



STAFF REPORT ACTION REQUIRED

Draft Annual Report for the Toronto Transit Commission for 2015

Date:	May 25, 2016
To:	TTC Audit & Risk Management 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 2015 Annual Report.

Note that the 2015 financial statements are being submitted to the Audit & Risk Management Committee for approval at this meeting through a separate report.

Recommendations

It is recommended that the Audit & Risk Management Committee

1. Approve the report.

Implementation Points

This report must be approved at the May 25, 2016 TTC Audit & Risk Management Committee Meeting to ensure timely publication and distribution of the 2015 Annual Report.

Financial Summary

There are no financial implications resulting from the adoption of this report.

Accessibility/Equity Matters

Once approved, TTC will post an AODA-compliant version of the 2015 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.

Furthermore, at its meeting on November 12, 2015, the TTC Audit & Risk Management Committee approved that the terms of reference of the Audit & Risk Management Committee which includes a requirement to "review other sections of the annual report before release and consider the accuracy and completeness of the information" as set out in item 2 at:

http://www.ttc.ca/About_the_TTC/Commission_reports_and_information/Committee_meetings/Audit_Risk_Management/2015/November_12/Agenda/index.jsp

Issue Background

The report presents the non-financial statement information to be contained within the 2015 Annual Report.

Comments

The attached 2015 Annual Report contains the following:

1. Chair's Letter
2. CEO's Statement
3. 10-Year Non-consolidated Financial and Operating Statistics
4. 2015 Corporate Communications Content
5. Management Directory – 2015

The 2015 Annual Report will be issued following approval of the consolidated financial statements at the May 31, 2016 TTC Board meeting.

Contact

Paul Buttigieg, Director, Budgets, Costing & Financial Reporting
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Attachments

2015 TTC Draft Annual Report



2015 Annual Report Toronto Transit Commission



The 2015 Operating Budget added \$95-million worth of new and enhanced service priorities to meet ridership demand across the city.

2015: In Review

Jan ▶ **January 19:** Toronto Mayor John Tory and TTC Chair Josh Colle announced a \$95-million investment to significantly expand and enhance transit service, reduce wait times and crowding, and reverse the service cuts that were imposed on the TTC in 2011. The Mayor and Chair also announced that children 12 and under will ride the TTC for free starting on March 1.

Feb ▶ **February 2:** The TTC Board approved the 2015 Operating Budget with \$95-million worth of new and enhanced service priorities to meet ridership demand across the city, such as: more bus and streetcar service at off-peak periods to reduce crowding, benefitting 55 million customer trips and adding 1.8 million new customer trips; a city-wide network of 10-minute or better service frequency to benefit 48 million customer trips and add 1.8 million new customer trips; phased-in restoration of all-day, every day service on the vast majority of bus and streetcar routes; and expand the overnight Blue Night Network with 12 additional bus and streetcar routes, adding 300,000 new customer trips.

Mar ▶ **March 1:** New fare rates in line with the rate of inflation took effect. The pricing change saw a 10-cent increase in the price of a single Adult token (\$2.80 from \$2.70) and a proportionate increase to all other fares, plus a one-trip increase in the price of the Adult Metropass. Cash fares remained unchanged while the Child fare was eliminated.

Apr ▶ **April 13:** The TTC announced Bechtel Canada Co. as manager of the Toronto-York Spadina Subway Extension, and a reset of the opening of the line into York Region to the end of 2017.

Jun ▶ The TTC's Employee Support and Court Advocate Program won the Canadian Urban Transit Association's Leadership Award for Safety and Security.

June 7: The TTC removed its 41 remaining Sunday-only streetcar stops that had been in place since the 1920s.

June 17: St George, Bay and Bloor-Yonge and the entire 'U' on Line 1 became the first stations to provide customers with cellular phone service as WIND Mobile signed on to the TTC's cellular network. TTC riders with WIND had access to unlimited talk, text and data service in subway stations.

Jul

▶ **July 2:** Federal Finance Minister Joe Oliver, Provincial Tourism, Culture and Sport Minister Michael Coteau, TTC Chair Josh Colle and TTC CEO Andy Byford officially marked the completion of major renovations at Union Station.

July 8: TTC riders and Pan Am spectators were able to purchase a Day or Group Pass using their iOS and Android devices. The e-Ticketing option was introduced in advance of the Pan Am/Parapan Am Games.

July 9: The TTC's massive and highly successful Pan Am/Parapan Am Games transit service got underway. Frequent and convenient transit service was provided to all Games venues in Toronto. The TTC enlisted more than 1,600 employees as customer ambassadors. Pan Am service ran until July 27. Parapan Am service operated from Aug. 6–15.

July 19 & July 26: Sunday subway service started at 6 a.m. as part of the TTC's commitment to keep the city moving during Pan Am Games.

Aug

▶ **August 3:** The TTC carried its 30 billionth customer. To mark the ridership milestone, longtime MDP subscriber Grant Scott of Toronto, was selected to receive free Metropasses for a year. It was presented to him by TTC Chair Josh Colle and CEO Andy Byford at Davisville Station on Aug. 24

August 21: Subway Musicians' Auditions kicked off at the CNE. The three-day event to award 74 licences takes place every three years.

Sep

▶ The installation of PRESTO card readers began in mid-September on the legacy CLRV and ALRV streetcar fleet. The entire fleet had PRESTO by the end of the year.

September 29: TTC Chair Josh Colle and Deputy CEO Chris Upfold introduced the first bike repair stop outside Davisville Station. The bike stands were installed at 10 stations.

Oct

▶ The TTC's focus on continuous improvement showed dividends as customer satisfaction rose to an all-time high of 81 per cent during the third quarter of 2015.

October 15: The first rebuilt ALRV (#4217) re-entered service on the 501 Queen route. In total, 30 ALRVs will undergo a major life-extension overhaul to improve reliability and ensure continuous and safe operation.

Nov

▶ **November 22:** New streetcar #4405, operated by Russell's Joseph Martinez, became the first vehicle to run out of Leslie Barns, the TTC's new carhouse at the corner of Leslie Street and Lake Shore Boulevard East.

Dec

▶ **December 14:** Proof of payment (POP) and all-door boarding went into effect on all 11 streetcar routes. TTC riders with POP can board any streetcar through any door.

December 31/January 1, 2016: For the third consecutive year, the TTC offered free New Year's Eve rides courtesy of Corby Spirit and Wine.



**The TTC's massive Pan Am/
Parapan Am Games transit strategy
enlisted more than 1,600 employees
as customer ambassadors.**



“Throughout the years of working at the TTC I have met so many amazing people; it is truly a pleasure coming into work every day.”

—Latchman Ramnarine, Axle Fitter

TTC People: Employee Profiles

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 "Connecting Toronto" page of the *24 Hours Toronto* commuter newspaper.



► **Dularie Sarju**
Specification Coordinator
Years of experience: 33

It is with great pleasure, respect and gratitude that I work for the TTC and the Engineering, Construction and Expansion (ECE) Group. My professional responsibilities as a Specification Coordinator include the quality assurance and schedule adherence for the preparation of ECE Group Projects (Bid Documents) ensuring the calibre of work is maintained and coordinated. I am proud to have worked on projects including the SRT and Toronto York Spadina Subway Extension, new bus garages, easier access, station modernization, structural/paving rehabilitation, and pump replacement.



► **Vince Alexander**
Station Supervisor, Yonge North
Years of service: 9

I joined the TTC in 2006, starting as an operator at Eglinton Division and then quickly moving to Route Management. My most memorable experience is helping to introduce the new Transit Fare Inspectors ahead of the Pan Am/Parapan Am games. I felt privileged working with this talented group who were instrumental in making the ambassador program a success during the games. I have worked many places before TTC but what sets TTC apart is the great camaraderie that permeates the workforce. This is the reason that I have not missed a shift in over eight years.



▶ **Eric Althoff**
General Machinist, Harvey Shop
 Years of experience: 7

The variety of work I get to do as a general machinist is the best part of this job. Living in Toronto, it feels great to be a part of overhauling the vehicles that move people around this city every day. It's fascinating to work in a place that has so much history and allows me to be a part of that history. Outside of work I am also a scout leader for Scouts Canada. I love being able to pass on my experience to the youth of Scouts Canada's 68th Scout troop.



▶ **Trevon Ishmael**
Janitor
 Years of service: 4

I am extremely appreciative of the job I have working at the TTC. I have worked in three other departments before I received this position as Janitor. I like to keep busy and am a hands-on worker. I always say if you love what you do, you will achieve your goal in life because there is always room for improvement.



▶ **Latchman Ramnarine**
Axle Fitter, Greenwood Shop
 Years of service: 35

I started my career with the TTC in 1980 as a subway yard operator at Davisville. Since then I have worked in yard control dispatch and moved to Greenwood Yard in 2005. I'm currently working in truck and axle repair on wheels and gearboxes, or as I like to call it, the "wheel of fortune." I've had the opportunity to design a lot of different tools that help the work environment. Throughout the years of working at the TTC I have met so many amazing people; it is truly a pleasure coming into work every day.



▶ **Linda Bockus**
Customer Information Representative
 Years of service: 33

Working at the Customer Information Centre as a transit professional has been very rewarding. I have personally helped over 3.5 million callers get to where they want to go, using The Better Way. As a traveller to many foreign cities, I can appreciate the challenges using an unfamiliar transit system. I try to give the easiest, most precise directions to patrons. As I retire I would like to thank all of my coworkers for their friendship and support through the years. I know I am only a phone call away from resolving any transit related questions that I might have.



“What sets TTC apart is the great camaraderie that permeates the workforce. This is the reason that I have not missed a shift in over eight years.”

—Vince Alexander, Station Supervisor

Chair's Letter



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

It is my privilege to submit the 2015 Annual Report for the Toronto Transit Commission. In 2015, the TTC set an all-time record of 538 million rides, surpassing its previous record total of 535 million in 2014. TTC ridership has now risen in each of the last 12 years.

City Council has made unprecedented investments over the last two years with a \$95-million commitment in the 2015 City Budget. The TTC was able to add new express bus service, begin earlier subway service on Sundays, kids 12 and under are riding free, all of which has improved the customer experience, reduced wait times and crowding, and significantly enhanced transit service across Toronto.

The TTC advanced critical work to renew our subway signal system, install new track, and roll out new buses, streetcars, and subways – all aimed at improving our system for our very loyal customers.

The TTC also showcased itself to the world during the Pan Am and Parapan Am Games. As a result of the increased focus on the customer experience and service improvements, 2015 saw customer satisfaction rise to a new high of 81 per cent in the third quarter.

I would like to thank my fellow Commissioners who served with me in 2015:

Vice-Chair Alan Heisey Q.C., Maureen Adamson, John Campbell (Ward 4 Etobicoke Centre), Shelley Carroll (Ward 33 Don Valley East), Deputy Mayor Vincent Crisanti (Ward 1 Etobicoke North), Glenn De Baeremaeker (Ward 38 Scarborough Centre), Joe Mihevc (Ward 21 St. Paul's), Deputy Mayor Denzil Minnan-Wong (Ward 34 Don Valley East), and Rick Byers and Ron Lalonde, who joined the Board last May.

Sincerely,

A handwritten signature in black ink, appearing to read "Josh Colle". The signature is fluid and cursive, written in a professional style.

Josh Colle
TTC Chair
April 2016

“2015 saw customer satisfaction rise to a new high of 81 per cent in the third quarter.”

The TTC Board

As at December 2015



Josh Colle
Chair



Alan Heisey Q.C.
Vice-Chair

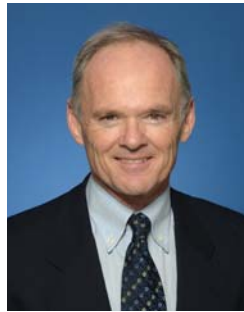
Commissioners



Maureen Adamson



Rick Byers



John Campbell



Shelley Carroll



Vincent Crisanti



**Glenn
De Baeremaeker**



Ron Lalonde



Joe Mihevc



**Denzil
Minnan-Wong**

CEO's Statement



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

2015 was a good year for the TTC.

Over the summer, Toronto and the Greater Toronto and Hamilton Area welcomed athletes and spectators alike to the 17th Pan Am and 5th Parapan Am Games. Over a seven-week period, the TTC delivered a flawless transit plan to around 250,000 spectators, drawing on more than 1,600 staff volunteers to support frontline service colleagues in providing a warm welcome to our network.

The year also saw the TTC achieve a record high in terms of customer satisfaction scores. This was fuelled not only by the success of the Pan Am/Parapan Am service, but by our ongoing focus on getting the basics right in our delivery of service. Punctuality was improved on the subway with a marked reduction in delay incidents and delay minutes. On our surface network, the number of short turns was slashed as we focused on getting customers to the advertised destination and as we continued with a proactive campaign to tackle and eliminate root causes of delay.

Our long-running call for increased, affordable funding for the TTC also saw success. City Council approved a record \$95-million investment in the TTC Operating Budget, enabling us to restore service that was cut in 2011/12, and to add new service to meet ever-rising customer demand.

Behind the scenes, we continued our quiet, but determined modernization of all aspects of our operation, tackling deep-seated cultural issues that have impeded good customer service, transforming processes to make them customer-led and generally professionalizing the way we do business.

Finally, work on our mega-projects continued apace. The rollout of a new PRESTO electronic fare payment system gathered speed as did work to install new signals on Line 1 (Yonge-University). The challenging Toronto-York Spadina Subway Extension project was reset to a new date

**“We continued
our quiet, but
determined
modernization
of all aspects of
our operation.”**

of 2017, but with external project management assistance and CEO-led scrutiny to ensure its completion. Good progress was made on our Easier Access program, and new streetcars and a new streetcar barn were brought online.

All in all, 2015 was a year of good progress on the TTC and one for which its 14,000 men and women should feel justly proud.

Sincerely,



Andy Byford
Chief Executive Officer
April 2016





“2015 was a year of good progress on the TTC and one for which its 14,000 men and women should feel justly proud.”

—Andy Byford, CEO

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

Corporate Plan Achievements 2015

Initiative	Achieved
Safety 	
Operational and Occupational Safety	
<ul style="list-style-type: none"> Approve Environmental Plan Approve Corporate Security Escalation Plan Approve and implement development of Corporate Safety, Health and Environmental (SH&E) policies and processes procedure Approve and implement Incident Reporting and Investigation Corporate Program 	<ul style="list-style-type: none"> ✓ Q1 2015 ✓ Q2 2015 ✓ Q3 2015 ✓ Q3 2015
Enterprise Risk Management (ERM)	
<ul style="list-style-type: none"> Procured and configured First Priority, TTC's ERM platform Risk Management Framework defined Develop Risk Management training Deploy ERM system to 33% of TTC departments 	<ul style="list-style-type: none"> ✓ Q1 2015 ✓ Q2 2015 ✓ Q2 2015 ✓ Q4 2015
Customer 	
Customer Information Strategy	
<ul style="list-style-type: none"> New TTC System Map on streetcars TO360 Transit Shelter Map 	<ul style="list-style-type: none"> ✓ Q2 2015 ✓ Q2 2015
Customer Relationship Management (CRM)	
<ul style="list-style-type: none"> CRM System – Prototype rolled out 	<ul style="list-style-type: none"> ✓ Q1 2015
Customer Engagement	
<ul style="list-style-type: none"> Wi-Fi available in all stations in downtown "U" on Line 1 Proof-of-Payment (POP) implemented on 50% of streetcars PRESTO available at 26 stations before Pan Am/Parapan Am Support Pan Am/Parapan Am Transit Fare Inspector Pilot initiated Expanded Blue Night Network implemented PRESTO implemented on legacy streetcars Full POP on all streetcars Stakeholder Satisfaction Survey launched 40 Next Vehicle Arrival Screen (NVAS) screens installed in 20 bus/streetcar bays 	<ul style="list-style-type: none"> ✓ Q1 2015 ✓ Q2 2015 ✓ Q2 2015 ✓ Q3 2015 ✓ Q3 2015 ✓ Q4 2015 ✓ Q4 2015 ✓ Q4 2015 ✓ Q4 2015 ✓ Q4 2015 ✓ Q4 2015
New Means to Engage Customer	
<ul style="list-style-type: none"> E-ticketing application launch Journey Time Metric System design complete Install bike repair stands at 10 stations All Day Every Day Service restored Wi-Fi available at six additional stations Customer Relationship Management System – Phase 1 implemented 50 Platform Video Screen (PVS), Station Information Screen (SIS) and NVAS screens installed in 30 stations 	<ul style="list-style-type: none"> ✓ Q2 2015 ✓ Q3 2015 ✓ Q3 2015 ✓ Q4 2015 ✓ Q4 2015 ✓ Q4 2015 ✓ Q4 2015

Initiative	Completed
People 	Performance Management Framework <ul style="list-style-type: none"> Selected External Leadership Exchange and Development (LEAD) participants ✔ Q3 2015 External LEAD rotations initiated ✔ Q4 2015 Staff Engagement Strategy <ul style="list-style-type: none"> Present Employee Engagement Action Plan to TTC Board ✔ Q1 2015 Second batch of uniforms distributed ✔ Q2 2015 Director – Change Management onboarded ✔ Q3 2015 Corporate Wellness – Diabetes Screening Campaign ✔ Q4 2015 Launched Enhanced eDev catalogue for all employees ✔ Q4 2015 Management Development and Succession Planning <ul style="list-style-type: none"> Third party ✔ Q1 2015
Assets 	Capacity Management <ul style="list-style-type: none"> Deploy articulated buses (full deployment) ✔ Q1 2015 Leslie Carhouse storage for new streetcars ✔ Q4 2015
Growth 	Station Modernization <ul style="list-style-type: none"> Complete Union Station modernization ✔ Q2 2015 Second Exit and Easier Access Programs <ul style="list-style-type: none"> Construction phase commenced for Dupont Station elevator ✔ Q4 2015
Financial Sustainability 	Efficiency and Core Business <ul style="list-style-type: none"> Electronic Information Management System approved ✔ Q2 2015 SAP Wave 1 – release recruitment ✔ Q4 2015

In 2015, a number of key initiatives were achieved towards the completion of our Five-Year Corporate Plan.



Note: Full-page photo may or may not be inserted due to printing requirements.



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

	2015	2014	2013	2012	2011	2010	2009	2008	2007	2006
OPERATING STATISTICS (regular service inside the City)										
Passenger Trips (Millions)	537.6	534.8	525.2	514.0	500.2	477.4	471.2	466.7	459.8	444.5
Basic Adult Ticket Fare (at December 31) (\$)	2.80	2.70	2.65	2.60	2.50	2.50	2.25	2.25	2.25	2.10
Average Number of Employees (including TCTI)	13,651	13,209	12,920	12,739	12,674	12,553	12,324	11,679	11,233	10,905
Average Hourly Wages & Benefits per Operator (\$)	50.33	49.01	47.94	47.35	46.07 ¹²	44.74 ¹²	43.27	41.46	39.60	38.39
Kilometres Operated (Millions)										
Bus	131.6	131.3	129.6	125.0	123.6	124.0	123.7	114.2	107.6	105.9
Subway Car	82.2	80.8	79.3	78.6	76.1	75.7	75.5	74.9	74.5	77.7
Streetcar	13.9	12.8	12.5	12.6	13.1	12.7	12.3	12.1	11.8	11.6
Scarborough RT	3.4	3.5	3.5	3.1	3.3	3.3	3.3	3.3	3.7	4.1
Total Kilometres Operated	231.1	228.4	224.9	219.3	216.1	215.7	214.8	204.5	197.6	199.3
OPERATING REVENUE STATISTICS										
Operating Revenue – including property rental, etc. (\$ Millions)	1,179.1	1,157.5	1,120.2	1,087.3	1,026.4	987.5	886.4	891.8	825.8	782.6
Operating Revenue per Passenger Trip (\$)	2.19	2.16	2.13	2.11	2.05	2.07	1.88	1.91	1.80	1.76
Operating Revenue per Kilometre (\$)	5.10	5.07	4.98	4.96	4.75	4.58	4.13	4.36	4.18	3.93
OPERATING EXPENSE STATISTICS ¹										
Operating Expenses (\$ Millions)	1,695.7	1,589.5	1,491.7	1,472.4	1,460.0	1,385.9	1,328.7	1,208.7	1,125.4	1,042.3
Operating Expense per Passenger Trip (\$)	3.15	2.97	2.84	2.86	2.92	2.90	2.82	2.59	2.45	2.34
Operating Expense per Kilometre (\$)	7.34	6.96	6.63	6.71	6.76	6.43	6.19	5.91	5.70	5.23
OPERATING SUBSIDY STATISTICS										
Operating Subsidy (\$ Millions)	516.6 ¹¹	432.0 ¹⁰	371.5 ⁹	385.1 ⁸	433.6 ⁷	398.4 ⁶	442.3 ⁵	316.9 ⁴	299.6 ³	259.7 ²
Operating Subsidy per Passenger Trip (\$)	0.96	0.81	0.71	0.75	0.87	0.83	0.94	0.68	0.65	0.58
Operating Subsidy per Kilometre (\$)	2.24	1.89	1.65	1.76	2.01	1.85	2.06	1.55	1.52	1.30
REVENUE/COST RATIO	69.5%	72.8%	75.1%	73.8%	70.3%	71.3%	66.7%	73.8%	73.4%	75.1%
PASSENGER VEHICLE FLEET										
(Conventional & Wheel-Trans, owned or leased and in service at December 31)										
Buses	1,861	1,869	1,851	1,857	1,819	1,811	1,782	1,737	1,545	1,543
Subway Cars	796	724	704	708	712	676	678	678	678	678
Streetcars (CLRV & ALRV)	235	247	247	247	247	247	248	248	248	248
Streetcars (LFLRV)	13	3	0	0	0	0	0	0	0	0
Scarborough RT Cars	28	28	28	28	28	28	28	28	28	28
Wheel-Trans Buses	205	221	221	246	217	227	188	147	145	144
Total Vehicle Fleet	3,138	3,092	3,051	3,086	3,023	2,989	2,924	2,838	2,644	2,641

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 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.
3. 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.
4. 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.
5. 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.
6. 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.
7. 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.
8. 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.
9. 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.
10. 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.
11. In 2015, the total subsidy paid by the City was \$373.8 million, consisting of \$427.0 million for the operating subsidy, \$19.2 million for capital from current, \$3.6 million for the City special costs, less \$26.6 million long-term payable for accident claims and \$40.1 million long-term payable for employee benefits, less \$9.0 million draw from the TTC Stabilization Reserve Fund and \$0.3 million draw from the City Tax Rate Stabilization Reserve. The \$427.0 million for operating subsidy includes \$2.0 million in funding for the Wheel-Trans deficit. 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, 2015

Executive Team

Andy Byford
Chief Executive Officer

Rick Leary
Chief Service Officer

John P. O'Grady
Chief Safety Officer

Gemma Piemontese
Chief People Officer

Susan Reed Tanaka
Chief Capital 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

Chris Upfold
Chief Customer Officer and Deputy CEO

Collie Greenwood
Head of Stations

Craig Harper
Head of Subway Infrastructure

Bob Hughes
Head of Farecard Team

Anthony Iannucci
Head of Information Technology Services

Glen Johnstone (Acting)
Head of Operations
Subway Infrastructure

Joseph Kennelly
Head of Audit

Joanna Kervin
Head of Property, Planning & Development

Orest Kobylansky
Head of Bus Transportation
CAD/AVL Program

Stephen Lam
Head of Streetcar

Pierre Laurin (Acting)
Head of Engineering

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

John Morrison
Head of Streetcar Transportation

Sue Motahedin
Head of Customer Service Centre

Jane Murray
Chief Project Manager
Construction

Mike Palmer
Deputy Chief Operating Officer

Michael A. Roche
Head of Finance and Treasurer

James Ross
Head of Subway Transportation

Chris Salvador
Head of Revenue Operations

Keith Sibley
Chief Project Manager
Spadina Subway Extension

Mitch Stambler
Head of Strategy and Service Planning

Rick Thompson
Chief Project Manager
Scarborough Subway Extension

Cheryn Thoun
Head of Customer Communications

Pete Tomlin
Senior Project Manager
Automatic Train Control

Raffaele Trentadue
Head of Rail Cars and Shops

Kirsten Watson
Head of Bus Transportation

Eve Wiggins
Head of Wheel-Trans

Rich Wong
Head of Bus Maintenance

Senior Management & Department Heads

Valerie Albanese
Head of Diversity and Human Rights

Arthur Borkwood
Head of Customer Development

Glen Buchberger
Head of Plant Maintenance

David Campbell
Head of Service Delivery Control

James Clarkson (Acting)
Head of Pensions

Mark Cousins
Head of Transit Enforcement

Joanne DiBiase
Head of Training and Development

Val DiDomizio (Acting)
Head of Operations Control

Jim Fraser
Head of Capital Programming

Subsidiary Companies

Toronto Coach Terminal Inc.
Vincent Rodo
President

Toronto Transit Infrastructure Limited
Vincent Rodo
Comptroller

TTC Insurance Company Limited
Vincent Rodo
President

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