



STAFF REPORT ACTION REQUIRED

Draft Annual Report for the Toronto Transit Commission for 2014

Date:	May 27, 2015
To:	TTC Audit Committee
From:	Chief Executive Officer

Summary

Each year, the TTC prepares an Annual Report which provides a summary of key accomplishments for the year and the consolidated financial statements of the TTC and its subsidiaries.

This report presents the non-financial statement information to be contained within the 2014 Annual Report.

Note that the 2014 financial statements are being submitted to the Audit Committee for approval at this meeting through a separate report.

Recommendations

It is recommended that the Audit Committee

1. Approve the report

Implementation Points

This report must be approved at the May 27, 2015 Audit Committee meeting to ensure timely publication and distribution of the 2014 Annual Report.

Financial Summary

The recommendation in this report has no funding implications.

Accessibility/Equity Matters

Once approved, TTC will post an AODA compliant version of the 2014 Annual Report on the TTC internet website.

Decision History

TTC's Corporate Policy 6.2.0 *Financial Reporting to the Board*, paragraph 4.1 states that annual audited financial statements must be included in the TTC's Annual Report.

At its meetings on April 19, 2011, the TTC Audit Committee approved that the mandate and responsibilities of the Audit Committee include a requirement to review "...the Annual Report and consider the accuracy and completeness of information" as set out in item 7 at: [http://www.ttc.ca/About the TTC/Audit Committees/Audit Committee Meetings/2011/April 19/Agenda/index.jsp](http://www.ttc.ca/About%20the%20TTC/Audit%20Committees/Audit%20Committee%20Meetings/2011/April%2019/Agenda/index.jsp)

Issue Background

The report presents the non-financial statement information to be contained within the 2014 Annual Report.

Comments

The attached 2014 Annual Report contains the following:

1. Letter from the Chair
2. Letter from the CEO
3. 10-Year Non-consolidated Financial and Operating Statistics
4. 2014 Corporate Communications Content
5. Management Directory – 2014

The 2014 Annual Report will be issued following approval of the consolidated financial statements at the May 27, 2015 TTC Board meeting.

Contact

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Attachments

2014 TTC Draft Annual Report

2014 ANNUAL REPORT



TORONTO TRANSIT COMMISSION

TTC People

The TTC's greatest asset is its employees – an empowered, customer-focused workforce that values teamwork and pride in a job well done. Here are just a few of those people as featured in the TTC's Toronto Moves page of the Metro commuter newspaper.



Name: Biagio Serra
Position: Wheel-Trans Reservationist
Years of Service: 26

I'd like to think that after all the years of serving our customers that they can hear the "smile" in my voice as I assist them in planning their daily trips. Having a disability myself has given me the strength, understanding and empathy for our customers as they face their own challenges.



Name: Dominic Frasca
Position: Janitor
Years of Service: 25

I do my work with passion, giving it my all, every day. All of this is possible thanks to the help of my co-workers. When interacting with the public, I try to be courteous and respectful, providing the best information and assistance possible. It is an honour working for the TTC. I love my job.



Name: Rocco Pagnello
Position: Bus Operator
Years of service: 40

When I arrived in Canada in 1967, I worked for a construction company that was building Warden Station. I admired the military style TTC uniform and hoped one day, I would have an opportunity to wear it. Six years later, I was hired as a TTC Operator and never looked back. I love interacting with customers, especially returning lost items. In my 40-year career, I've never had a sick day. I couldn't have done it without the support of my wife and family.



Name: Gary Gale
Position: Tower Controller – Transit Control Centre
Years of service: 25

Working for the TTC has been a phenomenal experience. After the last 21 years at the Control Centre, I have been exposed to all types of incidents and emergencies. I could never see myself do anything else. I love and look forward to the adrenaline rush that comes with providing our customers with safe, reliable service in the face of any disruption. I enjoy knowing that I make a difference in our customer's daily lives.

The TTC Board

as at December 2014



Josh Colle
Chair



Maureen Adamson
Vice-Chair

Board Members



John Campbell



Shelley Carroll



Vincent Crisanti



**Glenn
De Baeremaeker**



Nick Di Donato



Alan Heisey Q.C.



Joe Mihevc



**Denzil
Minnan-Wong**



Anju Virmani

Chairs' Letters



To: Mayor John Tory and Councillors of the City of Toronto

It is my privilege to submit the 2014 Annual Report for the Toronto Transit Commission. In 2014, the TTC set an all-time record of 534.8 million rides, surpassing its previous record total of 525.2 million in 2013. TTC ridership has now risen each year for the last 11 years.

Nearly 10 million more customer trips were taken in 2014 compared to 2013, edging the system ever closer to its next ridership milestone – 30 billion riders. As the TTC carries one billion customers approximately every 22 months, the 30 billionth rider will likely be welcomed this summer.

I would like to thank Chair Maria Augimeri, Chair Karen Stintz, and my fellow Commissioners for guiding the TTC through a year of accomplishments and challenges, and our TTC employees for their hard work and professionalism as they continue to serve the residents of Toronto.

I look forward to working with my Commission colleagues, TTC employees, and our customers in an effort to become a more effective organization, improve TTC services, and build a transit system of which Toronto can be proud.

Josh Colle
Chair (as at December 2014)
March 2015



As TTC Chair in 2014, I had the privilege of celebrating the 60th anniversary of the Yonge Subway. The original Yonge line, from Eglinton to Union, opened on March 30, 1954. The subway was Canada's first, and the first post-war subway to be built in North America. Today, Toronto's subway network carries well over 200 million people annually.

I would like to thank my fellow Commissioners who served with me in 2014: Maureen Adamson (Vice-Chair), Raymond Cho, Josh Colle, Glenn De Baeremaeker, Nick Di Donato, Alan Heisey, John Parker, James Pasternak, Karen Stintz and Anju Virmani, and Peter Milczyn, who was elected as a member of the Legislative Assembly of Ontario in June 2014.

I would like to congratulate and express my confidence in Councillor Josh Colle (Ward 15 Eglinton-Lawrence), who was appointed by City Council, following last fall's municipal election, as the new Chair of the TTC on December 3, 2014. He leads the new 11-member Board joined by Councillors: John Campbell (Ward 4 Etobicoke Centre), Shelley Carroll (Ward 33 Don Valley East), Vincent Crisanti (Ward 1 Etobicoke North), Glenn De Baeremaeker (Ward 38 Scarborough Centre), Joe Mihevc (Ward 21 St. Paul's) and Denzil Minnan-Wong (Ward 34 Don Valley East and Deputy Mayor), together with citizen members, Alan Heisey, Anju Virmani, Nick Di Donato and Maureen Adamson.



Maria Augimeri
Chair (February-December 2014)
March 2015



CEO's Statement



To: TTC Chair and Commissioners, Mayor John Tory and Councillors of the City of Toronto

It is my pleasure to present the Toronto Transit Commission's 2014 Annual Report. Having completed the second year of our Five-Year Corporate Plan, I am pleased to say that we are making steady progress in our journey to make the TTC a transit system that makes Toronto proud.

Last year was a busy and challenging year for the TTC, as we met many major milestones on the road to modernizing the organization from top to bottom. We are operating an all-Toronto Rocket train fleet on Line 1, we continue to expand accessibility to our conventional system and we delivered on all but one of our 39 time-bound Customer Charter commitments.

The Union Station second platform officially opened for service, doubling platform capacity at the station. The new platform has transformed the look, feel and operation of one of our busiest hubs. The modernization of Union Station will be fully completed in time for the Pan Am and Parapan Am Games this summer.

In 2014, the TTC Board unanimously approved the Opportunities to Improve Transit Service in Toronto report, which outlined nine bus and streetcar service initiatives that can be implemented in the short- to medium-term to improve the quality, reliability, comfort and convenience of our service. The funding for this unprecedented \$90-million investment in TTC service was included in the City's 2015 budget. These initiatives will enable us to meet surging ridership, to decrease wait times and to reduce crowding levels across the network.

The first of the new low-floor, modern streetcars were launched into revenue service on the 510 Spadina route on August 31. It was a historic and proud day for the TTC as our streetcar service finally became accessible to all customers. Further progress was made as these new vehicles were fitted with PRESTO smartcard technology, and the 510 route was converted to a proof-of-payment route – with all streetcar routes to follow by the end of 2015.

The subway system also became easier to access as elevators entered service at Dufferin and Lawrence West

stations in late 2014, giving us our 33rd and 34th accessible stations, respectively. At Dufferin, the TTC's Station Modernization Program refurbished the station's facilities and fixtures that were showing signs of wear and age after four decades.

Throughout the year, we continued our all-out focus on tackling the basics of running a reliable transit service. We still have a great deal of work to do before TTC service is as reliable and extensive as it needs to be to serve our growing city. And of equal importance is our ongoing push to transform the culture at the TTC to be truly customer-led, to embrace accountability and to make every interaction with the TTC consistently excellent. The TTC Executive Team, management and supervisory staff, the frontline workforce and I are determined to continue to improve all facets of what we do throughout 2015.



Andy Byford
Chief Executive Officer
March 2015



2014 Corporate Plan Achievements

In 2014, a number of key initiatives were achieved towards our five year corporate plan.

- ✓ Introduced Duty Station Manager
- ✓ Improved Wheel-Trans Accessibility
- ✓ Implemented System Cleanliness to Stations
- ✓ Established Support Persons ID
- ✓ Launched Narrowcasting at Operating Divisions
- ✓ Established Corporate Emergency Plan
- ✓ Carried-out Wheel-Trans Survey
- ✓ Accommodated Customer Call Volume
- ✓ Developed a P.O.P. and Fare Enforcement Strategy
- ✓ Deployed New Uniforms
- ✓ Created Case for a Revenue Protection Team
- ✓ Created Subway Car Fleet and Facility Plan
- ✓ Initiated New Streetcar Deployment
- ✓ Created Bus Fleet and Facility Plan
- ✓ Created Streetcar Fleet and Facility Plan
- ✓ Held Town Hall meetings
- ✓ Conducted Employee Engagement Survey
- ✓ Completed Subway Station Track Level Cleaning
- ✓ Completed Subway Station Wall Cleaning
- ✓ Pilot Increase Subway Run Time
- ✓ Pilot Double Step Backs at end of Terminal
- ✓ Completed Emergency Management Simulations
- ✓ Completed Station Modernization at Dufferin Station

Executive Team



Andy Byford
Chief Executive Officer



Chris Upfold
Deputy Chief Executive Officer/
Chief Customer Officer



Susan Reed Tanaka
Chief Capital Officer



Rick Leary
Chief Service Officer



John O'Grady
Chief Safety Officer



Gemma Piemontese
Chief People Officer



Vincent Rodo
Chief Financial and
Administration Officer



Brad Ross
Executive Director of
Corporate Communications



Gary Shortt
Chief Operating Officer



Joan Taylor
Chief of Staff

60 Years Yonge 1954-2014

It was dubbed “S” Day. On March 30, 1954, the TTC opened a new era in transportation for the nation with the operation of Canada’s First Subway. The original Yonge line stretched 7.4 kilometres from Eglinton to Union, with 10 more stations in between: Davisville, St Clair, Summerhill, Rosedale, Bloor, Wellesley, College, Dundas, Queen and King.

Light winked green, first train began to roll



Above: On March 30, 1954: Canada’s First Subway opened for business from Eglinton Station to Union Station. The subway was built at a cost of \$67 million – including subway cars. Opening ceremonies began at 10 a.m. The line opened to the public at 1:30 p.m. Ontario Premier Leslie Frost and Toronto Mayor Allan Lamport officially started subway service with the pull of a switch.

Despite predictions of a late snowfall in Toronto, March 30, 1954 turned out to be a clear, crisp day. A crowd of about 5,000 gathered around a special canvas band shell on Chaplin Crescent, opposite Davisville Station (later the site of the William C. McBrien Building, the TTC’s current head office). Torontonians also gathered eagerly at the 12 new Yonge Street subway stations – Eglinton, Davisville, St Clair, Summerhill, Rosedale, Bloor, Wellesley, College, Dundas, Queen, King and finally Union – for their first subway ride.

At 10 a.m., the Royal Regiment of Canada struck up the band for the throngs of spectators awaiting the main players: Ontario Premier Leslie Frost, Toronto Mayor Allan Lamport, Metropolitan Toronto Chairman Fred Gardiner and TTC Chairman William C. McBrien. The Toronto Telegram described the day’s key moment: “A high point of the opening ceremony came when the Mayor and Premier Frost joined to push a gleaming stainless steel switch that activated a symbolic signal light. The light winked green and the first train began to roll.”

A train of freshly painted red and gold-lined cars left Eglinton Station for Union on the new 7.4-km (4.6-mile) Yonge Subway. Everything smelled new. Chrome rails sparkled. Tiles gleamed. The blue lamps in the tunnels flashed by brightly. Forty seconds between stations (Eglinton to Union in 12 minutes). People had never travelled so fast between intersections on the surface – not with Yonge Street traffic choking travel time the way it did.

More than 250,000 passengers rode the subway that day. One newspaper reporter described the first ride as “a cross between a streetcar ride, a train ride and a drop down a laundry chute.”



Above: On September 8, 1949: Construction began on the Yonge project, a 4.6-mile subway running under Yonge Street from Front Street to Eglinton Avenue. Construction comprised of 3.2 miles of cut-and-cover and 1.4 miles of open cut.

The subway employed thousands

This was Canada's first Rapid Transit system. The subway – as it was to be better known – was hailed for bringing greater comfort and convenience through its enclosed, weather-protected stations and more regular, traffic-free service. Four-and-a-half years earlier, thousands had crammed onto Yonge Street – this time between Wellington and Front – to watch Lieutenant Governor Ray Lawson push the lever to drive the first soldier pile into the ground. With that, construction had begun on the Yonge Subway.

"The difficulties faced in constructing a subway through the very heart of a busy and populous city are most apparent, and of necessity there was substantial temporary inconvenience to many of our businessmen

and other citizens. The Commission cannot pay too high a tribute to the forbearance and public spirit, which those most affected manifested under these trying circumstances," were the words of William C. McBrien.

Construction was expected to employ thousands and was considered an important contribution to the post-war period. That was Sept. 8, 1949.

It was "another step in the forward march of Toronto's progress." Another link in the city's transportation network, which also included Canada's coast-to-coast railway, a major railway centre, a busy port and the nation's most hectic airport.



Above: On March 30, 1954, official opening ceremonies took place on Chaplin Crescent, opposite Davisville Station. More than 5,000 people were in attendance with Ontario Premier Leslie Frost, Toronto Mayor Allan Lamport, Metro Chairman Fred Gardiner and TTC Chairman William C. McBrien.

No longer just a dream

Into Toronto's first subway went 24,000 tons of steel, 4,200 tons of rail, 240,000 tons of gravel, 170,000 tons of sand and 1.4 million bags of cement. And out of it came 3,000 jobs a year – 21,000 person years of work.

The Telegram called it "a magnificent feat of planning, engineering, administration and organization" ... "It's Dream No Longer – Seeing's Believing!"



Above: Canada's first two of 140 subway cars (Gloucester-built 5000 and 5001) arrived in Montreal from England in July 1953. The cars were transhipped to Toronto by rail. The TTC initially ordered 104 cars at a cost of \$11.5 million. That year the CNE included a popular TTC exhibit, which featured the G-cars at a mock-up station. The last of the red G-cars was retired from service in 1990.



CONVENTIONAL SYSTEM – 10 YEAR NON-CONSOLIDATED FINANCIAL & OPERATING STATISTICS (UNAUDITED)

	2014	2013	2012
OPERATING STATISTICS (regular service inside the City)			
Passenger Trips (Millions)	534.8	525.2	514.0
Basic Adult Ticket Fare (at December 31) (\$)	2.70	2.65	2.60
Average Number of Employees (including TCTI)	13,209	12,920	12,739
Average Hourly Wages & Benefits per Operator (\$)	49.01	47.94	47.35
Kilometres Operated (Millions)			
Bus	131.3	129.6	125.0
Subway Car	80.8	79.3	78.6
Streetcar	12.8	12.5	12.6
Scarborough RT	3.5	3.5	3.1
Total Kilometres Operated	228.4	224.9	219.3
OPERATING REVENUE STATISTICS			
Operating Revenue – including property rental, etc. (\$ Millions)	1,157.5	1,120.2	1,087.3
Operating Revenue per Passenger Trip (\$)	2.16	2.13	2.11
Operating Revenue per Kilometre (\$)	5.07	4.98	4.96
OPERATING EXPENSE STATISTICS 1			
Operating Expenses (\$ Millions)	1,589.5	1,491.7	1,472.4
Operating Expense per Passenger Trip (\$)	2.97	2.84	2.86
Operating Expense per Kilometre (\$)	6.96	6.63	6.71
OPERATING SUBSIDY STATISTICS			
Operating Subsidy (\$ Millions)	432.0 ¹¹	371.5 ¹⁰	385.1 ⁹
Operating Subsidy per Passenger Trip (\$)	0.81	0.71	0.75
Operating Subsidy per Kilometre (\$)	1.89	1.65	1.76
REVENUE/COST RATIO	72.8%	75.1%	73.8%
PASSENGER VEHICLE FLEET			
(Conventional & Wheel-Trans, owned or leased and in service at December 31)			
Buses	1,869	1,851	1,857
Subway Cars	724	704	708
Streetcars	247	247	247
Scarborough RT Cars	28	28	28
Wheel-Trans Buses	221	221	246
Total Vehicle Fleet	3,089	3,051	3,086

2011	2010	2009	2008	2007	2006	2005
500.2	477.4	471.2	466.7	459.8	444.5	431.2
2.50	2.50	2.25	2.25	2.25	2.10	2.00
12,674	12,553	12,324	11,679	11,233	10,905	10,669
46.07 ¹²	44.74 ¹²	43.27	41.46	39.60	38.39	37.02
123.6	124.0	123.7	114.2	107.6	105.9	102.9
76.1	75.7	75.5	74.9	74.5	77.7	77.7
13.1	12.7	12.3	12.1	11.8	11.6	11.7
3.3	3.3	3.3	3.3	3.7	4.1	4.3
216.1	215.7	214.8	204.5	197.6	199.3	196.6
1,026.4	987.5	886.4	891.8	825.8	782.6	753.4
2.05	2.07	1.88	1.91	1.80	1.76	1.75
4.75	4.58	4.13	4.36	4.18	3.93	3.83
1,460.0	1,385.9	1,328.7	1,208.7	1,125.4	1,042.3	960.2
2.92	2.90	2.82	2.59	2.45	2.34	2.23
6.76	6.43	6.19	5.91	5.70	5.23	4.88
433.6 ⁸	398.4 ⁷	442.3 ⁸	316.9 ⁵	299.6 ⁴	259.7 ³	206.8 ²
0.87	0.83	0.94	0.68	0.65	0.58	0.48
2.01	1.85	2.06	1.55	1.52	1.30	1.05
70.3%	71.3%	66.7%	73.8%	73.4%	75.1%	78.5%
1,819	1,811	1,782	1,737	1,545	1,543	1,491
712	676	678	678	678	678	678
247	247	248	248	248	248	248
28	28	28	28	28	28	28
217	227	188	147	145	144	145
3,023	2,989	2,924	2,838	2,644	2,641	2,590

NOTES for CONVENTIONAL SYSTEM – 10 Year Non-Consolidated Financial & Operating Statistics (Unaudited)

1. In 2011, the TTC adopted Public Sector Accounting Standards (PSAS) for its financial reporting. Prior to the adoption of PSAS, depreciation expense on subsidized assets was completely offset by the related capital subsidy and the accounting expense for the TTC Pension Fund was equal to the TTC's cash contributions. To maintain consistency with both the pre-2011 presentation in this schedule and the TTC's operating budget, beginning in 2011, the operating expenses exclude the depreciation on subsidized assets, the TTC Pension Fund expense or income that is in excess of the TTC's cash contributions and capital project write downs and environmental expenses that are both funded through capital subsidy.
2. In 2005, the total subsidy paid by the City was \$137.5 million, consisting of \$115.8 million for the operating subsidy, \$2.0 million for the City special costs, \$1.7 million for the TTC Land Acquisition Reserve Fund and \$24.4 million for the TTC Stabilization Reserve Fund, less a \$6.4 million long-term payable for employee benefits. The City allocated \$91.0 million of Provincial subsidy to the operating budget.
3. In 2006, the total subsidy paid by the City was \$272.5 million, consisting of \$168.1 million for the operating subsidy, \$2.7 million for the City special costs, \$1.7 million for the TTC Land Acquisition Reserve Fund (reported by the TTC in 2005) and \$116.6 million for the TTC Stabilization Reserve Fund (including the \$24.4 million reported by the TTC in 2005) less a \$16.6 million long-term payable for employee benefits. The City allocated \$91.6 million of Provincial subsidy to the operating budget.
4. In 2007, the total subsidy paid by the City was \$98.3 million, consisting of \$208 million for the operating subsidy, \$2.8 million for the City special costs, less a \$96 million draw from the TTC Stabilization Reserve Fund, and a \$16.5 million long-term payable for employee benefits. The City allocated \$91.6 million of Provincial subsidy to the operating budget.
5. In 2008, the total subsidy paid by the City was \$131.4 million, consisting of \$145.1 million for the operating subsidy, \$2.8 million for the City special costs, less a \$16.5 million long-term payable for employee benefits. The City allocated \$171.8 million of Provincial subsidy to the operating budget.
6. In 2009, the total subsidy paid by the City was \$302.7 million, consisting of \$350.7 million for the operating subsidy, \$3.0 million for the City special costs, less a \$30.4 million long-term payable for accident claims and a \$20.6 million long-term payable for employee benefits. The City allocated \$91.6 million of Provincial subsidy to the operating budget.
7. In 2010, the total subsidy paid by the City was \$278.2 million, consisting of \$306.8 million for the operating subsidy, \$3.0 million for the City special costs, less a \$17.3 million long-term payable for accident claims and a \$14.3 million long-term payable for employee benefits. The City allocated \$91.6 million of Provincial subsidy to the operating budget.
8. In 2011, the total subsidy paid by the City was \$317.7 million, consisting of \$342.0 million for the operating subsidy, \$3.4 million for the City special costs, less a \$14.6 million long-term payable for accident claims and a \$13.1 million long-term payable for employee benefits. The City allocated \$91.6 million of Provincial subsidy to the operating budget.
9. In 2012, the total subsidy paid by the City was \$278.4 million, consisting of \$293.5 million for the operating subsidy, \$3.5 million for the City special costs, less \$18.6 million long-term payable (employee benefits of \$23.3 million less accident claims of \$4.7 million). The City allocated \$91.6 million of Provincial subsidy to the operating budget.
10. In 2013, the total subsidy paid by the City was \$273.4 million, consisting of \$279.9 million for the operating subsidy, \$3.6 million for the City special costs, \$13.1 million for accident claims and less a \$23.2 million long-term payable for employee benefits. The City allocated \$91.6 million of Provincial subsidy to the operating budget.
11. In 2014, the total subsidy paid by the City was \$301.4 million, consisting of \$340.4 million for the operating subsidy, \$3.6 million for the City special costs, less \$42.6 million long-term payable (employee benefits of \$29.8 million plus accident claims of \$12.8 million). The City allocated \$91.6 million of Provincial subsidy to the operating budget.
12. The 2011 and 2010 average hourly wages & benefits per operator amounts previously reported (2011 — \$45.05 and 2010 — \$44.50) have been updated to reflect negotiated improvements that were applied retroactively.

Management Directory – December 31, 2014

Executive Team

Andy Byford Chief Executive Officer	Anthony Creazzo Head of Operations Control	Mike Palmer Deputy Chief Operating Officer
Sameh Ghaly Chief Capital Officer	Mary Darakjian Head of Pensions	James Ross Head of Subway Transportation
Rick Leary Chief Service Officer	Joanne DiBiase Head of Training and Development	Mitch Stambler Head of Strategy and Service Planning
John P. O'Grady Chief Safety Officer	Jim Fraser Head of Capital Programming	Susan Reed Tanaka Head of Engineering
Gemma Piemontese Chief People Officer	Collie Greenwood Head of Stations	Rick Thompson Chief Project Manager Scarborough Subway Extension
Vincent Rodó Chief Financial and Administration Officer	Bob Hughes Head of Farecard Team	Cheryn Thoun Head of Customer Communications
Brad Ross Executive Director of Corporate Communications	Dave Hughes Head of Revenue Operations	Raffaele Trentadue Head of Rail Cars and Shops
Gary Shortt Chief Operating Officer	Anthony Iannucci Head of Information Technology Services	Keith Watling (Acting) Head of Subway Infrastructure
Joan Taylor Chief of Staff	Joseph Kennelly Head of Audit	Rich Wong Head of Bus Maintenance
Chris Upfold Deputy Chief Executive Officer/ Chief Customer Officer	Joanna Kervin (Acting) Head of Property, Planning & Development	
	Orest Z. Kobylansky Head of Bus Transportation	
	Stephen Lam Head of Streetcar	
	Brian M. Leck Head of Legal and General Counsel	
	Jim Lee Head of Materials and Procurement	
	Kevin Lee Head of Commission Services	
	Paul Millett (Secondment) Chief Project Manager Yonge Subway Extension	
	Sue Motahedin Head of Customer Service Centre	
	Jane Murray Chief Project Manager –Construction	
	Michael A. Roche Head of Finance and Treasurer	

Senior Management & Department Heads

Valerie Albanese
Head of Human Rights

Andy G. Bertolo
Chief Project Manager
Spadina Subway Extension

Arthur Borkwood
Head of Customer Development

Glen Buchberger
Head of Plant Maintenance

David Campbell
Head of Service Delivery Control

Mark Cousins
Head of Transit Enforcement

Subsidiary Companies

Toronto Coach Terminal Inc.
Vincent Rodó
President

Toronto Transit Infrastructure Limited
Vincent Rodó
Comptroller

TTC Insurance Company Limited
Vincent Rodó
President

For further information, please contact:

Toronto Transit Commission
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Ontario, M4S 1Z2
Telephone: (416) 393-4000
Fax: (416) 485-9394
Website: www.ttc.ca



Name: Lisa Trusty
Position: Project Administrative Secretary
Years of Service: 6
There is always something happening behind the scenes at the TTC – and I am just one of the many people involved. Working in the Engineering, Construction & Expansion Group, I have had the privilege to be part of various teams that build transit infrastructure to support our City, such as the modernization of Dufferin and Pape Stations and the building of the Spadina Subway Extension, just to name a few. It is incredibly rewarding to know that I have a part in helping to get millions of customers to their destinations on a daily basis.



Name: Amiralali Jamal
Years of Service: 33
Position: Payroll Administrator
I joined the TTC in May 1981 as a Subway Yard Operator and upgraded to Vehicle Repair Person before working as a Payroll Administrator. I take pride in my job and make sure every employee is paid correctly and on time. It is an honour and privilege to work for a company that offers plenty of opportunities and is progressing rapidly in the areas of Safety, Service and Courtesy. BRAVO TTC!!!



Name: Jim Lever
Position: Route Supervisor
Years of Service: 31
Before I started at the TTC I was a referee for the Ontario Hockey League for 25 years. Through my time with the OHL, I met hockey legends such as Bobby Orr and Wayne Gretzky and even got the chance to ref at the 1984 Winter Olympics in Sarajevo. Shortly after, I got a job working as a streetcar Route Supervisor at the TTC and have stayed in Transportation since. What I enjoy most about working at the TTC is how well I've been treated through my many years of service here, it makes coming into work more pleasant.



Name: Monika Abreu
Position: Carhouse Operator
Years of Service: 27
As the longest serving Carhouse Operator at Russell Yard, I know what it takes to keep the streetcar facility running smoothly. I believe that the people you work with can really make the job. My colleagues make the day both fun and productive. Around here, I'm known as "Mother Hen." I've spent my entire career at Russell and I wouldn't trade it for anything.



TORONTO TRANSIT COMMISSION