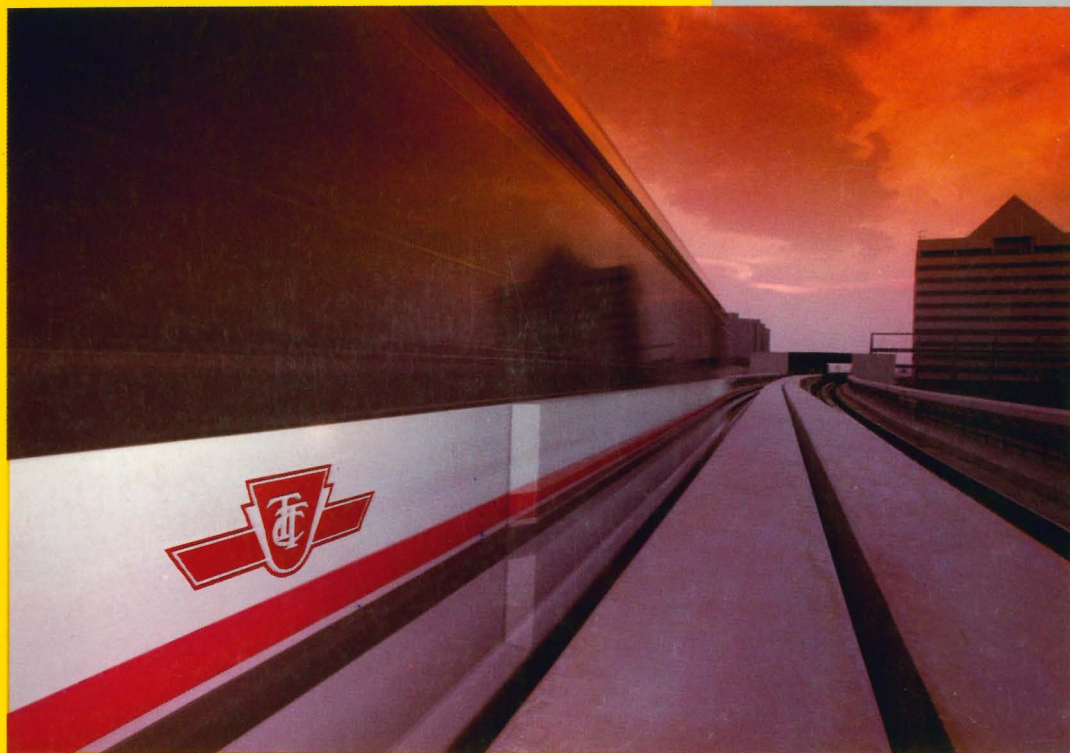


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1985 ANNUAL REPORT



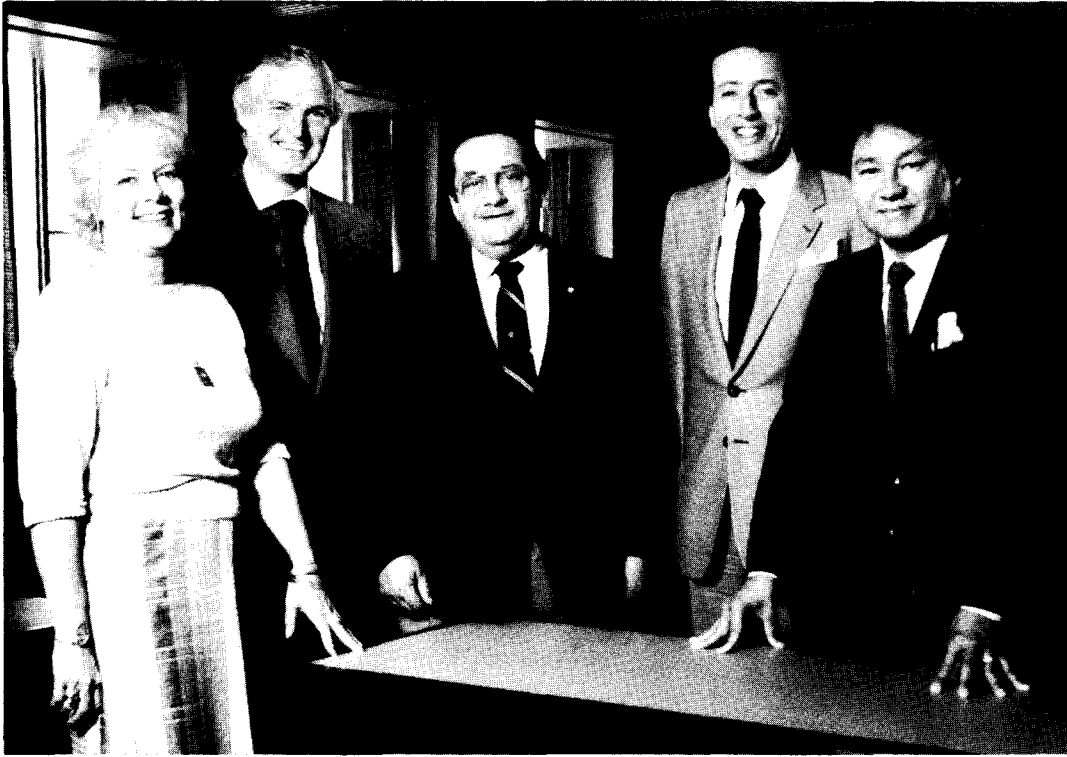
A YEAR OF THE FUTURE

TORONTO  
TRANSIT  
COMMISSION



<b>Contents</b>	<b>Page</b>
Chairman's Message	2
Commissioners	2
Chief General Manager's Statement	3
Officers and Senior Officials	3
1985 - A Year of the Future	4
Serving the Rider	6
Wheel-Trans	7
The TTC - A Better Place to Work	8
Toronto Transit Consultants Ltd.	9
Operating the System	10
Shaping the Community	12
Financial	14
Operating Results, Passengers, Miles, Capital Expenditures	15
Revenue	16
Expenses	17
Expenses by Function	18
Capital Expenditures	19
Financing	20
Financial Statements and Audit	20
Financial Statements - December 31, 1985	21
10-Year Summary 1976-1985	26
TTC Management	28

## CHAIRMAN'S MESSAGE



*Mr. Dennis Flynn, Chairman, and Members of the Council of the Municipality of Metropolitan Toronto.*

It is with pride that I present the Annual Report of the Toronto Transit Commission highlighting the significant events of 1985.

For the TTC, 1985 was a year of the future that witnessed the introduction of an innovative, high-tech transit line, a 26-year look into the next century and the beginnings of rapid transit along the waterfront.

While the Commission prepares for the future, the TTC continued to meet its commitment to provide high standards of service, safety and courtesy, setting an annual ridership record for the sixth straight year. This was further affirmation in our belief that we are providing a safe, clean and reliable transit system for our riders.

With the opening of the 6.5-kilometre (4.1-mile) Scarborough RT, the TTC introduced an entirely new computer-operated rapid transit technology to Canada. By year-end the RT had carried more than five-million riders and operated more than 1.4 million kilometres (890,000 miles) of revenue service.

This complex new technology, like any other, requires an extensive break-in period and the initial months of RT operation were not without difficulties. Some of these problems revealed themselves only through daily operation of the service, but the TTC worked hard throughout the year to overcome them. We are confident that riders on the RT will be able to look forward to improved service in 1986.

In addition to providing Metro Toronto's daily transit service, the TTC also plays an active role in planning for the future. The NETWORK 2011 rapid transit plan is an example of the foresight necessary to meet those challenges and shape the community for the benefit of future generations. In

1985 the TTC and Metro Planning staff submitted to Metro Council a proposal to build three new rapid transit lines over a 26-year period at a cost of \$2.7 billion. The NETWORK 2011 debate will get underway in 1986 – and it promises to rank in importance with the public debate and discussion that led to the decision in 1946 to build the Yonge subway line.

Approval from Metro Toronto Council in September to begin engineering and design work on the Harbourfront rapid transit line was another step into the future. This line promises to improve access to the central waterfront area by Lake Ontario. The Harbourfront line will be the first entirely new streetcar line built in Metro Toronto in more than 60 years.

The Commission signed new two-year labour agreements with its unionized employees in 1985. With two-year agreements in place, our riders can look forward to the first summer in several years without the possibility of a transit strike.

The TTC's subsidiary company, Gray Coach Lines, Limited, embarked on a new course in 1985

*COMMISSIONERS (left to right)*

*June Rowlands;  
Julian Porter, Q.C. (Chairman);  
C. Dennis Flynn;  
Jeffery S. Lyons, Q.C. (Vice-Chairman);  
Dr. Gordon J. Chong.*

under a new President and Chief Executive Officer. The company streamlined its operating schedules and moved administration and operations into one location. A competitive, customer-first strategy emphasizing improved service and new vehicles is expected to improve the company's market share on interurban routes and maximize dividends paid to the TTC.

I would like to take this opportunity to thank and say farewell to Metro Councillor June Rowlands who retired from the Commission in December after representing the public interest ably and with integrity for five years. At the same time we welcome the newest member of the Commission, Metro Councillor Tom Jakobek, who succeeds Mrs. Rowlands.

Finally, no account of the year's events would be complete without mention of the most difficult challenge to public safety ever confronted by the TTC: the threat by a self-styled terrorist group to bomb the rapid transit system. That this potential tragedy did not materialize must be credited in large measure to the professionalism and dedication of those TTC and Metro Toronto employees who put aside concern for their own safety to keep the system in operation. After only a slight drop, ridership returned to normal the next day. I can think of no better vote of confidence in their abilities and commitment to serving the public.

**JULIAN PORTER**  
*Chairman*

## CHIEF GENERAL MANAGER'S STATEMENT

I am pleased to report another successful year of operations for the Toronto Transit Commission. Our service again carried a record number of riders, ending the year with a total of 432 million riders, compared to 428 million in 1984. The increased use of the system, coupled with an overall average fare increase of 5.7 per cent, enabled the TTC to earn 68.1 per cent of eligible operating expenses through fares and other sources of revenue. This reduced the budgeted share of financial support from Metro and Ontario taxpayers by \$1.1 million. Revenues generated from operations and other sources in 1985 increased to \$302 million from \$283 million in 1984. The addition of the \$125-million operating subsidy brought the Commission's total revenues to \$427 million in 1985, an increase of \$34 million over 1984.

The Commission's total capital expenditure was \$188 million, up by 62 per cent from \$116 million in 1984. Most of this increase in capital spending is attributable to the purchase of 123 new diesel buses, payments toward the purchase of 126 new air-conditioned subway cars and the purchase of 71 Canadian Light Rail Vehicles previously leased from the Government of Ontario. These expenditures will enable the TTC to replace older vehicles, provide additional service and implement new routes where needed.

The Scarborough RT Line, the first rapid transit line opened in Metro Toronto since the Spadina subway line was opened in 1978, added 6.5 kilometres (4.1 miles) and five stations to the TTC's rapid transit network which now totals 60.9 kilometres (37.9 miles). Eight new bus routes were created and 12 existing ones realigned to provide our riders with convenient access to the new line. The Commission now services Metro's 632 square kilometres (244 square miles) through a network of 141 surface routes and three rapid transit lines with 64 stations.

### OFFICERS AND SENIOR OFFICIALS (left to right)

*Back row*  
Stanley T. Lawrence,  
General Manager,  
Engineering & Construction;  
Lloyd G. Berney,  
General Manager, Operations;  
J. Herb Jobb,  
General Manager, Finance;  
Alfred H. Savage,  
Chief General Manager.

*Seated*  
Dr. Juri Pill,  
General Manager, Planning;  
Norman E. Balfour, Q.C.,  
General Counsel;  
Arnold S. Dube,  
General Manager, Administration;  
David C. Phillips,  
General Secretary;  
William L. Verrier,  
President & Chief Executive Officer,  
Gray Coach Lines, Limited.

*Absent*  
Gordon M. Break,  
General Manager, Human Resources.

The TTC recognizes that its mandate to operate Metro Toronto's public transit service carries with it the obligation to do so in a financially responsible manner, and we continue to search for ways to increase revenues from sources other than the rider and the taxpayer. The leasing of advertising space on TTC vehicles and property is an additional source of revenue that generated a net return to the Commission of more than \$5 million in 1985. Under a new leasing plan, a number of retail proposals were approved and preparations begun in 1985 to ready more than 3,700 square metres (40,000 square feet) of space in 36 subway stations. Leasing of these high-traffic locations will provide annual income of more than \$3 million to the Commission by 1987.

Cost control is another on-going concern for the Commission. In 1985 the TTC introduced a new Management Planning and Budgeting System to assist managers in



assessing priorities and preparing departmental budgets to achieve cost effectiveness. The 1986 fiscal year will be the first one in which all Commission departmental plans and budgets will be formulated using this system.

We are proud of the Commission's long tradition of safety on the road and in the workplace. Our reputation again was upheld in 1985 with the winning of four major safety awards from the Canadian Urban Transit Association (CUTA). The Commission also won the American Public Transit Association (APTA) Silver Award for traffic safety, the most prestigious safety award in the North American transit industry. It was the sixth straight year, and the 16th time in 19 years, that the TTC has won this award.

The Commission was pleased in 1985 to act as host for two major transit industry meetings. In June, members of the Canadian Urban Transit Association (CUTA) gathered in Toronto for their 80th Annual Meeting. We also had the opportunity to host the Fifth Annual American Public Transit Association General Managers' Seminar. This gave the Commission yet another chance to showcase the system. The Commission was honoured to be selected in 1985 by *The Financial Post* newspaper as one of Canada's outstanding employers. A

profile of the TTC will be included in a new book, *The 100 Best Companies to Work For in Canada*, to be published in 1986.

The financial commitments of the Province of Ontario and the Municipality of Metropolitan Toronto are important elements in the successful operation and expansion of TTC service. In 1985 the Province of Ontario contributed \$69.7 million to operating costs and \$145.4 million in capital funding. The Municipality of Metropolitan Toronto provided \$76.7 million toward operating expenses including \$21.0 million of its own transit-related costs. Capital funding from Metro Toronto amounted to \$35.2 million, of which \$2.7 million was for its own transit-related costs. These commitments are vital to the foundation of cooperation, trust and service to the Metropolitan Toronto community. As the Commission plans for the challenges of the future, it is our intention to build upon the achievements of the past year so that we may continue to provide high standards of transit service to the people of Metro Toronto.

ALFRED H. SAVAGE  
Chief General Manager

## 1985 - A YEAR OF THE FUTURE



*The future arrives:  
March 22, 1985 - the opening  
of the Scarborough RT heralds the  
first intermediate capacity transit  
system in Canada.*

**T**he year 1985 will take its place as one of the most important and far-reaching in the history of the modern-day Toronto Transit Commission. It was the year the TTC became the first transit property in Canada to place a high-technology, computer-based intermediate capacity rapid transit line into service. It was also the year in which the TTC unveiled NETWORK 2011, a master plan charting a course to meet the transit needs of Metro for the 21st century. Later in the year the TTC took the first steps toward building a new light rail rapid transit line along the waterfront to be completed by the end of the decade.

The highlight of 1985 was the official opening of the new Scarborough Rapid Transit (RT) Line. On the morning of March 22, hundreds of invited guests witnessed the ceremonial arrival of a new era of rapid transit in Metropolitan Toronto when twin computer-controlled trains pulled into Scarborough Centre Station together. Following a day of free public rides, the Scarborough RT opened in revenue service on March 24. Automatic Train Operation began 10 weeks

later and by midsummer the new line had carried its millionth rider.

The opening of the Scarborough RT placed the TTC squarely in the forefront of advanced rapid transit technology. Built and opened at a cost of \$196 million, the 6.5-kilometre (4.1-mile) line culminated more than five years of intensive engineering, design and construction work. It is the first use by a Canadian public transit system of linear induction motors, computer-controlled train operation and steerable undercarriages.

### **Advanced Computer Technology**

Train operation is controlled by computers that start, stop and keep safe distances between the vehicles. Two computers on board each vehicle accept commands from the system's three central computers. Underneath each car, a pair of antennae continuously transmits vehicle speed and position and receives information from the central computers through track-side cables. No instructions are sent unless at least two of the three computers in the control centre are in agreement.

Scarborough RT vehicles are powered by linear induction motors which lie in a flat configuration beneath each car. Vehicles can be moved forward, backward or stopped by alternating the electromagnetic forces between the motor and an aluminium-covered steel reaction rail laid on the centre of the track bed. The steerable undercarriages, designed and manufactured in Canada, reduce noise on curved sections of the line and lessen the frequency of repairs to rails and wheels.

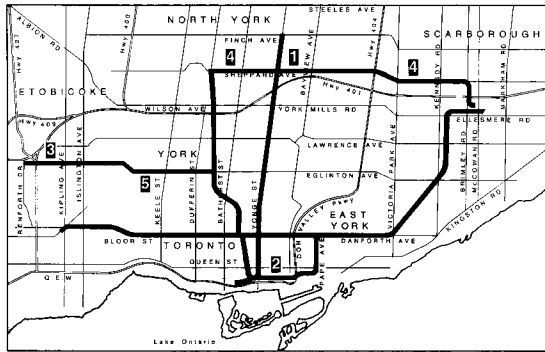
The Scarborough RT Line provides a rapid transit link between the eastern terminus of the TTC's Bloor-Danforth subway line and the Scarborough City Centre, that city's administrative and commercial hub. By the end of 1985, it was clear that the new line had been a significant factor in attracting nearly \$1 billion worth of development and construction activity to the Scarborough City Centre area.

# What Metro Toronto's transit system could look like 25 years from now.

**1** The first part of the new Sheppard Subway. It would replace buses in this heavily congested corridor.

**2** A rapid-transit line to take the pressure off the heavily travelled Yonge Line — and make Yonge/Bloor Station less crowded. A dozen years from now that'll be even more important.

**3** A special busway — a road dedicated to just buses — or possibly a rapid-transit line. The service to the west will be fast, frequent.



**4** Two extensions to the Sheppard Subway will mean that you'll be able to travel quickly to the North York Centre or the Scarborough City Centre. Remember when the subway didn't run north of Eglinton?

**5** By the year 2014 — a rapid-transit line will connect the Spadina Subway and Mississauga.

## NETWORK 2011: A Rapid Transit Plan for the Future

In May the TTC presented NETWORK 2011 — a detailed 26-year, \$2.7-billion rapid transit strategy to meet Metropolitan Toronto's rapid transit needs into the next century — to a committee of Metro Council. The plan combined three separate transit projects under study since 1983: an east-west rapid transit line along Sheppard Avenue in northern Metro Toronto, a downtown rapid transit line aimed at relieving crowd pressure on the Yonge Street subway south of Bloor Street and a rapid transit line along Eglinton Avenue West connecting the University-Spadina subway line with the western suburbs. NETWORK 2011 recommended that these rapid transit lines be built in five stages, each taking five to seven years to complete. The remaining projects would be reviewed every five years to determine whether or not actual patterns of growth and development were consistent with planning projections.

Public discussion and debate of transit issues is a long-standing tradition in Metropolitan Toronto and the TTC continues to encourage members of the public to make their views known on issues affecting the community at large. Public participation in the plan's debate was encouraged by invitations to visit special NETWORK 2011 public information centres at the city halls and municipal offices of Metro Toronto's six municipalities. The centres featured detailed displays that included information on costs, population and employment growth patterns, route alignments and technology options. TTC staff were in attendance to offer clarification and answer questions from the public. A special information campaign utilized a newspaper insert with a mail-in coupon to outline the proposals and solicit comments from readers.

As the year drew to a close, the public had indicated strong support for the NETWORK 2011 plan with the proposed first phase of the Sheppard Avenue subway line, from Yonge Street east to Victoria Park, receiving much favourable comment. Following detailed study by Metro Toronto's six municipalities, the NETWORK 2011 plan will be considered by Metropolitan Toronto Council in 1986.

## Harbourfront LRT: Transit on the Waterfront

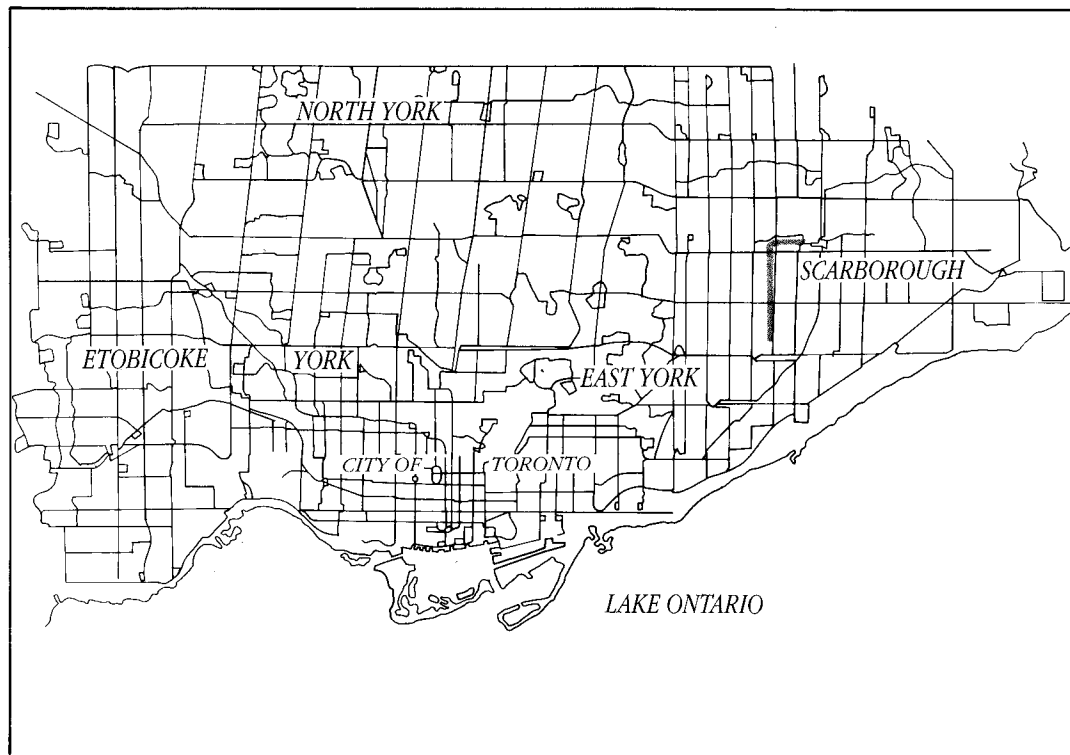
Another step into the future was taken in 1985 with approval by Metropolitan Toronto Council to build a 1.8-kilometre (1.1-mile) Harbourfront streetcar line. The estimated cost of the line is \$43.9 million in 1985 dollars.

The Harbourfront LRT will provide convenient transit access for residents and visitors to the rapidly developing central waterfront area where a permanent residential population of 15,000 is expected by the early 1990s. Streetcars will operate on a protected right-of-way at grade on Queen's Quay from Spadina Avenue to Bay Street, where the line will turn north. An underground turning loop will be constructed beneath Bay Street to provide a link with TTC subway and interurban rail lines at Union Station.

By the end of 1985, an Environmental Assessment Report on the Harbourfront LRT had been submitted for approval to the Ontario Ministry of the Environment. Detailed design work is expected to begin in 1986 with construction anticipated in 1987-88.

*Future planning: NETWORK 2011 looks to the next century with three rapid transit lines to be built in five stages.*

## SERVING THE RIDER



*The TTC operates one of the most integrated subway and surface systems in North America with 132 of 141 streetcar, bus and trolley coach routes making connections with the 60.9-kilometre (37.9-mile) rapid transit system.*

- Surface routes
- Subway system
- ▣ Scarborough RT

In 1985 the Commission continued its policy of improving existing services and adding new ones in response to the changing needs of the community.

In conjunction with the opening of the Scarborough RT Line, the Commission created eight new bus routes and modified 12 existing ones. As a result of previous applications under the Service Standards Process, one other new route was created, one new branch was added to an existing route, three other routes were extended and a fourth was realigned. Additional periods of operation were introduced on two routes. The route network was expanded by more than 21.5 kilometres (13.4 miles) to over 1,338.2 kilometres (831.2 miles). At year-end the TTC operated a total of 144 streetcar, subway, bus, trolley coach and rapid transit lines.

A total of 185.9 million kilometres (115.5 million miles) of revenue service were operated during the year, an increase of more than two million kilometres (1.2 million miles). Per capita ridership rose to the equivalent of 200 rides for every resident of Metro Toronto, the highest figure of any major transit system in North America and an endorsement of the TTC's ability to move people effectively at a reasonable cost to the rider.

### Improving Queen Street Service

The TTC's Queen Street service, the longest surface route in the system at 16.8 kilometres (10.5 miles), was again a focus of concern for riders. The line is hampered by traffic congestion in the downtown area, and to maintain schedules it is occasionally necessary to turn vehicles before the end of the line. This has inconvenienced some riders. Following recommendations

contained in an independent study by the University of Toronto/York University Joint Program in Transportation, round-trip running time on the route was increased slightly to reduce the number of short-turns. Other recommendations, including more visible signs on vehicles and additional running time, will be tested in 1986.

### New Art in the Subway

*Hockey Knights in Canada*, the 10th work of art to be installed in the subway system, was unveiled in 1985 at College Station. Two large-scale, brightly coloured murals by Charles Pachter depict the Toronto Maple Leafs and Montreal Canadiens facing-off on opposite sides of the station at platform level. Appropriately, Canada's national game and its oldest rivalry are commemorated in the subway station used by generations of fans to attend games at nearby Maple Leaf Gardens.

### Marketing the TTC and Informing the Community

Ridership during off-peak hours was encouraged through a catchy television and print advertising campaign that emphasized the convenient access provided by the subway system to the city's many and varied attractions. The highlight of the Commission's community display activities in 1985 was the innovative *TTC Time Tunnel* historical display mounted at the Canadian National Exhibition. Using photos, movies, demonstrations and artifacts, it depicted the history of public transportation in Toronto from 1850 to 1985. A simulated 402.5-kilometre-per-hour (250-mile-per-hour) subway ride made possible by a special high-speed film process, thrilled the more than 100,000 visitors to the display.



The community was also kept informed through the continuing programme of Info-Bus visits, a mobile TTC information centre which attracted more than 50,000 visitors. The department also produced a wide variety of rider information materials. More than one million copies each of the TTC Ride Guide, the monthly Rider News and pocket timetables, were produced. A special colour booklet, produced in cooperation with the Metro Toronto Convention and Visitors Bureau, was made available free of charge in city hotels and tourist information kiosks, as well as at subway fare collection booths. Telephone information staff, on duty 16½ hours every day of the year, handled more than 2.3-million enquiries.

## *Stadium Express!*

### **Stadium Express a Success**

The first full season of the TTC's *Stadium Express* service to sports events at Exhibition Stadium was successfully promoted in 1985. *Stadium Express* buses operated from Union, Keele and Bathurst subway stations direct to Exhibition Stadium, carrying more than 400,000 fans to 76 baseball and football games between mid-April and the end of October.

### **Broadening the Revenue Base**

In a period of fiscal restraint, the TTC became more active in 1985 in finding ways to broaden its revenue base and help offset operating expenses. With the TTC's practice of using its vehicles and property to carry advertising messages and provide retail space to private businesses, the Commission achieved a return of about \$5.2 million from the sale of advertising space and approximately \$2.1 million from

the rental of retail outlets on TTC property. It moved to increase this revenue by introducing a new two-stage leasing plan in 1985 that includes the addition of approximately 3,700 square metres (40,000 square feet) of retail space in the subway system. This leasing expansion will include automatic banking services, and dry cleaning, film processing, shoe repair and florist shops with a projected yield of approximately \$3 million in annual revenue.

### **Keeping the System Safe**

Rider safety is one of the TTC's most important concerns. Among the world's major transit systems, the TTC has an enviable public safety and security record. In 1985 just 1,035 Criminal Code offences occurred involving passengers on TTC vehicles and property. Although ridership increased by approximately five million, the number of Criminal Code offences dropped by 88 from 1984's figure of 1,123. Vandalism incidents also showed a decline to 6,240 incidents in 1985 from 7,110 the previous year.

Public safety education about the system begins at an early age. In 1985 TTC personnel visited 111 schools in Metro Toronto, demonstrating transit safety to more than 34,000 school children. The TTC safety programmes were presented to approximately 60,000 people at eight shopping malls throughout Metro Toronto during the year. Commission staff were on hand at each display to explain the TTC's safety record, operator training programmes, and the problems and costs associated with vandalism to TTC vehicles and property.

The Commission also joined forces with the Metropolitan Toronto Police in a series of demonstrations and displays during National Crime Prevention Week. A special video presentation, "Travelling Transit in Safety," was produced and made available to schools and community groups free of charge.



*For the 16th time in the past 19 years the TTC has won the APTA Silver Award as the safest transit system in North America.*

## **WHEEL-TRANS**

### **Safety on the Road**

The Commission is proud of its 3,761 operators who are among the most safety conscious in North America. Their concern for safety on Metro's streets resulted in an accident rate of just 3.25 accidents per 100,000 miles of operation in 1985, winning the Silver Award of the American Public Transit Association (APTA) for the best traffic safety record among North American systems serving cities of more than one million population. It was the 16th time in the past 19 years that the Commission has won this coveted award.

The Canadian Urban Transit Association (CUTA) honoured the Commission with four major traffic and industrial safety awards in 1985. Competing with other Canadian systems that operated more than 10 million kilometres of service, the TTC had the best traffic safety record, the best passenger safety record – with an incidence of only 1.34 accidents per million riders – and the most improved passenger safety record over the previous two years. The Commission also achieved the best industrial safety rate among major Canadian transit systems with only 25.6 accidents per million employee-hours worked.

Ridership on the TTC's Wheel-Trans service for the physically disabled again exceeded forecasts. Approximately 483,000 rides were provided throughout Metro Toronto in 1985, an increase of 61,000 over the previous year. This growth in the level of service resulted in part from an increase in the number of registered users to 13,398 from 11,632 and improvements in reservations and scheduling procedures brought about by computerization.

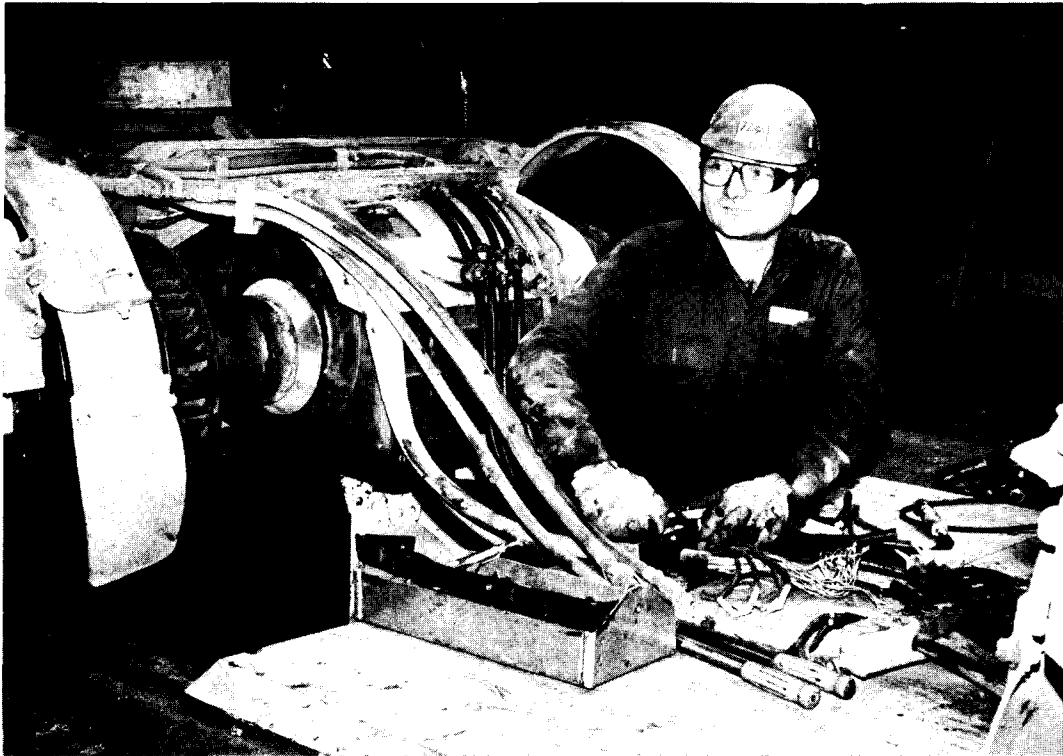
The ridership growth of the Wheel-Trans service has not been without difficulties. Projected annual ridership in 1985 was exceeded by approximately 13,000 trips resulting in insufficient levels of service to meet demand. More than 50,000 requests could not be met over the course of the year.

At the end of 1985, the Wheel-Trans fleet consisted of 64 specially equipped minibuses and 24 station wagons owned and operated by a private firm contracted by the TTC to provide the service. All administration, scheduling and dispatching is performed by the TTC.

Late in 1985 the first "Orion II" buses were delivered to the TTC for use by Wheel-Trans. These 6.4-metre (21-foot) buses, part of a \$3-million, 30-vehicle purchase, represent the latest advances in the design of a specialized transit vehicle for the physically disabled. They will enter daily service early in 1986.



## THE TTC - A BETTER PLACE TO WORK



*Employees are encouraged to build their careers at the TTC. The Commission has long been a model for skilled apprenticeship programmes in Canada.*

**T**he 9,772 men and women who work at the TTC are the Commission's greatest asset. It is their professionalism and dedication that provide the transit service relied upon by approximately 1.4-million daily riders.

The Commission appreciates the value of a highly skilled and motivated work force and encourages employees to build careers at the TTC. That many choose to do so is borne out by the more than 5,000 employees who have more than 10 years' service at the TTC. In 1985 the Commission inaugurated a Long Service Recognition Programme to honour them. Special pins were presented in acknowledgment of 10, 20, 30 or 40 years at the TTC. Some 1,036 men and women, 10.6 per cent of the work force, were honoured for more than a quarter century of service at a special Long Service Awards Dinner.

### Career Advancement

In March the Commission opened a Career Awareness Centre for employees, providing information on career opportunities and choices at the TTC. This self-help facility assists employees in determining their interests and aptitudes, choosing career paths and developing strategies to achieve their goals. Counselling staff is available to provide guidance to employees through a self-evaluation programme designed to assess their strengths and abilities. Detailed information is made available about all positions within the TTC, including precise job descriptions and required levels of training and experience. More than 300 visits were paid to the Career Awareness Centre during the year.

Employee self-improvement was given a boost early in 1985 when the Human Resources Development section published a handbook outlining 35 different training programmes within the TTC. These courses range from Computer Awareness to Essential Situational Leadership and are led by TTC personnel as well as by outside consultants. All Commission employees are eligible to take at least one of the 35 courses and more than 1,400 took advantage of this programme. Tuition aid is available for outside courses and the number of applications showed an increase to 289 in 1985 from 212 in 1984. In addition to this expanding training programme, almost 300 supervisors received training in the area of occupational health and safety.

### Equal Opportunities

As an equal opportunity employer, the TTC continued to place emphasis on employment equity. The recruitment of women in nontraditional occupations has continued and again the highest degree of success was achieved in the recruitment of vehicle operators. Of 265 new operators trained in 1985, 43 were women, an increase of 27 per cent over 1984. At the end of 1985 the TTC had 173 female vehicle operators compared to just three at the beginning of 1980, and the number of women in management and professional positions had increased by 14.5 per cent.

To encourage more women to consider nontraditional job opportunities with the TTC, Personnel Department staff organized career information displays at the Canadian National Exhibition and at the Careers 2000 exposition sponsored by the federal, provincial and municipal governments. The Commission's efforts in providing equal opportunities for employment resulted in the TTC's nomination for the Province of Ontario's Employment Equity Achievement Award.



*A new Long Service Recognition Programme honoured over 10% of TTC's work force for more than a quarter century of service at a special dinner.*

Promotion from within the work force is another Commission policy aimed at encouraging employees to build careers at the TTC. Through the Job Opportunity Programme, 161 positions were advertised throughout the Commission in 1985 and 89 per cent of them were filled from within the TTC.

Suggestions from employees are valued and encouraged through the Employee Suggestion Plan. Some 224 suggestions were submitted of which 34 were approved; resulting in savings to the Commission of approximately \$45,000. Ninety-seven other suggestions were under consideration at year-end.

The Commission encourages its employees to take an active part in making the TTC a better place to work. A Quality Circle programme brings management and staff together in small groups on a regular basis to discuss matters of mutual interest and concern. By the end of 1985 this programme included 11 Quality Circles involving nearly 200 people throughout the Commission.



*A new "Award Of Excellence" programme recognizes employees for a job well done. Ten operators in the Transportation Department were the recipients of the first "Award of Excellence" certificates.*



*Plant Department subway janitors are also singled out for recognition.*

#### **Computer Network Expands**

The Commission continued to upgrade the office environment in 1985 through a number of initiatives designed to accommodate the age of high technology. Major renovations were undertaken to the TTC's main head office computer room in order to accommodate the Commission's growing computer requirements in an environment designed to ensure a high degree of computer reliability. The installation of computer terminals proceeded throughout the Commission, and by the end of 1985 the network of desk-top terminals had increased to more than 220, approximately twice the number in use in 1984. The Commission also converted its traditional switchboard telephone system to a new Centrex III system based on a state-of-the-art switching technology that permits direct in-dialing to all departments.

#### **Safety in the Workplace**

The TTC is a safe place to work. In 1985 there were only 334 lost-time injuries sustained in the workplace; a rate of 24.1 accidents per million hours worked. This compares favourably with the Ontario-wide average of 32.4 reported by the Industrial Accident Prevention Association.

Safety is also an important part of new employee orientation programmes at the TTC. During 1985 five seminars were given for 120 new employees to highlight the role of individual responsibilities and contributions toward the Commission's safety achievements.

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## **TORONTO TRANSIT CONSULTANTS LTD.**

As a transit operator with an international reputation and a highly qualified staff, the TTC is active in the consulting field through its subsidiary, Toronto Transit Consultants Ltd. The company completed its first full year of operation in 1985, moving rapidly to establish its ability to compete in the international consulting marketplace. It was active at major trade shows and over 400 contacts were established with embassies, high commissions and consulates around the world. By the end of 1985, Toronto Transit Consultants had received 10 assignments, including projects in Bangkok, Kuala Lumpur, Mexico City and Ankara. Sixty-seven TTC employees, drawn from five branches and nine departments, worked on the projects.

## OPERATING THE SYSTEM



*The new W.E.P. Duncan Building, opened in July, is the Commission's largest and most up-to-date vehicle maintenance facility. New design features enable TTC's Equipment Department to reduce turnaround time for major overhauls of surface vehicles.*

**P**erforming major overhauls to keep a fleet of more than 1,500 diesel buses and 360 nonrevenue vehicles in service is a big job. Efficient overhaul facilities and well-designed parts storage are essential in performing this task. The Commission took a great step forward, in 1985, when all major diesel bus overhauls and parts storage were centralized in the new \$17.4-million W.E.P. Duncan Building at the Hillcrest complex. The building was named in honour of Wilfrid E.P. Duncan, who served the TTC for 40 years. Under his leadership as General Manager of Operations and General Manager of Subway Construction the TTC built and opened Canada's first subway.

The Duncan Building covers more than two hectares (five acres) and is equipped with many features to reduce the turnaround time of major overhauls. Computerized materials storage-and-retrieval systems, and electronically guided parts trucks provide quicker, more convenient access to the more than 22,000 repair and maintenance parts stored in the building at any one time. An innovative design structure eliminating ceiling support columns in the bus repair area and a total of 38 vehicle hoists are some of the features that make the Duncan Building superior to the Parkdale Shops, where major bus repair and rebuild work had been performed for 39 years.

### **Built to Last**

The move to the Duncan Building was the largest move ever undertaken of a TTC operating facility and was accomplished while maintaining service to the fleet. All of the Commission's major bus and streetcar overhaul programmes as well as nonrevenue vehicle repairs are now consolidated at the Hillcrest location.

In 1985 the Commission also opened McCowan Carhouse, its sixth rail-vehicle carhouse and home of the 22-vehicle Scarborough RT fleet. It is located at the eastern extremity of the Scarborough RT Line. In anticipation of ridership increases on the line the Commission ordered six more RT vehicles in 1985, which will bring the total RT fleet to 28 cars. These computerized, high-technology vehicles are unlike any other TTC vehicles and require a separate service and storage facility.

### **New Buses**

The Commission continued to upgrade its rolling stock in 1985 with the delivery of 123 new 12-metre (40-foot) diesel buses from Flyer Industries of Winnipeg, Manitoba. These new buses are equipped with power steering to improve manoeuvrability and interior electric signs indicating to passengers when a stop request has been made. Toward the end of 1985, approval was received to order a further 65 new diesel buses from Flyer Industries for delivery in 1986. Early in 1986 the amount was increased to 75 buses.

The addition of new rail vehicles to the fleet, including the Scarborough RT vehicles and the 52 articulated streetcars scheduled for delivery in 1986-87, made it necessary, in 1985, to develop and implement improved systems and training in the TTC's surface carhouses. The Commission retained a consultant to work with staff to modernize methods of scheduling, training and management with a view to improving productivity and cost control. New work scheduling and performance measurement systems were established, which will be monitored during the next year.

In 1985 a number of substantial improvements were made to the Commission's vehicle repair and maintenance facilities. Among these were the installation of modern, high-production paint spraying booths in the D.W. Harvey Shops, a new bus washing system at Queensway Garage and reconstruction of streetcar inspection pits at Roncesvalles Carhouse. A new environmentally controlled workshop was constructed at the Greenwood Shops for repairing sensitive electronic components on newer-model subway vehicles and streetcars.

The TTC's on-going track replacement programme on subway and streetcar lines continued in 1985. More than 2,100 metres (7,000 feet) of subway track was replaced during the year by crews working to tight deadlines in the few hours available each night when the system was shut down. More than 6,000 metres (20,000 feet) of streetcar track was replaced in coordination with City of Toronto and Metro Toronto Roads Department projects and approximately 11,700 metres (38,500 feet) of overhead trolley wire was replaced.

### C.I.S. Moves Ahead

The Commission also moved ahead in 1985 with plans to begin system-wide implementation of the computer-based Communications and Information System (C.I.S.), which has been tested successfully on approximately 250 buses operating from the TTC's Wilson Division. The system uses two-way electronic equipment aboard each



*A new computerized materials storage-and-retrieval system at the Duncan Building gives the Materials Department quick and easy access to more than 22,000 repair and maintenance parts.*

vehicle to transmit running speeds and locations to a control centre where service on each C.I.S.-equipped route can be monitored by inspectors and adjusted if necessary. Direct voice communication is possible between operators and inspectors at the control centre when advice is needed concerning fare disputes or Commission regulations. A silent signal to the control centre can be activated in emergencies. Funding and approval from Metro Toronto Council will be sought in 1986 and a special project team will be assembled to develop, select and implement the required computer hardware and software system-wide by 1991.

### New Bus Garage to be Built

Plans for a new 250-bus garage were set in motion in 1985. Projected ridership patterns and route structures for the 1990s have indicated that service and maintenance standards would best be served from an operating garage located on Arrow Road in northwestern Metro Toronto. Site preparation began in 1985, with engineering design work on the planned \$34.4-million facility to follow in 1986. The Arrow Road bus garage is anticipated to be in operation by 1988. It will be the TTC's ninth operating bus garage.

### SUMMARY OF MAJOR ORDERS OVER \$100,000 PLACED IN 1985

Subject	Amount
190,400,000 litres of diesel fuel for the years 1986, 1987 and 1988	\$89,411,840
65 12-metre (40-foot) diesel buses and associated spare parts	\$11,029,493
4,890,000 litres of heating fuel for the 1985-86 heating season	\$ 1,082,073
1,300 tonnes of rail for subway and surface track maintenance	\$ 897,634
2,545 uniforms for operators and supervisors	\$ 671,695
8,000 carbon joints for CLRV traction drives	\$ 343,640
700 CLRV steel tires	\$ 184,554
20,000 track tie plates	\$ 175,170
9,000 metres of conductor for traction power supply	\$ 172,521
1 special purpose crane car RT-27	\$ 161,393
2,100 cubic metres of ready-mix concrete for paving streetcar track allowance and intersections	\$ 157,100
16,800 rubber blocks for CLRV wheels	\$ 156,216
4,600 tonnes of salt for the 1985-86 winter season	\$ 135,327
275 steel wheels for M1 and H1 subway cars	\$ 119,171

The future of the TTC's aging 150-vehicle trolley coach fleet emerged as an issue in 1985. The vehicles are nearing the end of their active service lives and consideration must be given to their replacement by 1989-90. Substituting diesel buses for trolleys on the TTC's nine trolley coach routes would offer capital cost savings as well as operating and maintenance economies. However, neighbourhood environmental concerns about noise levels and exhaust emissions are a factor in the choice of replacement vehicles.

With these concerns in mind, the TTC is conducting research into the use of alternate fuels for transit vehicles, such as methane, propane and natural gas. The Commission is monitoring various test programmes underway at other transit properties.

The TTC is the largest operator of escalators and moving walkways in Canada. A total of 256 of these complex machines provide convenient access to and from station platforms, some of which are more than 15 metres (50 feet) below grade. In an effort to reduce escalator downtime, the TTC is installing a new computerized escalator-monitoring system. Microcomputers at each location will indicate to a control centre whether a stoppage is due to the use of the emergency stop switch or caused by a mechanical problem requiring a repair crew which can be dispatched quickly to the scene. Installation of this system is expected to be completed throughout the rapid transit system by 1987.

## SHAPING THE COMMUNITY



*The proposed Harbourfront Light Rail Transit Line as shown, will help shape Toronto's burgeoning waterfront area, where plans also include a 60,000-seat domed stadium.*

--- Underground  
Surface

In addition to operating Metro Toronto's public transit services, the TTC is a full partner with other government agencies and private industry in shaping the community. This involvement takes many forms and includes planning new routes in consultation with Metro municipalities, evaluating existing services with a view to making improvements and maximizing the use of available resources, and anticipating growth patterns and future transit needs.

In 1985 the Commission brought forward the NETWORK 2011 strategy proposing a 26-year, multistage rapid transit construction programme. This plan consolidated the results of three major rapid transit studies undertaken at the request of the Metropolitan Toronto Council. The NETWORK 2011 strategy supports the Metro Toronto Official Plan objectives of encouraging continued employment growth through the development of subcentres to their full potential in North York and Scarborough.

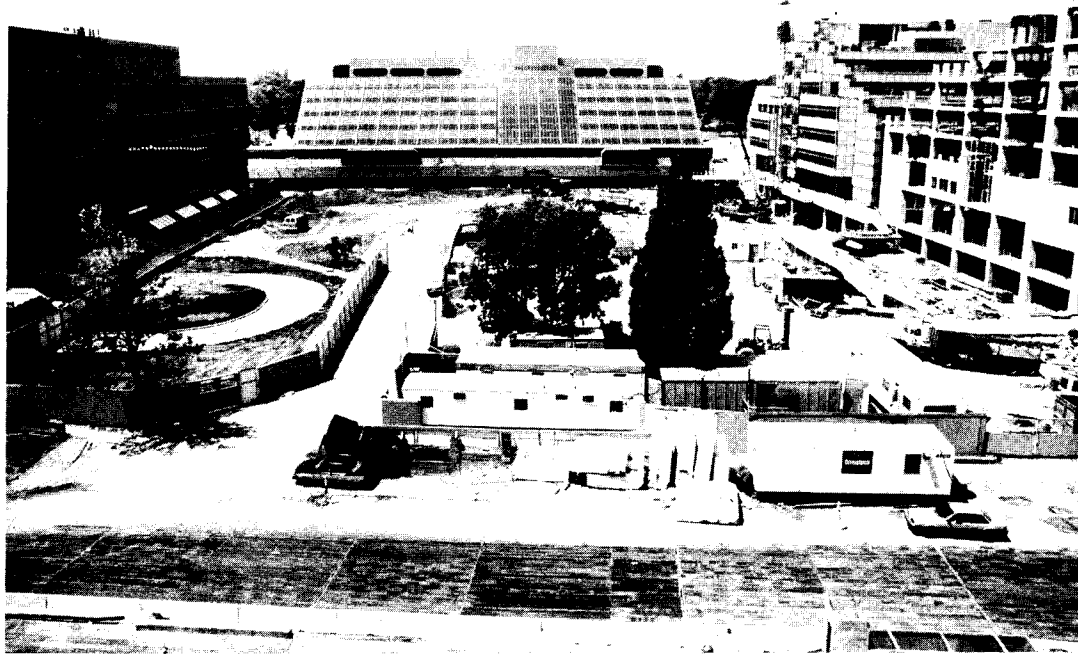
The Commission played a lead role in a number of external studies that will influence the shape of downtown Toronto over the next 20 years. Staff worked closely with Metro and City of Toronto planners, as well as the private sector, involved in the construction

of the 60,000-seat domed stadium and the planned \$2-billion commercial/residential development of the 81-hectare (200-acres) Railway Lands. The Railway Lands project will require additional transit services to handle large numbers of residents and workers. To meet the projected demand, the Commission has proposed a future extension of the Harbourfront streetcar line north on Spadina Avenue to the Bloor-Danforth subway line. Functional engineering design work began on this proposal in 1985 and a formal proposal will be submitted to Metro Council in 1986.

### **Inter-Regional Transit Studies**

The Commission also cooperates with municipal governments and agencies beyond Metro Toronto to assist in planning transit projects of mutual interest. In 1985 TTC staff participated in the Mississauga City Centre to Bloor Subway Transit Connection Study. This study was conducted in cooperation with the cities of Mississauga, Etobicoke, Metro Toronto and Peel Region. It examined engineering concerns and ridership impact of a connection between a proposed Mississauga busway and Kipling Station on the Bloor-Danforth subway line.

Service planning is an important example of the consultation process between the TTC and each of Metro Toronto's six municipalities. The Service Standards Process is the avenue whereby municipal politicians present their constituents' requests for new or revised services.



*A new rapid transit link is helping shape development in the fast growing city of North York. The North York Centre subway station, will provide direct access to a \$250-million office and hotel complex now under construction.*

### **New Services**

In 1985 the Service Standards Process reviewed 46 municipal requests and four staff-generated proposals. This resulted in one new bus route, extensions to six others, two new route branches, one new express service and new periods of operation on two existing routes. These changes are expected to attract approximately 1.2 million more annual weekday fares to the TTC system. The Service Standards Process underwent a comprehensive review in 1985 and was significantly improved through the revision of the Vehicle Loading Standards. This will make the Service Standards Process more sensitive to route-specific loading problems. In addition, a new Service Standards Base Document and a summary brochure were prepared describing the revised process. A new Route Efficiency Review Programme was also designed to provide detailed reviews, in an effort to improve the operating efficiency of existing routes on a regular basis.

TTC staff made presentations to each Metro municipality to explain the 1985 results as well as newly adopted service standards procedures for 1986, which will allow politicians to provide more effective input to the TTC's service planning process.

The Commission is also active in shaping the community through development associated with Commission-owned properties. During 1985 the TTC conducted negotiations of new leases for property development at 33 Bloor Street East, Rosedale subway station and for use of air rights above the Yonge subway line between Crescent Road and Price Street. Construction and operating agreements were developed and negotiations begun over developments and station improvements at York Mills, King, Queen and St. Patrick subway stations. Each of these agreements will be submitted to the Commission for approval in 1986.

### **New North York Centre Subway Station**

Dynamic growth and rapid change in Metro Toronto have necessitated the continuing evolution of the subway system, first opened in 1954. Large-scale commercial development now underway on Yonge Street in the city of North York will soon bring many more workers into the area who require access to the subway system. To meet this future demand the Commission began construction of a new subway station at North York Centre. This new station will be the 60th in the subway system and the first to be built around an existing subway line. The \$21-million project will provide a pedestrian walkway beneath busy Yonge Street as well as passageways leading directly into buildings now under construction. North York Centre Station is scheduled to open in 1987.

<b>Contents</b>	<b>Page</b>
Operating Results	
Passengers, Miles	
Capital Expenditures	15
Revenue	16
Expenses	17
Expenses by Function	18
Capital Expenditures	19
Financing	20
Financial Statements and Audit	20

### TTC Fares At December 31, 1985

	Fares	Revenue Passengers Millions	%
<b>Tokens</b>			
Adult	8 for \$ 5.90 20 for \$14.75	128.2	29.7
<b>Tickets</b>			
Adult	8 for \$ 5.90 20 for \$14.75	48.8	11.3
Scholar	8 for \$ 2.95	36.2	8.4
Senior Citizen	8 for \$ 2.95	25.0	5.8
Child	4 for \$ 0.95	10.9	2.5
<b>Cash</b>			
Adult	\$ 0.95	64.0	14.8
Scholar	\$ 0.55	13.1	3.0
Child	\$ 0.40	4.8	1.1
<b>Passes</b>			
Metropass	\$38.50	95.0	22.0
Seniors' Pass	\$25.25	2.5	0.6
Family Pass	\$ 3.00	0.6	0.1
<b>Other</b>			
Postal Contract		1.8	0.4
Blind and War Amputees		1.3	0.3
		432.2	100.0

**NOTE:**

The split of passengers and revenue by category is estimated based on the collection of tickets and tokens and a sample analysis of cash fares.



	1985	1984	Increase (Decrease)	%
<b>Operating Results</b>				
Revenue (\$ millions)	<b>301.6</b>	283.2	18.4	6.5
Operating subsidy (\$ millions)	<b>125.4</b>	109.8	15.6	14.2
Expenses (\$ millions)	<b>427.0</b>	393.0	34.0	8.7

Revenue increased to \$301.6 million as a result of the 5.7% fare increase and ridership growth of 1.1%. Expenses rose to \$427.0 million because of wage increases, additional service operated and inflation. The operating subsidy increased by 14.2%.

	1985	1984	Increase (Decrease)	%
<b>Passengers (millions)</b>				
	<b>432.2</b>	427.7*	4.5	1.1
Revenue per passenger	<b>69.8¢</b>	66.2¢	3.6¢	5.4
Operating subsidy per passenger	<b>29.0¢</b>	25.7¢	3.3¢	12.8
Expenses per passenger	<b>98.8¢</b>	91.9¢	6.9¢	7.5

\*Adjusted to compare with the method of defining passengers in 1985

Ridership increased to a record 432.2 million, mainly due to higher employment and to 1985 service improvements including the opening of the Scarborough RT Line.

	1985	1984	Increase (Decrease)	%
<b>Miles (millions)</b>				
	<b>115.9</b>	114.5	1.4	1.2
Revenue per mile	<b>260.2¢</b>	247.3¢	12.9¢	5.2
Operating subsidy per mile	<b>108.2¢</b>	95.9¢	12.3¢	12.8
Expenses per mile	<b>368.4¢</b>	343.2¢	25.2¢	7.3

Miles operated increased primarily due to service on the Scarborough RT Line.

	1985	1984	Increase (Decrease)	%
<b>Capital Expenditures</b>				
Revenue vehicle acquisitions (\$ millions)	<b>129.8</b>	30.4	99.4	327.0
Other capital projects (\$ millions)	<b>58.7</b>	85.6	(26.9)	(31.4)
Total (\$ millions)	<b>188.5</b>	116.0	72.5	62.5

The 1985 expenditures were primarily for subway car, streetcar and ICTS vehicle-related payments.

## REVENUE

(thousands of dollars)	1985	1984	Increase (Decrease)	%
Regular service	275,097	258,494	16,603	6.4
Fare grants	10,763	10,118	645	6.4
Regular service including fare grants	285,860	268,612	17,248	6.4
Charter and special service	1,882	1,951	(69)	(3.5)
	287,742	270,563	17,179	6.3
Rental income	6,251	5,503	748	13.6
Advertising	5,268	4,537	731	16.1
Other income	2,325	2,564	(239)	(9.3)
Total revenue	301,586	283,167	18,419	6.5

### Regular service including fare grants

Regular service, or "passenger" revenue, including fare grants from Metro Toronto, amounted to \$285,860,000 in 1985. Fares were increased on January 2, 1985, by an average of 5.7%. The adult ticket and token fare was increased to 8 for \$5.90 (73.75¢) and the adult cash fare rose to 95¢. The fare increase generated \$14.4 million in additional revenue. Ridership grew to a new all time high of 432.2 million, which generated an additional \$2.8 million in revenue. Additional ridership was due to employment growth in areas with high transit accessibility, service improvements including the opening of the Scarborough RT Line and increased cross-boundary transit travel by non-Metro residents. The most significant factor contributing to the increase in ridership is the continued growth in the use of Metropass.

As in previous years, Metro Toronto continued to provide grants that allow senior citizens to travel at half-fare and the blind and war amputees to travel free. In 1985 Metro Toronto extended the grants programme to enable eligible war veterans to use senior fares. The amounts of Metro grants in 1985 were: senior citizens - \$10,106,000; blind and war amputees - \$630,000; eligible war veterans - \$27,000.

### Charter and special service

Charter revenue totalled \$1,137,000. It decreased slightly due to the fewer special events that took place in 1985 compared with 1984. Special service revenue also decreased slightly to \$745,000.

### Rental income

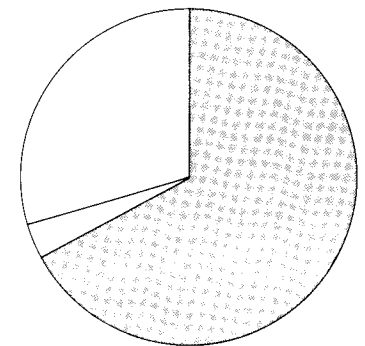
Rental from station concessions and leases of property totalled \$3,046,000, an increase of 3.5% over 1984. Included in rental income is parking lot net revenue of \$1,584,000, which increased primarily as a result of a parking fee increase from \$1.00 to \$1.25 in January, 1985. Other income totalled \$1,621,000.

### Advertising

Advertising revenue is obtained from advertisements on the TTC's vehicles and property. It increased significantly in 1985 as a result of greater sales volume achieved by the advertising contractor.

### Other income

Major items include the recovery of administrative and other costs for construction projects and for work done for others (\$771,000), and dividends from Gray Coach Lines, Limited (\$500,000).



### Where the 1985 dollars came from

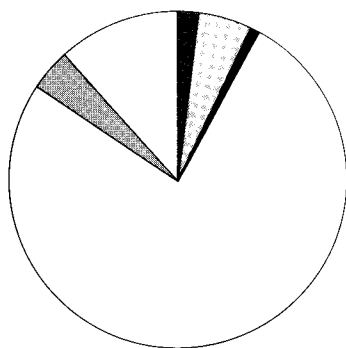
Total revenue and operating subsidy: \$426,972,000

Passenger Services  
\$287,742,000 (67.4%)

Other Income  
\$13,844,000 (3.2%)

Operating Subsidy  
\$125,386,000 (29.4%)

## EXPENSES



### Where the 1985 dollars went

Total expenses: \$426,972,000

■ Depreciation and Debenture Interest \$8,474,000 (2.0%)

■ Bus Fuel and Licences \$22,378,000 (5.2%)

■ Municipal Taxes \$4,174,000 (1.0%)

■ Wages, Salaries and Other Employee Costs \$325,486,000 (76.2%)

■ Electric Traction Power \$16,408,000 (3.9%)

■ Other Expenses \$50,052,000 (11.7%)

(thousands of dollars)	1985	1984	Increase (Decrease)	%
Wages, salaries and other employee costs	<b>325,486</b>	299,863	25,623	8.5
Materials, services and supplies	<b>43,794</b>	40,512	3,282	8.1
Electric traction power	<b>16,408</b>	15,269	1,139	7.5
Automotive fuel	<b>21,818</b>	19,395	2,423	12.5
Vehicle and other licences	<b>560</b>	535	25	4.7
Municipal taxes	<b>4,174</b>	3,800	374	9.8
Public liability costs	<b>6,258</b>	5,323	935	17.6
Depreciation	<b>7,938</b>	7,596	342	4.5
Debenture interest	<b>536</b>	725	(189)	(26.1)
Total expenses	<b>426,972</b>	393,018	33,954	8.6

### Wages, salaries and other employee costs

Wage and salary costs amounted to \$278,903,000, while the Commission's share of pension contributions and other employee benefit costs totalled a further \$46,583,000. Wage and salary costs rose 7.9% due to a 4.5% increase on July 1, 1985, and a 5.0% increase on July 1, 1984 (a composite increase of 4.74% for the year) and increases in the work force. Employee benefit payments rose by 12.7% primarily due to higher labour costs. Further information with respect to labour costs is contained in the next section.

### Materials, services and supplies

This expense is the cost of materials, services and supplies of items not shown separately in the table above. The costs are analysed in the next section.

### Electric traction power

Electric vehicles operated 57.0-million miles in 1985. The cost of electric traction power rose in 1985 due to an increase in the cost per kilowatt hour of 5.7% on January 1, 1985, plus an increase in miles operated.

### Automotive fuel

The TTC's motor buses operated 59.5-million miles in 1985. The rise in the cost of automotive fuel is due to an average price increase in diesel fuel of 10.4% plus an increase in miles operated.

### Municipal taxes

Realty and business taxes are payable on all Commission properties except those used for rapid transit purposes. The increase in taxes is due to an average mill-rate increase of 6.0% combined with municipal taxes on the Duncan Shops building, which opened in 1985.

### Public liability costs

Public liability costs consist of premiums for catastrophe insurance, payments for self-insured claims and an adjustment in the provision for unsettled claims. Public liability costs rose by \$935,000 primarily due to an increase in the provision for unsettled cases and a 130% increase in the catastrophe insurance premium.

### Debenture interest

This expense relates to the Commission's share of capital debt issued to finance the construction of subway lines prior to 1968; interest expenses decline as principal payments reduce the outstanding balance.

## EXPENSES BY FUNCTION

(thousands of dollars)	1985	1984	Increase (Decrease)	%
<b>Wages, salaries and other employee costs</b>				
Vehicle operation	<b>184,576</b>	172,217	12,359	7.2
Vehicle maintenance	<b>70,752</b>	65,728	5,024	7.6
Nonvehicle maintenance	<b>38,704</b>	34,189	4,515	13.2
General and administration	<b>31,454</b>	27,729	3,725	13.4
	<b>325,486</b>	299,863	25,623	8.5
<b>Materials, services and supplies</b>				
Vehicle operation	<b>1,549</b>	1,591	(42)	(2.6)
Vehicle maintenance	<b>18,703</b>	16,577	2,126	12.8
Nonvehicle maintenance	<b>13,685</b>	13,263	422	3.2
General and administration	<b>9,857</b>	9,081	776	8.5
	<b>43,794</b>	40,512	3,282	8.1

The table above analyses the Commission's expenditures for labour and for materials, services and supplies in terms of major functional activities. Set out below are comments on these areas.

### Vehicle operation

Approximately 50% of the operating work force is involved in vehicle operations – operators, station collectors, inspectors, training staff and Transportation Department management. Labour costs increased in 1985 mainly due to the general wage adjustment, increased manpower required for the new Scarborough RT Line and higher operator vacation costs.

### Vehicle maintenance

Servicing, maintaining and repairing the revenue fleet employs approximately 25% of the Commission's work force. Labour costs increased as a result of the general wage adjustment, higher vacation costs, maintenance of the new Intermediate Capacity Transit System (ICTS) vehicles and additional maintenance work on the Canadian Light Rail Vehicles (CLRV) and subway cars. The increase in nonlabour costs reflects inflation in material prices and additional maintenance due to the increasing age of the fleet, the increased number of bus overhauls and a decrease in warranty recoveries. A major study of the carhouse operations was undertaken during the year by an outside consultant.

### Nonvehicle maintenance

Maintaining the Commission's garages, carhouses, repair shops and administrative facilities, as well as the track and wiring along the subway and surface routes, requires approximately 15% of the work force. The increase in labour costs is the result of the general wage increase, an increase in maintenance staff required for the Scarborough RT Line and of higher vacation costs. Nonlabour costs increased primarily due to inflation.

### General and administration

The general and administrative functions include the executive, financial, marketing and community relations, human resources, purchasing and inventory control, planning, safety and security, legal, and computer operations. These activities account for approximately 10% of the work force.

Labour cost increases were due to general salary adjustments, increased overtime and to manpower increases primarily in the areas of safety and security, human resources, planning, computer operations, marketing and community relations, inventory procurement and fare processing. An increase of 59% in the volume of dollar bills processed has required additional manpower for fare processing. The nonlabour cost increase is due to general inflation in prices plus additional costs in the areas of maintenance of computer hardware and software and rental of office space.

## CAPITAL EXPENDITURES

(thousands of dollars)	1985	1984	Increase (Decrease)
Revenue vehicle acquisition	129,789	30,399	99,390
Other capital projects	58,663	85,578	(26,915)
	188,452	115,977	72,475

Revenue Vehicle Acquisitions	(\$000)	Other Capital Projects	(\$000)
126 Subway Cars (progress payments)	48,221	Scarborough RT Line	15,229
71 Canadian Light Rail Vehicles	33,546	New maintenance facilities	11,202
123 Buses	20,267	Subway station modernization programme	4,864
52 Articulated Light Rail vehicles (progress payments)	17,081	North York Centre station	4,183
6 Intermediate Capacity Transit System vehicles (progress payments)	7,940		
30 Wheel-Trans vehicles (progress payments)	2,734	Other capital projects	23,185
	129,789		58,663

These figures do not include Metro's direct expenditure for land purchased for subway and other projects or Metro municipalities' costs of constructing transit shelters.

### REVENUE VEHICLE ACQUISITIONS

#### 126 Subway Cars:

Progress payments were made toward the purchase of 26 additional and 100 replacement cars.

#### 71 CLRVs:

These vehicles were previously leased from the Province of Ontario under a special financing arrangement which provided for their purchase at the end of the lease period.

#### 123 Buses:

123 40-foot buses were purchased in 1985; 76 to replace retired vehicles and 47 for service expansion.

#### 52 ALRVs:

Progress payments were made toward the purchase of 52 ALRVs. These vehicles will replace the remaining fleet of PCC cars.

#### 6 ICTS Vehicles:

The purchase of these vehicles is required to meet anticipated ridership growth on the Scarborough RT Line.

#### 30 Wheel-Trans Vehicles:

Progress payments were toward the purchase of 30 specially equipped vehicles for use on the Wheel-Trans service.

### OTHER CAPITAL PROJECTS

#### Scarborough RT Line:

The 6.5-km line was opened on March 23, 1985.

#### New Maintenance Facilities:

Phase I of the project that consists primarily of the construction of the new Duncan Shops, was completed and opened in 1985.

#### Subway Stations:

Work was carried out on existing stations including Wellesley, Eglinton and Donlands.

#### North York Centre Station:

Work continued on the new North York Centre Station, which is scheduled to open in 1987.

#### Other Capital Projects:

These include surface and subway track rehabilitation, stores handling and shop equipment for the new Duncan Building, new fare-boxes, initial costs for a new bus garage, studies related to proposed new transit lines, transit road construction, automotive service vehicles, office furniture and equipment, and other capital acquisitions.

## FINANCING

(thousands of dollars)	1985	1984	Increase (Decrease)
<b>Operating Expenses</b>			
By the Commission	426,972	393,018	33,954
By Metro and Metro municipalities	21,006	20,604	402
	<b>447,978</b>	<b>413,622</b>	<b>34,356</b>
<b>Financed From</b>			
Commission revenue	301,586	283,167	18,419
Metro and Metro municipalities	76,692	69,455	7,237
Provincial subsidy	*69,700	*61,000	8,700
	<b>447,978</b>	<b>413,622</b>	<b>34,356</b>
<b>Capital Expenditures</b>			
By the Commission	188,452	115,977	72,475
By Metro and Metro municipalities	2,712	7,112	(4,400)
	<b>191,164</b>	<b>123,089</b>	<b>68,075</b>
<b>Financed From</b>			
Provincial subsidy	* 145,400	*105,700	39,700
Metro and Metro municipalities	35,207	14,864	20,343
Commission	10,557	2,525	8,032
	<b>191,164</b>	<b>123,089</b>	<b>68,075</b>

\*Subject to provincial audit and approval

### Operating expenses

Financing is based on a fair-share agreement under which the Commission aims to provide approximately 68% of expenses (as defined for provincial subsidy purposes) from its revenues. The Municipality of Metropolitan Toronto and the Province of Ontario assume the remaining expenses on an approximately equal basis. In practice, the 68% revenue/cost target is arrived at through the Commission's budget-setting procedures, which forecast numbers of passengers, service to be operated and required fare increases. Actual financial results may result in these percentages fluctuating slightly above and below the targets from year to year.

The current provincial subsidy formula is based on a sliding scale which provides for a basic subsidy of 13.75% of eligible expenses plus 25% of the shortfall between the actual revenue/cost ratio and the target of 72.5% for Toronto, up to a maximum of 15.47%.

The province also pays special operating subsidies to municipalities with new major transit facilities and for the additional operating costs of the Scarborough RT Line using the ICTS system instead of the originally planned streetcar (LRT) system.

In 1985, the operating subsidy requirement assumed by Metro Toronto amounted to \$125,386,000. Metro and the Metro municipalities incurred further costs totalling \$21,006,000. These were primarily for debenture debt payments, senior citizens' fare subsidy and maintenance of transit shelters. The provincial contribution amounted to \$69,700,000 (subject to provincial audit), and Metro's residual cost was \$76,692,000.

Adjustments of the figures in the table in accordance with provincial subsidy regulations results in a 1985 cost sharing as follows:

TTC revenues	68.1%
Provincial subsidy	16.2%
Metro and Metro municipalities	15.7%

### Capital expenditures

Of the total \$188,452,000, \$154,590,000 was mainly for new rapid transit construction and vehicle purchases included in the Metro Capital Works Programme; \$33,862,000 was for the purchase of buses and for the replacement and renovation of surface and general facilities included in the Commission's Capital Budgets.

Metro assumes the full cost of the projects included in the Capital Works Programme, including land purchased directly by Metro and not recorded on the Commission's books (\$2,476,000).

Metro receives a 75% provincial subsidy for substantially all of these costs. The province has also agreed to pay the additional 25% on the extra costs required to construct the Scarborough RT Line using ICTS rather than CLRV technology.

Capital Budget expenditures are assumed by the Commission, with the exception of costs for transit shelters which are paid for by the Metro municipalities. The province pays a 75% provincial subsidy on most projects, but does not subsidize automotive service vehicles, revenue collection equipment, office furniture and equipment, and certain other minor items.

Provincial subsidies on capital expenditures in 1985 amounted to \$145,400,000 (subject to provincial audit) including \$18,599,000 for the additional 25% subsidy for the Scarborough RT Line. The Commission's contribution was \$10,557,000 and the remaining \$35,207,000 was financed by Metro and the Metro municipalities.

## FINANCIAL STATEMENT AND AUDIT

Price Waterhouse, the independent Chartered Accountants retained by the Commission and the Metropolitan Auditor have jointly reviewed the accounting procedures and made such tests of the accounting records for 1985 as they considered necessary. The joint report from Price Waterhouse and the Metropolitan Auditor is appended to the financial statements which are part of this report.

## STATEMENT OF REVENUE AND EXPENSES

(in thousands)	Year ended December 31	
	1985	1984
<b>REVENUE FROM OPERATIONS:</b>		
Passenger services	\$287,742	\$270,563
Rental of land, air rights, buildings, subway concessions and equipment	6,251	5,503
Rental of advertising space	5,268	4,537
Dividend from Gray Coach Lines, Limited	500	700
Miscellaneous	1,825	1,864
Total revenue	301,586	283,167
<b>OPERATING SUBSIDY (NOTE 2)</b>	<b>125,386</b>	<b>109,851</b>
Total revenue and operating subsidy	<b>\$426,972</b>	<b>\$393,018</b>
<b>EXPENSES:</b>		
Wages, salaries and other employee costs	\$325,486	\$299,863
Materials, services and supplies other than the items shown below	43,794	40,512
Electric traction power	16,408	15,269
Automotive fuel, including federal and provincial taxes	21,818	19,395
Vehicle and other licences	560	535
Municipal taxes	4,174	3,800
Public liability costs	6,258	5,323
Depreciation	7,938	7,596
Debenture interest	536	725
Total expenses	<b>\$426,972</b>	<b>\$393,018</b>



# BALANCE SHEET

(in thousands)		December 31	
		1985	1984
<b>ASSETS</b>	<b>CURRENT ASSETS:</b>		
	Cash	\$ 650	\$ 4,592
	Accounts receivable-		
	The Municipality of Metropolitan Toronto	65,432	44,625
	Gray Coach Lines, Limited - current account	3,841	4,517
	Other	3,469	3,578
	Materials and supplies	16,875	16,430
	Working funds and prepaid expenses	2,923	2,787
		<u>93,190</u>	<u>76,529</u>
	<b>INVESTMENT:</b>		
	Capital stock of Gray Coach Lines, Limited (Note 3)	1,000	1,000
	<b>CAPITAL ASSETS:</b>		
	Land, buildings, subway, power distribution system, trackwork, rolling stock, buses and other equipment	1,440,960	1,129,513
	Less: Capital contributions	<u>1,214,313</u>	<u>909,582</u>
		226,647	219,931
	Less: Accumulated depreciation	<u>150,546</u>	<u>146,449</u>
		76,101	73,482
	Under construction and not yet in service	133,895	261,283
	Less: Capital contributions	<u>133,895</u>	<u>261,283</u>
		—	—
	Net capital assets	<u>76,101</u>	<u>73,482</u>
		<u>\$ 170,291</u>	<u>\$ 151,011</u>
<b>LIABILITIES</b>	<b>CURRENT LIABILITIES:</b>		
	Accounts payable, accrued liabilities and cheques in transit	\$ 89,783	\$ 69,953
	Current portion of capital debt (Note 4)	1,446	1,515
		<u>91,229</u>	<u>71,468</u>
	<b>PROVISION FOR:</b>		
	Tickets and tokens held by the public	11,750	11,150
	Public liability and workers' compensation	5,500	4,000
		<u>17,250</u>	<u>15,150</u>
	<b>LONG-TERM PORTION OF CAPITAL DEBT:</b>		
	Due to the Municipality of Metropolitan Toronto (Note 4)	16,627	19,208
<b>EQUITY</b>	<b>EQUITY ACQUIRED FROM TORONTO TRANSPORTATION COMMISSION ON JANUARY 1, 1954:</b>		
	Earnings retained and invested in improvement and expansion of the system by Toronto Transportation Commission	24,804	24,804
	<b>EARNINGS RETAINED AND INVESTED IN THE SYSTEM BY TORONTO TRANSIT COMMISSION (Unchanged from 1972)</b>	20,381	20,381
		<u>45,185</u>	<u>45,185</u>
		<u>\$ 170,291</u>	<u>\$ 151,011</u>

## STATEMENT OF CHANGES IN FINANCIAL POSITION

(in thousands)	Year ended December 31	
	1985	1984
<b>CASH USED IN OPERATIONS:</b>		
Net operating costs	\$125,386	\$ 109,851
Depreciation	(7,938)	(7,596)
Increase in provisions	(2,100)	(750)
	115,348	101,505
Decrease (increase) resulting from changes in:		
Accounts receivable	20,022	7,523
Materials and supplies	445	658
Working funds and prepaid expenses	136	310
Accounts payable, accrued liabilities and cheques in transit	(19,830)	(5,725)
	116,121	104,271
<b>NET CASH USED IN THE ACQUISITION OF CAPITAL ASSETS</b>	<b>188,452</b>	<b>115,834</b>
<b>CASH RECEIVED FROM FINANCING ACTIVITIES:</b>		
Operating subsidy	125,386	109,851
Capital contributions	177,895	113,452
Debenture debt repayment	(2,650)	(2,985)
	300,631	220,318
<b>INCREASE (DECREASE) IN CASH</b>	<b>(3,942)</b>	<b>213</b>
<b>CASH, BEGINNING OF YEAR</b>	<b>4,592</b>	<b>4,379</b>
<b>CASH END OF YEAR</b>	<b>\$ 650</b>	<b>\$ 4,592</b>

# NOTES TO FINANCIAL STATEMENTS DECEMBER 31, 1985

## 1. SIGNIFICANT ACCOUNTING POLICIES:

The Toronto Transit Commission was established on January 1, 1954 to serve the transportation needs of the municipalities comprising the Municipality of Metropolitan Toronto. The new entity assumed all the assets and liabilities of the former Toronto Transportation Commission.

The accounting policies followed in the preparation of the financial statements for the Toronto Transit Commission are in accordance with generally accepted accounting principles and have been consistently applied. The significant accounting policies are as follows:

### a. Revenue Recognition

(i) Passenger revenue is recognized when tickets and tokens are used. Revenue from monthly passes is recognized in the period in which the passes are valid.

(ii) All other revenue, with the exception of dividends from an unconsolidated subsidiary, Gray Coach Lines, Limited, is recorded on an accrual basis.

### b. Materials and Supplies

Inventories of materials and supplies are valued at average cost. Materials and supplies are expensed or capitalized when issued.

### c. Investment in Subsidiary

The investment in the capital stock of Gray Coach Lines, Limited is carried at cost. The accounts of the subsidiary are not consolidated with those of the Commission because consolidation is not considered to be the more informative presentation in the circumstances. The earnings

of the Company after payment of dividends to the Commission are retained to maintain and improve the services and facilities for the benefit of the population it serves and are not likely to accrue to the Commission.

Dividends declared by Gray Coach Lines, Limited are recorded as revenue by the Commission when received.

### d. Capital Assets and Capital Contributions

The Commission constructs or purchases its capital assets and receives capital contributions as described below. Capital assets are recorded at gross cost in the financial statements and the capital contributions received are recorded as a deduction from this cost. The Commission does not accrue for construction holdbacks on projects where the Municipality of Metropolitan Toronto has complete financial responsibility. These holdbacks are not included in the financial statements as they do not enter into the undernoted capital contribution calculation until actually paid by the Commission. At December 31, 1985, these holdbacks amounted to \$766,000 (\$2,036,000 in 1984). Land purchased directly by the Municipality, mainly for rapid transit purposes, is not recorded on the Commission's books.

The current bases for capital contributions are as follows:

(i) For additions and improvements to the subway and light rail systems and equipment and for certain other projects, the Municipality makes a capital contribution equal to the total cost and recovers 75% of this amount from the Province.

(ii) For most of its other capital asset additions, including buses, the Commission receives from the Province a 75% capital contribution that is paid through the Municipality.

(iii) For the Scarborough RT Line, the Municipality pays the full cost and recovers approximately 87% of this amount from the Province under a special funding agreement. This agreement provides that the Province will pay its regular 75% subsidy on the equivalent cost of a conventional streetcar line and fully pay the additional costs resulting from the decision to construct an Intermediate Capacity Transit System (I.C.T.S.) line.

### e. Depreciation

The provision for depreciation on capital assets is computed on the straight-line method at rates based on the estimated average life of each asset group. Depreciation is charged only on that portion of the total cost of capital assets borne by the Commission.

### f. Taxes

The Commission is not subject to income taxes and receives exemption from certain property taxes.

## 2. OPERATING SUBSIDY:

By agreement with the Municipality of Metropolitan Toronto, the Commission establishes its fares each year at the level required to produce total budgeted revenue from operations equal to 68% of total operating expenses (as defined for provincial subsidy purposes). The Municipality undertakes in its budget to provide an operating subsidy equal to the remaining expenses.

The Municipality in turn obtains subsidies from the Province of Ontario related to eligible transit operating expenses, revenue/cost relationships and special subsidies for major new transit facilities on exclusive rights of way.

Under these arrangements, if actual revenue and expenses for the year are equal to the budgeted figures, the operating subsidy is shared approximately equally by the Municipality and the Province.

The actual funding of transit operating expenses (as defined for provincial subsidy purposes) is expected to be as follows:

	1985	1984
By the Commission	68.1%	69.3%
By the Municipality	15.7%	15.3%
By the Province of Ontario	16.2%	15.4%

## 3. GRAY COACH LINES, LIMITED:

Gray Coach Lines, Limited, a wholly owned subsidiary of the Toronto Transit Commission, operates interurban coach services and, through its subsidiary, Gray Coach Travel Inc., a travel business. Its consolidated financial statements are published separately.

The Company's fares and routes are regulated by the Province of Ontario and a significant part of the Company's operations have been carried out under an agreement with the Toronto Area Rapid Transit Authority as part of the "GO Transit" commuter system. During 1984, it was agreed that a phase out of the Company's operation of "GO Transit" routes would occur over the five-year period ending in 1989.

The Company's operations are summarized as follows:

GRAY COACH LINES, LIMITED (including Gray Coach Travel Inc.)		
	Year ended December 31	
(in thousands)	1985	1984
Revenue	\$47,176	\$48,650
Expenses, including Ontario income taxes	46,105	47,530
Net earnings for the year	\$ 1,071	\$ 1,120

The Company's balance sheet is summarized as follows:

(in thousands)	1985	December 31 1984
<b>ASSETS</b>		
Current assets	\$ 7,205	\$ 6,294
Term investments held for replacement of terminals and public liability settlements	6,500	6,500
Capital assets, at cost less accumulated depreciation	18,558	15,811
	<u>\$32,263</u>	<u>\$28,605</u>
<b>LIABILITIES AND SHAREHOLDERS' EQUITY</b>		
Current liabilities	\$ 9,761	\$ 6,867
Provisions, mainly for public liability, workers' compensation and deferred taxes	2,112	1,919
Capital stock, reserve and retained earnings	20,390	19,819
	<u>\$32,263</u>	<u>\$28,605</u>

The Statement of Revenue and Expenses reflects charges of \$6,836,000 in 1985 (\$6,746,000 in 1984) made to Gray Coach Lines, Limited by the Commission for rental of property and equipment, use of joint facilities and administrative services.

Included in Gray Coach Lines, Limited's current liabilities is an amount of \$500,000 relating to dividends paid to the Commission in January, 1986.

#### 4. CAPITAL DEBT:

Capital borrowings by the Commission are effected through the issue of Municipality of Metropolitan Toronto debentures. The Commission is required to provide the Municipality with funds to meet all principal and interest payments on such debentures. At December 31, 1985, the net capital debt of the Commission was as follows:

(in thousands)	1985	1984
Serial debentures -		
5 <sup>3</sup> / <sub>8</sub> % final instalment due 1992	\$ 1,616	\$ 1,802
5 <sup>1</sup> / <sub>2</sub> % final instalment due 1993	4,357	4,782
5 <sup>1</sup> / <sub>4</sub> % final instalment due 1995	10,211	10,973
	<u>16,184</u>	<u>17,557</u>
Less: Current portion	1,446	1,373
	<u>14,738</u>	<u>16,184</u>

(in thousands)	1985	1984
Sinking fund debentures-		
4 <sup>1</sup> / <sub>8</sub> % due 1986	2,599	2,599
5% due 1993	2,105	2,105
6% due 1996	8,690	8,690
6% due 1997	3,085	3,085
7% due 1997	3,653	3,653
	<u>20,132</u>	<u>20,132</u>
Less: Sinking fund investments	18,243	16,966
	<u>1,889</u>	<u>3,166</u>
Less: Current portion	—	142
	<u>1,889</u>	<u>3,024</u>
	<u>\$16,627</u>	<u>\$19,208</u>

Serial debenture payments required in each of the next five years are approximately \$1,446,000. Scheduled sinking fund payments will be funded by excess earnings of the sinking fund.

Sinking fund investments consist of:

(in thousands)	1985	1984
(i) The accumulated annual levies paid by the Commission into the Municipality of Metropolitan Toronto Sinking Fund, together with interest credited at the rate of 3% per annum, which is the rate required to provide sufficient funds to retire the debenture at maturity	\$11,917	\$11,153
(ii) The Commission's equity in the actual earnings of the sinking fund in excess of the 3% rate	6,326	5,813
	<u>\$18,243</u>	<u>\$16,966</u>

#### 5. PENSIONS:

The Commission has a contributory pension plan covering substantially all employees including those assigned to Gray Coach Lines, Limited. The Commission and employees contribute equally to the Pension Fund Society. The rate of contribution for 1985 for each member and the Commission was 7.78% of wages and salaries less the amount required to be contributed to the Canada Pension Plan.

The contribution by the Commission covers both its share of current service costs and amounts required to liquidate the unfunded liability of the plan over the periods prescribed by law. Effective January 1, 1985, this unfunded liability which results from improvements made to the plan in 1985 and prior years, amounted to approximately \$120,800,000 (\$93,600,000 in 1984). The increase in unfunded pension costs is primarily the result of improvements made to the plan in 1985 offset by plan earnings in excess of projected amounts. Pension improvements are based on the advice of the Society's independent actuaries.

**AUDITORS' REPORT**



**Price Waterhouse**

April 22, 1986

To the Chairman and Members of the Toronto Transit Commission:

We have examined the balance sheet of the Toronto Transit Commission as at December 31, 1985 and the statements of revenue and expenses and changes in financial position for the year then ended. Our examination was made in accordance with generally accepted auditing standards, and accordingly included such tests and other procedures as we considered necessary in the circumstances.

In our opinion, these financial statements present fairly the financial position of the Commission as at December 31, 1985 and the results of its operations and the changes in its financial position for the year then ended in accordance with generally accepted accounting principles applied on a basis consistent with that of the preceding year.

*Price Waterhouse*

Chartered Accountants



*[Signature]*

Metropolitan Auditor

**PASSENGERS/  
OPERATING REVENUE**

Passengers (millions)  
Basic Adult Ticket Fare (at December 31)  
Total Operating Revenue (\$ millions)  
Operating Revenue per Mile  
Operating Revenue per Passenger

**OPERATIONS/  
EXPENSES**

Miles Operated, including  
Charters and Special Services (millions)  
Bus  
Subway Car  
Streetcar  
Trolley Coach  
Scarborough RT

Average Number of Employees  
(including Gray Coach Lines, Limited)  
Average Hourly Wages and Benefits per Driver  
Total Expenses (\$ millions)  
Expense per Mile  
Expense per Passenger

**OPERATING SUBSIDY**

Operating Subsidy (\$ millions)  
Operating Subsidy per Mile  
Operating Subsidy per Passenger

**REVENUE/COST RATIO**

**CAPITAL ASSETS**

Investment in Capital Assets (before  
depreciation and contributions) at  
December 31 (\$ millions)  
Rapid Transit  
Surface

Metro and Provincial Contributions  
TTC Investment (before depreciation)

Vehicle Fleet (Owned and Leased)  
Buses  
Subway Cars  
Trolley Coaches  
Streetcars  
CLRVs  
ICTS Vehicles

## FINANCIAL AND OPERATING STATISTICS - 10-YEAR SUMMARY (1976 - 1985)

1976	1977	1978	1979	1980	1981	1982	1983	1984	1985	% Increase (Decrease) 1976-1985
350.6	348.7	337.6	346.2	366.4	392.0	401.2	405.7	427.7	<b>432.2</b>	23.3
40.0¢	40.0¢	42.9¢	50.0¢	50.0¢	57.1¢	62.5¢	66.7¢	70.0¢	<b>73.8¢</b>	84.5
132.1	137.7	146.0	165.9	183.6	215.0	240.9	259.4	283.2	<b>301.6</b>	128.3
137.5¢	145.9¢	147.9¢	167.6¢	181.1¢	199.3¢	212.4¢	228.5¢	247.3¢	<b>260.2¢</b>	89.2
37.7¢	39.5¢	43.2¢	47.9¢	50.1¢	54.9¢	60.0¢	63.9¢	66.2¢	<b>69.8¢</b>	85.1
47.5	46.9	46.9	48.1	49.3	52.1	56.8	57.2	58.2	<b>59.0</b>	24.2
34.6	33.8	38.2	37.7	38.6	42.6	43.2	43.1	43.3	<b>43.3</b>	25.1
10.1	9.5	9.4	9.1	9.4	9.3	9.4	9.3	9.2	<b>9.1</b>	(9.9)
3.9	4.2	4.2	4.1	4.1	3.9	4.0	3.9	3.8	<b>3.6</b>	(7.7)
—	—	—	—	—	—	—	—	—	<b>.9</b>	—
96.1	94.4	98.7	99.0	101.4	107.9	113.4	113.5	114.5	<b>115.9</b>	20.6
8,473	8,525	8,632	8,703	8,689	8,906	9,200	9,414	9,614	<b>9,772</b>	15.3
\$8.86	\$9.62	\$10.27	\$10.81	\$11.67	\$14.13	\$15.49	\$16.50	\$17.43	<b>\$18.40</b>	107.7
167.7	180.0	196.4	211.6	236.8	284.4	333.8	362.8	393.0	<b>427.0</b>	154.6
174.5¢	190.7¢	199.0¢	213.7¢	233.5¢	263.6¢	294.3¢	319.6¢	343.2¢	<b>368.4¢</b>	111.1
47.8¢	51.6¢	58.2¢	61.1¢	64.6¢	72.6¢	83.2¢	89.4¢	91.9¢	<b>98.8¢</b>	106.7
35.6	42.3	50.4	45.7	53.2	69.4	92.9	103.4	109.8	<b>125.4</b>	252.2
37.0¢	44.8¢	51.1¢	46.2¢	52.4¢	64.3¢	81.9¢	91.1¢	95.9¢	<b>108.2¢</b>	192.4
10.2¢	12.1¢	14.9¢	13.2¢	14.5¢	17.7¢	23.2¢	25.5¢	25.7¢	<b>29.0¢</b>	184.3
72.8%	71.6%	69.0%	72.9%	71.3%	71.1%	68.6%	68.5%	69.3%	<b>68.1%</b>	—
611.7	726.8	786.8	827.3	836.3	841.6	885.4	971.9	1,060.0	<b>1,149.2</b>	87.9
124.6	125.0	126.6	134.5	174.0	225.5	262.0	307.9	330.8	<b>425.6</b>	241.6
736.3	851.8	913.4	961.8	1,010.3	1,067.1	1,147.4	1,279.8	1,390.8	<b>1,574.8</b>	113.9
522.9	637.6	701.0	748.2	796.4	849.3	927.2	1,057.6	1,170.9	<b>1,348.2</b>	157.8
213.4	214.2	212.4	213.6	213.9	217.8	220.2	222.2	219.9	<b>226.6</b>	6.2
1,219	1,235	1,219	1,231	1,262	1,403	1,556	1,561	1,465	<b>1,512</b>	24.0
494	534	590	618	632	632	632	632	632	<b>631</b>	27.7
151	151	151	151	151	151	151	151	150	<b>150</b>	(0.7)
358	354	344	342	311	258	178	175	169	<b>88</b>	(75.4)
—	—	—	17	89	188	196	196	196	<b>196</b>	—
—	—	—	—	—	—	—	—	—	<b>24</b>	—
2,222	2,274	2,304	2,359	2,445	2,632	2,713	2,715	2,612	<b>2,601</b>	17.1

## TTC MANAGEMENT

ALFRED H. SAVAGE  
Chief General Manager

NORMAN E. BALFOUR, Q.C.  
General Counsel

LLOYD G. BERNEY  
General Manager  
*Operations*

GORDON M. BREAK  
General Manager  
*Human Resources*

ARNOLD S. DUBE  
General Manager  
*Administration*

J. HERB JOBB  
General Manager  
*Finance*

STANLEY T. LAWRENCE  
General Manager  
*Engineering & Construction*

DAVID C. PHILLIPS  
General Secretary

DR. JURI PILL  
General Manager  
*Planning*

**Gray Coach Lines, Limited**

WILLIAM L. VERRIER  
President and Chief  
Executive Officer

GERRY L.A. BROLLEY  
Manager  
*Service Planning*

DENNIS R. CALLAN  
Manager  
*Engineering*  
*Engineering & Construction*

JOHN D. CANNELL  
Manager  
*Pension Fund Society*  
*Finance*

ALLEN J. CHOCORLAN  
Manager  
*Safety & Security*

DAVE A. COWAN  
Manager  
*Equipment*

JAMES A. FIELD  
Manager  
*Materials & Procurement*

WILLIAM G. FROST  
Manager  
*Personnel*

AL GALLO  
Manager  
*Marketing & Community Relations*

RON L. GOODING  
Manager  
*Internal Audit Area*  
*Finance*

TERRY HANCOCK  
Manager  
*Payroll, Budgets &*  
*Fare-Processing Area*  
*Finance*

ALAN K. HEWSON  
Manager  
*Wheel-Trans*

GRAHAM JONES  
Manager  
*Financial Control Area*  
*Finance*

R. IAN KINGSTON  
Manager  
*Plant*

NICK LASH  
Manager  
*Transportation*

DOUGLAS W. MAIR  
Executive Administrator  
*Operations*

KENNETH G. KNIGHT  
AUBREY M. MARTIN\*  
Manager  
*Construction*  
*Engineering & Construction*

NELSON R. MELNYCK  
Manager  
*Management Services*

DR. JOEL MILLER  
Manager  
*Corporate Planning*

DONALD J. MORTON  
Manager  
*Administration*  
*Engineering & Construction*

ED SHAW  
Manager  
*Labour Relations*

DR. DAVID STEPHEN  
Medical Director

HOWARD M. SWEEZIE  
Manager  
*Land Development*  
*Planning*

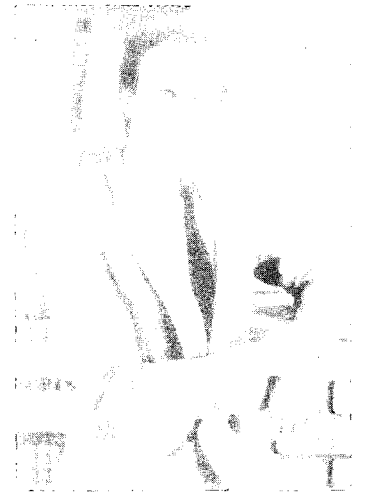
ROBERT M. TOPP  
Manager  
*Operational Planning*

WM. D. WOOD  
Manager  
*Special Projects & Treasury Area*  
*Finance*

*Toronto Transit*  
*Consultants Ltd.*

IAN C. SMITH  
President

\*Retired on Pension  
March 31, 1985



### New Commissioner Appointed

Metropolitan Toronto Councillor  
Tom Jakobek was sworn in as a  
member of the Commission on  
December 17, 1985.

1900 Yonge Street,  
Toronto, Ontario,  
Canada M4S 1Z2  
Telephone: (416) 393-4000  
Telex: 06524670



