Annual Report

1990

Toronto Transit
Commission

1990 ANNUAL REPORT

Toronto Transit Commission

Letter from the Chairman

AUGUST 29, 1991

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

It is with pleasure that I present the 1990 Annual Report on behalf of the Commissioners and employees of the Toronto Transit Commission.

As we enter the decade of the '90s, public transit is at the forefront of the political agenda. Increased public transit use is the best way to combat urban pollution and city traffic congestion. The TTC must lead the way in providing safe and clean transportation for all our citizens and in sending the message that public transit is the key to keeping our cities moving and working.

Transit received a big boost in 1990 with the Provincial announcement of the $5-billion "Let's Move" programme aimed at significantly extending the rapid transit system in Metropolitan Toronto. Under the "Let's Move" banner, we will greatly increase subway capacity and efficiency by linking the northern ends of the Yonge and University/Spadina lines, and by reaching out with new subway and rapid transit lines to better serve our growing and neighbouring municipalities to the north, east and west. Before year-end, we had begun the mandatory environmental assessments on most of the new projects.

The year also saw the opening of the Harbourfront Light Rail Transit (LRT) line, the first new streetcar line built in Metropolitan Toronto in more than 60 years. The LRT, which operates on its own right-of-way, will help fulfill a long-held desire — that of bringing Metropolitan Toronto's downtown core and the waterfront closer together.

The Spadina Light Rail Transit project, connecting the Bloor Subway at Spadina Station to the Harbourfront LRT at Queens Quay, and the Spadina Subway extension from Wilson Station to Sheppard Avenue were both approved by Metropolitan Toronto Council in 1990. Contingent on the final approval of environmental assessment studies, the TTC should begin construction on the subway extension in 1992 and on the LRT in 1993.

Considerable effort was expended during 1990 on increasing system reliability, solving equipment problems and finding new ways to improve surface service. As an example, the Proof of Payment system was begun on the Queen streetcar line, allowing passengers to load from rear as well as front doors to speed up service. In the current climate of growing demands for transit service, coupled with tight government fiscal policies, we must continue to find economical ways of improving service and reliability, while at the same time maintaining our enviable record for safety.

My sincere thanks go to TTC Commissioners Alan Tonks, Brian Harrison, Bev Salmon and Vice Chairman Mike Colle for the enthusiasm and thoughtfulness they bring to their important role of guiding the direction of the TTC and to the TTC management and staff for the outstanding job they have done throughout the year.

Lois Griffin

Lois Griffin
Chairman

Letter from the Chief General Manager

AUGUST 29, 1991

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

Without doubt, 1990 was a difficult year for the TTC. As a major force within Metropolitan Toronto, we suffered along with the entire community in a time of economic hardship. Yet, even on a bare-bones operating budget, we served 459 million riders — the second highest in TTC history.

Certainly, the best news for the TTC in 1990 was the Ontario government's unveiling of an aggressive $5-billion transit strategy for the Greater Toronto Area. With this commitment in place, we are now able to move ahead with sorely needed subway and surface system expansion. The next decade will be an exciting one for us all.

In the meantime, in 1990 we took an even harder look at the service we are giving to our customers. Section by section we examined our entire operation, continually asking the question, "How can we do it better?".

Employee "green-lighting" sessions brought out many excellent ideas for follow-up. We also consulted and worked with specialized community groups whose experience proved immensely valuable to our planners, engineers and managers.

The results have been very positive. On surface routes, decisive steps have been taken to battle traffic congestion and speed up transit services throughout Metropolitan Toronto, where traffic volume has increased threefold in the past 20 years.

Both above and below the surface, we are continuing to concentrate on passenger safety and security. We reacted quickly to task force recommendations for safe, well-lit Designated Waiting Areas within subway stations, for improved safety and guidance systems for visually-impaired passengers, and for request-stop privileges for women on buses at night.

I am pleased to be able to report that many of these improvements, recommended or tested in 1990, are now slated for introduction in the entire system.

Another goal we vigorously pursued in 1990 was easier access to our entire system, especially for people with disabilities, for the increasingly larger senior segment of our ridership, and for people whose first language is not English.

The year also saw great advances in our long-standing commitment to equal opportunity. Employee rights were protected even further with the introduction of a new anti-harassment policy and training programme. We took special care too, in our approach to our changing community, with the introduction of a training programme to provide TTC managers and supervisors with the skills to work with employees and customers from diverse cultures.

In 1990 we went "Back to Basics" to stress our core values of Service, Courtesy and Safety. Clearly this will be the foundation upon which we will build our rapid transit network over the next decade.

A.F. Leach

Allan F. Leach
Chief General Manager

Early in 1990, the Province of Ontario announced a $5-billion strategy for meeting the Greater Toronto Area's public transit requirements on into the 21st century.

A clearly defined track was thereby laid for a full decade of major transit expansion. Dubbed "Let's Move", the programme has seven facets that affect the Toronto Transit Commission.

- Building a subway loop in the Finch Avenue/Steeles Avenue area to connect the Yonge and University-Spadina Subway lines;
- Extending the Scarborough Rapid Transit line north of Highway 401 to Sheppard Avenue and Markham Road;
- Building the Spadina Light Rail Transit line from Queens Quay to Bloor Street;
- Extending the Harbourfront Light Rail Transit line west to Exhibition Place and east to Greenwood Racetrack;
- Building the Sheppard Subway from Yonge Street to Scarborough City Centre;
- Extending the Bloor-Danforth Subway line west of Highway 427; and
- Constructing the Mississauga Busway (later identified as the Eglinton West Rapid Transit line) from the Eglinton West Subway Station to Mississauga.

The TTC had already prepared an environmental assessment report for the Spadina Light Rail Transit line, and this is with the Ministry of Environment awaiting comment.

By the end of the year, the TTC had environmental assessments underway for all of the remaining proposed service extensions, with the exception of the Harbourfront Light Rail Transit line eastern extension. This project is on hold awaiting further approval from Metropolitan Toronto. Study information will be presented to the public at open forums as part of the approval process throughout the next couple of years.

While this strategy will introduce the service improvements TTC customers expect, the first of them will not be complete until at least mid-decade.

However, in 1990 some immediate problems had to be dealt with.

Ridership, at more than 459 million, was the second highest in the TTC's history but, even so, it was below predictions. This trend, combined with the TTC's bare-bones $627-million operating budget and a year marked by deteriorating economic conditions, indicated a need for rigorous and immediate action. Public transit use had to be promoted throughout the Metropolitan Toronto community.

Solid customer service programmes were launched.

Customer Service Initiatives

Fighting Traffic Congestion

To reduce traffic congestion impeding TTC surface vehicles, 275 Inspectors, Supervisors and Transit Security Investigators were designated Municipal Law Enforcement Officers. These people were trained by the Metropolitan Toronto Police Force and empowered to tag vehicles illegally blocking public transit.

And, as a first step to keeping TTC buses on schedule on routes with major traffic-congestion problems, the TTC worked with the City of Toronto to develop and test the Bay Street Urban Clearway. Curb lanes are reserved for TTC buses, taxis, bicycles, police, fire and ambulance services on weekdays between 7:00 a.m. and 7:00 p.m.

A Better Ride

Customer Service Representatives were stationed at 19 subway stops. They were given a mandate to act quickly to speed up passenger boarding, monitor platform crowds and help subway crews set up trains and get them back in service.

Approximately $5 million was spent on upgrading the subway car and station public-address system to provide clear and frequent announcements. Transit Control Information Despatchers were specially trained to keep customers fully aware of subway delays and service progress.

In July, the TTC began a six-month trial of a Proof of Payment (POP) programme on the Queen streetcar line. POP speeds up passenger boarding of streetcars and reduces the time streetcars spend at each stop. Using a transfer or transit pass, passengers can quickly and easily board through the centre or rear doors of the streetcar. Many benefits of POP, including improved schedule adherence and decreased passenger-boarding times, were realized under the test programme.

All 65 subway and rapid transit stations were equipped with Metropass Express Turnstiles (MET), giving Metropass customers a fast and convenient way to move quickly through turnstiles. Passengers can avoid lineups by passing through a MET, which reads a magnetically encoded strip on the back of each Metropass.

And, in 1990, the TTC opened its doors to new partnerships with the private sector, offering customers a "Super" Metropass. The TTC negotiated with merchants for discounts on food, tours, entertainment and much more, making the monthly Metropass a value-packed savings pass.

New Services/Facilities

Thirty-two new and expanded surface routes were set up, including three new express bus routes to downtown Toronto.

Every work day, the express buses carried more than 2,300 business people from Metro's residential neighbourhoods to Toronto's business district and back again during the crucial rush hours.

Beneath the surface, substantial work on modernizing the Yonge-Bloor Subway Station continued. Contractors were widening subway platforms and building a new entrance and new roof to make it more convenient and comfortable for customers using the system's busiest subway station.

Customer Information

The TTC's new full-service walk-in Customer Centre, on the main floor of the McBrien Building at Davisville Avenue and Yonge Street, was opened in December. In the bright and spacious Centre, customers can learn about the Commission's past, present and exciting future. Ride Guides, TTC novelty products, schedule and route information, as well as TTC fares, are also available at the Centre. TTC Customer Service Representatives are on hand to deal with any customer commendations or complaints regarding TTC service.

Employee Initiatives

Everybody's Business, first developed in 1988 by the Canadian Urban Transit Association and offered to TTC employees in 1990, aims to enhance staff's understanding of customer service. The half-day information session, which approximately 5,400 staff will attend by the end of 1992, stresses the importance of providing quality care to both colleagues and TTC customers.

Front-line staff frequently have good ideas for improving service. The Surface Transit Enhancement Programme (STEP), which was established in 1990, emphasizes the importance of employees' new ideas and will help implement them within a realistic time period.

Safety

In 1990, the TTC continued to improve on its safety record, both on the streets and in its workshops.

TTC passenger and traffic accidents were at an all-time low of 2.63 accidents for every 160,000 kilometres travelled, despite a steady rise in Toronto's traffic volume. As well, at the first annual Maintenance In-Appreciation Dinner held in October, the TTC honoured more than 3,500 maintenance employees for having no injuries while on the job.

Positive steps were also taken to make the subway safer for TTC customers. By the end of 1990, work was well underway to expand existing, and implement additional, safety and security features throughout the system.

The TTC called upon the Canadian National Institute for the Blind for valuable advice on selecting easily detectable platform-edge markers, which will help customers identify the platform edge.

The TTC installed additional passenger assistance alarms in subway cars and began examining a sound and light subway-door-closing warning system to replace the whistle system now in place. Plans are underway to launch a chime-train test programme in 1991.

Equipment

Between 1991 and 1995, the TTC will receive an unprecedented $70-million grant from the Province of Ontario to improve subway reliability and maintenance facilities. The TTC plans to hire additional subway, maintenance and operations staff and upgrade the subway's signal system and maintenance facilities.

In 1990, the Communications and Information System (CIS) was installed on the entire fleet of Articulated Light Rail Vehicles, Presidents' Conference Committee cars and Canadian Light Rail Vehicles. This $37.3-million system keeps Operators and their vehicles in continuous two-way contact with divisional control centres. CIS also collects information on traffic and passenger patterns so service can be adjusted accordingly. All surface vehicles are due to be equipped with CIS by the end of 1991.

In order to replace some of the aging trolley buses in the TTC's vehicle fleet, the TTC signed a three-year $2.1-million lease agreement with Edmonton Transit for thirty 1982 General Motors-built trolleys. The eight-year-old trolleys are among a fleet of 139 TTC trolley vehicles now in revenue service throughout Metropolitan Toronto.

Security

The TTC, the Metro Action Committee on Public Violence Against Women and Children and the Metropolitan Toronto Police Force joined forces in 1989 to produce a milestone report and present 63 important recommendations for making transit safer for women.

As a result of this report, the TTC launched a one-year test of Designated Waiting Areas (DWAs) at six stations on the subway lines in 1990. DWAs are well-lit areas with a variety of communication and security features located either near a Collector's booth or on a subway platform.

As well, in 1990, the TTC co-operated with the Metropolitan Toronto Police Force and the Scarborough Women's Action Network in a comprehensive audit of surface public transit stops in the City of Scarborough and safety concerns associated with their locations. A report outlining safety and security recommendations is to be released in 1991.

In 1989, the TTC sponsored the filming of a one-hour television programme, which offered women practical advice on safety in the city. The programme, entitled "City Sense", was shown during prime-time in

February 1990 and was rebroadcast later because of public interest.

A portion of the show dealt specifically with the issue of sexual assault and harassment on public transit. Strong prominence was given to the TTC's wide range of built-in safety features, including closed-circuit cameras, two-way voice-communication devices and emergency alarm devices.

Equal Opportunity

The TTC's long-standing commitment to equal opportunity was further demonstrated in 1990 with the introduction of a new anti-harassment policy and training programme aimed at creating a work environment supportive of all employees. An intense three-day residential equal-opportunity management-training session was also launched. The five-year $2.1-million programme provides TTC managers and supervisors with the knowledge and skills required to effectively manage a diverse workforce and to respond to the needs of our changing community.

Improving Access

In 1990, the TTC participated with the Municipality of Metropolitan Toronto in the development of a policy on Ethno-Racial Access to Services. In addition, the "Your TTC" brochure, printed in 11 languages, was promoted on multicultural television.

Improving access to transit for people with disabilities is another major transit initiative. In 1990, implementation began on recommendations from a report entitled "Choices for the Future: Transit Services for Disabled and Elderly Persons".

The first 79 of 210 new buses equipped with kneeling capabilities were put into revenue service in 1990. When a 13-metre, 39-seat bus stops to pick up a customer, the front end of the vehicle can be lowered by 10 centimetres, making it easier for the customer to step up.

In order to continue to look for ways to expand service for people with disabilities and seniors, the Lawrence Manor Community Bus project was launched. The one-year trial bus-project is a 10 kilometre, fixed-route bus service in the Lawrence Avenue-Bathurst Street area. The 20-seat, fully accessible Orion II vehicle makes regular stops at a seniors' hospital, a shopping centre, a library and the Lawrence West Subway Station. It can also be hailed anywhere along the route. Although the weekday-only service is intended primarily for people who find it difficult to board conventional buses or walk to bus stops, it can be used by anyone at the same price as the conventional system.

Wheel-Trans, the TTC's service for people with disabilities, carried more than 958,000 passengers on its 123 TTC-owned vehicles and on other vehicles provided by five contracted taxi companies. This is 20 per cent more riders than in 1989.

Expanding Our Horizons

In the summer of 1990, the TTC opened the Harbourfront Light Rail Transit (LRT) line, the first new streetcar line built in Toronto in more than 60 years. The 2.1-kilometre $59.7-million LRT line, a direct link between Toronto's vibrant downtown and its residential, commercial and parkland waterfront, operates on its own right-of-way from beneath Union Station, along Bay Street to Queens Quay and on to Spadina Avenue. Queens Quay, the final station to be built on the line, will open in 1991.

In 1990, the construction of the 3.6-kilometre 13-stop Spadina Light Rail Transit (LRT) line, connecting the Bloor Subway at Spadina Station to the Harbourfront LRT at Queens Quay, was approved by the Municipality of Metropolitan Toronto. Council also approved the building of the Spadina Subway extension from Wilson Station to Sheppard Avenue. Both are subject to the final approval of environmental assessment studies by the Minister of the Environment.

The Better Way Is Also The Cleaner Way

"Think Green - Take the Red Rocket Day", a TTC special event promoting public transit as an environmentally friendly alternative to the car, was an environmental success. On April 24, an additional 12,000 people left their cars at home and took the TTC, thereby helping to reduce the amount of hazardous pollutants being spewed into the air.

And, in 1990, the first of twenty-five 12-metre 40-seat Compressed Natural Gas buses was placed in revenue service. The rest will be phased in by the end of 1991.

Getting Back To Basics

In keeping with the TTC's "Back to Basics" philosophy of strengthening public transit services for the residents of Metropolitan Toronto, the TTC sold the coach business of its subsidiary, Metropolitan Toronto Coach Terminal Inc., formerly Gray Coach Lines, Limited, in 1990. Gray Coach Lines provided service to people in Ontario, throughout the rest of Canada and the United States. From the day it picked up its first customer in 1927, Gray Coach Lines carried close to 400 million customers to more than 300 communities.

The Bay Street Bus Terminal, which remains a subsidiary of the TTC, continues to be the depot for Gray Coach Lines and six other interurban coach carriers. It was closed in 1990 for extensive renovations. Reopened for customers as the Metropolitan Toronto Coach Terminal at the end of that year, the interior was redesigned to serve seven million people annually. It has an expanded seating area, computerized arrival and departure monitors, and a tunnel linking it to the TTC. It will be officially reopened early in 1991.

Financial Overview (Conventional System)

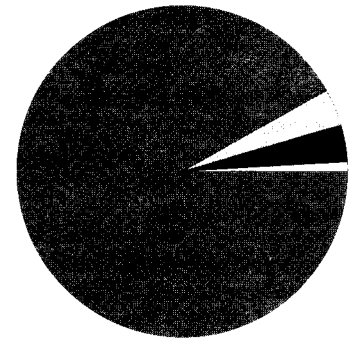
The 1990 passenger level of 459,234,000 represents the second highest level of annual ridership in TTC history. The operating subsidy requirement of $187,904,000 was $561,000 or 0.3% greater than budget. This Financial Overview briefly analyses the Commission's most significant financial results for the year; more details can be found on the following pages.

TTC Fares at December, 1990

	Fares	Revenue Passengers millions	%
TOKENS			
Adult	8 for $8.00	119.5	26.0
TICKETS			
Adult	8 for $8.00	38.4	8.4
	2 for $2.25	22.3	4.9
Scholar	8 for $4.00	34.7	7.5
Senior Citizen	8 for $4.00	26.6	5.8
Child	6 for $1.75	12.4	2.7
CASH			
Adult	$1.20	67.3	14.7
Scholar	$0.75	6.3	1.4
Child	$0.55	3.1	0.7
PASSES			
Metropass	$53.00	116.6	25.4
Twin Pass	$43.00	2.8	0.6
Seniors' Pass	$34.50	5.1	1.1
Day Pass	$5.00	1.0	0.2
OTHER			
Postal Contract		2.0	0.4
Blind and War Amputees		1.1	0.2
		459.2	100.0

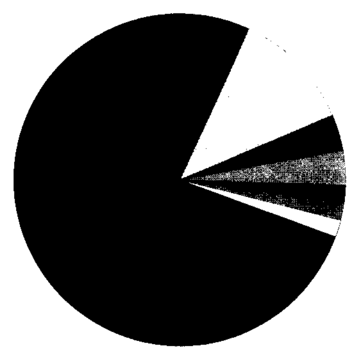
Note:
The split of passengers and revenue by category is estimated on the basis of collection of tickets and tokens and a sample analysis of cash fares.

1990 REVENUE
Total Revenue:
$440,411,000



- Regular Service, Including Fare Grants $406,390,000 (92.3%)
- Rental Income $15,752,000 (3.6%)
- Advertising Space Rental $8,059,000 (1.8%)
- Miscellaneous $7,995,000 (1.8%)
- Charters and Special Services $2,215,000 (0.5%)

1990 EXPENSES
Total Expenses:
$628,315,000

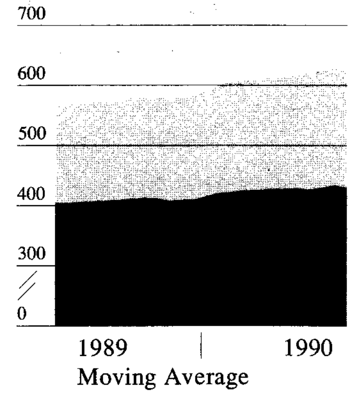


- Wages, Salaries and Other Employee Costs $479,277,000 (76.3%)
- Materials, Services and Supplies $74,141,000 (11.8%)
- Automotive Fuel $21,900,000 (3.5%)
- Electric Traction Power $21,377,000 (3.4%)
- Accident Claims Costs $10,852,000 (1.7%)
- Depreciation $10,716,000 (1.7%)
- Property Taxes $10,052,000 (1.6%)

Operating results

	1990	1989	Increase	%
■ Revenue ($ millions)	440.4	401.7	38.7	9.6
□ Operating subsidy ($ millions)	187.9	159.8	28.1	17.6
Expenses ($ millions)	628.3	561.5	66.8	11.9

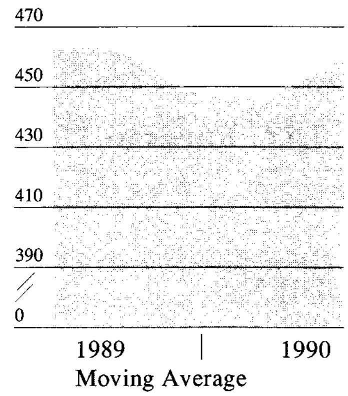
Revenue increased to $440.4 million, primarily as a result of the 6.38% fare increase and the 1.9% increase in ridership. Expenses rose to $628.3 million because of a wage increase of 7.0%, general inflation and a 2.5% increase in miles operated. Operating subsidy increased by 17.6%.



Passengers

	1990	1989	Increase	%
Passengers (millions)	459.2	450.7	8.5	1.9
Revenue per passenger	95.9¢	89.1¢	6.8¢	7.6
Operating subsidy per passenger	40.9¢	35.5¢	5.4¢	15.2
Expenses per passenger	136.8¢	124.6¢	12.2¢	9.8

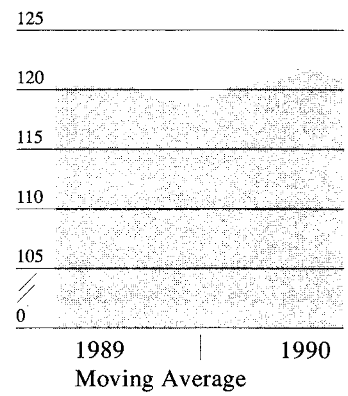
Ridership increased by 1.9% as 1989 was affected by a union job action.



Miles

	1990	1989	Increase	%
Miles (millions)	121.3	118.3	3.0	2.5
Revenue per mile	363.1¢	339.5¢	23.6¢	7.0
Operating subsidy per mile	154.9¢	135.1¢	19.8¢	14.7
Expenses per mile	518.0¢	474.6¢	43.4¢	9.1

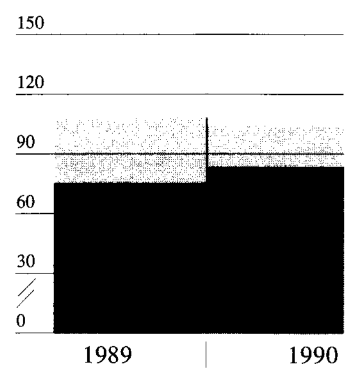
Vehicle mileage increased in 1990 by 3.0 million miles or 2.5%. Surface mileage (buses, streetcars and trolley coaches) increased by 2.7 million miles, while rapid transit miles increased by 0.3 million miles.



Capital expenditures

	1990	1989	Increase (Decrease)	%
□ Revenue vehicle acquisition ($ millions)	22.2	32.0	(9.8)	(30.6)
■ Other capital projects ($ millions)	82.2	76.1	6.1	8.0
Total ($ millions)	104.4	108.1	(3.7)	(3.4)

Among the major expenditures in 1990 were the purchase of 79 diesel buses ($17.2 million), implementation of the Communications and Information System ($15.6 million), construction of the Harbourfront Light Rail Transit line ($9.8 million) and the Yonge-Bloor platform protection project ($5.1 million).



Revenue

(thousands of dollars)	1990	1989	Increase (Decrease)	%
Regular service	390,076	360,716	29,360	8.1
Fare grants	16,314	14,731	1,583	10.7
	406,390	375,447	30,943	8.2
Charters and special services	2,215	2,253	(38)	(1.7)
	408,605	377,700	30,905	8.2
Rental income	15,752	13,820*	1,932	14.0
Advertising space rental	8,059	7,808	251	3.2
Other income	7,995	2,415*	5,580	–
Total revenue	440,411	401,743	38,668	9.6

*Restated to conform to the 1990 presentation.

Regular Service, Including Fare Grants

Regular service, or "passenger" revenue, including fare grants from Metro Toronto, amounted to $406,390,000 in 1990. Fare increases implemented on January 2, 1990, resulted in an increase in the average fare of 6.38%. The adult ticket and token fare was increased to 8 for $8.00 ($1.00) from 8 for $7.50 (93.8¢). Similar proportionate increases were made to all other fares, except for the adult two-fare ticket and the adult and children's cash fare. The fare increase generated $23.8 million in additional revenue.

Ridership increased to 459.2 million,which resulted in increased revenue of $7.1 million.

As in previous years, Metro Toronto continued to provide grants that allow senior citizens to travel at half fare, the blind and war amputees to travel free and eligible war veterans to use seniors' fares. The amounts of Metro grants in 1990 were: senior citizens – $15,475,000; blind and war amputees – $749,000; eligible war veterans – $90,000.

Charters And Special Services

Charter revenue totalled $1,328,000, as compared with $1,394,000 in 1989. Nineteen-ninety revenue was lower than normal due to reduced business as a result of the poor economic climate. Special service revenue increased by $28,000 to $887,000 due to increases in revenues from schools, Premium Express and other minor special services offset by reductions for Woodbine Racetrack and Vintage Tours.

Rental Income

Rent from station concessions and leases of property totalled $3,645,000, a small increase from 1989. Parking lot net revenue totalled $7,216,000, a 26.5% increase over 1989, primarily as a result of large parking rate increases on January 1, 1990. These large increases were required to recover the cost of the new Commercial Concentration Tax. Other rental income totalled $4,891,000, an increase of $418,000, mainly the result of additional services provided beyond the Metro Toronto boundary.

Advertising Space Rental

Advertising revenue is obtained from advertisements on TTC vehicles and property. Advertising revenue increased by 3.2% due to a greater demand for using this type of advertising media and the full year's effect of increased frame inventory on vehicles and in subway stations.

Other Income

The increase in other income is mainly due to the gain on the Eglinton-Duplex land ($3,800,000) and an increase in the dividend from Metropolitan Toronto Coach Terminal Inc. (formerly Gray Coach Lines, Limited) from $1,200,000 in 1989 to $2,000,000 in 1990.

Expenses

(thousands of dollars)	1990	1989	Increase	%
Wages, salaries and other employee costs	479,277	427,975*	51,302	12.0
Materials, services and supplies	74,141	68,506*	5,635	8.2
Automotive fuel	21,900	20,417	1,483	7.3
Electric traction power	21,377	20,273	1,104	5.4
Accident claims costs	10,852	8,524	2,328	27.3
Depreciation	10,716	9,580	1,136	11.9
Property taxes	10,052	6,255	3,797	60.7
Total expenses	628,315	561,530	66,785	11.9

*Restated to conform to the 1990 presentation.

Wages, Salaries And Other Employee Costs

Wage and salary costs increased to $399,937,000 while the Commission's share of pension contributions and other employee benefit costs totalled a further $79,340,000. General wage increases granted in 1989 and 1990 resulted in a 7.0% overall wage increase. Specifically, a 7.0% wage increase became effective on both July 1, 1989, and July 1, 1990. In addition, the TTC average workforce increased by 2.5%, and employee benefit costs increased by 13.9%.

An analysis of wage and salary costs by function is shown on page 11.

Materials, Services And Supplies

This represents the cost of materials, services and supplies of items not shown separately in the table above. These costs are also analysed on page 11.

Automotive Fuel

The increase in this cost is due to a 2.6% increase in the average price of diesel fuel (35.5¢ per litre in 1990) and a 3.7% increase in bus miles operated (63.7 million miles in 1990).

Electric Traction Power

The increase in the electric traction power cost is primarily due to rate increases and a 1.2% increase in miles operated by electric vehicles. In 1990, 57.6 million miles were operated.

Accident Claims Costs

Accident claims costs consist of premiums for catastrophe insurance, payments for self-insured claims and an increase in the provision for unsettled accident claims. Claims paid in 1990 were higher than in 1989, and the average value of claims paid increased. In addition, the provision for unsettled accident claims at December 31, 1990, was increased by $3.8 million ($1.4 million increase in 1989) to allow for the greater number and value of claims outstanding at the year-end.

Depreciation

This expense relates to the annual amortization of the Commission's investment (net of municipal and provincial subsidies) in its capital assets.

Property Taxes

Realty and business taxes are payable on all Commission properties, except those used for rapid transit purposes. The increase in taxes is attributable to a mill rate increase and the implementation of the Commercial Concentration Tax on Commission-operated commuter parking lots, which amounted to $2,801,000 in 1990.

Expenses by Function

(thousands of dollars)	1990	1989	Increase (Decrease)	%
WAGES, SALARIES AND OTHER EMPLOYEE COSTS				
Vehicle operation	265,422	240,238*	25,184	10.5
Vehicle maintenance	108,520	93,900	14,620	15.6
Non-vehicle maintenance	54,910	50,600	4,310	8.5
General and administration	50,425	43,237	7,188	16.6
	479,277	427,975	51,302	12.0
MATERIALS, SERVICES AND SUPPLIES				
Vehicle operation	2,763	2,380	383	16.1
Vehicle maintenance	32,762	28,409	4,353	15.3
Non-vehicle maintenance	22,419	24,295*	(1,876)	(7.7)
General and administration	16,197	13,422*	2,775	20.7
	74,141	68,506	5,635	8.2

*Restated to conform to 1990 presentation.

VEHICLE OPERATION

Approximately 50% of the operating workforce is involved in vehicle operations: Operators, Station Collectors, Inspectors, Training Staff and Transportation Department Management. Labour costs increased in 1990, mainly because of the general wage adjustment, increased employee benefit costs, the impact of the union job action in 1989, service improvements and the full implementation of CIS at Roncesvalles/Russell, Wilson, Arrow Road and Malvern Divisions. The increase in non-labour costs is the result of higher uniform costs due to inflation and more employees, and higher stationery costs as a result of increased office automation.

VEHICLE MAINTENANCE

Servicing, maintaining and repairing the revenue fleet employs approximately 25% of the Commission's workforce. Costs increased mainly as a result of the general wage adjustment and inflation in the cost of maintenance material, the impact of the union job action in 1989, additional costs associated with job upgrading in the automotive and rail categories and increased maintenance of subway cars, which was undertaken to improve subway reliability.

NON-VEHICLE MAINTENANCE

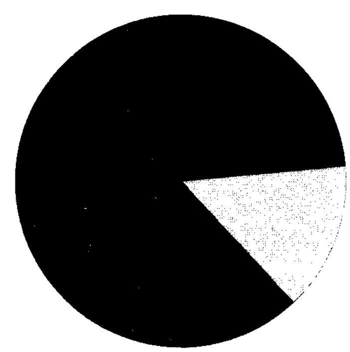
Approximately 15% of the workforce is engaged in maintaining the Commission's garages, carhouses, repair shops and administration facilities, as well as the track and wiring along the subway and surface routes. The increase in costs in this area is the result of the general wage increase adjustment and increased employee benefits and inflation in the cost of maintenance material offset by reductions due to the completion in 1989 of certain maintenance projects.

GENERAL AND ADMINISTRATION

The general and administration functions include the Executive, Finance, Marketing and Public Affairs, Human Resources, Materials and Procurement, Planning, Safety, Security, Legal, and Management Services operations. These activities account for approximately 10% of the workforce.

The increase in labour costs was again mainly due to the general salary adjustment and higher employee benefit costs. The increase in non-labour costs was due to general inflation in the cost of supplies and services and increased advertising expenditures.

EXPENSES BY FUNCTION



- Vehicle Operation $268,185,000 (48.5%)
- Vehicle Maintenance $141,282,000 (25.5%)
- Non-Vehicle Maintenance $77,329,000 (14.0%)
- General and Administration $66,622,000 (12.0%)

Revenue and Expenses
For the Wheel-Trans System

(thousands of dollars)	1990	1989	Increase (Decrease)
REVENUE			
Passenger services	992	807	185
EXPENSES			
Wages, salaries and other employee costs	19,533	15,388	4,145
Materials, services and supplies	5,660	6,008	(348)
Contract services	5,044	2,611	2,433
Automotive fuel	793	791	2
Accident claims costs	195	123	72
	31,225	24,921	6,304

Wheel-Trans is a specialized transit service, operating seven days a week, for people with disabilities who are unable to board regular transit vehicles.

Since May 1, 1983, TTC staff have handled all administrative duties, reservations, scheduling and dispatching functions. On January 1, 1989, the TTC also became directly responsible for the operation and maintenance of the Orion II specialized buses.

Outside contractors continued to supply the station wagon and sedan portions of the Wheel-Trans service.

Operating statistics for 1989 and 1990 are as follows:

(thousands)	1990	1989	Increase	%
Passengers carried	958.2	792.9	165.3	20.8
Miles operated	6,492.2	5,389.5	1,102.7	20.5
Number of registrants	16.4	14.6	1.8	12.3

Capital Expenditures

(thousands of dollars)	1990	1989	Increase (Decrease)
Revenue vehicle acquisition	22,178	31,990	(9,812)
Other capital projects	82,222	76,140	6,082
	104,400	108,130	(3,730)

Revenue Vehicle Acquisition			**Other Capital Projects**	
79	Diesel buses	17,160	Communications and Information System	15,623
126	Subway cars (progress payments)	1,813	Harbourfront Light Rail Transit line	9,808
22	Rebuilt PCC streetcars (current year's expenditures)	1,460	Maintenance facilities	9,272
			Surface and subway track	9,014
52	Articulated Light Rail Vehicles (progress payments)	995	Yonge-Bloor platform protection	5,115
125	Compressed Natural Gas buses (progress payments)	750	Pedestrian tunnel linking Metropolitan Toronto Coach Terminal and the Atrium	2,167
			Other capital projects	31,223
		22,178		82,222

These figures do not include Metro Toronto's direct expenditures for land purchased for subway and other projects, or Metro Toronto municipalities' costs for constructing transit shelters and loops.

Revenue Vehicle Acquisition

79 Diesel buses:
Payments were made for 79, 13-metre diesel buses in 1990.

126 Subway cars:
Further progress payments were made towards the purchase of 126 new H6 subway cars. By the end of 1990, all of these cars were in operation.

52 ALRVs:
Further progress payments were made towards the purchase of 52 ALRVs. All of these new vehicles are now accepted in service, replacing old PCC streetcars.

22 Rebuilt PCC streetcars:
Twenty-two PCC streetcars are to be rebuilt from 1986 to 1992. These additional streetcars will be used to increase service as required.

125 CNG buses:
By December 31, 1990 four of twenty-five natural gas buses had been received. After evaluation, an additional 100 buses may be purchased for delivery in 1992 and 1993.

Other Capital Projects

CIS:
The CIS system enables Operators of surface vehicles to be in contact with divisional personnel. Its use is also to monitor and control the vehicles and to collect statistics on the performance of the fleet. In 1990, work continued to equip all surface vehicles with this system. The project is expected to be completed in 1991.

Harbourfront LRT:
Construction of the 2.1-kilometre LRT line continued in 1990. It was completed at a cost of approximately $59.7 million.

Maintenance facilities:
Work done in 1990 included garage modifications to accommodate articulated and natural gas buses, rebuilding of bus hoists and expansion of Greenwood Yard to provide additional storage space and maintenance pits. Progress on the new garage to be constructed in the Markham and Steeles area also occurred in 1990.

Surface and subway track:
Surface track projects are undertaken in conjunction with Metro Toronto and the City's programme for repairing streets. Subway track projects in 1990 consisted of the replacement of cross-overs and curves at various locations and the reinsulation of negative rail on the Bloor-Danforth line.

Yonge-Bloor platform protection:
This project is to allow for the option of building a third platform on the Yonge line at the Bloor Station to alleviate congestion.

Pedestrian tunnel:
This project provides an underground link between the Metropolitan Toronto Coach Terminal and the Atrium-on-Bay, which connects with the subway system.

Other capital projects:
These include the magnetic encoded tickets fare collection system (MET); subway ventilation and asbestos removal projects; acquisition of computer hardware; garage improvements; purchase of shop and garage equipment; purchase of service vehicles; studies related to proposed new transit lines, and other capital acquisitions.

Financing

(thousands of dollars)		1990	1989	Increase (Decrease)
CONVENTIONAL SYSTEM OPERATING EXPENSES				
By the Commission		628,315	559,598	68,717
By Metro Toronto and Metro municipalities		40,805	38,343	2,462
		669,120	597,941	71,179
Financed from:	Commission revenue	440,411	399,811	40,600
	Metro Toronto and Metro municipalities	127,109	107,030	20,079
	Provincial subsidy	101,600*	91,100*	10,500
		669,120	597,941	71,179
WHEEL-TRANS OPERATING EXPENSES				
By the Commission		31,225	24,921	6,304
By Metro Toronto		184	122	62
		31,409	25,043	6,366
Financed from:	Provincial subsidy	15,208*	12,118*	3,090
	Metro Toronto	15,209	12,118	3,091
	Commission revenue	992	807	185
		31,409	25,043	6,366
CAPITAL EXPENDITURES				
By the Commission		104,400	108,130	(3,730)
By Metro Toronto and Metro municipalities		15,041	12,070	2,971
		119,441	120,200	(759)
Financed from:	Provincial subsidy	80,700*	86,800*	(6,100)
	Metro Toronto and Metro municipalities	24,008	22,422	1,586
	Commission	14,733	10,978	3,755
		119,441	120,200	(759)

* Subject to provincial audit and approval.

CONVENTIONAL SYSTEM OPERATING EXPENSES

Financing is based on a users' fair-share agreement under which the Commission aims to provide approximately 68% of expenses (as defined for provincial subsidy purposes) from its revenues.

The Municipality of Metropolitan Toronto and the Province of Ontario assume the remaining expenses on an approximately equal basis. In practice, the 68% revenue/cost target is arrived at through the Commission's budget-setting procedures, which forecast numbers of passengers, service to be operated and required fare increases. These percentages may fluctuate slightly above or below the targets from year to year.

The provincial subsidy formula was changed, effective for 1989. The subsidy is now 16% of eligible expenses plus the continuation of the special subsidy for the extra operating costs of the Scarborough RT line that result from the use of the Intermediate Capacity Transit System instead of the originally planned streetcar (LRT) system.

In 1990, the operating subsidy requirement assumed by Metro Toronto amounted to $187,904,000. Metro Toronto and Metro municipalities incurred further costs totalling $40,805,000. These were primarily for debenture debt payments, senior citizens' fare subsidy and maintenance of transit shelters. The provincial contribution amounted to $101,600,000 (subject to provincial audit), and Metro's residual cost was $127,109,000.

Wheel-Trans Operating Expenses

The Wheel-Trans operating subsidy requirement is funded on an equal basis between the Municipality of Metropolitan Toronto and the Province of Ontario.

In 1990, the operating subsidy requirement assumed by Metro Toronto amounted to $30,233,000. Metro incurred further costs of $184,000 for senior citizens' fare subsidy. The provincial contribution was $15,208,000 (subject to audit).

Capital Expenditures

Capital expenditures totalled $104,400,000, consisting of $63,929,000 for rapid transit extensions, major vehicle purchases and other projects included in the Metro Capital Works Programme, and $40,471,000 for the purchase of buses and for the replacement and renovation of surface and general facilities included in the Commission's capital budget.

Metro assumes the full cost of the projects included in the Capital Works Programme, including land and certain buildings purchased directly by Metro and not recorded on the Commission's books ($14,712,000 in 1990). Metro receives provincial subsidy for all of these costs, the majority at a rate of 75%.

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

Provincial subsidies on capital expenditures in 1990 amounted to $80,700,000 (subject to provincial audit). The Commission's contribution was $14,733,000, and the remaining $24,008,000 was financed by Metro Toronto and the Metro municipalities.

Toronto Transit Commission

FINANCIAL STATEMENTS

December 31, 1990

Auditors' Report

MARCH 28, 1991

TO THE CHAIRMAN AND MEMBERS
OF THE TORONTO TRANSIT COMMISSION

We have audited the balance sheet of the Toronto Transit Commission as at December 31, 1990 and the combined statement of revenue and expenses, statements of revenue and expenses for the Conventional Transit System and the Wheel-Trans System and the statement of changes in financial position for the year then ended. These financial statements are the responsibility of the Commission's management. Our responsibility is to express an opinion on these financial statements based on our audit.

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

In our opinion, these financial statements present fairly, in all material respects, the financial position of the Commission as at December 31, 1990 and the results of its operations and the changes in its financial position for the year then ended in accordance with generally accepted accounting principles.

THE MUNICIPALITY OF METROPOLITAN TORONTO · 1953 ·

Allan G. Andrews, C.A.,
Metropolitan Auditor

KPMG Peat Marwick Thorne
Chartered Accountants

Peat Marwick Thorne

Chartered Accountants
Toronto, Canada

Metropolitan Auditor
Toronto, Canada

Combined Statement of Revenue and Expenses

(in thousands)	Year ended December 31, 1990	Year ended December 31, 1989
Revenue		
Conventional Transit System	$440,411	$401,743
Wheel-Trans System	992	807
	441,403	402,550
Expenses		
Conventional Transit System	628,315	561,530
Wheel-Trans System	31,225	24,921
	659,540	586,451
Net Operating Costs	$218,137	$183,901
Operating subsidy (Note 2)		
Conventional Transit System	$187,904	$159,787
Wheel-Trans System	30,233	24,114
	$218,137	$183,901

Statement of Revenue and Expenses For the Conventional Transit System

(in thousands)	Year ended December 31, 1990	Year ended December 31, 1989
REVENUE		
Passenger services	$408,605	$377,700
Rental of land, air rights, buildings, subway concessions and equipment	15,752	13,820
Rental of advertising space	8,059	7,808
Dividend from Metropolitan Toronto Coach Terminal Inc.	2,000	1,200
Miscellaneous	5,995	1,215
Total revenue	440,411	401,743
EXPENSES		
Wages, salaries and other employee costs	479,277	427,975
Materials, services and supplies other than the items shown below	74,141	68,506
Automotive fuel, including federal and provincial taxes	21,900	20,417
Electric traction power	21,377	20,273
Accident claims costs	10,852	8,524
Depreciation	10,716	9,580
Property taxes	10,052	6,255
Total expenses	628,315	561,530
Operating subsidy (Note 2)	$187,904	$159,787

Statement of Revenue and Expenses For the Wheel-Trans System

(in thousands)	Year ended December 31, 1990	Year ended December 31, 1989
REVENUE		
Passenger services	$ 992	$ 807
EXPENSES		
Wages, salaries and other employee costs	19,533	15,388
Materials, services and supplies other than the items shown below	5,660	6,008
Contract services	5,044	2,611
Automotive fuel, including federal and provincial taxes	793	791
Accident claims costs	195	123
Total expenses	31,225	24,921
Operating subsidy (Note 2)	$ 30,233	$ 24,114

Balance Sheet

(in thousands)	December 31, 1990	December 31, 1989
ASSETS		
Current assets		
Cash	$ 7,139	$ 4,554
Accounts receivable		
The Municipality of Metropolitan Toronto	75,882	70,008
Metropolitan Toronto Coach Terminal Inc.	4,555	3,143
Other	6,387	7,030
Inventories	26,085	24,446
Working funds and prepaid expenses	3,676	3,936
	123,724	113,117
Investment in Metropolitan Toronto Coach Terminal Inc. (Note 3)	1,000	1,000
Capital assets		
Land, buildings, subway, power distribution system, trackwork, rolling stock, buses and other equipment	2,100,265	1,988,001
Less capital contributions	(1,843,122)	(1,739,956)
	257,143	248,045
Less accumulated depreciation	(172,381)	(167,300)
	84,762	80,745
Under construction and not yet in service	88,423	101,228
Less capital contributions	(88,423)	(101,228)
	–	–
Net capital assets	84,762	80,745
	$ 209,486	$ 194,862
LIABILITIES AND EQUITY		
Current liabilities		
Accounts payable and accrued liabilities	$ 98,066	$ 91,860
Current portion of debenture debt (Note 4)	1,877	1,782
	99,943	93,642
Provision for		
Fare media held by the public	20,200	18,400
Unsettled accident claims	20,400	16,500
Long-term employee benefits	17,500	13,000
	58,100	47,900
Long-term portion of debenture debt due to The Municipality of Metropolitan Toronto (Note 4)	6,258	8,135
EQUITY		
Equity acquired from Toronto Transportation Commission on January 1, 1954	24,804	24,804
Earnings retained and invested in the system by Toronto Transit Commission (Unchanged from 1972)	20,381	20,381
	45,185	45,185
	$ 209,486	$ 194,862

Statement of Changes in Financial Position

(in thousands)	Year ended December 31, 1990	Year ended December 31, 1989
CASH USED IN OPERATIONS		
Net operating costs	$ 218,137	$ 183,901
Items not affecting cash		
Depreciation	(10,716)	(9,580)
Provision for fare media held by the public	(1,800)	(2,600)
Provision for unsettled accident claims	(3,900)	(1,500)
Provision for long-term employee benefits	(4,500)	(6,300)
	197,221	163,921
Changes in non-cash operating working capital	1,816	4,331
	199,037	168,252
CASH USED IN THE ACQUISITION OF CAPITAL ASSETS	104,400	108,130
CASH RECEIVED FROM (USED IN) FINANCING ACTIVITIES		
Operating subsidies	218,137	183,901
Capital contributions	89,667	97,152
Debenture debt repayment	(1,782)	(1,690)
	306,022	279,363
Increase in cash	2,585	2,981
Cash, beginning of year	4,554	1,573
Cash, end of year	$ 7,139	$ 4,554

Notes to Financial Statements December 31,1990

The Toronto Transit Commission (the Commission) was established on January 1, 1954, to provide the conventional transit service for the municipalities comprising The Municipality of Metropolitan Toronto (the Municipality). The Commission also operates Wheel-Trans, a transit service for the physically disabled, which is subsidized by the Municipality and the Province of Ontario (the Province).

1. Significant Accounting Policies

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

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

b. Inventories
Inventories are valued at average cost and are expensed or capitalized when issued.

c. Investment in wholly owned subsidiary – Metropolitan Toronto Coach Terminal Inc.
The investment in Metropolitan Toronto Coach Terminal Inc. (MTCTI), formerly Gray Coach Lines, Limited, is carried at cost. Dividends are recorded as revenue when received and effectively decrease the operating subsidy provided from the Municipality. As increases in the equity are not likely to accrue to the Commission, the financial statements of MTCTI are not consolidated.

d. Capital assets and capital contributions
Capital assets are recorded at cost less capital contributions. The current bases for capital contributions are as follows:

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

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

(iii) For Wheel-Trans, the Municipality fully funds all capital expenditures and recovers 50% from the Province.

Holdbacks on construction contracts are not recorded until paid, since the Municipality has complete financial responsibility.

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

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

ASSET	Years
Buildings	40
Subway	65
Power distribution system	30
Trackwork	15 - 25
Rolling stock	25 - 30
Buses	10
Other equipment	5 - 25

2. Operating Subsidy

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

The Municipality in turn obtains a subsidy from the Province equal to 16% of eligible expenses, and additional special operating subsidies for the Scarborough RT line.

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

The funding of conventional transit operating expenses (as defined for provincial subsidy purposes) for 1989 and 1990 is estimated to be as follows:

	1990	1989
By the Commission	67.4%	69.2%
By the Municipality	16.4%	14.6%
By the Province of Ontario	16.2%	16.2%

b. Wheel-Trans

For Wheel-Trans, there is no defined revenue contribution. The Municipality undertakes in its budget to provide an operating subsidy equal to the deficit on operations, and in turn receives a 50% contribution from the Province.

3. Metropolitan Toronto Coach Terminal Inc.

At December 31, 1990, MTCTI continues to own and operate a coach terminal located in Metropolitan Toronto.

In prior years, MTCTI operated interurban coach services, charters, tours and school buses either directly or through its subsidiaries, including Trentway-Wagar (Properties) Inc. During the year, MTCTI disposed of these assets and certain other property. The financial statements of MTCTI will be published separately when the final settlement of the sale of these assets is completed.

Included in the Commission's statement of revenue and expenses is a charge to MTCTI of $5,988,000 (1989 - $5,976,000) for rental of property and equipment, use of joint facilities, and administrative services.

4. Debenture Debt

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

(in thousands)	1990	1989
Serial debentures:		
5 3/8% final instalment due 1992	$ 524	$ 766
5 1/2% final instalment due 1993	1,856	2,411
5 1/4% final instalment due 1995	5,755	6,740
	8,135	9,917
Less: current portion	1,877	1,782
	$ 6,258	$ 8,135

Serial debenture payments required in each of the next five years are approximately $1,627,000.

Sinking fund debentures due in 1993 to 1997 amounting to $17,533,000 have been fully funded by sinking fund investments.

5. Pensions

Substantially all employees, including those assigned to MTCTI, are members of the Toronto Transit Commission Pension Fund Society (the Society).

Pensions provided by the Society are based on length of service and average base year earnings.The average base years, which are currently 1985 to 1988, are updated from time to time, provided that the financial position of the Society so permits.

By agreement, the Commission is obligated to contribute to the Society 6.25% of wages and salaries up to the year's maximum pensionable earnings as defined by the Canada Pension Plan, and 7.85% of wages and salaries in excess of this amount. Members contribute equally to the Society.

The contributions by the Commission amounted to $29,034,000 in 1990 (1989 - $25,499,000).

6. Taxes

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

7. Comparative Balances

Certain 1989 figures have been reclassified to conform to the presentation adopted in 1990.

10-Year Financial and Operating Statistics

	1981	1982	1983	1984
PASSENGERS/OPERATING REVENUE				
Passengers (Millions)	392.0	401.2	405.7	427.7
Basic Adult Ticket Fare (at December 31)	57.1¢	62.5¢	66.7¢	70.0¢
Total Operating Revenue ($ Millions)	215.0	240.9	259.4	283.2
Operating Revenue per Mile	199.3¢	212.4¢	228.5¢	247.3¢
Operating Revenue per Passenger	54.9¢	60.0¢	63.9¢	66.2¢
OPERATIONS/EXPENSES				
Miles Operated, Including Charters and Special Services (Millions)				
Bus	52.1	56.8	57.2	58.2
Subway Car	42.6	43.2	43.1	43.3
Streetcar	9.3	9.4	9.3	9.2
Trolley Coach	3.9	4.0	3.9	3.8
Scarborough RT	–	–	–	–
	107.9	113.4	113.5	114.5
Average Number of Employees (Including MTCTI)	8,906	9,200	9,414	9,614
Average Hourly Wages and Benefits per Driver	$14.13	$15.49	$16.50	$17.43
Total Expenses ($ Millions)	284.4	333.8	362.8	393.0
Expense per Mile	263.6¢	294.3¢	319.6¢	343.2¢
Expense per Passenger	72.6¢	83.2¢	89.4¢	91.9¢
OPERATING SUBSIDY				
Operating Subsidy ($ Millions)	69.4	92.9	103.4	109.8
Operating Subsidy per Mile	64.3¢	81.9¢	91.1¢	95.9¢
Operating Subsidy per Passenger	17.7¢	23.2¢	25.5¢	25.7¢
REVENUE/COST RATIO	71.1%	68.6%	68.5%	69.3%
CAPITAL ASSETS				
Investment in Capital Assets (Before Depreciation and Contributions) at December 31 ($ Millions)				
Rapid Transit	841.6	885.4	971.9	1,060.0
Surface	225.5	262.0	307.9	330.8
	1,067.1	1,147.4	1,279.8	1,390.8
Metro and Provincial Contributions	849.3	927.2	1,057.6	1,170.9
TTC Investment (Before Depreciation)	217.8	220.2	222.2	219.9
Vehicle Fleet (Owned and Leased)				
Articulated Buses	–	–	–	–
Buses	1,403	1,556	1,561	1,465
Subway Cars	632	632	632	632
Trolley Coaches	151	151	151	150
Streetcars				
PCCs	258	178	175	169
CLRVs	188	196	196	196
ALRVs	–	–	–	–
ICTS Vehicles	–	–	–	–
Wheel-Trans Buses	–	–	–	–
	2,632	2,713	2,715	2,612

1985	1986	1987	1988	1989	1990	% Increase (Decrease) 1981 - 1990
432.2	441.0	456.9	463.5	450.7	459.2	17.1
73.8¢	80.0¢	83.3¢	87.5¢	93.8¢	100.0¢	75.1
301.6	334.8	357.7	381.5	401.7	440.4	104.8
260.2¢	283.2¢	297.3¢	315.6¢	339.5¢	363.1¢	82.2
69.8¢	75.9¢	78.3¢	82.3¢	89.1¢	95.9¢	74.7
59.0	60.0	61.0	62.7	61.4	63.7	22.3
43.3	44.1	45.3	44.8	43.7	44.0	3.3
9.1	9.0	8.8	8.6	8.1	8.2	(11.8)
3.6	3.5	3.6	3.3	3.1	3.4	(12.8)
0.9	1.6	1.6	1.5	2.0	2.0	–
115.9	118.2	120.3	120.9	118.3	121.3	12.4
9,628	9,636	9,734	9,963	10,176	10,351	16.2
$18.40	$19.49	$20.58	$21.63	$23.24	$24.99	76.9
427.0	461.0	494.5	531.9	561.5	628.3	120.9
368.4¢	390.0¢	411.0¢	440.0¢	474.6¢	518.0¢	96.5
98.8¢	104.5¢	108.1¢	114.8¢	124.6¢	136.8¢	88.4
125.4	126.2	136.8	150.4	159.8	187.9	170.7
108.2¢	106.8¢	113.7¢	124.4¢	135.1¢	154.9¢	140.9
29.0¢	28.6¢	29.9¢	32.4¢	35.5¢	40.9¢	131.1
68.1%	69.5%	70.0%	69.5%	69.2%	67.4%	–
1,149.2	1,234.9	1,283.0	1,350.1	1,384.4	1,426.1	69.5
425.6	502.1	573.4	636.2	704.8	762.6	238.2
1,574.8	1,737.0	1,856.4	1,986.3	2,089.2	2,188.7	105.1
1,348.2	1,505.5	1,619.5	1,745.2	1,841.2	1,931.5	127.4
226.6	231.5	236.9	241.1	248.0	257.2	18.1
–	–	9	68	90	90	–
1,512	1,561	1,641	1,621	1,663	1,679	19.7
631	631	662	721	746	752	19.0
150	150	150	150	150	180	19.2
124	124	123	116	99	62	(76.0)
196	196	196	196	196	196	4.3
–	–	–	32	52	52	–
24	28	28	28	28	28	–
19	30	69	123	123	123	–
2,656	2,720	2,878	3,055	3,147	3,162	20.1

Management Directory – 1990

OFFICERS AND SENIOR OFFICIALS

Allan F. Leach
Chief General Manager

Norman E. Balfour, QC
General Counsel and Solicitor

Gordon M. Break
General Manager
Operations

Arnold S. Dubé
General Secretary

J. Herbert Jobb
General Manager
Finance

Donald J. Morton
General Manager
Engineering and Maintenance

David C. Phillips
General Manager
Human Resources

Dr. Juri Pill
General Manager
Administration and Planning

DEPARTMENT HEADS

Douglas P. Anton
Manager
Property Management

Gordon R. Armstrong
Manager
Claims

Gerald L. Brolley
Manager
Transportation

Dennis R. Callan
Manager
Engineering

John D. Cannell
Manager
Pension Fund Society

George Y. Chien
Manager
Operational Planning

Allen J. Chocorlan
Manager
Management Services

David A. Cowan
Manager
Plant

Kathryn Dean
Director
Equal Opportunity

Bob Evans
Manager
Wheel-Trans

William G. Frost
Manager
Communications and
Information System (CIS)

Alfred J. Gallo
Manager
Marketing and Customer Services

David W.R. Hammond
Assistant General Counsel

Morgan T. Harris
Manager
Financial Control

Joseph A. Heaney
Director
Corporate Security

Lynn Hilborn
Director
Corporate Liaison

Graham Jones
Manager
Payroll, Budgets and Costs

R. Ian Kingston
Manager
Equipment

Kenneth G. Knight
Manager
Construction

Nancy J. Littlewood
Manager
Personnel

Douglas W. Mair
Manager
Materials and Procurement

Ronald D. McLaughlin
Director
Management Consulting
and Audit

Nelson R. Melnyck
Manager
Corporate Planning

Dr. Joel A. Miller
Manager
Project Administration

Bryan A. Millsip
Assistant General Secretary

Robert J. Thacker
Manager
Employee Relations

Vacant
Director
Public Affairs

Gary M. Webster
Manager
Service Planning

Paul A. Wenning
Manager
Safety and Fire Prevention

William D. Wood
Manager
Special Projects and Treasury

SUBSIDIARY COMPANIES

Metropolitan Toronto Coach
Terminal Inc.
Allan F. Leach
President

Toronto Transit Consultants
Limited
Warren H. Bartram
President

Year ending December 31, 1990

For further information, please contact:

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