Montreal Tramways company

COMITÉ DES CITOYENS DE MONTRÉAL

266, rue St-Jacques ouest

SINE IRA ET STUDIO

MONTREAL CITIZENS' COMMITTEE

266 St. James Street West

Bulletin No. 3

April 12th, 1944.

MONTREAL TRAMWAYS COMPANY

and its contract with the

CITY OF MONTREAL.

The Montreal Citizens' Committee undertook in June 1943 a study of the MONTREAL TRAMWAYS COMPANY'S situation in connection with its contract with the CITY OF MONTREAL. It was intended solely to review, perhaps to clarify the CITY-TRAMWAYS relations. It was recognized that there was much need for a better understanding and comprehension of the terms and provisions of this contract. Facts and knowledge can promote a mutually beneficial appreciation of the position.

The result of this study has been summed up in the following memorandum:-

TRAMWAYS IN 1911: - There were four different electric passenger railways in the City of Montreal and adjacent municipalities in 1911, namely: MONTREAL STREET RAILWAY COMPANY, MONTREAL PARK & ISLAND RAILWAY COMPANY, MONTREAL TERMINAL RAILWAY COMPANY and the PUBLIC SERVICE CORPORATION. They were in fact all controlled by Montreal Street Railway Company, but two of them were governed by federal laws and each had various franchises, differing in their provisions, with much resulting confusion.

The steady increase in population, a greater co-ordination between the systems than was possible when each might be subjected to different terms and conditions in various municipalities where the tramways might circulate, made it necessary and urgent to improve and develop these systems. A merger of all the companies into one and have it under the control of the CITY COUNCIL OF MONTREAL, was proposed, and to this end, MONTREAL TRAMWAYS COMPANY was incorporated by special act of the Legislature of Quebec, sanctioned March 24th, 1911.

MONTREAL TRAMWAYS COMPANY was authorized by this incorporation "to acquire, in whole or in part, by purchase, lease or otherwise, the undertaking and property" of the four above mentioned companies, including their "charters, contracts, franchises, rights, powers, privileges, immunities and exemptions of every nature whatsoever".

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By November 1911, MONTREAL TRAMWAYS COMPANY had acquired the enterprise and undertaking of the four companies referred to above and the whole was ratified by the Legislature the following year (2 Geo.V.,C.84).

Delays in negotiations with the CITY OF MONTREAL for a contract as contemplated in the charter of the new company resulted in the Company having in 1916 thirty different franchises and fourteen municipal councils interested in looking after the execution of these franchises. All these franchises had become a serious obstacle to the operation of a co-ordinated service and to the progress and development of the CITY OF MONTREAL and adjacent municipalities. Some of the franchises were perpetual, others expiring between 1921-61, the most important being that of Montreal ending in August 1922.

The City was growing rapidly, extensions of lines and important additions to rolling stock and power equipment were necessary. Large sums of money were required and the Company could not make these important investments with a contract expiring in 1922.

In order to find a permanent solution to this problem, the Legislature of Quebec appointed in 1916 a Commission charged with the duty of making a complete study of the question and of preparing a contract between the CITY OF MONTREAL and the TRAMWAYS COMPANY, as called for in the act of 1911 incorporating the Company.

The Act stipulated that the contract to be drawn up would be binding for a period of thirty-six years from its coming into force and would replace all other contracts between the City and the Company for similar objects relating to the same territory. The contract was not actually executed until January 28th, 1918.

In the report which the Commission eventually submitted, it was stated that the object was: "to obtain an efficient service, rapid and regular, at the lowest possible cost and which should meet the needs of the travelling public during the next thirty-six years".

A very difficult task at the very outset was to satisfy three interests which unhappily have always been considered as absolutely opposed to one another, and have given rise to continual conflicts to the detriment of all, viz: the municipality's interest; the public's interest and the Company's interest. These three bodies had to be fairly treated, notwithstanding the opinion of certain parties, who pretend on the one hand that a Tramways Company is a private enterprise which in its original operation should not be limited as regards its profits, and on the other hand, of those who think that a Company of this nature should alone run the risks of the undertaking, even when the advantages and the profits, as well as the operation and the extension of the system are limited and regulated.

"A tramways system can only be constructed and developed with money, and this money can only be obtained if its reimbursement and the rate of interest for its use are reasonably guaranteed. The system itself should produce sufficient revenues to assure its satisfactory operation and its proper maintenance. But above all else, what must be insisted upon and obtained is a service that meets the needs of the public, subject, of course, to paying the costs of same. A service at low cost which is not adequate cannot give satisfactory results".

The contract contemplated that the CITY OF MONTREAL should share to a certain extent in the profits after the Company had been assured of certain returns upon its investment, it was obvious a physical valuation of the property had to be established. A complete inventory was made and the valuation was based on pre-war prices, except for land and buildings, for which 1917 prices were applied. Had 1913 prices prevailed on land and buildings, the valuation would have been increased by $675,000.00

The total valuation so arrived at was $36,286,295.00 No value was allowed for existing franchises or for "going values".

This valuation was adopted as the capital value of the Company for the purpose of the contract.

After its study of all angles of the questions and representations received, the Commission drafted the contract to be binding between the CITY OF MONTREAL and the MONTREAL TRAMWAYS COMPANY. It was then executed in notarial form and terms by the City's notary, bearing date January 28th, 1918. Same was ratified by the Legislature on February 9th, 1918.

CONTRACT: - In order to ensure protection for the public and to provide control and supervision, a commission was created under the name of MONTREAL TRAMWAYS COMMISSION and will continue to exist for the duration of the contract.

By the contract, the City grants to the Company, on the conditions there mentioned, the privilege of constructing, equipping, maintaining and operating, until the 24th of March, 1953, a system of surface tramways as it then existed and as it might later be extended, and the Company obliged itself to construct, equip, maintain, keep up and operate at its cost the said system of tramways, in accordance with the stipulations and during the term of the contract. Such grant to replace all privileges, rights and franchises which the Company then possessed in the City. As neighboring territories are annexed to the City, any franchises existing in those territories are automatically replaced by the provisions of this contract with the City.

Contracts and franchises with other municipalities than Montreal, entered into before or after this one, are valid and effective so long as any provisions are not inconsistent with those of the present contract.

Omitting the provisions which are purely of administrative and regulatory purposes, the conditions may be divided under the following headings:

a) THE MONTREAL TRAMWAYS COMMISSION: - It consists of three members appointed for ten years whose salaries as well as the expenses of the Commission are paid by the Company. To insure their independence, the members must not be connected with any municipality served by nor hold securities of the company, nor be interested in any company doing business directly or indirectly with the City or the Tramways Company.

THE COMMISSION PREPARES THE ANNUAL BUDGET, FIXES TARIFFS, DECIDES UPON THE NECESSARY ROUTES AND FREQUENCY OF SERVICE, ORDERS THE CONSTRUCTION OF NEW LINES AND THE PURCHASE OF ALL ROLLING STOCK, SUPERVISES THE EXECUTION OF ALL WORK TO BE DONE UNDER THE CONTRACT, VERIFIES

AND AUDITS THE COMPANY'S ACCOUNTS, AND MAY EMPLOY FOR THIS PURPOSE, A CHARTERED ACCOUNTANT.

No contract involving an expenditure of $50,000. can be entered into by the Company without the approval of the Commission.

The powers conferred by this contract on the Commission will not operate to remove the Company from the jurisdiction of the Public Service Board. Any complaint by the Company or the public shall be initiated before the Commission first and then before the Board.

b) THE FINANCIAL PROVISIONS OF THE CONTRACT:

1. Guarantee Fund - The establishment of a Guarantee Fund of $500,000. is required by the contract, which fund was to meet all liabilities and debts, other than mortgage debts, incurred by the Company before the date of the contract, through the operation of its system, to meet excess expenditures not approved by the Commission, to meet penalties, to guarantee the fulfilment of the obligations under the contract. Such fund shall be maintained by the Company at all times at the said sum of $500,000. Upon the expiration of the contract, the fund becomes the property of the Company.

11. Disposition of gross revenues: - All revenues of the Company from any source whatsoever must be disposed of for the following purposes and in the following order:-

1. OPERATING COSTS AND TAXES: These expenses constitute the first charge on gross receipts from operations.

At the beginning of each year the Commission is required to make an estimate (the operating allowance) of the credits that will be required for that year for cost of operation and taxes and to fix the mileage to be run by the Company's vehicles.

If at the end of the year the Commission finds that the Company has not exceeded the credits so estimated by more than 2-1/2%, while at the same time satisfying the conditions as to mileage, the Company is entitled to receive as part of the operating costs an amount equal to one-eighth of one per cent of the average capital value for the year. This is the "operating profit" and is the only profit which the Company receives from the moneys attributable to operating costs.

If, however, the Company exceeds the estimated credit plus the said 2-1/2% and is not able to justify such excess expenditure, the operating profit payable to the Company is reduced by the amount of such excess and if the amount so available is not sufficient for that purpose, the balance is to be paid out of the guarantee fund.

Any part of the estimated credits for operation and taxes which has not been spent or required to meet the expenses of the year, is returned to the gross receipts from operations and is used to meet the other charges under the contract for that year.

II. MAINTENANCE AND RENEWALS FUND: - This fund constitutes the second charge on the gross receipts from operations.

The contract provides that for the purpose of maintenance, renewals, replacements and substitutions made necessary by wear and tear, age, progress of the art, etc., the COMMISSION shall each year fix a sum to be taken from the gross receipts from operation for that year, based on the number of miles travelled by the tramcars, which sum is to be placed in the "Maintenance and Renewals Fund". This fund is under the absolute control of the COMMISSION and any sum of money required for the above purposes cannot be withdrawn save with the approval of the COMMISSION. Any moneys in the Maintenance and Renewal Fund not spent in the course of any year remain in the Fund. If, on the termination of the contract, the CITY OF MONTREAL expropriates the property of the Company, any moneys then remaining in the Fund become the property of the City.

It is provided that this Fund must be maintained, except temporarily, at not less than $500,000.

Renewals and replacements are to be treated as follows: Whenever any part of the plant is replaced, or other property substituted therefor, the cost of such replacement or substitution, up to the full original cost, is to be paid out of this Fund, and any cost in excess of such original cost is to be provided by the Company out of its own resources, this excess being added to the capital value on which the Company is entitled to receive annual interest at 6% as stated under the heading "Interest on Capital Value" hereinbelow.

It will thus be observed that any improvements in the property must be paid for by the Company out of its own resources, as the Fund can only be drawn upon to the extent of the original value of the property which is replaced.

It is important to note that the contract makes no provision for gradual depreciation of plant. It is only when plant has actually become worn out or obsolete or has to be abandoned, and is replaced by new property, that the Maintenance and Renewal Fund can be drawn upon to the extent of the original value of the property so worn out, obsolete or abandoned.

III. RETURN UPON CAPITAL VALUE:

A. Interest on Capital Value: - This is the third charge on gross receipts from operations, out of which the Company pays interest on its bonds, dividends on its capital stock and other corporate expenses not provided for under the contract. Dividends are limited to 10%.

By the contract, the Company places its property at the service of the public and in return, is entitled to receive out of gross receipts from operations annual interest at the rate of 6% on the capital value. This capital value consists of the original value of the property fixed at $36,286,295. as of December 31st, 1917, in the manner stated above, plus all new capital furnished by the Company after the contract came into force and actually expended for additions, extensions and improvements as approved by the Commission. Any property destroyed is deducted.

Thus, the 6% which the Company receives each year is paid, firstly, upon the value of its assets on December 31st, 1917, as established by independent expert valuators and, secondly, upon actual cash expended upon the property since that date as approved by the Commission.

B. Financing Allowance: - To meet all the expenses of financing, such as discount, commissions, exchange, legal and other incidental expenses, the Company is allowed a fixed sum of $181,431.47 per annum. This amount is paid out of gross receipts from operations as a part of the "Interest on Capital Value" referred to above. This allowance is the property of the Company but can only be spent for the purposes above mentioned, and any remainder not required for such purposes must be held in a special account and cannot be distributed by the Company before the termination of the contract.

On the subject of this allowance, the Commission charged with the preparation of the contract reported that two alternatives were available. Either the users of the Tramways service must be called upon to meet the expenses involved in the issue of bonds, debentures and other obligations, or the Company must be granted a definite amount for that purpose. The Commission adopted the latter method and has thus placed on the Company the burden of all risks of the money market.

lV. <u>ANNUAL RENTAL TO THE CITY OF MONTREAL:</u> - This is the fourth charge on gross receipts from operations. It is a sum of $500,000. per annum payable in quarterly instalments to the CITY OF MONTREAL during the period of the contract. This is in addition to amounts paid to the City for taxes of all kinds, which are discussed more fully later on.

V. <u>CONTINGENT RESERVE FUND:</u> - By the terms of the contract, a Contingent Reserve Fund is to be set up by payments of 1% of gross receipts from operations, up to a maximum of $500,000. The moneys in this Fund are to be used to make up the payments under items Nos. 1 to 5 above in any year when the gross receipts are insufficient to meet all these payments.

Upon the termination of the contract, this Fund is divided as follows: - 20% to the Company; 30% to the City and 50% to the Tolls Reduction Fund hereafter referred to:

Vl. <u>DIVISION OF THE REMAINING SURPLUS, IF ANY:</u> - Any remainder of the gross receipts from operations in any year, after payment in full of the first five items above mentioned, constitutes the divisible surplus, which is to be divided at the end of each year, as follows: 30% to the CITY OF MONTREAL, 20% to the TRAMWAYS COMPANY, 50% to a "TOLLS REDUCTION FUND".

If and when the Tolls Reduction Fund exceeds $1,000,000., the Commission may, and if and when this Fund exceeds $2,500,000., the Commission must reduce the fares in the proportions set out in the contract.

On termination of the contract, any moneys in the Tolls Reduction Fund become the property of the CITY OF MONTREAL.

The contract further provides that if in any year the gross revenues are insufficient to meet the payment of all sums payable under the paragraphs numbered 1 to 5 and if the Contingent Reserve Fund at that moment is less than $500,000., the Commission shall appropriate from the Tolls Reduction Fund the amount necessary to meet all the said payments and to bring the Contingent Reserve Fund up to $500,000. If sufficient moneys for this purpose are not available in the Tolls Reduction Fund, the Commission shall forthwith increase the tolls to the extent necessary to provide sufficient gross revenues for this purpose.

<u>Limitations on the borrowing powers of the Company:</u> - In providing new capital, after the coming into force of the contract, for additions, extensions and improvements, the contract forbids the Company to raise more than 75% of such new capital by the issue of mortgage bonds or debenture stock. The effect of this prohibition is that at least 25% of all new capital expenditures must come either out of reserves or from unsecured loans or from the sale of additional shares.

c)<u>Other benefits accruing to the City:</u> - In addition to the annual rental of $500,000. assured to the City, under the terms of the contract, the City derives the following revenues and benefits from the Company...

(1) There is no exemption or commutation of taxes and the Company and its property are liable for the payment of municipal taxes like any other person or company (article 84). Not only are its buildings and plants taxable, but taxes are imposed on rails, poles and wires laid in the streets of the City;

(2) The Company maintains, at its expense, clear and in proper repair, the portion of the streets and the pavement lying between the rails and eighteen inches on each side of the rails (article 46);

(3) The City is entitled, without indemnity to the Company, to use the Company's poles for its wires for fire alarm, police patrol or electric service (article 65);

(4) The Company pays one-half of the cost of removing snow from curb to curb on any street on which the street cars run (article 66);

(5) The City may open streets across any private right of way of the Company without paying any indemnity to the Company (article 67);

(6) The Company must make at cost any connections between its main line and any sidings which the City may require to communicate with its yards or other municipal establishments (article 69);

(7) Policemen and firemen of the City, when travelling in the exercise of their functions, are transported free,

d)<u>Expropriation Provisions:</u> - On March 24th, 1953, and at the expiration of every subsequent five year period, the City has the right, upon six months' notice, to expropriate the system, both that part situated within and that part situated without the limits of the City, by paying the value to be fixed by arbitrators and 10% over and above the estimate. In such event, the valuation of $36,286,295. fixed by the contract as the valuation at the moment of the contract going into effect, is not binding upon the arbitrators in order to establish the price to be paid by the City. Such purchase price, when established, will include all privileges, rights and franchises in outside municipalities but the value thereof shall not be included in the purchase price. No ther municipality has the right to purchase the system, in whole or on part, but if the CITY OF MONTREAL does so purchase the system, it will be entitled to operate it in any municipality through which the system may run.

After reading the various clauses of the contract, as set in above, one cannot but realise that the MONTREAL TRAMWAYS COMPANY is entirely under the supervision of the MONTREAL TRAMWAYS COMMISSION.

A point which must not be overlooked is that the $500,000. annual rental payable by the Company to the City, does not become due until the first three financial provisions of the contract have been satisfied and the Commission has full power to see that the terms of the contract are adhered to.

In the first couple of years of the Company's operations, revenues were insufficient to pay the annual rental of $500,000. The Company began to pay in 1920-1921 and by 1925 all arrears of the rental had been paid. The Company thereupon made its payments regularly up to 1933, after which date the gross revenues were not sufficient to pay the rental until the year 1942. Although there was insufficiency of revenues again during the years 1934 to 1941, the Company was ordered by the Legislature in 1937, 1938 and 1939 to make special payments to the City as contributions to the City's revenues, amounting in all to $1,300,000.

Of these payments, the sum of $1,250,000. was specifically mentioned as being applicable to arrears of rentals. (1 Geo.V1.,1937, C.104,Sec.13-2 Geo.V1,1938,C.105,Sec.27).

On March 18th, 1943, the CITY OF MONTREAL notified the Company that it objected to the Annual Report of the MONTREAL TRAMWAYS COMPANY which provided for the payment of Federal Income and Excess Profits Taxes before providing for the payment of the City rentals.

The situation is this:- In 1942 the earnings of the Company were sufficient to make very substantial payments on the arrears of rentals, in addition to the payment of the current rental. The question then arose as to the right of the Company to make these payments by reason of the provisions of the Federal Excess Profits Tax Act. The Company is ready and willing to pay the amounts to the City, if the Commissioner of Income Tax will allow them as deductable expenses under the provisions of the Act. The Tramways Commission have in fact passed a resolution ordering the Company to pay to the City One Million Dollars ($1,000,000.) out of its revenues for 1942, provided the Commissioner of Income Tax will allow this payment as a deductable expense and will not insist that the amount is wholly payable to the Income Tax authorities as excess profits. The matter is still under advisement.

For many years Montreal was reputed to have the best street railway and fire brigade in Canada, even on this continent. Delegations came from far and wide to admire and study our systems and their administration. We want to uphold our reputation in this respect.

All this may not last long if in public bodies and in the press persistent appeals to prejudice, bringing about conditions that developed in other Canadian cities, make it so that relations between the TRAMWAYS COMPANY and the citizens become such as to result in a decline in service and equipment and all the inconveniences that follow such a state of feud.

When we make comparisons between the Tramways service in Montreal and that in other cities, in all fairness we should find out if similar conditions as to climate, population and topography are to be met or exist. A city with only 250,000 inhabitants has not the same traffic problems as one with one million or more people.

Montreal's central business area is crowded between the St. Lawrence River and the Mountain. The industrial area is spreading in every district of the City and along the river from Dorval to Bout-de-l'Isle. The residential area is to be found everywhere and as far North as the Back River. It stretches West as far as and including Lachine, East to the end of the Island. These areas are all served by the Company's tramways. Mount Royal, which is really three mountains in one, of which one is in Westmount and the other in Outremont and both used as residential areas, are served by the Tramways.

Besides steep grades and narrow streets laid out some two to three hundred years ago, heavy traffic congesting almost all day long the service of tramways, snow conditions add to the problem which the Company has to face during the Winter season.

When comparing speed and circulation here with conditions prevailimg in cities differently situated, and when tempted to criticise the local system, the aforementioned and other factors affecting Tramways service must, in all fairness, be given due consideration.

The Company meets another handicap. Its employees have a perfect right to protect their own interest and to join Labor Unions for that purpose, but they must not forget they are serving the public through the Company, and the public must not be penalized for labor jurisdictional disputes. Citizens want to see good wages and contentment prevailing among conductors, motormen, and others. We believe citizens at large want the employees to be proud of their job, satisfied with their treatment and employment conditions and this satisfaction reflected in their attitude toward the public.

Lately, some employees have acted as if they were enemies of the Company and of the public. When in such a mood, understanding and sympathy cannot be expected.

We desire to promote friendly cooperation between the Company, its employees and the public. Otherwise, every one suffers.

Conversely, we want to see the citizens of Montreal satisfied with and justly proud of their City's transportation system and proud also of those who operate it.

By presenting in this Bulletin the relations of the City of Montreal with the Montreal Tramways Company, in a clear and comprehensive manner, for the information of our members, we hope we have contributed toward our steadfast purpose: the Welfare of the City of Montreal.

AMOUNTS PAID TO THE CITY OF MONTREAL

EXTRACTS FROM MONTREAL TRAMWAYS COMMISSION'S FINANCIAL REPORT

	Snow Removal	Taxes, Permits, etc.	City Rental	GRAND TOTAL
1918/19(a)	182,865.67	194,678.00		377,543.67
1919/20(b)	145,000.00	241,332.26		386,332.26
1920/21	92,688.34	237,319.13	232,076.15	562,083.62
1921/22	103,155.05	250,471.13	639,133.07	992,759.25
1922/23	190,800.85	255,812.28	889,151.65	1,335,764.78
1923/24	336,761.43	302,618.47	1,048,695.19	1,688,075.09
1924/25	209,328.62	278,318.27	883,637.99	1,371,284.88
6 m./25(c)	13,725.01	305,977.81	250,000.00	569,702.82
1926	252,746.23	322,897.92	500,000.00	1,075,644.15
1927	250,505.03	336,487.62	500,000.00	1,273,354.57
1928	243,335.67	367,892.63	500,000.00	1,111,228.30
1929	261,398.58	352,116.97	500,000.00	1,152,010.56
1930	171,181.36	426,998.70	500,000.00	1,119,963.54
1931	263,534.03	414,317.43	500,000.00	1,180,226.97
1932	264,816.45	456,785.90	500,000.00	1,221,602.35
1933	161,773.82	436,739.16	500,000.00	1,098,512.98
1934	281,830.23	440,195.52		722,025.75
1935	205,112.45	466,053.12		671,165.57
1936	282,540.43	487,837.00		770,377.43
1937	211,149.50	484,902.08		(d)696,051.58
1938	157,417.54	481,649.21		(e)639,066.75
1939	270,618.62	540,947.57		811,566.19
1940	270,115.27	490,293.93		760,409.20
1941	195,950.38	505,707.54		701,657.92
1942	201,841.20	588,314.36	669,017.55	1,459,173.11
1943	301,129.46	553,436.25	500,000.00	1,354,565.71
TOTALS -	$5,521,321.22	$10,220,100.26	$9,111,711.60	$25,102,149.00

Share of Surplus 1927 - $186,361.92; 1929 - $58,495.01; 1930 - $21,783.48; 1931 - $ 2,375.51 - TOTAL - $249,015.94 (g)

(a) From February 10th, 1918, to June 30th, 1919.
(b) Until June 30th, 1925, the fiscal year starts on July 1st.
(c) From July 1st to December 31st.
(d)(e) Besides these amounts, the Company paid $1,250,000. in virtue of provincial acts in 1937-38-39, as stated above.
(g) Included in grand total shown above.

STATISTICS:

Capital Value: January 28th, 1918.	$36,286,295.00
(a) December 31st, 1942.	53,299,034.00

Bonds and Stocks, as at December 31st, 1942.

First and Refunding Mortgage, 5% Gold Bonds, due July 1st, 1951.	18,300,000.00
General Mortgage Sinking Fund Bonds, due April 1st, 1955. Series "A"	2,736,300.00
" "B"	22,720,700.00
Bonds not presented for exchange	590,400.00
70,000 Shares of $100.00 par value	7,000,000.00
	$51,347,400.00

	Gross Receipts	Gross Expenses	Fixed Charges
b) 1918-1919:	$11,572.210.48	$8,784,763.85	$4,151,558.37
a) 1943:	21,890,165.56	18,691,780.00	3,195,455.81

Trackage	Length of Tracks	In Operation
June 30th,1919	262.25 Miles	75.91%
June 30th,1942	278.00 "	76.89%

Travelling Mileage in 1942:- Tramways - 32,277,347 Miles a Year.
Autobus - 10,564,111 " " "

Number of Travellers in 1942: 319,398,324

Montreal Tramways Mutual Benefit Association

Contributions

1903 - 1926	1926 - 1930	1930- 1931
From the Company: 100% of fees paid in by members.	From the Company: Between $133,095. and $159,451.60 a year.	From the Company: $166,200.
50% of monthly dues paid in by members.		1941 - 1942 From Company: $210,969.

FARES: - When the average fare in cities of the United States with over 100,000 population in 1942 was 8.02 cents, it was 6.25 cents, or 4 tickets for 25¢ in Montreal. In 1918, it was 5 tickets for 25¢, or 5¢ a fare. School children always paid 7 tickets for 25¢ in Montreal.

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a) Including autobus service.
b) From February 10th,1918 to June 30th, 1919.

STATISTICS

1918 - Number of men employed:- Construction 1,725
Conductors, Motormen 1,775

1944 - Number of men employed:- Construction 1,977
Conductors & Motormen 2,574
Bus Operators 440

1918 - Salaries: 1st- 2nd year 31¢ an hour.
3rd- 4th " 33¢ " "
5th " 35¢ " "
6th " and over 37¢ " "

1944 - One Man Car:

1st year (with bonus) 61¢ an hour.
2nd " " " 66¢ " "
3rd " " " 71¢ " "

Two Men Car:

1st year (with bonus) 56¢ " "
2nd " " " 61¢ " "
3rd " " " 66¢ " "

Sundays and holidays, 5¢ extra per hour.

1918 - Passenger Cars 1,248 (including 143 open cars).

1944 - " " 1,016

Autobus 347
Trolley Busses 7

1918 - 5 Car Barns

1944 - 6 Car Barns

1918 - 3 Power Houses, 8 sub-stations.

1944 - 1 " " 13 " "

1944 - 1 Terminal Station

The Secretary.