



2021
Annual Report
Toronto Transit Commission

Cover: In 2021, the TTC helped to vaccinate almost 10,000 people with pop-up clinics.

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Banners celebrating TTC's achievements throughout the last 100 years hung from Union Station in September 2021.

Chair's Message



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

It is my privilege to submit the 2021 Annual Report for the Toronto Transit Commission (TTC).

On September 1, 1921, a mix of private and municipal street railways were consolidated under the management of the newly formed Toronto Transportation Commission. Adult fares were set at seven cents and tickets were four for 25 cents. Ridership in the TTC's first full year of service (1922) was 187 million.

One hundred years later, the TTC has carried more than 32 billion customers and played a key role in the growth and prosperity of our city. Reaching a century of service is an incredible milestone for our organization, and one that I am honoured to be a part of.

One hundred years later, the TTC has carried more than 32 billion customers and played a key role in the growth and prosperity of our city.

On behalf of the TTC Board, I would like to thank our funding partners for their unprecedented support during the COVID-19 pandemic: the Government of Canada, Province of Ontario and City of Toronto. As Chair, I would also like to take this opportunity to thank Mayor John Tory and Toronto City Council for their strong support for the TTC as an integral piece of the fabric of our city.

I would also like to extend my deepest thanks to all the employees of the TTC – past and present – for their hard work and tireless dedication to our public transit system. TTC employees have played a vital role in Toronto's COVID-19 response and recovery by delivering safe and reliable transit service throughout the pandemic.

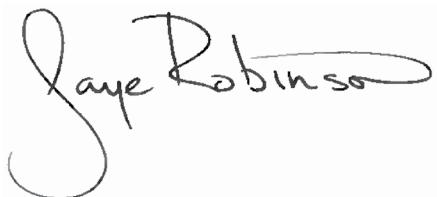
The TTC continues to grow and evolve with each passing year, and the TTC Board remains committed to improvement and innovation across the organization to best serve our riders. I'd like to thank the TTC Commissioners for your efforts to promote the growth and prosperity of transit in Toronto.

It is my pleasure to be serving alongside my colleagues as we approach the final months of this Board term. Thank you to: Vice-Chair Joanne De Laurentiis; Councillor/Deputy Mayor Denzil Minnan-Wong (Ward 16 Don Valley East); Councillors Shelley Carroll (Ward 17 Don Valley North), Brad Bradford (Ward 19 Beaches-East York), Jennifer McKelvie (Ward 25 Scarborough-Rouge Park) and

Cynthia Lai (Ward 23 Scarborough North); and citizen Commissioners, Ron Lalonde, Julie Osborne and Fenton Jagdeo.

The future is bright for transit in Toronto, and I look forward to what the next century holds for the TTC.

Sincerely,

A handwritten signature in black ink that reads "Jaye Robinson". The signature is fluid and cursive, with "Jaye" on the left and "Robinson" on the right, connected by a loop.

Jaye Robinson

TTC Chair
April 2022

The TTC Board

As at December 2021



Jaye Robinson
Chair



Joanne De Laurentiis
Vice-Chair

Commissioners



Brad Bradford



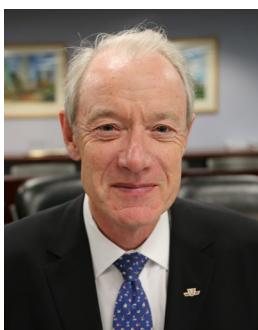
Shelley Carroll



Fenton Jagdeo



Cynthia Lai



Ron Lalonde



Jennifer McKelvie



Denzil Minnan-Wong



Julie Osborne



The TTC partnered with MagnusMode to empower those who are autistic and neurodiverse to ride transit with confidence.

CEO's Message



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

In 2021, the TTC celebrated 100 years in business. The TTC has achieved so many milestones in its long and rich history, and more are on the way. That means everything from modernizing our fleets, to becoming more green, to striving to be more accessible, diverse and inclusive.

Looking back at the past century, and how the city and the TTC have grown up together, there is no doubt that public transit has played a massive role in the building up of our great city. After 100 years in service and literally tens of billions of customers served, the TTC has grown into one of the most visible and vital public service organizations – not just in the Greater Toronto Area, but across North America.

Despite the hardships that we faced in 2021, this organization achieved a great deal during a period of change and modernization unequalled in our 100-year history.

After a century, we know that the TTC supports jobs, creates economic opportunities and attracts investment in the city. It helps to relieve congestion, promotes a cleaner environment and knits the city and its residents together. We often say that the TTC is the lifeblood of Toronto, and it is very true.

While these past two years under the COVID-19 pandemic have been difficult for the TTC – and transit systems around the world for that matter – ridership is gradually returning and we continue to restore service across Toronto that faced temporary reductions in late 2021. TTC employees have never lost sight of what they were able to achieve prior to the pandemic:

- We carried nearly 530 million riders annually. That's one billion customers every 22 months.
- Nearly 85 per cent of all local transit trips in the GTA made right here on the TTC.
- More than 250 million kilometres of service annually.
- 1.7 million customer journeys on a typical weekday.
- One of the highest per-capita ridership rates on the continent.

Despite the hardships that we faced in 2021, this organization achieved a great deal during a period of change and modernization unequalled in our 100-year history. In 2021, we:

- Succeeded in procuring 60 more accessible streetcars;
- Established a dedicated Innovation and Sustainability Program to reduce our environmental impact;
- Held multiple TTC Connects sessions where we focused on recruiting women into traditionally male-dominated roles, and partnered with new organizations to do outreach differently, leading to our first all-women graduating class of Operators;
- Began operations at McNicoll Division/Garage;
- Helped more than 10,000 employees and customers get their vaccinations on TTC property; and
- Launched impactful education campaigns on our vehicles and properties to recognize Black History Month and Indigenous History Month.

Together, our talented and professional workforce accomplished this and more, all while delivering a demand-responsive service to riders under the most difficult circumstances.

On behalf of my Executive Team, we would like to take this opportunity to thank Commissioners, City Council, Mayor Tory, our union partners, our funding partners, our employees and all of our riders.

Sincerely,



Richard J. Leary

Chief Executive Officer
April 2022

Executive Team



Richard J. Leary
Chief Executive
Officer



Kirsten Watson
Deputy Chief
Executive Officer
Chief People Officer
(Acting)



Michael Atlas
Head of Legal and
General Counsel



Keisha Campbell
Chief Diversity and
Culture Officer



Gary Downie
Chief Capital Officer



Scott Haskill
Chief Strategy and
Customer Officer
(Acting)



Betty Hasserjian
Chief Safety Officer
(Acting)



Josie La Vita
Chief Financial Officer



Fortunato Monaco
Chief Infrastructure
and Engineering
Officer



Natalie Poole-Moffatt
Chief Corporate
Affairs Officer



James Ross
Chief Operating
Officer



Joan Taylor
Chief of Staff



Rich Wong
Chief Vehicles Officer



A customer confidently rides
the subway.

**Consolidated Financial Statements of
Toronto Transit Commission**
Year ended December 31, 2021

TTC IS PROUD TO SUPPORT

BLACK HISTORY



First Black person appointed as
Governor General of Canada, 2005.

Michaëlle
Jean



In February 2021, the
TTC celebrated its first
Black History Month.

Management's Statement



As public stewards, management of the TTC has a responsibility that requires the highest standard of accountability and integrity. Over the past two years, the TTC has received critical funding totalling \$1.386 billion from the Provincial and Federal governments through the Safe Restart Agreement. This funding has ensured the continued provision of essential public transportation services throughout the pandemic and the early stages of recovery. Management's continued commitment to governance and strong financial control mechanisms in the administration of public funds, combined with cost containment actions where possible, have contributed to the confidence required by upper levels of government to secure this critical funding.

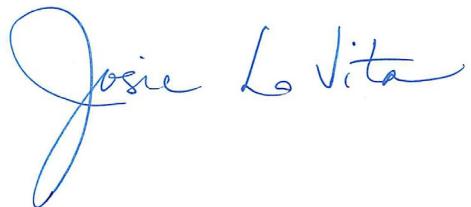
The accompanying consolidated financial statements of the Toronto Transit Commission (TTC) have been prepared in accordance with Canadian public sector accounting standards recommended by the Public Sector Accounting Board of the Chartered Professional Accountants of Canada and are the responsibility of management.

Management is also responsible for all of the notes to the consolidated financial statements and schedules, and for ensuring that this information is consistent with the consolidated financial statements. A summary of the significant accounting policies is described in Note 2 to the consolidated financial statements. The preparation of financial statements necessarily involves the use of estimates based on management's judgment, particularly when transactions affecting the current accounting period cannot be finalized with certainty until future periods.

The management of the TTC is also responsible for the integrity, objectivity and accuracy of the financial information. To meet its responsibility, management maintains a system of internal controls designed to provide reasonable assurance that the assets are safeguarded and that reliable financial information is available on a timely basis. The system includes formal policies and procedures and an organizational structure that provides for appropriate delegation of authority and segregation of responsibilities.

The Board of Directors oversees management's responsibilities for financial reporting through the Audit and Risk Management Committee. The Audit and Risk Management Committee reviews and approves the consolidated financial statements and recommends them to the Board of Directors for approval. In addition, the Auditor General is informed of all significant audit issues through participation in closing meetings held between the external auditors and management.

The consolidated financial statements have been audited by the TTC's external auditors, KPMG LLP, and their report precedes the consolidated financial statements. The Auditor's responsibility is to express an opinion on whether the financial statements are fairly presented in accordance with generally accepted accounting principles. The Auditor's report outlines their responsibilities, the scope of the Auditor's examination and their opinion on the financial statements.



Josie La Vita

Chief Financial Officer
June 23, 2022

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Vaughan Metropolitan Centre
100 New Park Place, Suite 1400
Vaughan ON L4K 0J3
Canada
Tel 905-265-5900
Fax 905-265-6390

INDEPENDENT AUDITORS' REPORT

To the Board of Directors of Toronto Transit Commission

Opinion

We have audited the consolidated financial statements of Toronto Transit Commission (the Entity), which comprise:

- the consolidated statement of financial position as at December 31, 2021
- the consolidated statement of operations and accumulated surplus for the year then ended
- the consolidated statement of remeasurement gains and losses for the year then ended
- the consolidated statement of changes in net debt for the year then ended
- the consolidated statement of cash flows for the year then ended
- and notes to the consolidated financial statements, including a summary of significant accounting policies

(Hereinafter referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the consolidated financial position of the Entity as at December 31, 2021, and its consolidated results of operations and accumulated surplus, its consolidated remeasurement gains and losses, its consolidated changes in net debt and its consolidated cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the "***Auditors' Responsibilities for the Audit of the Financial Statements***" section of our auditors' report.

We are independent of the Entity in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.



Other Information

Management is responsible for the other information. Other information comprises:

- the information, other than the financial statements and the auditors' report thereon, included in the annual report.

Our opinion on the financial statements does not cover the other information and we do not and will not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit and remain alert for indications that the other information appears to be materially misstated.

We obtained the information, other than the financial statements and the auditors' report thereon, included in annual report as at the date of this auditors' report.

If, based on the work we have performed on this other information, we conclude that there is a material misstatement of this other information, we are required to report that fact in the auditors' report.

We have nothing to report in this regard.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Entity's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Entity or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Entity's financial reporting process.



Auditors' Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit.

We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.



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- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the group Entity to express an opinion on the financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.



A handwritten signature in black ink that reads "KPMG LLP". The signature is written in a cursive style and is underlined with a thin black line.

Chartered Professional Accountants, Licensed Public Accountants

Vaughan, Canada

June 23, 2022



The TTC's electric vehicle fleet makes it the largest of any city in North America.

TORONTO TRANSIT COMMISSION
 Consolidated Statement of Financial Position
 As at December 31

\$000s	2021	2020
Financial assets		
Cash and cash equivalents (note 4)	200,298	152,216
Subsidies receivable (note 5)	1,094,382	1,006,515
Accounts receivable	73,354	57,386
Portfolio investments (note 6)	2,287	2,282
Derivative assets (note 7)	1,212	-
Total financial assets	1,371,533	1,218,399
Liabilities		
Accounts payable and accrued liabilities	578,252	491,934
Deferred revenue (note 11)	45,703	48,689
Employee future benefits liabilities (note 9)	850,575	784,137
Unsettled accident claims (note 8)	138,859	146,705
Environmental liabilities (note 10)	30,360	23,594
Derivative liabilities (note 7)	-	1,290
Total liabilities	1,643,749	1,496,349
Net debt	(272,216)	(277,950)
Non-financial assets		
Tangible capital assets (note 12)	12,433,324	12,293,826
Spare parts and supplies inventory	151,543	147,469
Prepaid expenses	24,506	28,687
Total non-financial assets	12,609,373	12,469,982
Accumulated surplus	12,337,157	12,192,032
Accumulated surplus is comprised of:		
Accumulated operating surplus (note 13)	12,335,945	12,193,322
Accumulated remeasurement gains/(losses)	1,212	(1,290)
	12,337,157	12,192,032

See accompanying notes to the consolidated financial statements

Approved:

Commissioner

Commissioner

TORONTO TRANSIT COMMISSION

Consolidated Statement of Operations and Accumulated Surplus
For the year ended December 31

\$000s	2021 Budget (note 17)	2021	2020
Operating revenue			
Passenger services	496,301	456,230	515,964
Advertising	25,900	13,080	22,855
Property rental	15,775	12,642	14,880
Outside city services	7,725	7,601	7,707
Miscellaneous	2,350	31,365	27,471
Total operating revenue	548,051	520,918	588,877
Operating subsidies (note 14)	1,647,433	1,539,542	1,399,364
Capital subsidies (note 15)	1,376,040	855,701	814,548
Total subsidy revenue	3,023,473	2,395,243	2,213,912
Total revenue	3,571,524	2,916,161	2,802,789
Conventional transit service	2,765,335	2,663,441	2,553,236
Wheel-Trans	129,103	109,805	114,830
Other functions	192	292	433
Total expenses (note 16)	2,894,630	2,773,538	2,668,499
Surplus for the year	676,894	142,623	134,290
Accumulated surplus, beginning of the year	12,193,322	12,059,032	
Accumulated surplus, end of the year	12,335,945	12,193,322	

See accompanying notes to the consolidated financial statements

TORONTO TRANSIT COMMISSION

Consolidated Statement of Remeasurement Gains and Losses

For the year ended December 31

\$000s	2021	2020
Accumulated remeasurement (losses)/gains, beginning of the year	(1,290)	1,629
Unrealized gains/(losses) in the current year attributable to financial derivatives (note 7)	3,650	(10,624)
Realized amounts reclassified to Consolidated Statement of Operations and Accumulated Surplus	(1,148)	7,705
Accumulated remeasurement gains/(losses), end of the year	1,212	(1,290)

See accompanying notes to the consolidated financial statements

TORONTO TRANSIT COMMISSION

Consolidated Statement of Net Debt

For the year ended December 31

\$000s	2021 Budget (note 17)	2021	2020
Surplus for the year	676,894	142,623	134,290
Change in tangible capital assets (note 12)			
Acquisition	(1,376,040)	(865,083)	(829,186)
Amortization	723,900	722,974	658,555
Net book value of disposals	-	886	107
Writedowns	-	1,725	7,115
Total change in tangible capital assets	(652,140)	(139,498)	(163,409)
Change in spare parts and supplies	-	(4,074)	(12,060)
Change in prepaid expenses	-	4,181	863
Change in remeasurement gains/(losses) for the year	-	2,502	(2,919)
Change in accrued pension benefit asset	-	-	16,551
Change in net debt	24,754	5,734	(26,684)
Net debt, beginning of the year		(277,950)	(251,266)
Net debt, end of the year	(272,216)	(277,950)	

See accompanying notes to the consolidated financial statements

TORONTO TRANSIT COMMISSION
 Consolidated Statement of Cash Flow
 For the year ended December 31

\$000s	2021	2020
Operating activities		
Surplus of the year	142,623	134,290
Add (deduct) items not involving cash:		
Amortization of tangible capital assets	722,974	658,555
Net gain on disposal of tangible capital assets	(2,051)	(13,725)
Recognition of revenue from capital subsidies	(855,701)	(814,548)
Change in accrued pension benefit expense	-	16,551
Non-cash operating expenses	828	4,131
Changes in non-cash assets and liabilities related to operations:		
Increase in operating subsidy receivable	(36,241)	(155,175)
(Increase)/decrease in operating accounts receivable	(12,037)	33,062
Increase in spare parts and supplies inventory	(4,911)	(12,682)
Decrease/(increase) in operating prepaid expense	569	(9,092)
Increase/(decrease) in operating accounts payable and accrued liabilities	61,485	(23,308)
Decrease in operating deferred revenue	(2,976)	(4,587)
Increase in employee future benefits liabilities	66,438	39,133
(Decrease)/increase in unsettled accident claims	(7,846)	5,732
Increase in environmental liabilities	6,766	11,394
Cash provided by (used in) operating activities	79,920	(130,269)
Capital activities		
Tangible capital asset acquisitions	(836,639)	(899,391)
Tangible asset disposal proceeds	462	20,925
Cash used in capital activities	(836,177)	(878,466)
Financing activities		
Capital subsidies received	804,339	1,019,235
Cash provided by financing activities	804,339	1,019,235
Change in cash and cash equivalents during the year	48,082	10,500
Cash and cash equivalents, beginning of the year	152,216	141,716
Cash and cash equivalents, end of the year	200,298	152,216

See accompanying notes to the consolidated financial statements



An employee wipes down a high-traffic railing as part of TTC's commitment to a safe and clean experience.

Notes to the Consolidated Financial Statements

Year ended December 31, 2021

1. NATURE OF OPERATIONS

The Toronto Transit Commission (the “TTC”) was established on January 1, 1954 to consolidate and co-ordinate all forms of local transportation within the City of Toronto (the “City”), except railways and taxis. As outlined in the City of Toronto Act (2006), the TTC has exclusive authority to establish, operate or maintain a local passenger transportation system within the City. From a funding perspective, the TTC functions as one of the boards of the City and is dependent upon the City for both operating and capital subsidies (notes 14 and 15). The TTC also operates Wheel-Trans, a paratransit service for people with disabilities (which is also subsidized by the City), and owns the Toronto Coach Terminal Inc. and its subsidiary, the TTC Insurance Company Limited. The TTC controls the TTC Sick Benefit Association, which was incorporated to adjudicate and pay benefit claims to eligible Members of Association unable to work due to illness or disability. The TTC, which is not subject to income and capital taxes, receives an 11.24% rebate for the Harmonized Sales Tax and receives exemption from certain property taxes.

2. SIGNIFICANT ACCOUNTING POLICIES

a. Basis of presentation

The consolidated financial statements are prepared by the TTC in accordance with Canadian public sector accounting standards recommended by the Public Sector Accounting Board (“PSAB”) of the Chartered Professional Accountants of Canada (CPA Canada).

b. Basis of consolidation

The consolidated financial statements include the operations of Wheel-Trans and the financial results of the TTC's subsidiaries, the Toronto Coach Terminal Inc. (“TCTI”) and TCTI's subsidiary, the TTC Insurance Company Limited (the “Insurance Co.”). The results of the TTC Sick Benefit Association (“SBA”), which is controlled by the TTC, have also been consolidated. The consolidation schedule is disclosed in Appendix 1.

c. Measurement uncertainty

The preparation of the consolidated financial statements, in conformity with public sector accounting standards requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosures of contingent assets and liabilities at the date of the consolidated financial statements and the reported amounts of revenue and expenses during the reporting period. Specifically, employee future benefits are subject to the assumptions described in note 9 and other contingencies are described in note 19a. Also, management makes their best estimate on the fair value of certain pension investments described in note 9 as the final audited fair values are not available at the time of preparation of the financial statements. Amortization expense is based on the asset lives described in note 2h. Accident claims liabilities are subject to assumptions on discount rates and amounts reserved for incurred, but not reported claims as described in note 8. Deferred revenue is based on estimated value of fare media sold, but not yet used before year end. Actual results could differ from the amounts estimated.

d. Subsidy revenue

Operating subsidies are authorized by the City after the TTC's operating budgets have been approved. Operating subsidy revenue is recognized by the TTC in the period to the extent that net operating costs are incurred. Capital subsidies are recognized in revenue when the City authorizes the capital subsidy and the cost is incurred. The eligibility criteria and related stipulations must also have been met except when and to the extent that the transfer gives rise to an obligation that meets the definition of a liability, which can be influenced by a number of factors, including stipulations of the transfer.

e. Operating revenue and deferred revenue

Operating revenue from passenger services is recognized when cash, tickets, tokens, PRESTO cards and PRESTO Tickets are used by the passenger to secure a ride. Revenue from passes is recognized in the period in which they are valid. An estimate of tickets and tokens sold which will be used after the year end and an estimate of passes sold but only valid after year end are included in deferred revenue. All other revenue is recognized when the services have been provided.

f. Cash and cash equivalents

Cash and cash equivalents consist of cash on hand and funds on deposit with a major financial institution.

g. Spare parts and supplies inventory

Spare parts and supplies inventory are valued at weighted-average cost, net of allowance for obsolete and excess parts.

h. Tangible capital assets and amortization

Tangible capital assets are recorded at cost less accumulated amortization. In addition to direct costs attributable to capital projects, the TTC capitalizes certain internal costs, which are directly related to the acquisition, construction, betterment, or development of those related capital assets. Amortization is calculated using the straight-line method, based on the estimated useful lives of major assets, as follows:

Asset	Years
Subways	20-65
Buildings and structures	20-40
Rolling stock	6-30
Buses	3-13
Trackwork	15-30
Other equipment	5-26
Traction power distribution system	24-25

Capital assets are amortized from the date that they enter service. One-half year of the amortization expense is recorded in the year of acquisition and assets under construction are not depreciated until the asset is substantially complete and available for productive use. A substantial amount of land that the TTC requires for operations is not recorded in these consolidated financial statements and is recorded in the financial statements of the City.

i. Portfolio investments

Portfolio investments consist of bonds that are recorded at amortized cost. Discounts or premiums on investments are amortized on an effective interest rate method until maturity of the investment to which this item is related. Investment income is reported as revenue in the period earned.

j. Unsettled accident claims

The TTC has a self-insurance program for automobile and general liability claims. Estimated costs to settle automobile and general liability claims are actuarially determined, based on available loss information and projections of the present value of estimated future expenditures developed from the TTC's historical experience. The provision for estimated future expenditures includes expected internal and external adjustment expenses, an estimate of claims incurred but not reported and a provision for adverse deviations.

k. Employee future benefit plans

The TTC's employee benefits plans include post-employment plans (workplace safety and insurance benefit plan and long-term disability benefit plan), post-retirement plans (medical and dental benefits) and pension plans.

The costs of the post-employment benefit plans are recognized when the event that obligates the TTC occurs. Costs include projected future income replacement payments, health care continuation costs, taxes and fees paid to independent administrators, calculated on a present value basis.

The costs and obligations of the post-retirement benefit plans and pension plans are calculated using the projected benefits prorated on service method and management's best estimates of retirement ages of employees, future salary levels, expected health care cost escalations and plan investment performance.

The net asset or liability related to each employee future benefit plan reflects the year-end difference between the value of the accrued benefit obligation and the value of the plan assets (if funded), net of unamortized gains and losses and the valuation allowance. Plan assets are valued using year-end fair market values.

Accrued benefit obligations and costs are determined using discount rates that are consistent with the City's long-term borrowing rates for the post-employment and post-retirement plans. For the TTC's funded pension plans, the discount rate is the plan's expected rate of return on assets.

Actuarial gains and losses arise from changes in actuarial assumptions or when actual experience differs from what was assumed. For post-employment benefit plans, the net actuarial gain or loss is deferred and amortized on a straight-line basis over the average expected period during which benefits will be paid unless there is a related plan amendment or curtailment. For workplace safety insurance benefits, the amortization period is 8.9 years (December 31, 2020 – 8.5 years) and for long-term disability benefits, the amortization period is 7.3 years (December 31, 2020 – 7.2 years). The amortization of the gain/loss begins in the year after the actuarial gain/loss arises.

A post-retirement benefit plan actuarial gain or loss is deferred and amortized over the expected average remaining service life of the employees unless there is a plan amendment or curtailment. The amortization period for the pension plan is 14.6 years (December 31, 2020 – 14.6 years), for the post-retirement medical and post-retirement dental plans the amortization period is 16.0 years (December 31, 2020 – 15.1 years) and for the supplemental funded pension plan, the amortization period is 5.7 years (December 31, 2020 – 5.9 years). The amortization of the actuarial gain or loss begins in the year after the gain or loss arises for all post-retirement plans except the TTC pension plan. Amortization begins in the year of the actuarial gain or loss for the TTC pension plan. This policy is expected to reduce the long-term expense volatility that results from the accounting requirement to defer and amortize actuarial losses.

Past service costs arising from a plan amendment are recognized at the end of the calendar year in which the past service costs arise. Prior service costs or gains are offset by net actuarial gains or losses, if any, as of the end of the calendar year in which the prior service costs or gains arise. Unamortized amounts that remain after offsetting plan amendments continue to be amortized in their original amount. Also, unamortized actuarial gains or losses related to settled or curtailed plans are recognized in the period of the plan settlement or curtailment.

I. Environmental liabilities

An environmental liability is recognized when a site has been identified as being non-compliant with environmental legislation, the TTC accepts responsibility, it is expected that future economic benefits will be given up and a reasonable estimate of costs can be determined. The estimated amounts of future costs are reviewed regularly, based on available information and governing legislation.

m. Financial instruments

The TTC has designated its financial instruments as follows:

- i) Cash and cash equivalents
- ii) Subsidies receivable from the City of Toronto
- iii) Accounts receivable
- iv) Portfolio investments, in bonds
- v) Accounts payable and certain accrued liabilities
- vi) Financial derivatives

Cash and cash equivalents are recorded at cost which approximates fair market value. Financial derivatives are recorded at fair value. All other financial instruments are recorded at amortized cost. The fair values of the accounts receivable, operating and capital portions of the subsidies receivable and accounts payable and accrued liabilities approximate their carrying values due to the relatively short time period to maturity of these instruments. The fair value of the other recoverable amounts within subsidies receivable from the City of Toronto (note 5) cannot be determined since there are no fixed terms of repayment.

PSAS Section 3450, Financial Instruments, requires disclosure of a three-level hierarchy for fair value measurement based on the transparency of inputs to the valuation of a financial asset or financial liability as at the financial statement date. The three levels are defined as follows:

Level 1 – fair value is based on quoted market prices in markets for identical financial assets or financial liabilities. Level 1 financial assets generally include equity investments traded in an active market.

Level 2 – fair value is based on observable inputs, either directly or indirectly, other than quoted prices included within Level 1.

Level 3 – fair value is based on non-observable market data inputs.

The TTC's financial derivatives are the only financial instruments recorded at fair value and they are classified as Level 2.

n. Future accounting pronouncements

The TTC continues to assess the impact on its consolidated financial statements of the following upcoming changes to PSAS. The TTC has not adopted any new accounting standards for the year ended on December 31, 2021.

(i) Standard applicable for fiscal years beginning on or after April 1, 2022 (the TTC's December 31, 2023 year-end):

PS 3280, Asset Retirement Obligations, addresses the recognition, measurement, presentation and disclosure of legal obligations associated with retirement of tangible capital assets either in productive use or no longer in productive use.

(ii) Standards applicable for fiscal years beginning on or after April 1, 2023 (the TTC's December 31, 2024 year-end):

PS 3400, Revenue, establishes a single framework to categorize revenues to enhance the consistency of revenue recognition and its measurement.

Public Sector Guideline 8 Purchased Intangibles, allows public sector entities to recognize intangibles purchased through an exchange transaction.

PS 3160 - Public Private Partnerships ("P3s"), identifies requirements on how to account for and disclose transactions in which public sector entities procure major infrastructure assets and/or services from private sector entities. Recognition of assets arising from P3 arrangements is ultimately dependent on whether public sector entities control the purpose and use of the assets, access to the future economic benefits and exposure to the risks associated with the assets, and significant residual interest in the asset, if any, at the end of the term of P3s. Measurement of the asset and related liability will also be dependent on the overall model used to compensate the private sector entity.

3. FINANCIAL RISK MANAGEMENT

Credit risk

Credit risk is the risk of loss due to a counterparty's inability to meet its obligations. As at December 31, 2021, the TTC's credit risk exposure consists mainly of the carrying amounts of cash and cash equivalents, portfolio investments, accounts receivable and subsidies receivable.

Cash and cash equivalents and portfolio investments are invested with the City of Toronto or a major financial institution and are therefore assessed as low risk.

Of the TTC's accounts receivable, \$21.3 million is past due (i.e. outstanding 30 days or more since the due date) and of this total, approximately 76% is due from government entities. The TTC deems all of these amounts as collectible.

Approximately 23.3% of the TTC's accounts receivable (December 31, 2020 – 27.3%) and 100% of subsidies receivable (December 31, 2020 – 100%), is due from the City of Toronto and its related entities. Impairment risk on this receivable is low since the TTC is controlled by the City.

The remaining 76.7% (December 31, 2020 – 72.7%) is comprised of:

- Federal government: 37.7% (December 31, 2020 – 33.8%)
- Provincial government: 28.3% (December 31, 2020 – 22.3%)
- Other government entities: 3.0% (December 31, 2020 – 8.9%)
- Non-government entities: 7.7% (December 31, 2020 – 7.7%)

Impairment risk on receivables from the Federal government is low as it is mainly comprised of HST receivable.

The TTC's best practice is to obtain an advance deposit or letter of credit when entering a significant agreement with a non-government entity further lowering overall credit risk. Also, past due receivables are routinely monitored and subject to collection action.

To assess and manage its exposure to credit risk, the TTC reviews and reports impairment balances annually. The TTC believes that its credit risk is low and there are no notable concentrations of risk.

Currency risk

Currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in currency or foreign exchange rates. The TTC has limited foreign currency risk with respect to its financial instruments as substantially all of the TTC's financial assets and financial liabilities are denominated in Canadian dollars. The TTC is exposed to some foreign currency risk as some contracts for the future purchase of supplies and capital assets are denominated in U.S. dollars. As of the consolidated statement of financial position date, the TTC has \$5.5 million in U.S. dollar financial liabilities (December 31, 2020 – \$2.9 million), which is offset by the TTC's U.S. dollar cash balance of \$6.4 million (December 31, 2020 – \$3.2 million). Therefore, the TTC's currency risk is low and there are no notable concentrations of risk.

Liquidity risk

Liquidity risk is the risk that the TTC will encounter difficulty in meeting obligations associated with its financial liabilities and other contractual obligations. The TTC's accounts payable and accrued liabilities amount to \$578.3 million (December 31, 2020 – \$491.9 million) and, excluding non-financial liabilities, \$325.3 million is due within one year or less (December 31, 2020 – \$263.6 million). The TTC has a combination of cash and cash equivalents and receivables from governments and government organizations, including the City of Toronto, as described above within the statement of credit risk, which will be sufficient to satisfy these liabilities. Construction holdbacks of \$30.2 million (December 31, 2020 – \$34.1 million) are also excluded from the \$325.3 million (December 31, 2020 – \$263.6 million) due within a year. These amounts are fully recoverable from the City of Toronto, as referred to in note 5, as TTC is eligible to receive related subsidy amounts upon release of the holdbacks. Therefore, the TTC's liquidity risk is low and there are no notable concentrations of risk.

Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The TTC's interest rate risk is low as the TTC does not hold debt and all portfolio investments have fixed interest rates (note 6) and are expected to be held to maturity.

Other price risk

The TTC is exposed to fuel price risk arising from fluctuations in fuel costs. To manage its exposure to fuel prices, the TTC enters into fuel swap contracts with financial institutions (note 7).

4. CASH AND CASH EQUIVALENTS

In connection with the City guarantee referred to in note 8, the Insurance Co., is required to maintain cash or securities available for payment of accident claims liabilities equal to one month's claims and operating expenses (all self-insured retention payments are processed through the TTC). The cash and cash equivalents amount restricted for this purpose is approximately \$1.7 million as at December 31, 2021 (December 31, 2020 – \$1.6 million).

5. SUBSIDIES RECEIVABLE

Subsidies from the City of Toronto consist of operating subsidies as described in note 14 and capital subsidies as described in note 15. Subsidies receivable as at December 31 comprise the following amounts, all of which are due from the City of Toronto:

\$000s	2021	2020
Subsidies to be collected within one year:		
Capital subsidy receivable	212,875	180,720
Operating subsidy receivable	230,592	226,832
Total subsidies to be collected within one year	443,467	407,552
Other recoverable amounts:		
Employee benefits	498,384	458,057
Accident claims expenses	27,024	34,870
Construction related	99,416	86,375
Future environmental costs (note 10)	26,091	19,661
Total other recoverable amounts	650,915	598,963
Total subsidies receivable	1,094,382	1,006,515

The amount related to non-cash employee benefits and accident claim expenses represents the delayed payment of operating subsidy for the non-cash portion of these expenses.

Subsidy receivable related to construction will be collected in the year the vendors are paid. Subsidy receivable for future environmental costs will be collected in the year in which the related work is performed.

6. PORTFOLIO INVESTMENTS

Portfolio investments as at December 31 consist of the following:

\$000s	2021	2020
Municipality of Metropolitan Toronto Bond (2.45%; February 6, 2025 maturity)	2,287	2,282
Total portfolio investments	2,287	2,282

At December 31, 2021, the fair value of the bond is \$2.4 million (December 31, 2020 – \$2.5 million).

7. FINANCIAL DERIVATIVES

The TTC's financial derivatives consist of heating fuel swaps with financial institutions which help manage the TTC's exposure to fluctuating fuel prices by setting a fixed price for a future purchase of a fixed quantity of fuel. Heating fuel swaps are used because they are an openly traded commodity that most closely relates to the diesel fuel consumed by the TTC. The TTC does not purchase or hold any derivative financial instrument for speculative purposes. Several derivative agreements were in place and used throughout the year and continue to exist as of December 31, 2021. Derivative instruments are required to be measured at fair value on the consolidated statement of financial position and changes in the fair value of the derivative instruments are recognized in the consolidated statement of remeasurement gains and losses. As of December 31, 2021, the accumulated remeasurement gains from these fuel swaps are \$1.2 million (December 31, 2020 – \$1.3 million of accumulated remeasurement losses). The fair value of these contracts is primarily derived using the quoted price of heating oil on the New York Mercantile Exchange (NYMEX) as of December 31, 2021. As of December 31, 2021, approximately 15.6% of anticipated diesel fuel requirement has been secured using the fuel swap agreements (December 31, 2020 – 18.6%) with a notional quantity of 3.0 million gallons to be settled by January 2023.

8. UNSETTLED ACCIDENT CLAIMS

The Insurance Co. was established in 1994 in order to provide insurance coverage for compulsory automobile personal injury and accident benefit claims for the TTC. At December 31, 2021, \$126.1 million (December 31, 2020 – \$133.5 million) of the unsettled accident claims liability is related to the Insurance Co.'s payable for all automobile claims incurred. This portion of the TTC's accident claim liability is guaranteed by the City. The TTC has purchased insurance from third-party insurers to cover tort claims in excess of \$5.0 million on any one accident. The remainder of the unsettled accident claims liability, \$12.8 million (December 31, 2020 – \$13.2 million), relates to general liability claims of \$15.8 million (December 31, 2020 – \$16.5 million), less \$3.0 million (December 31, 2020 – \$3.3 million) of expected HST rebates, related to automobile and general claims.

The ultimate cost of these liabilities will vary from the best estimate made by management for a variety of reasons including additional information with respect to the facts and circumstances of the claims incurred. The settlement of claims will occur over periods extending beyond one year. The liability includes a reserve established for each file as well as an incurred but not reported ("IBNR") provision to account for the fact that full information on case files may not be available at the valuation date, or losses have been incurred but are not yet reported. Therefore, the TTC relies upon historical information and statistical models to estimate the IBNR liability. The TTC also uses reported claims trends, claims severity, exposure growth and other factors in estimating its IBNR reserve. The time required to learn of and settle claims is an important consideration in establishing the TTC's reserves. The TTC revises these reserves as additional information becomes available.

This provision is discounted to take into account the time value of money and a provision for adverse deviation ("PFAD") is included as recommended by standard actuarial practice. Assumptions regarding the anticipated timing of future payments and an appropriate discount rate are made by management. As uncertainty exists with respect to the determination of these discounted estimates, an explicit PFAD is made for potential claims development. A PFAD is selected based on guidance developed by the Canadian Institute of Actuaries.

The following table summarizes the effects of the time value of money and PFAD on the liability for unpaid claims and claims adjustment costs.

Unpaid claims and claims adjustment costs	Undiscounted	Time value of money	Discounted (before PFAD)	PFAD	Discounted
\$000s					
As at December 31, 2021	132,135	(5,676)	126,459	12,400	138,859
As at December 31, 2020	135,873	(2,348)	133,525	13,180	146,705

As at December 31, 2021, the interest rate used to determine the time value of money was 1.28% and reflected the market yield (December 31, 2020 – 0.49%).

9. EMPLOYEE FUTURE BENEFITS

Description of benefit plans

The TTC has a number of benefit plans which provide employees with post-employment, post-retirement and pension benefits.

Post-employment benefit plans

Post-employment benefits are available to active employees in the form of long-term disability ("LTD") and workplace safety insurance ("WSI") plans. The LTD plan is self-insured by the TTC and is administered by an independent insurance carrier. As a Schedule 2 employer under the Ontario Workplace Safety and Insurance Act, the TTC fully finances its WSI costs.

For the post-employment benefit plans, the effective date of the most recent actuarial valuation was September 30, 2021. These valuations were used to project the accrued benefit obligations and costs for the current year end. The next actuarial valuation for the post-employment benefit plans is expected to be performed as at September 30, 2022.

Post-retirement, non-pension benefit plans

Post-retirement benefits, consisting of basic health care and dental coverage, are available to employees retiring from the TTC with at least ten years of service and with a pension from the TTC Pension plan. Dental benefits are limited to employees retiring on or after January 1, 2003.

For the post-retirement benefit plans, the effective date of the most recent actuarial valuation was January 1, 2021. This valuation was used to project the accrued benefit obligations and costs for the current year end. The next actuarial valuation for the post-retirement benefit plans is expected to be performed as at January 1, 2024.

Supplemental pension plans

The TTC and plan members participate in supplemental pension plans. These plans provide pension benefits which the TTC pension plan cannot provide because of the limits imposed by the Income Tax Act. These pension benefits automatically reflect changes that are made to the TTC Pension plan.

The funded supplemental pension plan has been accounted for as a defined benefit plan and the TTC has recognized 100% of the plan's pension expense, assets and obligation. The funded supplemental pension plan's assets consist of 61% (December 31, 2020 – 58%) cash and equity index pooled funds which are carried at market and 39% (December 31, 2020 – 42%) deposit in a Canada Revenue Agency non-interest bearing refundable tax account. The effective date of the most recent actuarial valuation for funding purposes was January 1, 2021. The next actuarial valuation for funding purposes is expected to be performed as at January 1, 2022. The effective date of the most recent valuation for accounting purposes was December 31, 2021.

TTC Pension Fund Society

The TTC participates in the TTC Pension Fund Society (TTCPFS), a defined benefit pension plan. In 2021, the TTCPFS rebranded and is now referred to as the TTC Pension Plan (TTCPP). The TTCPP is a separate legal entity and is governed by a Board of Directors consisting of 10 voting members, five of whom are appointed from the Toronto Transit Commission and five are appointed from the Amalgamated Transit Union Local 113 (ATU). Pursuant to the Sponsors Agreement between the ATU and the TTC, the TTCPP was registered as a Jointly Sponsored Pension Plan (JSPP) effective January 1, 2011.

The plan is accounted for as a joint defined benefit plan as the TTC and its employees jointly share the risks in the plan and share control of decisions related to the plan administration and to the level of benefits and contributions on an ongoing basis. The TTC is required to account for its portion of the plan (i.e. 50%) and has therefore, recognized 50% of the pension expense incurred during the year and 50% of the plan's assets and obligation.

Effective January 1, 2019, in lieu of the TTC paying the administrative expenses of the TTCPP directly, the TTC and the TTCPP agreed to have the TTC make a fixed contribution to the TTCPP each January. The fixed fee contribution will be adjusted annually based on the consumer price index. Along with this change, the former TTC employees of the TTCPP became employees of the TTCPP itself (as an employer). The contribution to administrative costs and the increase in the service cost have been reflected in the schedules below.

The plan covers substantially all employees of the TTC (and the TTCPP) who have completed six months of continuous service. Under the Plan, contributions are made by the plan members and matched by the TTC (or the TTCPP, as an employer). The contribution rates are set by the Board of Directors of the TTCPP, subject to the funding requirements determined in the actuarial report and subject to the limitations in the Sponsors Agreement between the ATU and the TTC.

The plan provides pensions to members, based on a formula that factors in the length of credited service and best four years of pensionable earnings up to a base year. A formula exists that sets a target for pensioner increases. The Board of Directors of the TTCPP makes decisions with respect to affordable pension formula updates, pension indexing and plan improvements based on the results of the most recent funding valuation and the priorities set out in the plan's by-laws and funding policy.

Effective January 1, 2021, the base year for the TTC pension plan and the funded supplemental pension plans was updated to December 31, 2020 (from December 31, 2019). In addition, the survivor benefit date was updated to January 1, 2021 (from January 1, 2020) and an ad hoc increase of up to 1.03% (December 31, 2020 – 1.96%) was granted to all pensioners. The TTC's share of the prior service cost of these plan amendments have been reflected in the Consolidated Statement of Operations and Accumulated Surplus.

The effective date of the most recent actuarial valuation for funding purposes for the TTC Pension Fund was January 1, 2021. The next required actuarial valuation for funding purposes will be performed as at January 1, 2024. The effective date of the most recent valuation for accounting purposes was December 31, 2021.

The continuity of the change in the employee benefit liabilities/(assets) including expenses recognized in 2021 is as follows:

\$000s	Post-Employment Plans	Post- Retirement Non-Pension Plans	Supplemental Pension Plans	Total employee benefit liabilities	TTC Pension Fund
Accrued benefit liability (asset) balance, beginning of the year	227,388	559,557	(2,808)	784,137	-
Current service cost	46,000	39,907	30	85,937	98,657
Interest cost	3,558	13,988	(108)	17,438	(32,282)
Amortization of actuarial losses/(gains)	3,783	6,672	337	10,792	(70,726)
Plan amendments	14,573	-	712	15,285	36,227
Change in valuation allowance	-	-	-	-	99,422
Total expenses	67,914	60,567	971	129,452	131,298
Benefits paid	(47,211)	(13,849)	(186)	(61,246)	-
Employer contributions	-	-	(1,768)	(1,768)	(131,298)
Accrued benefit liability (asset) balance, end of the year	248,091	606,275	(3,791)	850,575	-

¹TTC Pension Fund (\$70,726) included recognition of net unamortized gains of \$36,227 which were applied to the cost of the plan amendments.

The continuity of the change in the employee benefit liabilities/(asset) including expenses recognized in 2020 is as follows:

\$000s	Post-Employment Plans	Post- Retirement Non-Pension Plans	Supplemental Pension Plans	Total employee benefit liabilities	TTC Pension Fund
Accrued benefit liability (asset) balance, beginning of the year	227,391	519,648	(2,035)	745,004	(16,551)
Current service cost	41,041	31,819	89	72,949	93,268
Interest cost	4,700	15,727	275	20,702	(27,768)
Amortization of actuarial (gains)/losses:	(5,162)	3,982	229	(951)	(57,987)
Plan amendments	-	-	965	965	52,073
Change in valuation allowance	-	-	-	-	87,267
Total expenses	40,579	51,528	1,558	93,665	146,853
Benefits paid	(40,582)	(11,619)	(184)	(52,385)	-
Employer contributions	-	-	(2,147)	(2,147)	(130,302)
Accrued benefit liability (asset) balance, end of the year	227,388	559,557	(2,808)	784,137	-

¹TTC Pension Fund (\$57,987) included recognition of net unamortized gains of \$52,073 which were applied to the cost of the plan amendments.

The following table summarizes the employee future benefit costs included in the Consolidated Statement of Operations and Accumulated Surplus:

\$000s	2021	2020
Cost of TTC Pension Fund contributions	131,298	130,302
TTC Pension expense in excess of contributions	-	16,551
Net cost of TTC Pension Fund	131,298	146,853
Cost of other future employee benefits	129,452	93,665
Total cost of employee future benefits	260,750	240,518
Less: Costs allocated to capital assets	(34,168)	(29,116)
Total employee future benefit costs included in the Consolidated Statement of Operations and Accumulated Surplus	226,582	211,402

The following table summarizes how the employee future benefit costs are included in note 16, expenditure by object:

\$000s	2021	2020
Employee future benefit costs included in <i>Wages, salaries and benefits</i> (note 16)	226,582	194,851
Employee future benefit expense included in <i>Pension expense in excess of employer contributions</i> (note 16)	-	16,551
Total employee future benefit costs included in the Consolidated Statement of Operations and Accumulated Surplus	226,582	211,402

Reconciliation of funded status to the employee benefit liabilities and assets as at December 31, 2021 is as follows:

\$000s	Post-Employment Plans	Post- Retirement Non-Pension Plans	Supplemental Pension Plans	Total employee benefit liabilities	TTC Pension Fund
Fair value of plan assets	-	-	25,292	25,292	4,267,400
Accrued benefit obligations	318,231	620,353	21,612	960,196	3,052,033
Funded status – (deficit)/surplus	(318,231)	(620,353)	3,680	(934,904)	1,215,367
Unamortized losses/(gains)	70,140	14,078	111	84,329	(444,768)
Accrued benefit (liability)/asset	(248,091)	(606,275)	3,791	(850,575)	770,599
Valuation allowance	-	-	-	-	(770,599)
Employee benefit (liability)/asset	(248,091)	(606,275)	3,791	(850,575)	-

Reconciliation of funded status to the employee benefit liabilities and assets as at December 31, 2020 is as follows:

\$000s	Post-Employment Plans	Post- Retirement Non-Pension Plans	Supplemental Pension Plans	Total employee benefit liabilities	TTC Pension Fund
Fair value of plan assets	-	-	21,782	21,782	3,987,330
Accrued benefit obligations	289,135	677,458	20,753	987,346	3,304,351
Funded status – (deficit)/ surplus	(289,135)	(677,458)	1,029	(965,564)	682,979
Unamortized losses/(gains)	61,747	117,901	1,779	181,427	(11,802)
Accrued benefit (liability)/ asset	(227,388)	(559,557)	2,808	(784,137)	671,177
Valuation allowance	-	-	-	-	(671,177)
Employee benefit (liability)/asset	(227,388)	(559,557)	2,808	(784,137)	-

¹The TTC's portion of the assets in the TTC Pension Fund is carried at market value. As the TTC cannot withdraw the surplus to reduce its contributions, the expected benefit of a surplus is nil and, therefore, a valuation allowance of \$770.6 million (December 31, 2020 – \$671.2 million) is required to reduce the accrued benefit asset to either the value of the net unamortized actuarial losses (if any) or to the value of the fund surplus less net unamortized gains.

The continuity of the change in the accrued benefit obligation including costs recognized in 2021 is as follows:

\$000s	Post-Employment Plans	Post- Retirement Non-Pension Plans	Supplemental Pension Plans	Total employee benefit liabilities	TTC Pension Fund
Balance, beginning of the year	289,135	677,458	20,753	987,346	3,304,351
Current service cost	46,000	39,907	30	85,937	96,357
Interest cost	3,558	13,988	585	18,131	175,253
(Gain)/loss on the obligation	12,176	(97,151)	502	(84,473)	(362,596)
Employee contributions	-	-	132	132	-
Benefits paid	(47,211)	(13,849)	(1,102)	(62,162)	(197,559)
Plan amendments	14,573	-	712	15,285	36,227
Balance, end of the year	318,231	620,353	21,612	960,196	3,052,033

The continuity of the change in the accrued benefit obligation including costs recognized in 2020 is as follows:

\$000s	Post-Employment Plans	Post- Retirement Non-Pension Plans	Supplemental Pension Plans	Total employee benefit liabilities	TTC Pension Fund
Balance, beginning of the year	213,243	568,908	18,524	800,675	3,073,951
Current service cost	41,041	31,819	89	72,949	90,968
Interest cost	4,700	15,727	939	21,366	171,828
Loss on the obligation	70,733	72,623	1,096	144,452	101,213
Employee contributions	-	-	123	123	-
Benefits paid	(40,582)	(11,619)	(983)	(53,184)	(185,682)
Plan amendments	-	-	965	965	52,073
Balance, end of the year	289,135	677,458	20,753	987,346	3,304,351

The continuity of the plan assets for the funded pension plans in 2021 is as follows:

\$000s	Supplemental Pension Plan	TTC Pension Fund
Balance, beginning of the year	21,782	3,987,330
Employee contributions	132	-
Employer contributions	1,768	131,298
Expected return on plan assets	693	207,535
Excess on return on plan assets	1,833	141,096
TTC's portion of TTC Pension Fund administrative expenses	-	(2,300)
Benefits paid	(916)	(197,559)
Balance, end of the year	25,292	4,267,400

The continuity of the plan assets for the funded pension plans in 2020 is as follows:

\$000s	Supplemental Pension Plan	TTC Pension Fund
Balance, beginning of the year	19,363	3,657,861
Employee contributions	123	-
Employer contributions	2,147	130,302
Expected return on plan assets	664	199,596
Excess on return on plan assets	284	187,553
TTC's portion of TTC Pension Fund administrative expenses	-	(2,300)
Benefits paid	(799)	(185,682)
Balance, end of the year	21,782	3,987,330

Significant assumptions used in accounting for employee future benefits are as follows:

	2021	2020
Accrued benefit obligations as at December 31:		
Discount rate for post-employment plans	2.0% to 2.3%	1.20% to 1.50%
Discount rate for post-retirement, non-pension plans	2.70%	2.20%
Discount rate for supplemental pension plans	2.15% to 3.20%	1.45% to 3.25%
Discount rate for TTC Pension Fund	6.20%	5.25%
Rate of increase in earnings	1.25% to 3.25%	1.25% to 3.25%
Benefit costs for the years ended December 31:		
Discount rate for post-employment plans	1.20% to 1.50%	2.40% to 2.50%
Discount rate for post-retirement, non-pension plans	2.20%	2.80%
Discount rate for supplemental pension plans	1.45% to 3.25%	2.45% to 3.50%
Discount rate for TTC Pension Fund	5.25%	5.50%
Rate of increase in earnings	1.25% to 3.25%	2.50% to 3.25%
Expected rate of return on assets, supplemental pension plan	3.25%	3.50%
Actual rate of return on assets, supplemental pension plan	11.30%	4.70%
Expected rate of return on assets, TTC Pension Fund	5.25%	5.50%
Actual rate of return on assets, TTC Pension Fund	9.20%	11.00%

The TTC's annual rate of growth for post-retirement drug costs as of December 31, 2021 was estimated between 8.2% and 10.3%, depending on the member's age (down from a range of 8.3% to 10.4% as of December 31, 2020). These rates consist of a drug trend rate of 6.0% (down from 6.1% as of December 31, 2020), grading down linearly to 4.0% per annum in 2040 and aging factors that vary between 4.3% at age 50 to 2.2% at age 64. The annual rate of growth for post-retirement dental costs was estimated at 4.0% per annum (unchanged from December 31, 2020).

Total financial status of the TTC Pension Fund as at December 31 is as follows:

\$000s	2021	2020
Fair value of plan assets	8,534,800	7,974,660
Accrued benefit obligations	6,104,066	6,608,702
Funded status – surplus	2,430,734	1,365,958

10. ENVIRONMENTAL LIABILITIES

As an operator of diesel buses that are refueled on property and an enterprise that repairs and rebuilds buses and other rolling stock, the TTC and its subsidiaries are subject to various federal, provincial and municipal laws and regulations related to the environment. The TTC is also subject to health and safety legislation, including maintenance of facilities where asbestos has been applied. Environmental advisors and specialists are retained to support the TTC's investigative and remedial efforts.

The amount accrued represents the estimated costs of remediating, monitoring and containing known contamination, including airborne contamination on sites for which the TTC is responsible as well as noise abatement activities. The estimate of environmental liabilities is based on a number of factors, such as the site conditions, type of contaminants and the anticipated results of monitoring and therefore the actual costs may vary. The estimate varies based on the scope of work to be completed.

The estimated amounts of future costs are reviewed regularly, based on available information and governing legislation.

11. DEFERRED REVENUE

Deferred revenue as at December 31 consists of the following:

\$000s	2021	2020
Deferred passenger revenue	36,046	39,519
Deferred credits	9,657	9,170
Total	45,703	48,689

12. TANGIBLE CAPITAL ASSETS

The cost of tangible capital assets is as follows:

\$000s	Cost as at December 31, 2021				
	Beginning	Additions, net of transfers	Disposals	Write downs	Ending
Subways	4,547,201	222,621	-	-	4,769,822
Buildings and structures	4,471,446	147,251	(15,114) ¹	-	4,603,583
Rolling stock	3,381,048	54,875	-	-	3,435,923
Buses	2,190,112	61,702	(35,365)	-	2,216,449
Trackwork	2,242,079	47,472	-	-	2,289,551
Other equipment	1,277,721	154,445	(6,500)	-	1,425,666
Traction power distribution	765,581	39,320	-	-	804,901
Land	12,832	-	(886) ¹	-	11,946
Construction in progress	1,253,319	137,397	-	(1,725)	1,388,991
Total	20,141,339	865,083	(57,865)	(1,725)	20,946,832

\$000s	Cost as at December 31, 2020				
	Beginning	Additions, net of transfers	Disposals	Write downs	Ending
Subways	4,068,663	478,538	-	-	4,547,201
Buildings and structures	4,052,937	418,509	-	-	4,471,446
Rolling stock	3,309,188	82,001	(10,141)	-	3,381,048
Buses	2,138,117	108,944	(56,949)	-	2,190,112
Trackwork	2,148,979	93,100	-	-	2,242,079
Other equipment	1,259,888	73,054	(55,221)	-	1,277,721
Traction power distribution	707,223	58,358	-	-	765,581
Land	12,854	-	(22)	-	12,832
Construction in progress	1,743,752	(483,318)	-	(7,115)	1,253,319
Total	19,441,601	829,186	(122,333)	(7,115)	20,141,339

The accumulated amortization for tangible capital assets is:

\$000s	Accumulated amortization as at December 31, 2021				
	Beginning	Amortization	Disposals	Ending	
Subways	1,584,257	102,259	-	-	1,686,516
Buildings and structures	1,040,945	135,482	(15,114) ¹	-	1,161,313
Rolling stock	1,273,527	150,629	-	-	1,424,156
Buses	1,180,647	162,128	(35,365)	-	1,307,410
Trackwork	1,540,249	66,504	-	-	1,606,753
Other equipment	862,656	82,640	(6,500)	-	938,796
Traction power distribution	365,232	23,332	-	-	388,564
Total	7,847,513	722,974	(56,979)	-	8,513,508

\$000s	Accumulated amortization as at December 31, 2020			
	Beginning	Amortization	Disposals	Ending
Subways	1,498,127	86,130	-	1,584,257
Buildings and structures	917,155	123,790	-	1,040,945
Rolling stock	1,148,236	135,432	(10,141)	1,273,527
Buses	1,076,450	161,114	(56,917)	1,180,647
Trackwork	1,483,208	57,041	-	1,540,249
Other equipment	843,929	73,895	(55,168)	862,656
Traction power distribution	344,079	21,153	-	365,232
Total	7,311,184	658,555	(122,226)	7,847,513

¹ On June 16, 2021, the Board of the Toronto Coach Terminal Inc. approved the transfer of operational management of the Coach Terminal Properties ("the Properties") to the City. Effective July 8, 2021, the City took over management of the Properties which resulted in a tangible capital asset disposition of the related land and buildings as noted in the tables above.

Based on the above, net book value as at December 31 is:

\$000s	Net book value 2021	Net book value 2020
Subways	3,083,306	2,962,944
Buildings and structures	3,442,270	3,430,501
Rolling stock	2,011,767	2,107,521
Buses	909,039	1,009,465
Trackwork	682,798	701,830
Other equipment	486,870	415,065
Traction power distribution	416,337	400,349
Land	11,946	12,832
Construction in progress	1,388,991	1,253,319
Total	12,433,324	12,293,826

These costs include the capitalization of certain internal costs as described in note 2h.

13. ACCUMULATED OPERATING SURPLUS

Accumulated operating surplus as at December 31 consists of:

\$000s	2021	2020
Invested in tangible capital asset	12,317,686	12,178,936
Accumulated surplus from TTC Subsidiaries	4,118	245
Accumulated surplus generated through operating budget	14,141	14,141
Total	12,335,945	12,193,322

The amount reported in the table regarding tangible capital assets represents the net book value of capital assets that have been funded through past capital subsidy and contributions to capital from operating sources. The variance between this amount and the amount reported in note 12, i.e. \$115.6 million (2020 – \$114.9 million) primarily represents the net book value of capital assets that have been internally funded by the TTC.

14. OPERATING SUBSIDIES

The City of Toronto is responsible for providing TTC operating funding and operating subsidy revenue is recognized to the extent that net operating costs are incurred. The sources of operating subsidies for the year ended December 31 are as follows:

\$000s		Conventional	Wheel-Trans	2021 Total	2020 Total
- City of Toronto		553,878	97,664	651,542	717,574
- Safe Restart Agreement - Transit Stream		796,400	-	796,400	590,190
- Provincial Gas Tax (note 15b)		91,600	-	91,600	91,600
Total operating subsidies		1,441,878	97,664	1,539,542	1,399,364

Safe Restart Agreement – Transit Stream ("SRA"), is jointly funded by the Provincial and Federal governments and was initially announced in August 2020, with top-up funding announced in March 2021. The SRA has provided up to \$2.15 billion in emergency assistance to support Ontario municipal transit systems from April 1, 2020 and up to December 31, 2021. Of this total, TTC via the City of Toronto has received \$796.4 million for 2021 and \$590.2 million for 2020, for a total of \$1.386 billion to address financial pressures resulting from reduced revenue and new expenses due to COVID-19 for 2020 and 2021.

As part of the City's annual budget process \$91.6 million (2020 – \$91.6 million) of the TTC's Conventional operating budget is ultimately sourced from the Provincial Gas Tax (see note 15b).

Total operating funding received from the City excludes certain future non-recoverable amounts and includes other adjustments related to City reserve contributions as well as City special costs, as outlined in the following table.

Operating subsidies		Conventional	Wheel-Trans	2021 Total	2020 Total
\$000s					
Operating subsidies (see above)		1,441,878	97,664	1,539,542	1,399,364
City special costs		123	-	123	3,149
Future recoverable amounts (note 5)					
Reduction/(Increase) in accident claims		7,297	549	7,846	(5,732)
Increase in post-retirement benefit liabilities		(38,753)	(1,574)	(40,327)	(34,741)
		1,410,545	96,639	1,507,184	1,362,040
Net contributions to (note 18)					
TTC Stabilization Reserve Fund		75,063	18,245	93,308	-
Long Term Liability Reserve Fund		3,081	179	3,260	-
Total operating funding received through the City		1,488,689	115,063	1,603,752	1,362,040

¹ The planned 2020 contribution to the TTC Land Acquisition Reserve was redirected by City Council to the City Land Acquisition Reserve instead.

City special costs represent subsidies reflected in the City's budget that are not included in the TTC's operating subsidy but relate to the TTC. They include costs associated with certain subsidized passengers, rents and taxes on commuter parking lots and revenues and expenses associated with a property held by the City for the jurisdictional use of the TTC.

The future recoverable amounts reflect the delayed payment of operating subsidy for the non-cash portion of certain employee future benefits and accident claims (note 5).

For details related to the contributions to and draws from the reserve funds, see note 18, City of Toronto Reserves and Reserve Funds.

15. CAPITAL SUBSIDIES

Capital subsidies for the year ended December 31 are as follows:

\$000s	2021	2020
Source of capital subsidies:		
- City of Toronto	522,290	502,524
- Province of Ontario	123,759	81,017
- Federal Government of Canada	203,445	230,029
- Other	6,207	978
Total capital subsidies	855,701	814,548

a. City of Toronto

The City is responsible for ensuring full funding of the TTC's capital program. In accordance with the Municipal Act, any funding for the TTC's capital program from other governments flows through the City. As such, the TTC has claimed from the City a total 2021 capital subsidy of \$849.5 million (2020 – \$813.6 million). Amounts claimed from the City do not include a \$3.8 million expenditure (December 31, 2020 – \$1.7 million) for property purchased in the year and owned by the City, but for the jurisdictional use of the TTC.

The following disclosures regarding subsidy claims from the Provincial and Federal governments are based on the City's and the TTC's understanding of the various agreements and commitments.

Toronto-York Spadina Extension Project

The City acts as the bank for the Toronto-York Spadina Subway Extension ("TYSSE") project, under a joint funding relationship with the Province through the Move Ontario Trust ("MOT"), the Federal Government under the Building Canada Funding program and the municipalities of the City of Toronto and the Region of York. In 2021, \$15.6 million (December 31, 2020 – \$40.0 million) was recognized as subsidy with respect to this project and the amount is presented in the above table as a City of Toronto subsidy. It is expected that the City will recover these funds from the project's funding partners.

The Province approved funding of \$870 million (March 2006 and January 2008) for the TYSSE into York Region with a project cost of \$2.6 billion and this funding was deposited in the MOT. On March 6, 2007, the Federal Government announced that it would contribute funding for the TYSSE into York Region with the amount capped at \$697 million for the project.

The TTC incurs project expenditures and then submits a capital billing for the full project cost to the City. Each month the Executive Task Force, which is the joint Toronto/York governing body, submits a funding request to each of the MOT and the municipalities (City of Toronto and Region of York) to claim for each party's appropriate share of project funding.

b. Province of Ontario

Capital subsidies claimed under the various provincial programs for the year ended December 31 are as follows:

\$000s	2021	2020
Source of capital subsidies:		
- Provincial Gas Tax (PGT)	93,395	-
- Streetcar Program	26,560	-
- LRV Car Project	3,804	7,720
- Canada Strategic Infrastructure (CSIF) Reserve (note 18)	-	15,636
- MoveOntario 2020 Reserve Fund (Quickwins) (note 18)	-	57,661
Total provincial capital subsidies	123,759	81,017

Provincial Gas Tax (PGT)

In October 2004, the Province introduced gas tax funding to municipalities for public transit. Commencing at 1¢/litre, the funding is based on a province-wide 70% ridership and 30% population allocation base, updated annually. The funding rate increased to 1.5¢/litre, effective October 2005, and then to 2¢/litre, effective October 2006. For 2021, the City directed \$91.6 million (December 31, 2020 – \$91.6 million) toward the TTC's operating needs (note 14). Another \$93.4 million was used to support the acquisition of TTC Capital assets. In 2020, the balance, including use of unallocated reserve funds from prior years of \$114.3 million, was used by the City to fund transit related debt servicing costs and is therefore not reflected in TTC Capital Subsidy revenue.

LRV Car Project

On June 19, 2009, the Province confirmed that it would provide one-third funding for the 204 LRV Car Project (up to \$417 million) and this funding flows on the basis of contract milestone payments. A Transfer Payment Agreement between the Province, City of Toronto and the TTC was signed in January 2013. Funding of \$352.2 million (December 31, 2020 – \$348.4 million) has been recognized against the project to date including \$3.8 million for 2021 (December 31, 2020 – \$7.7 million).

Streetcar Program

On May 12, 2021, the provincial government announced a \$180 million contribution towards the total estimated cost of \$568 million for the TTC Streetcar Program, which includes the procurement of 60 new streetcars and supporting infrastructure required at Hillcrest Facility. To date, provincial funding for the eligible expenditures incurred amounts to \$26.6 million and has been recognized in 2021 (December 31, 2020 - \$nil).

c. Federal Government of Canada

Capital subsidies claimed under the various federal programs for the year ended December 31 are as follows:

\$000s	2021	2020
Source of capital subsidies:		
- Canada Community-Based Fund	174,135	166,564
- Streetcar Program	26,560	-
- Public Transit Infrastructure Fund (PTIF)	2,750	63,465
Total federal capital subsidies	203,445	230,029

Canada Community-Building Fund (Formerly Federal Gas Tax)

In June 2005, a joint announcement by the Federal, Provincial, and City of Toronto governments and the Association of Municipalities of Ontario was made in connection with the signing of two federal gas tax funding agreements under the "New Deal for Cities and Communities". The gas tax funding is allocated on a per capita basis for environmentally sustainable municipal infrastructure, growing from 2.5¢/litre in 2008 to 5¢/litre in 2009. In 2008, the Federal government announced that gas tax funding had been made a permanent measure. In 2014, a new and permanent agreement for the 10-year period 2014-2023 was signed and 2014–2019 allocations are based on the updated 2011 Census population, with allocations from 2020–2024 based on 2016 Census data. As of June 2021, the Federal Gas Tax Fund has been renamed the Canada Community-Building Fund (CCBF) to better reflect the program's evolution over time and will not alter or modify the objectives or requirements of the program. Ontario's allocation of this funding to municipalities is based on population and the City received \$174.1 million in 2021 (December 31, 2020 – \$166.6 million) under this program. This amount was allocated to the TTC.

Streetcar Program

On May 12, 2021, the federal government announced that it would provide up to 43% of the total eligible costs, to a maximum contribution of \$180 million, to the TTC Streetcar Program, which includes the procurement of 60 new streetcars and supporting infrastructure required at Hillcrest Facility. To date, federal funding for the eligible expenditures incurred amounts to \$26.6 million and has been recognized in 2021 (December 31, 2020 - \$nil).

Public Transit Infrastructure Fund (PTIF)

In March 2016, the federal government announced an investment of \$11.9 billion in transit infrastructure across Canada over five years to upgrade and improve public transit systems. Phase I of the PTIF, commits approximately \$3.4 billion across Canada to be distributed based on a nation-wide 70% ridership and 30% population allocation base. The total Phase I Federal PTIF allocation announced for the City of Toronto was \$1.712 billion of which funding will be split equally (50%/50%) between the Federal government and the City of Toronto. The TTC was allocated \$1.363 billion (\$681 million federal PTIF share). Through revisions to the TTC/City's PTIF project lists in 2018, the TTC's PTIF funding allocation was increased to \$1.619 billion (\$784 million PTIF Federal share). To date, federal funding for the eligible expenditures incurred amounts to \$765.1 million (December 31, 2020 – \$762.3 million), of which \$2.8 million has been recognized in 2021 (December 31, 2020 – \$63.5 million).

d. Other

Other funding of \$6.2 million (December 31, 2020 – \$1.0 million) includes specific purpose third-party agreements.

16. EXPENSES BY OBJECT

Expenses by object for the year ended December 31 comprise the following:

\$000s	2021	2020
Wages, salaries and benefits	1,534,119	1,468,463
Materials, services and supplies	331,151	325,008
Vehicle fuel	73,457	65,297
Electric traction power	47,678	53,340
Utilities	25,545	28,296
Accident claims and insurance	14,802	25,583
Amortization (operating budget)	23,411	24,309
Amortization (assets funded through capital)	699,563	634,246
Wheel-Trans contract services	23,812	27,406
Pension expense in excess of employer contributions	-	16,551
Total expenses	2,773,538	2,668,499

17. BUDGET DATA

Budget data presented in these consolidated financial statements is based upon the 2021 operating and capital budgets approved by the TTC Board ("the Board") and the Board of the Toronto Coach Terminal Incorporated. The 2021 operating and capital budget was approved by the Board on December 21, 2020. Amendments to the 2021 capital budget was subsequently approved by the Board on May 25, 2021. The Board of the Toronto Coach Terminal Inc. approved the 2021 budget on February 10, 2021. Adjustments are required to provide comparative budget values for the year-end actual results based on an accrual basis of accounting. The chart below reconciles the approved budget with the budget figures as presented in these consolidated financial statements.

\$000s	Conventional	Wheel-Trans	Other	Total
Total expenses, per approved current year budget	2,025,412	118,566	192	2,144,170
Other recoverable expenses	49,012	1,885	-	50,897
Amortization of previously subsidized assets	690,911	8,652	-	699,563
Total budgeted expenses per consolidated financial statements	2,765,335	129,103	192	2,894,630

Other recoverable expenses are certain non-cash employee benefits and accident claim expenses that will be funded in the future (see note 5).

18. CITY OF TORONTO RESERVES AND RESERVE FUNDS

In its accounts, the City maintains interest bearing Reserve Funds, and non-interest bearing Reserves comprised of funds set aside by City Council for specific purposes. Included in these Reserves and Reserve Funds are amounts which the City has received from the Province, which are earmarked for TTC projects. Contributions to and draws from these Reserves and Reserve Funds are made by the TTC, or the City, upon approval by City Council. In order for the TTC to draw on these Reserves and Reserve Funds, they are required to incur the related expenditures. In 2021, the average interest rate applicable to Reserve Funds was approximately 0.3% (December 31, 2020 – 1.3%).

The balances and transactions related to the Reserves and Reserve Funds are presented in the following two tables.

Reserves and Reserve Funds originating from TTC operating surpluses or operating subsidies

\$000s	Stabilization Reserve	Land Acquisition	Long Term Liability	2021 Total	2020 Total
Balance, beginning of the year	6,600	694	32,486	39,780	39,254
Net contributions/(draws)	93,308	-	3,260	96,568	-
Interest earned	-	39	68	107	526
Balance, end of the year	99,908	733	35,814	136,455	39,780

¹ The planned 2020 contribution to the TTC Land Acquisition Reserve was redirected by City Council to the City Land Acquisition Reserve instead.

Stabilization Reserve

The Stabilization Reserve was created to stabilize the funding of TTC's operating expenditures over time. Any operating deficits, to the limit of the reserve balance and after approval from City Council, may be covered by a draw from this reserve. In 2021 and 2020, no amount was withdrawn for this purpose.

In July 2021, City Council approved a 2020 contribution to TTC's stabilization reserve with a recommended corresponding draw in 2021. A total of \$57.0 million was contributed and withdrawn in 2021 for this purpose, resulting in a net impact of \$nil.

In 2021, City Council authorized a special contribution to the TTC Stabilization Reserve Fund equal to the proceeds received from the settlement with Metrolinx to provide a funding source for Light Rail Transit construction disruption service. In addition, in 2021 City Council also provided authority to allocate any projected savings from TTC Conventional and TTC Wheel-Trans combined net underspending to the TTC Stabilization reserve to offset continued COVID-19 transit impacts expected in 2022. The combined amount contributed in 2021 related to these two authorities was \$93.3 million.

Land Acquisition Reserve Fund

The Land Acquisition Reserve Fund was created to fund future land acquisitions by the City for the TTC's use. No draws or contributions were made in 2021 and 2020.

Long Term Liability Reserve Fund

The Long Term Liability Reserve Fund was created in 2014 to ensure funding for the TTC's long-term liability for unsettled accident claims.

Through the approved budget in 2021, City Council authorized a contribution of up to \$17.7 million (December 31, 2020 – \$18.8 million) and a draw equal to the amount contributed from the Long Term Liability Reserve Fund, to support actual accident claim payments at the time of the settlement. An amount of \$17.7 million was contributed and \$14.4 million withdrawn, resulting in a net contribution of \$3.3 million (December 31, 2020 – net \$nil).

Reserve Funds for transit capital funding originating through the Province of Ontario

\$000s	PGT	CSIF	Quickwins	2021 Total	2020 Total
Balance, beginning of the year	-	769	1,865	2,634	96,214
Provincial contributions	185,155	-	-	185,155	184,291
Draws	(184,995)	-	-	(184,995)	(279,215)
Interest earned	12	6	19	37	1,344
Balance, end of the year	172	775	1,884	2,831	2,634

PGT

Of the \$185.2 million (December 31, 2020 – \$184.3 million) in Provincial Gas Tax available, the City has directed \$91.6 million for 2021 (2020 – \$91.6 million) toward the TTC's operating needs (note 14). In 2021, \$93.4 million (December 31, 2020 – \$nil) was used to support the acquisition of TTC Capital assets. In 2020, the balance, including use of unallocated reserve funds from prior years of \$114.3 million, was used by the City to fund transit related debt servicing costs and is therefore was not reflected in TTC Capital Subsidy revenue. There is an amount of \$0.2 million remaining in the reserve fund.

Canada Strategic Infrastructure Reserve Fund (CSIF)

\$303.3 million was received from the CSIF program to fund the TTC's strategic capital projects. Over the life of the program, \$304.4 million has been applied to various projects. In 2021, there were no funds withdrawn from this reserve fund (note 15) and \$15.6 was withdrawn in 2020. There is an amount of \$0.8 million remaining in the reserve fund.

MoveOntario 2020 Reserve Fund (Quickwins)

Provincial payments totalling \$452.5 million were received in March 2008 in support of the Metrolinx approved Quick Wins projects. Of the total payment received, plus accumulated interest of \$24.1 million, \$474.8 million has been applied to accumulated funding recognized by the TTC to date for capital expenditures, no funding was applied in 2021 (note 15) and \$57.7 million was drawn from the reserve fund in 2020. There is an amount of \$1.9 million remaining in the reserve fund.

19. COMMITMENTS AND CONTINGENCIES

- a. In the normal course of its operations, labour relations and completion of capital projects, the TTC and its subsidiaries are subject to various arbitrations, litigations and claims. Where the potential liability is determinable, management believes that the ultimate disposition of the matters will not materially exceed the amounts recorded in the accounts. In other cases, the ultimate outcome of the claims cannot be determined at this time. Any additional losses related to claims will be recorded in the period during which the liability is determinable. Amounts recorded in the accounts have not been disclosed in the consolidated financial statements as disclosure may adversely impact the outcome. Management's estimate is based on an analysis of specific claims and historical experience with similar claims.
- b. The TTC has contracts for the construction and implementation of various capital projects. As at December 31, 2021, these contractual commitments total approximately \$415.3 million (December 31, 2020 – \$445.1 million) for significant programs such as, but not limited to, the Toronto Rocket/T1 Rail Yard Accommodation, Fire Ventilation Upgrade & Second Exits, Easier Access Phase III, Roofing Rehabilitation, Bus Hoists, TYSSE, Automated Train Control and Turnstile Replacement.
- c. In April 2009, the Board approved the design and supply of 204 light rail vehicles (LRV). In June 2009, the contract was awarded to Bombardier Transportation Canada Inc. In March 2021, and May 2021, an additional 60 LRV's were added to the contract bringing the total delivery requirement to 264 vehicles. As of December 31, 2021, the contract value is in total \$1,622.1 million with 204 LRV's delivered to the TTC, costs incurred to date \$1,260.9 million, and the outstanding commitment is \$361.2 million.
- d. In June 2020 and May 2021 Creative Carriage Ltd. was awarded contracts for the purchase of 111 low floor Wheel-Trans mini buses. As of December 31, 2021, the contract value for Creative Carriage Ltd. totals \$34.3 million with 2 buses delivered to the TTC. Costs incurred to date total \$0.5 million and the outstanding commitment is \$33.8 million.

- e. On November 13, 2017, the Board approved the TTC's recommendation to exercise green technology contract options for the procurement of 30 battery electric buses. In 2018, contracts were awarded to New Flyer Industries and BYD Canada for 30 buses in total. In March 2019, Proterra Inc. was awarded the contract for the purchase of 20 buses, and in 2019, an additional 10 buses were added to the New Flyer and Proterra contracts, increasing total bus requirement to 60 buses. As of December 31, 2021, the contract values totalled \$88.2 million with a delivery of 60 buses. The costs incurred to date total \$87.8 million, the outstanding commitment is \$0.4 million, and it is expected to be extinguished in 2022.
- f. In August 2006, the Board approved purchasing 234 subway cars or 39 trainsets from Bombardier Transportation Canada Inc. and the contract was awarded on December 21, 2006. Additional trainset purchases were approved by the Board in May 2010 and March 2014, and in June 2015, the Board authorized modification of four 6-car trainsets into six 4-car trainsets to support the conversion to ATC, bringing the total delivery requirement to 82 trainsets. As of December 31, 2021, the contract value is in total \$1,481.0 million with 82 trainsets delivered to the TTC. Costs incurred to date are \$1,478.7 million and the outstanding commitment is \$2.3 million.
- g. The TTC could be exposed to significant or material contractual cancellation penalties if any of its commenced capital projects do not continue as planned.
- h. The TTC entered into a revolving credit facility agreement with a Canadian chartered bank. Under this agreement, the TTC has issued a standby letter of credit to be used to support its bus electrification project in the amount of \$1.2 million (2020 - \$1.2 million). The amount drawn of this letter of credit as at December 31, 2021 was \$nil (2020 - \$nil).
- i. In consideration for services associated with the PRESTO fare payment system, TTC is obligated to pay a commission fee equivalent to 5.25%, inclusive of HST, of the gross receipts of passenger revenue received through the PRESTO system until 2027.
- j. The TTC leases certain premises under operating lease agreements. The approximate future minimum annual lease payments are as follows:

	\$000s
2022	22,682
2023	20,047
2024	18,837
2025	17,103
2026	12,549
Thereafter	<u>89,493</u>
Total	<u>180,711</u>

20. PANDEMIC RESPONSE

On March 11, 2020, the World Health Organization characterized the outbreak of a strain of the novel coronavirus ("COVID-19") as a pandemic, which has resulted in governments worldwide enacting emergency measures to control the spread of the virus. Due to the COVID-19 pandemic, the TTC experienced a significant decline in ridership which had a material impact on passenger revenues since March 2020. To date management partially mitigated the financial impact through cost containment measures. As disclosed in note 14, in 2021, \$796.4 million (December 31, 2020 - \$590.2 million) in SRA funding from upper levels of government was applied to offset the net financial impact of COVID-19.

The duration and impact of COVID-19 remains unknown at this time and it is therefore not possible to reliably estimate the future period impact on the consolidated financial statements.

21. COMPARATIVE INFORMATION

The comparative consolidated financial statements have been regrouped from statements previously presented to conform with the presentation adopted in 2021.

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Appendix 1: Consolidation Schedule as at and for the Year ended December 31, 2021

\$000s

	TORONTO TRANSIT COMMISSION (TTC)	WHEEL-TRANS (WT)	TORONTO COACH TERMINAL INC. (Consolidated)
Statement of Financial Position			
Financial assets			
Cash and cash equivalents	195,086	-	5,145
Subsidies receivable	1,094,382	-	-
Accounts receivable	69,154	-	4,200
Investment in subsidiary	5,201	-	-
Portfolio investments	2,287	-	-
Derivative assets	1,212	-	-
Indemnity receivable from the TTC	-	-	126,048
Total financial assets	1,367,322	-	135,393
Liabilities			
Accounts payable and accrued liabilities	574,972	-	116
Deferred revenue	45,703	-	-
Employee future benefits	850,575	-	-
Unsettled accident claims	138,859	-	126,048
Environmental liabilities	30,360	-	-
Due to parent	-	-	4,201
Intercompany AR/AP	3,187	-	(2)
Derivative liabilities	-	-	-
Total liabilities	1,643,656	-	130,363
Net debt	(276,334)	-	5,030
Non-financial assets			
Tangible capital assets	12,433,324	-	-
Spare parts and supplies inventory	151,543	-	-
Prepaid expense	24,506	-	-
Total non-financial assets	12,609,373	-	-
Capital Stock	-	-	1,000
Accumulated surplus	12,333,039	-	4,030
Statement of Operations			
Operating revenue			
Passenger services	452,741	3,489	-
Advertising	13,080	-	-
Outside city services	7,601	-	-
Property rental	11,919	-	723
Miscellaneous	28,051	-	3,370
Total operating revenue	513,392	3,489	4,093
Subsidies			
Operating subsidies	1,441,878	97,664	-
Capital subsidies	855,701	-	-
Total subsidy revenue	2,297,579	97,664	-
Expenses			
Wages, salaries and benefits	1,474,289	59,976	5
Materials, services and supplies	316,999	14,001	79
Vehicle fuel	70,830	2,627	-
Electric traction power	47,678	-	-
Utilities	24,778	767	-
Accident claims	14,809	(30)	-
Amortization (operating budget)	23,275	-	136
Amortization (assets funded through capital)	690,911	8,652	-
Wheel-Trans contract services	-	23,812	-
Pension expense/(income)	-	-	-
Total expenses	2,663,569	109,805	220
Surplus (deficit) for the year	147,402	(8,652)	3,873
Wheel-Trans Deficit due to Amortization (assets funded through capital)	(8,652)	8,652	-
Accumulated operating surplus, beginning of the year	12,193,077	-	157
Accumulated operating surplus, end of the year	12,331,827	-	4,030
Accumulated remeasurement (losses)/gains , beginning balance	(1,290)	-	-
Unrealized gains/(losses) in the current year	3,650	-	-
Amount reclassified to Statement of Operations	(1,148)	-	-
Accumulated remeasurement gains/ (losses) , ending balance	1,212	-	-
Accumulated surplus is comprised of:			
Accumulated operating surplus	12,331,827	-	4,030
Accumulated remeasurement gains/ (losses)	1,212	-	-
Accumulated surplus	12,333,039	-	4,030
Not on TTC financial statements			
Operating subsidy from the City (as above)	1,441,878	97,664	-
Operating subsidy - long term receivable for accident claims	7,297	549	-
Operating subsidy - long term receivable for employee future benefits	(38,753)	(1,574)	-
City special costs	123	-	-
Contribution to the City's TTC stabilization fund	75,063	18,245	-
Net contribution to the City's TTC long-term liability fund	3,081	179	-
Total city operating subsidy current	1,488,689	115,063	-

TTC SICK BENEFIT ASSOCIATION (SBA)	TOTAL BEFORE INTERCOMPANY ELIMINATIONS	INTERCOMPANY ELIMINATIONS	CONSOLIDATED FINANCIAL STATEMENTS
67	200,298	-	200,298
-	1,094,382	-	1,094,382
-	73,354	-	73,354
-	5,201	(5,201)	-
-	2,287	-	2,287
-	1,212	-	1,212
-	126,048	(126,048)	-
67	1,502,782	(131,249)	1,371,533
3,164	578,252	-	578,252
-	45,703	-	45,703
-	850,575	-	850,575
-	264,907	(126,048)	138,859
-	30,360	-	30,360
-	4,201	(4,201)	-
(3,185)	-	-	-
(21)	1,773,998	(130,249)	1,643,749
88	(271,216)	(1,000)	(272,216)
-	12,433,324	-	12,433,324
-	151,543	-	151,543
-	24,506	-	24,506
-	12,609,373	-	12,609,373
-	1,000	(1,000)	-
88	12,337,157	-	12,337,157
-	456,230	-	456,230
-	13,080	-	13,080
-	7,601	-	7,601
-	12,642	-	12,642
151	31,572	(207)	31,365
151	521,125	(207)	520,918
-	1,539,542	-	1,539,542
-	855,701	-	855,701
-	2,395,243	-	2,395,243
-	1,534,270	(151)	1,534,119
151	331,230	(79)	331,151
-	73,457	-	73,457
-	47,678	-	47,678
-	25,545	-	25,545
-	14,779	23	14,802
-	23,411	-	23,411
-	699,563	-	699,563
-	23,812	-	23,812
-	-	-	-
151	2,773,745	(207)	2,773,538
-	142,623	-	142,623
-	-	-	-
88	12,193,322	-	12,193,322
88	12,335,945	-	12,335,945
-	(1,290)	-	(1,290)
-	3,650	-	3,650
-	(1,148)	-	(1,148)
-	1,212	-	1,212
88	12,335,945	-	12,335,945
	1,212	-	1,212
88	12,337,157	-	12,337,157
-	1,539,542	-	-
-	7,846	-	-
-	(40,327)	-	-
-	123	-	-
-	93,308	-	-
-	3,260	-	-
-	1,603,752	-	-



TTC opened its ninth bus garage,
McNicoll Division, on March 28, 2021.

Supplementary Schedules (Unaudited)

Year ended December 31, 2021

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

	2021 ¹¹	2020 ¹¹	2019
OPERATING STATISTICS (regular service inside City)			
Revenue Passenger Trips (Millions)	197.8	225.0	525.5
Basic Adult Token/PRESTO Fare (at December 31) (\$)	3.20	3.20	3.10
Average Number of Employees	14,877	14,843	15,251
Hourly Base Wage Rate & Benefits per Operator (\$)	59.56	57.14	53.50
Kilometres Operated (Millions)			
Bus	136.6	131.5	145.1
Subway Car	75.9	85.0	93.5
Streetcar	8.9	9.9	11.9
Scarborough RT	3.6	3.3	3.5
Total Kilometres Operated	225.0	229.7	254.0
OPERATING REVENUE STATISTICS			
Operating Revenue - including property rental, etc. (\$ Millions)	513.4	583.7	1,253.9
Operating Revenue per Passenger Trip (\$)	2.60	2.59	2.39
Operating Revenue per Kilometre (\$)	2.28	2.54	4.94
OPERATING EXPENSE STATISTICS¹			
Operating Expenses (\$ Millions)	1,956.1	1,884.2	1,918.2
Operating Expense per Passenger Trip (\$)	9.89	8.37	3.65
Operating Expense per Kilometre (\$)	8.69	8.20	7.55
OPERATING SUBSIDY STATISTICS			
Operating Subsidy (\$ Millions)	1,441.9 ¹⁰	1,296.4 ⁹	661.3 ⁸
Operating Subsidy per Passenger Trip (\$)	7.29	5.78	1.26
Operating Subsidy per Kilometre (\$)	6.41	5.66	2.62
REVENUE/COST RATIO	26.2%	31.0%	65.4%
PASSENGER VEHICLE FLEET			
(Conventional & Wheel-Trans, owned and in service December 31)			
Buses	2,071	2,114	2,096
Subway Cars	848	848	848
Streetcars (CLRV & ALRV)	0	0	0
Streetcars (LFLRV)	204	204	198
Scarborough RT Cars	28	28	28
Wheel-Trans Buses	250	256	266
Total Vehicle Fleet	3,401	3,450	3,436

2018	2017	2016	2015	2014	2013	2012
521.4	533.2	538.1	537.6	534.8	525.2	514.0
3.00	3.00	2.90	2.80	2.70	2.65	2.60
14,812	14,389	14,095	13,651	13,209	12,920	12,739
51.65	51.68	50.81	50.33	49.01	47.94	47.35
143.2	142.0	138.6	131.6	131.3	129.6	125.0
92.6	82.9	83.0	82.2	80.8	79.3	78.6
11.4	11.5	13.1	13.9	12.8	12.5	12.6
3.4	3.4	3.5	3.4	3.5	3.5	3.1
250.6	239.8	238.2	231.1	228.4	224.9	219.3
1,226.2	1,234.5	1,196.3	1,179.1	1,157.5	1,120.2	1,087.3
2.35	2.32	2.22	2.19	2.16	2.13	2.11
4.89	5.15	5.02	5.10	5.07	4.98	4.96
1,803.1	1,696.2	1,712.6	1,695.7	1,589.5	1,491.7	1,472.4
3.46	3.18	3.18	3.15	2.97	2.84	2.86
7.20	7.07	7.19	7.34	6.96	6.63	6.71
576.9 ⁷	461.8 ⁶	516.3 ⁵	516.6 ⁴	432.0 ³	371.5 ²	385.1 ¹
1.11	0.86	0.96	0.96	0.81	0.71	0.75
2.30	1.92	2.17	2.24	1.89	1.65	1.76
68.0%	72.8%	69.9%	69.5%	72.8%	75.1%	73.8%
2,010	1,920	1,926	1,861	1,869	1,851	1,857
848	848	840	796	724	704	708
128	184	219	235	247	247	247
117	57	30	13	3	0	0
28	28	28	28	28	28	28
263	212	199	205	221	221	246
3,394	3,249	3,242	3,138	3,092	3,051	3,086

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

1. In 2012, the total subsidy paid by the City was \$278.4 million, consisting of \$293.5 million for the operating subsidy, \$3.5 million for the City special costs, less \$18.6 million long-term payable (employee benefits of \$23.3 million less accident claims of \$4.7 million). The City allocated \$91.6 million of Provincial subsidy to the operating budget.
2. In 2013, the total subsidy paid by the City was \$273.4 million, consisting of \$279.9 million for the operating subsidy, \$3.6 million for the City special costs, \$13.1 million for accident claims and less a \$23.2 million long-term payable for employee benefits. The City allocated \$91.6 million of Provincial subsidy to the operating budget.
3. In 2014, the total subsidy paid by the City was \$301.4 million, consisting of \$340.4 million for the operating subsidy, \$3.6 million for the City special costs, less \$42.6 million long-term payable (employee benefits of \$29.8 million less accident claims of \$12.8 million). The City allocated \$91.6 million of Provincial subsidy to the operating budget.
4. In 2015, the total subsidy paid by the City was \$373.8 million, consisting of \$427.0 million for the operating subsidy, \$19.2 million for capital from current, \$3.6 million for the City special costs, less \$26.6 million long-term payable for accident claims and \$40.1 million long-term payable for employee benefits, less \$9.0 million draw from the TTC Stabilization Reserve Fund and \$0.3 million draw from the City Tax Rate Stabilization Reserve. The \$427.0 million for operating subsidy includes \$2.0 million in funding for the Wheel-Trans deficit. The City allocated \$91.6 million of Provincial subsidy to the operating budget.
5. In 2016, the total subsidy paid by the City was \$396.0 million, consisting of \$426.4 million for the operating subsidy, \$3.7 million for the City special costs, \$6.3 million long-term payable for accident claims and less a \$40.4 million long-term payable for employee benefits. The \$426.4 million for operating subsidy includes \$1.7 million in funding for the Wheel-Trans deficit. The City allocated \$91.6 million of Provincial subsidy to the operating budget.
6. In 2017, the total subsidy paid by the City was \$383.5 million, consisting of \$370.2 million for the operating subsidy, \$14.2 million for contributions to Long-Term Liability Reserve, \$4.7 million for the City special costs, \$34.8 million long-term payable for accident claims and less a \$40.4 million long-term payable for employee benefits. The City allocated \$91.6 million of Provincial subsidy to the operating budget.
7. In 2018, the total subsidy paid by the City was \$491.6 million, consisting of \$485.3 million for the operating subsidy, \$6.9 million contribution to the TTC Stabilization Reserve, \$12.4 million for contributions to Long-Term Liability Reserve, \$5.1 million for the City special costs, and an \$11.8 million reduction in the long-term payable for accident claims and less a \$29.9 million increase in the long-term payable for employee benefits. The City allocated \$91.6 million of Provincial subsidy to the operating budget.
8. In 2019, the calculated subsidy of \$664.3 million is reduced to \$661.3 million in the 10 Year Non-consolidated Financial Statistics to reflect expenses funded by liquidated damages. This amount is further reduced by \$91.6 million to reflect the provincial subsidy allocated to the operating budget to total of \$569.7 million.

The total conventional system funding provided by the City was \$529.6 million, consisting of \$569.7 million for the operating subsidy, \$3.5 million for the City special costs, \$3.7 million long-term payable for accident claims, less a \$7.0 million draw from the TTC Stabilization Reserve, less a \$15.7 million draw from Long-Term Liability Reserve and less \$24.6 million increase in long-term payable for employee benefits.

The WT deficit of \$1.5 million is added to the \$661.3 million to total \$662.8 million as the reported subsidy in the consolidated financial statements.

9. In 2020, the calculated subsidy of \$1,300.5 million is reduced to \$1,296.4 million in the 10 Year Non-consolidated Financial Statistics to reflect expenses funded by liquidated damages. Of this amount, \$91.6 million was sourced from Provincial Gas Tax and \$590.2 million from the Safe Restart Agreement to arrive at total conventional system City funding of \$614.6 million.

City Funding paid of \$578.8 million is comprised of \$614.6 million for the operating subsidy, plus \$3.1 million for the City special costs, less \$5.7 million long-term payable for accident claims and \$33.2 million long-term payable for employee benefits.

10. In 2021, the calculated subsidy of \$1,442.7 million is reduced to \$1,441.9 million in the 10 Year Non-consolidated Financial Statistics to reflect expenses funded by liquidated damages. Of this amount, \$91.6 million was sourced from Provincial Gas Tax and \$796.4 million from the Safe Restart Agreement to arrive at total conventional system City funding of \$553.9 million.

City Funding paid of \$600.7 million is comprised of \$553.9 million for the operating subsidy, plus \$0.1 million for the City special costs, plus \$7.3 million long-term payable for accident claims, less \$38.8 million long-term payable for employee benefits, plus a \$75.1 million contribution to the TTC's Stabilization reserve and a \$3.1 million contribution to the long term liability reserve.

11. 2021 and 2020 Statistics have limited comparability to other years due to the impact of the COVID-19 pandemic.

Management Directory

May 2022



Executive Team

Richard J. Leary
Chief Executive Officer

Kirsten Watson
Deputy Chief Executive Officer
Chief People Officer (Acting)

Michael Atlas
Head of Legal and General Counsel

Keisha Campbell
Chief Diversity and Culture Officer

Gary Downie
Chief Capital Officer

Scott Haskill
Chief Strategy and Customer Officer
(Acting)

Betty Hasserjian
Chief Safety Officer (Acting)

Josie La Vita
Chief Financial Officer

Fortunato Monaco
Chief Infrastructure and Engineering
Officer

Natalie Poole-Moffatt
Chief Corporate Affairs Officer

James Ross
Chief Operating Officer

Joan Taylor
Chief of Staff

Rich Wong
Chief Vehicles Officer

Senior Management and Department Heads

Sedat Akkaya
Head, Project Management Office

Valerie Albanese
Head, Human Rights and
Investigations

Glen Buchberger
Head, Plant Maintenance

Bryan Callaghan
Senior Manager – Night Operations,
Operational Safety and Planning

Claudio Caschera
Head, Subway Transportation

Bem Case
Executive Director, Innovation and
Sustainability Programs

Eric Chu
Head, Project Development and
Planning (Acting)

Steve Cuschieri
Head, Bus Maintenance and Shops

John Dimovski
Chief Project Manager, Construction
(Acting)

Andrew Dixon
Head, Special Constable Service

Shabnum Durrani
Head, Corporate Communications

Sean Fuller
Head, Light Rail Transit Operations

Angela Gibson
Head, Strategy and Foresight

Guillaume Giguere
Head, Revenue Protection (Acting)

Yan He
Project Director, Provincial Subways

Bruce Hoang
Director, Corporate Services
Transformation

Grant Houston
Head, Service Delivery Control (Acting)

Peter Hrovat
Head, Streetcar Infrastructure

Terry Hughes
Head, Bus Transportation (Acting)

Michelle Jones
Head, Renewable Energy Programs

Orest Kobylansky
Executive Director, Operations

Pam Kraft
Head, Property, Planning and
Development

Pierre Lagace
Head, Procurement and Category
Management

Christine Leach
Head, Audit, Risk and Compliance
(Acting)

Susanna Lee
Head, Farecard Team (Acting)

Deborah Lyon
Head, Streetcar Transportation

Gord McKee
Head, Signals/Electrical/Communications

Leslie Millan
Head, Marketing and Customer
Experience

Mark Mis
Head, Service Planning and Scheduling

Harpreet Nagi
Head, Rail Cars and Shops

David Nagler
Head, Community and Stakeholder
Relations

Lou Narduzzo
Head, Track and Structure

Roy Park
Head, Vehicle Programs

Cameron Penman
Head, Wheel-Trans (Acting)

Predrag Petrovic
Head, Engineering

Anne Prybyla
Director, Talent Management

Mike Puplett
Head, Transit Control (Acting)

Wendy Reuter
Head, Research and Analytics

Jamal Richardson
Head, Stations

Meghan Rogers
Director, Employee Relations

Rob Rush
Head, Materials Management

Chris Salvador
Head, Revenue Operations

Dhaksayan Shanmuganayagam
Head, Information Technology Services

Robert Smith
Head, Operations Training Centre

Amanda Sonier
Head, Operations Support

Karen Thorburn
Head, Corporate Initiatives

Eduard Toader
Head, Employee Services and
Systems (Acting)

Chad Townsend
Litigation Counsel, Legal

Frank Trianni
Head, Streetcar Maintenance



Throughout the year, TTC launched outreach initiatives to recruit women into traditionally male-dominated roles.



