

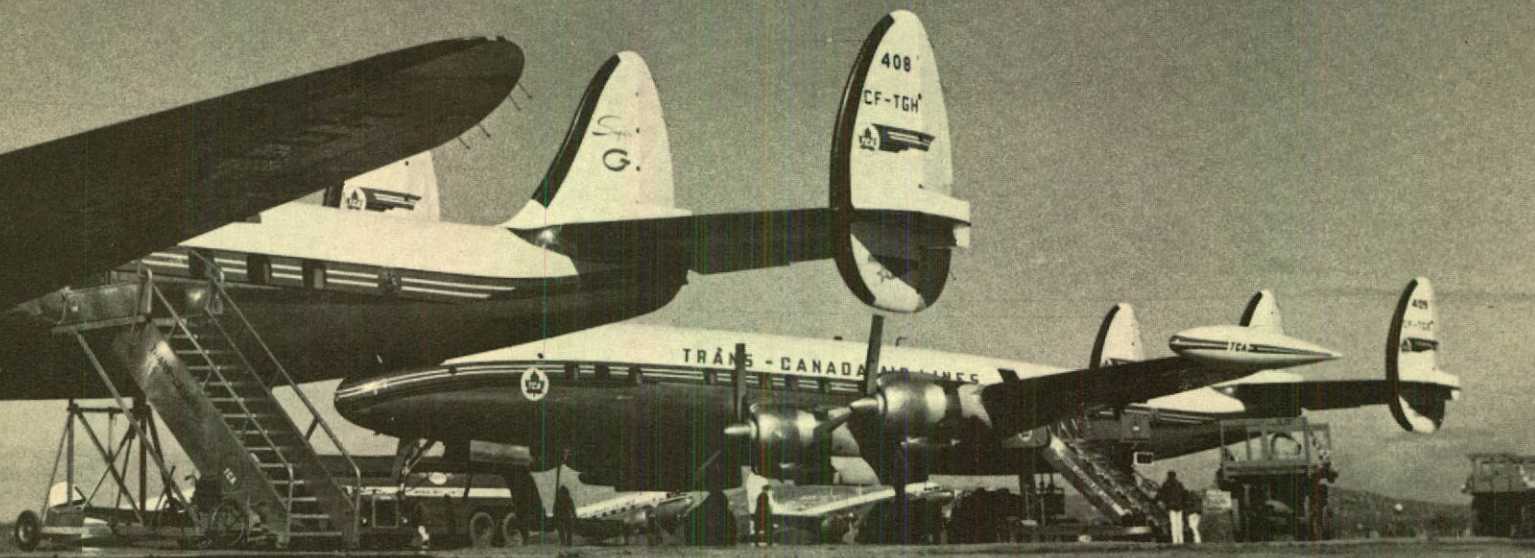
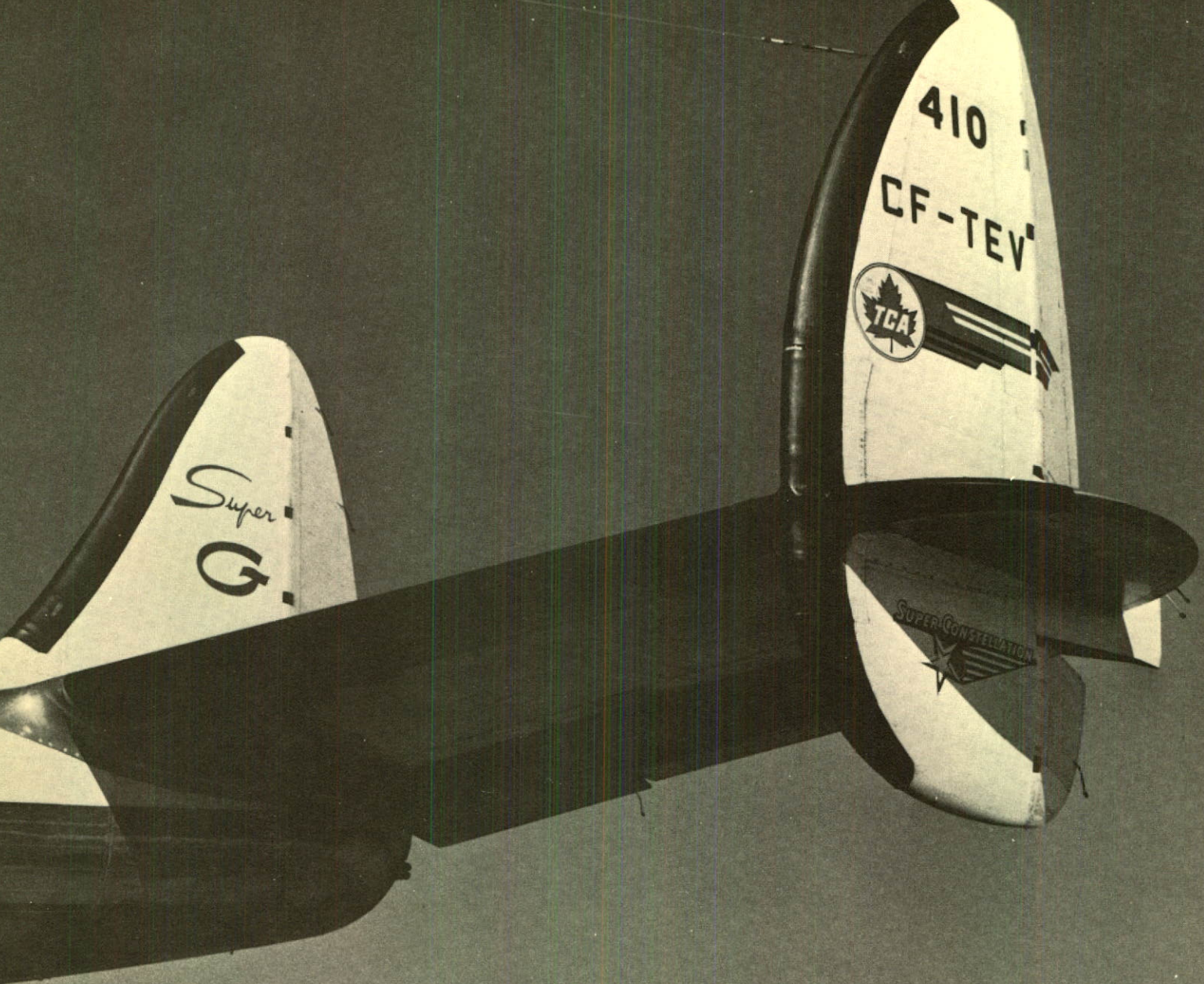


Annual Report 1959

Trans-Canada Air Lines



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WINNIPEG
YARMOUTH
YORKTON
ZURICH

TRANS-CANADA AIR LINES 1959



Board of Directors

Appointed by Governor-in-Council:

R. A. C. HENRY, C.M.G., *Montreal*

A/V/M C. M. McEWEN, C.B., M.C., D.F.C., LL.D.,
Toronto

G. R. McGREGOR, O.B.E., D.F.C., *Montreal*

HON. F. M. ROSS, C.M.G., M.C., *Vancouver*

Elected by the Shareholders:

E. W. BICKLE, *Toronto*

WILFRID GAGNON, C.B.E., *Montreal*

DONALD GORDON, C.M.G., LL.D., *Montreal*

J. A. NORTHEY, *Toronto*

W. G. STEWART, Q.C., *Moncton*

Officers

President: G. R. McGREGOR, O.B.E., D.F.C.

Vice-President, Operations: H. W. SEAGRIM

Vice-President, Sales: W. G. WOOD

Comptroller: W. S. HARVEY

General Manager,
Purchases and Stores: H. C. COTTERELL

Secretary: R. H. TARR

General Counsel: H. C. FRIEL, Q.C.

Executive Offices

INTERNATIONAL AVIATION BUILDING
MONTREAL, QUEBEC

The Year in Brief



	1959	1958	% Change
Revenues	\$134,678,748	\$120,554,769	+12%
Net Income	\$ 152,554	\$ 547,429	-72%
Seat Miles Made Available (000's)	2,749,228	2,344,733	+17%
Seat Miles Occupied (000's)	1,828,902	1,625,689	+13%
Ton Miles Made Available (000's)	356,732	310,388	+15%
Ton Miles Used (000's)	208,208	185,516	+12%
Average Return per Passenger Mile	6.31¢	6.28¢	
Average Return per Revenue Ton Mile	64.12¢	64.39¢	



ANNUAL REPORT

MONTREAL, FEBRUARY 29, 1960

TO THE HONOURABLE,
THE MINISTER OF TRANSPORT, OTTAWA,

Sir:

The Board of Directors submit the Annual Report of the Trans-Canada Air Lines system for the calendar year 1959.

Financial

Operations in 1959 resulted in a net income of \$152,554. While 1959 rates of revenue yield were similar to those of 1958, load factors were sharply lower. This downward influence upon net income was offset by improvement in the level of unit operating costs and a 12% growth in traffic volume.

Total revenues rose by 12% to \$134,678,748. Passenger revenues represented 85% of the total, and increased by 13% over 1958.

The general pattern of passenger fares was stable in 1959, although the yield to the Company on Atlantic services was reduced by withdrawal of Tourist Class service in favour of additional Economy service. A further rise in United States airline tariffs late in 1958 brought increases in trans-border fares, and these have contributed to an increase in the North American yield to 6.31¢ from 6.23¢ per passenger mile. The percentage of usable seats occupied or passenger load factor declined from 69.3% to 66.5%. The advent of a second transcontinental carrier in May, 1959 and the competitive pressure of turbine equipment on the North Atlantic were powerful downward influences on load factor, and thus on net income.

Mail revenues increased by only 1%. While benefiting from a growth in volume, they were limited by the declining return per ton mile under the terms of the present Canadian mail contract. Air express and freight revenues advanced by 11%.

Operating expenses increased 12% to \$132,265,271, but a marked improvement has been shown in these expenses when

related to the 15% increase in available ton miles produced. Modern aircraft, some improvement in fuel prices, the lengthening overhaul life of the Dart engine, and the advantages of route density which came with growing volume, all contributed to the improved unit cost position.

Increasing productivity of modern aircraft, well deployed personnel and efficient performance by staff enabled the additional capacity to be provided with an increase of only 3.4% in the average number of employees. However, a 5.4% rise in the average annual wage resulted in payroll expense amounting to \$55,177,780, or 9.2% over 1958.

During the year \$62,600,000 was invested in property and equipment. Of this amount \$39,600,000 represents payments for aircraft. Outlays of \$17,900,000 were made on the new overhaul base at Dorval.

Financial Review



OPERATING RESULTS FOR 1959 COMPARED WITH THOSE OF 1958 ARE AS FOLLOWS:—

	1959	1958	Change
Income from Operations	\$14,558,559	\$12,425,035	+\$ 2,133,524
Provision for Depreciation	12,145,082	9,911,049	+ 2,234,033
	<u>\$ 2,413,477</u>	<u>\$ 2,513,986</u>	<u>-\$ 100,509</u>
Non-Operating Income—Net	727,495	529,029	+ 198,466
Income before Interest Expense	\$ 3,140,972	\$ 3,043,015	+\$ 97,957
Interest on Capital Invested	2,988,418	2,495,586	+ 492,832
Net Income	<u>\$ 152,554</u>	<u>\$ 547,429</u>	<u>-\$ 394,875</u>

Service and Traffic Growth TCA expanded its passenger carrying capacity by 17% in 1959, making available two and three quarter billion seat miles of air transportation. Passenger traffic increased by 13%. It is of interest that in 1959 TCA carried more passengers than in the first 13 years of the Company's existence.

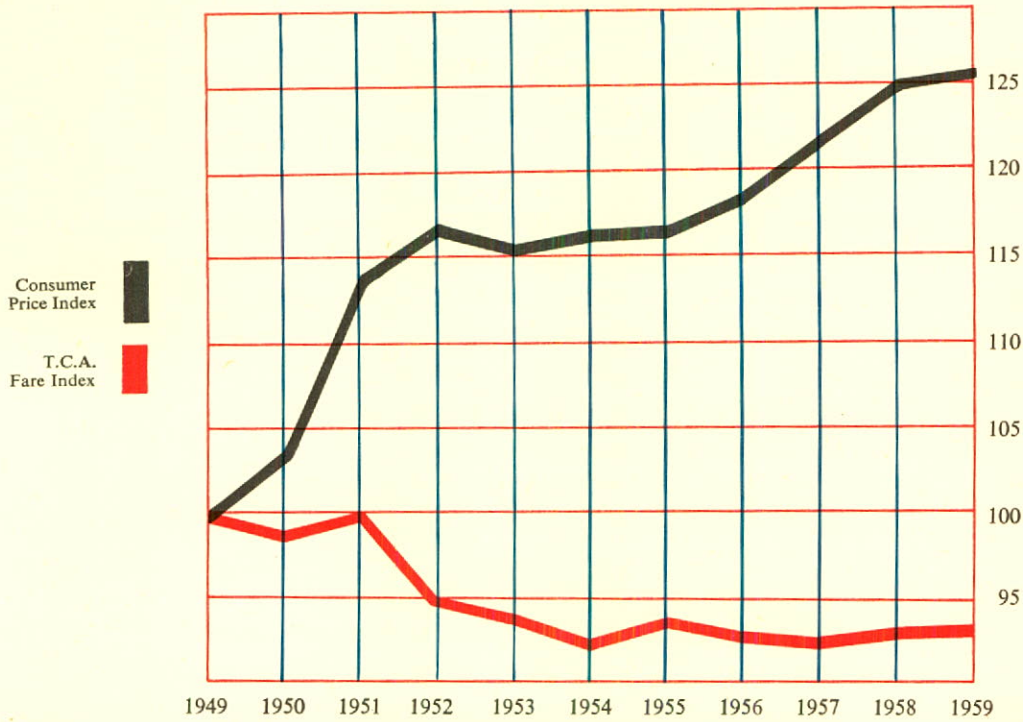
The planned expansion of capacity was achieved by greater flight frequency and the use of additional aircraft. Transcontinental service increased to 12 daily round-trip flights during the summer months, representing 700 available seats in each direction. On the North Atlantic as many as 18 flights were operated weekly to the United Kingdom and Continental points. A new non-stop Viscount service was inaugurated between Regina and Edmonton. In May TCA began direct airline service between Canada and Austria with a weekly flight to Vienna. Service to Antigua in the West Indies, which had previously been planned on a winter basis only, proved popular and was continued throughout the summer. Late in the year Viscount operations were extended to Tampa, giving direct service with turbine-powered aircraft for the first time between Canada and Florida.

The airline continued to provide capacity for the carriage of air cargo and air express in excess of the traffic offering and endeavoured, through an active promotional campaign, to stimulate this form of load which has, in the Company's view, great potential. A scheduled transcontinental service was operated with all-cargo aircraft, each capable of carrying nine tons of commodities and other accommodation for goods was offered on all TCA operations. Canadian shippers enjoyed a high standard of service, being assured next-day delivery to cities within a 1,500-mile radius and second-day delivery to points beyond. Concentration of Canadian population and industry in Eastern Canada continued, however, to produce a serious lack of balance in directional traffic, the preponderance of air shipments being from East to West. Trans-Atlantic commodity traffic was again heavy, with TCA carrying the major share between Canada and Europe.

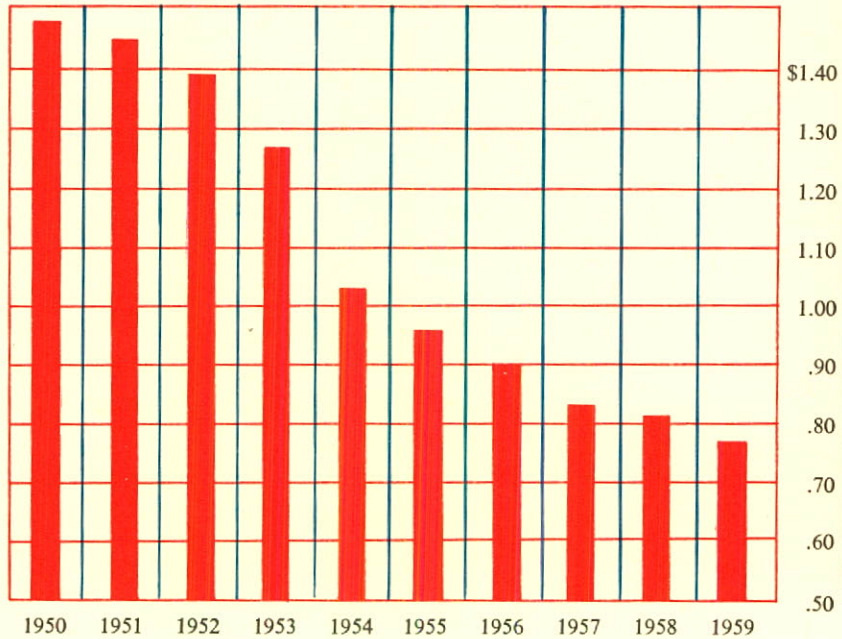
In providing general air carriage for First Class mail in Canada, TCA, in cooperation with the Canadian Post Office Department, again contributed to one of the world's most expeditious mail delivery systems. Priority accommodation was given mail on all flights and it is difficult to over-estimate the value of this service

Index of TCA Fares vs Consumer Price Index

Year 1949=100



Mail Pay
Per Mail
Ton Mile—
North American



to Canadian business and social life. Under the terms of the contract with the postal authorities, TCA's remuneration per unit of mail carried continued to decrease as the volume of this traffic again rose. This historical pattern is illustrated on page 8.

TCA's services were supported by an energetic sales programme that incorporated advertising, direct mail promotion and personal solicitation. Various awards were won by TCA for the quality of its efforts in this very important field. A new convenience to the public was introduced in the form of a joint TCA/CNR credit card providing credit facilities for persons requiring transportation, hotel or rent-a-car services from the two organizations.

There was no major change in the TCA fare structure as Canadian airline fares continued to withstand the general upward trend of prices. Over the years the Company has consistently returned its realized and anticipated net income to the public in the form of fare reductions and will continue to do so whenever it is economically feasible. The diagram on page 8 shows the relationship between TCA fares and the consumer price index during the past decade.

At the close of the year, TCA routes stretched 30,308 miles within North America and to the British Isles, continental Europe and the Caribbean, with 59 communities being directly served. It is no small achievement that this major public utility has grown in 22 years from a route of 122 miles served by a single aircraft.

It should be mentioned that TCA operates to a large number of communities of relatively small population that would not normally be served by an enterprise concerned solely with profit potential.

Equipment and Facilities Four more Viscounts and another Super Constellation were acquired during 1959. At year end the fleet consisted of 13 Super Constellations, 49 Viscounts, 21 North Stars and 9 DC-3s, a total of 92 aircraft. One Viscount was damaged beyond economical repair while landing at Toronto.

Installation of weather radar was completed on all Super Constellation and Viscount aircraft.

The Company continued its high standard of aircraft engineering, maintenance and overhaul with a staff of skilled and well equipped technical personnel. Viscounts and DC-3s were maintained at the Winnipeg overhaul base, Super Constellations

and North Stars at Montreal. The efficiency of the year's operations is illustrated by the 97.9% completion of all scheduled aircraft mileage.

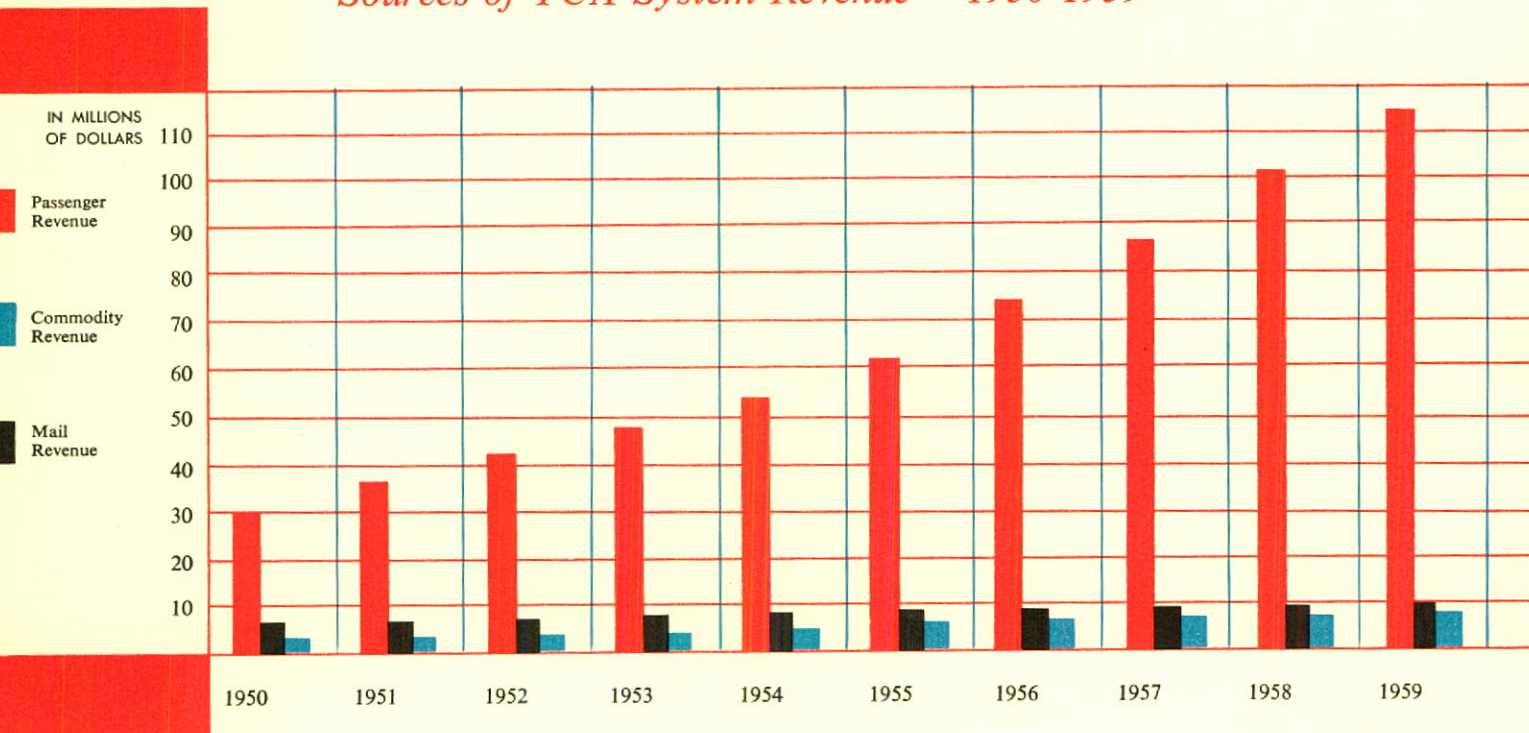
The new maintenance and overhaul base for DC-8 and Vanguard aircraft neared completion at Montreal. This will be the first facility of its kind designed solely for turbine-powered aircraft. Its buildings cover 18 acres on an 84-acre site. Test house equipment has been provided for the turbine engines that will power the new aircraft.

At Vancouver surveys began for a smaller base designed principally for line maintenance and overhaul of turbine aircraft.

The Company's well equipped offices, shops and hangars were carefully maintained and expanded as necessary to ensure proper standards of service.

The imminence of large new aircraft and the growing volume of air transportation intensified the Company's concern for airport terminal construction and adequate runway and navigational installations. Close contact was maintained with the Department

Sources of TCA System Revenue 1950-1959



of Transport so that its continuing programme of airport improvements might have the advantage of the point of view of the operating airlines.

Board of Directors Commander C.P. Edwards and Mr. W. J. Parker retired from the TCA Board of Directors, the former after 22 years of valued service, having been one of the original TCA Board members. New appointments in 1959 were Mr. W. G. Stewart, Q.C. of Moncton and A/V/M C. M. McEwen of Toronto.

Personnel At the close of 1959, TCA's staff numbered 10,452.

High employment standards were enforced and a continuing training programme maintained throughout the organization. This was particularly true of the technical departments where every precaution was taken to ensure that staff were kept abreast of the rapid technological changes that are influencing air transportation. The majority of all TCA employees were engaged directly or indirectly in the care of aircraft, the reliability of operations being the paramount consideration.

Since its incorporation 22 years ago, the Company has enjoyed excellent industrial relations with its staff. This continued to be the case in 1959, with all negotiations with organized labour reaching mutually satisfactory settlement.

Planning Throughout 1959 TCA was concerned not only with the immediate operation of the airline but also with the far-reaching preparations necessary for the introduction of advanced types of aircraft in 1960. The current year, in which the Company will rapidly continue its transition to an all-turbine-powered fleet, will be the most challenging and demanding in its history. The new equipment, much larger and faster than anything hitherto employed, will transform the whole scale of Canadian air transportation. Present transcontinental and trans-Atlantic flight times will be cut in half by jet aircraft and the entire tempo of airline operations must be adjusted accordingly, with far reaching modifications to previous practices and procedures.

The first of the 1960 fleet of DC-8 jetliners has been delivered. These 550-m.p.h., 127-passenger aircraft are planned to begin a daily transcontinental service between Montreal, Toronto and Vancouver on April 1 and a daily trans-Atlantic service on June 1. Later, a second transcontinental flight, including a Winnipeg stop, will be added. These aircraft will fly from Toronto to Vancouver

non-stop in 4 hours, 40 minutes and from Montreal to London in 6 hours, 5 minutes. Quiet and almost vibration-free, they will be the most comfortable aircraft ever offered to the Canadian public.

By fall the first of twenty Vickers Vikings will join the fleet and be placed in limited transcontinental service, prior to their general application to the Company's medium-range routes in 1961. These are the most modern of the highly successful propeller-driven type of turbine powered aircraft. The Vikings, manufactured by the same firm that produced the Viscount, will carry 96 passengers at 420 m.p.h. and will permit retirement of the last of TCA's piston-powered equipment. This conversion programme, the culmination of years of planning, will maintain TCA's reputation as one of the most technically advanced airlines in the world.

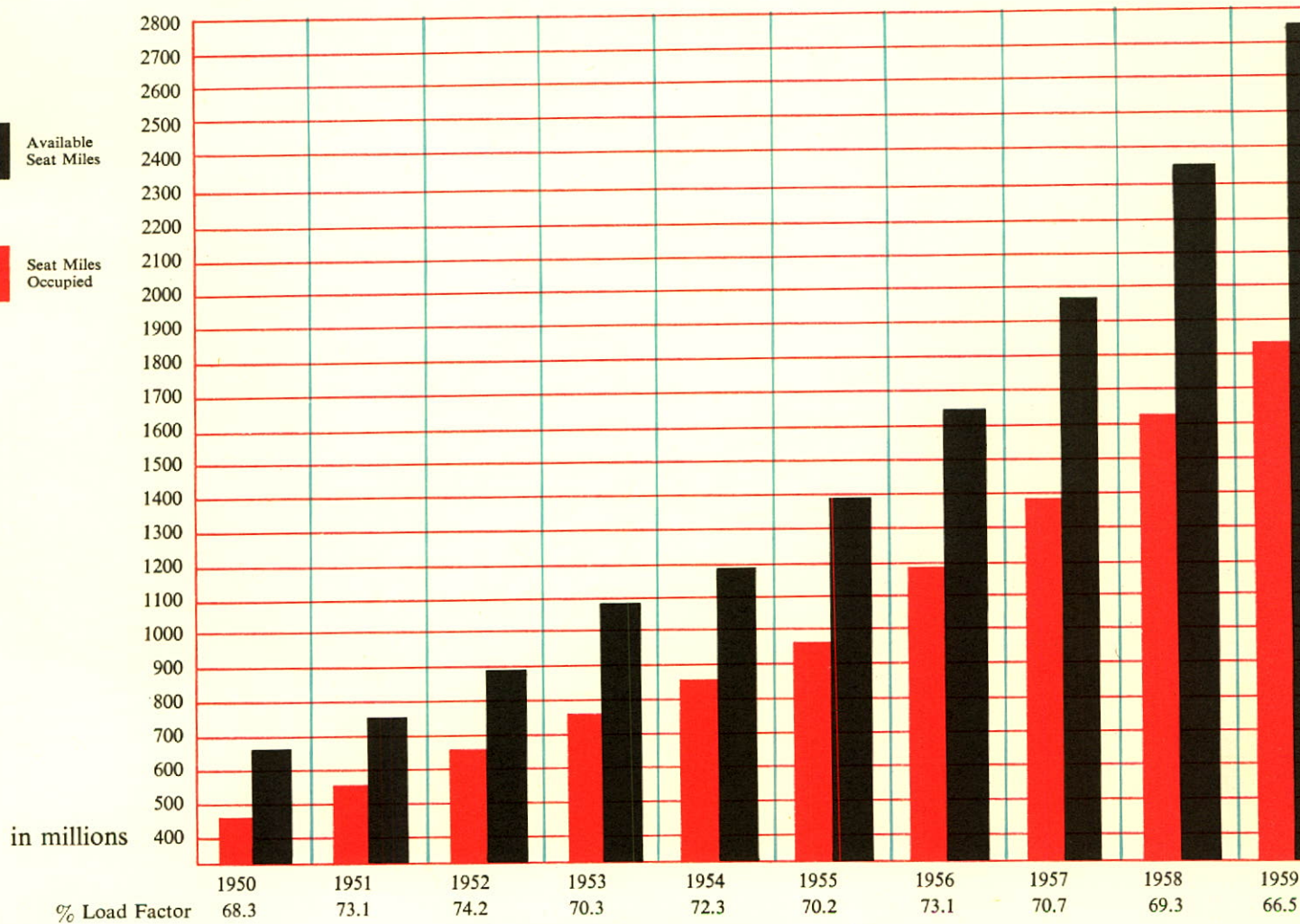
The DC-8s, Vikings and Viscounts that will comprise the future fleet will be powered by Conway, Tyne and Dart engines respectively, all Rolls-Royce products. TCA's experience with this engine manufacturer has been eminently satisfactory.

Personnel in the operating departments have been intensively trained in the techniques required by the new aircraft; supporting ground equipment has been acquired and maintenance and overhaul facilities constructed.

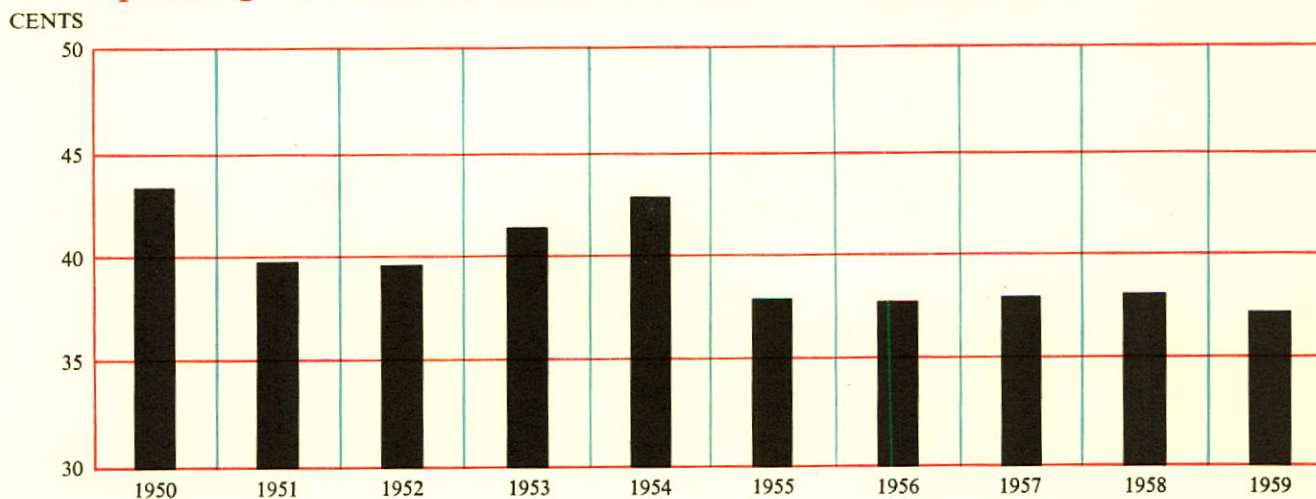
Anticipating the impact upon airline reservations procedures of the new speed and scale of air transportation, TCA, several years ago, undertook, in conjunction with Canadian electronic manufacturers, the design of an electronic and fully automatic reservations system that would meet these conditions. An order was placed for this equipment in 1959. When it becomes operative in 1961, it will ensure almost instantaneous response to reservations requests and will reduce possibilities of error to an absolute minimum. It will be the most modern such system employed by the world's airlines.

No major route expansion is anticipated in 1960, although the Company has expressed to the Canadian Air Transport Board its interest in a number of international services whose implementation must rest upon the satisfactory completion of bilateral negotiations between governments. Authority has been obtained for the extension of the present Halifax-Boston route to New York, but without local traffic rights between the latter two points. This service will commence this year. Also, TCA will inaugurate

Seat Miles Made Available & Seat Miles Occupied 1950-1959



Operating Costs Per Available Ton Mile — 10-Year Period







ROUTES OF TRANS-CANADA



TWA AIR LINES

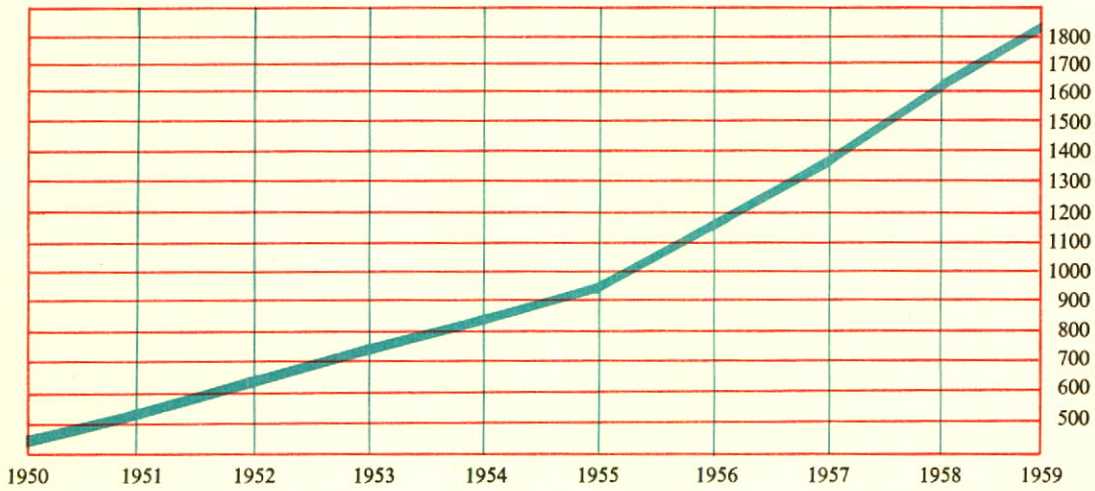
TCA SERVICES 
CONNECTING SERVICES 



Growth of Passenger, Commodity & Mail Traffic 1950-1959

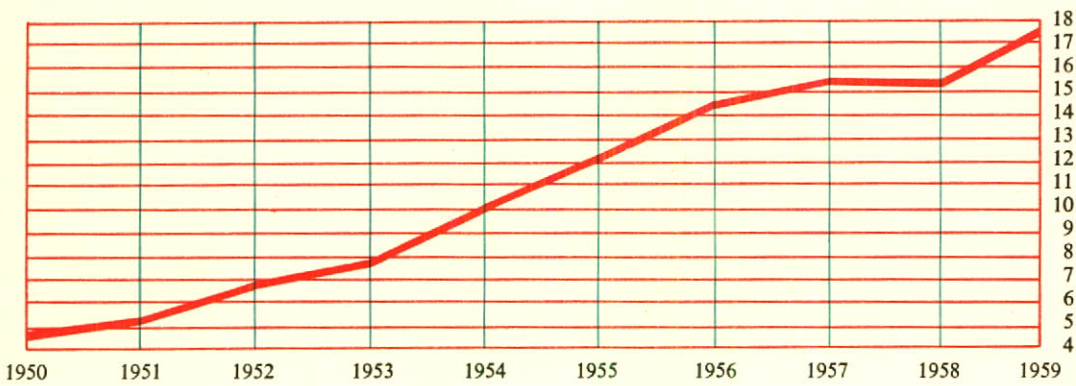
Revenue Passenger Miles

in millions



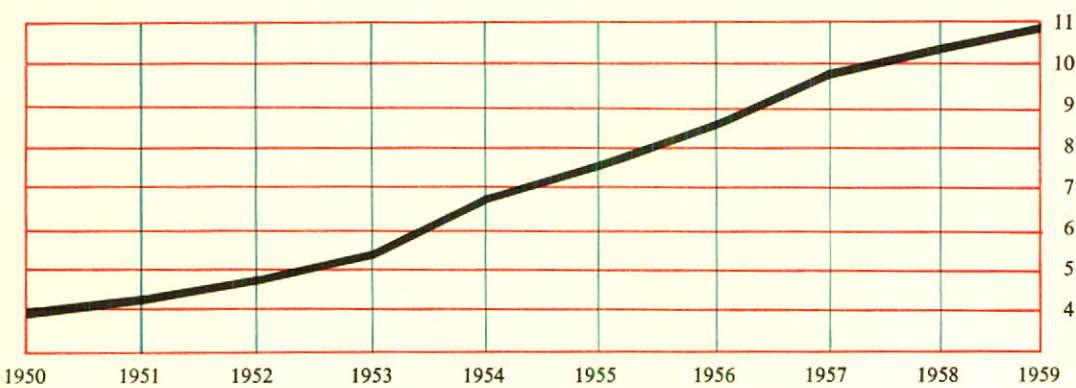
Commodity Ton Miles

in millions



Mail Ton Miles

in millions



trans-Atlantic service from Halifax to the United Kingdom on an initial frequency of two flights weekly, commencing April 2. This, also, will be of special significance to the Atlantic provinces.

The very substantial expenditures associated with the acquisition and introduction of large modern aircraft will have a heavy impact upon the Company's financial results in 1960. These, however, are essential investments in the future of efficient Canadian air transportation. Large turbine-powered airliners will not only improve quality of service, but operate at a lower unit cost than present equipment and possess strong economic potential if well utilized. It is, of course, necessary that sufficient traffic be available to the airline to ensure full realization of that potential. TCA will do everything in its power to attract the required volume of traffic. The new services will be supported by an intensive sales effort and TCA has already announced its intention of avoiding fare differentials for jet flights in the interests of making this advanced form of transportation available to the widest possible segment of the population.

As in the past, the Company, in future years, will adhere to its policy of rigorous cost control and will endeavour, through the application of new work methods and advanced equipment, to achieve further operating economies. The provision of an adequate capacity of reliable air transportation at the lowest fares consistent with economic reality will continue to be TCA's basic objective.

Throughout 1959 the Company's staff performed diligently and with skill in the public service and the Board of Directors take this opportunity of expressing their appreciation.

For the Directors,

A handwritten signature in dark ink, reading "G R Mc Gregor". The signature is written in a cursive, slightly slanted style.

President.



TRANS-CANADA AIR LINES

Assets

CURRENT ASSETS

Cash		\$ 9,160,386
Accounts receivable		
Government of Canada	\$ 1,788,759	
Traffic balances from other air lines	2,607,520	
Air travel plans	2,875,074	
Travel agents	951,401	
Other	3,364,847	
		<u>11,587,601</u>
Materials and supplies — latest invoice price		12,119,921
Other current assets		215,955
		<u>\$ 33,083,863</u>

INSURANCE FUND. 5,845,866

CAPITAL ASSETS

Property and equipment — at cost	\$130,080,399	
Less: Accumulated depreciation	61,023,132	
	<u>\$ 69,057,267</u>	
Progress payments	67,425,729	
		<u>136,482,996</u>
		<u><u>\$175,412,725</u></u>

This is the balance sheet referred to in my report to the Minister of Transport dated February 11, 1960.

J. A. de LALANNE
CHARTERED ACCOUNTANT
Auditor.

BALANCE SHEET AS AT DECEMBER 31st 1959

Liabilities

CURRENT LIABILITIES

Accounts payable	\$ 9,851,714
Traffic balances payable to other air lines	3,887,296
Air travel plan deposits	1,714,025
Salaries and wages	1,951,922
Prepaid transportation	3,140,609
Interest payable	2,079,625
	<hr/>
	\$ 22,625,191

LOANS AND DEBENTURES — Canadian National Railways

Notes payable	\$ 66,906,000
Debentures	68,194,000
	<hr/>
	135,100,000

INSURANCE RESERVE 5,845,866

CAPITAL STOCK

Common stock — authorized 250,000 shares par value \$100 per share	
— issued and fully paid, 50,000 shares	5,000,000

SURPLUS

Balance, January 1, 1959	\$ 6,689,114
Net income, year 1959	152,554
	<hr/>
	6,841,668
	<hr/>
	<u>\$175,412,725</u>

CAPITAL COMMITMENTS AND CONTINGENT LIABILITIES

Balance of payments for equipment and construction under contract	\$ 81,000,000
Notes under discount with the bank in connection with the Pay Later Plan	1,890,000

W. S. HARVEY
Comptroller.



Statement of Income

	1959	1958
OPERATING REVENUES		
Passenger	\$114,338,529	\$101,553,258
Mail	9,986,475	9,893,622
Express and Freight	7,265,752	6,536,017
Excess Baggage	1,040,975	977,494
Charter	876,611	490,594
Incidental Services — Net	1,170,406	1,103,784
Total	\$134,678,748	\$120,554,769
OPERATING EXPENSES		
Flying Operations	\$ 28,338,907	\$ 26,143,144
Maintenance	34,019,516	30,500,636
Passenger Service	9,636,870	7,982,693
Aircraft and Traffic Servicing	24,320,876	22,438,282
Sales and Promotion	18,913,247	16,887,670
General and Administrative	4,890,773	4,177,309
Total	\$120,120,189	\$108,129,734
INCOME FROM OPERATIONS	\$ 14,558,559	\$ 12,425,035
Provision for Depreciation	12,145,082	9,911,049
	\$ 2,413,477	\$ 2,513,986
Non-Operating Income — Net	727,495	529,029
INCOME BEFORE INTEREST EXPENSE	\$ 3,140,972	\$ 3,043,015
Interest on Capital Invested	2,988,418	2,495,586
Total	\$ 152,554	\$ 547,429

Note: Consistent with the provisions of the Income Tax Act, the Airline intends to claim capital cost allowance (depreciation) sufficient to offset any taxable income.

Auditor's Report

TO THE HONOURABLE THE MINISTER OF TRANSPORT,
OTTAWA, CANADA.

I have examined the balance sheet of Trans-Canada Air Lines as at December 31, 1959 and the statement of income for the year ended on that date. My examination included a general review of the accounting procedures and such tests of accounting records and other supporting evidence as I considered necessary in the circumstances.

In my opinion, the accompanying balance sheet and the related statement of income are properly drawn up, in accordance with generally accepted accounting principles applied on a basis consistent with that of the preceding year, so as to give a true and fair view of the state of affairs of the Corporation at December 31, 1959 and of the results of its operations for the year ended on that date, according to the best of my information and the explanations given to me and as shown by the books of the Corporation.

I further report that, in my opinion, proper books of account have been kept by the Corporation and the transactions that have come under my notice have been within the powers of the Corporation.

J. Chalmer

Chartered Accountant.

FEBRUARY 11, 1960.

Significant Statistics

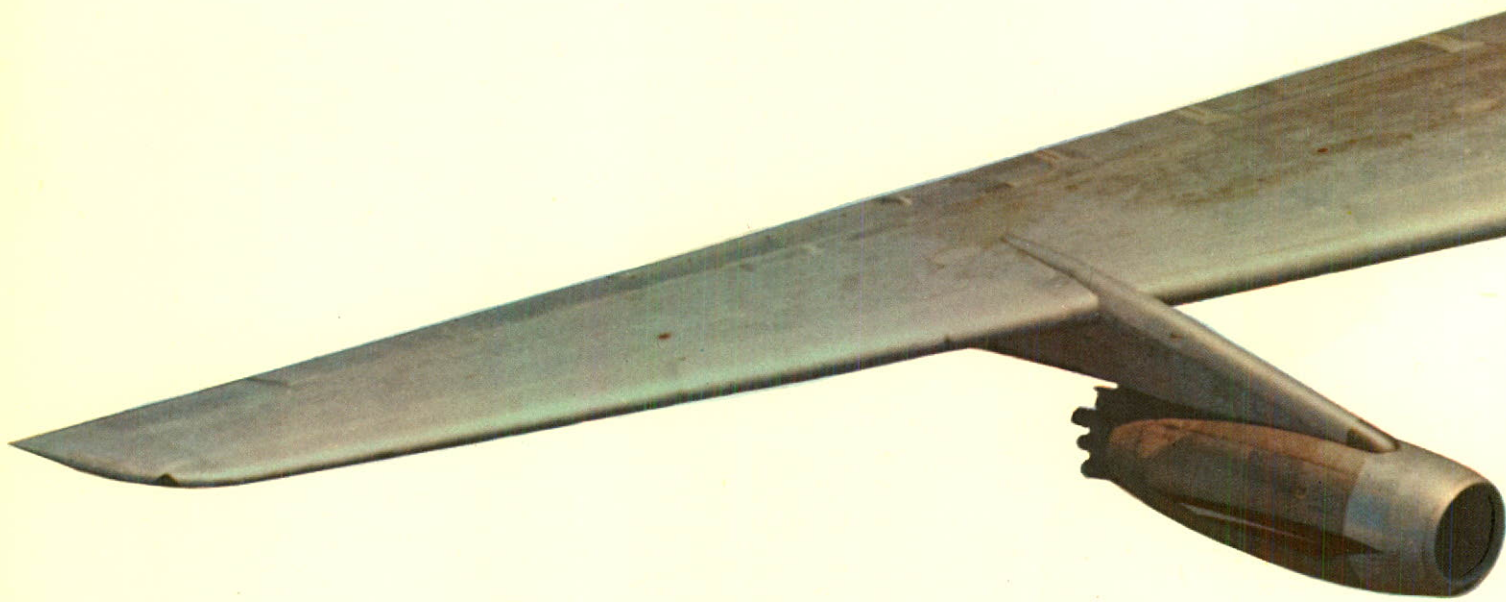
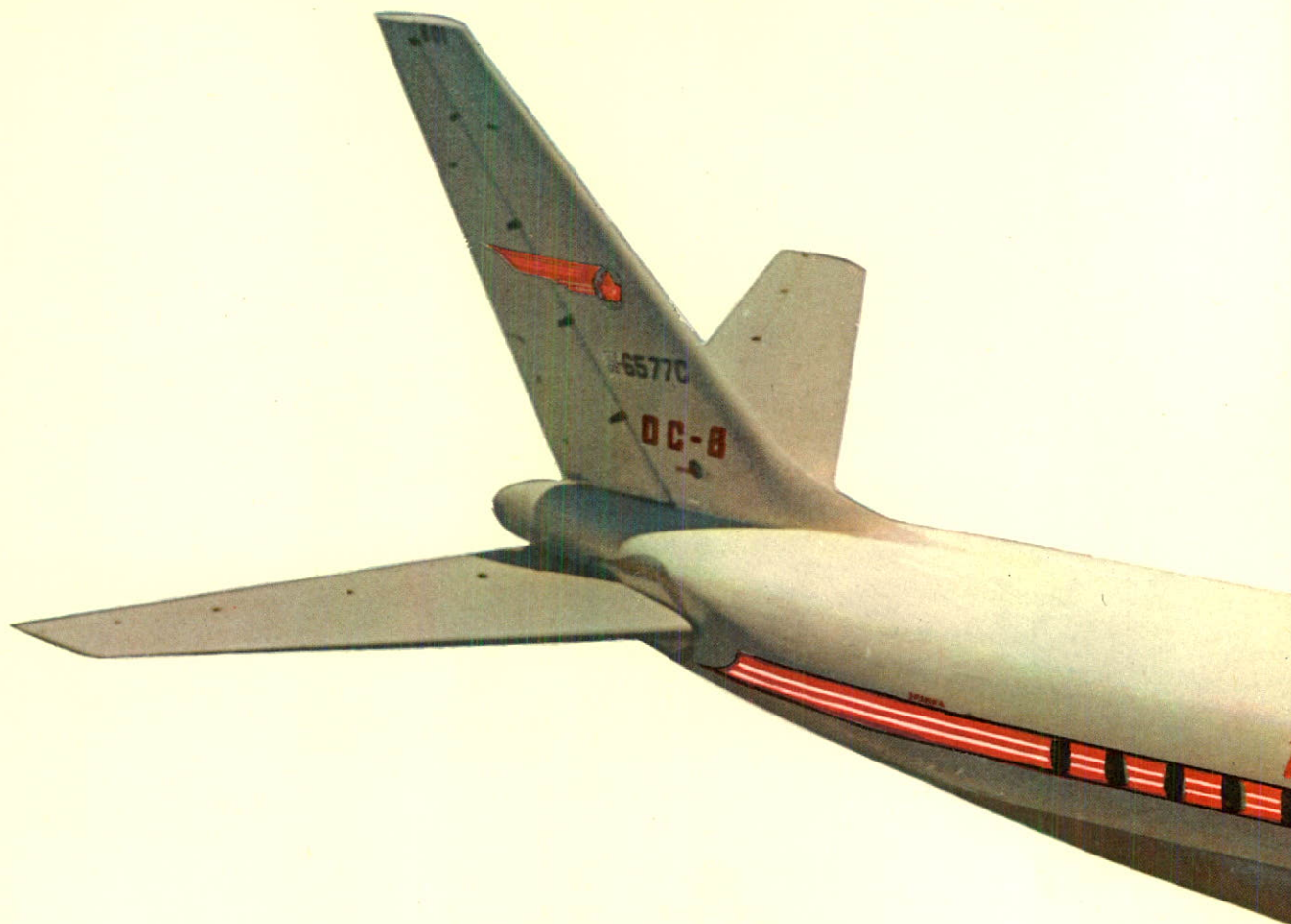


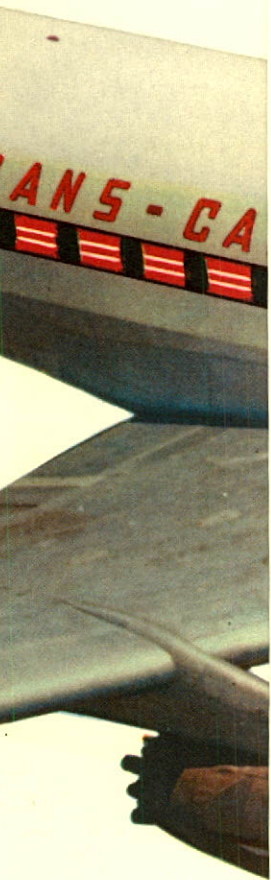
	1959	1958	% Change
Revenue Passengers	3,209,197	2,785,523	+ 15.2%
Seat Miles Made Available (000's)	2,749,228	2,344,733	+ 17.3%
Seat Miles Occupied (000's)	1,828,902	1,625,689	+ 12.5%
Revenue Passenger Load Factor	66.5%	69.3%	
Mail Ton Miles (000's)	10,905	10,386	+ 5.0%
Express Ton Miles (000's)	2,653	2,469	+ 7.5%
Freight Ton Miles (000's)	15,100	12,926	+ 16.8%
Ton Miles Made Available (000's)	356,732	310,388	+ 14.9%
Ton Miles Used (000's)	208,208	185,516	+ 12.2%
Weight Load Factor	58.4%	59.8%	
Total Aircraft Miles Flown (000's)	56,981	51,566	+ 10.5%
% Scheduled Miles Completed	97.9%	97.5%	
Average Number of Employees	10,358	10,020	+ 3.4%
Seat Miles Made Available per Employee	265,421	234,005	+ 13.4%

The new  *fleet*

**In 1960 both the full jet DC-8 and the
propeller turbine Vickers Vanguard will enter TCA service.**

**Larger and faster than any commercial aircraft
yet used by a Canadian airline, they will bring new
standards of travel comfort and convenience.**





The Vickers Vanguard

This aircraft is of the propeller turbine type, as distinct from the full jet DC-8. Designed specifically for service on medium range routes, it will be used extensively by TCA in its principal intercity services. Cruising at 420 m.p.h. it will carry, in TCA's seating configuration, 96 passengers — 46 in First Class and 50 in Tourist Class.

The "double bubble" fuselage construction provides for as much as 10 tons of cargo in holds below the passenger deck.

The Vanguard, powered by four Rolls-Royce Tyne engines, combines speed, comfort and low operating costs.

TCA in Pictures

1



3



4



5



1. In 1959 TCA carried well over three million passengers.

2. Flight equipment was meticulously cared for by as skilled a group of technicians as any in the air transportation industry.

3. In June the new propeller turbine Vickers Vanguard made its first appearance in North America when it visited Montreal and Toronto in the course of its flight test programme.

4. Even Caribou calves found their way into TCA's freighter aircraft.

5. Appetizing meals and attentive cabin service added to the pleasure of air travel.

6. In mid-summer TCA's first DC-8 Jetliner rolled off the Douglas Aircraft production line in California.



6

7. Among the many immigrants flown to Canada by TCA were this young Irish family.

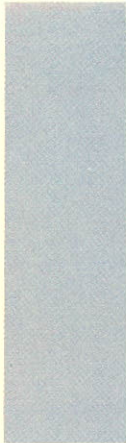
8. A new air service between Canada and Austria was inaugurated in May. At Montreal City Hall, Councillor Josef Afritsch, representing the City of Vienna, was greeted by Mayor Sarto Fournier.

9. The TCA version of the DC-8, with Rolls-Royce Conway engines, conducted extensive flight tests throughout the latter part of the year.

10. Among the more unusual items shipped by air were refrigerated Alberta hail stones taken by TCA to Zurich for scientific analysis by the Swiss Federal Institute for Snow and Avalanche Research.



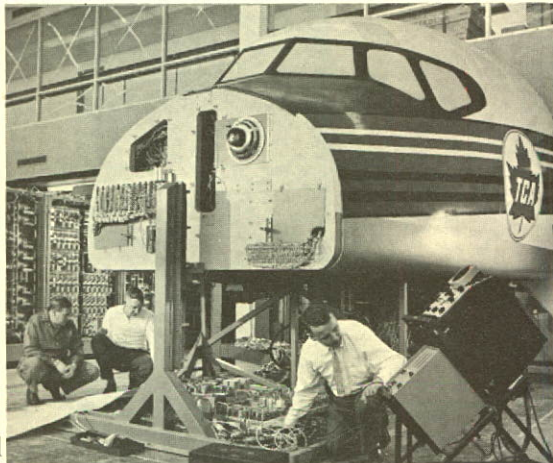
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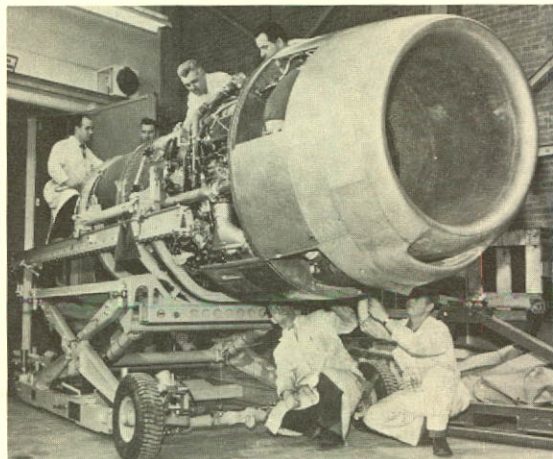
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11. A DC-8 flight simulator has been installed in the new Dorval overhaul base. This electronic equipment duplicates the behavior of a DC-8 to the finest detail. Employed for the instruction of both flight and ground crews, it will greatly reduce training expenses. It costs approximately \$1,200 an hour to fly the DC-8; about a quarter of that to fly the simulator.

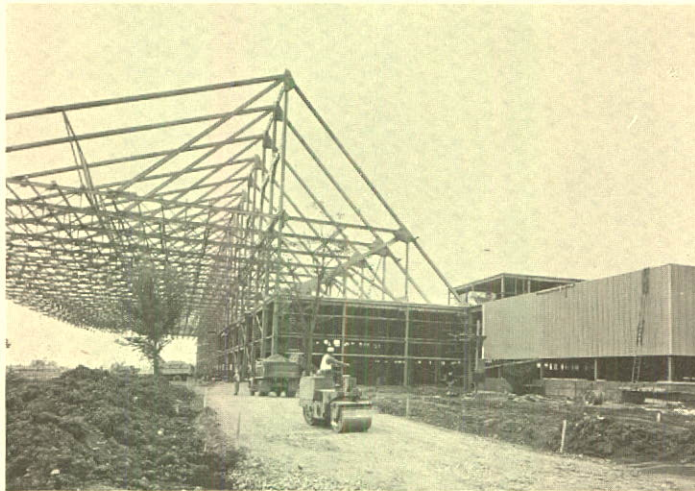
12. In December the first Rolls-Royce Conway jet engine was delivered to the airline's new Overhaul base at Montreal.

13. The master Space Control Office in Toronto serves as the nerve centre for the airline-wide network of rapid reservations communication.



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Construction of TCA's new base for the maintenance and overhaul of DC-8 and Vanguard aircraft proceeded rapidly at Dorval. This is the first such facility designed solely for the care of turbine powered equipment. The hangar, which has the longest cantilever roof in North America, will accommodate up to five DC-8s side by side. The base has already received the first of the large new aircraft being delivered in 1960. These photographs show varying stages of this major construction project.



The great Conway by-pass engine shown here, symbolizes Canada's entry into the era of jet flight. Manufactured by Rolls-Royce, it combines tremendous power with low specific fuel consumption and light weight.

