



STAFF REPORT ACTION REQUIRED

Draft Annual Report for the Toronto Transit Commission for 2016

Date:	May 29, 2017
To:	TTC Audit & Risk Management Committee
From:	Chief Executive Officer

Summary

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

This report presents the non-financial statement information to be contained within the 2016 Annual Report.

Note that the 2016 financial statements are being submitted to the Audit & Risk Management Committee for approval at this meeting through a separate report.

Recommendations

It is recommended that the Audit & Risk Management Committee

1. Approve the report.

Implementation Points

This report must be approved at the May 29, 2017 TTC Audit & Risk Management Committee Meeting to ensure timely publication and distribution of the 2016 Annual Report.

Financial Summary

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

Accessibility/Equity Matters

Once approved, TTC will post an AODA-compliant version of the 2016 Annual Report on the TTC internet website.

Decision History

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

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

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

Issue Background

The report presents the non-financial statement information to be contained within the 2016 Annual Report.

Comments

The attached 2016 Annual Report contains the following:

1. Chair's Letter
2. CEO's Statement
3. 10-Year Non-consolidated Financial and Operating Statistics
4. 2016 Corporate Communications Content
5. Management Directory – 2016

The 2016 Annual Report will be issued following approval of the consolidated financial statements at the June 15, 2017 TTC Board meeting.

Contact

Michael Roche, Head of Finance

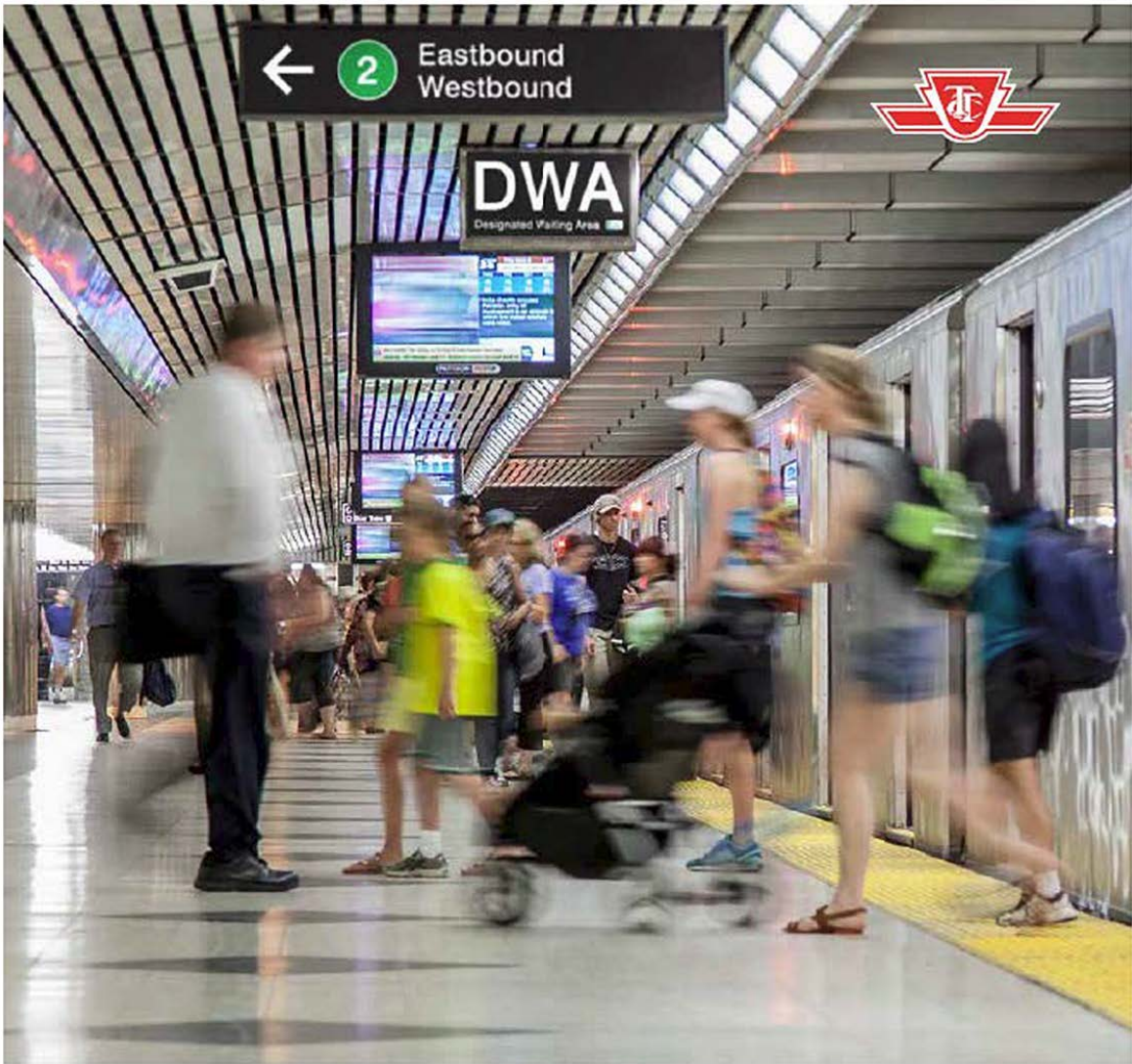
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Brad Ross, Executive Director, Corporate Communications

Tel: (416) 393-3598, E-mail: Brad.Ross@ttc.ca

Attachments

2016 TTC Draft Annual Report



2016
Annual Report
Toronto Transit Commission





Nighttime view of Leslie Barns, the TTC's state-of-the-art streetcar storage and maintenance facility, which houses the new low-floor, air-conditioned streetcars.

Chair's Letter



**"The TTC
has invested
significantly to
grow service
across the city
of Toronto."**

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

It is my privilege to submit the 2016 Annual Report for the Toronto Transit Commission.

In 2016, the TTC set an all-time record of 538.1 million rides, surpassing its previous record total of 537.6 million in 2015. TTC ridership has now risen in each of the last 13 years. The TTC carries more than 80 per cent of all local transit trips in the Greater Toronto Area. That adds up to one billion customers carried every 22 months. So it is with great pleasure and anticipation that we will welcome our 31 billionth rider in 2017.

Last year, we launched five new express bus routes, started subway service earlier on Sundays, officially opened the Leslie Barns streetcar carhouse and completed track installation for the new Toronto-York Spadina Subway Extension. But no achievement was of greater importance than the announcement for federal funding to upgrade and improve public transit systems across Canada, made by Prime Minister Justin Trudeau during his visit to Greenwood Shop on May 6.

Through the Public Transit Infrastructure Fund (PTIF), allocated on the basis of ridership levels, hundreds of millions of new dollars began to flow into the TTC's capital program for vehicle repair and overhaul, track replacement and rehabilitation, elevator installations, escalator enhancements and overall infrastructure and state-of-good-repair works. PTIF will also enable the TTC to purchase nearly 800 new buses in the coming years.

Over the last couple of years the TTC has invested significantly to grow service across the city of Toronto. We are finally addressing the backlog of critical state-of-good repair work and we are planning and funding new infrastructure projects to improve public transit, reduce traffic congestion and get the city moving once again.

I would like to thank my fellow Commissioners who served with me in 2016:

Vice-Chair Alan Heisey Q.C., John Campbell (Ward 4 Etobicoke Centre), Shelley Carroll (Ward 33 Don Valley East), Deputy Mayor Vincent Crisanti (Ward 1 Etobicoke North), Glenn De Baeremaeker (Ward 38 Scarborough Centre), Joe Mihevc (Ward 21 St. Paul's), Deputy Mayor Denzil Minnan-Wong (Ward 34 Don Valley East), and Rick Byers, Ron Lalonde and Joanne De Laurentiis, who replaced outgoing citizen member Maureen Adamson last October. The Board recently welcomed Councillor Mary Fragedakis (Ward 29 Toronto-Danforth) who replaced Councillor Carrol in January 2017.

Sincerely,

A handwritten signature in black ink, appearing to read "Josh Colle". The signature is fluid and cursive, with a large initial "J" and a long, sweeping underline.

Josh Colle
TTC Chair
April 2017



TTC crews complete work on the six-stop Toronto-York Spadina Subway Extension into York Region. The Line 1 Yonge-University extension will open in late 2017.



TTC Chair Josh Colle and Councillor Janet Davis (Ward 31) tapped their PRESTO cards into Main Street Station, the first to be equipped with new fare gates, in April 2016.

The TTC Board

As at December 2016



Josh Colle
Chair



Alan Heisey Q.C.
Vice-Chair

Commissioners



Joanne De
Laurentiis



Rick Byers



John Campbell



Shelley Carroll



Vincent Crisanti



Glenn
De Baeremaeker



Ron Lalonde



Joe Mihevc



Denzil
Minnan-Wong

CEO's Statement



"The TTC is well-placed for what I believe will be our best year ever ..."

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

The year 2016 turned out to be a significant one for our vision of the TTC as a transit system that makes Toronto proud. It was the fourth year of our five-year plan to modernize the TTC from top to bottom and one which saw huge progress across each of our mega projects and in changing the culture to put customers first.

In addition to rolling out PRESTO on new streetcars and buses, progressing a new signal system, making progress on the extension of Line 1 into York Region and introducing one-person train operation technology on Line 4 Sheppard, great effort was made to make the TTC more efficient, updating back office systems and processes to drive down the number and duration of delays.

Subway performance is only as good as the reliability of the assets and the people that support it. Great progress was achieved here. The TTC delivered year-over-year reductions in the number of subway delays and their duration, driven by a 21-per-cent reduction in the number of delays due to subway infrastructure and a 44-per-cent decrease in signal failures. This was encouraging because it showed that our focus on basics is working and that we were right to move to a proactive fix-before-failure approach, rather than the traditional fix-upon-failure adopted in years past.

Critical to subway performance was the ongoing renewal of worn out track, signals and other key infrastructure, and with the support of Chair Josh Colle and the TTC Board, we are putting right years of underinvestment and executing a program of fundamental system renewal. Last year, we replaced more than five kilometres of rails across Line 1 Yonge-University and Line 2 Bloor-Danforth and nearly a kilometre of power rail on Line 3 Scarborough.

In addition, crews laid more than 180,000 metres of cabling and installed hundreds of track transponders in preparation for the new Automatic Train Control system that will go live from Dupont to Wilson stations in 2017, adding much-needed capacity and reliability to Line 1, our busiest subway line. The second phase of ATC will be delivered concurrent with the opening of the Line 1 extension at the end of 2017.

Our surface network received similar attention. New buses and streetcars entered service and we dramatically cut the number of short turns, long the bane in the lives of Toronto commuters. We also began to change the way we serve our Wheel-Trans customers, one that will provide the dignity and freedom that comes with traveling when the customer chooses to by migrating those who are able to the conventional system, while continuing to provide personal service for those that can't.

And we are moving ever closer to deployment of a modern surface vehicle control and management system that will revolutionize how we keep customers informed and how we manage our routes.

The TTC is well-placed for what I believe will be our best year ever as so many of our projects come to fruition in 2017.

We welcome the increased capital money from Ottawa and the increase in operating subsidy from the City as seen in recent years. If we are to stop the TTC slipping backwards into the worn out state of just a few years ago, and if we are to expand the system to meet present and future needs, we must continue to invest. Support from all orders of government is critical to keeping the city and region moving.

The TTC is an intensely proud organization, with committed and professional public servants. I would like to take this opportunity to thank our workforce for its continued dedication to TTC customers. I would also like to congratulate my Executive Team for its continuous role in achieving safe and reliable service to our 1.8 million daily riders.

We have made huge strides over the last five years and I am determined to keep the TTC on the right track.

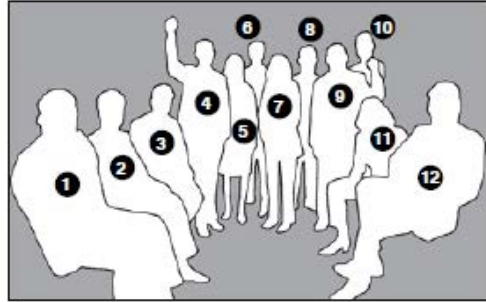
Sincerely,



Andy Byford
Chief Executive Officer
April 2017



Executive Team








- 1** John O'Grady
Chief Safety Officer
- 2** Kirsten Watson
Deputy Chief Service Officer
- 3** Vincent Rodo
Chief Financial and Administration Officer
- 4** Andy Byford
Chief Executive Officer
- 5** Joan Taylor
Chief of Staff
- 6** Chris Upfold
Deputy Chief Executive Officer/
Chief Customer Officer
- 7** Gemma Piemontese
Chief People Officer
- 8** Rick Leary
Chief Service Officer
- 9** Mike Palmer
Chief Operating Officer
- 10** James Ross
Deputy Chief Operating Officer
- 11** Susan Reed Tanaka
Chief Capital Officer
- 12** Brad Ross
Executive Director of
Corporate Communications

Corporate Plan Achievements 2016

Initiative	Achieved	
Safety 	Operational and Occupational Safety <ul style="list-style-type: none"> Update Asbestos Management Program ✓ Q2 2016 Develop LOTO Program ✓ Q2 2016 Develop Working at Heights Standard ✓ Q2 2016 Approve Control of SH&E documents procedure ✓ Q4 2016 SH&E-Conduct Spills Program Audit ✓ Q4 2016 	
	Environmental Safety <ul style="list-style-type: none"> Develop new ECA program ✓ Q2 2016 Develop new Discharged Water program ✓ Q4 2016 	
	Enterprise Risk Management (ERM) <ul style="list-style-type: none"> Complete analysis of Top 5 Corporate Risks ✓ Q1 2016 Complete analysis of Top 10 Corporate Risks ✓ Q2 2016 Complete analysis of Top 15 Corporate Risks ✓ Q3 2016 Complete analysis of Top 20 Corporate Risks ✓ Q4 2016 	
	Customer 	Customer-focused Station Business Model <ul style="list-style-type: none"> One-person train operation (OPTO) implemented on line 4 ✓ Q4 2016
		Customer Information Strategy <ul style="list-style-type: none"> Wi-Fi enabled at 11 more stations - High Park, Lansdowne, Old Mill, Royal York, Keele, Ossington, Dundas West, Jane, St Clair, Dufferin, Runnymede ✓ Q1 2016 Wi-Fi enabled at Glencairn Station ✓ Q2 2016 Wi-Fi enabled at 6 more stations - North York Centre, Eglinton, St Clair West, Lawrence West, Wilson, Broadview ✓ Q3 2016 TYSSE LED at Stations (up to 250) - Contract awarded ✓ Q3 2016 TYSSE LCD at Stations (up to 300) - Contract awarded ✓ Q3 2016 Wi-Fi enabled 4 more stations - Sheppard West (formerly Downsview), Summerhill, Rosedale, Greenwood ✓ Q4 2016 Wi-Fi and Cell service rolled out at 32 new stations ✓ Q4 2016 New Signage roll out complete -Track wall destination signs (all stations) ✓ Q4 2016 New Signage roll out complete - Entrance Fascia (Key stations) ✓ Q4 2016 Implementation plan for New Subway Maps to include YYSSE complete ✓ Q4 2016 LED Signage Group 1(25 Shelters) Installed ✓ Q4 2016 CFIS Solar Powered Signage - RFP Issued ✓ Q4 2016

Initiative	Achieved
Measuring customer perceptions	
• Journey Time Metric System implementation (Beta version)	✓ Q3 2016
Customer Relationship Management (CRM)	
• CRM System – Phase 2a. Councilor/Stakeholder Relations completed	✓ Q3 2016
• CRM System – Phase 2a. Media Relations completed	✓ Q4 2016
Customer Charter	
• Two new TTC service routes added (514 Cherry and 121 Fort York-Esplanade)	✓ Q2 2016
Primary Revenue Strategy	
• PRESTO enabled on 774 buses	✓ Q3 2016
• PRESTO Implemented on buses	✓ Q4 2016
• PRESTO Implemented on Wheel Trans (TTC vehicles/Contracted accessible taxis)	✓ Q4 2016
• PRESTO Payment functionality at all Subway Stations	✓ Q4 2016
• Updated Transit Fare Inspector model approved by TTC Board	✓ Q4 2016
• 69 Stations PRESTO Enabled (at least one entrance)	✓ Q4 2016
Customer Engagement	
• Stakeholder Satisfaction Survey completed	✓ Q1 2016
• Carry out Town Halls	✓ Q4 2016
New Means to Engage Customers	
• Apple Pay at collectors booths	✓ Q1 2016
People	
	
Performance Management Framework	
• Rewards & Recognition Gala held	✓ Q1 2016
• Rewards & Recognition program fully implemented	✓ Q3 2016
Staff Engagement Strategy	
• 50% of Change Management team onboarded	✓ Q1 2016
• 2016 Employee Engagement Survey launched	✓ Q4 2016

Initiative	Achieved
Assets 	<p>Capacity Management</p> <ul style="list-style-type: none"> • Leslie Bams handed over to operations ✔ Q1 2016 • McNicoll New Bus garage - Contract Award ✔ Q4 2016 <p>Asset Management</p> <ul style="list-style-type: none"> • VISION Contract Award / Design Initiated ✔ Q1 2016 • VISION Bus Install - Start ✔ Q4 2016 <p>Second Exit and Easier Access Programs</p> <ul style="list-style-type: none"> • Complete Ossington Station elevator ✔ Q3 2016 • Complete St Clair West elevator - E2 & E3 ✔ Q4 2016
Financial Sustainability 	<p>Efficiency and Core Business</p> <ul style="list-style-type: none"> • SAP Award System Integrator contract ✔ Q1 2016 <p>Wheel-Trans</p> <ul style="list-style-type: none"> • Eligibility Changes approved by Board ✔ Q4 2016 • Eligibility Changes implemented ✔ Q4 2016





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

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



MANAGEMENT DIRECTORY - DECEMBER 31, 2016

Executive Team

Andy Byford
Chief Executive Officer

Rick Leary
Chief Service Officer

John P.O'Grady
Chief Safety Officer

Mike Palmer (Acting)
Chief Operating Officer

Gemma Piemontese
Chief People Officer

Susan Reed Tanaka
Chief Capital Officer

Vincent Rodo
Chief Financial and Administration Officer

Brad Ross
Executive Director of Corporate Communications

Joan Taylor
Chief of Staff

Chris Upfold
Chief Customer Officer and Deputy CEO

Senior Management & Department Heads

Valerie Albanese
Head of Diversity and Human Rights

Tara Bal
Head of Internal Audit

Arthur Borkwood
Head of Customer Development

Gien Buchberger
Head of Plant Maintenance

Dave Campbell
Head of Service Delivery Control

Sam Castiglione
Head of Operations Financial Control

Mark Cousins
Head of Transit Enforcement and Chief Special Constable

Jacqueline Darwood (Acting)
Head of Strategy and Service Planning

Jim Fraser
Head of Capital Programming

Collie Greenwood
Head of Bus Transportation

Craig Harper
Head of Subway Infrastructure

Sean Hewitt
Pension Fund Society

Bob Hughes
Head of Farecard Team

Anthony Iannucci
Head of Information Technology Services

Glen Johnstone (Acting)
Head of Operations
Subway Infrastructure

Pamela Kraft
Head of Property, Planning & Development

Orest Kobylansky
Head of Bus Transportation
CAD/AVL Program

Stephen Lam
Head of Streetcar

Pierre Laurin
Head of Engineering

Brian M. Leck
Head of Legal and General Counsel

Kevin Lee
Head of Commission Services

Paul Maglietta
Head of Training and Development

Paul Millett
Chief Project Manager
Yonge Subway Extension

John Morrison
Head of Streetcar Transportation

Sue Motahedin
Head of Customer Service Centre

Jane Murray
Chief Project Manager - Construction

Mike Piemontese (Acting)
Head of Materials and Procurement

Michael A. Roche
Head of Finance and Treasurer

James Ross
Head of Subway Transportation and
Acting Deputy Chief Operating Officer

Chris Salvador
Head of Revenue Operations

Keith Sibley
Chief Project Manager
Spadina Subway Extension

Ellen Stassen (Acting)
Head of Stations

Rick Thompson
Chief Project Manager Scabourough
Subway Extension

Cheryn Thoun
Head of Customer Communications

Pete Tomlin
Senior Project Manager Automatic
Train Control

Raffaele Trentadue
Head of Rail Cars and Shops

Kirsten Watson
Deputy Chief Service Officer

Eve Wiggins
Head of Wheel-Trans

Rich Wong
Head of Bus Maintenance

Subsidiary Companies

Toronto Coach Terminal Inc.
Vicent Rodo
President

TTC Insurance Company Limited
Vicent Rodo
President

For further information, please contact:
Toronto Transit Commission
1900 Yonge Street, Toronto,
Ontario, M4S 1Z2
Telephone: (416) 393-4000
Fax: (416) 485-9394
Website: www.ttc.ca

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

	2016	2015	2014	2013	2012	2011	2010	2009	2008	2007
OPERATING STATISTICS (regular service inside the City)										
Passenger Trips (Millions)	528.1	527.6	534.8	525.2	514.0	500.2	471.4	471.2	466.7	458.8
Basic Adult Token Rate (at December 31) (\$)	2.90	2.80	2.70	2.65	2.60	2.50	2.50	2.25	2.25	2.25
Average Number of Employees (Including TCT)	14,095	14,651	14,209	13,920	13,799	13,479	12,553	12,824	11,679	11,233
Average Hourly Wages & Benefits per Operator (\$)	50.81	50.33	49.01	47.94	47.35	46.27 ^a	44.74 ^a	43.27	41.46	39.60
Kilometers Operated (Millions)										
Bus	186.6	185.6	185.4	179.6	175.0	176.6	174.0	173.7	174.2	167.6
Subway Car	83.0	82.2	80.8	79.8	78.6	76.1	75.7	75.5	74.9	74.5
Streetcar	13.1	13.9	12.8	12.5	12.6	13.1	12.7	12.3	12.1	11.8
Scarborough RT	0.5	0.4	0.5	0.5	0.1	0.3	0.3	0.3	0.3	0.7
Total Kilometers Operated	283.2	282.1	279.4	272.8	272.3	276.1	278.7	276.8	266.3	265.8
OPERATING REVENUE STATISTICS										
Operating Revenue – including property rental, etc. (\$ Millions)	1,196.2	1,179.1	1,157.5	1,128.2	1,087.2	1,026.4	987.5	955.4	911.3	825.8
Operating Revenue per Passenger Trip (\$)	2.22	2.23	2.16	2.14	2.11	2.05	2.07	2.02	1.91	1.80
Operating Revenue per Kilometer (\$)	5.02	5.30	5.07	4.88	4.96	4.75	4.58	4.13	4.36	4.18
OPERATING EXPENSE STATISTICS ^a										
Operating Expenses (\$ Millions)	1,712.6	1,695.7	1,589.5	1,491.7	1,472.4	1,440.0	1,385.9	1,328.7	1,208.7	1,125.4
Operating Expense per Passenger Trip (\$)	3.18	3.15	2.97	2.84	2.86	2.92	2.90	2.82	2.59	2.45
Operating Expense per Kilometer (\$)	7.19	7.36	6.96	6.63	6.71	6.76	6.63	6.19	5.91	5.70
OPERATING SUBSIDY STATISTICS										
Operating Subsidy (\$ Millions)	516.2 ^b	516.6 ^b	432.2 ^b	371.5 ^b	385.1 ^b	414.4 ^b	398.4 ^b	442.2 ^b	316.9 ^b	299.4 ^b
Operating Subsidy per Passenger Trip (\$)	0.96	0.96	0.81	0.71	0.75	0.87	0.83	0.94	0.68	0.65
Operating Subsidy per Kilometer (\$)	2.17	2.34	1.89	1.65	1.76	2.01	1.85	2.06	1.55	1.52
REVENUE/COST RATIO										
	68.9%	68.5%	73.8%	75.1%	73.8%	70.8%	71.2%	66.7%	71.8%	74.4%
PASSENGER VEHICLE FLEET										
(Conventional & Wheel-Trans, owned or leased and in service at December 31)										
Buses	1,826	1,861	1,869	1,851	1,857	1,819	1,811	1,782	1,747	1,545
Subway Cars	860	796	724	704	708	712	676	679	678	678
Streetcars (CLRV & ALRV)	215	205	247	247	247	247	247	248	248	248
Streetcars (LARS)	30	12	0	0	0	0	0	0	0	0
Scarborough RT Cars	28	28	28	28	28	28	28	28	28	28
Wheel-Trans Buses	399	205	221	221	246	217	227	188	147	145
Total Vehicle Fleet	3,242	3,138	3,082	3,051	3,086	3,023	2,989	2,924	2,858	2,644