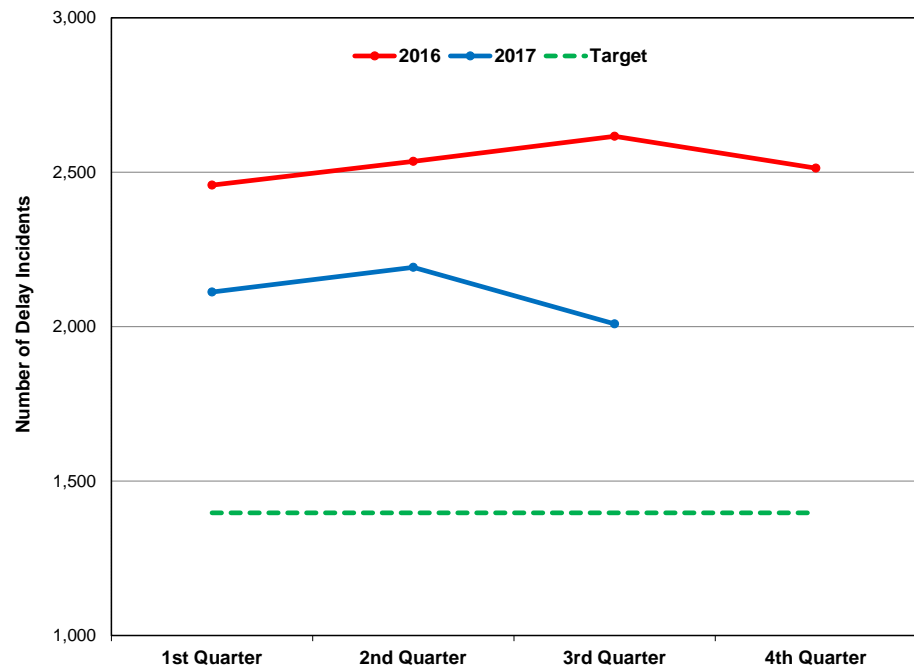
The improvement was attributable to no major signal issues being experienced; however, overall performance remained below target due to two brake issues and a disabled work car.

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

Note:

Data are based on weekday service from Monday to Friday.

**Line 2: Delay Incidents**

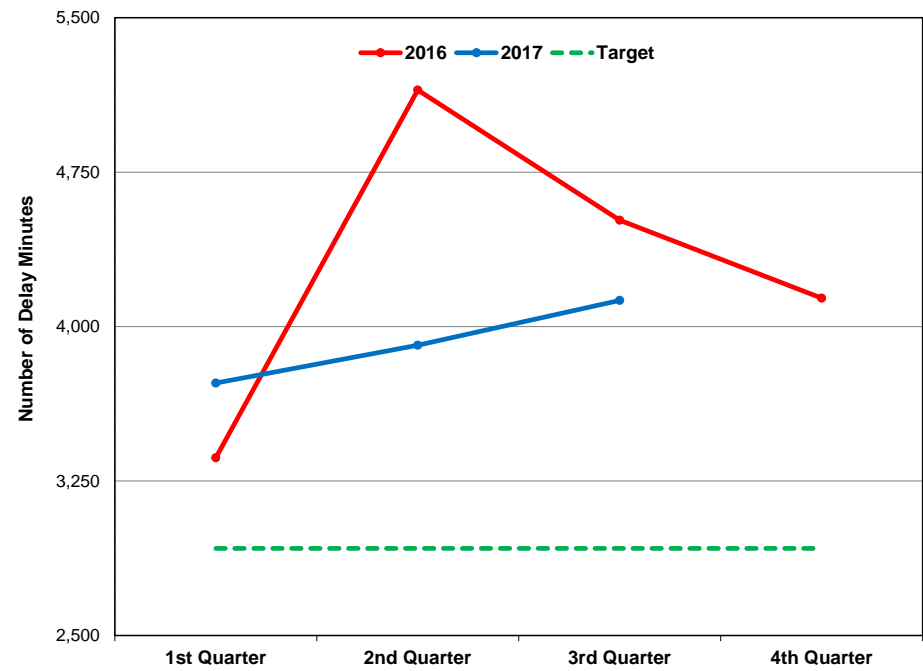


The number of delay incidents decreased in Q3 2017 to 2,009. Performance continued to not achieve target; however, results were much-improved compared to Q3 2016.

Speed control incidents continue to account for almost 40% of all delay incidents. Passenger-related incidents increased by 21.2% since 2014.

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**



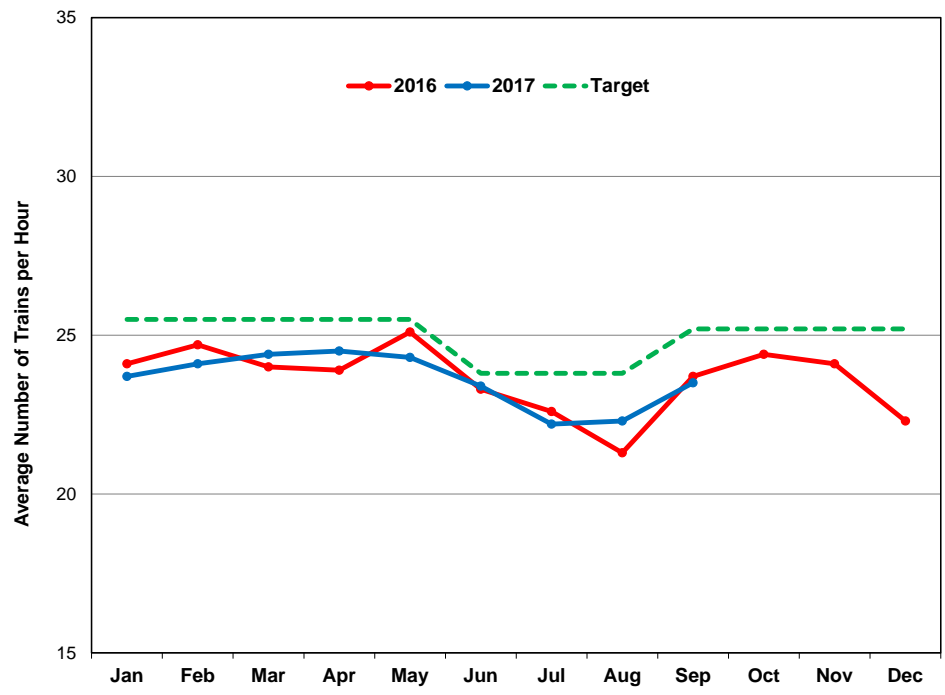
The number of delay minutes increased in Q3 2017 to 4,127. Performance continued to not achieve target; however, results were much-improved compared to Q3 2016.

Significant improvement in delay minutes related to subway infrastructure incidents and speed control incidents was offset by an increase in the passenger-related delay minutes.

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



## Line 2: Trains per Hour in Morning Peak

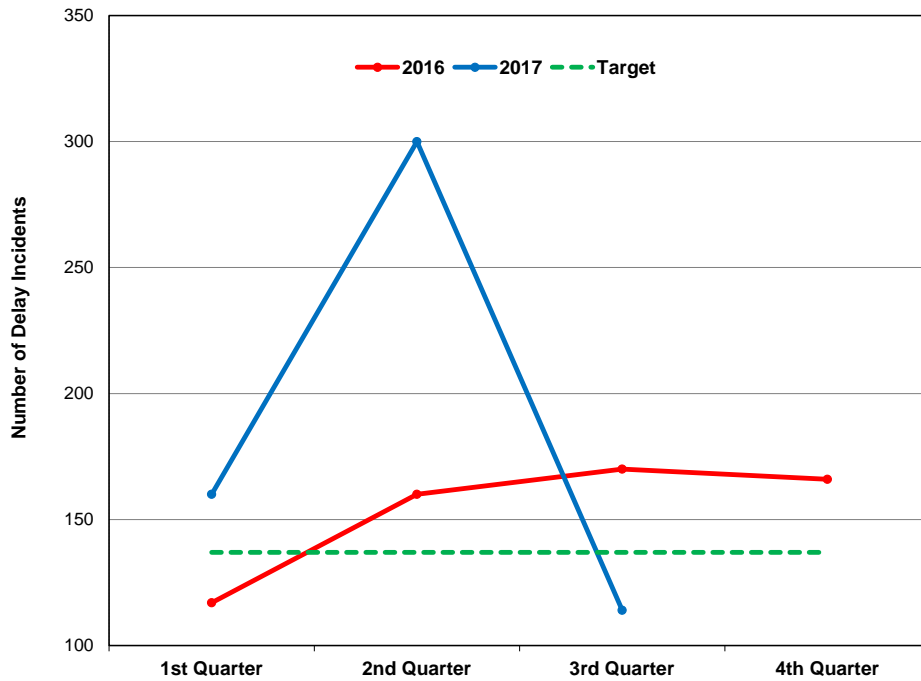


The daily average number of trains per hour (TPH) in the morning peak service period increased in September to 23.5, which was 93% of what was scheduled. Performance continued to remain below target, however, due to trains out of service with mechanical issues and unsanitary conditions.

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

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

### Line 3: Delay Incidents

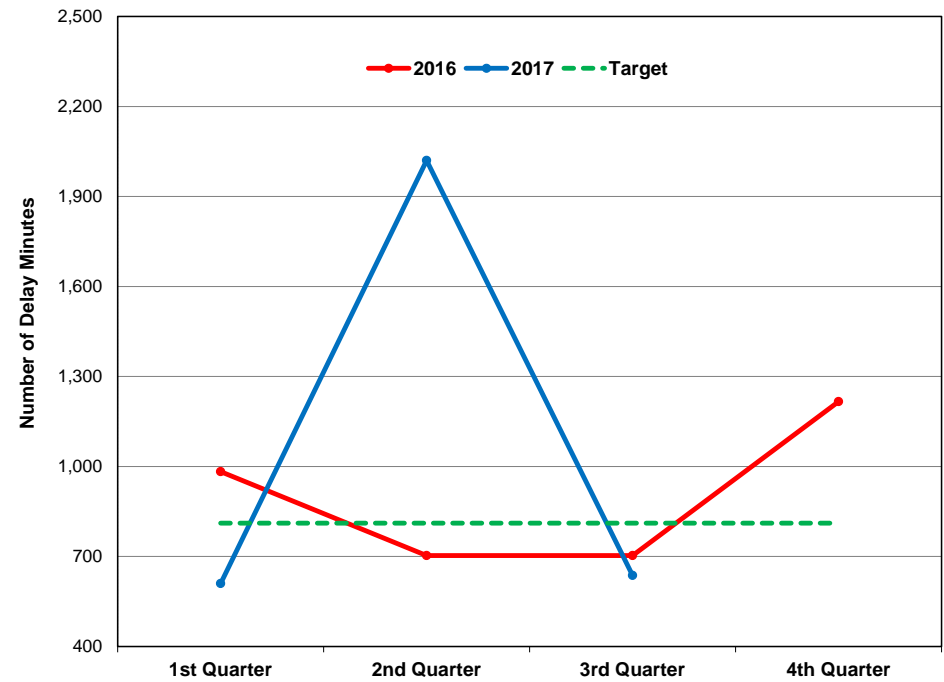


The number of delay incidents decreased in Q3 2017 to 114; performance achieved target for the first time in six quarters.

Vehicle On-Board Controller (VOBC) time-out issues were addressed and track infrastructure was repaired, which reduced the number of delay incidents.

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

### Line 3: Delay Minutes

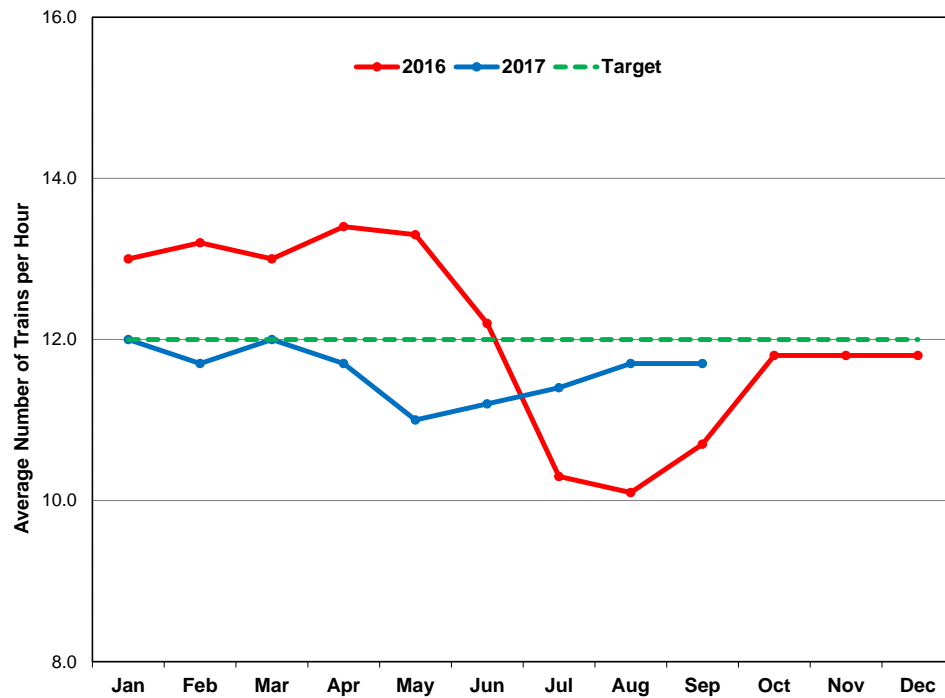


The number of delay minutes decreased in Q3 2017 to 637 and performance achieved target.

Vehicle On-Board Controller (VOBC) time-out issues were addressed and track infrastructure was repaired, which reduced the delay minutes.

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



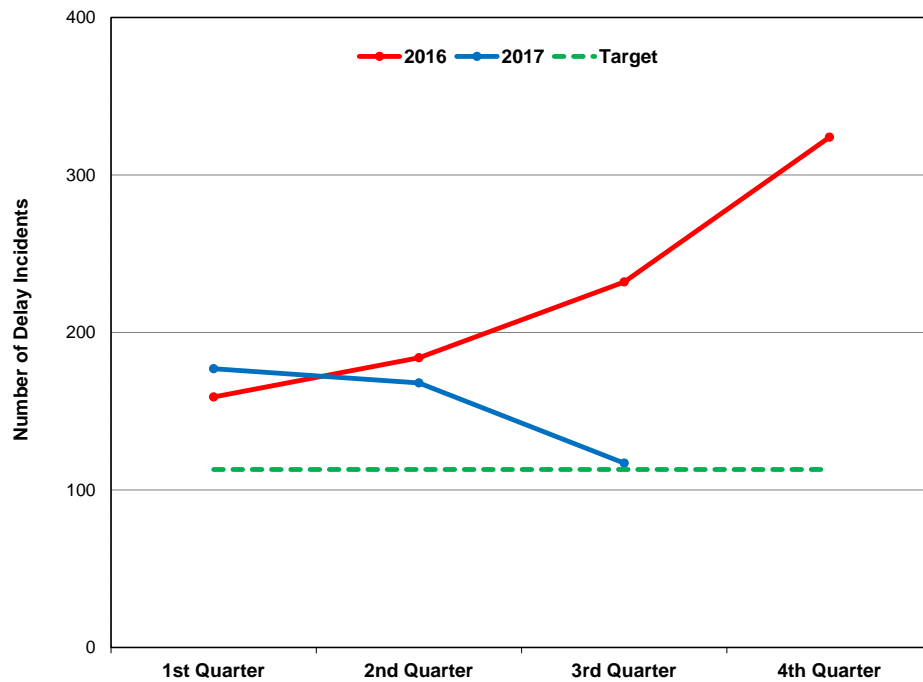
The daily average number of trains per hour (TPH) in the morning peak service period remained unchanged in September at 11.7, or 98% of what was scheduled. Overall performance did not achieve target.

Performance has improved year-over-year, due to more moderate summer temperatures as well as various management strategies related to the velocity and braking adjustments in warmer weather.

Note:

Data are based on weekday service from Monday to Friday.

### Line 4: Delay Incidents



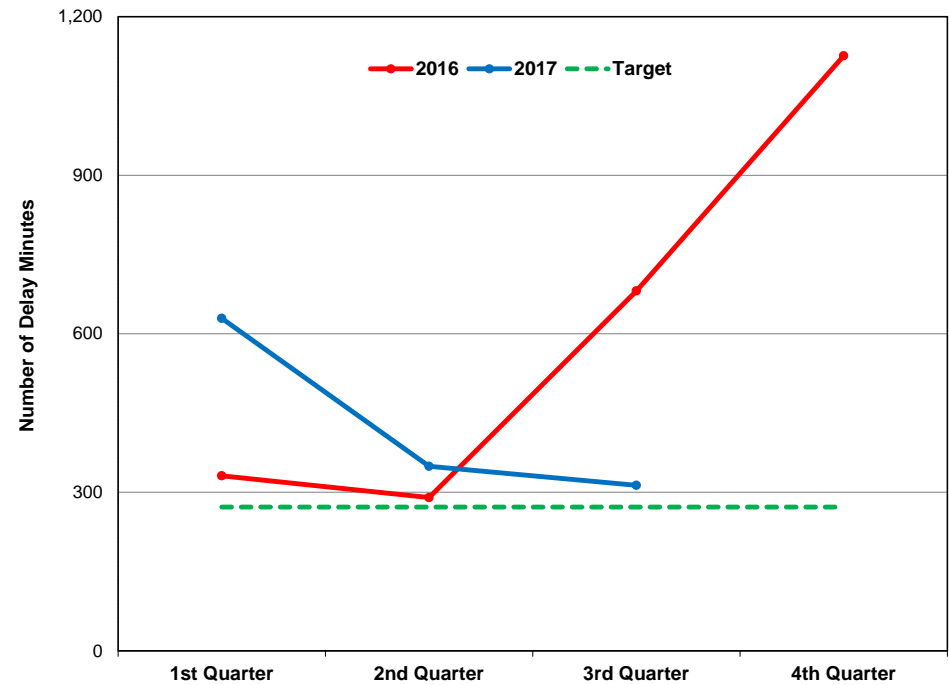
The number of delay incidents decreased in Q3 2017 to 117 and performance was only marginally above target.

There was improvement in speed control incidents, although it still accounts for 33% of all incidents.

Note:

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

### Line 4: Delay Minutes

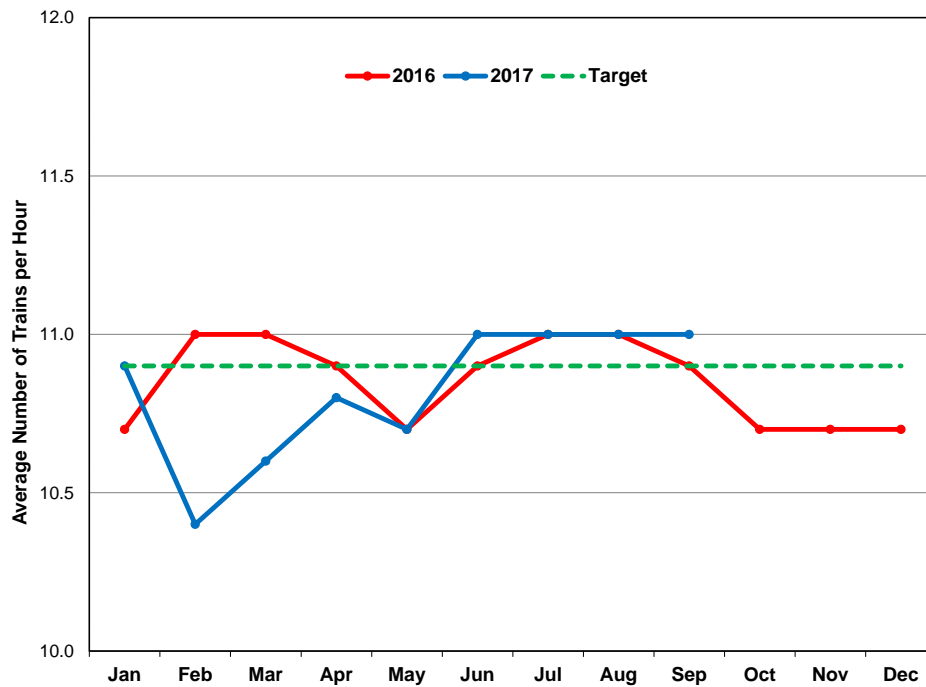


The number of delay minutes decreased in Q3 2017 to 313 due to improvement in equipment-related incidents and speed control incidents. Overall performance was just above target and was far in excess of performance for Q3 2016.

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



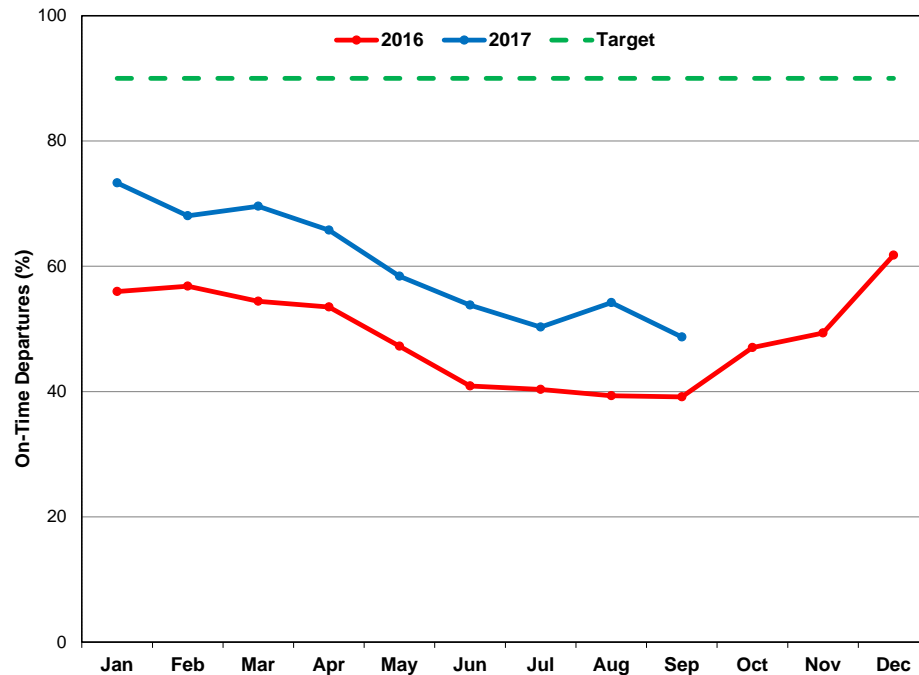
The daily average number of trains per hour (TPH) in the morning peak service period remained unchanged in September at 11.0, or 101% of what was scheduled. Overall performance achieved target for the fifth time this year.

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

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



### On-Time Performance

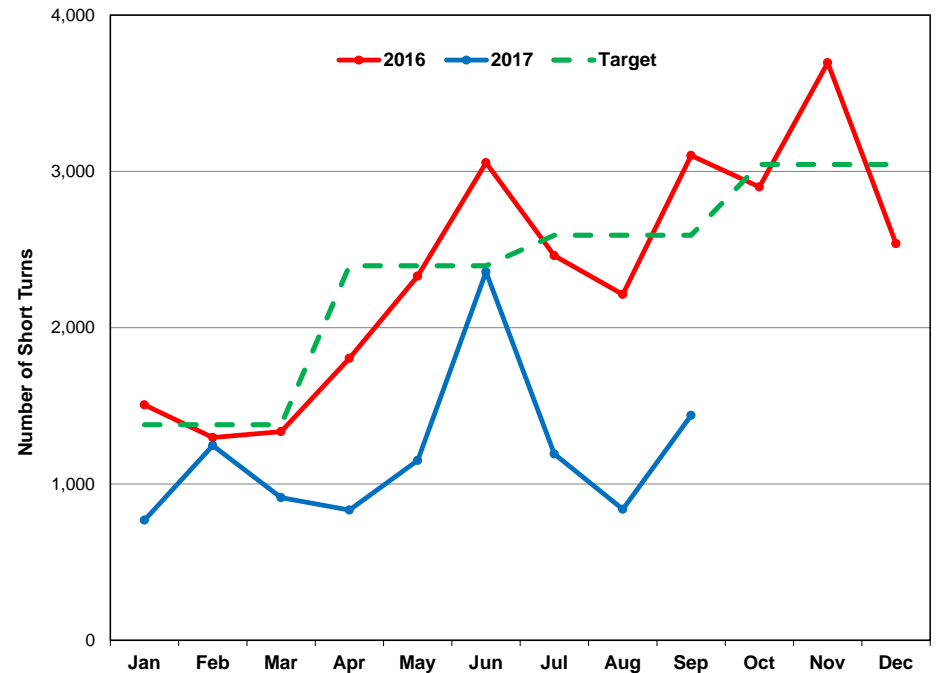


Performance in September decreased to 48.7%. While the target was not met, on-time performance continued to outstrip results in 2016.

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.

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

### Short Turns



The number of short turns increased in September to 1,439; however, performance continued to remain below target (favourable).

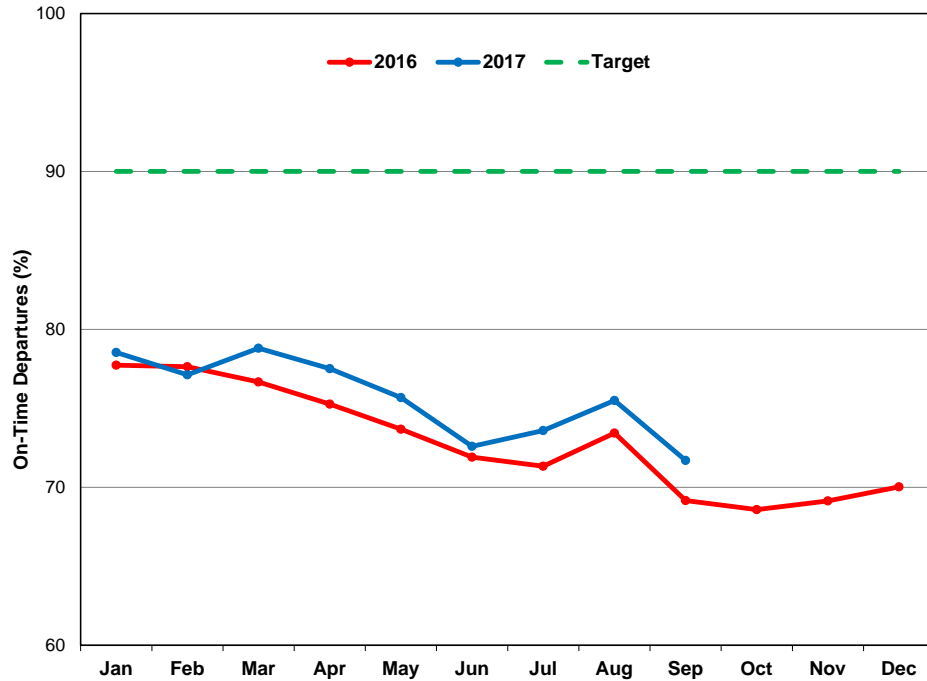
Construction on Queen Street, Dundas Street and Carlton Street came to completion in July and August. With the return to regular routing along these routes, schedule reliability returned to normal levels and the number of short turns decreased. Current route management strategies have enabled continued achievement of targets.

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



Bus

### On-Time Performance



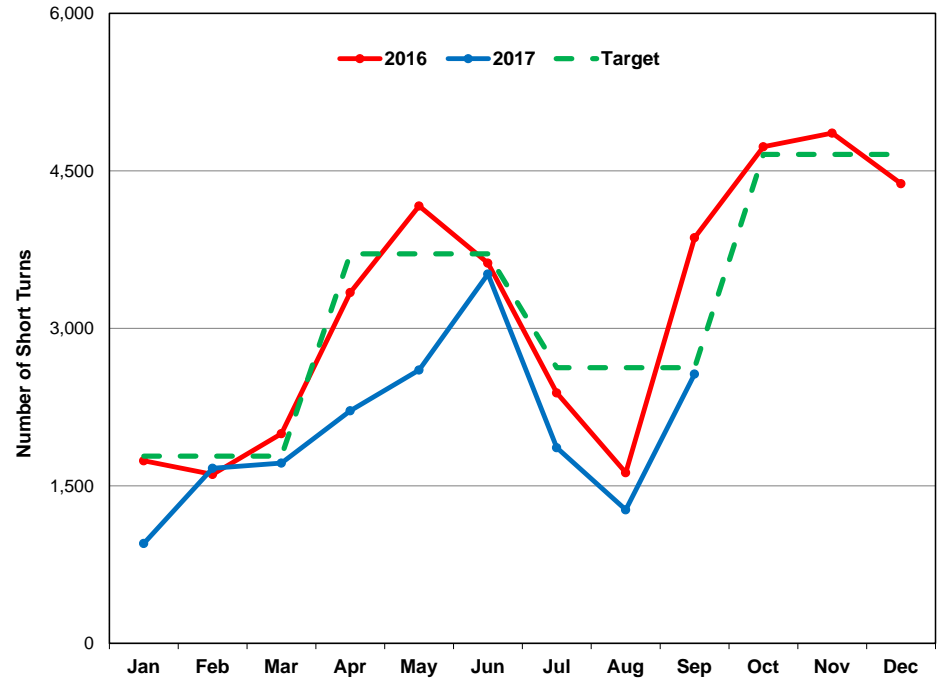
Performance in September decreased to 71.7% and continued to not achieve target; albeit improved over 2016.

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 in an effort to reverse the seasonal trend of declining performance which, historically, has occurred in Q3 and Q4.

**Note:**

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

### Short Turns



The number of short turns in September increased to 2,566; however, performance continued to remain below target (favourable).

Short turns have continued to trend lower than last year, despite the Metrolinx construction in the east end of the city. A strong commitment to improving route management strategies continues in the area of short turns and has shown year-over-year improvement.

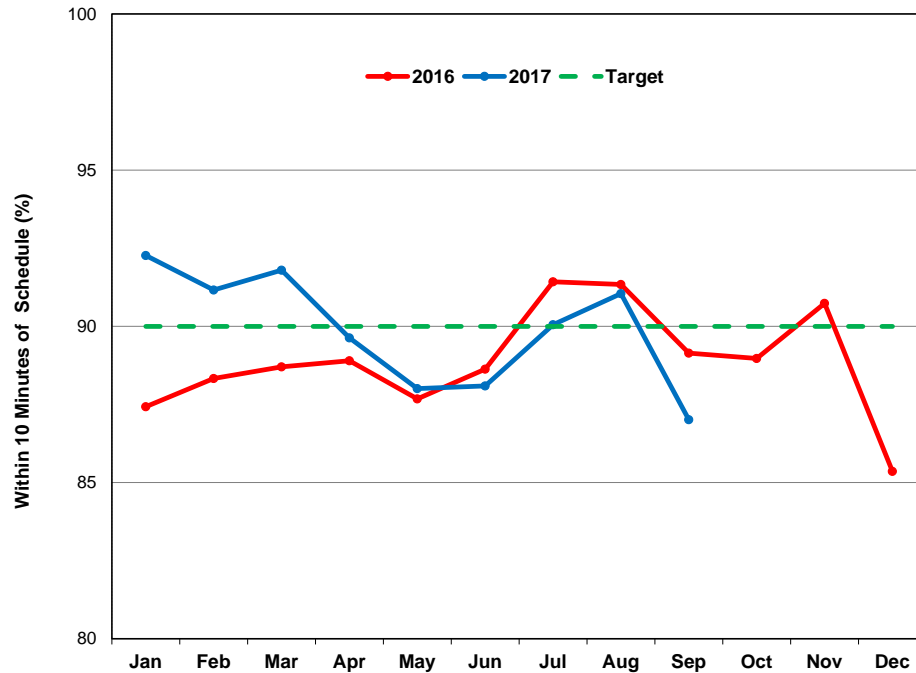
**Note:**

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



## Wheel-Trans

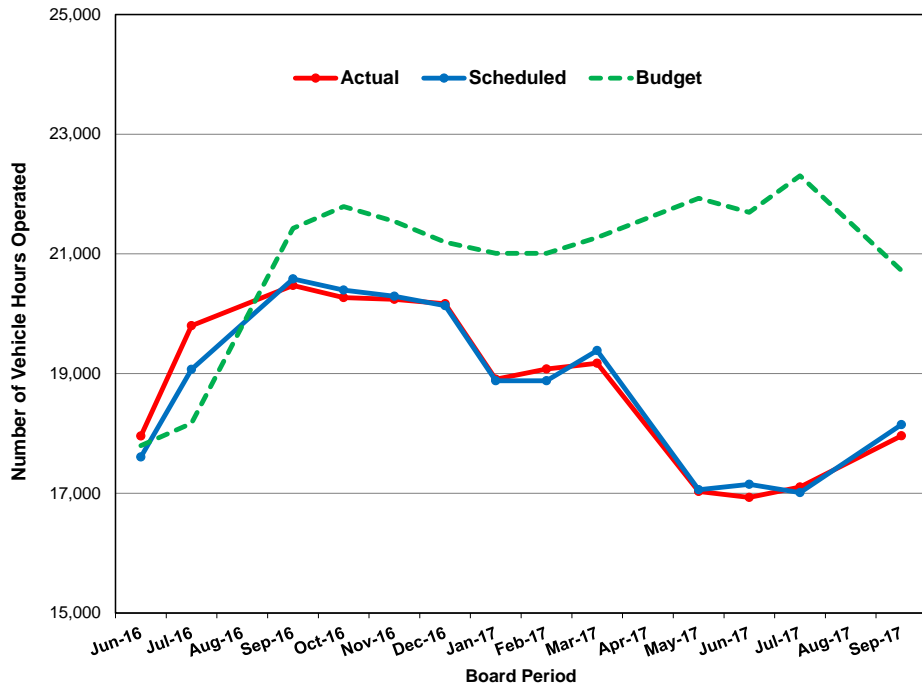
### Punctuality



Performance in September decreased to 87.0%; performance was below target. There were intermittent delays due to closures and construction projects throughout the city, which caused gridlock during most days. During the weekends, improvements were made in communicating which areas of the city to avoid, due to construction and events.

**Customer: Amount of Service**

**Weekly Service Hours - Streetcar**

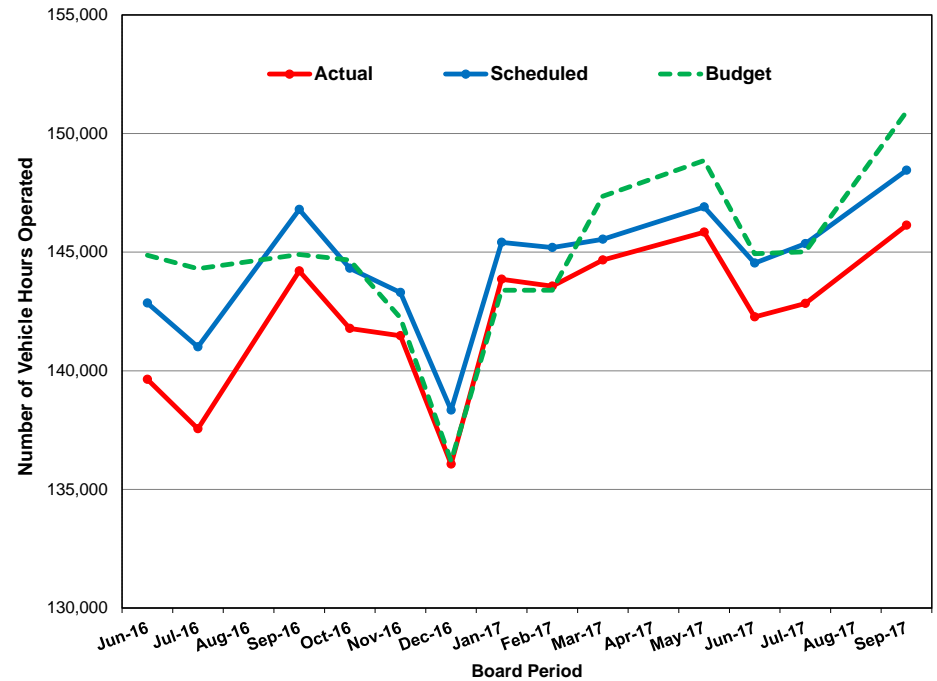


In the September 2017 Board Period, 20,724 streetcar weekly hours were budgeted for service, while 18,147 streetcar weekly hours were scheduled to operate, which represents a -12.4% variance.

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 18,147 streetcar weekly hours scheduled to operate, 17,962 streetcar weekly hours were actually delivered, which represents a variance of -1.0%.

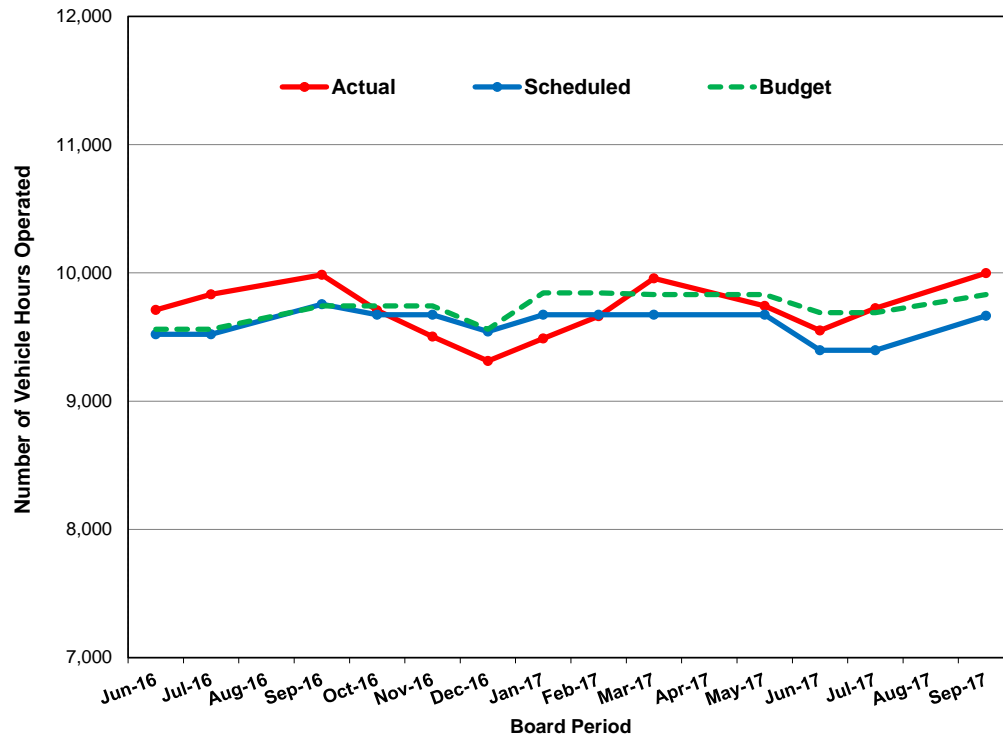
**Weekly Service Hours - Bus**



In the September 2017 Board Period, 150,921 bus weekly hours were budgeted for service, while 148,451 bus weekly hours were scheduled to operate, which represents a -1.6% variance.

Of the 148,451 bus weekly hours scheduled to operate, 146,136 weekly hours were actually delivered, which represents a variance of -1.6%.

## Weekly Service Hours – Subway



In the September 2017 Board Period, 9,831 subway weekly hours were budgeted for service, while 9,666 subway weekly hours were scheduled to operate, which represents a -1.7% variance.

Of the 9,666 subway weekly hours scheduled to operate, 9,999 weekly hours were actually delivered, which represents a variance of +3.4%.

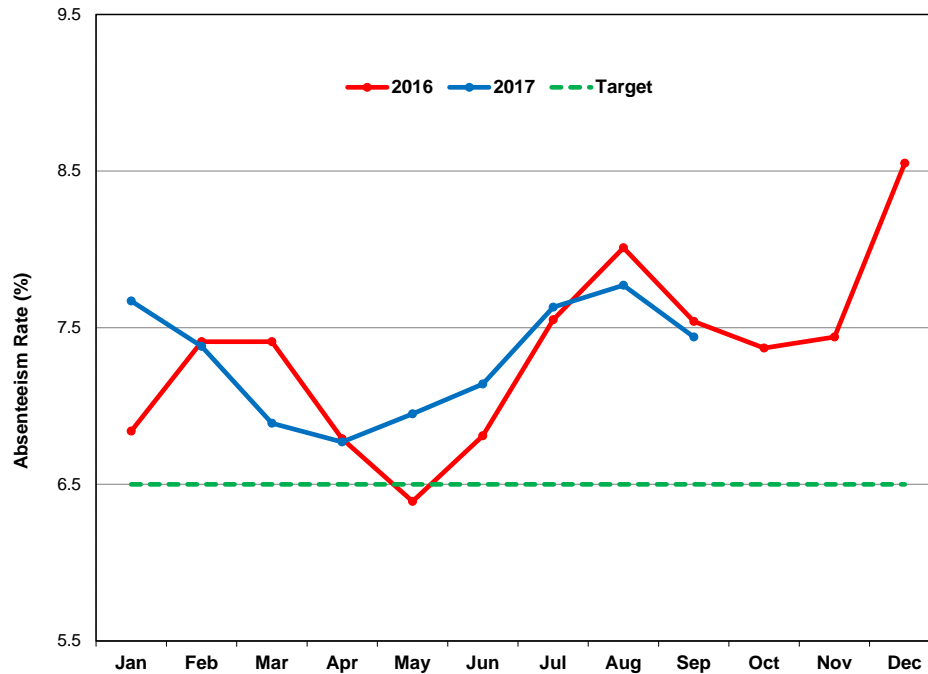


3.3 People



## People

### Employee Absence



The absenteeism rate in September decreased to 7.44%, representing a slight improvement over 2016 results. Overall performance in 2017 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 October 19, 2017)

Employee Category	Compliant Tests	Non-Compliant Tests (drug, alcohol, refusal)	Total Tests	% Non-Compliant
Unionized	957	22	979	2.2%
Non-Union	194	1	195	0.5%
<b>Totals</b>	<b>1,151</b>	<b>23</b>	<b>1,174</b>	<b>2.0%</b>

Note: currently 19 drug test results have yet to be reported as they are still undergoing laboratory analysis

### Breakdown of Non-Compliant Tests

Test Category	Total
Drug	16
Alcohol	5
Refusal	2
<b>Totals</b>	<b>23</b>

### Breakdown of Non-Compliant Drug and Alcohol Tests\*

Substance Type	Total	%
Oxycodone	1	4.5%
Opiates	1	4.5%
Marijuana	12	54.5%
Cocaine	2	9.1%
Amphetamines	1	4.5%
Alcohol	5	22.7%
<b>Totals</b>	<b>22</b>	<b>100%</b>

Note: 1 drug test result was positive for two different drugs

\*As of September 20, 2017; next update will be as of December 20, 2017

### Breakdown of Other Policy Violations

Policy Category	Total
Alcohol Non-Compliant for 0.02 – 0.039	2
Safety Sensitive Flag	2
<b>Totals</b>	<b>4</b>





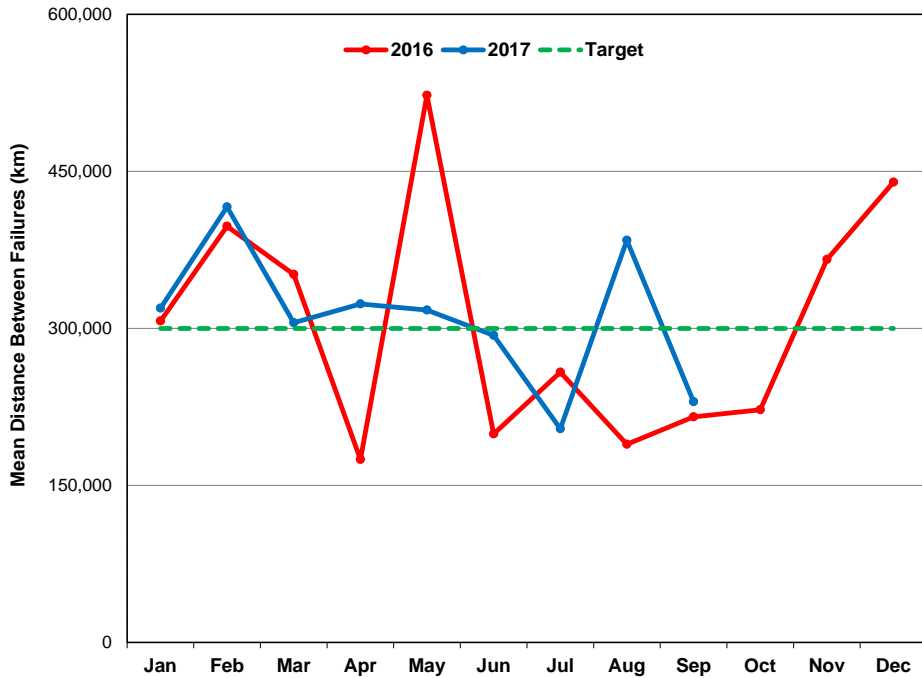
**3.4 Assets**

## Assets: Vehicle Reliability



### Subway

#### T1 Train: Mean Distance Between Failures (MDBF)

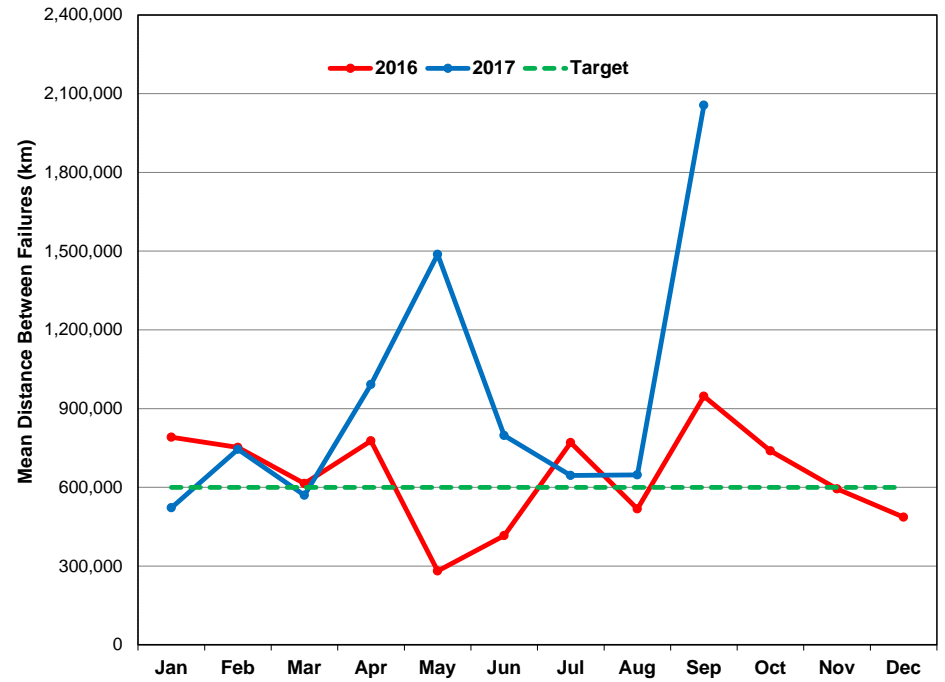


The MBDF decreased in September to 229,914 kilometres and performance was below target.

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 improve the reliability of the brake units. Long term design solutions include a Door Relay PLC Controller project, commencing in 2018, and a Door Interlock Rebuild program.

#### TR Train: Mean Distance Between Failures (MDBF)

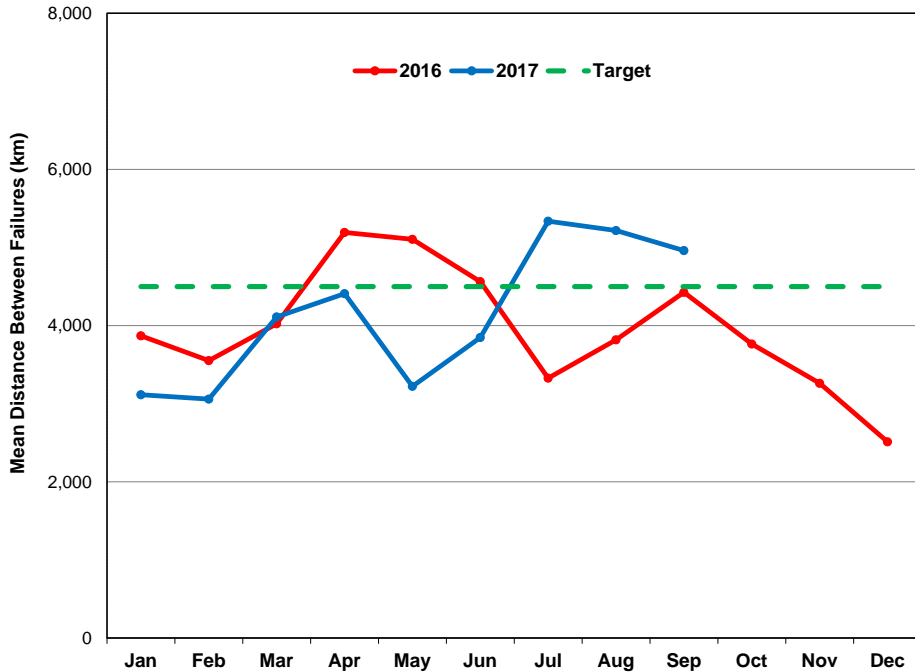


The MDBF increased significantly in September to 2,055,881 kilometres and performance was above target.

To date, 81 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 and mitigations were agreed upon with Bombardier. 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.



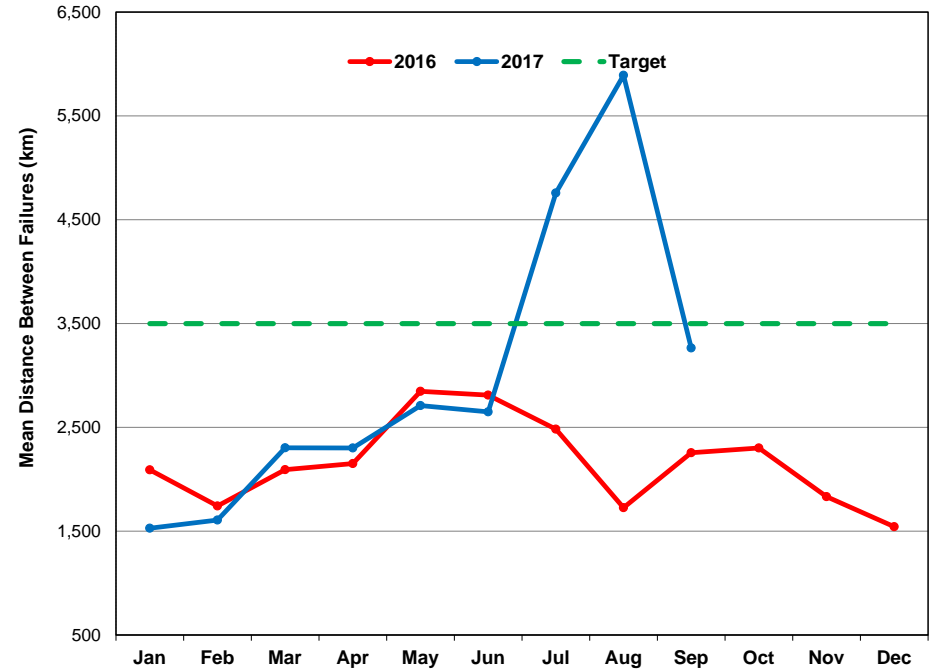
### CLRV Streetcar: Mean Distance Between Failures (MDBF)



The MDBF decreased in September to 4,960 kilometres; however, overall performance has been above target for three consecutive months.

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

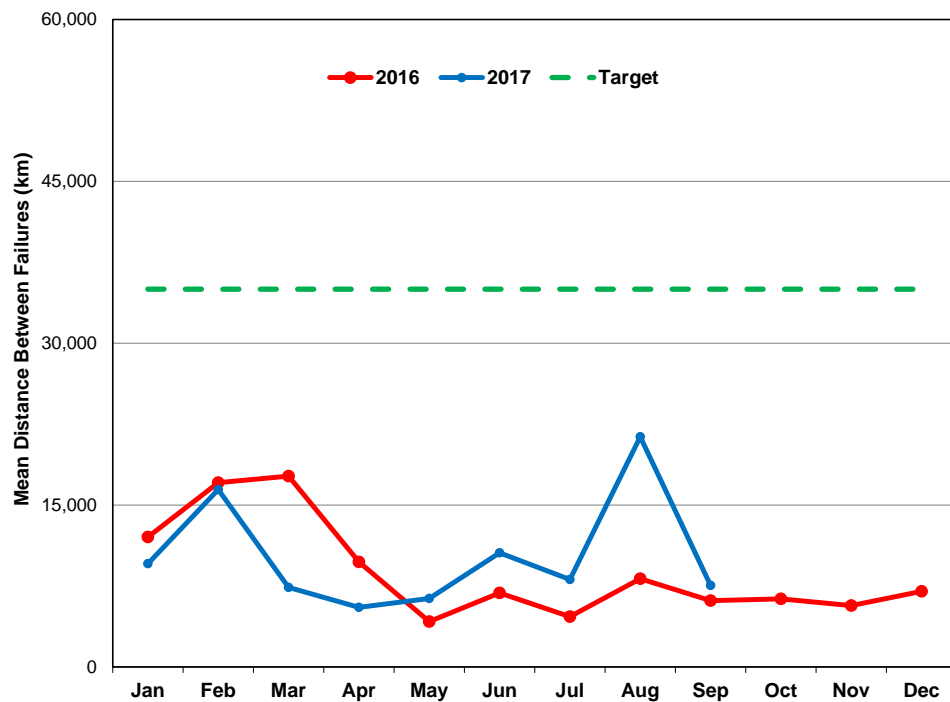
### ALRV Streetcar: Mean Distance Between Failures (MDBF)



The MDBF decreased in September to 3,264 kilometres. Overall performance was just below target.

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 service.

### New Streetcar: Mean Distance Between Failures (MDBF)



The MDBF decreased in September to 7,554 kilometres.

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

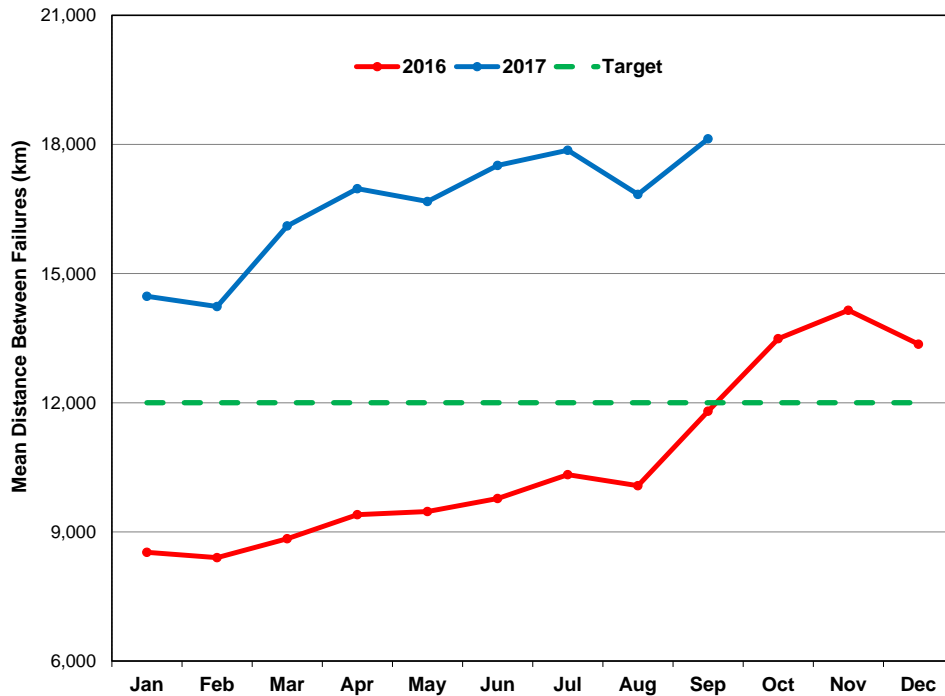
Bombardier's LFLRV mileage is calculated according to each calendar month, whereas the CLRV and ALRV mileage is calculated according to the TTC's financial period.

Of the 27 Category B failures reported in September, 12 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 and a major door modification program is in progress.



Bus

### Bus: Mean Distance Between Failures (MDBF)



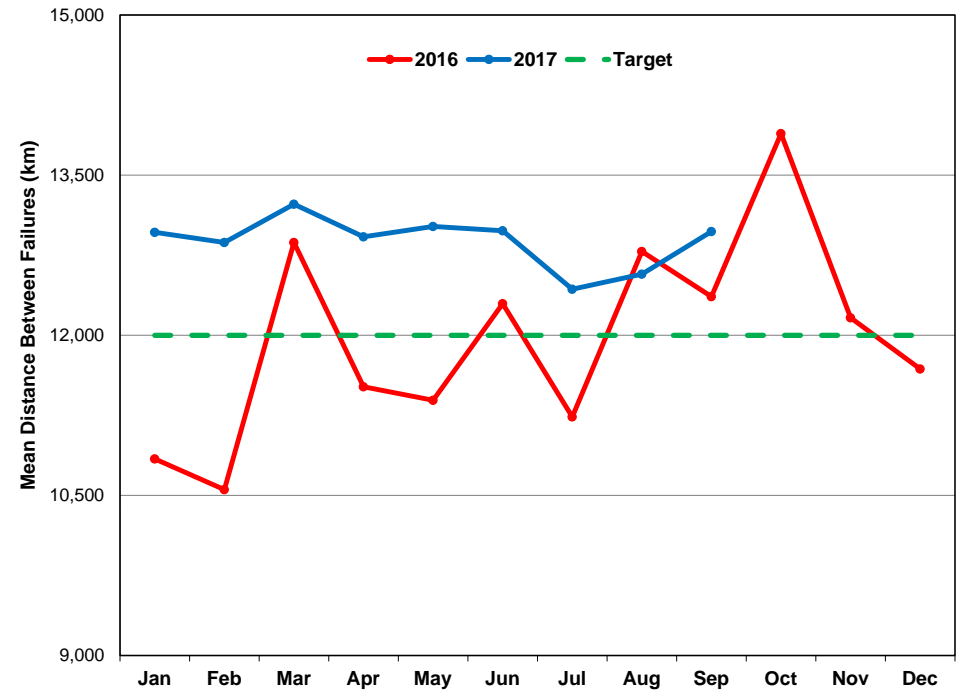
The MDBF increased in September to 18,130 kilometres. Performance continued to achieve target and it was 54% higher than the performance in September 2016.

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 continued to complete the State of Good Repair program on buses and have performed post-repair circle checks to improve bus pull-out and minimize disruptions to service.



Wheel-Trans

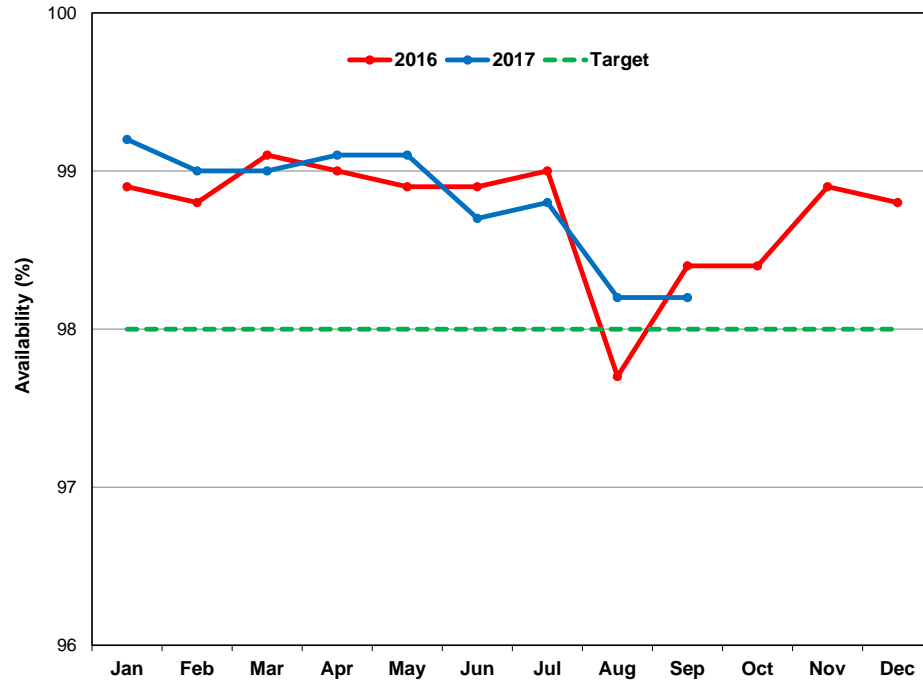
### Wheel-Trans: Mean Distance Between Failures (MDBF)



The MDBF increased in September to 12,971 kilometres. Overall performance continued to achieve target and was 5% higher than the performance in September 2016.

## Assets: Equipment Availability

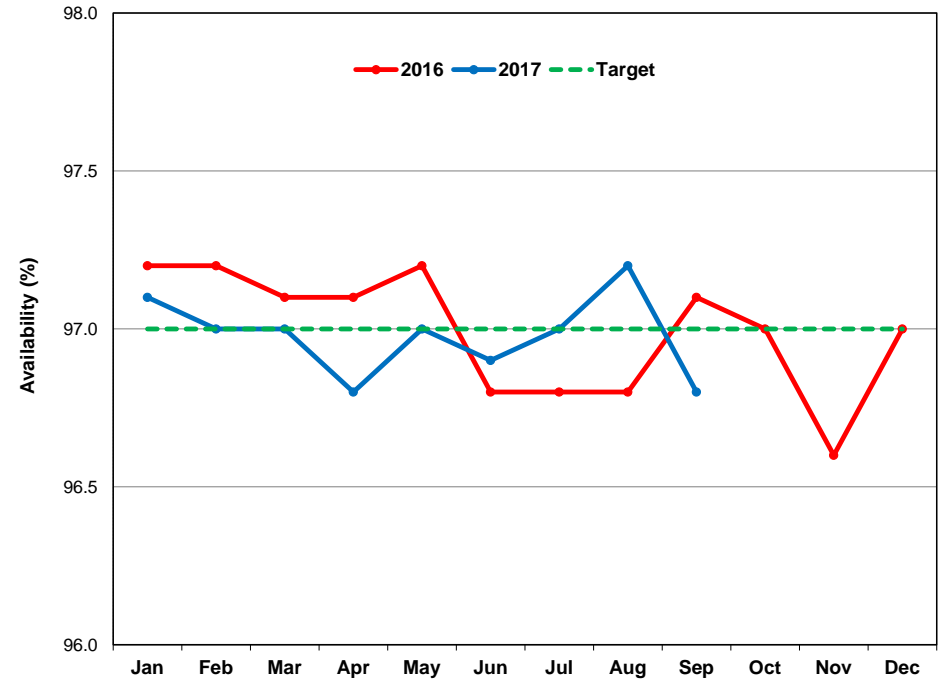
### Elevators



Performance in September remained unchanged at 98.2% and continued to remain above target.

Maintenance activities were completed as planned and scheduled.

### Escalators

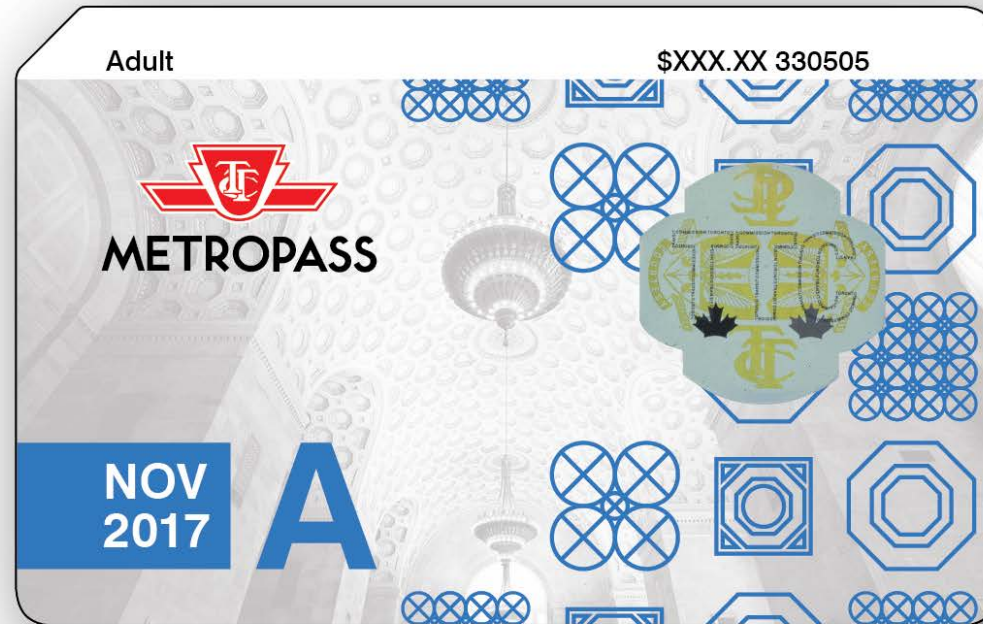


Performance in September decreased to 96.8% and did not achieve target, due to increased escalator electrical system failures.

Corrective actions (e.g. replacing components) are implemented to avoid these issues in the future.

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### 3.5 Financials

## Financials

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

### **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 \$49.4 million as illustrated in the following table:

(millions)	Projection	Budget	Variance
TTC Subsidy Surplus	\$35.1	\$0	\$35.1
Wheel-Trans Subsidy Surplus	\$14.3	\$0	\$14.3
Total Subsidy Surplus/(Shortfall)	\$49.4	\$0	\$49.4

Further details are provided in the material below.

### **TTC Operating Budget**

#### **2017 Year-to-Date Results**

To the end of Period 9 (September 30), total revenues were \$0.6 million (0.1%) above budget primarily due to a higher average fare (3.5¢ or 1.6%) stemming from ongoing changes in the mix of fare media, mostly offset by 6.8 million (1.7%) fewer customer journeys than planned.

Over the same time period, expenses were under budget (\$67.2 million or 5%) largely due to workforce being under budgeted strength, lower accident claim cash payments and employee benefit expenses, timing differences on certain non-labour expenses, and savings on energy costs.

## **2017 Year-End Projections**

(millions)	Projection	Budget	Variance
2017 TTC Operating Budget			
Customer Journeys (Ridership)	536.0	543.8	(7.8)
Revenue	\$1,236.3	\$1,237.6	(\$1.3)
Expenses	\$1,748.0	\$1,798.4	(\$50.4)
Subsidy Required	\$511.7	\$560.8	(\$49.1)
Subsidy Available*	\$546.8	\$546.8	-
Draw from TTC Stabilization Reserve	\$0	\$14.0	(\$14.0)
Surplus/(Shortfall)	\$35.1	-	\$35.1

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

Currently, a \$35.1 million (or 6.4%) 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 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: \$1.3 million decrease**

Year-end ridership is expected to be approximately 1.5% below budget; however, passenger revenues are expected to be only 0.1% 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: \$14.4 million decrease**

Reasons for the labour under-expenditure include: delays in filling some positions especially skilled trades and IT contractor conversions, the need to have some operating personnel work on capital projects and the deferral or elimination of selected initiatives. Initiatives deferred or eliminated include the delayed hiring of certain Leslie Barns personnel due to delays with LRV deliveries and the Metrolinx decision to have PRESTO front line maintenance completed by their own resources instead of TTC employees.

Employee Benefits: \$10.0 million decrease

Lower labour expenses, combined with the year-to-date trend in healthcare expenses, indicates that employee benefit expenses will fall below budget by year-end.

Non-Labour expenses: \$8.0 million decrease

Most of the non-labour expense savings are due to lower than expected vehicle maintenance expenses, as a result of improved bus vehicle reliability and delays in receiving parts for certain subway car preventative maintenance programs.

PRESTO fees: \$7.0 million decrease

PRESTO fees will be below budget primarily due to the projected take up rate for pass users being lower than initially anticipated in 2017.

Diesel: \$6.0 million decrease

Diesel cost savings are a result of more favourable fuel consumption rates, in part due to more favourable weather conditions

Hydro and Utilities: \$3.0 million decrease

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

Depreciation: \$2.0 million decrease

It is projected that the depreciation expense for 2017 will also be lower than originally expected due to fewer capital asset acquisitions in 2016.

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

(\$000s)	Period 9: 5 Weeks August 27 to September 30, 2017				Nine Periods to September 30, 2017				Full Year 2017			
	Over/(Under)		Over/(Under)		Over/(Under)		Over/(Under)		Probable	Budget	Variance	Probable
	Actual	Budget	Budget	Budget %	Actual	Budget	Budget	Budget %				
<b>TOTAL REVENUES</b>	123,496	123,396	100	0.1%	923,998	923,439	559	0.1%	1,236,322	1,237,622	(1,300)	-0.1%
<b>TOTAL EXPENSES</b>	167,340	174,400	(7,060)	-4.0%	1,279,469	1,346,665	(67,196)	-5.0%	1,748,092	1,798,482	(50,389)	-2.8%
<b>OPERATING SUBSIDY REQUIRED in 2017</b>					355,471	423,226	(67,755)	-16.0%	511,770	560,860	(49,089)	-8.8%
<b>CITY OPERATING SUBSIDY AVAILABLE</b>							-		546,846	546,846	-	0.0%
<b>DRAW FROM STABILIZATION RESERVE</b>							-		-	14,014	(14,014)	-100.0%
<b>SHORTFALL / (SURPLUS)</b>					355,471	423,226	(67,755)	-16.0%	(35,076)	(0)	(35,075)	

<b><u>REVENUES:</u></b>												
Passenger Revenues	117,155	117,355	(200)	-0.2%	870,592	871,110	(518)	-0.1%	1,167,060	1,168,360	(1,300)	-0.1%
Outside City & Charters	1,667	1,508	159	10.5%	12,860	11,933	927	7.8%	16,098	15,598	500	3.2%
Advertising	2,358	2,358	-	0.0%	21,219	21,220	(1)	0.0%	28,292	28,292	-	0.0%
Rent Revenue	914	930	(16)	-1.7%	8,196	8,363	(167)	-2.0%	11,148	11,148	-	0.0%
Commuter Parking	819	1,069	(250)	-23.4%	8,318	9,352	(1,034)	-11.1%	10,291	12,291	(2,000)	-16.3%
Other Income	583	176	407	231.3%	2,813	1,461	1,352	92.5%	3,433	1,933	1,500	77.6%
<b>TOTAL REVENUES</b>	123,496	123,396	100	0.1%	923,998	923,439	559	0.1%	1,236,322	1,237,622	(1,300)	-0.1%
<b><u>EXPENSES (LABOUR &amp; NON-LABOUR)</u></b>												
CEO's Office	1,831	1,729	102	5.9%	14,613	13,699	914	6.7%	18,856	18,560	296	1.6%
Engineering, Construction & Expansion Group	276	444	(168)	-37.8%	2,408	3,227	(819)	-25.4%	3,952	4,352	(400)	-9.2%
Corporate Services Group	5,274	5,654	(380)	-6.7%	40,923	43,538	(2,615)	-6.0%	57,993	58,962	(970)	-1.6%
Strategy and Customer Experience Group	1,653	2,011	(358)	-17.8%	13,559	15,429	(1,870)	-12.1%	20,741	20,808	(67)	-0.3%
People Group	3,834	3,479	355	10.2%	25,660	26,984	(1,324)	-4.9%	35,418	36,157	(739)	-2.0%
Operations Group	29,068	31,097	(2,029)	-6.5%	218,833	235,292	(16,459)	-7.0%	303,990	318,046	(14,056)	-4.4%
Service Delivery Group	70,072	73,768	(3,696)	-5.0%	548,164	563,898	(15,734)	-2.8%	753,603	765,558	(11,954)	-1.6%
Employee Benefits	31,874	33,039	(1,165)	-3.5%	241,726	252,126	(10,400)	-4.1%	292,100	302,100	(10,000)	-3.3%
Vehicle Fuel	7,346	8,000	(654)	-8.2%	57,023	62,657	(5,634)	-9.0%	76,889	82,889	(6,000)	-7.2%
Traction Power	4,777	4,785	(8)	-0.2%	39,935	43,595	(3,660)	-8.4%	56,884	58,884	(2,000)	-3.4%
Utilities (Hydro, Natural Gas, Water)	2,006	1,893	113	6.0%	19,733	20,767	(1,034)	-5.0%	27,833	28,833	(1,000)	-3.5%
Taxes and Licences	281	303	(22)	-7.3%	2,392	2,477	(85)	-3.4%	3,311	3,311	-	0.0%
Depreciation	2,819	2,819	-	0.0%	21,891	21,891	-	0.0%	26,999	28,999	(2,000)	-6.9%
Accident Claims & Insurance	1,680	4,146	(2,466)	-59.5%	15,892	26,259	(10,367)	-39.5%	37,914	37,914	-	0.0%
Non-Departmental Costs	4,549	1,233	3,316	268.9%	16,717	14,826	1,891	12.8%	31,609	33,109	(1,500)	-4.5%
<b>TOTAL EXPENSES</b>	167,340	174,400	(7,060)	-4.0%	1,279,469	1,346,665	(67,196)	-5.0%	1,748,092	1,798,482	(50,389)	-2.8%
<b>OPERATING SUBSIDY REQUIRED in 2017</b>					355,471	423,226	(67,755)	-16.0%	511,770	560,860	(49,089)	-8.8%
<b>CITY OPERATING SUBSIDY AVAILABLE</b>							-	100.0%	546,846	546,846	-	
<b>DRAW FROM STABILIZATION RESERVE</b>										14,014	(14,014)	
<b>SHORTFALL / (SURPLUS)</b>					355,471	423,226	(67,755)	-16.0%	(35,076)	(0)	(35,075)	

## Wheel-Trans Operating Budget

### 2017 Year-to-Date Results

To the end of Period 9 (September 30), total revenues were below target (\$525K or 8.4%). This reflects slightly lower revenues from 318K (9.3%) less customer journeys offset by a slightly higher average fare.

Over the same period, expenses were \$13.1 million (11.8%) 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
2017 Wheel-Trans Operating Budget			
Customer Journeys (Ridership)	4.312	4.723	(0.4)
Revenue	\$7.7	\$8.5	(\$0.8)
Expenses	\$136.1	\$151.2	(\$15.1)
Subsidy Required	\$128.4	\$142.7	(\$14.3)
Subsidy Available	\$142.7	\$142.7	\$0
Surplus/(Shortfall)	\$14.3	\$0	\$14.3

Currently, a \$14.3 million (or 10.0%) year-end subsidy surplus is projected. The key budget variances that account for this projection are as follows:

#### Contracted Taxi Services: \$11.1 million decrease

The decrease in costs is attributable to a lower projected year-end ridership estimate and a lower cost per passenger trip estimate consistent with the actual year-to-date experience.

#### Customer Service: \$1.9 million decrease

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



Passenger Revenues: \$0.8 million decrease

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

Vehicle Maintenance: \$0.5 million decrease

The decrease is mainly due to labour savings within Bus Maintenance due to workforce vacancies gapping and average labour rates being lower than expected.

Employee Benefits: \$0.5 million decrease

Lower labour expenses, combined with the year-to-date trend in healthcare expenses, indicates that employee benefit expenses will fall below budget by year-end.

Diesel: \$0.2 million decrease

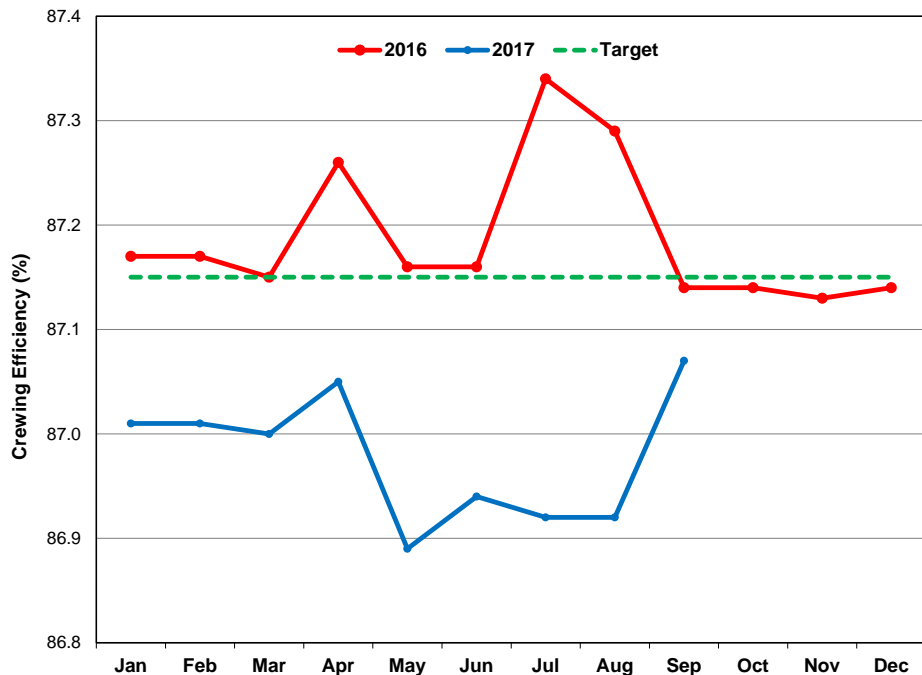
An improved fuel consumption accounts for this favourable variance.

All other changes are expected to net to a \$0.9 million favourable variance.

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

PERIOD 9 (\$000s)	Period 9: Five Weeks August 27 to September 30, 2017			Nine Periods to September 30, 2017			Full Year 2017		
	Actual	Budget	Over/(Under) Budget	Actual	Budget	Over/(Under) Budget	Projected Actual	Budget	Projected Variance
<b>REVENUES:</b>									
Passenger Fares	715	844	(129)	5,689	6,214	(525)	7,692	8,492	(800)
<b>EXPENSES:</b>									
CONTRACTED TAXI SERVICE	5,917	7,517	(1,600)	44,012	51,877	(7,866)	60,739	71,866	(11,127)
WHEEL-TRANS BUS SERVICE	4,532	4,592	(61)	35,043	35,723	(680)	48,173	48,918	(745)
OTHER WHEEL-TRANS EXPENSES	2,465	3,119	(654)	18,871	23,452	(4,581)	27,199	30,386	(3,187)
<b>TOTAL EXPENSES</b>	<b>12,914</b>	<b>15,229</b>	<b>(2,315)</b>	<b>97,925</b>	<b>111,052</b>	<b>(13,126)</b>	<b>136,110</b>	<b>151,169</b>	<b>(15,059)</b>
<b>OPERATING SUBSIDY REQUIRED IN 2017</b>							<b>128,419</b>	<b>142,678</b>	<b>(14,259)</b>
<b>OPERATING SUBSIDY AVAILABLE IN 2017</b>							<b>142,678</b>	<b>142,678</b>	<b>0</b>
<b>SHORTFALL/(SURPLUS)</b>							<b>(14,259)</b>	<b>-</b>	<b>(14,259)</b>
<b>PASSENGER TRIPS (000s)</b>	<b>403</b>	<b>486</b>	<b>(83)</b>	<b>3,120</b>	<b>3,438</b>	<b>(318)</b>	<b>4,312</b>	<b>4,723</b>	<b>-410</b>
<b>UNACCOMMODATED RATE (%)</b>	<b>0.2</b>	<b>0.5</b>	<b>(0.3)</b>	<b>0.2</b>	<b>0.5</b>	<b>(0.3)</b>	<b>0.5</b>	<b>0.5</b>	<b>0.0</b>
<b>SUBSIDY PER TRIP (\$)</b>	<b>30.25</b>	<b>29.59</b>	<b>0.66</b>	<b>29.56</b>	<b>30.49</b>	<b>(0.93)</b>	<b>30.23</b>	<b>30.62</b>	<b>(0.39)</b>

### Operator Crewing Efficiency



Operator crewing efficiency increased in September to 87.07%; performance remained below target, however. 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

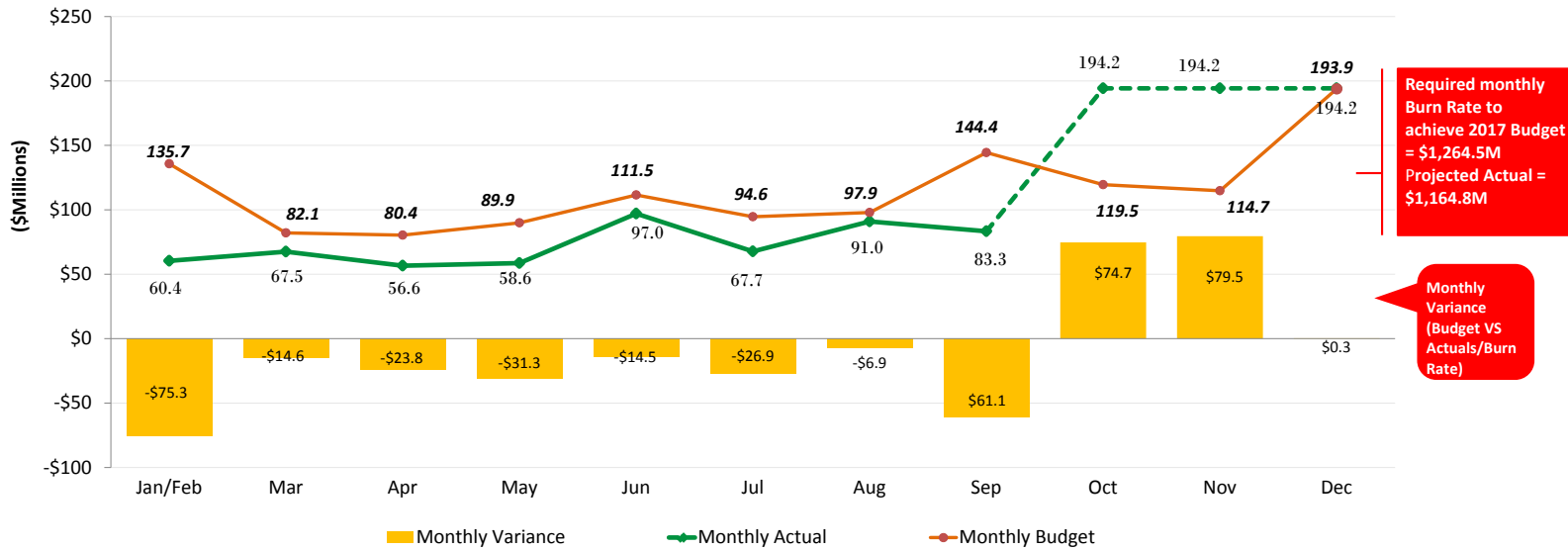
Capital expenditures to the end of Period 9 (September 30, 2017) reflect lower project activity and include continued progress on vehicle and construction contracts already in place. Significant variances in the current period stem from under-spending on delayed contract work and vehicle deliveries.

### 2017 Year-End Projections

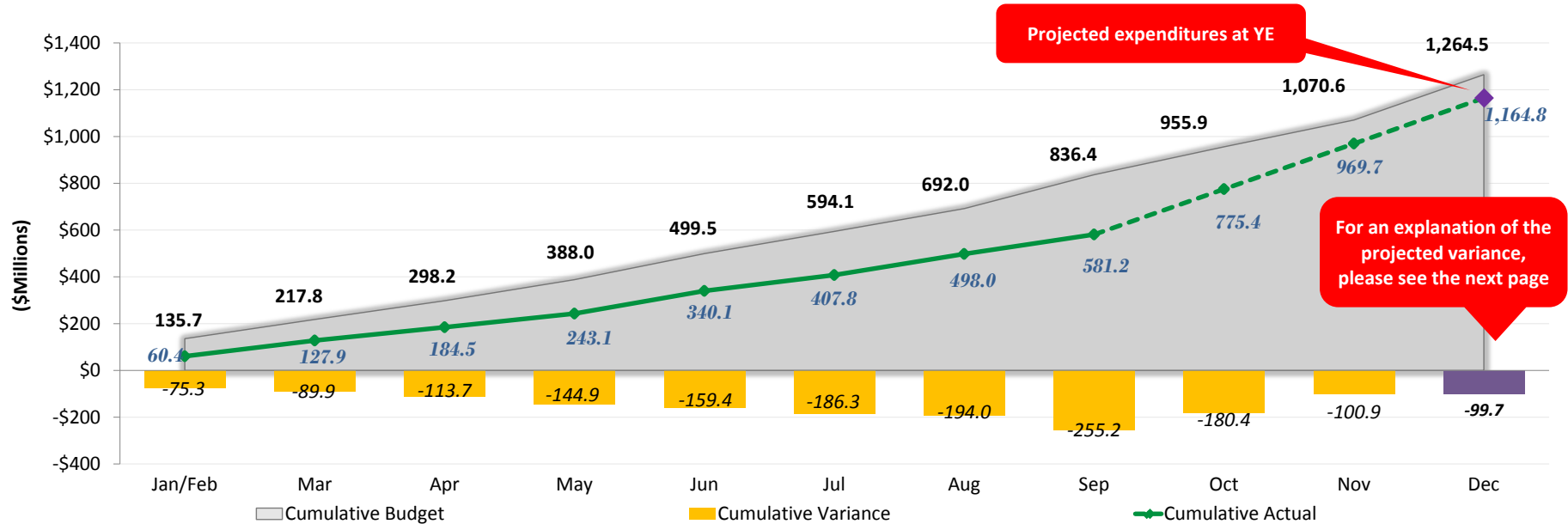
(millions)	Projection	Budget*	Variance
2017 TTC Capital Budget			
Base Program	\$1,164.8	\$1,264.5	(\$99.7)
Toronto-York Spadina Subway Extension (TYSSE)	\$479.6	\$545.1	(\$65.5)
Scarborough Subway Extension (SSE)	\$75.5	\$125.2	(\$49.7)

\*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 and in-year budget adjustment of \$0.7M for Bicycle Parking on Stations as approved by Council on June 14, 2017.

## 2017 Base Program: Month-to-Month Budget Tracking



## 2017 Base Program: Cumulative Budget Tracking



## **Base Program Expenditures: \$99.7 million under**

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

### **Subway Track: \$8.7 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 from 2016 with the start of the design process for King/Queen/Roncesvalles project.

### **Traction Power: \$4.2 million over**

Funds brought forward for material purchase. Cash flow adjusted to align with revised construction schedule and Humber Loop closure in 2017.

### **Communications: \$12.4 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; Track Level Occupancy Lights deferred due to revised scope and resource constraints, and Industrial Security Improvements of TTC Properties as the start of construction was delayed to incorporate scope changes.

### **Signal System: \$9.1 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: \$9.1 million over

Variance is due to Subway Infrastructure Project and 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: \$4.0 million over

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

Leslie Barns: \$5.5 million under

Variance is due to lack of progress in completion of work and correction of outstanding deficiencies.

Facility Renewal and other Building & Structure Projects: \$16.2 million under

Variance is primarily due to cancellation of Revenue Operations Facility and Old Eglinton Garage. Additional variances for other projects include: Bus Garage /Shops Facility Renewal Program – Work advanced to 2016 for several contracts as well as deferment of planned works to address stakeholder requirements and develop contracting strategy; Subway Facility Renewal Program - Start of construction was delayed as a result 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 and Sheppard Subway – delay of claim resolution.

Purchase of Wheel-Trans Buses: \$4.3 million under

As a diesel version cannot be provided in 2017, it was decided that only 20 buses would be purchased and the remaining 20 buses added to the 2018 order (60 buses). Due to production issues, 15 buses will be delivered in 2017 and the remaining 65 delivered in 2018.

Purchase of Subway Cars: \$5.1 million under

Variance is primarily payment for some project milestones and escalation shifted with the revised cash flow and delivery schedules for spares and special tools projected for 2018.

#### Bus Overhaul: \$14.1 million over

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

#### Purchase of Streetcars: \$37.4 million under

Variance is primarily from slippage of vehicle delivery and the Contract Change Allowance not being exercised in 2017. The plan was 40 cars for 2017, however, based on the current production circumstances, there are only 35 cars projected to be delivered in 2017.

#### Shop Equipment: \$4.4 million over

The variance is attributed to:

- Bus Maintenance and Shops Department is due to equipment delivery delayed from 2016 to 2017 to due procurement issues, purchases received in 2016 to be paid in 2017 due to delays in billings; the slow process in awarding the contracts as well as technical issues, some projects will be completed in 2018.
- Vehicle Shop Equipment is due to revised fleet plan and catch up from previous years.

#### Revenue and Fare Handling Equipment: \$22.2 million over

The variance is due to Turnstile Replacement Faregates project for additional gate order, adjustment for civil works cost assignment, foreign exchange adjustment and maintenance calendarization.

#### Information Technology Program: \$14.6 million under

Variance is largely due to VISION Project 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 \$1.9M); underspending in Networking Infrastructure Program is mainly due to Voice over IP (VOIP) contract negotiations (new contract commenced as of October 1, 2017); and overspending in SAP Project due to higher than projected project complexity; resource availability which resulted in higher expenses to the project and scheduling delays.

**Service Planning: \$41.4 million under**

The variance is mainly due to three projects: Platform Modification to Accommodate Artic buses, Bus Stop Improvements for Accessibility and Opportunities to Improve Transit – Transit Priority Measures. For each of these projects the majority of work has slipped from 2017 to 2018 and 2019 due to delays in hiring Strategy and Service Planning staff; receiving City approvals, and issuing tender packages for the current construction season.

**Toronto York Spadina Subway Extension (TYSSE): \$65.5 million under**

Variance is due to deferral of holdback releases, contingencies, claims resolutions, property and vehicle expenditures.

**Scarborough Subway Extension: \$49.7 million under**

SRT Life Extension (-\$22.2M): Variance is due to SRT Communications Retrofit - work deferred due to re-assessment of schedule; SRT Car Overhaul Program - due to delay of subway opening and new scope added to the project and a work cost estimate adjustment and SRT Life Extension with anticipated cost savings; work pertaining to Signals is re-aligned into future years.

Scarborough Subway Extension: (-\$27.5M): Variance is due to delay in the EA process and the rebaselining of the project scope.

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**4. Critical Projects**



**Performance Scorecard**

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

**Accomplishments**

- 189 of the 342 buses delivered (55%)  
 - NOVA was awarded the supply and delivery of 325 buses for delivery up to Q1 2019

**Key Issues and Risks**

NOVA had been delivering ahead of schedule up to the end of September, however in the month of September they experienced slippage to the schedule. As at September 30, 2017 they are 33 buses behind

**Management Action Plan**

NOVA has been requested to provide a recovery plan to address this issue.

**Budget Update (as of September 30, 2017)**

(millions of dollars)

	Year to Date	2017	Lifetime to Date	Estimated Final Cost
Budget:	\$97.7	\$230.0	\$354.8	\$1,271.3
Actual:	\$80.2		\$332.4	
Projected:		\$230.0		\$1,266.5
Actual Variance:	-\$17.5		-\$22.4	
Projected Variance:		\$0.0		-\$4.8

2017 Variance: \$0.0 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: Sep. 30,2017

Reporting frequency: Quarterly





**McNicoll New Bus Garage**  
November 2017 CEO Report

**Performance Scorecard**

	Schedule	Cost	Scope	Overall Risk
<b>Current Status</b>	G	G	G	G
<b>Outlook to Completion</b>	G	G	G	G

**Accomplishments**

-September 1-Design-Build Contractor (DB) submitted full building permit application to the City.  
 -September 19-Held 75% Design Workshop with internal stakeholders and reviewers.  
 -September 28-Letter sent from Project Manager to Toronto Building seeking consideration for granting early permits.

-Continued coordination and design work by DB in pursuit of required permits.

**Key Issues and Risks**

1. Neither Notice of Approval Conditions (NOAC), nor building permits has been issued by City of Toronto. TRCA permits also continue to be outstanding. Foundation construction has not commenced, and as a result there is a risk that site services may not commence before the end of 2017.

**Management Action Plan**

The DB continues to make submissions to bring outstanding issues to a close. The TTC project team continues to provide support to the DB as requested and is responding promptly to authorities when contacted directly regarding permitting matters.  
 On September 1st the DB applied for a full building permit. Following a meeting with Toronto Building on August 24, and anticipating the full building permit would not be issued in the short term, the TTC project manager sent a letter to Toronto Building on September 28 seeking consideration for granting early (conditional) permits for foundations since they are not impacted by the outstanding technical matters impeding NOAC (Storm water management designs). The TTC project team continues to monitor the permitting situation as well as the DB's progress and work quality through weekly meetings/conference calls and review of submittals. The TTC project team will continue to support the DB where possible.

**Budget Update (as of September 30, 2017)**

(millions of dollars)

	Year to Date	2017	Lifetime to Date	Estimated Final Cost
<b>Budget:</b>	\$10.4	\$14.8	\$19.5	\$181.0
<b>Actual:</b>	\$10.3		\$19.7	
<b>Projected:</b>		\$14.8		\$181.0
<b>Actual Variance:</b>	-\$0.1		\$0.2	
<b>Projected Variance:</b>		\$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: September 30, 2017

Reporting frequency: Quarterly



**Performance Scorecard**

	Schedule	Cost	Scope	Overall Risk
<b>Current Status</b>	Y	G	G	G
<b>Outlook to Completion</b>	Y	G	G	G

**Accomplishments**

Installation on 10 buses for Minifleet completed at Mt. Dennis.  
Installation of Yard Management anchors and gateways started at Mount Dennis

**Key Issues and Risks**

1 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.  
2 Bell has agreed to extend the CDMA Services to April 2019.

**Management Action Plan**

1 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.  
2. 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 September 30, 2017)**  
(millions of dollars)

	Year to Date	2017	Lifetime to Date	Estimated Final Cost
<b>Budget:</b>	\$15.9	\$21.2	\$27.7	\$115.4
<b>Actual:</b>	\$5.0		\$15.4	
<b>Projected:</b>		\$7.9		\$115.4
<b>Actual Variance:</b>	-\$10.9		-\$12.3	
<b>Projected Variance:</b>		-\$13.3		\$0.0

**2017 Variance: \$ 13.3 million under.**  
Delays in payments to Cleaver Devices.

**EFC Variance: \$0 Million**  
No variance at this time.

**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	Q1 2018																					
11	Integration Testing Complete	Q3 2017	Q4 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	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: Sep. 30, 2017

Reporting frequency: Quarterly



**Purchase of New Streetcars**  
November 2017 CEO Report

**Performance Scorecard**

	Schedule	Cost	Scope	Overall Risk
<b>Current Status</b>	R	G	G	R
<b>Outlook to Completion</b>	R	G	G	R

**Accomplishments**

- Final acceptance of car 4444, 4445, 4446, 4447 and 4448 completed
- 48 cars are available for revenue service
- Preliminary acceptance of car 4449 and 4450 completed

**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 September 30, 2017)**

(millions of dollars)

	Year to Date	2017	Lifetime to Date	Estimated Final Cost
<b>Budget:</b>	\$100.4	\$140.2	\$676.2	\$1,186.5
<b>Actual:</b>	\$41.5		\$594.0	
<b>Projected:</b>		\$102.8		\$1,186.5
<b>Actual Variance:</b>	-\$58.9		-\$82.2	
<b>Projected Variance:</b>		-\$37.4		\$0.0

**2017 Variance: \$ 37.4 million under.**

Variance is primarily from slippage of vehicle delivery and the Contract Change Allowance not being exercised in 2017. The plan was 40 cars for 2017, however, based on the current production circumstances, there are only 35 cars delivered / projected in 2017.

**EFC Variance: \$0 million**

No variance at this time.

**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										█									
6	204 Cars deployed (based on January 23, 2017 delivery schedule)	Q4 2019	Q4 2019										█									

**Legend**

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

Unless stated otherwise, data is current as of: Sep. 30, 2017

Reporting frequency: Quarterly



**Performance Scorecard**

	Schedule	Cost	Scope	Overall Risk
<b>Current Status</b>	G	G	G	G
<b>Outlook to Completion</b>	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 September 30, 2017)**

(Millions of dollars)

	Year to Date	2017	Lifetime to Date	Estimated Final Cost
<b>Budget:</b>	\$15.2	\$20.4	\$512.4	\$523.5
<b>Actual:</b>	\$8.5		\$493.2	
<b>Projected:</b>		\$14.9		\$523.5
<b>Actual Variance:</b>	-\$6.7		-\$19.2	
<b>Projected Variance:</b>		-\$5.5		\$0.0

**2017 Variance: \$ 5.5 million under.**

Lack of progress in completion of work and correction of outstanding deficiencies.

**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	✓				Today														
2	Leslie Barns partial handover to Operations	Q4 2015	Q4 2015	✓																		
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
On Schedule	Tracking behind Schedule	Poses Risk to Critical Path

Unless stated otherwise, data is current as of: September 30, 2017

Reporting frequency: Quarterly



**Performance Scorecard**

	Schedule	Cost	Scope	Overall Risk
<b>Current Status</b>	Y	G	R	Y
<b>Outlook to Completion</b>	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 16 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, that has yet to be confirmed.

**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 September 30, 2017)**

(millions of dollars)

	Year to Date	2017	Lifetime to Date	Estimated Final Cost
<b>Budget:</b>	\$42.9	\$53.1	\$269.0	\$597.7
<b>Actual:</b>	\$23.8		\$252.9	
<b>Projected:</b>		\$57.3		\$597.7
<b>Actual Variance:</b>	-\$19.1		-\$16.1	
<b>Projected Variance:</b>		\$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. (.2)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: Sep. 30, 2017

Reporting frequency: Quarterly



**Performance Scorecard**

	Schedule	Cost	Scope	Overall Risk
<b>Current Status</b>	G	G	G	G
<b>Outlook to Completion</b>	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.  
 -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).  
 Started Train Door Monitoring System Fleet Retrofit.

**Key Issues and Risks**

1. 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.  
 2. Design change requirements to improve on vehicle functionality, reliability and maintainability continue.

**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 September 30, 2017)**

(millions of dollars)

	Year to Date	2017	Lifetime to Date	Estimated Final Cost
<b>Budget:</b>	\$17.1	\$21.0	\$1,159.0	\$1,166.9
<b>Actual:</b>	\$10.2		\$1,128.9	
<b>Projected:</b>		\$15.9		\$1,166.9
<b>Actual Variance:</b>	-\$6.9		-\$30.1	
<b>Projected Variance:</b>		-\$5.1		\$0.0

**2017 Variance: \$5.1 million under**

2017 Variance: -\$5.1 million under variance is primarily payment for some project milestones and escalation shifted with the revised cashflow and delivery schedules for spares and special tools projected for 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
					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: September 30, 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.

Woodbine elevators were put into service on September 30, 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 September 30, 2017)**  
(millions of dollars)

	Year to Date	2017	Lifetime to Date	Estimated Final Cost
Budget:	\$30.5	\$42.7	\$291.9	\$774.3
Actual:	\$23.5		\$285.0	
Projected:		\$41.4		\$775.9
Actual Variance:	-\$7.0		-\$6.9	
Projected Variance:		-\$1.3		\$1.6

**2017 Variance: \$ 1.3 million under.**  
Enabling works delayed at King Station.

**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	Woodbine Station(DC9-4)	Q3 2017	Q3 2017				✓															
2	St. Clair West Station(A45-9)	Q4 2017	Q3 2017				✓															
3	Coxwell Station(D45-8)	Q4 2017	Q4 2017					■														
4	Dupont Station(A45-13)	Q4 2018	Q4 2018								■											
5	St. Patrick Station(U45-4)	Q4 2018	Q4 2018								■											
6	Royal York Station(W45-6)	Q4 2019	Q4 2019									■										
7	Wellesley Station(S45-8)	Q4 2019	Q4 2019									■										
8	Yorkdale Station(A45-17)	Q4 2019	Q4 2020										■									
9	Wilson Station(A45-10)	Q4 2019	Q4 2020										■									
10	Runnymede Station(W45-4)	Q4 2019	Q4 2020										■									
11	Bay Station(D45-4)	Q4 2020	Q4 2020										■									
12	King Station(S45-7)	Q4 2019	Q4 2021											■								
13	Sherbourne Station(D45-5)	Q4 2020	Q4 2021												■							
14	Keele Station(B45-3)	Q4 2021	Q4 2021													■						
15	Lansdowne Station(B45-6)	Q4 2021	Q4 2021														■					
16	Chester Station(D5-16)	Q4 2020	Q4 2021														■					
17	Spadina Station(A45-18)	Q4 2021	Q4 2022															■				
18	College Station(S60-21 & S2-17)	Q4 2020	Q4 2022															■				
19	Donlands Station(D45-2 & D6-3)	Q4 2021	Q4 2022															■				
20	Lawrence Station(Y45-3)	Q4 2021	Q4 2023																■			
21	Castle Frank Station(D45-14)	Q4 2023	Q4 2023																	■		
22	Christie Station(B45-11)	Q4 2023	Q4 2023																		■	
23	High Park Station(W45-7)	Q4 2023	Q4 2023																			■
24	Summerhill Station(S45-11)	Q4 2023	Q4 2023																			■
25	Greenwood Station(D45-6)	Q4 2022	Q4 2023																			■
26	Rosedale Station(S45-12)	Q4 2024	Q4 2024																			■
27	Old Mill Station(W45-8)	Q4 2024	Q4 2024																			■
28	Museum Station(U3-5)	Q4 2024	Q4 2024																			■
29	Glencairn Station(A45-19)	Q4 2025	Q4 2025																			■
30	Warden Station	Q4 2025	Q4 2025																			■
31	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: September 30, 2017

Reporting frequency: Quarterly





**Performance Scorecard**

	Schedule	Cost	Scope	Overall Risk
<b>Current Status</b>	G	G	G	G
<b>Outlook to Completion</b>	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."  
Completed Train Entry Platforms Studies for Wilson,

Davisville, Keele and Greenwood Yards.

**Key Issues and Risks**

None

**Management Action Plan**

N/A

**Budget Update (as of September 30, 2017)**

(millions of dollars)

	Year to Date	2017	Lifetime to Date	Estimated Final Cost
<b>Budget:</b>	\$36.8	\$47.8	\$198.3	\$973.1
<b>Actual:</b>	\$29.8		\$197.7	
<b>Projected:</b>		\$49.1		\$966.3
<b>Actual Variance:</b>	-\$7.0		-\$0.6	
<b>Projected Variance:</b>		\$1.3		-\$6.8

**2017 Variance: \$3.1 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 Pendant 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 II(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 Pendant Retrofit (GR1-51),(GR1-40 & GR60-25 combined)	Q1 2019	Q1 2019											█								
17	Wilson Carhouse Tracks 15 and 16 Expansion and Alterations(C1-42)	Q1 2021	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: September 30,2017

Reporting frequency: Quarterly

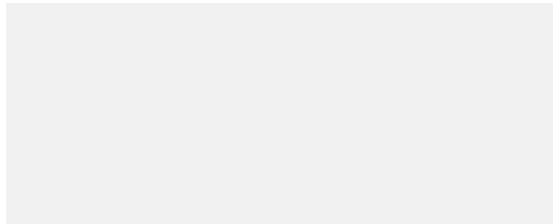


**Performance Scorecard**

	Schedule	Cost	Scope	Overall Risk
<b>Current Status</b>	G	G	Y	G
<b>Outlook to Completion</b>	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 installation & commissioning plans. M&P awarded a Contract to CAD Rail Industries for car modifications & equipment installation. Staff planning for the installation and commissioning.



**Key Issues and Risks**

Reduction in available labour resources due to decrease in the exception of Employment Standard Act(ESA) restrictions. 6032 car modifications and equipment installation to be monitored for equipment fitting and schedule.

**Management Action Plan**

6622- 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 September 30, 2017)**

(millions of dollars)

	Year to Date	2017	Lifetime to Date	Estimated Final Cost
<b>Budget:</b>	\$23.2	\$33.4	\$173.9	\$556.5
<b>Actual:</b>	\$21.0		\$168.4	
<b>Projected:</b>		\$25.3		\$539.6
<b>Actual Variance:</b>	-\$2.2		-\$5.5	
<b>Projected Variance:</b>		-\$8.1		-\$16.9

**2017 Variance: \$8.1M under**

6622 - Deferred DARP work for (\$1.4M) to 2018, NDT transfer to operating (3M); 6012 - \$161K Communication work will be deferred to 2018; 6628 - advancement from future year for \$1.444M; 6032 - (\$2.861M) Slippage of system 1&2 testing to 2018, system 3 to 2019 and warranty to 2020, schedule change on system 1 completion date from 2017 to early 2018; 6260- (1,974K)Less grinding work will be done in 2017 due to contract and labor force constraints. To be transferred to 3.4; 7715-(-204K)Defer work to 2018

**EFC Variance: - \$16.9M under**

6260 - Scope reduction of (\$3.2) , 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		✓	✓	✓	✓	✓	✓												
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: Sep. 30,2017

Reporting frequency: Quarterly



## Automatic Train Control "Line 1-YUS"

November 2017 CEO Report

### Performance Scorecard

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

### Accomplishments

- Successful completion of 1 closure this period for Trial Ops; year to date 10 closures complete
- Phase 1 Status - All installation and testing complete
- Phase 2 Status - All installation and testing complete
- Training - 652 trained to meet P1 training requirements (operators, SYOs, supervisors etc.)

- Safety certification complete
- Passenger service readiness complete
- First workcar statically and dynamically tested
- All TR trains commissioned for passenger service

### Key Issues and Risks

1. Having all workcars equipped to support YUS Line needs when ATC is commissioned.
2. Maintaining delivery of TRs for service as WY is upgraded.
3. TYSSE opening delayed - schedule constraints prevent TYSSE opening.
4. Downview/SW - complications of converting terminal station to an inline station & plan for commissioning in a 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 Sep. 30, 2017)

(millions of dollars)

	Year to Date	2017	Lifetime to Date	Estimated Final Cost
Budget:	\$45.6	\$60.1	\$368.4	\$562.8
Actual:	\$40.2		\$363.0	
Projected:		\$60.1		\$562.8
Actual Variance:	-\$5.4		-\$5.4	
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
- ✓ Completed w/Impact on Critical Path
- █ On Schedule
- █ Tracking behind Schedule
- █ Poses Risk to Critical Path

Unless stated otherwise, data is current as of: Sep. 30, 2017

Reporting frequency: Quarterly



**Performance Scorecard**

	Schedule	Cost	Scope	Overall Risk
<b>Current Status</b>	G	G	G	G
<b>Outlook to Completion</b>	G	G	G	G

**Accomplishments**

Issued handover packages to TTC for beneficial use of York University Station and Downsview Park Station. Achieved substantial performance for tunnel structure finishes contract. Issued draft handover package to TTC Subway Operations for tunnels.

Faregates (PRESTO) - First ticket value add machine installed at Downsview Park Station.

**Key Issues and Risks**

1. Schedule Performance - Continued schedule slippage by the Finch West Station and the Steeles North-West Parking Lot contractor.
2. Finalize escalator re-assembly and alignment fixes; secure resources to complete commissioning of 43 escalators prior to the Revenue Service date.
3. 300 Series Commissioning - Adherence to schedule for commissioning events and timely completion of closeout paperwork.
4. Completion of station documentation required for Safety Certification
5. Resolution of Third Party issues - Obtain Site Plan approvals and station occupancy permits.

**Management Action Plan**

1. Project has de-scoped MEP works & siteworks from Finch West Station General Contractor. Acceleration measures put in place to de-risk remaining work at both Finch West Station & Pioneer Village Bus Terminal.
2. Continued meetings with General Contractors, escalator supplier, and TTC; Plan being revised for completions.
3. Weekly reviews with senior management to focus on critical testing events.
4. & 5. Weekly reviews with senior management to focus on safety Certs, occupancy permits and near-term actions.

**Budget Update (as of September 30, 2017)**

(millions of dollars)

	Year to Date	2017	Lifetime to Date	Estimated Final Cost
<b>Budget:</b>	\$447.3	\$545.1	\$2,926.2	\$3,184.2
<b>Actual:</b>	\$217.7		\$2,633.1	
<b>Projected:</b>		\$479.6		\$3,184.2
<b>Actual Variance:</b>	-\$229.6		-\$293.1	
<b>Projected Variance:</b>		-\$65.5		\$0.0

**2017 Variance: \$65.5 million under.**

Deferral of holdback releases, contingencies and claims resolutions, property and vehicle expenditures.

**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	Q4 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		✓																	
<b>Running Structures</b>																						
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	Q4 2017						■													
12	Traction Power (SP)	Q1 2017	Q1 2017		✓																	
13	Train Control (signals,incl. testing)	Q3 2017	Q4 2017						■													
14	Communications and Integrated Controls	Q3 2017	Q4 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

Unless stated otherwise, data is current as of: September 30, 2017

Reporting frequency: Quarterly



**Performance Scorecard**

	Schedule	Cost	Scope	Overall Risk
<b>Current Status</b>	R	Y	R	R
<b>Outlook to Completion</b>	R	Y	R	R

**Accomplishments**

- Advancing design development for Station, Tunnel and Systems.  
 - Transit Project Assessment Process (TPAP) Notice of Completion issued Aug. 24, 2017. 30-day public review period ended on Sept. 25, 2017.

Minister of the Environment and Climate Change (MOECC) currently considering objections to the project. Ministerial review of objections and MOECC notice to be received Oct. 30, 2017.

**Key Issues and Risks**

1. EFC was approved in 2013 based on 0% design. With the alignment/bus terminal now confirmed by City Council, the project budget and schedule will be confirmed as design is developed to the 30% stage, factoring in delivery strategy and risk. 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.

**Management Action Plan**

1. Continue to develop Station, Tunnel and Systems design to 30% stage.

**Budget Update (as of September 30, 2017)**

(millions of dollars)

	Year to Date	2017	Lifetime to Date	Estimated Final Cost
<b>Budget:</b>	\$37.9	\$86.8	\$77.7	\$3,305.0
<b>Actual:</b>	\$33.9		\$64.4	
<b>Projected:</b>		\$59.3		\$3,305.0
<b>Actual Variance:</b>	-\$4.0		-\$13.3	
<b>Projected Variance:</b>		-\$27.5		\$0.0

**2017 Variance: \$ 27.5 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																		█	

**Legend**

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

Unless stated otherwise, data is current as of: September 30, 2017

Reporting frequency: Quarterly



**Performance Scorecard**

	Schedule	Cost	Scope	Overall Risk
<b>Current Status</b>	Y	Y	Y	Y
<b>Outlook to Completion</b>	Y	Y	Y	Y

**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.

Faregate installation work at balance of stations has commenced. Full Service Vending Machine (FMVD) and Add Value Machine - second lot (AVM) design completed, development underway.

**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 September 30, 2017)**

(millions of dollars)

	Year to Date	2017	Lifetime to Date	Estimated Final Cost
<b>Budget:</b>	\$6.3	\$8.6	\$39.5	\$44.0
<b>Actual:</b>	\$9.6		\$44.9	
<b>Projected:</b>		\$6.8		\$47.6
<b>Actual Variance:</b>	\$3.3		\$5.4	
<b>Projected Variance:</b>		-\$1.8		\$3.6

**2017 Variance: \$1.8 million under.**  
Calendarization due to extended roll out time.

**EFC Variance: \$3.6 million over.**  
Extended timeline for rollout. Increased quality assurance resources/costing. million increase attributed 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	Q2 2018																			
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	Q2 2018																			

**Legend**

Completed as planned	Completed Late	Completed w/Impact on Critical Path	Unless stated otherwise, data is current as of: Sep. 30,2017
On Schedule	Tracking behind Schedule	Poses Risk to Critical Path	



**Performance Scorecard**

	Schedule	Cost	Scope	Overall Risk
<b>Current Status</b>	R	Y	Y	Y
<b>Outlook to Completion</b>	R	Y	Y	Y

**Accomplishments**

PROGRAM: 'Project reset and schedule realignment '- Finance: Completed Data Mitigation in support of SIT3B and Security role mapping. 'Integration: Went live with CIBC Electronic Bank statement. Data migration – data preparation for Payroll Compare Cycle 2 complete.

People Group: Workaround Identification – an end to end review with Payroll, Benefits & HR to identify workarounds as a result of testing; Data Validation – validation of position and employee data in prep for data migration.

**Key Issues and Risks**

- Risk #1: BPO and SMEs unavailability due to year end activities will have an impact on SIT4, UAT and training user acceptance.
- 'Risk #2: SIT4 testing strategy not finalized and approved by business
- 'Risk#3: Large number of data related activities still to be addressed before SIT4 start
- 'Issue #1: Challenges of posting Payroll Data to GL impacts completion of SIT3B for Finance
- 'Issue #2: Resource availability due to year end legacy changes and changes in the Union will result in SAP solution change and resource constraints
- 'Issue #3: SIT 4 delay due to data challenges

**Management Action Plan**

- Run daily status meetings with team leads to focus on critical tasks and issue resolution.
- Review, re-plan, and re-estimate current and future waves
- Prioritize activities based on data, payroll and year end activities.

**Budget Update (as of September 30, 2017)**  
(millions of dollars)

	Year to Date	2017	Lifetime to Date	Estimated Final Cost
<b>Budget:</b>	\$14.2	\$18.9	\$37.0	\$63.2
<b>Actual:</b>	\$14.9		\$38.6	
<b>Projected:</b>		\$25.3		\$63.2
<b>Actual Variance:</b>	\$0.7		\$1.6	
<b>Projected Variance:</b>		\$6.4		\$0.0

**2017 Variance: \$ 6.4 million over**

Over spending due to higher than projected project complexity; resource availability which resulted in higher expenses to the project and scheduling delays

**EFC Variance: \$ 0 million**

Currently under review.

**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 2017		✓																	
5	Wave 1 - Pension (Stage 1)	Q4 2015	Q4 2017					█														
6	Wave 1 - Service Centre (Stage 2)	Q4 2017	Q1 2018						█													
7	Wave 1 - HR / Payroll / Finance (Stage 3)	Q4 2017	Q2 2018							█												
8	Wave 2-Workforce Management	Q4 2017	Q4 2017																			
9	Wave 3-Budgeting,AP/AR, Procurement	Q4 2017	Q4 2017																			
10	Wave 4-Integration-Facilities Management	Q3 2018	Q4 2017																			
11	Wave 5-Integration-Bus Maintenance	Q1 2019	Q3 2018																			
12	Wave 6-Integration-Rail Maintenance	Q3 2019	Q1 2019																			

**Legend**

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

Unless stated otherwise, data is current as of: Sep. 30,2017

Reporting frequency: Quarterly



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For further information on TTC performance, projects, and service, please see [www.ttc.ca](http://www.ttc.ca)

**Andy Byford**  
Chief Executive Officer  
Toronto Transit Commission