



## STAFF REPORT INFORMATION ONLY

### Chief Executive Officer's Report – October 2015 Update

<b>Date:</b>	October 28, 2015
<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 was created in 2012 to better reflect the CEO's goal to modernize the look and feel of the TTC in a transparent manner. The new report replaced the previous Chief General Manager's Report, which did not provide a corporate-level focus on the organization's key performance indicators (KPIs) and was not available on the TTC's website in an easy-to-read format.

#### Issue Background

The Chief Executive Officer's Report presents the organization's KPIs in a performance "dashboard" format that enables the reader to view periodic performance in each area at-a-glance. Targets for each KPI are provided although some are yet to be finalized. In addition, a "traffic light" indicates whether the organization is ahead of target (green), at risk (yellow) or below target (red) for the KPI in question and the trend arrows show whether performance is trending up or down.

In the balance of the report, detailed comments are provided highlighting and explaining issues concerning each of the KPIs as well as other corporate initiatives.

#### Contact

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#### Attachment

Chief Executive Officer's Report – October 2015 Update



TORONTO TRANSIT COMMISSION

CHIEF EXECUTIVE OFFICER'S REPORT

OCTOBER 2015 UPDATE



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# TORONTO TRANSIT COMMISSION – MONTHLY SCORECARD



Key Performance Indicator		Description	Frequency	Latest Measure	Current	Target	Current Status	Trend	Ref. #
<b>CSS</b>		Customer Satisfaction Survey	Quarter	Q3	81%	TBD			2.2
<b>Customer Journeys</b>		Customer Trips	Period	P8	38.275M	39.114M			2.3
<b>Punctuality – Subway</b>									
Line 1 (Yonge-University)	Headway + 3 minutes	Period	P8	96.6%	96.0%			2.4.1	
Line 2 (Bloor-Danforth)	Headway + 3 minutes	Period	P8	97.9%	97.0%			2.4.1	
Line 3 (Scarborough)	Headway + 3 minutes	Period	P8	95.3%	96.0%			2.4.1	
Line 4 (Sheppard)	Headway + 3 minutes	Period	P8	99.1%	98.0%			2.4.2	
<b>Punctuality – Bus, Streetcar, and Wheel-Trans</b>									
Bus	Headway +/- 3 minutes	Period	P8	65.0%	65.0%			2.5.1	
Streetcar	Headway +/- 3 minutes	Period	P8	64.8%	70.0%			2.5.2	
Wheel-Trans	Within 10 minutes of schedule	Period	P8	87.3%	90.0%			2.5.3	
<b>Safety and Security</b>									
Lost Time Injuries	Injuries / 100 Employees	Period	P8	3.09	TBD			2.6.1	
Customer Injuries	Injury incidents / 1M Vehicle Boardings	Period	P8	1.60	NA			2.6.2	
Offences against Customers	Assault, theft, other	Period	P8	48	NA			2.6.4	
Offences against Staff	Assault, threat, other	Period	P8	43	NA			2.6.5	
<b>People</b>									
Attendance	Employee Absence	Period	P8	6.81%	< 6.50%			2.7.1	
Operator Hires	Actual vs. Budget	Period	P8	84	84			2.7.2	

# TORONTO TRANSIT COMMISSION – MONTHLY SCORECARD



Key Performance Indicator		Description	Frequency	Latest Measure	Current	Target	Current Status	Trend	Ref. #
<b>Device Availability</b>									
Elevators	% Elevators Available	Period	P8	99.1%	98.0%			2.8.1	
Escalators	% Escalators Available	Period	P8	97.8%	97.0%			2.8.2	
Fare Purchase Opportunity	% TVM's / PVM's Available	Period	P8	97.4%	96.4%			2.8.3	
<b>Mystery Shopping and Audits</b>									
Station Cleanliness	Cleanliness Audit Score	Quarter	Q2	74.6%	75.0%			2.9.1	
Vehicle Cleanliness	Cleanliness Audit Score	Quarter	TBD					2.9.2	
Information MSS	Customer Announcements Score	Quarter	TBD					2.9.3	
Staff Helpfulness MSS	Welcoming Staff Score	Quarter	TBD					2.9.4	
<b>Financials</b>									
TTC Revenue	Actual vs. Budget	Period	P1-8	\$768.4M	\$784.7M			4.1	
TTC Operating Expenditure	Actual vs. Budget	Period	P1-8	\$1087.3M	\$1096.2M			4.1	
Wheel-Trans Revenue	Actual vs. Budget	Period	P1-8	\$4.2M	\$4.1M			4.2	
W-T Operating Expenditure	Actual vs. Budget	Period	P1-8	\$76.0M	\$76.6M			4.2	
Capital Expenditure – Base	Actual vs. Budget	Period	P1-8	\$452.9M	\$708.0M			4.3	
Capital Expenditure – TYSSE	Actual vs. Budget	Period	P1-8	\$267.4M	\$290.8M			4.3	
Capital Expenditure – SSE	Actual vs. Budget	Period	P1-8	\$5.9M	\$29.3M			4.3	

## Key to Symbols



On target



Target at risk at current trend



Off target



Positive up from last



Positive down from last



Negative up from last



Negative down from last



No change from last

## Note:

The black arrows in the top right corner of the accompanying charts in this report indicate the favourable direction of the Key Performance Indicator (KPI):

↑ Higher (or increasing) values for the KPI are favourable

↓ Lower (or decreasing) values for the KPI are favourable

## Part 2 – Commentary and Current Issues

### 2.1 – Chief Executive Officer’s Commentary

#### General Overview

As previewed last month, I am very pleased to report a further increase in our Customer Satisfaction Scores (CSS).

The Quarter 3 overall satisfaction score is 81%, the first time a score of 80 or higher has ever been achieved. Equally encouraging is the fact that this follows on from Q2’s score of 79% meaning that there is a discernible, sustained uplift in customer satisfaction.

This score is informed by a range of customer service factors that matter most to riders, including service reliability and punctuality, cleanliness, availability of customer facing assets and provision of useful, timely information.

These are all areas that we have worked very hard on over the past four years, each the subject of defined action plans within our overall 5 year Corporate Plan, and each the recipient of targeted management focus.

It should be noted that these scores largely precede the introduction of wide-ranging service improvements (mainly on our bus and streetcar network) that are now rolling out as a result of our successful campaign for additional funding.

#### Delivery of Major Projects

- TYSSE (see page 33)

Good physical progress continues. Escalator trusses are being installed at a number of stations, tiling is being laid and we remain on course to have all sites enclosed by the winter to enable work to push on.

Detailed forensic analysis of claims and cost to go continues and I remain on target to report back to City Council by year end.

- PRESTO (see page 33/34)

Good progress is being made towards the roll out of Presto onto the entire streetcar fleet by year end.

Operator training is under way as are final preparations for converting all remaining routes to all-door, all day Proof of Payment (POP) by January 1.

- Automatic Train Control (see page 32)

Good progress continues to be made. Recent planned subway closures have proved invaluable in enabling the program to remain on schedule, on budget.

- New Streetcar Introduction (see page 31)

In a highly disappointing and completely unacceptable setback, Bombardier have discovered a further production problem that now means the year-end target of 20 vehicles in service is not going to be met. Instead, Bombardier state that a maximum of 16 vehicles can be delivered, the balance to be delivered and the back log (of these four cars) recovered by spring 2016.

The latest quality problem relates to incorrect crimping of electrical connections meaning that work on vehicles already on the production line needs to be stopped while wiring work is redone and checked.

Given previous delays and subsequent promises and assurances about the focus on quality going forward, this further delay is particularly galling and I have made it clear to Bombardier's CEO that this will not be tolerated.

While we will continue to act in our customers' interest by working with Bombardier to recover this delay, I recommend that the TTC takes every step at its disposal to recover additional costs incurred and to pursue the full extent of liquidated damages allowed for in the contract.

On a more positive note, we are finalizing discussions with the Leslie Barns contractor to achieve partial occupancy of this state-of-the-art new carhouse by the end of October.

- Culture Change

Reporting to me, Jody's immediate tasks include the establishment of an internal change team to help us speed up and secure cultural change, development of strategies to facilitate smooth introduction of the main people facing change programs and a cradle-to-grave review of our main processes to ensure that the right tone and support is set for employees from the moment they first consider a career here.

- Accessibility Matters

Easier Access projects at Ossington, St Clair West, Woodbine and Coxwell Stations continues apace.

### Safety Performance

A recent increase in the number of sexual assaults is receiving high level focus between TTC and the Toronto Police Service.

Roll out of our Safe Service Action Plan continues with much focus being applied to defensive driving techniques.

### Operational Performance

Lines 1 and 2 continued to display positive on-time performance both achieving the highest results for more than two years. These results reflect operational changes made to the reliability and efficacy of the schedule on both lines and have further resulted in record trains per hour during our peak periods. Line 3 continues to undergo improvements to assets that will, ultimately, result in improvements to this line as well despite its aged infrastructure.

Punctuality for our surface network remains below target but this reflects the attention being paid to providing a service that customers can rely upon to get them from their origin to their destination by specifically targeting short turns. A new suite of KPIs are being developed to reflect this change in approach and these will begin to be published in 2016.

Elevator and escalator availability was high and reflects the increased attention paid to these devices over the Pan Am and ParaPan Am Games.

Fare purchase opportunities (the reliability of our pass and token vending machines) remains above target but below the previous period. The importance of these machines will continue to lessen as PRESTO continues its roll out.

## Financial Commentary

On the financial side, customer journeys (ridership) to the end of August were 6 million (1.7%) below budget and passenger revenue was \$18 million below budget. Much of this variance was due to the negative impacts of severe cold temperatures and snow throughout the first quarter and the fare increase on March 1. As with all fare increases, some volatility in ridership results can subsequently occur. Ridership was 1.8% below budget in March and 1.5% below budget in April. The results rebounded for May (-0.2%) but dipped again from June to August (-2.4%); September is anticipated to be approximately 2% below budget. Given the results of the last four months, at this point, it is estimated that 2015 year-end ridership will be approximately 537 million, slightly (about 1.5%) below the budget of 545 million. This year-end projection excludes any allowance for free rides associated with the Pan Am and Parapan Am Games. Staff will continue to closely monitor ridership results throughout the remainder of the year.

Operating expenses were marginally below budget. Capital expenditures were below budget due to typically lower project activity early in the year.



Andy Byford  
Chief Executive Officer  
Toronto Transit Commission

## **2.2 – Customer Satisfaction Survey**

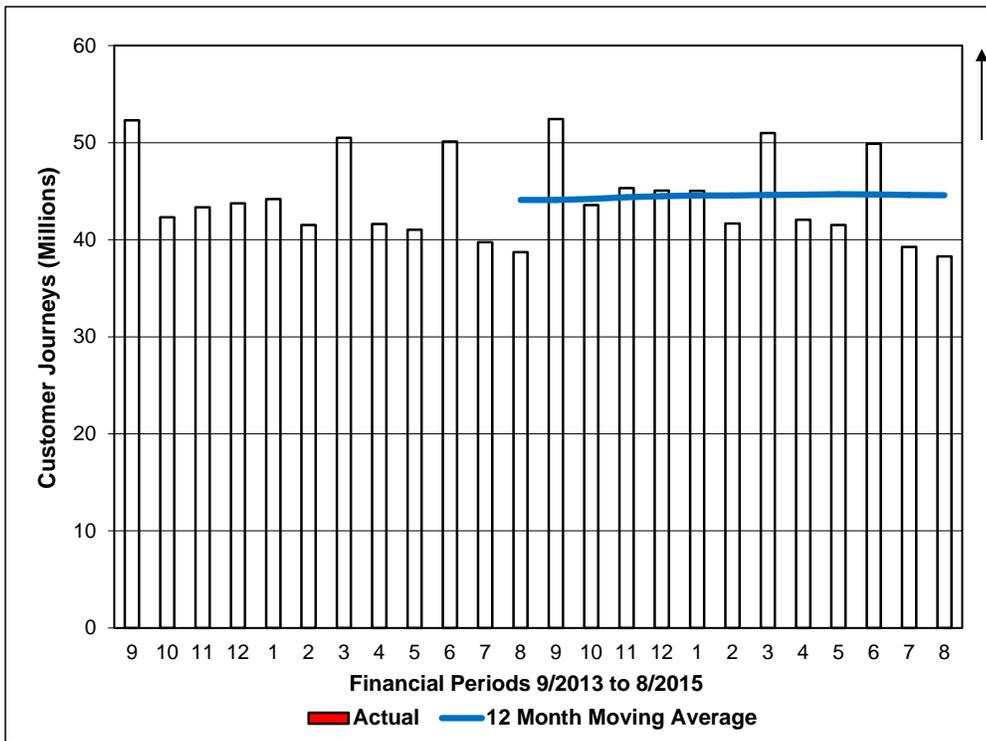
Following a significant increase in Q2 2015, the overall customer satisfaction remained high in Q3 2015 (81%). This positive score is driven by improvements in customer perceptions of *wait time* (for all three modes), *trip duration* (bus and streetcar) and *trip smoothness* (streetcar). These service attributes are also strong key drivers of customer satisfaction; therefore, improvements in those areas had a positive impact on the overall score. In addition, satisfaction of frequent TTC users has improved significantly (80% in Q3 2015 versus 71% in Q3 2014), which also contributed to a higher overall score. In particular, the perceptions of frequent TTC customers have improved in the following subway service attributes: *trip duration*, *wait time*, *vehicle crowding*, *station staff available for help*, *frequency of announcements about delays*, and *cleanliness of subway station*.

Areas of highest customer satisfaction (+80%) included: personal safety for subway/bus/streetcar, wait time for subway train, duration of subway and bus trip, ease of getting to the train platform, maps and information inside the subway train, quality of announcements at subway stops, cleanliness of the subway station, ease of buying tokens/tickets, cleanliness in the subway vehicle, helpfulness of maps and signs at subway station, appearance and helpfulness of bus and streetcar operators, helpfulness of announcements on buses and streetcars, and ease of hearing the announcements on buses and streetcars.

For the first time in three years, the perceptions of value for money have significantly increased, with 95% of TTC customers providing 'average', 'good', and 'excellent' ratings.

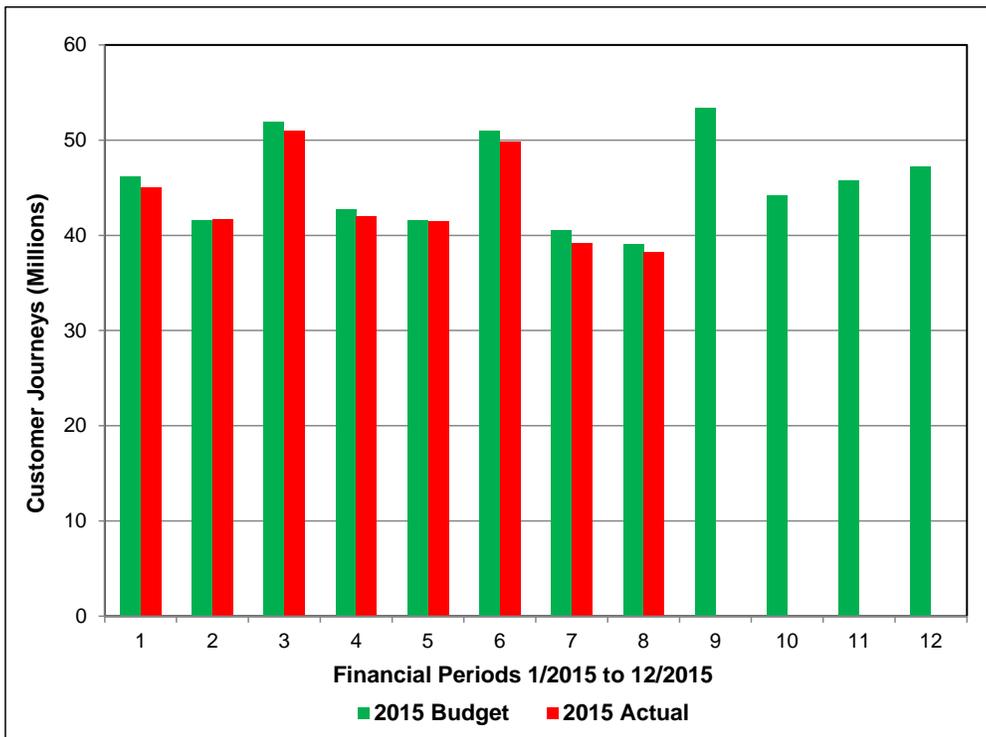
Pride in the TTC and what it means to Toronto continues to rebound and is now at 75%, significantly higher than last quarter. This positive score is largely driven in in the increased Pride in the TTC among frequent customers.

### 2.3 – Customer Journeys



There were 38.275M customer journeys (ridership) taken during Period 8 2015, which was 0.432M (1.1%) less than the 38.707M journeys taken during the comparable period in 2014.

The annual number of customer journeys taken to the end of Period 8 2015 was 535.046M, which was 5.954M (1.1%) more than the 529.092M annual journeys taken to the end of the comparable period in 2014.

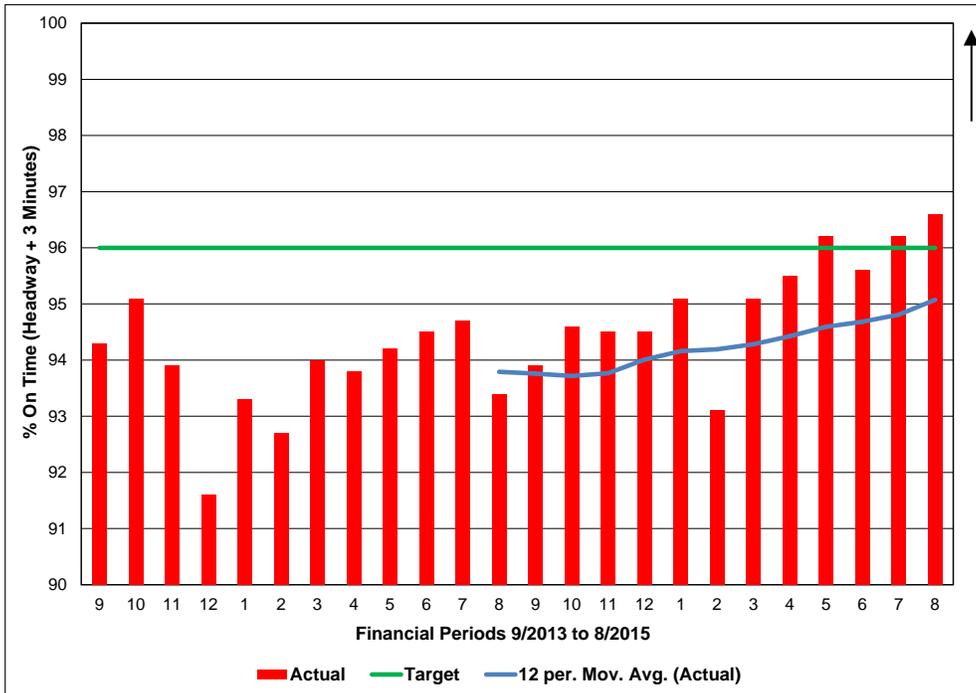


There were 38.275M customer journeys taken during Period 8 2015, which was 0.839M (2.1%) less than the budget of 39.114M journeys.

The number of customer journeys taken year-to-date to the end of Period 8 2015 was 348.644M, which was 5.862M (1.7%) less than the budget of 354.506M journeys.

## 2.4 – Punctuality – Subway

### Line 1 (Yonge-University)

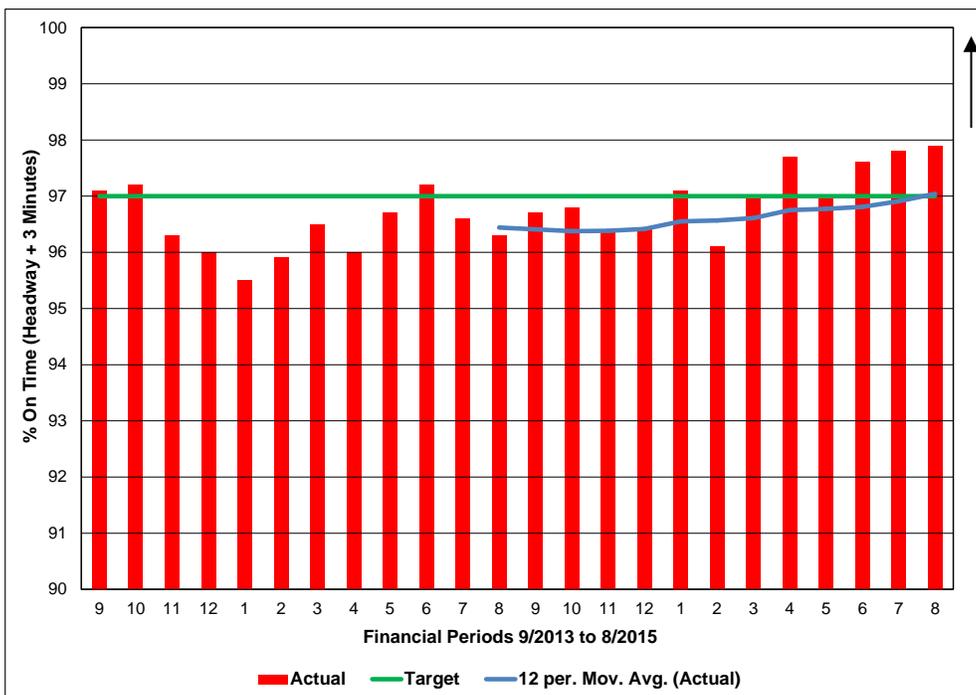


Performance in Period 8 was above target for the second consecutive period and increased to its highest level in the past two years.

With TTC related delay incidents at a two-year low, and non-TTC related incidents also trending lower than the year-to-date average, recent improvements in service schedules resulted in better performance and punctuality.

Additional supervisory personnel and rapid response teams in place for Parapan Am Games coverage contributed to having no recorded delays of 20+ minutes in Period 8, leading to greater resiliency in the service.

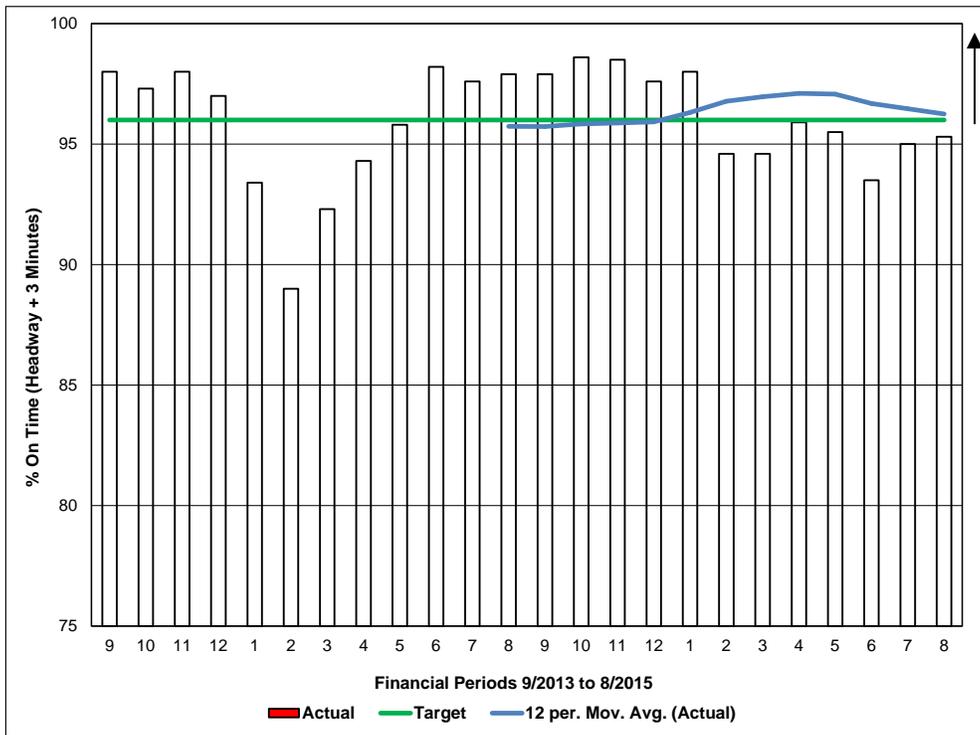
### Line 2 (Bloor-Danforth)



Performance in Period 8 achieved target for the sixth consecutive period and increased to its highest level in the past two years.

Delay incidents across the entire subway system, including on Line 2, are continuing to trend lower, with stronger performance levels being realized as a direct result.

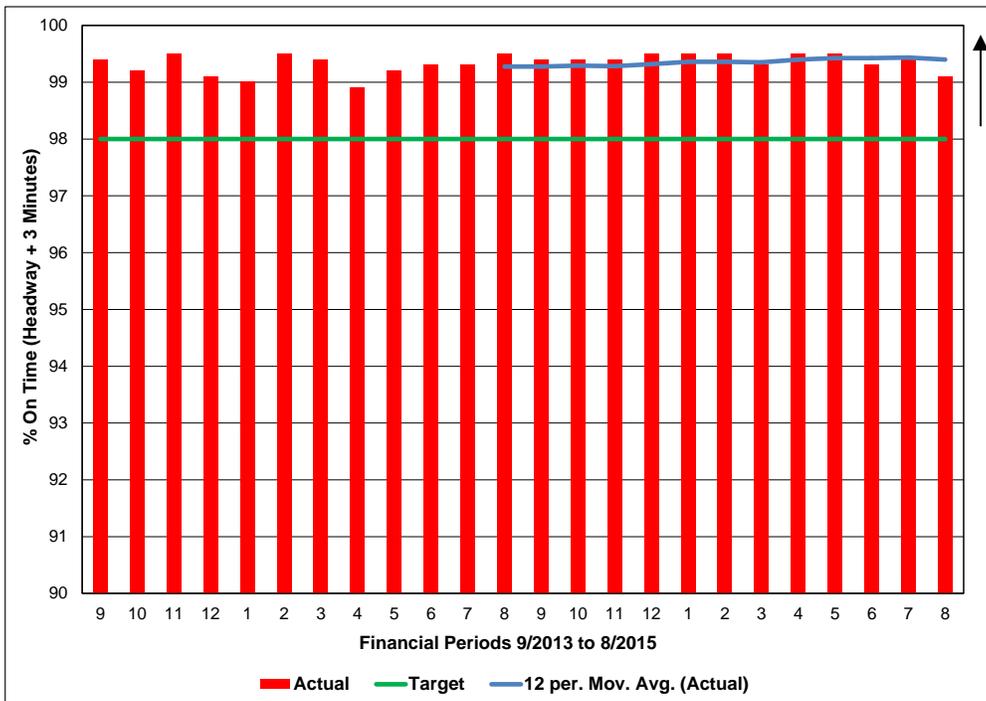
### Line 3 (Scarborough)



Performance in Period 8 increased for the second consecutive period but continued to remain below target.

An ongoing issue with over-temperature linear induction motors (LIMs) is being managed by controlling speed profiles in relation to ambient temperatures, while work continues on adjusting the LIM rail to optimize efficiency and minimize over-temperature incidents.

### Line 4 (Sheppard)

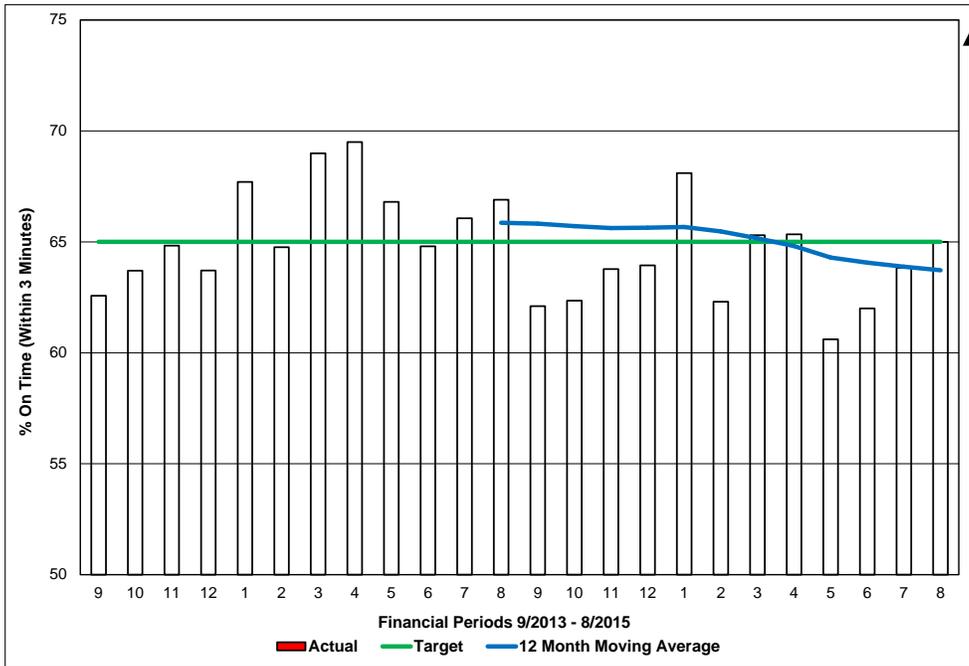


Performance in Period 8 remained well above target.

The relatively low volume of delay incidents and a high level of resilience in the ability to maintain headway performance when incidents occur are factors that contribute to consistently good performance on this line.

## 2.5 – Punctuality – Bus, Streetcar, and Wheel-Trans

### 2.5.1 – Bus

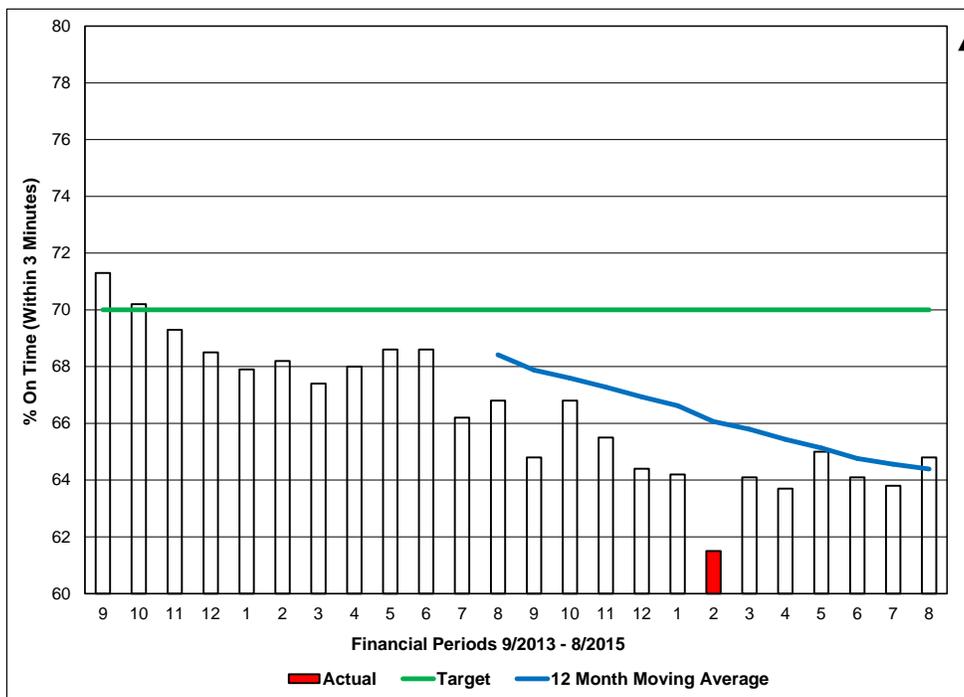


Performance in Period 8 achieved target and increased for the third consecutive period.

The ongoing focus on effective route management techniques has produced steady improvements for three consecutive periods.

Beginning Period 10, a chart illustrating short turns will be included in the CEO’s Report. New KPIs will be introduced in Period 1 2016, replacing this chart.

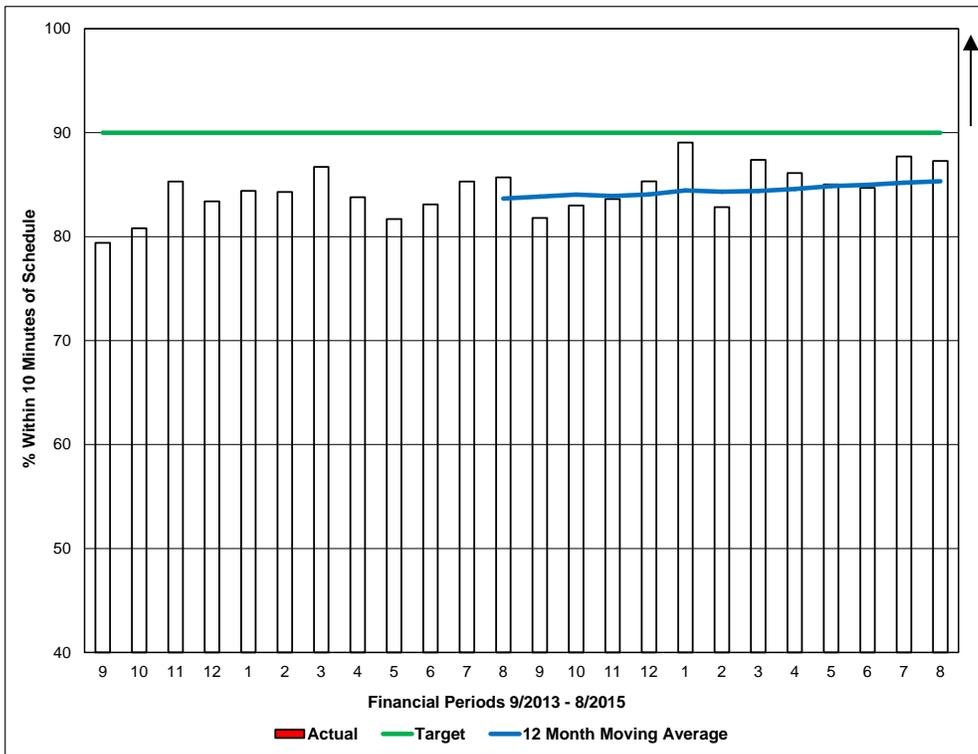
### 2.5.2 – Streetcar



Performance in Period 8 increased but continued to remain well below target.

Beginning Period 10, a chart illustrating short turns will be included in the CEO’s Report. New KPIs will be introduced in Period 1 2016, replacing this chart.

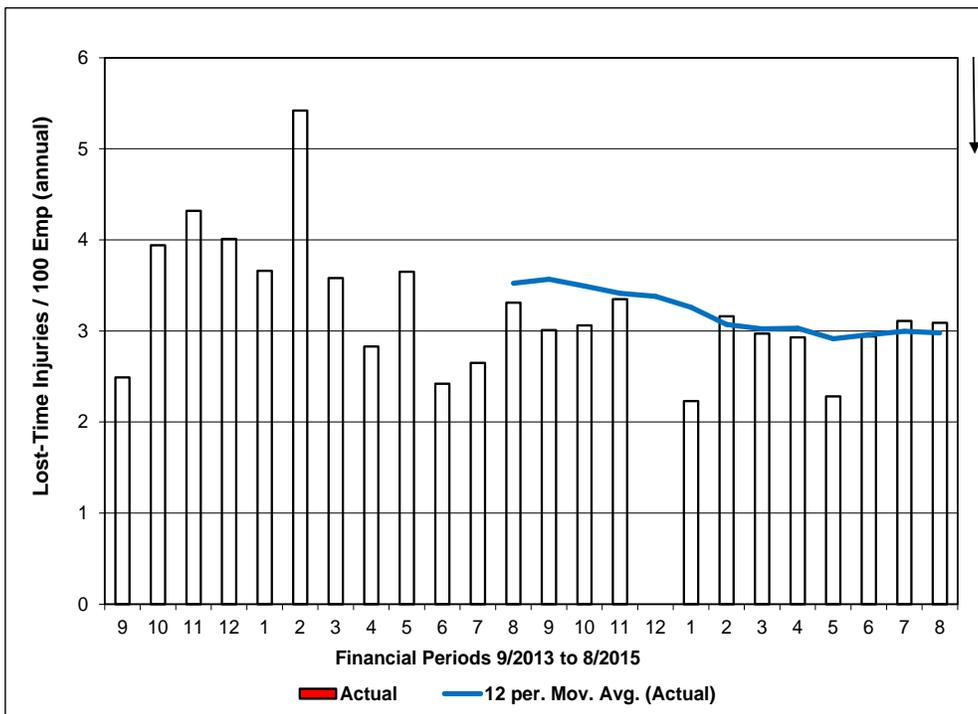
### 2.5.3 – Wheel-Trans



Performance decreased in Period 8 and continued to remain below target.

### 2.6 – Safety and Security

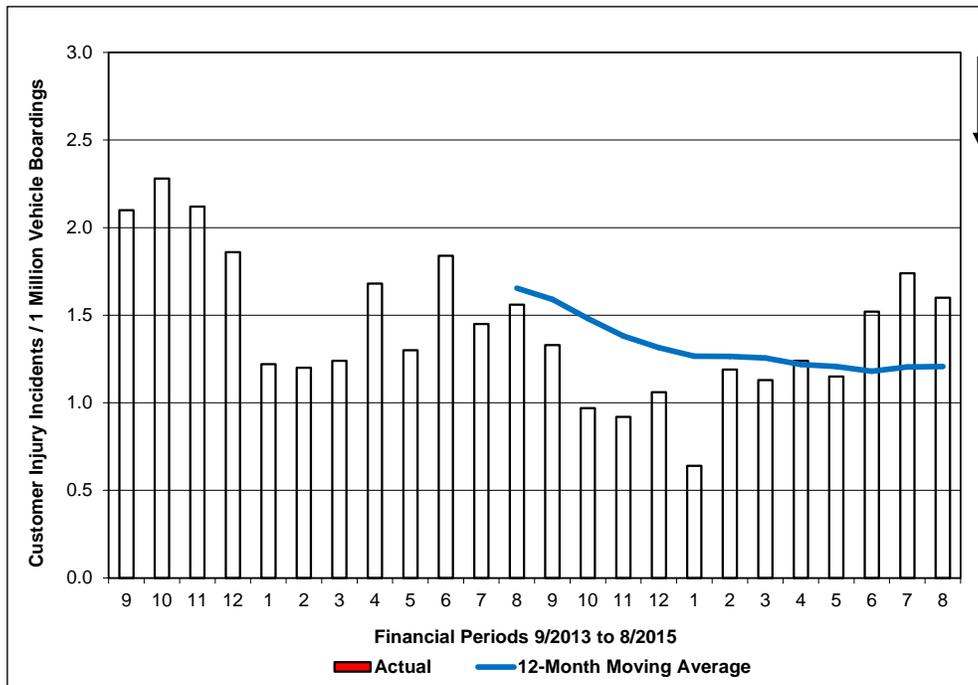
#### 2.6.1 – Lost-Time Injuries (Annual Injuries / 100 Employees)



The annualized lost-time injury rate (LTIR) for Period 8 2015 was 3.09 lost-time injuries per 100 employees, which was 7% lower than the LTIR of 3.31 for Period 8 2014.

The moving annual LTIR to the end of Period 8 2015 was 2.98, which was 15% lower than the corresponding rate of 3.52 to the end of Period 8 2014.

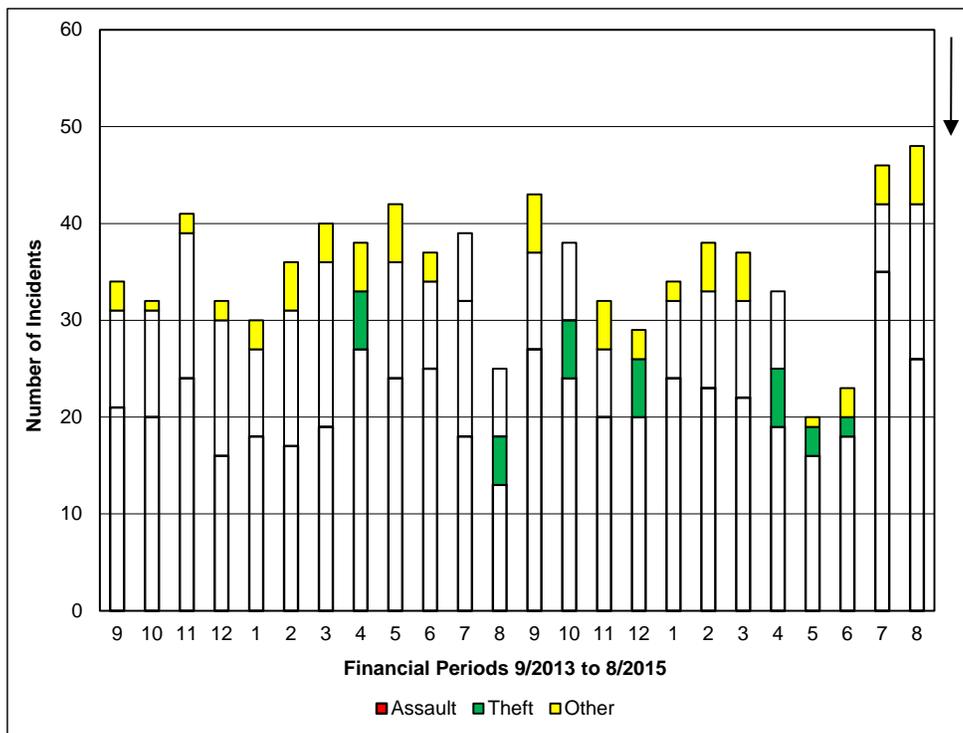
## 2.6.2 – Customer Injury Incidents (Injury Incidents / 1m vehicle boardings)



The customer injury incident rate for Period 8 2015 was 1.60 injury incidents per 1 million vehicle boardings, which was 3% higher than the corresponding rate of 1.56 for Period 8 2014.

The moving annual customer injury incident rate to the end of Period 8 2015 was 1.21, which was 27% lower than the corresponding rate of 1.65 to the end of Period 8 2014.

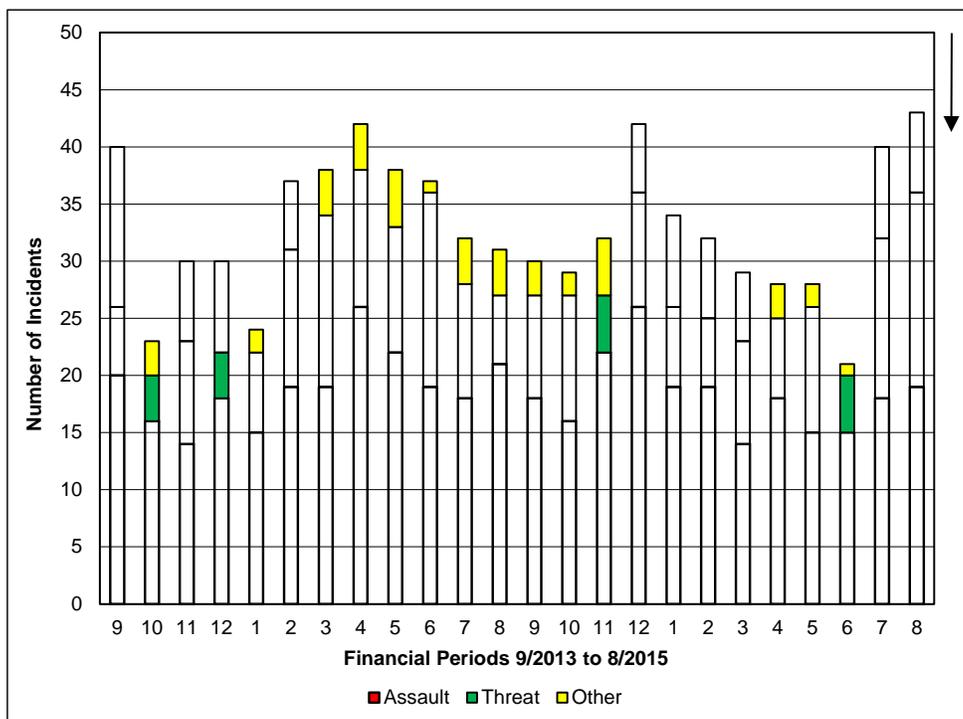
## 2.6.4 – Offences Against Customers



Total offences against customers increased in Period 8.

Year-to-date to Period 8, there were 8 fewer offences (279 vs. 287) compared with the corresponding period in 2014. This includes 22 more assaults (183 vs. 161), 24 fewer thefts/robberies (62 vs. 86), and six fewer 'other' offences (34 vs. 40).

## 2.6.5 – Offences Against Staff

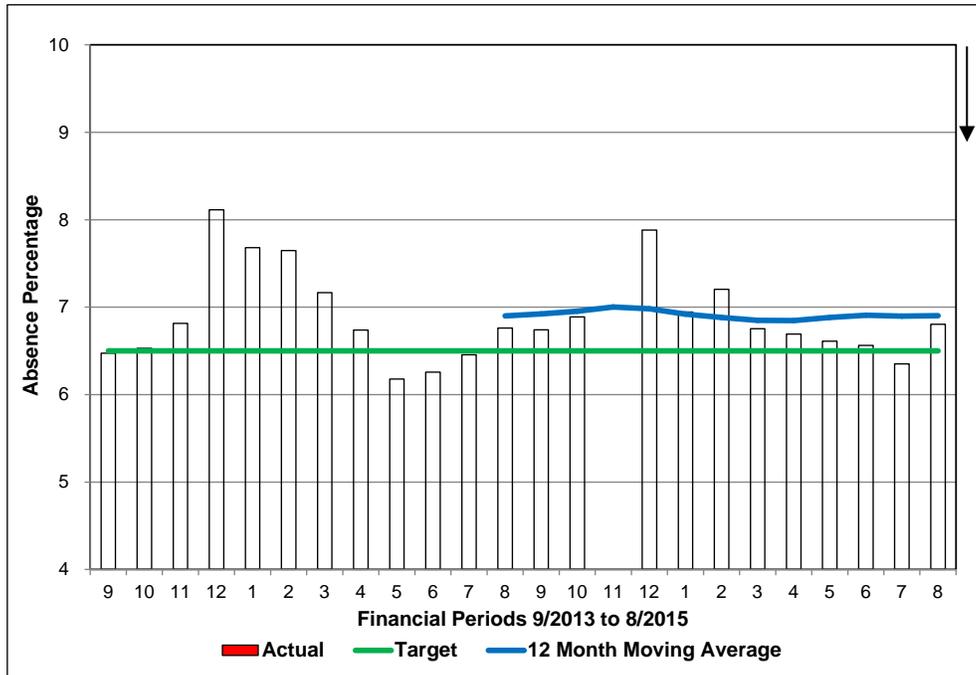


Total offences against staff increased in Period 8.

Year-to-date to Period 8, there were 24 fewer offences (255 vs. 279) compared with the corresponding period in 2014. This includes 22 fewer assaults (137 vs. 159), 14 fewer threats (76 vs. 90), and 12 more 'other' offences (42 vs. 30).

## 2.7 – People

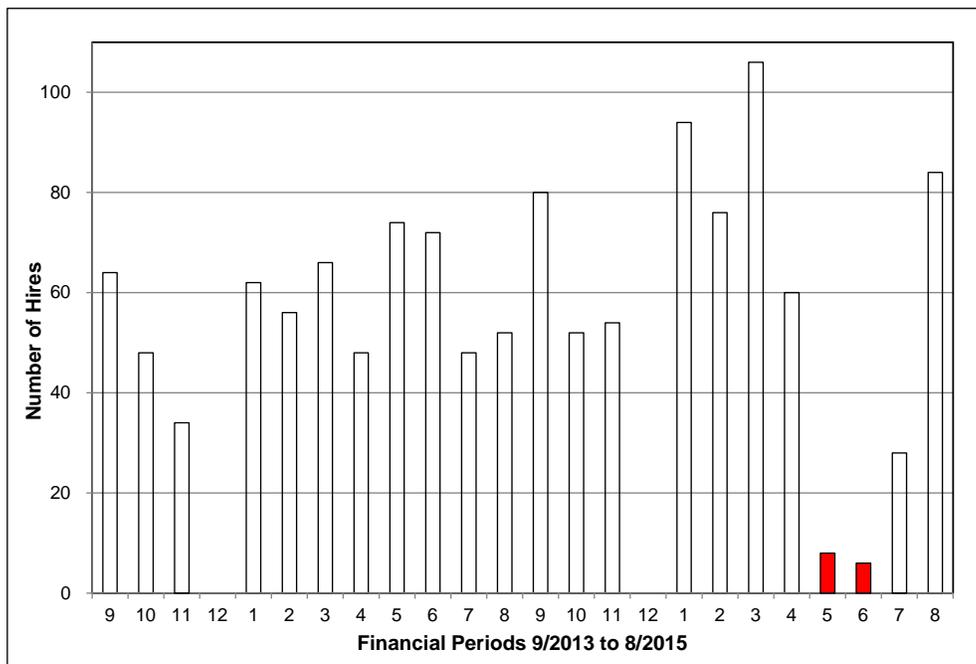
### 2.7.1 – Attendance



The absence rate in Period 8 increased for the first time in six periods and was above target (unfavourable).

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

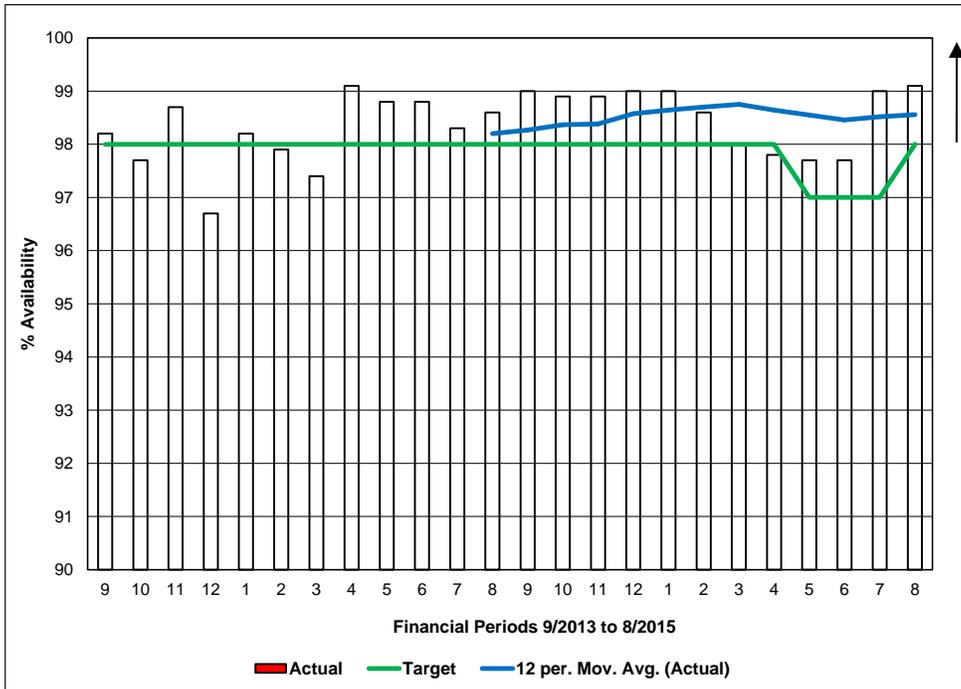
### 2.7.2 – Operator Hires



In Period 8, 84 Operators were hired and began training.

## 2.8 – Device Availability

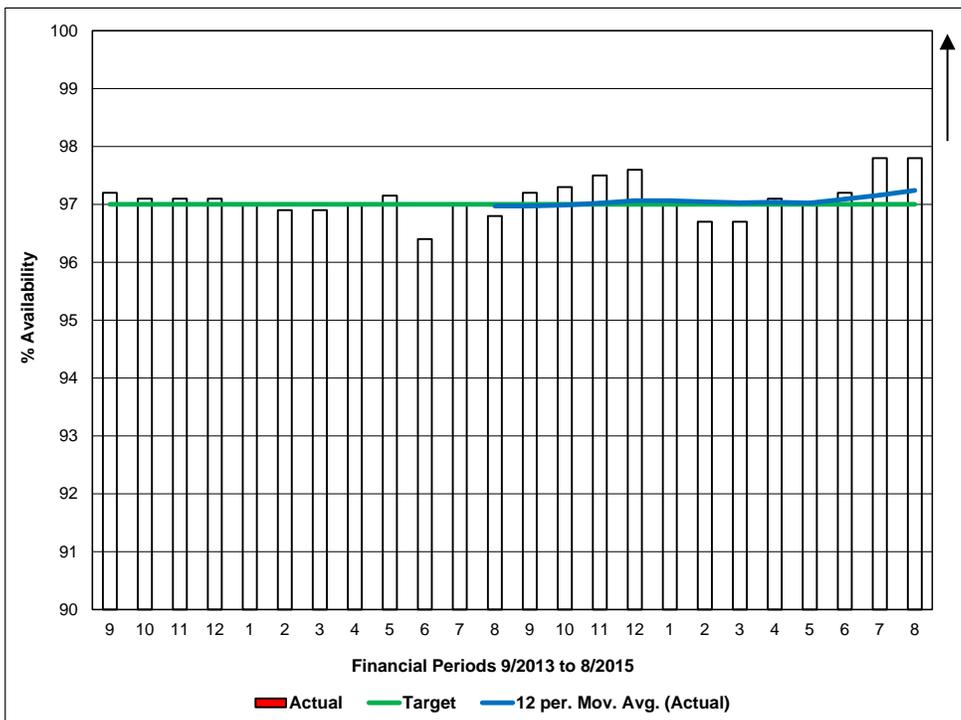
### 2.8.1 – Elevator Availability



Performance in Period 8 continued above target.

Elevator maintenance was completed as planned and scheduled.

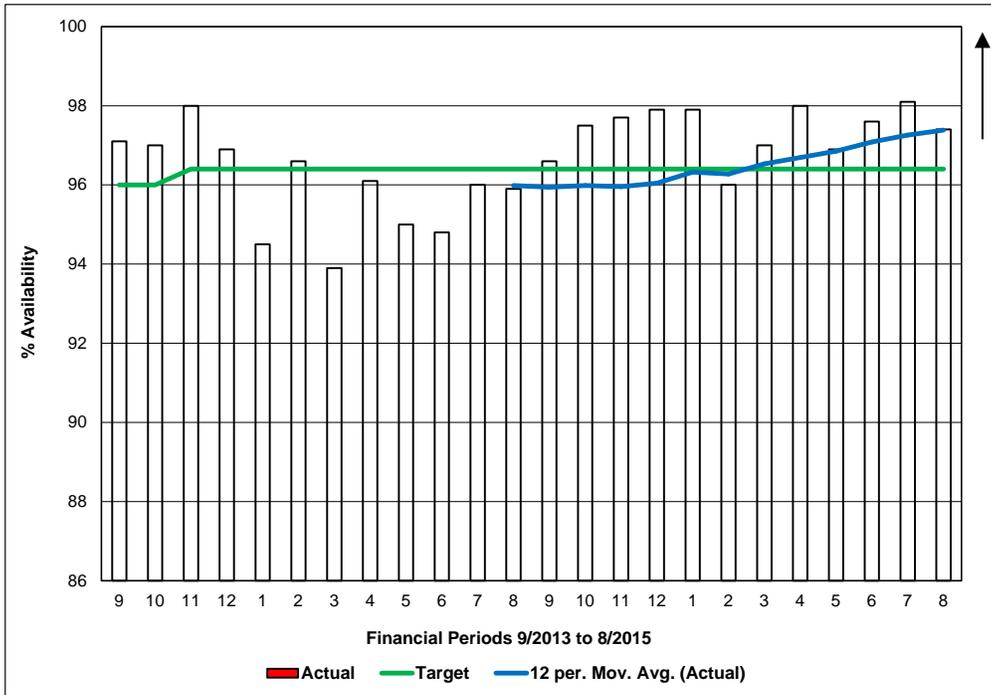
### 2.8.2 – Escalator Availability



Performance in Period 8 continued above target.

Maintenance programs are being completed as planned and scheduled.

### 2.8.3 – Fare Purchase Opportunity

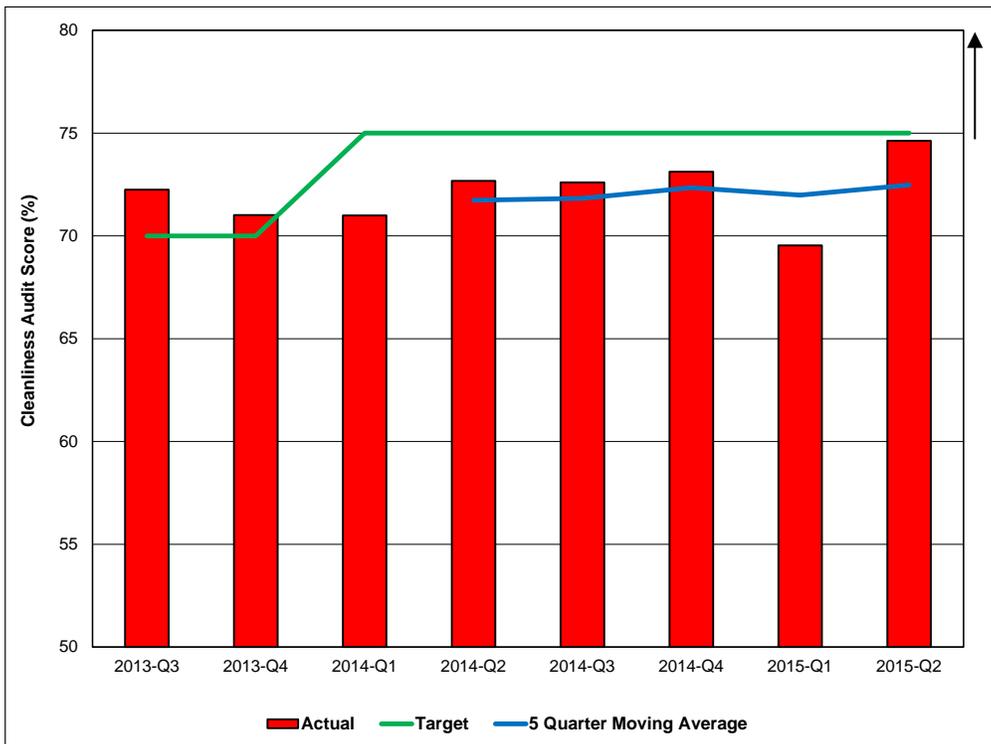


Performance decreased in Period 8 but remained above target for the sixth consecutive period.

The decrease in performance was due to an increase in power outages on Pass Vending Machines (PVMs) and an increase in coin acceptor jams on Token Vending Machines (TVMs).

### 2.9 – Mystery Shopping and Audits

#### 2.9.1 – Station Cleanliness



Performance increased in Q2 2015 but continued to remain below target.

The improved performance in Q2 was attributable to ongoing intensive focus in this area, completion of the spring cleaning blitz and to improvements in station lighting, ceilings, and entrances in preparation for the Pan Am / Parapan Am Games.

### **2.9.2 – Vehicle Cleanliness**

The existing cleanliness audit process for vehicles was developed and implemented throughout 2012 and 2013. The audit process is under review to identify improvements in data collection and assessment that will allow a more effective means of identifying root causes and developing action plans to increase vehicle cleanliness. The results of this review are being incorporated into a revised cleanliness audit contract specification. The revised cleanliness audits for buses, streetcars, and subway cars will begin in Q3 2015. A revised performance chart will be provided in this section when the results for Q3 2015 are available.

### **2.9.3 – Information MSS**

The data for this index are being gathered and calculated. This information will be presented in a future CEO Report.

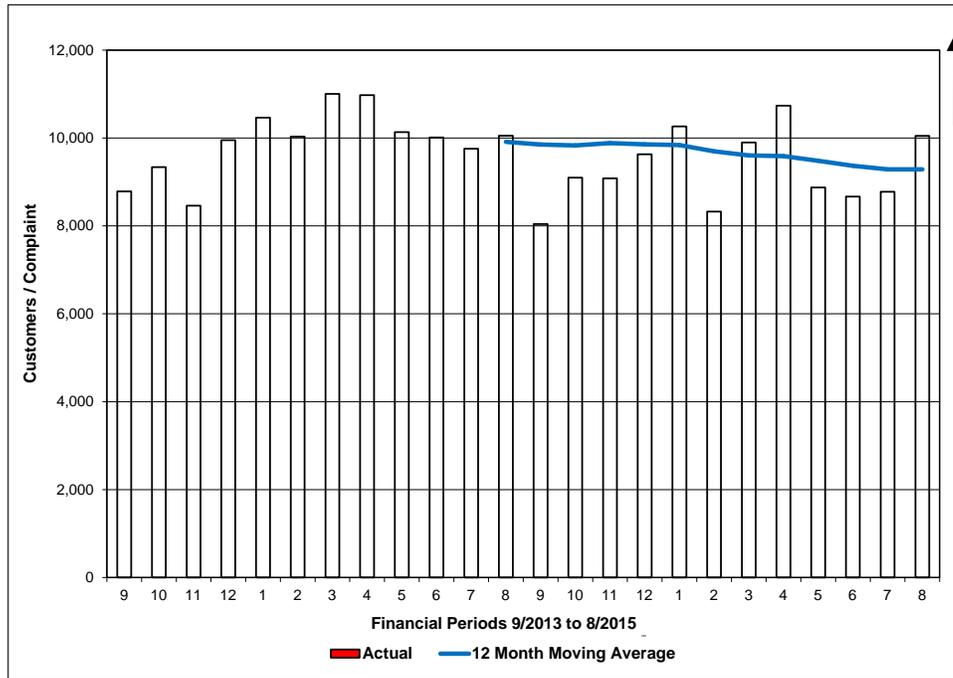
### **2.9.4 – Staff Helpfulness MSS**

The data for this index are being gathered and calculated. This information will be presented in a future CEO Report.

### Part 3 – Customer Measures and Improvement Program Progress

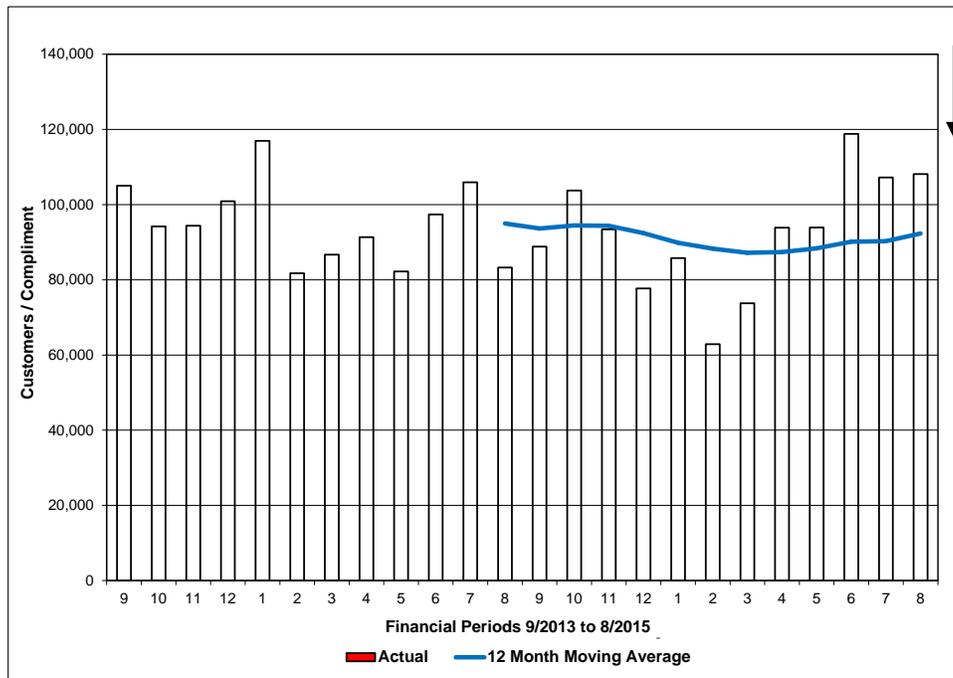
This section provides information on various customer-related issues, including trends for customer complaints and compliments, customer satisfaction improvement initiatives, major closures, and a progress report on the TTC Customer Charter.

#### 3.1 – Customer Complaints



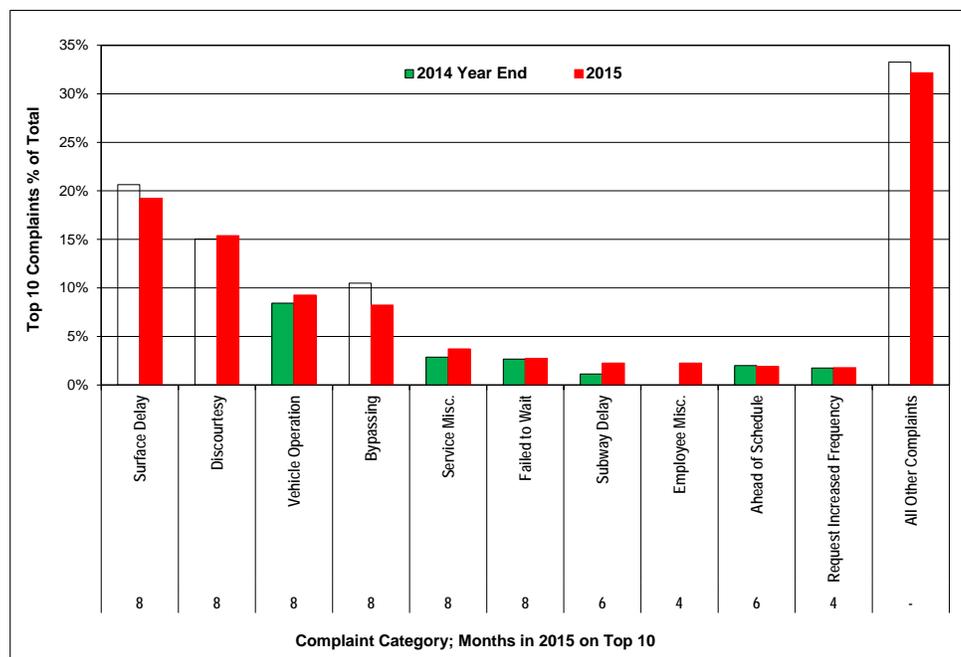
Customers per complaint increased (favourable) in Period 8 and was considerably better than the 12-month rolling average.

#### 3.2 – Customer Compliments



Customers per compliment marginally increased (unfavourable) in Period 8 and continued to trend well above the 12-month rolling average.

### 3.3 – Top Ten Complaints



Surface Delay complaints continue to be the number one complaint, followed by Discourtesy complaints with proportions similar to 2014 year-end.

Bypassing complaints have improved since 2014 year-end, while Vehicle Operation and Subway Delay complaints increased slightly.

### 3.4 – Commentary on Customer Satisfaction Improvement

In January, the 2015 Customer Charter was unveiled with 38 time-bound commitments that include improved service reliability, increased accessibility, cleaner stations, and continued transparency in reporting and explaining delays. The 2015 Customer Charter is the third released by the TTC and is designed to track promises and improvements that benefit customers, while holding TTC’s management to account if promises are not kept. The progress against these commitments is reported to the TTC Board quarterly and posted on the TTC’s website.

In Q3 2015, three of five Customer Charter commitments were achieved. The three initiatives included: providing excellent service during the Pan Am / Parapan Am games through increased levels of service and more customer service staff; completing an overhaul of the street-level elevator at Dundas West Station and restore service in the third quarter; and installing bike repair stands at 10 stations to encourage cycling as part of our customer’s commute.

In Q3 2015, two of five Customer Charter commitments were not achieved: all TTC operators and station staff were not wearing the new, modern TTC uniform; this is expected to occur in Q4 2015. Construction did not begin on the Easier Access project at Royal York Station due to a delay in the award of the construction contract. This project is expected to be re-tendered in 2016.

The TTC continues to conduct Meet the Managers sessions at subway stations. So far in 2015, sessions have been conducted at the following stations: Coxwell, Donlands, Dundas West, High Park, Islington, King, Ossington, Rosedale, Sheppard, Wellesley, Wilson, and Yorkdale.

Six new members were selected to join the TTC Customer Liaison Panel this year. The panel was established in 2011 to help transform the TTC into a customer-focused transit system that makes Toronto proud. Its members help the TTC to understand customer priorities and develop customer experience improvements. The current panel has shaped a number of initiatives including new fare payment methods, uniforms and wayfinding. During their two year term, members will serve as a sounding board, working to find solutions to improve the TTC customer experience. The new panel had their first meeting in July and will continue to meet on a monthly basis.

TTC customers are now able to make minor repairs to their bicycles at selected subway stations, making it more convenient to complete the first mile/last mile of their trip. A pilot program was launched in September that saw bike repair equipment installed at 10 stations, which will enable customers to complete minor bicycle repairs while commuting in Toronto. Repair equipment includes wrenches, Allen keys, screwdrivers, a bike pump, and wheel chock. All 10 bike repair stops were in place by the end of September, meeting the Customer Charter commitment to provide customers with modern TTC stations and encourage cycling as a part of the daily commute. The first 10 bike repair stations are located at: Bathurst, Davisville, Downsview, Dupont, Finch, Keele, Kennedy, Kipling, Pape, and Spadina.

The TTC made it easier to explore Scotiabank Nuit Blanche with special event transit passes, all-night service, and free parking in commuter lots. The Scotiabank Nuit Blanche Special Event Pass along with a regular special event pass was launched in September. This year, passes were able to be purchased and used electronically, using the TTCconnect app. All of Line 1 and Line 2 operated overnight for those attending Scotiabank Nuit Blanche and for those who took part in the CIBC Run for the Cure. Free all-night parking was available at most TTC commuter parking lots.

The TTC held its annual open house to benefit the United Way at its Hillcrest facility. There was a variety of activities for guests of all ages to enjoy, ranging from a golf challenge to a hockey shootout and paintball. Visitors could take a guided tour of the Harvey and Duncan Shops, see the vintage Peter Witt streetcar and the new low-floor streetcar, or simply enjoy the BBQ and corn roast.

The 2015 Public Forum on Accessible Transit was held on September 16. TTC Board members, TTC staff, and members of the Advisory Committee on Accessible Transit (ACAT) were on hand to hear from the public about the accessibility of conventional TTC and door-to-door (Wheel-Trans) public transit services in Toronto.

CEO Andy Byford joined members of the TTC's Executive team at a ceremony to honour 34 TTC employees who were recipients of the TTC's Rewards and Recognition awards. The revamped Rewards and Recognition Program, which presents awards to both staff and unionized employees, aligns with the TTC's Five-Year Corporate Plan and the People Objective of creating an empowered, customer-focused workforce that values teamwork, pride in a job well done, and an organization that actively develops its employees.

### 3.5 – Major Closures

#### Line 1 (Yonge-University) - North Yonge Segment

Throughout 2015, subway service north of Eglinton Station will end early at approximately 12:30 a.m., Sunday through Friday, for tunnel structural repair work. Regular service will continue to be maintained from Downsview Station to Eglinton Station.

During the nightly early closures, a replacement bus shuttle service will be available from 12:30 a.m. to 2:30 a.m., servicing the bus terminals at Eglinton, Lawrence, York Mills, Sheppard-Yonge, and Finch Stations.

This early closure will conclude at the end of 2015.

#### Yorkdale Commuter Parking Lot

The TTC commuter parking lot at Yorkdale Shopping Centre is being demolished for redevelopment and is unavailable for use by TTC customers. The TTC commuter lots at Wilson, Downsview, and Finch Stations are alternatives during construction. The new TTC commuter parking lot at Yorkdale is expected to open in the fall of 2015.

#### Streetcar and Subway

Mode	Area Affected	Dates	Reason
Subway	Line 2 (Bloor-Danforth) Keele Stn to St. George Stn	Oct 24/15 – Oct 25/15 Nov 7/15 – Nov 8/15* Nov 21/15 – Nov 22/15* Dec 5/15 – Dec 6/15*	Infrastructure Maintenance
Subway	Line 1 (Yonge-University) Downsview Stn to St. Clair W. Stn	Oct 31/15 – Nov 1/15	ATC Project
Subway	Line 1 (Yonge-University) St. Clair W. Stn to St. George Stn	Nov 14/15*	Infrastructure Maintenance

\*Tentative

Detailed information on alternative services available during all closures is provided on the TTC's website.

### 3.6 – TTC Customer Charter Quarterly Progress Report

The TTC Customer Charter Progress Report will clearly identify our commitments and accomplishments each quarter. It will serve to describe how and what we did to meet our objectives in each of our six key areas.

#### Third Financial Quarter – July 5 to October 4, 2015

Key Area	Our Third Quarter Commitment in 2015	How We Did
Responsive	All TTC operators and station staff will be wearing the new, modern TTC uniform.	✘
Responsive	We will provide excellent service during the Pan Am / Parapan Am games through increased levels of service and more customer service staff.	✓
Accessible	We will complete an overhaul of the street level elevator at Dundas West Station and restore service in the third quarter.	✓
Accessible	Construction will begin on the Easier Access project at Royal York Station.	✘
Modern	We will install bike repair stands at 10 stations to encourage cycling as part of your commute.	✓

#### Responsive

We will flexibly adapt to changing customer needs to provide you with an efficient and pleasant travel experience.

#### ✘ *Our commitment:*

All TTC operators and station staff will be wearing the new, modern TTC uniform.

#### *Why we did not meet our commitment:*

- TTC operators, station staff, and supervisors were provided new uniforms in Q3.
- All uniformed staff are expected to be wearing the new uniform in October, aligning with the season change in uniform.

#### ✓ *Our commitment:*

We will provide excellent service during the Pan Am / Parapan Am games through increased levels of service and more customer service staff.

#### *How we met our commitment:*

- Over 1,600 Ambassadors were deployed throughout the course of the Pan Am and Parapan Am Games to respond to questions and assist customers moving throughout the system during the Games.
- An increased number of staff was available to respond to incidents, which meant that service delays were kept to a minimum.
- Service was added to ensure our regular service was not affected by the increased demand created by the Games.

#### Accessible

We will provide service to customers of all abilities.

#### ✓ *Our commitment:*

We will complete an overhaul of the street level elevator at Dundas West Station and restore service in the third quarter.

***How we met our commitment:***

- The Dundas West Station elevator was completely overhauled and placed back in service on July 3, 2015; prior to the Pan Am Games.
- To ensure we continued to serve all customers with mobility needs, we provided a dedicated Wheel-Trans service to Dufferin Station, which is the nearest accessible station, during the out-of-service period.

***✘ Our commitment:***

Construction will begin on the Easier Access project at Royal York Station.

***Why we did not meet our commitment:***

- Construction bids were received, however, a contract could not be awarded because the property easement agreement sought between the City of Toronto and a third party was not agreed upon by the third party.
- The contract could not be awarded without a property agreement and therefore construction could not commence.
- The project is expected to be re-tendered in 2016 once a property agreement is in place.

**Modern**

We will provide our customers with modern stations and vehicles supported by new technology.

***✓ Our commitment:***

We will install bike repair stands at 10 stations to encourage cycling as part of your commute.

***How we met our commitment:***

- Bike repair stands including a variety of hand tools, a bike pump, and a wheel chock were installed at: Bathurst, Davisville, Downsview, Dupont, Finch, Keele, Kennedy, Kipling, Pape, and Spadina Stations.
- Subway stations were chosen based on a number of criteria, including: existing bike parking, bike routes and trails in the surrounding neighbourhood, and available space.
- The pilot program will allow customers to complete minor bicycle repairs while commuting in Toronto and will be reassessed for possible expansion opportunities in the future.

## Part 4 – Financial Commentary

This section provides information about the TTC and Wheel-Trans Operating Budgets and the TTC Capital Program.

### 4.1 – TTC Operating Budget

#### 2015 Year-to-Date Results

To the end of Period 8 (August 29), total revenues were \$16.3 million (2.1%) below budget primarily due to 5.9 million (1.7%) fewer customer journeys than planned and a lower average fare (2¢ or 3%) stemming from ongoing trends in the sales of various fare media.

Over the same time period, expenses were marginally below budget (\$8.9 million or 0.8%) largely due to the reductions in certain non-labour expenses (including diesel, hydro and accident claim settlements).

#### 2015 Year-End Projections

(millions)			
<b>2015 TTC Operating Budget</b>			
Customer Journeys (Ridership)*	537	545	(8)
Revenue	\$1,189.1	\$1,206.7	(\$17.6)
Expenses	\$1,667.7	\$1,689.4	(\$21.7)
Subsidy Required	\$478.6	\$482.7	(\$4.1)
Subsidy Available**	\$482.7	\$482.7	-
Surplus/(Shortfall)	\$4.1	-	\$4.1

\*Excludes any allowance for free rides associated with the Pan Am / Parapan Am Games

\*\*Includes a \$9 million draw from the TTC Stabilization Reserve held by the City of Toronto

Currently, a \$4.1 million year-end subsidy surplus is projected before incorporating any potential settlement for the passenger revenue and expense impacts of the Pan Am and Parapan Am Games. A number of key budget variances account for this projection as follows:

#### Passenger Revenues: \$20.4 million decrease

The number of customer journeys for the year is expected to be in the order of 537 million which is 8 million below the target of 545 million. Most of this shortfall stems from the negative impact of severe cold temperatures and snow, ongoing planned system closures, labour disruptions at two universities and the March 1 fare increase. Staff continues to monitor both ridership and revenue performance and will provide updates in future reports.

#### Other Revenues: \$2.8 million increase

A settlement from a supplier of defective parts accounts for the majority of this favourable variance.

#### Non-labour expenses: \$5.3 million decrease

Reductions in certain non-labour requirements, primarily for supplies and services, to support various facilities are anticipated by year-end.

#### Leasing expenses: \$5.1 million decrease

Delays in securing leases for facilities required for bus storage and maintenance and the warehousing of spare parts and supplies inventory are expected to result in this projected underexpenditure by year-end.

**Hydro & Utilities: \$4.5 million decrease**

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

**Other Employee Costs: \$3.5 million decrease**

The trend in WSIB and sick benefits expenses to date indicate that these benefits expenses could fall below budget by year-end.

**Diesel: \$2.0 million decrease**

A marginally more favourable fuel consumption rate than anticipated accounts for this positive impact.

**Accident Claims settlements: \$1.5 million decrease**

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

**PRESTO fees: \$0.9 million increase**

The earlier than anticipated application of a 5.25% fee in 2015 on all PRESTO-related passenger revenues is expected to result in this unfavourable variance.

**Other: \$0.7 million decrease**

All other projected changes in other expenses add up to this favourable variance from budget.

**4.2 - Wheel-Trans Operating Budget****2015 Year-to-Date Results**

To the end of Period 8 (August 29), total revenues were marginally above target (\$108K or 2.6%). This reflects slightly higher revenues from 126K (5.8%) more customer journeys partially offset by a lower average fare (\$0.06 or 3%).

Over the same period, expenses were \$0.6 million (0.8%) below budget primarily due to a shift of customer journeys from buses to less-expensive contracted taxis and workforce gapping savings.

**2015 Year-End Projections**

(millions)	Projection	Budget	Variance
<b>2015 Wheel-Trans Operating Budget</b>			
Customer Journeys (Ridership)	3.492	3.246	0.246
Revenue	\$6.5	\$6.2	\$0.3
Expenses	\$116.4	\$115.3	\$1.1
Subsidy Required	\$109.9	\$109.1	\$0.8
Subsidy Available*	\$109.1	\$109.1	-
Surplus/(Shortfall)	(\$0.8)	-	(\$0.8)

\*Includes a \$0.3 million draw from the TTC Stabilization Reserve held by the City of Toronto

As noted in previous CEO Reports, trip demand for Wheel-Trans service has been greater than anticipated, and in particular, the increase has strengthened even further since the end of the summer. Based on current trends, 2015 customer journeys are projected to be 246K (7.6%) higher than the target of 3.246 million. This is in part due to the more resources added to the Reservations area which have effectively reduced the call abandonment rates and allowed for the accommodation of more trip requests than originally contemplated.

At this time, a subsidy shortfall in the order of \$0.8 million (0.7%) is projected by year-end after accounting for increased expenses of about \$1.1 million (1%) and higher revenues of \$0.3 million (4.8%) associated with providing the additional customer journeys. To minimize the costs of the additional trips, service is being delivered through less-expensive contracted taxis. In addition, projected reductions in diesel fuel and employee benefits, and savings from workforce gapping are helping to mitigate the projected subsidy shortfall. Staff will continue to monitor demand and will report on any further budgetary impacts when appropriate.

### 4.3 - Capital Program

#### 2015 Year-to-Date Results

Capital expenditures to the end of Period 8 (August 29) reflect lower than projected 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 facility contract work and vehicle deliveries.

#### 2015 Year-End Projections

(millions)	Projected	Budget*	Variance
<b>2015 Capital Program Budget</b>			
Base Program	\$1,033.3	\$1,075.1	(\$41.8)
Toronto-York Spadina Subway Extension (TYSSE)	\$485.2	\$444.2	\$41.0
Scarborough Subway Extension (SSE)	\$31.9	\$50.3	(\$18.4)

\*Excludes additional carry forward spending on Base Program (\$145.8M), YYSSE (\$98.8M), and SSE (\$0.2M)

#### **Base Program: \$41.8 million under**

The current projected spending on the base capital program reflects expectations of being under budget as a result of a number of major program variances as outlined below:

##### **Subway Track: \$10.4 million over**

Increase to the Subway/SRT Track Rehabilitation Program as a result of rescheduling of activities to allow for cross-over work related to the deferral of the Davisville Rehabilitation Project (DARP); advancing funds from future due to consulting requirements for the DARP project and slippage from 2014 of the contract for a Rail Vehicle Based Inspection System due to revised timelines for system design, supply and installation.

##### **Surface Track: \$6.7 million under**

The delay in the completion of Leslie Barns has resulted in the deferral of planned rehabilitation work for Roncesvalles and Russell yards in order to maintain the requisite storage capacity for the existing fleets, as well as anticipated new streetcar deliveries. Similarly, the barrier wall construction and track rehabilitation at the CNE between the GO and the TTC tracks was deferred to 2016 to allow streetcar storage and deployment out of the CNE.

##### **Signal System: \$8.3 million under**

Variance is due to slippage of work at Wilson Yard Resignalling Project. Resignalling of the yard area outside of YYSSE and T1/TR scope that is to commence in 2017; Workcar advanced Warning System-Track Level Safety Committee not finalizing decision, resulting in installation work being slipped to 2016; the Streetcar Trackswitch and Controllers Rehabilitation/Replacement. Project has been postponed to 2016 due to TTC stakeholders reviewing final solution for hardware replacement and migration plan.

**ATC Resignalling: \$30.5 million under**

Cancellation of two Computer Based Interlocking contracts will result in a significant reduction in payments in 2015. During the transition from the two signaling suppliers to one, TTC forces have been redirected to non- ATC SOGR work and non-ATC closures which together with unused ATC closures accounts for a \$30.5 million under-spend for 2015.

**Streetcar Network Upgrades (\$13.8 million over) and Leslie Barns Project (\$15.4 million under):**

The main variance in these two projects is due to advanced work on Queen Street Upgrades (\$12.9 million) that was moved from the Leslie Barns Project to Streetcar Network Upgrades (SNU). An in-year budget adjustment will be made in November 2015 to transfer the budget of \$12.9 million accordingly.

**Finishes: \$6.3 million over**

Variance is due to prior year slippage and timing; Roofing work at Queensway slipped from 2014 while roofing work at Lakeshore and Kipling advanced. Station Finish Renewal work at York Mills Station (wall panel work) slipped from 2014.

**Equipment: \$11.5 million over**

Predominantly Subway Pump Replacement Program - work advanced at Donlands, Eglinton, Dundas West, Wellington, York Mills Stations and cost estimate increase for Jane and Queen's Park Stations.

**On Grade Paving Rehabilitation Program: \$6.9 million over**

This variance is due to advanced work at Greenwood South Yard, Davisville Yard, Malvern Garage, St. Clair Station and Steeles/Yonge Bus Loop and cost estimate changes at Lawrence West Station and Eglinton Bus Roadway.

**Bridges and Tunnels: \$9.3 million over**

- Bridges/Structures Maintenance: Union Station slippage from prior year and estimated cost increases are based on actual experiences now that Union is near completion; there is an acceleration of funds for Lawrence Bus Loop (from 2016) as work is anticipated to be undertaken during the 2015 construction season as well as scope increase for added waterproofing system.
- Maintenance of Joint Bridges: There was a delay in the award of the contract by City of Toronto for work associated with the concrete rehabilitation at the Prince Edward Viaduct Bridge. This resulted in work being carried over from 2014 into 2015.

**Toronto Rocket/T1 Rail Yard Accommodation: \$8.5 million over**

Variance is due to prior year slippage and timing; cost estimate changes and construction delays for site services (stage 1) and advanced construction for Wilson Carhouse North Expansion and site services (stage 2).

**Purchase of Buses: \$13.4 million over**

Variance is due to slippage in bus deliveries from 2014 (\$10.4M) and cost estimate change (\$3.0M).

**Purchase of Streetcars: \$36.6 million under**

Variance is due to slippage of streetcar delivery. Contract payments (-\$14.6M), contract change allowance (-\$15.9M) and contingency (-\$6.4M) that are moved to future years and partially offset by other cost adjustment (+\$0.3M).

**Purchase of Automotive Non-Revenue Vehicle: \$6.0 million under**

Variance is due slippage from 2015 to 2016 due to change in delivery schedule.

**Information Technology – Computer Equipment & Software: \$10.3 million under**

Some projects and activities have been deferred to 2016 due to a lack of office space to accommodate staff.

**Toronto-York Spadina Subway Extension (TYSSE): \$41.0 million over**

The variance of \$41 million for 2015 is the result of the resolution of changes/claims, additional project staff resources, and the extension of the project to the end of the fourth quarter of 2017 as approved by the Board on March 26, 2015.

**Scarborough Subway Extension (SSE): \$18.4 million under**

- Scarborough Subway Project variance is mainly due to delays in hiring staff, awarding consultant contracts, and the environmental assessment process (-\$15.2M).
- Identification of the recommended alignment is nearing completion, at which point, design work will begin. This is consistent with the presentation at the May 27, 2015 Board Meeting, where the Board was advised that design would be proceeding in advance of the public review process.
- SRT Life Extension Project variance is due to a schedule change as a result of the Pan Am Games. The schedule change mainly resulted from a delay in hiring workforce and unavailability of a second maintenance track. The Pan Am Games also delayed the project by about one month.

## Part 5 - Critical Projects

This section provides information about selected capital projects.

### 5.1 Toronto Rockets and Rail Yard Accommodation

The TR/T1 Rail Yard Accommodation project includes major expansions that will address the storage and maintenance facility requirements of the complete subway fleet, including the Toronto Rocket fleet on Line 1 (YUS) and the T1 fleet on Lines 2 and 4 (BD/Sheppard). The current work includes:

- Wilson Yard:
  - Carhouse north expansion and tracks 15&16 expansion
  - Track additions (storage tracks, ladder tracks and run-around tracks)
  - Signal system upgrades
  - Substation addition
  - Track and Structure building renovation
- Davisville Yard:
  - Carhouse expansion
  - Consolidation of Track and Structure facility
- Vincent (Keele) Yard:
  - Facility rehabilitation for storage of T1 trains
- Kipling Station:
  - Additional storage track
- Greenwood Yard:
  - Conversion of CN delivery track to storage
  - Track and Structure building renovation

The Wilson Yard construction of the north carhouse expansion and new substation building is ongoing and track additions have commenced for the storage tracks. The tandem wheel lathe work in the carhouse has been completed. The signal system and traction power contracts have been awarded and site work has started.

On September 28, 2015 the TTC Board authorized the Award of Contract B4-36, Keele Yard Retrofit on the basis of lowest Total Bid Price. Notification of Award was issued to the successful bidder on September 29, 2015.

To date, 68 Toronto Rocket trainsets have been accepted into revenue service. The complete Toronto Rocket fleet will consist of:

Base order – H4/H5 Replacement (39 total): TS-1 through TS-39 (completed on August 6, 2013)  
Option 1(B) – H6 Replacement (21 total): TS-40 through TS-60 (completed on January 21, 2015)  
Option 1(A) – TYSSE Support (10 total): TS-61 through TS-70 (to be completed by end-2015)  
Option 1(C) – Support for ATC/Forecast Growth (6 total): TS-71 through TS-76 (to be completed by Q1 2016)  
plus six 4-cars consist i.e. TS-77 through TS-82 (to be completed by Q2 2016) for the Line 4.

All TR trains on property are ATO equipped and progressing through the ATC integrated dynamic tests at the specially built test track of the Wilson Yard.

A reliability improvement plan comprised of component and system testing is largely completed. Retrofit work has been progressing well. An attainable schedule to install low ceiling handholds, exterior door chimes, and the blue priority seating has been established. Key train performance indicators and reliability are improving.

## **5.2 Streetcar Program and Maintenance & Storage Facility**

### **Streetcar Procurement and Implementation**

Ten new low floor accessible streetcars are operating very reliably in revenue service on the 509 Harbourfront and 510 Spadina routes. Two of the new streetcars were reassigned to the 511 Bathurst route during the Pan Am Games.

The Board received an updated report at the June 22, 2015 meeting that advised Bombardier was still behind the contractual schedule and was developing and implementing plans to recover the schedule to maintain the delivery of the 204th new streetcar in 2019.

Following the Chair and Chief Executive Officer's visit to the Bombardier Thunder Bay Plant on June 23, 2015, Bombardier published an updated schedule on July 27, 2015, planning for a revised total of 20 new cars to be available for revenue service by the end of 2015. This schedule commits Bombardier to a 5 day build rate by the Fall of 2015.

Upon agreement of a detailed recovery plan and revised schedule, negotiation of the commercial terms of the contract with Bombardier will commence.

### **Leslie Barns Streetcar Maintenance & Storage Facility Project**

The Leslie Barns project consists of four major contracts. A description and the status of each major contract are as follows:

#### **1. Soil Removal and Capping**

The site preparation contract was completed in January 2012.

#### **2. Hydro One Cable Relocation**

The contract was completed in July 2013.

#### **3. Leslie Barns Maintenance and Storage Facility**

This contract consists of the construction of the maintenance facility and storage yard on the site. The contract was awarded on April 12, 2012. The contract was initially expected to be completed in June 2014; however, construction delays have resulted in expected completion in 2015. TTC is now anticipated to occupy the facility starting November 2015 and completion of the work is expected in Q2 2016. However, a firm commitment from the Contractor to meet these dates remains outstanding.

#### **4. Leslie Street Connection Track**

This contract consists of the construction of the streetcar tracks from the Leslie Barns site entrance to the existing streetcar network on Queen Street, associated utility relocations, road reconstruction, streetscape enhancements on Leslie Street and Queen Street, and the perimeter landscaping of the Leslie Barns site. The contract was awarded on April 8, 2013. Lake Shore Boulevard was restored to 3 lanes on September 1, 2015 and the connection track was ready for use on September 21, 2015.

The landscape enhancements are scheduled to be completed by the Q2 2016 as part of the Leslie Street Connection Track Contract.

The City of Toronto's Notice of Approval Conditions (NOAC) requires decorative hydro transmission poles and compatible decorative street light poles that integrate with the streetscape design. The design details have been finalized with the City of Toronto.

The Construction Liaison Group (CLG), comprised of local businesses and residents, school representatives and local Councillors, meet on a monthly basis to address construction issues for residents and businesses. The last meeting was held on August 20, 2015 and the next is scheduled for October 2015. Safety walks to identify specific concerns to cyclists and pedestrians are planned after every new construction stage and as required. The last safety walk was held on September 8, 2015.

The Community Liaisons have continued their outreach efforts by continuing to hold one-on-one meetings with local businesses and residents and responding to emails, phone calls and walk-in questions and concerns from the community. The latest issue of the project e-newsletter was posted in September 2015.

TTC successfully drove a low floor streetcar down the newly finished Leslie Street connecting track in the early morning hours of September 22, 2015 and into the Leslie Barns Facility to begin commissioning of the run-around track and overhead. The vehicle completed initial testing and was driven back out northbound along Leslie Street on September 28, 2015. The new streetcars will be operating into the yard on an as-needed basis to commission the balance of the yard and the carhouse and equipment as they become available.

### **5.3 Station Enhancements**

#### **Union Station**

Deficiency correction and completion of additional scope will continue through 2015.

#### **Easier Access**

Work to make stations accessible is on-going at Woodbine, St. Clair West, Ossington, and Coxwell Stations. Although bids have been received for the Contract to make Royal York Station accessible, it is expected to be retendered in 2016 due to the requirement for property expropriation by the City. Utility relocation work to make Dupont Station accessible has commenced. The Contract to install the elevators has been issued to bid and is expected to be awarded in Q4 2015.

The elevator at Dundas West Station was overhauled and put back into service on July 3, 2015, meeting a 2015 Customer Charter commitment to complete the overhaul by Q3 2015. Work to overhaul an elevator at Finch Station is on schedule to be completed by Q4 2015.

### **5.4 Automatic Train Control (ATC)**

TTC switched signalling suppliers in order to put the full scope of signaling supply under one contractor and streamline the implementation and subsequent operation of ATC. Progress is as planned and the project remains on schedule and on budget for completion in 2020. A progress update report was provided to the Board at the September 2015 meeting.

## **5.5 Toronto-York Spadina Subway Extension (TYSSE)**

The TYSSE Project remains on schedule for opening by the end of 2017.

The six stations are in advanced stages of construction and are all planned to be closed in before winter. At Downsview Park Station, the green roof on the two station entrance buildings is nearly complete. At Finch West Station, the bus terminal columns and elevated slab are progressing. At York Station, the main concrete waffle roof slab was placed (2800 m<sup>3</sup>). At Pioneer Village Station, the waterproofing and backfill on the station roof was completed, and the bus terminal roofing commenced. At Highway 407 Station, the main escalators are being installed, and the parking lot base course paving is nearly complete. At VMC Station, the Highway 7 area was handed over to YRT for roadwork, and the trainways were handed over for trackwork.

The running tunnels are complete and 75% of the track is installed. Cabling and equipment for railway systems are being installed in the tunnels. The first traction power substation has been energized. Cable pulls have begun into the station chases and rooms per the priority handovers.

The initial report of the 120 Day Project Reset Program completed by Bechtel is under review. The re-baselined schedule has been accepted as the plan to complete the work by the end of 2017. A detailed assessment of contractor claims and changes is expected to be reported to the Board by the end of 2015.

## **5.6 PRESTO / TTC Farecard**

The implementation of PRESTO at the TTC is divided into two major phases: Phase 1 and Phase 2. The overall Phase 1 scope includes fare payment functionality on-board the first 50 low-floor, accessible streetcars and off-board at selected streetcar transit stops for the 510 Spadina, 511 Bathurst, 505 Dundas, and 509 Harbourfront routes. The on-board PRESTO Fare Payment Machines accept tokens and cash and issue POP receipts, while the PRESTO readers at the doors of the new streetcars accept payments with a PRESTO card. Ticket validator machines process concession tickets on-board and off-board the new streetcars. The Phase 1 scope also includes the replacement of the current PRESTO equipment at 14 subway stations currently equipped with PRESTO fare payment equipment while adding PRESTO equipment to 12 additional subway stations.

The initial Phase 1 PRESTO devices were launched into service during the fall of 2014. Since then, the PRESTO fare payment equipment have been installed at Spadina, Dundas West, Museum, Bathurst, Broadview, St. Andrew, Osgoode, King, Sheppard, Queen, Scarborough Centre, and Davisville Stations, bringing the total number of stations equipped with PRESTO devices to 26. The nine new low floor accessible streetcars in revenue service have also been equipped with PRESTO Fare Payment Machines and Ticket Validators. Off-board PRESTO Fare Payment Machines and Ticket Validators have been installed at thirteen stops along the 510 Spadina route and two stops along the 509 Harbourfront route.

PRESTO devices have also been installed at the TTC's MDP Office located at Yonge and Davisville to enhance the services available to PRESTO customers. As of December 1 2014, PRESTO customers are able to get assistance with their PRESTO cards from TTC staff in the MDP Office (including but not limited to purchasing a PRESTO card; loading value onto the PRESTO card).

The Phase 2 scope includes the remaining rollout of PRESTO at the TTC to include all subway stations; buses, legacy (Articulated Light Rail Vehicle – ALRV and Canadian Light Rail Vehicle – CLRV) streetcars, and Wheel Trans. PRESTO equipment have been installed on one ALRV and one CLRV streetcar will undergo technical field trials testing. The installation on the remaining fleet of ALRV's and CLRV's are scheduled to be completed prior to the end of 2015. The design for buses is also underway with plans to commence technical field trials testing in Q4 2015.

Field studies to determine whether sufficient power is available at TTC subway stations to support PRESTO equipment are now complete. The design of the required electrical upgrades at subway stations are now complete at 56 subway stations and the electrical construction work to upgrade the power configuration have been completed at 36 stations.