

**T.1.8-26**

**ANNUAL REPORT**

**1995**



**TORONTO TRANSIT COMMISSION**

# 1995 ANNUAL REPORT

## Toronto Transit Commission



**Chair**  
Paul Christie



**Vice-Chair**  
Howard Moscoe

### Commissioners



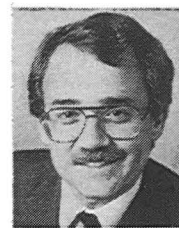
Brian Harrison



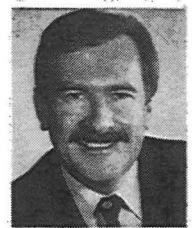
Blake Kinahan



Case Ootes



Joe Pantalone



Alan Tonks



## Letter from the Chair

DATE: August, 1996

TO: MR. ALAN TONKS, CHAIRMAN, AND COUNCILLORS OF THE MUNICIPALITY OF METROPOLITAN TORONTO

**T**his 1995 Annual Report is presented on behalf of the Commissioners and employees of the Toronto Transit Commission (TTC).

The year 1995 began for the TTC with a new Chief General Manager in place, two subway lines under construction and plans for a bus rebuilding program.

By year end, the inconceivable had become reality. The Russell Hill Subway Train accident Friday, August 11, took the lives of three customers. And, on October 23, TTC Collector Jimmy Trajceski was killed. These tragedies struck to the heart of the TTC organization and of the community.

**T**he TTC rallied to the task of recovery: a major reorganization was undertaken and a subway operations review was begun along with a thorough review of the TTC's capital needs to bring the system to a state of good repair.

The year 1995 also brought major reductions in the TTC's operating subsidy late in the year, resulting in a fare increase - the first in three years, and a number of difficult staffing reductions.

In addition to the operating cuts, the Province decided to defer the Eglinton West Subway. Construction was halted. The effort was begun to return the street to its pre-construction status. The Rapid Transit Expansion Program was reduced to one line - the Sheppard Line.

**A**t year end, we can reflect on the efforts taken by the Commission on so many fronts. The bus rebuild program was turning out four buses a week, the organization structure had been changed to focus on technical and operational needs and ensure accountability, the task force recommendations following the subway accident were being implemented, new management skills were being sought from outside, a prioritized capital program had been developed reflecting the state of good repair needs of the system, and a strategy had been put in place to deal with the operating subsidy cuts for the coming year.

**M**y sincere thanks go to Vice-Chair Howard Moscoe and Commissioners Brian Harrison, Blake Kinahan, Case Ootes, Joe Pantalone and to you for your commitment to our tasks. On behalf of all the Commissioners, I extend thanks to the TTC management and employees for their efforts throughout a very difficult year.

Paul Christie  
Chair

Financial Statements of

**TORONTO TRANSIT COMMISSION**

Year ended December 31, 1995



# Deloitte & Touche



Allan G. Andrews C.A.  
Metropolitan Auditor

## AUDITORS' REPORT

April 4, 1996

To the Chair and Members of the Toronto Transit Commission

We have audited the balance sheet of the Toronto Transit Commission as at December 31, 1995 and the statements of operations and accumulated net equity and of changes in financial position for the year then ended. These financial statements are the responsibility of the Commission's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In our opinion, these financial statements present fairly, in all material respects, the financial position of the Commission as at December 31, 1995 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.

Chartered Accountants  
Toronto, Canada

Metropolitan Auditor  
Toronto, Canada



# TORONTO TRANSIT COMMISSION

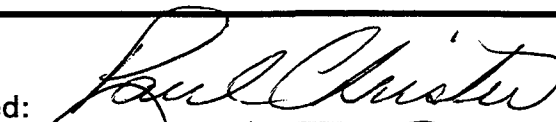
Balance Sheet  
December 31, 1995

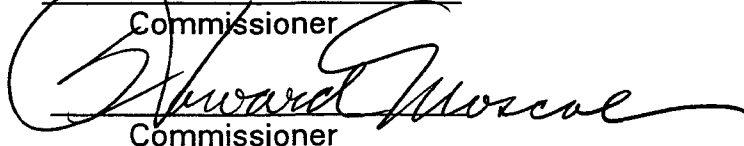
	1995	1994
	(\$000s)	
<b>ASSETS</b>		
<b>Current assets</b>		
Cash and short-term investments	17,274	15,378
Accounts receivable		
The Municipality of Metropolitan Toronto	90,769	47,779
Other	9,693	8,969
Inventories	32,767	31,525
Working funds and prepaid expenses	4,127	3,083
	154,630	106,734
<b>Long-term assets</b>		
Investment in subsidiary (note 5)	18,994	17,567
Net capital assets (note 6)	108,484	113,407
	282,108	237,708

## LIABILITIES AND EQUITY

<b>Current liabilities</b>		
Accounts payable and accrued liabilities	148,909	122,672
Deferred passenger revenue	27,310	22,740
Unsettled accident claims (note 8)	11,600	7,300
Employee benefits	7,000	5,910
Debenture debt	-	1,272
	194,819	159,894
<b>Long-term liabilities</b>		
Unsettled accident claims (note 8)	19,200	14,900
Employee benefits	29,410	28,450
Other	13,494	9,279
	256,923	212,523
<b>Accumulated net equity</b>	25,185	25,185
	282,108	237,708

Approved:

  
Commissioner

  
Commissioner



# TORONTO TRANSIT COMMISSION

Statement of Operations and Accumulated Net Equity  
Year ended December 31, 1995

	1995	1994
	(\$000s)	
<b>Conventional Transit System</b>		
<b>REVENUE</b>		
Passenger services	435,027	420,519
Property rental	10,785	11,819
Advertising	6,789	7,399
Miscellaneous	4,653	5,057
<b>Total revenue</b>	<b>457,254</b>	<b>444,794</b>
<b>EXPENSES</b>		
Wages, salaries and benefits	515,007	519,667
Materials, services and supplies	69,615	76,164
Vehicle fuel	24,242	23,863
Electric traction power	23,833	24,093
Accident claims	16,396	8,876
Depreciation	13,462	10,712
Property taxes	9,283	8,512
<b>Total expenses</b>	<b>671,838</b>	<b>671,887</b>
<b>Net operating costs</b>	<b>214,584</b>	<b>227,093</b>
<b>Wheel-Trans System</b>		
<b>REVENUE</b>		
Passenger services	1,312	1,233
<b>EXPENSES</b>		
Wages, salaries and benefits	25,599	25,492
Contract services	7,007	7,298
Materials, services and supplies	4,799	5,915
Vehicle fuel	1,190	1,030
Accident claims	249	366
<b>Total expenses</b>	<b>38,844</b>	<b>40,101</b>
<b>Net operating costs</b>	<b>37,532</b>	<b>38,868</b>
Total net operating costs	252,116	265,961
Operating subsidies	252,116	245,961
<b>Net operating deficit</b>		<b>(20,000)</b>
Accumulated net equity, beginning of year	25,185	45,185
<b>Accumulated net equity, end of year</b>	<b>25,185</b>	<b>25,185</b>

# TORONTO TRANSIT COMMISSION

Statement of Changes in Financial Position  
Year ended December 31, 1995

	1995	1994
	(\$000s)	
<b>CASH (USED IN) GENERATED BY OPERATIONS</b>		
Total net operating costs	(252,116)	(265,961)
Items not affecting cash and short-term investments:		
Depreciation	13,462	10,712
Unsettled accident claims	4,300	2,000
Long-term employee benefits	960	1,870
Other long-term liabilities	4,215	119
Accrued interest on advances to subsidiary	(1,427)	(1,050)
	(230,606)	(252,310)
Changes in non-cash operating working capital	(9,803)	28,437
	(240,409)	(223,873)
<b>CASH (USED IN) INVESTMENT ACTIVITIES</b>		
Capital asset acquisitions	(219,019)	(228,420)
<b>CASH GENERATED BY (USED IN) FINANCING ACTIVITIES</b>		
Operating subsidies:		
Conventional transit system	214,584	207,093
Wheel-Trans system	37,532	38,868
Capital subsidies	210,480	215,910
Debenture debt repayment	(1,272)	(1,208)
	461,324	460,663
Increase in cash and short-term investments during year	1,896	8,370
Cash and short-term investments, beginning of year	15,378	7,008
<b>Cash and short-term investments, end of year</b>	<b>17,274</b>	<b>15,378</b>

# TORONTO TRANSIT COMMISSION

Notes to Financial Statements

Year ended December 31, 1995

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## 1. NATURE OF OPERATIONS

The Toronto Transit Commission (the "Commission") was established on January 1, 1954 to provide conventional transit service for the municipalities comprising The Municipality of Metropolitan Toronto ("Metro"). The Commission is dependent on Metro and the Province of Ontario (the "Province") for both operating and capital subsidies. The Commission also operates Wheel-Trans, a transit service for people with disabilities, which is also subsidized by Metro and the Province (notes 3 and 4). The Commission is not subject to income and capital taxes and receives exemption from certain property taxes.

These financial statements include the operations of Toronto Transit Consultants Limited ("TTCL"). However, they do not include the operations of Metropolitan Toronto Coach Terminal Inc. ("MTCTI" - note 5) and its subsidiary, TTC Insurance Company Limited (the "Insurance Co." - note 8). Financial statements for these entities are published separately.

## 2. SIGNIFICANT ACCOUNTING POLICIES

The accounting policies followed in the preparation of the financial statements for the Commission are in accordance with generally accepted accounting principles and have been applied consistently. The significant accounting policies are outlined below.

(a) **Passenger Revenue**

Revenue is recognized when cash, tickets and tokens are used by the passenger. Revenue from passes is recognized in the period in which the passes are valid.

(b) **Inventories**

Inventories are valued at cost, as determined on an average basis.

(c) **Investment in subsidiary**

The investment in MTCTI is carried at cost. Dividends are recorded as revenue when received.

# TORONTO TRANSIT COMMISSION

Notes to Financial Statements, page 2

Year ended December 31, 1995

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**(d) Capital Assets and Depreciation**

Capital assets are recorded at cost less capital contributions. Depreciation is calculated using the straight-line method, based on the estimated useful lives of major assets, as follows:

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Asset	Years
Subway	20-65
Rolling stock	20-30
Buses	8-18
Buildings	12-40
Other equipment	3-25
Trackwork	10-25
Power distribution system	25-30

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Land purchased directly by Metro for the Commission's use is recorded in Metro's records.

**(e) Unsettled Accident Claims**

The Commission has a self-insurance program for automobile and general liability claims (see note 8). When the claims are reported, the case reserves are initially estimated on an individual basis by adjusters and lawyers employed by the Commission. Salvage proceeds and amounts recoverable from third parties are reflected as reductions to case reserves, where applicable. Provision has been made on a present value basis for claims incurred but not reported and for internal and external adjustment expenses.

**(f) Employment and Post-Employment Benefits**

The Commission provides medical, dental, life insurance and long-term disability benefits to employees. The Commission, as a Schedule II employer under the Workers' Compensation Act, is self-insured for work-related claims. These benefits are accrued in the accounts. The Commission also provides certain health care and life insurance benefits to retirees. These benefits are recorded when paid by the Commission.

**(g) Environmental Provision**

The Commission includes in its liabilities a provision for compliance with environmental legislation. Those costs that can be reasonably determined have been accrued.

# TORONTO TRANSIT COMMISSION

Notes to Financial Statements, page 3

Year ended December 31, 1995

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## 3. OPERATING SUBSIDY

### (a) Conventional transit

Under the traditional "Users Fair Share" formula, the Commission establishes its fares each year to cover 68% of total estimated operating expenses (as defined for provincial subsidy purposes). Metro provides an operating subsidy equal to the remaining expenses. Metro in turn obtains a subsidy from the Province equal to 16% of eligible expenses and additional subsidies for certain costs. 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 Metro and the Province.

However, over the past several years, funding from both Metro and the Province has been cut-back and set independently. For 1995, operating subsidies totalled \$214.6 million (1994 \$207.1 million), of which the Province provided \$103.6 million (1994 \$111.7 million). In addition, under the terms of the Social Contract legislation, wages of the employees were reduced, resulting in savings to operating costs. Those savings flowed to the Province through a reduction of the unconditional grants to Metro. In turn, Metro passed these reductions along in the form of a reduced transit subsidy to the Commission. Furthermore, to compensate for the subsidy shortfall, the remaining funds in the Transit Improvement Reserve Fund (\$10.2 million) were also used to partially fund operations in 1995.

### (b) Wheel-Trans

Metro undertakes in its budget to provide an operating subsidy equal to the net operating costs and in turn receives a 50% contribution from the Province.

## 4. CAPITAL SUBSIDY

The current basis for capital contributions are outlined below.

### (a) Conventional transit

The Commission receives a 100% subsidy from Metro for subway and light-rail additions and improvements, and for certain other capital works projects. Metro then recovers 75% of the subsidy from the Province.

The Commission receives a 75% subsidy from Metro for most of its other capital asset additions. Metro then recovers the subsidy from the Province.

### (b) Wheel-Trans

The Commission receives a 100% subsidy from Metro for capital expenditures. Metro then recovers 50% of the subsidy for most assets from the Province.





# TORONTO TRANSIT COMMISSION

Notes to Financial Statements, page 6

Year ended December 31, 1995

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## 8. UNSETTLED ACCIDENT CLAIMS

The Insurance Co. was established in 1994, to provide insurance coverage for compulsory automobile personal injury and accident benefit claims for the Commission and MTCTI. The Commission has purchased insurance to cover claims in excess of \$5,000,000 on any one accident.

The Commission must reimburse Insurance Co. for all costs. At December 31, the unsettled accident claims liability includes, on a present value basis, a payable to Insurance Co. to reimburse it for all automobile claims incurred. This payable is covered by an indemnity agreement between the Commission and Insurance Co. and is guaranteed by Metro.

A subway accident occurred on August 11, 1995 and any resulting liabilities are fully provided for in the unsettled accident claims account.

## 9. PENSION PLAN

The Commission maintains a multi-employer, defined benefit/defined contribution pension plan that covers substantially all employees of the Commission. It is operated by the Toronto Transit Commission Pension Fund Society (the "Society"). The Society provides pensions to members based on the length of service and average base year (pensionable) earnings. The base years, as defined in the plan, are updated from time to time provided the financial position of the Society so permits. The members and the Commission contribute 6.25% of covered earnings up to the Canada Pension Plan maximum pensionable earnings (\$34,900 for 1995). The members and the Commission then contribute 7.85% of covered earnings in excess of this amount.

Based on the latest actuarial reports as at January 1, 1995 and January 1, 1994, the Society's records included an unfunded actuarial liability, as follows:

	Jan 1/95	Jan 1/94
	(\$000s)	
Pension obligations	1,456,230	1,364,327
Actuarial value of assets	1,345,857	1,267,559
Unfunded actuarial liability	110,373	96,768

Total contributions to the Society meet the minimum funding requirements in accordance with pension legislation and provide for the amortization of unfunded liabilities over 15 years. The contributions by the Commission amounted to \$32.3 million in 1995 (1994 - \$32 million).



# TORONTO TRANSIT COMMISSION

Notes to Financial Statements, page 7

Year ended December 31, 1995

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## 10. COMMITMENTS AND CONTINGENCIES

- (a) In the normal course of its operations, the Commission and its entities are subject to various litigations and claims. The ultimate outcome of these claims cannot be determined at this time. However, the Commission's management believes that the ultimate disposition of these matters will not have a material adverse effect on its financial position.
- (b) The Commission is committed to purchase 216 subway cars, at a total estimated contract cost of \$567 million. At December 31, progress payments of \$131 million have been made.
- (c) The Commission has contracts for the construction of various capital projects. At December 31, these contractual commitments are approximately \$155,963,000.
- (d) The Commission is committed to purchase 100 natural gas buses (50 standard-floor and 50 low-floor) and 135 diesel buses (all standard-floor) at a total estimated contract cost of \$100 million. At December 31, no progress payments have been made.
- (e) The Commission leases certain premises under operating lease agreements. The future minimum lease commitments are as follows:

1996	\$5,400,000
1997	5,400,000
1998	5,400,000
1999	5,600,000
2000	5,100,000
thereafter	22,900,000

## Salary Disclosure - 1995

The Public Sector Salary Disclosure Act, 1996 requires the disclosure in the annual report of the salary and benefits of employees in the public sector who are paid a salary of \$100,000 or more in a year.

The following is a list of those employees for the year 1995:

<b>NAME</b>	<b>POSITION</b>	<b>SALARY PAID</b>	<b>TAXABLE BENEFITS</b>
Robert Allan	General Superintendent - Streetcars	\$101,068.86	3,237.33
Gerald L. Brolley	General Manager - Operations	133,961.58	11,518.22
Dennis R. Callan	General Manager - Engineering & Constr.	122,313.52	11,518.22
John D. Cannell	Manager - Pensions and Payrolls	101,068.86	2,732.14
Allen J. Chocorlan	Manager - Materials and Procurement	101,068.86	2,820.74
David A. Cowan	Construction Engineer	111,678.96	3,015.62
Kathryn Dean	Manager - Training & Quality Assurance	100,370.69	2,480.91
Arnold S. Dubé	General Secretary/Gen. Manager - Exec.	125,528.32	11,572.77
Robert J. Evans	General Superintendent - Wheel-Trans	101,068.86	3,062.99
Alfred J. Gallo	Community Liaison Manager	108,536.64	2,761.34
David L. Gunn	Chief General Manager	142,755.24	12,307.84
David W. R. Hammond	General Counsel	112,185.18	3,017.09
Lynn I. Hilborn	Executive Director - Corporate Affairs	102,594.32	2,988.08
Graham Jones	Manager - Budget Admin. and Control	117,069.97	75.72
Kenneth G. Knight	President - TTCL	101,068.86	2,743.90
Brian M. Leck	Associate General Counsel	101,068.86	2,723.32
Douglas W. Mair	Senior Project Manager	111,678.96	880.68
Ronald D. McLaughlin	Manager - Marketing and Public Affairs	103,942.21	2,755.65
Nelson Melnyck	Manager - Corporate Planning	108,536.64	2,764.20
Donald J. Morton	Senior Project Manager	122,310.22	11,505.60
Dr. Juri Pill	General Manager - Administration	132,480.62	11,518.22
Murray J. Rigney	Manager - Engineering	101,068.86	2,992.30
Bud L. Simpson	Asst. General Manager - Subway Ops.	103,204.36	3,297.51
Robert J. Thacker	Supt. Budget/Workforce & Plann. Admin.	117,194.94	2,817.10
Gary M. Webster	Manager - Human Resources	101,068.86	340.48
William D. Wood	Supervisor - Insurance	100,562.64	2,734.01

**TORONTO TRANSIT COMMISSION**  
**Conventional System**  
**10-Year Financial and Operating Statistics**

1995

**OPERATING STATISTICS**

(regular service inside Metro)

Passenger Trips (Millions)	388.2
Basic Adult Ticket Fare (at December 31) (\$)	1.50
Average Number of Employees (including MTCTI)	9,459
Average Hourly Wages & Benefits per Operator (\$)	28.25 <sup>3</sup>
Kilometres Operated (Millions)	
Bus	100.9
Subway Car	62.8
Streetcar	11.1
Trolley Coach	0.0
Scarborough RT	3.7
<b>Total Kilometres Operated</b>	<b>178.5</b>

**OPERATING REVENUE STATISTICS**

Operating Revenue - including property rental, etc. (\$ Millions)	457.3
Operating Revenue per Passenger Trip (\$)	1.18
Operating Revenue per Kilometre (\$)	2.56
Operating Revenue per Employee (\$ Thousands)	48.3

**OPERATING EXPENSE STATISTICS**

Operating Expenses (\$ Millions)	671.8
Operating Expense per Passenger Trip (\$)	1.73
Operating Expense per Kilometre (\$)	3.76
Operating Expense per Employee (\$ Thousands)	71.0

**OPERATING SUBSIDY STATISTICS**

Operating Subsidy (\$ Millions)	214.6
Operating Subsidy per Passenger Trip (\$)	0.55
Operating Subsidy per Kilometre (\$)	1.20
Operating Subsidy per Employee (\$ Thousands)	22.7

**REVENUE/COST RATIO**

(for eligible revenue & expenses)

69.3%

**CAPITAL ASSETS (Conventional & Wheel-Trans)**

Investment in Capital Assets at December 31 (\$ Millions)	
Gross Investment (before contributions & depreciation)	3,047.0
Metro & Provincial Contributions	(2,743.4)
<b>TTC Investment (before depreciation)</b>	<b>303.6</b>

**PASSENGER VEHICLE FLEET**

(Conventional & Wheel-Trans, owned or leased and in service December 31)

Buses	1,542
Subway Cars	622
Streetcars	248
Trolley Coaches	0
Scarborough RT Cars	28
Wheel-Trans Buses	140
<b>Total Vehicle Fleet</b>	<b>2,580</b>

**Notes:**

1. 1991 revenue does not include a \$48 million dividend from Metropolitan Toronto Coach Terminal Inc. (MTCTI).
2. 1992 and 1993 revenue does not include draws from the Transit Improvement Reserve Fund.
3. The lower average hourly wages & benefits for Operators in 1994 and 1995 relate to the Social Contract savings.

1994	1993	1992	1991	1990	1989	1988	1987	1986
388.3	393.5	404.3	424.2	459.2	450.7	463.5	456.9	441.0
1.30	1.30	1.30	1.07	1.00	0.94	0.88	0.83	0.80
9,621	9,717	10,051	10,218	10,351	10,176	9,963	9,734	9,636
28.08 <sup>3</sup>	28.75	28.30	26.59	24.99	23.24	21.63	20.58	19.49
100.5	99.0	102.1	98.8	101.9	98.1	100.1	97.6	95.8
63.8	63.6	65.1	67.8	70.9	70.4	72.2	72.9	71.0
11.2	11.5	12.0	12.7	13.1	13.1	13.9	14.2	14.5
0.0	0.7	0.5	4.8	5.4	5.0	5.3	5.7	5.7
3.6	3.7	3.5	3.3	3.3	3.2	2.3	2.6	2.6
179.1	178.5	183.2	187.4	194.6	189.8	193.8	193.0	189.6
444.8	447.0 <sup>2</sup>	446.4 <sup>2</sup>	430.7 <sup>1</sup>	440.4	401.7	381.5	357.7	334.8
1.15	1.14	1.10	1.02	0.96	0.89	0.82	0.78	0.76
2.48	2.50	2.44	2.30	2.26	2.12	1.97	1.85	1.77
46.2	46.0	44.4	42.2	42.5	39.5	38.3	36.7	34.7
671.9	681.1	691.0	662.6	628.3	561.5	531.9	494.5	461.0
1.73	1.73	1.71	1.56	1.37	1.25	1.15	1.08	1.05
3.75	3.82	3.77	3.54	3.23	2.96	2.74	2.56	2.43
69.8	70.1	68.7	64.8	60.7	55.2	53.4	50.8	47.8
207.1	234.1	244.6	231.9	187.9	159.8	150.4	136.8	126.2
0.53	0.60	0.61	0.55	0.41	0.36	0.32	0.30	0.29
1.16	1.31	1.34	1.24	0.97	0.84	0.78	0.71	0.67
21.5	24.1	24.3	22.7	18.2	15.7	15.1	14.1	13.1
69.4%	65.7%	66.2%	65.3%	67.4%	69.2%	69.5%	70.0%	69.5%
2,830.6	2,605.5	2,445.3	2,305.8	2,188.7	2,089.2	1,986.3	1,856.4	1,737.0
(2,532.9)	(2,317.0)	(2,161.5)	(2,047.7)	(1,931.5)	(1,841.2)	(1,745.2)	(1,619.5)	(1,505.5)
297.7	288.5	283.8	258.1	257.2	248.0	241.1	236.9	231.5
1,564	1,564	1,592	1,677	1,744	1,687	1,648	1,570	1,525
622	622	622	622	622	629	645	655	630
267	267	267	265	270	300	290	282	275
0	0	40	120	139	139	139	139	150
28	28	28	28	28	28	28	28	28
140	141	140	124	123	123	123	69	30
2,621	2,622	2,689	2,836	2,926	2,906	2,873	2,743	2,638

# Management Directory - 1995

## **OFFICERS AND SENIOR OFFICIALS**

**David L. Gunn**  
Chief General Manager

**Gerald L. Brolley**  
General Manager  
Operations

**Dennis R. Callan**  
General Manager  
Engineering & Construction

**Rick Cornacchia**  
Assistant General Manager  
Surface Operations

**Arnold S. Dubé**  
General Secretary

**David W. R. Hammond**  
General Counsel

**Lynn I. Hilborn**  
Executive Director  
Corporate Affairs

**Dr. Juri Pill**  
General Manager  
Administration

**Bud L. Simpson**  
Assistant General Manager  
Subway Operations

## **DEPARTMENT HEADS**

**Robert Allan**  
General Superintendent  
Streetcars

**Warren H. Bartram**  
General Superintendent  
Track and Structure

**Michael S. Blake**  
Manager  
Construction

**William Brown**  
Manager  
Maintenance Engineering

**John D. Cannell**  
Manager  
Pensions and Payrolls

**David E. Chalmers**  
Manager  
Management Information  
Services

**Allen J. Chocoran**  
Manager  
Materials and Procurement

**Judi L. Cohen**  
Superintendent  
Property Management

**Kathryn Dean**  
Manager  
Training and Quality  
Assurance

**Robert J. Evans**  
General Superintendent  
Wheel-Trans

**William G. Frost**  
Manager  
Support Services

**Ian S. Lane**  
General Superintendent  
(Acting)  
Rail Cars and Shops

**William P. MacDiarmid**  
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Subway Transportation

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Senior Manager  
Safety

**Ronald D. McLaughlin**  
Manager  
Marketing and Public Affairs

**James H. Ralston**  
General Superintendent  
Bus Transportation

**Murray J. Rigney**  
Manager  
Engineering

**Vincent Rodo**  
Manager  
Financial Control

**I. Mitchell Stambler**  
Manager  
Service Planning

**Michael J. Walker**  
Manager  
Corporate Security

**Gary M. Webster**  
Manager  
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## **SUBSIDIARY COMPANIES**

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