



Draft Annual Report for the Toronto Transit Commission for 2017

Date: May 29, 2018
To: TTC Audit & Risk Management Committee
From: Chief Financial 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 2017 Annual Report.

Note that the 2017 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 TTC Audit and Risk Management Committee:

1. Approve the report.

Implementation Points

This report must be approved at the May 29, 2018 TTC Audit & Risk Management Committee Meeting to ensure timely publication and distribution of the 2017 Annual Report.

Financial Summary

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

Equity/Accessibility Matters

Once approved, TTC will post an AODA-compliant version of the 2017 Annual Report on the TTC 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 February 9, 2017, 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:

[https://www.ttc.ca/About the TTC/Commission reports and information/Committee meetings/Audit Risk Management/2017/February 9/Reports/2_TTC Audit %20and Risk Management Committee Terms Of Referenc.pdf](https://www.ttc.ca/About%20the%20TTC/Commission%20reports%20and%20information/Committee%20meetings/Audit%20Risk%20Management/2017/February%209/Reports/2_TTC_Audit_%20and_Risk_Management_Committee_Terms_Of_Reference.pdf)

Issue Background

The report presents the non-financial statement information to be contained within the 2017 Annual Report.

Comments

The attached 2017 Annual Report contains the following:

1. Chair's Letter
2. CEO's Statement
3. 10-Year Non-consolidated Financial and Operating Statistics
4. 2017 Corporate Communications Content
5. Management Directory – 2017

The 2017 Annual Report will be issued following approval of the consolidated financial statements at the June 12, 2018 TTC Board meeting.

Contact

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Signature

Dan Wright
Chief Financial Officer

Attachments

Attachment 1 - 2017 TTC Draft Annual Report



2017
Annual Report
Toronto Transit Commission



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TTC's Line 1 Extension to York Region opened to the public on December 17, 2017.

Chair's Letter



Subway riders were served by nine more accessible stations – St Clair, Woodbine, Coxwell and the six on the new extension.

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

As Chair of North America's Transit System of the Year, it is my privilege to submit the 2017 Annual Report for the Toronto Transit Commission.

It was a great honour for the TTC, Commissioners and all staff to accept the American Public Transportation Association's award for Outstanding Public Transit System for 2017. The entire organization was proud to be recognized by our industry peers who selected the TTC for the monumental work that was achieved over the past five years to modernize the network on all fronts: Safety; Customer; People; Assets; Reputation; Financial Sustainability; and Growth. We improved all aspects of TTC service to achieve our vision of a transit system that makes Toronto proud.

A year of significant accomplishments was capped off on December 15, 2017 as the TTC stood with our federal, provincial and municipal funding partners to celebrate the much-anticipated and long-awaited official opening of the Line 1 subway extension into Vaughan, in York Region. The 8.6-kilometre extension from Sheppard West to Vaughan Metropolitan Centre opened to the public two days later.

It was truly a milestone for rapid transit in Toronto and neighbouring York Region. The Toronto-York Spadina Subway Extension is the first subway to cross the Toronto municipal boundary. It is also the first subway expansion to open in 15 years. Along with our funding partners, we are determined to see more major transit projects get built sooner in our great city.

In 2017, we saw continued improvements in the planning and scheduling of TTC services. More than 250 schedule adjustments were made to the network last year. Many of these adjustments were aimed at improving overall performance and resulted in less overcrowding and more reliable service for customers. Subway riders were served by nine more accessible stations – St Clair, Woodbine, Coxwell and the six on the new extension. Our streetcar network saw nearly 60 new accessible cars in service and the bus network was reinvigorated by hundreds of new clean diesel buses. Over the next few years, we're set to receive more than a thousand low-emission and zero-emission buses as the TTC accelerates its green bus procurement program.

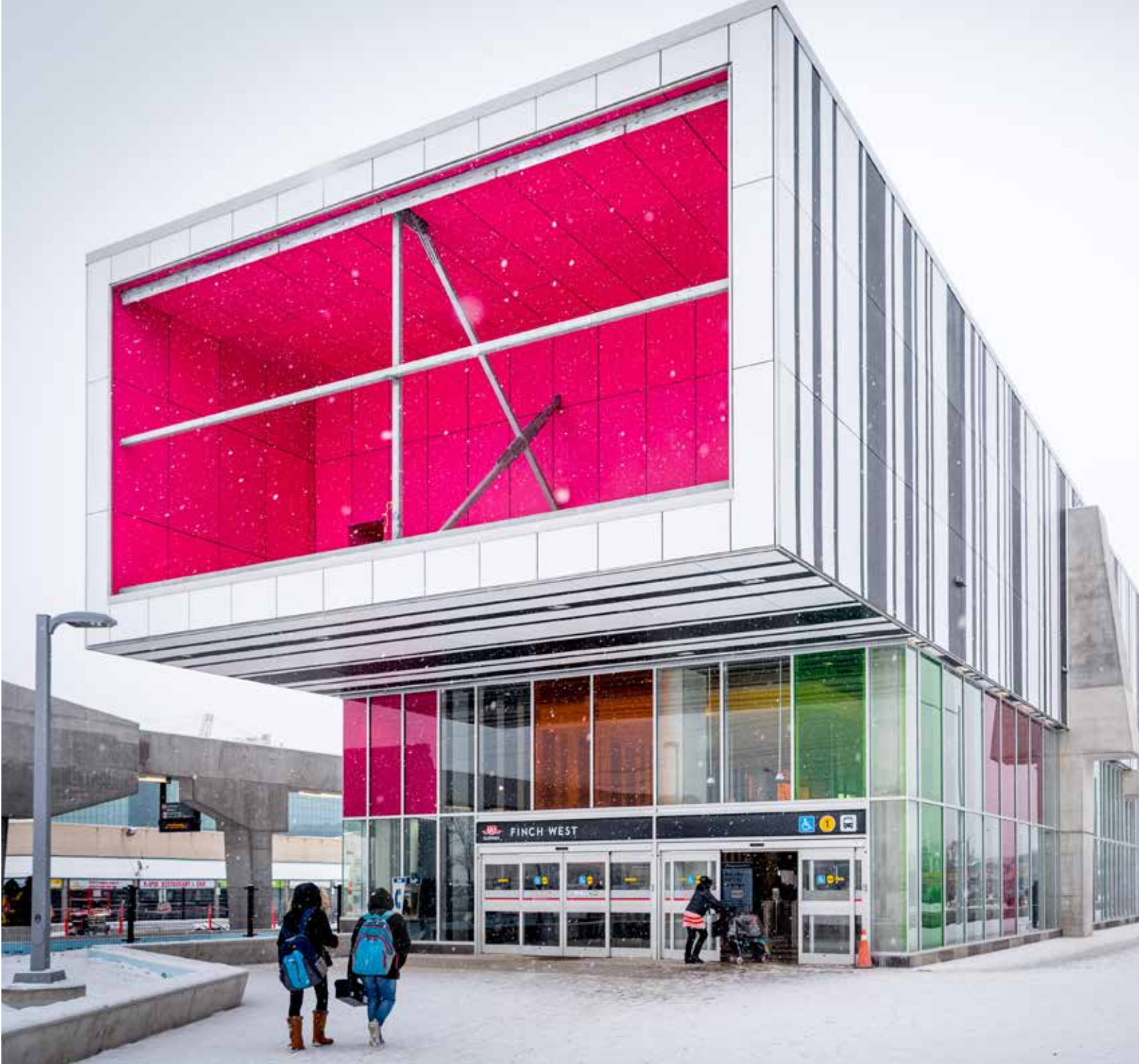
This is what the new TTC looks like: modern, accessible and connected. These improvements are all part of creating a better, more reliable public transit service for Toronto, which already carries well over half a billion people each year.

I would like to thank Mayor Tory and Toronto City Council for their continued support for the TTC and public transit in Toronto. I would also like to thank my fellow Commissioners who served with me in 2017: Vice-Chair Alan Heisey Q.C., John Campbell (Ward 4 Etobicoke Centre), Mary Fragedakis (Ward 29 Toronto-Danforth), Vincent Crisanti (Ward 1 Etobicoke North), Deputy Mayor-East Glenn De Baeremaeker (Ward 38 Scarborough Centre), Joe Mihevc (Ward 21 St. Paul's), Deputy Mayor-North Denzil Minnan-Wong (Ward 34 Don Valley East), and Rick Byers, Ron Lalonde and Joanne De Laurentiis. Lastly, thank you to the thousands of women and men at the TTC who work every day to keep our city moving.

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 distinct "C" at the end.

Josh Colle
TTC Chair
April 2017



The Line 1 Extension has six accessible stations and is 8.6 kilometres in length.



From Sheppard West (formerly Downsview) Station, the Line 1 Extension runs northwest through York University and north into York Region.

The TTC Board

As at December 2017



Josh Colle
Chair



Alan Heisey Q.C.
Vice-Chair

Commissioners



Joanne De Laurentiis



Rick Byers



John Campbell



Mary Fragedakis



Vincent Crisanti



Glenn De Baeremaeker



Ron Lalonde



Joe Mihevc



Denzil Minnan-Wong



The Line 1 Extension is the first subway expansion crossing the municipal boundary of Toronto.

CEO's Statement



2017 will be remembered for the grand opening of the Line 1 subway extension to Vaughan.

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

In 2017 we saw truly a transformative year for the TTC. We can all look back with pride at the results of our hard work and the unparalleled transit service that we delivered to the people of Toronto and beyond. I give tremendous credit to our dedicated and hard-working employees who build, maintain and operate a world-class and award-winning public transit network. Our first goal is to always provide great service to our customers – and that is what we achieved.

As a result we can call ourselves North America's Outstanding Public Transit System for 2017. We have accomplished a great deal to keep Toronto moving forward. From reversing service cuts and increasing service to making incredible strides on accessibility across the system, I'm proud of the efforts that we have made over the last five years. And our peers at the American Public Transportation Association have acknowledged it with Transit System of the Year honours.

2017 will be remembered for the grand opening of the Line 1 subway extension to Vaughan. It was an awesome event that saw the launch of the newest stretch of track to our subway network since Line 4 Sheppard opened in 2002. And for the first time the TTC subway reached across to serve our riders beyond Toronto's border.

The extension is an incredible, state-of-the-art subway. Six beautiful and accessible stations feature a modern fare collection system, an abundance of unique public art, bike facilities and commuter parking. The line enables numerous new transit connections to help move commuters more seamlessly across the Greater Toronto Area with links to GO rail service, TTC, York Region Transit, Viva and Brampton bus services, and future connections to the Highway 407 Transitway and Finch West LRT.

Even more impressive, the extension features state-of-the-art, communications-based train control, also known as Automatic Train Control, the modern signalling system that will enable the TTC to run trains closer together safely when it is fully fitted throughout Line 1 in the near future.

It was a personal thrill to witness on the first day of service the first northbound and southbound trains deliver our funding partners to Pioneer Village Station for a celebratory Toronto-York greeting. It was an unprecedented moment in our history.

I cannot thank enough our incredible workforce, including former Chief Executive Officer Andy Byford, for inspiring us to build a transit system that makes Toronto proud. He paved the way forward with the TTC's inaugural Five-Year Corporate Plan, which was successfully capped off with the TTC receiving APTA's coveted top award and the opening of the Toronto-to-York subway.

The latter proved to be the perfect launching pad to the TTC's next five-year plan, which will take Toronto's transit system to the next level. The TTC has a great deal of exciting projects to deliver over the next five-year period to keep Toronto moving in the right direction.

Sincerely,

A handwritten signature in black ink, appearing to read 'Richard J. Leary', written in a cursive style.

Richard J. Leary
Chief Executive Officer (Acting)

April 2017



The Line 1 Extension was jointly funded by the Government of Canada, the Province of Ontario, the City of Toronto and The Regional Municipality of York.



The Line 1 Extension is the first subway expansion since Line 4 Sheppard opened in 2002.

Executive Team



Rick Leary
Chief Executive Officer (Acting)



Kirsten Watson
Deputy Chief Executive Officer
(Acting)/Chief Customer Officer



Susan Reed Tanaka
Chief Capital Officer



Dan Wright
Chief Financial Officer



Collie Greenwood
Chief Service Officer
(Acting)



John O'Grady
Chief Safety Officer



Gemma Piemontese
Chief People Officer



Brad Ross
Executive Director of
Corporate and
Customer
Communications



Joan Taylor
Chief of Staff



Jim Ross
Chief Operating
Officer (Acting)



Megan MacRae
Executive Director of
Human Resources



Jim Fraser
Deputy Chief
Operating Officer
(Acting)



Prime Minister Justin Trudeau joined TTC Chair Josh Colle, Ontario Premier Kathleen Wynne and Toronto Mayor John Tory to officially open the Line 1 Extension on December 15, 2017.

Line 1 Extension opens to the public

The TTC's Line 1 Extension to York Region opened to the public on December 17, 2017. In a historic moment, the first trains simultaneously departed Sheppard West and Vaughan Metropolitan Centre at 8 a.m., marking the start of revenue service to and from York Region.

The official ribbon-cutting ceremony on the Toronto-York Spadina Subway Extension project was held on December 15 at Vaughan Metropolitan Centre terminal station by Prime Minister Justin Trudeau, Premier Wynne, Mayor Tory and Wayne Emmerson, Regional Chairman and CEO of York Region. Dignitaries took the ceremonial first ride to York University – home station to more than 50,000 students, staff and faculty.

The Line 1 Extension project is a six-station, 8.6-km extension of the Line 1 Yonge-University Subway from the current Sheppard West Station, northwest through York University, and north into York Region. It represents the TTC's first subway expansion crossing the municipal boundary of Toronto into the 905 region. The project was jointly funded by the Government of Canada, the Province of Ontario, the City of Toronto and The Regional Municipality of York.

The Line 1 Extension is expected to add an estimated 36 million transit trips and eliminate 30 million car trips per year, helping to ease traffic congestion, improve air quality and fight climate change.





Vaughan Metropolitan Centre Station is Line 1's new terminal station.

Here are the six stations:

Vaughan Metropolitan Centre: is located north of Highway 7 to the west side of the relocated Millway Avenue. The terminal station is a multi-modal transportation hub with on-street passenger pick up and drop off (on New Park Place and Millway Avenue) , and connections to YRT SmartREIT Bus Terminal and to the Viva BRT, which will run in the centre of Highway 7. Includes: four elevators and six escalators.

Highway 407: is located west of Jane Street and south of Highway 407, west of Black Creek. Includes: 18-bay GO/YRT/Viva bus terminal, 560-space commuter lot, one passenger-pick-up-and-drop-off (30 spaces), connection to future Highway 407 Transitway. Includes: two elevators and seven escalators.


Pioneer Village: is located diagonally below Steeles Avenue West. Includes: 12-bay TTC and 5-bay YRT bus terminal, 1,950-space commuter lot, one passenger-pick-up-and-drop-off (11 spaces). Includes: four elevators and 10 escalators.



York University: is located at York University, crossing underneath Ian Macdonald Boulevard in the heart of the Keele Campus at the east end of the Harry W. Arthurs Common. Includes: two elevators and six escalators.





Finch West: is located under Keele Street, north of Finch Avenue West. Includes: Five-bay TTC bus terminal, 358-space commuter lot, one passenger-pick-up-and-drop-off (10 spaces), future connection to Finch West LRT. Includes: three elevators and eight escalators.

Downsview Park: is located at Downsview Park on the south side of Sheppard Avenue West, centred under GO Transit's Barrie Commuter Rail line. Includes: connection to Barrie GO rail service. Includes: three elevators and six escalators.

Corporate Plan Achievements 2017

Initiative	Achieved
<p>Safety</p> 	<p>Operational and Occupational Safety</p> <ul style="list-style-type: none"> • Implement Asbestos Management Program (key departments) ✔ Q1 2017 • Launch Bio-Hazard e-Learning to all staff ✔ Q1 2017 • Audit of fleet-based Fire Extinguisher Maintenance Program ✔ Q2 2017 • Review and update Hearing Loss Prevention Program ✔ Q2 2017 • Review and update Development of Safety, Health and Environment Policies and Procedures ✔ Q2 2017 • Review and update Incident Reporting and Investigation Corporate Program ✔ Q2 2017 • Develop and approve iNet Portable Gas Monitoring System Program ✔ Q2 2017 • Improve the incident reporting and investigation element of the SH&E Management System (includes near miss reporting) ✔ Q3 2017 • Review and make improvements to the Fire Safety Corporate Program ✔ Q3 2017 • Develop new Musculoskeletal Disorders Corporate Program ✔ Q3 2017 • Review and improve the Fire Safety Corporate Program ✔ Q3 2017 • Approve new Joint Health and Safety Committee Terms of Reference ✔ Q4 2017 • Review and update Safety Alert Procedure ✔ Q4 2017 • Develop Workplace Violence Corporate Program ✔ Q4 2017 • Develop new Mechanical Material Handling Equipment Corporate Standard ✔ Q4 2017 • Conduct subway training for Toronto Fire Services and Vaughan Fire Services ✔ Q4 2017 • Conduct Emergency Exercises on TYSSE ✔ Q4 2017 • Develop and Approve Management of Occupational Health and Safety Hazards and Risks Standard ✔ Q4 2017 • SH&E – Biohazard Control Program Audit ✔ Q4 2017 • SH&E – SH&E Communications Audit ✔ Q4 2017 <p>Environmental Safety</p> <ul style="list-style-type: none"> • Develop new Waste Management Program ✔ Q1 2017 • Develop new Environmental Due Diligence Procedure for Buying and Leasing Properties ✔ Q3 2017 <p>Enterprise Risk Management (ERM)</p> <ul style="list-style-type: none"> • Deploy ERM system to 67% of TTC departments ✔ Q4 2017

Initiative	Achieved
<p>Customer</p> 	<p>Customer Information Strategy</p> <ul style="list-style-type: none"> • Install LED Signage Group 2 (25 Shelters) ✔ Q1 2017 • Install LED Signage Group 3 (25 Shelters) ✔ Q1 2017 <p>Customer Charter</p> <ul style="list-style-type: none"> • Pilot subway musician stages ✔ Q1 2017 • Install 200 passenger information displays in shelters ✔ Q2 2017 • PRESTO-enabled fare gates at 43 subway stations ✔ Q2 2017 • Launch an anti-harassment campaign ✔ Q3 2017 • Launch a safety and security app ✔ Q3 2017 • Keep customers informed by adopting consistent, customer friendly language for communicating service status information. ✔ Q3 2017 • Work with Bike Share Toronto to incorporate docking stations at a minimum of five TTC stations ✔ Q3 2017 • Test new technology to improve route management and real time information for buses and streetcars ✔ Q3 2017 • Open a new second exit/entrance at Woodbine Station ✔ Q3 2017 • Two elevators in service at Woodbine Station ✔ Q3 2017 • Enable Wi-Fi at 100% of stations ✔ Q4 2017 • Revise schedules on 10 bus routes ✔ Q4 2017 <p>Primary Revenue Strategy</p> <ul style="list-style-type: none"> • Confirm legacy concession fare decommissioning strategy ✔ Q2 2017 • Complete installation of fare gates at 15 secondary entrances ✔ Q2 2017 • Commence fare gate installations at initial 26 PRESTO-enabled stations ✔ Q3 2017
<p>People</p> 	<p>Performance Management Framework</p> <ul style="list-style-type: none"> • Implement Discipline Process Program ✔ Q2 2017 • Draft Rewards & Recognition policy ✔ Q2 2017 <p>Staff Engagement Strategy</p> <ul style="list-style-type: none"> • Create Management Essentials Employee Engagement Survey training module ✔ Q2 2017 <p>Management Development and Succession Planning</p> <ul style="list-style-type: none"> • Launch Mental Wellness campaign ✔ Q1 2017 • Launch Graduate Development Leadership Program ✔ Q1 2017 • Commence Leadership Fundamentals cohort 3&4 ✔ Q1 2017 • Launch Leadership Advantage Program ✔ Q2 2017 • Launch Emerging Leaders Program ✔ Q2 2017 • Develop internal mentorship pilot for Internal LEAD Program ✔ Q2 2017

Initiative	Achieved
Assets 	Capacity Management <ul style="list-style-type: none"> • Receive last 2 cars of trainset #82 ✔ Q2 2017 Second Exit and Easier Access Programs <ul style="list-style-type: none"> • New accessible streetcars on 514 Cherry route ✔ Q2 2017
Growth 	Toronto-York Spadina Subway Extension <ul style="list-style-type: none"> • Downsview Park Station-Substantial Performance ✔ Q1 2017 • York University Station-Substantial Performance ✔ Q1 2017 • Traction Power on ✔ Q1 2017 • Vaughan Metropolitan Centre Station-Substantial Performance ✔ Q1 2017 • TYSSE opens ✔ Q4 2017
Financial Sustainability 	Wheel-Trans <ul style="list-style-type: none"> • Roll out new Wheel-Trans eligibility processes and expanded eligibility criteria ✔ Q1 2017 • Complete public consultations ✔ Q2 2017 • Introduce Wheel-Trans Family of Services pilot ✔ Q2 2017 • Introduce new Wheel-Trans No-Show and Late Cancellation policies that are more flexible, including allowing for same-day cancellations ✔ Q3 2017
Reputation 	Positive Contribution <ul style="list-style-type: none"> • Complete Customer Perceptions of the TTC Retail Environment ✔ Q1 2017 • Complete TTC Customer Segmentation Study ✔ Q1 2017 • Complete training for Managers/Supervisors on Human Rights, Diversity & Inclusion Lens ✔ Q1 2017 • Results available TTC Origin-Destination Study ✔ Q2 2017 • Complete Federal Tax Credit for Transit Passes Survey ✔ Q2 2017

TTC Management Directory

December 31, 2017



Executive Team

Rick Leary

Chief Executive Officer (Acting)

Collie Greenwood

Chief Service Officer (Acting)

John O'Grady

Chief Safety Officer

Mike Palmer

Chief Operating Officer

Gemma Piemontese

Chief People Officer

Susan Reed Tanaka

Chief Capital Officer

Tara Bal

Chief Financial Officer (Acting)

Brad Ross

Executive Director of Corporate Communications

James Ross

Deputy Chief Operating Officer

Joan Taylor

Chief of Staff

Kirsten Watson

Chief Customer Officer and Deputy Chief Executive Officer (Acting)

Megan MacRae

Executive Director of Human Resources

Senior Management and Department Heads

Valerie Albanese

Head of Diversity and Human Rights

Teresa Bassett-Spiers

Director of Policy Development

Tim Baubie

Head of Stations

Arthur Borkwood

Head of Customer Development

Glen Buchberger

Head of Plant Maintenance

Bem Case

Head of Vehicle Programs

Sam Castiglione

Head of Operations Financial Control

Stephen Conforti

Head of Finance and Treasurer

Jacqueline Darwood

Head of Strategy and Service Planning

Gary Downie

Chief Project Manager
Scarborough Subway Extension

Jim Fraser

Head of Capital Programming

Dan Guna

Head of Information Technology Services and Chief Information Officer

Craig Harper

Head of Subway Infrastructure

Sean Hewitt

Chief Executive Officer of Pension Fund Society

Bob Hughes

Head of Farecard Team

Raewyn Jackson

Head of Subway Transportation

Mike Killingsworth

Head of Transit Enforcement

Pamela Kraft

Head of Property, Planning and Development

Pierre Laurin

Head of Engineering

Christine Leach

Head of Internal Audit (Acting)

Brian Leck

Head of Legal and General Counsel

Kevin Lee

Head of Commission Services

Paul Maglietta

Head of Training and Development

Paul Manherz

Staff Sergeant of Investigative Services – Criminal Investigations

Sue Motahedin

Head of Customer Service Centre

Jane Murray

Chief Project Manager
Construction

Harpreeti Nagi

Head of Rail Cars and Shops

Albert Oliver

Head of Streetcar Transportation

Allan Pritchard

Head of Bus Maintenance and Shops

Mark Russell

Staff Sergeant of Investigative Services – Special Operations

Chris Salvador

Head of Revenue Operations

Anja Schiralli

Director of Employee Service Centre

Susan Selfe

Head of Service Delivery Control

Keith Sibley

Chief Project Manager
Spadina Subway Extension

Robert Smith

Head of Bus Transportation (Acting)

Cheryn Thoun

Head of Customer Communications

Pete Tomlin

Senior Project Manager
Automatic Train Control

Eve Wiggins

Head of Wheel-Trans

Rich Wong

Head of Streetcar Maintenance and Infrastructure

Ted Zlotnik

Head of Materials and Procurement

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)

	2017	2016	2015	2014	2013	2012	2011	2010	2009	2008
OPERATING STATISTICS (regular service inside the City)										
Passenger Trips (Millions)	533.2	538.1	537.6	534.8	525.2	514.0	500.2	477.4	471.2	466.7
Basic Adult Token Fare (at December 31) (\$)	3.00	2.90	2.80	2.70	2.65	2.60	2.50	2.50	2.25	2.25
Average Number of Employees (including Toronto Coach Terminal Inc.)	14,389	14,095	13,651	13,209	12,920	12,739	12,674	12,553	12,324	11,679
Hourly Base Wage Rate & Benefits per Operator (\$)	51.68	50.81	50.33	49.01	47.94	47.35	46.07 ¹²	44.74 ¹²	43.27	41.46
Kilometres Operated (Millions)										
Bus	142.0	138.6	131.6	131.3	129.6	125.0	123.6	124.0	123.7	114.2
Subway	82.9	83.0	82.2	80.8	79.3	78.6	76.1	75.7	75.5	74.9
Streetcar	11.5	13.1	13.9	12.8	12.5	12.6	13.1	12.7	12.3	12.1
Scarborough RT	3.4	3.5	3.4	3.5	3.5	3.1	3.3	3.3	3.3	3.3
Total Kilometres Operated	239.8	238.2	231.1	228.4	224.9	219.3	216.1	215.7	214.8	204.5
OPERATING REVENUE STATISTICS										
Operating Revenue – including property rental, etc. (\$ Millions)	1,234.5	1,196.3	1,179.1	1,157.5	1,120.2	1,087.3	1,026.4	987.5	886.4	891.8
Operating Revenue per Passenger Trip (\$)	2.32	2.22	2.19	2.16	2.13	2.11	2.05	2.07	1.88	1.91
Operating Revenue per Kilometre (\$)	5.15	5.02	5.10	5.07	4.98	4.96	4.75	4.58	4.13	4.36
OPERATING EXPENSE STATISTICS ¹										
Operating Expenses (\$ Millions)	1,696.2	1,712.6	1,695.7	1,589.5	1,491.7	1,472.4	1,460.0	1,385.9	1,328.7	1,208.7
Operating Expense per Passenger Trip (\$)	3.18	3.18	3.15	2.97	2.84	2.86	2.92	2.90	2.82	2.59
Operating Expense per Kilometre (\$)	7.07	7.19	7.34	6.96	6.63	6.71	6.76	6.43	6.19	5.91
OPERATING SUBSIDY STATISTICS										
Operating Subsidy (\$ Millions)	461.8 ¹¹	516.3 ¹⁰	516.6 ⁹	432.0 ⁸	371.5 ⁷	385.1 ⁶	433.6 ⁵	398.4 ⁴	442.3 ³	316.9 ²
Operating Subsidy per Passenger Trip (\$)	0.86	0.96	0.96	0.81	0.71	0.75	0.87	0.83	0.94	0.68
Operating Subsidy per Kilometre (\$)	1.92	2.17	2.24	1.89	1.65	1.76	2.01	1.85	2.06	1.55
REVENUE/COST RATIO	72.8%	69.9%	69.5%	72.8%	75.1%	73.8%	70.3%	71.3%	66.7%	73.8%
PASSENGER VEHICLE FLEET										
(Conventional & Wheel-Trans, owned or leased and in service at December 31)										
Buses	1,920	1,926	1,861	1,869	1,851	1,857	1,819	1,811	1,782	1,737
Subway	848	840	796	724	704	708	712	676	678	678
Streetcars (CLRV & ALRV)	184	219	235	247	247	247	247	247	248	248
Streetcars (LFLRV)	57	30	13	3	0	0	0	0	0	0
Scarborough RT Cars	28	28	28	28	28	28	28	28	28	28
Wheel-Trans Buses	212	199	205	221	221	246	217	227	188	147
Total Vehicle Fleet	3,249	3,242	3,138	3,092	3,051	3,086	3,023	2,989	2,924	2,838

See accompanying notes for conventional system – 10 Year Non-Consolidated Financial & Operating Statistics (Unaudited)

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 depreciation on subsidized assets, the TTC Pension Fund expense or income that is in excess of the TTC's cash contributions, and capital project write downs and environmental expenses that are funded through capital subsidy.
2. 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.
3. 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.
4. 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.
5. 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.
6. 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.
7. 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.
8. 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.
9. 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.
10. 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.
11. 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.
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.