

**SUSTAINABLE
DEVELOPMENT**

PLAN 2020

COMPANY PROFILE

The 14th-largest company in Québec, the Société de transport de Montréal has a workforce of more than 9,000 employees, half of whom work directly with customers. It provides approximately 1.2 million trips per day. Its 2012 budget amounted to over \$1,297 million and the replacement value of its assets totalled \$14.5 billion. The STM has long been known for its careful management. Moody's, for example, gave the STM an Aa2 rating, ranking it among the best-managed transit authorities in North America.

A key player in passenger land transportation, the STM provides over 80% of public transit trips in the Montréal area and accounts for over 70% of all those made across Québec.

To support the use of public transit, the company owns, manages and develops a bus and metro network throughout the island of Montréal. In addition, it supplies paratransit service to people with functional limitations, by means of minibuses and by calling on the services of taxi companies. It also offers public transit service by taxi in low-population-density areas.

As well as being a key driver of Montréal's economic growth for the last 150 years, the STM plays a leading role in the city's sustainable development. By providing safe, fast, reliable and comfortable transportation, it contributes to environmental protection and citizens' quality of life.

Customers, employees, and institutional and business partners are all proud to be associated with the STM, which is known for delivering quality services at a fair price.



BUS

The STM operates a fleet of 1,712 buses, 8 of which are hybrid and 202, articulated, as well as 16 urban minibuses. The bus network covers the island of Montréal, or nearly 500 km². It comprises 218 routes, 161 of which are wheelchair-accessible and 23 of which are dedicated to night service. In addition, 148 km of reserved lanes help shorten travel times. In 2012, service on the bus network totalled 90.1 million km.



METRO NETWORK

Montréal's metro is made up of four lines that cover 71 km altogether and 68 stations. Its fleet of rolling stock comprises 759 cars—336 MR-63s and 423 MR-73s—which travelled 78.2 million km in 2011.



PARATRANSIT

The STM provides door-to-door paratransit service for people with functional limitations. Every year, nearly 24,000 customers make use of the STM's minibuses and the services of 14 regular and wheelchair-accessible taxis for over 3 million trips on and around the island of Montréal.



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MESSAGE FROM SENIOR MANAGEMENT

The STM has made great strides in sustainable development since 2005. Our Strategic Plan 2020, adopted in December 2011, places sustainability at the centre of all our decisions.

Already recognized by the American Public Transportation Association with an award for Outstanding Public Transportation System in North America in 2010, the STM aspires, with its ambitious Strategic Plan 2020, to become a world leader in public transit.

The Sustainable Development Plan 2020, based on a continuous-improvement approach, follows up the Sustainable Development Action Plan 2007–2011. It draws on such sources as stakeholder consultations, the main objectives of the Strategic Plan 2020 and the environment in which the STM operates. These factors enabled us to identify the key issues which the Sustainable Development Plan 2020 must address.

The STM contributes to the sustainable development of Montréal and Québec in two ways. First, because the service it provides offers citizens an efficient, safe, environment-friendly mode of travel, while also helping to improve quality of life. And second, because it acts responsibly by integrating environmental, social and economic considerations into all of its activities and business processes.



A handwritten signature in black ink, appearing to read 'M. Labrecque'.

Michel Labrecque
Chairman of the Board of Directors



A handwritten signature in black ink, appearing to read 'C. Desrosiers'.

Carl Desrosiers
Chief Executive Officer

SUMMARY

The STM stands out as a leader in sustainable development in Québec and in the industry worldwide. Building on the formal approach it launched in 2005, the STM adopted its Sustainable Development Plan 2020 in April 2013.

The results of the STM's first Sustainable Development Action Plan 2007–2011 formed the initial foundation of the present Plan. Internal and external consultations conducted since 2011 enabled us to define the contextual factors and the different sustainable development issues facing the company.

Good practices, guidelines and standards that have appeared since that initial plan was adopted provided further input. As well, the sustainable development programs of the International Association of Public Transport (UITP) and American Public Transportation Association (APTA), and the ISO 26000 and BNQ 21000 standards, in particular, guided the formulation of the Sustainable Development Plan 2020. The concordance between the STM's approach and the BNQ 21000 method is presented in Appendix A.

The Sustainable Development Plan 2020 ties in with the STM's Strategic Plan 2020. As with the *Plan d'affaires 2007–2011* (business plan), sustainable development remains central to the concerns expressed in the STM's new Strategic Plan, one of whose six priorities is to “place sustainable development at the centre of all our decisions.”

With its ambitious Strategic Plan 2020, the STM aims to rank as one of the world's top 10 public transit authorities. The Sustainable Development Plan 2020 will help us achieve this goal in the areas of social responsibility and sustainable development.

The present Plan comprises 10 priorities grouped together in two focus areas. Each priority is presented in a way that clearly illustrates the corresponding issues, associated indicators and targets, and actions to be carried out.

SUMMARY AREA 1 – SUSTAINABLE MOBILITY

The first area of the Sustainable Development Plan reflects the STM's contribution to the Montréal community. It involves creating a context favourable to public transit and offering services that help improve quality of life. It comprises four priorities with the following principal commitments:

Priority 1

IMPROVE SERVICE
TO MAXIMIZE THE BENEFITS OF PUBLIC TRANSIT

- Expand service and boost ridership (540 million trips in 2020)
- Provide fast, punctual, safe and user-friendly service

Priority 2

MAKE PUBLIC TRANSIT ACCESSIBLE
TO AS MANY PEOPLE AS POSSIBLE

- Increase paratransit service (4.3 million trips in 2020)
- Implement the universal accessibility development plan 2012–2015

Priority 3

CONTRIBUTE TO URBAN PLANNING

- Continue to play a leading role in developing urban planning
- Extend bus priority measures to reach 370 km in 2020

Priority 4

OPTIMIZE THE STM'S ECONOMIC CONTRIBUTION
AND PERFORMANCE

- Maintain the STM's position of excellence and credit ratings
- Increase and diversify revenue sources

SUMMARY AREA 2 – SUSTAINABLE MANAGEMENT

The second area of the Plan focuses on the STM's practices in integrating environmental, social and economic considerations into its overall activities and business processes. The six priorities of sustainable management touch on these three pillars of sustainable development.



Each action in this Plan is accompanied internally by a detailed action plan and is also covered by the periodic follow-up on the Strategic Plan 2020. The Sustainable Development Plan is thus fully integrated into the company's Strategic Plan.

Priority 5

REDUCE OUR ECOLOGICAL FOOTPRINT

- Improve our environmental management system, based on the ISO 14001 standard
- Aim for certification of our construction and renovation projects

Priority 6

LIMIT OUR ATMOSPHERIC EMISSIONS

- Cut our greenhouse gas (GHG) emissions to 39 g CO₂e per passenger-km in 2020, through the electrification of public transit, among other measures

Priority 7

PRACTISE SUSTAINABLE PROCUREMENT

- Incorporate sustainable development into our procurement processes so that 90% (in terms of monetary value) of contracts contain environmental and social criteria in 2020

Priority 8

ACT AS A RESPONSIBLE EMPLOYER

- Reduce the frequency of work-related accidents
- Increase employee awareness and develop managers' skills with respect to diversity

Priority 9

TRAIN AND EQUIP OUR EMPLOYEES AND RAISE THEIR AWARENESS

- Make all employees more aware of sustainable development
- Draw up guidelines, internal guides and training programs on various topics related to sustainable development

Priority 10

ENGAGE OUR STAKEHOLDERS

- Establish a more rigorous framework for managing our relations with stakeholders
- Continue to contribute to the advancement of sustainable development and public transit with our partners



METRO

Bus hybride
28-700

50

SUSTAINABLE DEVELOPMENT, SOCIAL RESPONSIBILITY AND SUSTAINABLE TRANSPORTATION

The STM contributes to sustainable development by conducting its activities in a responsible fashion. To ensure sustainable mobility, the STM also has an obligation to continually improve its sustainable transportation service and its operating procedures.

Sustainable development

The STM has adopted the definition of sustainable development enshrined in Québec's *Sustainable Development Act*: "Development that meets the needs of the present without compromising the ability of future generations to meet their own needs. Sustainable development is based on a long-term approach which takes into account the inextricable nature of the environmental, social and economic dimensions of development activities."

THE GOAL OF SUSTAINABLE DEVELOPMENT IS TO¹

- Maintain environmental integrity to ensure the health and security of human communities and life-sustaining ecosystems.
- Ensure social equity to enable the complete fulfilment of all men and women, development of communities and respect for diversity.
- Aim for economic efficiency to create an innovative and prosperous economy that is ecologically and socially responsible.

Social responsibility

Both the international standard ISO 26000, adopted in 2010, and the Québec standard BNQ 21000, promulgated in 2011, define the social responsibility of an organization as the organization's responsibility for the impacts of its decisions and activities on society and the environment. This is reflected in transparent and ethical behaviour that contributes to sustainable development, including the health and welfare of society; that takes stakeholders' expectations into account; that is in compliance with applicable law and consistent with international norms of behaviour; and that is integrated throughout the organization and practised in its relationships.

This also means that the organization reports publicly to society, mainly through regular reviews of its social and environmental performance.

Sustainable transportation

The STM has adopted the definition established by the Centre for Sustainable Transportation.² A sustainable transportation system is one that:

- Allows the basic access needs of individuals and societies to be met safely and in a manner consistent with human and ecosystem health, and with equity within and between generations.
- Is affordable, operates efficiently, offers choice of transport mode and supports a vibrant economy.
- Limits GHG emissions and waste within the planet's ability to absorb them, minimizes consumption of non-renewable resources and limits consumption of renewable resources to the sustainable yield level.
- Reuses and recycles its components, and minimizes the use of land and the production of noise.

¹ MDDEFP

² http://cst.uwinnipeg.ca/documents/Defining_Sustainable_2005.pdf

THE STM'S SUSTAINABLE DEVELOPMENT APPROACH

2005

Signatory of pledge to UITP Sustainable Development Charter

2006 AND 2007

Sustainable development included in our mission and 2007–2011 business plan

2008

Responsibility assigned to strategic planning department

Sustainable development committee established

Sustainable Development Action Plan 2007–2011

2009

First Sustainable Development Report 2008

2010

Corporate Policy on Sustainable Development

Sustainable Development Report 2009

2011

Sustainable Development Report 2010

2012

Strategic Plan 2020

Sustainable Development Report 2011

2013

Sustainable Development Plan 2020

In 2005, the STM signed its pledge to the Sustainable Development Charter of the International Association of Public Transport (UITP). As of 2007, the company made sustainable development an integral part of its mission and the underlying theme of its 2007–2011 business plan.

In 2008, responsibility for sustainable development was assigned to our strategic planning department (Direction exécutive de la Planification stratégique) and a dedicated team was formed. We also set up a sustainable development committee representing all our departments to coordinate the implementation and follow-up of our Sustainable Development Action Plan.

In 2010, the STM established a corporate policy on sustainable development, which was adopted by the Board of Directors. The policy provides the guidelines for our approach, while the Sustainable Development Plan is intended to ensure its implementation.

Consultation with external stakeholders is a major component of the STM's sustainable development approach. Our initial consultation, conducted in 2009, focused mainly on this approach.

In January 2013, we consulted 15 companies and organizations about the present Plan. The comments gathered were all taken into consideration by our sustainable development committee.

Our external commitments

The STM has made a number of external commitments with respect to sustainable development:

- as a full signatory of the Sustainable Development Charter of the International Association of Public Transport
- as the bearer of a brand image based on the environmental aspect of public transit and green initiatives taken by the STM
- as an active, involved partner in the 2010–2015 sustainable development plan for the Montréal community
- as a partner in Montréal's Transportation Plan and the future Montréal Development Plan, "Montréal for Tomorrow"
- as a member of the sustainable development committee of the Association du transport urbain du Québec (ATUQ), where we provide support and coordination

Furthermore, the STM takes inspiration from Québec's *Sustainable Development Act* and the resulting Government Sustainable Development Strategy 2008–2013, even though is not subject to them. The Act plays an influential role in advancing sustainable development in Québec.

THE STM'S SUSTAINABLE DEVELOPMENT APPROACH

Sustainable development governance at the STM

Sustainable development is practised at every level of the organization and is guided by the Corporate Policy on Sustainable Development, the Environmental Management Policy and the Sustainable Development Plan.

The sustainable development team and sustainable development committee provide overall coordination and the necessary expertise, and perform a functional role. Among their other responsibilities, members of the sustainable development committee ensure follow-up in their respective administrative units and keep company management informed.

The STM's Management Committee is made up of the Chief Executive Officer and all of the company's executive directors. Once a year, for the publication of the Sustainable Development Report, the Management Committee is required to formulate an opinion on our sustainable development performance and approve the report. The Management Committee is likewise responsible for giving first approval to the Sustainable Development Plan.

The Board of Directors also exercises high-level governance with respect to issues related to sustainable development and social responsibility. The main characteristics of this governance are as follows:

- The Asset Maintenance, Major Projects and Environment Committee (AMMPEC), which is a Board committee, reviews all projects and recommendations submitted to the Board in these areas and provides oversight of aspects related to sustainable development before these cases are presented to the Board.
- The AMMPEC receives the annual Sustainable Development Report for information and review purposes, and comments on it before it is sent to the Board.
- The Board's Audit Committee receives and analyses due diligence reviews carried out by the Auditor General on environmental and sustainable development matters.
- The Board approves the STM's Sustainable Development Plan.

In 2012, the STM introduced an integrated risk-management approach that includes environmental, social and corporate governance risks (ESG risks).

At a more operational level, the company has integrated sustainable development criteria into:

- design criteria and standards for surface buildings
- project execution
- tender calls
- event management

Since 2012, all recommendations submitted to the Board of Directors must contain details demonstrating that they fulfil the commitments of the sustainable development policy.

In recent years, the STM has taken a great many steps to update its governance. To review the work carried out so far, we commissioned the École nationale d'administration publique to provide an evaluation of the company's practices in this regard. The resulting report was very laudatory of the STM. It states that: "The initiatives put forward in recent years demonstrate successful integration of the main principles of governance: accountability, efficiency, integrity and transparency."

The recommendations contained in this report will enable the STM to improve its governance model starting in 2013–2014. This effort should include bolstering the mandate of one of the Board committees with respect to corporate social responsibility and increased involvement by the Management Committee.



SUSTAINABLE DEVELOPMENT

CORPORATE POLICY

Société de transport de Montréal (STM) contributes to sustainable development and is committed to mobilizing its employees, clients and suppliers to make sustainable development a reality.

Adopted by the Board of Directors in May 2010

As a partner in the strategic plan for sustainable development for the Montréal community (Plan stratégique de développement durable de la collectivité montréalaise), prepared by Ville de Montréal, STM is committed to:

- sustaining its efforts toward offering public transit services that are reliable, safe, fast and accessible to all people
- creating and supporting a movement for sustainable mobility for the purpose of fighting climate change, improving the competitiveness of the agglomeration of Montréal, as well as the quality of life of residents
- ensuring continuous improvements to its social, economic and environmental performance regarding:
 - the treatment of employees and clients
 - the operation of its transit networks and installations
 - the planning, designing and realization of its projects
 - the procurement process
 - the state of its relations with stakeholders¹ concerned by its activities
- informing and mobilizing its employees, clients and suppliers in the application of sustainable development principles
- working in cooperation with other sustainable development stakeholders at the local, regional, national and international levels
- complying with, even surpassing whenever possible, its commitments and the requirements of any applicable laws

For Société de transport de Montréal, sustainable development is based on a continuous improvement process, including a management review, as well as annual internal and external reporting.

¹ Stakeholders: Group or individual having a more or less direct interest in the business of a corporation or likely being affected by decisions taken by said corporation. Such a definition includes not only its partners, but also those who, without being partners, can influence STM activities.

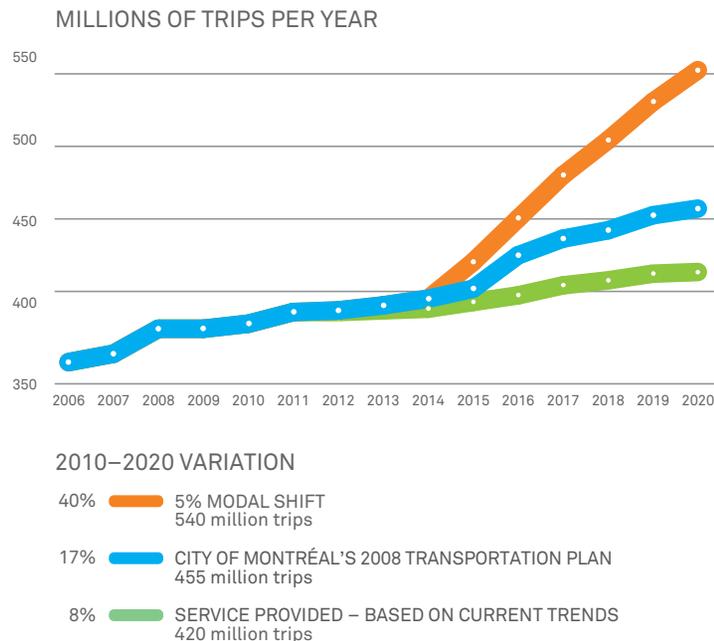
WHY THIS SUSTAINABLE DEVELOPMENT PLAN?

STRATEGIC PLAN 2020

OBJECTIVES OF THE STRATEGIC PLAN 2020 540 MILLION TRIPS: AN AMBITIOUS TARGET

If only network maintenance and optimization projects are considered, the STM should reach 420 million trips per year by 2020—a target that is in line with our results since 2006. With the addition of expansion projects such as the tramway and the metro extension, this target would rise to 455 million, the same as that stated in the city’s 2008 Transportation Plan, *Réinventer Montréal*.

The STM intends to do more, however: the Strategic Plan has targeted 540 million trips annually by 2020, an increase of 40% over 2010 and a 5% modal shift from cars to public transit.



The STM’s Strategic Plan 2020 was adopted by the Board of Directors in December 2011. It was then approved by the political authorities concerned, including the Communauté métropolitaine de Montréal in June 2012.

Sustainable development remains a central concern in the STM’s new Strategic Plan, as it was in the 2007–2011 business plan. One of the six priorities of the Strategic Plan is to **place sustainable development at the centre of all our decisions.**

The Sustainable Development Plan 2020 ties in with the Strategic Plan 2020. The vision expressed in the Strategic Plan is based on an enhanced customer experience with respect to frequency, speed, punctuality and comfort. It is supported by major spending on equipment maintenance and by strategic investments, all with a view to achieving growth of over 30% in overall service and diversifying and electrifying transit modes.

Combined with a set of measures aimed at reducing single-occupant car use, to be implemented regionally by the appropriate political authorities, this approach is intended to increase ridership by 40%, to reach 540 million trips in 2020. This objective fits into the broader strategy adopted by the city of Montréal and the Québec government, which have set GHG emission reduction targets of 30% and 20%, respectively. In fall 2012, the new provincial government announced its intention to raise this objective from 20% to 25%.

Already recognized by the American Public Transportation Association with an award for Outstanding Public Transportation System in North America in 2010, the STM aspires, with its ambitious Strategic Plan 2020, to rank as one of the world’s top 10 public transit authorities.

WHY THIS SUSTAINABLE DEVELOPMENT PLAN?

In addition to the clear commitment made by senior management, the current context is especially favourable for the development of public transit and the integration of a sustainable development approach in all of the STM's activities.

A FAVOURABLE CONTEXT

In the Montréal region

ROAD CONGESTION

Given the growing problems of congestion in the metropolitan region and the resulting economic and social impacts, public transit is positioned as a key component of the solution. More and more, the business community is joining with environmental and social groups to demand urban planning and funding that promote public transit. Achieving the objectives of the Strategic Plan 2020 (5% modal shift from cars to public transit) would mean a substantial reduction in economic losses stemming from road congestion, currently estimated at \$3 billion.

URBAN PLANNING AND DEVELOPMENT

The adoption, in 2011, of the Metropolitan Land Use and Development Plan (PMAD) of the Communauté métropolitaine de Montréal (CMM) and the consultation on public transit funding, which reached a consensus, assign public transit an important role in improving the region's quality of life. To achieve this goal, the CMM is capitalizing on such concepts as TOD (Transit Oriented Development) areas and more efficient transportation systems that provide better structure. The CMM's objective is for 40% of new housing units built between now and 2031 to be located within TOD areas developed along public transit corridors.

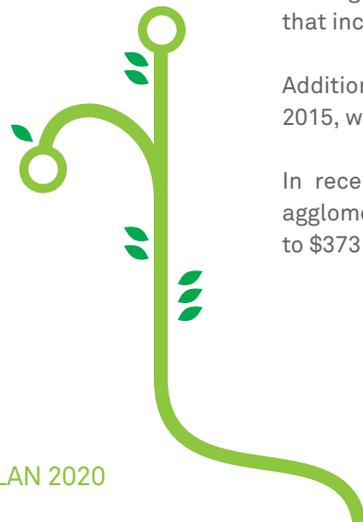
To follow up the PMAD, the city of Montréal has drafted its own Development Plan, "Montréal for Tomorrow," which places great emphasis on public transit.

CITY OF MONTRÉAL COMMITMENT TO PUBLIC TRANSIT

After extensive public consultation, the city of Montréal adopted its Transportation Plan in 2008, making public transit a top priority. The boroughs have also established local transportation plans that incorporate public transit.

Additionally, the city brought out its Montréal Community Sustainable Development Plan 2010–2015, which relies heavily on the contribution of public transit to reach its overall objectives.

In recent years, the STM has been able to count on the financial support of the Montréal agglomeration. This contribution rose by 53% between 2002 and 2011, increasing from \$244 million to \$373 million.



WHY THIS SUSTAINABLE DEVELOPMENT PLAN?

A FAVOURABLE CONTEXT (CONT'D)

In Québec

QUÉBEC PUBLIC TRANSIT POLICY AND GOVERNMENT ACTION TO FIGHT CLIMATE CHANGE

The STM plays a crucial role in the fight against climate change. In this regard, the government assistance program for public transit—which arose out of the Québec Public Transit Policy (QPTP) 2006–2011—coupled with the Montréal agglomeration’s contribution infused our endeavour with new energy by instituting funding programs. This financial support comes from the Green Fund, part of Québec’s 2006–2012 Climate Change Action Plan (CCAP). Without the financial support provided by the QPTP and the Montréal agglomeration, the STM would have increased its service only slightly. Combined with the efforts of other levels of government, the QPTP has enabled the STM and other public transit authorities in Québec to considerably increase their overall service in the last five years.

The Québec government presented its new CCAP 2013–2020 in 2012, maintaining the Green Fund’s financial support for transit at the two-thirds level from 2013 on. In addition, the CCAP 2013–2020 supports the development of electric transportation and clean technologies with a \$200-million fund announced in November 2012.

The province’s Green Fund is currently financed largely by the royalty paid on petroleum products. Starting in 2015, the Green Fund will be supplied by sales of emission rights to fuel distributors, under the Québec regulation introducing a cap-and-trade system for emission allowances.

The Québec government’s financial contribution to the STM has grown by 328% over the past decade, rising to approximately \$225 million in 2011.

QUÉBEC SUSTAINABLE MOBILITY POLICY

To follow up the Québec Public Transit Policy, the Québec government has undertaken to establish a new transportation policy. The new policy will not be confined to public transit, but will cover the full range of ground transportation. According to the government, a vision for transportation development involves a substantial decrease in greenhouse gas (GHG) emissions, as a result of reduced energy consumption. To achieve this, public transit will be central to Québec’s transportation vision.

GOVERNMENT EFFORT TO ELECTRIFY TRANSPORTATION

In its Electric Vehicle 2011–2020 Action Plan, the Québec government set the target of having 95% of public transit trips take place on electric-powered vehicles by 2030. Montréal’s metro, which runs entirely on hydroelectricity, already provides half of the public transit trips in Québec.

WHY THIS SUSTAINABLE DEVELOPMENT PLAN?

A FAVOURABLE CONTEXT (CONT'D)

In Canada

FEDERAL GOVERNMENT CONTRIBUTION TO PUBLIC TRANSIT

The federal government supports Québec public transit through various infrastructure programs, the most stable of which is the Gas Tax Fund which transfers funds through the Société de financement des infrastructures locales (SOFIL). For the STM, this represents approximately \$70 million per year.

Worldwide

COLLECTIVE ENVIRONMENTAL AWARENESS

The clear consequences of deteriorating air quality and of climate change (extreme weather events, drought, climate refugees, etc.) are creating heightened collective environmental awareness. Citizens, organizations and governments are gaining an ever-increasing understanding of the consequences of our ways of life and want to be part of the solution.

PUBLIC HEALTH

Today's sedentary lifestyle is contributing to an epidemic of obesity and represents a risk factor for many chronic health problems such as cardiovascular disease, diabetes, certain cancers and various musculo-skeletal disorders.

The volume of vehicular traffic also has a substantial impact on air quality and is a factor in the increased number of smog episodes. Poor air quality may therefore lead to an increase in smog-related mortality as well as in allergy symptoms.

The ensuing social costs are prompting public authorities to sound the alarm and look for solutions. These include public transit, which contributes to a reduction in the main airborne contaminants and encourages a more active lifestyle.

PRICE OF OIL

According to U.S. Department of Energy forecasts, world energy needs (relative to 2007) could rise by 10% by 2015 and 20% by 2020. By 2035, the increase could be as much as 50%. Even though demand for renewable energies is growing strongly, oil and coal will remain the principal energy sources. The price of oil, which will continue to rise, is a critical factor in consumers' economic choices and travel habits.

WHY THIS SUSTAINABLE DEVELOPMENT PLAN?

RESULTS OF THE SDAP 2007–2011

The STM's Sustainable Development Action Plan (SDAP) 2007–2011 was linked to the 2007–2011 business plan, whose underlying theme was the integration of sustainable development. It was formulated using a strategic consolidation of the many sustainable development initiatives already in place within the company and reflected the main points of the business plan with respect to sustainable development.

Made up of three focus areas and 12 objectives, along with indicators and targets, it was the essential corporate reference in this regard. It established a framework for monitoring the STM's sustainable development performance, most notably through the publication of an annual sustainable development report.

The SDAP 2007–2011 listed some 55 actions, the results of which are presented in Appendix B. At the end of 2011, the following picture emerged:

- 45 actions had been maintained or improved
- 5 were still in the start-up phase
- 4 were completed
- 1 had not reached the planned objectives



The **priorities** in the Sustainable Development Plan 2020 replace the **objectives** laid out in the SDAP 2007–2011. In the section “Two focus areas, ten priorities,” the Plan presents the main achievements for 2007–2012 for each priority.

The SDAP 2007–2011 described all our sustainable development initiatives and set a number of targets. With a view to continuous improvement, the Sustainable Development Plan 2020 comprises actions that are either new or call for improvement, and provides more targets. Activities that are ongoing or well under control will be maintained, of course, and will be covered in our annual sustainable development reports.

SUSTAINABLE DEVELOPMENT ISSUES FOR THE STM

The overall context, the priorities laid out in the Strategic Plan 2020 and the results achieved by the Sustainable Development Action Plan 2007–2011 have enabled us to identify the key issues that the Sustainable Development Plan 2020 must address. These issues were discussed and confirmed through various meetings with internal and external stakeholders as well as by observing major trends and current realities affecting the way organizations put sustainable development into practice.

The grid on pages 20 and 21 illustrates how the 10 priorities of the Sustainable Development Plan 2020 address these issues.

Montréal issues

OPERATIONAL SAFETY AND SECURITY

The safety of STM customers and employees, as well as that of all citizens, is a prime concern, even though the risk of accident when travelling by public transit in Montréal is one-twentieth that of travelling by car. The STM aims to continue optimizing the safety of its vehicles and facilities.

URBAN PLANNING AND DEVELOPMENT

The effectiveness and efficiency of public transit services are largely dependent on urban form, land-use planning and development, and territorial governance. The STM operates in a North American context, where urban and suburban expansion in recent decades has promoted a level of density and a built environment that have led to significant dependence on automobiles. The STM wishes to influence land-use planning and contribute to development that encourages the use of public transit.

The STM also aims to ensure that its facilities and services are harmoniously integrated into the urban environment.

ACCESSIBILITY AND USER-FRIENDLINESS OF OUR SERVICES

Ensuring that the great majority of citizens can use our services requires sizable investments. This capital is needed to implement universal accessibility measures, establish fares and services that are suited to specific customer groups and guarantee optimal service frequency and network coverage. The STM must also provide service that is user-friendly, comfortable and efficient, while maintaining its property assets and aging equipment.

GOOD NEIGHBOURLINESS

The STM's facilities and vehicles can be found all over the island of Montréal. We consequently endeavour to limit nuisances related to our activities, such as noise or soil contamination. Various measures act to reduce these effects on customers, area residents and the public at large.

HEAT ISLANDS

Concern over heat islands is growing in Montréal. While public transit fosters urban development that lessens the need for roads, parking spaces and so on, the facilities that the STM requires to operate its substantial bus fleet occupy large paved surfaces, often located in recognized heat island areas. Greening and the use of white surfaces are among the measures applied to reduce these heat islands.



SUSTAINABLE DEVELOPMENT ISSUES FOR THE STM

Provincial and national issues

DEDICATED, INDEXED AND RECURRENT FUNDING FOR PUBLIC TRANSIT

To meet its service improvement objectives in the coming years, the STM's Strategic Plan 2020 calls for investments totalling \$11.5 billion for asset sustainment and for optimizing and developing the metro, bus and tramway networks. In order to reach these goals, the STM is counting on continued contributions from its financial partners as well as the establishment of new revenue sources dedicated to public transit that are indexed and recurrent.

A large portion of this revenue will come from the Green Fund, established under the 2013–2020 Climate Change Action Plan.

At the municipal level, funding could come from metropolitan road pricing, a parking tax or land value capture. At the federal level, the STM has recommended that the Canadian government allocate all money from the federal gas excise tax (10¢/litre) to the Gas Tax Fund.

In view of this reality, it is essential that the STM clearly demonstrate that it is creating shared value for society as a whole.

SHORTAGE OF SKILLED LABOUR

Québec is experiencing a labour shortage. In Montréal, recruiting skilled workers is particularly challenging. The STM therefore aims to develop strategies to attract and retain labour, as well as to position itself as a responsible and committed organization.

AGING POPULATION

According to the Institut de la statistique du Québec, the percentage of people aged 65 and over living on the island of Montréal will rise from 15% to 21% between 2006 and 2031. The transportation needs of tomorrow's seniors will go beyond the accessibility, ease-of-use and speed of public transit. Future generations of senior citizens could have more varied needs in terms of mobility and transportation, where autonomy and choice will be prime criteria.

In order to serve an aging population, we will have to continue to be attentive to the needs of this customer segment. Given trends in demographics and mobility, paratransit demand can be expected to increase at an annual rate of 6.3%, reaching 4.3 million trips in 2020.

SUSTAINABLE DEVELOPMENT ISSUES FOR THE STM

Global issues

CLIMATE CHANGE

By improving service provided on its bus and metro networks, the STM can convince a larger number of citizens to opt for public transit over car travel, thereby avoiding the emission of large quantities of GHGs. However, the STM does not want the increased service to lead to a spike in its own GHG emissions. We must therefore optimize our bus fleet and adopt less polluting fuels and modes of propulsion. Priority measures, such as reserved lanes that reduce fuel consumption and associated emissions, must also be maximized.

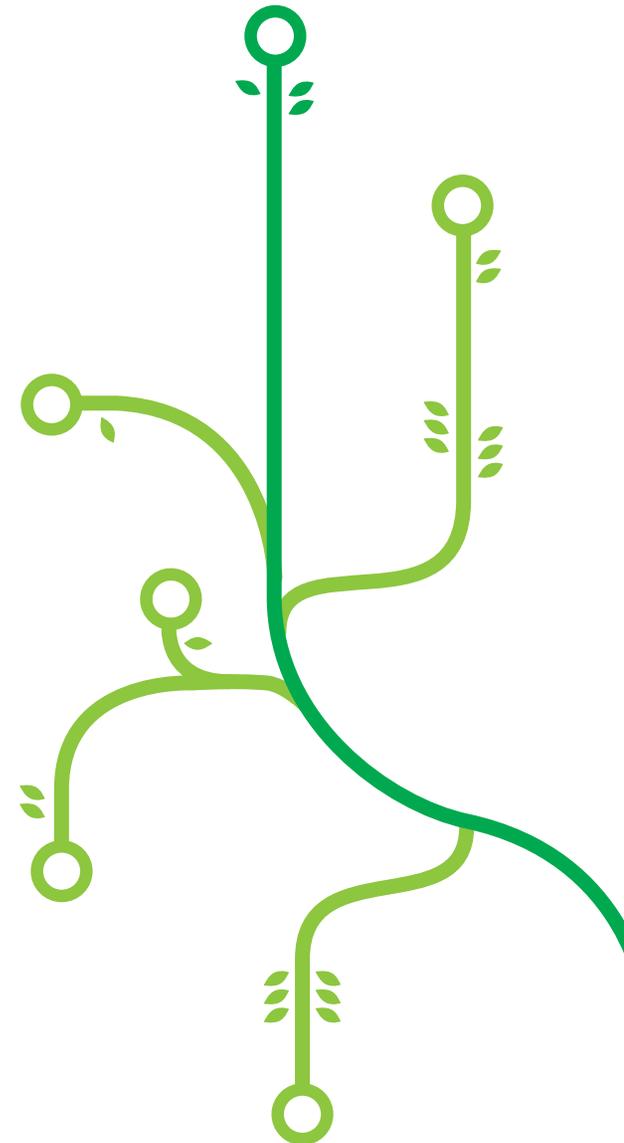
Adapting to climate change is the subject of more and more attention. The Québec government's 2013–2020 Climate Change Action Plan has made this a priority and outlines a strategy for achieving it. We are closely monitoring this aspect of the issue so as to be able to implement appropriate measures as needed.

WATER, AIR AND SOIL CONTAMINATION

A number of the STM's activities involved in operating a growing bus and metro network have impacts on water, air and soil. This has been a matter of concern for us for many years. Accordingly, we ensure that the sources of these impacts are identified and carefully managed. Atmospheric emissions (greenhouse gases and the main airborne contaminants) are the chief source of the STM's environmental impact.

RESOURCE CONSUMPTION

As a responsible company, the STM is concerned about the consumption of resources needed for all of its activities. This concern is integrated into our procurement, work methods and project management. We also strive for strict application of the 4R principles (reduce, reuse, recycle, reclaim).



TWO FOCUS AREAS, TEN PRIORITIES

Two focus areas

The STM contributes to the sustainable development of Montréal and Québec in two ways. First, it allows all citizens to help improve quality of life and promotes the establishment of key components of public transit. Second, it acts responsibly by integrating environmental, social and economic considerations into all its activities.

The STM's Sustainable Development Plan 2020 therefore revolves around two focus areas: sustainable mobility and sustainable management.

AREA 1 – Sustainable Mobility

Create a context favourable to public transit and offer services that help improve quality of life

AREA 2 – Sustainable Management

Adopt sustainable practices that take into account the social, environmental and economic impacts of our activities

Ten priorities

Every aspect and every action of the STM's sustainable development approach is important. A number have already been firmly established; our challenge is to carefully maintain the gains that have been made.

The contextual factors and issues described in the previous sections, along with the main objectives of the Strategic Plan 2020, have enabled us to identify 10 priorities that form the strategic framework for sustainable development between now and 2020. These priorities represent new or modified actions, as well as areas for improvement. Recurring activities that will simply be continued are consequently not presented in this Plan.

About indicators and targets

For some indicators, the STM has identified targets for 2015 and 2020. These targets reflect our commitment to sustainable development. Those taken from the Strategic Plan 2020 are noted as such, so that readers who want to better understand how they will be achieved may refer to that document.

Other indicators will allow us to track the progress of the 10 priorities, although specific targets for 2015 and 2020 are not necessary. They may apply to actions in which the STM is dependent on decisions made by external parties, or others where the STM must adapt to evolving circumstances. These indicators are presented at the end of the Plan, without targets.

It goes without saying that the STM aims for continuous improvement with respect to all indicators. Some indicators or targets are therefore still being developed, as implementing them calls for improved methods of measurement.

Follow-up

The actions laid out in this Plan are each accompanied internally by a detailed action plan not included here. They are also covered by the periodic follow-up on the Strategic Plan 2020. The Sustainable Development Plan is thus fully integrated into the company's Strategic Plan.

The Sustainable Development Plan 2020 will be adjusted, as needed, in line with any revisions made to the Strategic Plan 2020 from which it stems.

Integration of issues and corporate priorities

The following pages present two grids: **the first** maps the concordance between the 10 priorities of the Plan and the various sustainable development issues identified in the previous section; **the second** illustrates the integration of the Sustainable Development Plan with the Strategic Plan 2020.

CONCORDANCE BETWEEN THE 10 PRIORITIES AND THE SUSTAINABLE DEVELOPMENT ISSUES

AREA 1 SUSTAINABLE MOBILITY

SUSTAINABLE DEVELOPMENT ISSUES	PRIORITY 1 Improve service to maximize the benefits of public transit	PRIORITY 2 Make public transit accessible to as many people as possible	PRIORITY 3 Contribute to urban planning	PRIORITY 4 Optimize the STM's economic contribution and performance
OPERATIONAL SAFETY AND SECURITY	Public transit reduces the risk of accident	Accessibility measures increase customer safety	Proper land development improves everyone's safety	
URBAN PLANNING AND DEVELOPMENT			The STM contributes toward increasing densities, but is also dependent upon urban planning to offer efficient service	Public transit infrastructure increases property values
ACCESSIBILITY AND USER-FRIENDLINESS OF OUR SERVICES	The STM endeavours to improve the accessibility and user-friendliness of its services	The STM endeavours to improve the accessibility of its services	Priority measures increase speed of service	
GOOD NEIGHBOURLINESS				
HEAT ISLANDS				
DEDICATED, INDEXED AND RECURRENT FUNDING	Funding from the Green Fund is intended to increase service and ridership			The STM's economic contribution and performance stimulate sustainable funding
SHORTAGE OF SKILLED LABOUR				
AGING POPULATION		Services tailored to seniors meet this specialized need		
CLIMATE CHANGE	Increased ridership reduces emissions of GHGs and air pollutants		Priority measures reduce emissions of GHGs and air pollutants, as well as bus fuel consumption	
WATER, AIR AND SOIL CONTAMINATION				
RESOURCE CONSUMPTION				

CONCORDANCE BETWEEN THE 10 PRIORITIES AND THE SUSTAINABLE DEVELOPMENT ISSUES

AREA 2 SUSTAINABLE MANAGEMENT

SUSTAINABLE DEVELOPMENT ISSUES	PRIORITY 5 Reduce our ecological footprint	PRIORITY 6 Limit our atmospheric emissions	PRIORITY 7 Practise sustainable procurement	PRIORITY 8 Act as a responsible employer	PRIORITY 9 Train and equip our employees and raise their awareness	PRIORITY 10 Engage our stakeholders
OPERATIONAL SAFETY AND SECURITY				Workplace health and safety measures improve the safety of our employees	This priority was established to ensure that all STM employees have a suitable understanding of sustainable development and of this Plan, so that they can integrate environmental and social considerations into their actions. It therefore addresses all the issues.	This priority was established to ensure that the STM includes stakeholders in all aspects of its projects and activities. It therefore addresses all the issues.
URBAN PLANNING AND DEVELOPMENT						
ACCESSIBILITY AND USER-FRIENDLINESS OF OUR SERVICES						
GOOD NEIGHBOURLINESS	Careful environmental management limits nuisances for area residents	The gradual shift to electricity reduces noise generated by vehicles				
HEAT ISLANDS	Applying sustainable measures to construction limits the heat island effect					
DEDICATED, INDEXED AND RECURRENT FUNDING			Sustainable procurement contributes to sustainable financial management			
SHORTAGE OF SKILLED LABOUR				A company that treats its employees well and contributes to sustainable development is better able to attract and retain labour		
AGING POPULATION						
CLIMATE CHANGE						
WATER, AIR AND SOIL CONTAMINATION	Careful environmental management limits our facilities' GHG emissions, as well as contamination and resource consumption	The gradual shift to electricity significantly reduces our vehicles' emissions of GHGs and air pollutants, as well as their fuel consumption	Sustainable procurement reduces our products and services' environmental footprint			
RESOURCE CONSUMPTION						

AREA 1 SUSTAINABLE MOBILITY

PRIORITIES OF THE STRATEGIC PLAN 2020

PRIORITY 1

Improve service to maximize the benefits of public transit

PRIORITY 2

Make public transit accessible to as many people as possible

PRIORITY 3

Contribute to urban planning

PRIORITY 4

Optimize the STM's economic contribution and performance

	PRIORITY 1	PRIORITY 2	PRIORITY 3	PRIORITY 4
1 EXPAND SERVICES				
2 IMPROVE THE CUSTOMER EXPERIENCE AND MARKETING EFFORTS				
3 ATTRACT, DEVELOP AND MOBILIZE TALENT				
4 OPTIMIZE INVESTMENT MANAGEMENT				
5 FURTHER IMPROVE PERFORMANCE				
6 PLACE SUSTAINABLE DEVELOPMENT AT THE CENTRE OF ALL OUR DECISIONS				

AREA 2 SUSTAINABLE MANAGEMENT

PRIORITIES OF THE STRATEGIC PLAN 2020

PRIORITY 5
Reduce our ecological footprint

PRIORITY 6
Limit our atmospheric emissions

PRIORITY 7
Practise sustainable procurement

PRIORITY 8
Act as a responsible employer

PRIORITY 9
Train and equip our employees and raise their awareness

PRIORITY 10
Engage our stakeholders

1 EXPAND SERVICES						
2 IMPROVE THE CUSTOMER EXPERIENCE AND MARKETING EFFORTS						
3 ATTRACT, DEVELOP AND MOBILIZE TALENT						
4 OPTIMIZE INVESTMENT MANAGEMENT						
5 FURTHER IMPROVE PERFORMANCE						
6 PLACE SUSTAINABLE DEVELOPMENT AT THE CENTRE OF ALL OUR DECISIONS						

PRIORITY 1

IMPROVE SERVICE TO MAXIMIZE THE BENEFITS OF PUBLIC TRANSIT

Compared to car travel, public transit offers many environmental, social and economic benefits. To maximize these benefits, the STM must make public transit more competitive and attractive in comparison to car travel and offer its customers service that is increasingly reliable, fast, accessible and safe. We have set the ambitious objective of increasing ridership by 40% to reach 540 million trips in 2020.

We consider other modes of transportation, like walking, biking, taxis, carpooling and car sharing, and trains, to be complementary to our services and aim to promote a mix of modes of transit, or transportation cocktail. We also want to improve intermodality: the faster and easier it is to transfer between two transit modes, the more attractive public transit in the Montréal area will be.

By inviting citizens, partners, companies, businesses and governments to promote the use of public transit, the STM is creating a collective movement, which we call society in motion, that is improving quality of life for all.

In Montréal, the transportation of people and goods is responsible for nearly 50% of greenhouse gas emissions. The STM therefore plans to continue playing a leading role in achieving the municipal and provincial GHG reduction targets for the year 2020, which are 30% and 25%, respectively, compared with 1990 levels.

We estimate that the net GHG emissions avoided by our customers will total 760,000 tonnes in 2020, an increase of 241,000 tonnes over 2008. This contribution represents approximately 20% of the city of Montréal's transportation-related GHG reduction target.

BENEFITS OF PUBLIC TRANSIT

Generally speaking, when compared to car travel, public transit:

- reduces polluting emissions, which lead to smog and a number of associated health problems
- reduces GHG emissions, which are a cause of climate change
- requires one-sixth the amount of urban space, thus leaving room for more green space and helping to fight the heat island effect
- reduces traffic noise
- reduces traffic congestion
- presents one-twentieth the risk of accident (in Montréal)
- promotes physical activity through active transportation
- is accessible to a larger number of citizens
- contributes more to the economic development of Québec
- allows households to save on transportation costs



PRIORITY 1

IMPROVE SERVICE TO MAXIMIZE THE BENEFITS OF PUBLIC TRANSIT

Issues addressed by Priority 1

Operational safety and security

Accessibility and user-friendliness of our services

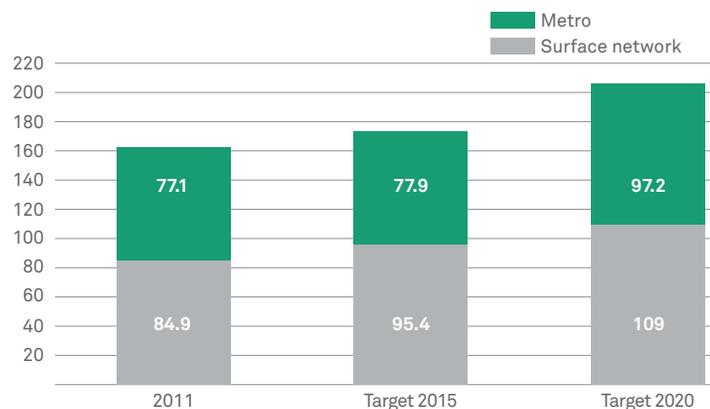
Dedicated, indexed and recurrent funding for public transit

Climate change

Water, air and soil contamination

SERVICE PROVIDED

millions of km travelled



TARGETS

	Reference year 2011	Target 2015	Target 2020
Service provided (millions of km travelled)			
— Metro	77.1	77.9*	97.2*
— Surface network	84.9	95.4*	109*
Service provided (billions of seat-km)			
— Metro	8.4	in development	
— Surface network	3.9		
Ridership (millions of trips)	404.8	423.3	540
Modal share of public transit according to O-D survey (%)	32 (2008)		37
Feeling of safety – bus, based on survey (%)	93	93	93
Feeling of safety – metro, based on survey (%)	93	93	93
Number of bicycle parking spaces next to the network (metro and bus)	3,045	3,200	3,500

* The projects laid out for achieving these targets are presented in the [Strategic Plan 2020](#).

PRIORITY 1

MAIN ACHIEVEMENTS 2007–2012

IMPROVE SERVICE TO MAXIMIZE THE BENEFITS OF PUBLIC TRANSIT

- Service was increased by 25.1% and ridership, by 12.3%; this meant that in 2011, we surpassed the record set in 1947.
- Transport capacity was expanded by 10% on MR-73 metro cars and 8% on MR-63 cars.
- A contract was awarded for the purchase of 468 Azur metro cars: 342 cars will replace the MR-63s and 126 will be used to increase service. These new metro cars will offer 15% greater capacity, improved reliability and enhanced passenger comfort.
- The 10 Minutes Max network went into operation. Made up of 31 bus routes, it offers service every 10 minutes or less from 7 a.m. to 7 p.m. on weekdays.
- We added 28 bus routes and acquired 202 articulated buses.
- We acquired a real-time bus scheduling and passenger information system (known as SAEIV) for the surface network (iBUS).
- We introduced a service quality program that sets standards for various elements such as bus punctuality, metro reliability, customer reception and passenger information.
- We adopted a brand image that emphasizes the environmental benefits of public transit.
- Every year, we partner with numerous major sporting, artistic and cultural events, inviting attendees to take public transit and incorporating an environmental component as well.
- Various fare packages, such as Tandem VÉLO-STM, Bixi-Bus and auto+Bus, were introduced.
- Bus and commuter train schedules were synchronized.
- The number of bicycle parking spaces next to metro stations was increased by 75%.
- A pilot project that added bicycle racks to buses on three routes was carried out.
- Over \$750,000 was invested in our program for the maintenance and restoration of artworks in the Montréal metro, allowing nearly 30 works to be restored.

PRIORITY 1

IMPROVE SERVICE TO MAXIMIZE THE BENEFITS OF PUBLIC TRANSIT

BY 2020

- Metro expansion: extend the Blue line to Anjou, adding five stations, and the Orange line to Bois-Franc, adding two stations.
- Increase service on the surface network to 109 million kilometres.
- Increase the use of articulated buses, which offer higher capacity, to improve service on major urban corridors.
- Implement the real-time bus scheduling and passenger information system (iBUS).
- Use trolleybuses (electric traction vehicles with overhead wires) on major urban corridors to offer high-frequency service without GHG or polluting emissions.
- Boost buy-in for Society in Motion on the part of customers, partners and all citizens.
- Continue rollout of the service quality program by setting performance objectives in four areas: bus punctuality, metro reliability, customer reception and passenger information.
- Improve signage, in particular by integrating universal accessibility criteria.
- Improve packages offered with transportation cocktail partners (Bixi, Communauto, Vélo Québec, etc.).
- Work with the city's boroughs to identify steps for achieving a 15% increase in the number of bicycle parking spaces next to the bus and metro networks.
- Integrate measures favouring intermodality between biking and public transit into all bus and metro infrastructure development projects (bus terminals and metro extension).
- Promote intermodality by installing bicycle racks on some buses, among other measures.
- Maintain and enhance the Montréal metro system's architectural and cultural assets.

PRIORITY 2

MAKE PUBLIC TRANSIT ACCESSIBLE TO AS MANY PEOPLE AS POSSIBLE

To fulfil its social role, the STM must make public transit increasingly accessible to all citizens, regardless of their situation. Since 1991, over \$150 million has been invested in projects related to universal accessibility.

By implementing measures such as installing elevators in the metro and access ramps on buses, or tailoring fares and services to the needs of different customers, we are working to increase the ability of every individual to participate in the social and economic life of the metropolitan area.

STM UNIVERSAL ACCESSIBILITY POLICY

In conducting its daily activities, the STM integrates those elements that promote and encourage universal accessibility in all areas of its operations, whether these involve infrastructure, vehicles or any other equipment and installations, as well as in the services it provides to the public, while respecting the resources at its disposal.

Issues addressed by Priority 2

Operational safety and security

Accessibility and user-friendliness of our services

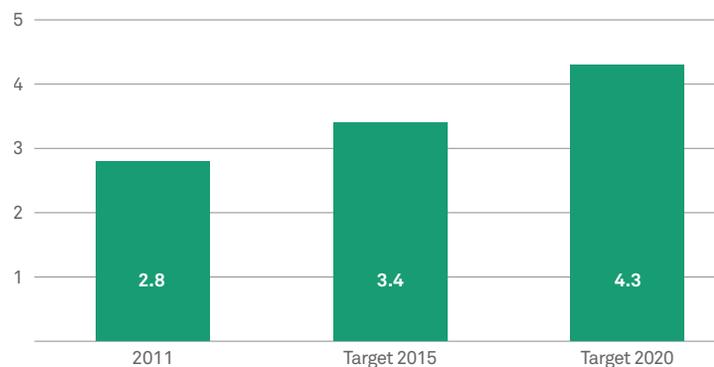
Aging population

Climate change

Water, air and soil contamination

PARATRANSIT TRIPS

in millions



TARGETS

Stations with elevators (number)

Paratransit trips (millions)

	Reference year 2011	Target 2015	Target 2020
Stations with elevators (number)	8	11	13 (2017)
Paratransit trips (millions)	2.8	3.4	4.3

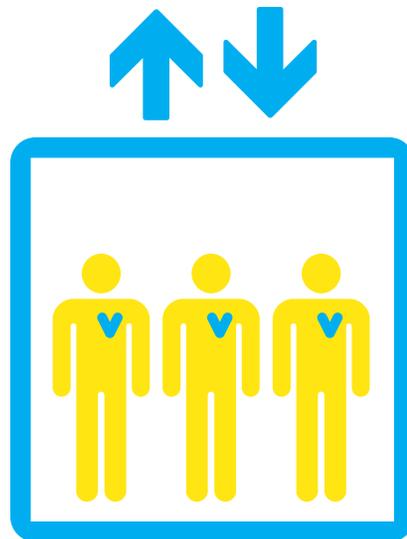


PRIORITY 2

MAKE PUBLIC TRANSIT ACCESSIBLE TO AS MANY PEOPLE AS POSSIBLE

MAIN ACHIEVEMENTS 2007-2012

- We adopted a universal accessibility policy in 2009.
- Universal accessibility measures were improved: number of buses with front ramps, metro stations equipped with new public address systems and elevators, platforms with warning tiles, staircases with yellow strips.
- In 2010, the STM became the first transit authority in Québec to bring out an action plan for universal accessibility.
- Service delivery employees were given training sensitizing them to the realities of customers with functional limitations.
- Ridership on the door-to-door paratransit network by minibus or taxi increased by 45%. This service is intended for people with functional limitations and provided at the same cost as a single trip on the bus and metro network. In 2012, paratransit ridership reached 3 million trips and posted an overall satisfaction rate of 94%.
- We established 10 Navette Or lines and 3 Taxi Or lines reserved for seniors, travelling at times and along routes designed to meet their needs.
- Service on the all-night network grew 73% in 2011, increasing the speed and frequency of this service for night owls and those who work atypical hours.
- The fare structure was diversified with the launch of the Family Outings program, among other products.
- The city of Montréal, Regroupement des usagers du transport adapté and STM filed an application with the Québec government requesting a fund dedicated to metro accessibility.



PRIORITY 2

MAKE PUBLIC TRANSIT ACCESSIBLE TO AS MANY PEOPLE AS POSSIBLE

BY 2020

- Implement the 2012–2015 Universal Accessibility Development Plan, which calls for \$87 million in investments in universal accessibility projects, such as installing elevators in five additional stations, improved public address systems in all stations, new accessible bus shelters, warning tiles along all platforms and new accessible metro cars.
- Systematically integrate universal accessibility into all new projects, in accordance with available resources and the 2012–2015 Plan.
- Continue launching services tailored to the needs of seniors.
- Continue launching customized services for specific customer segments such as students, tourists or attendees at major events.
- Optimize paratransit vehicle resources using information technology so as to offer faster, more efficient service and provide real-time passenger information.
- Continue diversifying our fare structure so as to better meet the needs of our various customers.



PRIORITY 3

CONTRIBUTE TO URBAN PLANNING

One of the keys to the success of public transit lies in the urban form. Integrated planning, higher population densities, a wider range of uses, priority measures for buses and suitable signage contribute to making transportation services more efficient, faster, more punctual and more affordable. Priority measures increase journey speed, improve punctuality, reduce customer travel time and free up vehicular resources to generate increased service. Sharing the roadway based on the most efficient modes of transport allows for individual, rather than just vehicular, travel to be optimized.

Sustainable urban planning and development aims first to revitalize areas around the public transit system and infrastructure, increase their density and diversify their uses. This type of development (TOD – Transit Oriented Development) is in line with the main objectives of three key plans:

- the Communauté métropolitaine de Montréal’s Metropolitan Land Use and Development Plan (PMAD), adopted in 2011
- the city of Montréal’s “Montréal for Tomorrow” Development Plan, which will be adopted in 2013 following consultations held in 2011–2012
- the Communauté métropolitaine de Montréal’s Action Plan 2012–2017, which stems from the PMAD

To meet its goal of 540 million trips in 2020, the STM must bring together certain essential conditions. Given that the company is, in part, dependent on decisions that are not solely its own, it must share its expertise and work with the various authorities to foster the vitality of public transit.

Issues addressed by Priority 3

Operational safety and security

Urban planning and development

Accessibility and user-friendliness of our services

Climate change

Water, air and soil contamination

Resource consumption



CONCRETE GAINS ACHIEVED BY PRIORITY MEASURES: THE EXAMPLE OF ST-MICHEL

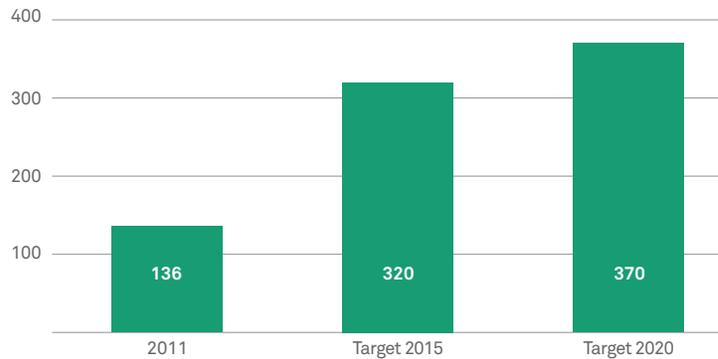
Between 2009 and 2010, a reserved lane and priority traffic lights with real-time detection were installed on the Boulevard St-Michel corridor. The following results were observed:

- a daily average of over 40,000 trips enhanced by these measures
- average time savings of 15% to 20%
- a punctuality rate of 94.6%
- savings of 2 buses/day out of the 30 required for the service
- a GHG emissions reduction of 45 tonnes/year

PRIORITY 3

CONTRIBUTE TO URBAN PLANNING

BUS PRIORITY MEASURES
in kilometres



TARGETS

	Reference year 2011	Target 2015	Target 2020
Bus priority measures (km)	136	320*	370*

* The projects laid out for achieving these targets are presented in the [Strategic Plan 2020](#).

PRIORITY 3

CONTRIBUTE TO URBAN PLANNING

MAIN ACHIEVEMENTS 2007–2012

- We visited all boroughs and cities connected with the Montréal agglomeration to present a summary of services offered and planned service improvements.
- A number of briefs were presented at public hearings on major urban planning projects, including the 2011 hearing held by the Communauté métropolitaine de Montréal on the PMAD project.
- Since 2007, the STM has been actively involved in major urban projects such as the MUHC, CHUM, Turcot interchange, Dorval interchange and Bonaventure expressway.
- We made a major contribution to the city of Montréal's Transportation Plan.
- The addition of 87 kilometres in bus priority measures increased the smoothness of service and trip speed, and reduced the buses' atmospheric emissions.
- We took part in the planning of all urban development projects.
- Mitigation measures were carried out to overcome obstacles presented by large worksites during project construction.

BY 2020

- Continue to play a leading role in urban planning and participate in local travel plans laid out in Montréal's Transportation Plan and initiated by the boroughs with the aim of promoting development that favours public transit.
- Seek out approaches and initiatives for better sharing and coexistence between individual, public and active modes of transport on public roads.
- Improve the integration and social acceptability of bus service and reserved lanes in the urban environment by maximizing local spinoffs and mitigating potential negative impacts raised by area residents (loss of parking spaces, traffic).
- Achieve 370 kilometres in bus priority measures, including reserved lanes and priority traffic lights, in particular through the iBUS program.
- Promote the creation of park-and-ride lots by mobilizing key players (municipal authorities, developers) while still supporting increased metropolitan density.
- Apply our expertise to support the integration of public transit into major urban projects that do not come under the STM's responsibility.



A digital display at a bus stop. At the top right is the 'str' logo in blue and green. Below it is a 'no parking' sign with a red circle and slash over a blue 'P' and a wheelchair symbol. A list of bus routes is displayed in white text on a dark background: 15, 80, 150, 350, 355, 358, 364, 410, 427, 430, 535. Each route number is accompanied by a small green icon. At the bottom left, there is a small logo for '16/2015'.



PRIORITY 4

OPTIMIZE THE STM'S ECONOMIC CONTRIBUTION AND PERFORMANCE

The STM creates value that is shared by society as a whole. We contribute in several ways to Québec's economic vitality. Through its activities, the STM sustains over 12,000 direct and indirect jobs. It generates annual economic spinoffs of over \$1.2 billion. By adopting a sustainable approach to our business processes (sustainable procurement, LEED construction, etc.), we are furthering a more environmentally and socially responsible economy.

The STM plays a crucial role in alleviating problems related to road congestion. In the Montréal metropolitan area, traffic congestion continues to rise and engenders considerable economic losses. The most recent estimates of Québec's Ministère des Transports put these losses at \$3 billion per year.

Investments in public transit make a major contribution to wealth creation and stimulate economic productivity. For example, according to a study by the Board of Trade of Metropolitan Montreal (BTMM) released in 2010, public transit generates almost three times as much in spinoffs for the Québec economy—in terms of employment and financially—as does private car travel.

The reason is that Québec is a major manufacturer and exporter of public transit equipment. In fact, the province boasts roughly one hundred manufacturing companies in this industrial sector (buses, coaches and rail vehicles) and their combined sales top \$2 billion.

In contrast, Québec imports its cars and gasoline—over \$13 billion in gas and almost \$7 billion in cars in 2012. These imports contributed to the increase in the province's trade deficit, which now stands at over \$22 billion. Public transit is therefore an extremely efficient way to improve Québec's trade balance.

At a third the cost of car travel, public transit lets citizens travel at a fair price, thereby lowering household transportation budgets. According to BTMM estimates, public transit allowed Montréal households to save \$826 million in 2009, with a corresponding increase in their purchasing power.

Finally, public transit offers citizens greater mobility. It thus expands the recruitment pool for companies and enhances their access to labour. Consequently, all aspects of economic productivity are stimulated by investments in public transit.

PUBLIC TRANSIT GENERATES SIGNIFICANT ECONOMIC BENEFITS BY

- Reducing traffic congestion and associated costs
- Increasing the mobility of the workforce
- Creating high-quality jobs
- Generating three times the economic spinoffs of cars
- Consolidating Québec's industrial base and exports
- Stimulating productivity
- Reducing household expenditures on transportation
- Increasing the property value of homes located near the network

TARGETS

	Reference year 2011	Target 2015	Target 2020
Standard & Poor's credit rating	A+	A+	A+
Moody's credit rating	Aa2	Aa2	Aa2

PRIORITY 4

OPTIMIZE THE STM'S ECONOMIC CONTRIBUTION AND PERFORMANCE



Issues addressed by Priority 4

Urban planning and development

Dedicated, indexed and recurrent funding for public transit

MAIN ACHIEVEMENTS 2007-2012

- We established a project portfolio management process that integrates sustainable development criteria.
- The STM received the 2012 Mercuriades award from the Fédération des chambres de commerce du Québec for increased productivity.
- Sound financial management allowed us to maintain our credit ratings from the American agencies Standard & Poor's (A+) and Moody's (Aa2).
- The Montréal metro was judged the most productive in the world according to the Imperial College London (2009, 2010 and 2011).

BY 2020

- Increase and diversify revenue sources, in particular commercial revenue.
- Exercise strict control over expenditures.
- Maintain our leadership position and credit ratings.
- Position the STM as a generator of wealth in the view of economic and political decision makers.
- Highlight and publicize the economic benefits of public transit.
- Develop joint positions with major economic players.
- Promote the STM's sound internal management and its strategic investment choices.

PRIORITY 5

REDUCE OUR ECOLOGICAL FOOTPRINT

A number of the STM's activities involved in operating a growing bus and metro network have impacts on water, air and soil. This has been a matter of concern for us for many years. Accordingly, we ensure that the sources of these impacts are identified and carefully managed. Atmospheric emissions (GHGs and the main airborne contaminants) are the chief source of the STM's environmental impact; their management is consequently given special attention and is discussed in the next priority.

The complexity of our organization, and the nature and diversity of its operations, require a structured approach to environmental management and an appropriate distribution of responsibilities.

In the past, the STM dealt with all environmental aspects of its activities through its Environmental Protection Plan. The present Plan, on the other hand, aims to improve the environmental management system by referring to the guidelines of the ISO 14001 standard.

This will allow us to better prioritize the environmental aspects that call for improvement, ensure compliance with environmental laws and regulations, make departments and individuals more accountable for environmental issues, and measure the environmental performance of the STM's activities.

Issues addressed by Priority 5

Good neighbourliness

Heat islands

Climate change

Water, air and soil contamination

Resource consumption

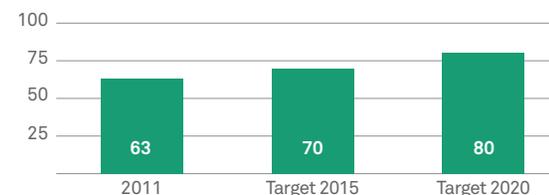
ISO 14001 ELEMENTS IMPLEMENTED

percentage



RESIDUAL-MATERIAL RECOVERY RATE

percentage



TARGETS

	Reference year 2011	Target 2015	Target 2020
Percentage of ISO 14001 elements implemented (%)	40	100	100
Residual-material recovery rate (%)	63	70	80
Energy consumption in surface buildings (kJ/m ² /heating degree-day)	609	*	*

* To be developed following inventories in progress

PRIORITY 5

REDUCE OUR ECOLOGICAL FOOTPRINT

MAIN ACHIEVEMENTS 2007–2012

- We completed 63% of the Environmental Protection Plan 2007–2011, which covers all environmental aspects of our activities.
- Construction started on the new Stinson transportation centre, designed to LEED Gold standard—a first in Canada for a transportation centre.
- Sustainable criteria (green roof, solar wall, etc.) were incorporated into the construction of the Legendre body shop.
- A bus-wash water recirculation system was installed at two transportation centres.
- A multi-material waste management plan was rolled out in the metro.
- Knowledge of our various contaminated sites was consolidated through the development and implementation of a 2009–2013 plan for characterizing 27 priority and at-risk sites; rehabilitation proceeded at two of these sites (Frontenac transportation centre and the former Saint-Henri garage).
- A registry of environmental liabilities related to contaminated soil was drawn up.

BY 2020

- Using ISO 14001 as a reference, improve the STM's environmental management system.
- Continue to erect and renovate sustainable buildings:
 - Aim for LEED certification for all new construction projects.
 - Aim for sustainable building certification (BOMA BEST, LEED or other) for modernization projects.
 - Improve buildings' energy efficiency by replacing heating, ventilation and air-conditioning (HVAC equipment at the end of its useful life with energy-efficient equipment and by using building automation.
 - Update the inventory and complete the efficient lighting program for all facilities by 2020.
- Optimize management of residual materials through reduction at source and improvement of existing programs.
- Improve our knowledge and management of contaminated soil:
 - Consolidate the knowledge of our sites through the creation of a new characterization and intervention plan (2014–2020).
 - Establish targets in light of our site knowledge and draft guidelines for managing all our contaminated sites.
 - Record environmental liabilities for disclosure starting in 2015.
- Complete the portrait of drinking water consumption in 2014 and adopt a reduction plan in 2015.

PRIORITY 6

LIMIT OUR ATMOSPHERIC EMISSIONS

Although the STM provides over 1.2 million trips per day, the company is responsible for only 0.2% of GHG emissions in Québec. Despite its low carbon footprint, the STM must continue its efforts to limit its emissions of GHGs and the main air pollutants.

The objective set by the Québec government is for 95% of public transit trips to be powered by electricity by the year 2030. The STM, Québec's largest public transit authority, is already participating in the government's effort to electrify transportation. First, Montréal's metro has run on electricity since it was launched in 1966 and does not generate any direct GHG emissions. Metro travel represents half of the public transit trips made in Québec, and the STM aims to further increase the system's capacity.

In terms of the surface network, the STM intends to acquire only zero-emission buses starting in 2025. Until then, we will apply transitional technologies to gradually reduce our consumption of fossil fuels. The company is also evaluating the possibility of bringing the trolleybus back to Montréal's streets and is participating in the city's studies on the tramway. The gradual shift to electricity as means of propulsion will significantly reduce atmospheric emissions and noise generated by vehicles.

Bus engine manufacturers are subject to strict regulation with respect to airborne contaminants, and this has greatly improved performance in recent years. By limiting vehicle fuel consumption through the use of new technologies or increased journey speed, the STM can further reduce atmospheric pollutants.

Issues addressed by Priority 6

Good neighbourliness

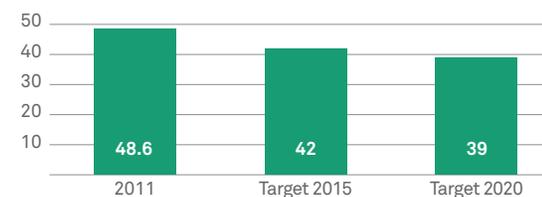
Climate change

Water, air and soil contamination

Resource consumption

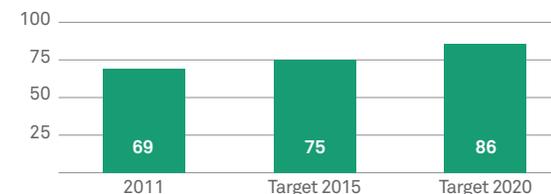
INTENSITY OF TOTAL DIRECT GHG EMISSIONS

g CO₂e per passenger-km



TRIPS POWERED BY ELECTRICITY

percentage



TARGETS

	Reference year 2011	Target 2015	Target 2020
GHG emissions per passenger-km for all of the STM's activities (g CO ₂ e)	48.6	42 *	39 *
Trips on the STM network powered by electricity	69	75	86

* The projects laid out for achieving these targets are presented in the [Strategic Plan 2020](#).

PRIORITY 6

LIMIT OUR ATMOSPHERIC EMISSIONS

MAIN ACHIEVEMENTS 2007–2012

- The STM was the first North American transit authority to announce a network electrification plan (2011).
- A showcase project was conducted on hybrid buses that reduce fuel consumption by 30%.
- We decided to only buy hybrid buses, starting in 2014, and awarded a contract for the purchase of 316 of these buses (2013–2017).
- Electric cooling fans and TopoDyn transmissions were installed, generating fuel savings of between 10% and 15% and avoiding the associated emissions.
- The Québec market was opened up to biodiesel (B5) from animal fat and used cooking oils, following an STM pilot project in 2007 that used this type of fuel.
- A biodiesel (B5) procurement contract was awarded in 2007 and renewed in 2012 for the STM's entire bus fleet, as well as for the eight other member companies of ATUQ and the city of Montréal.
- Energy-efficient service vehicles were purchased (39% of the fleet in 2011).
- Drivers were trained in green driving techniques that save fuel.
- A proposal was submitted for obtaining carbon credits for the purchase of hybrid buses.
- A study was launched on the rollout of a trolleybus network.
- At the end of 2012, seven electric midibuses were purchased for use on a tourist circuit in Old Montréal.

BY 2020

- Adopt transitional technologies, such as hybrid buses, starting in 2014.
- Increase the metro system's passenger capacity by replacing MR-63 and MR-73 cars with larger-capacity Azur cars, adding 126 cars and extending the metro.
- Spearhead, propose or participate in various electrification projects such as electric buses and midibuses, tramway and trolleybus.
- Continue monitoring technological developments and broaden the scope of pilot projects involving electric buses and technologies that reduce atmospheric emissions.
- Optimize vehicular resources through management and real-time passenger information technologies.
- Optimize the service vehicle fleet.
- Calculate the STM's complete carbon footprint, including indirect emissions and avoided emissions.

PRIORITY 7

PRACTISE SUSTAINABLE PROCUREMENT

The STM is committed to continuously improving its social, economic and environmental performance through its procurement processes.

By integrating sustainability criteria and life-cycle thinking into its calls for tenders, the STM reduces the environmental footprint of the goods and services it acquires and maximizes their economic and social spinoffs.

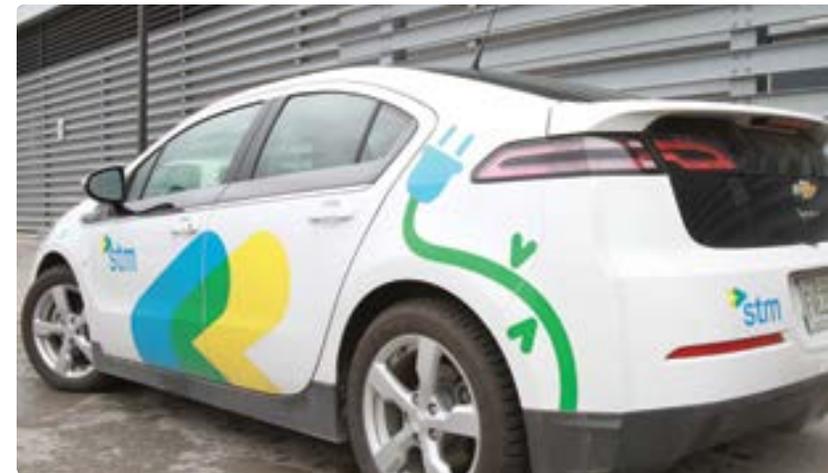
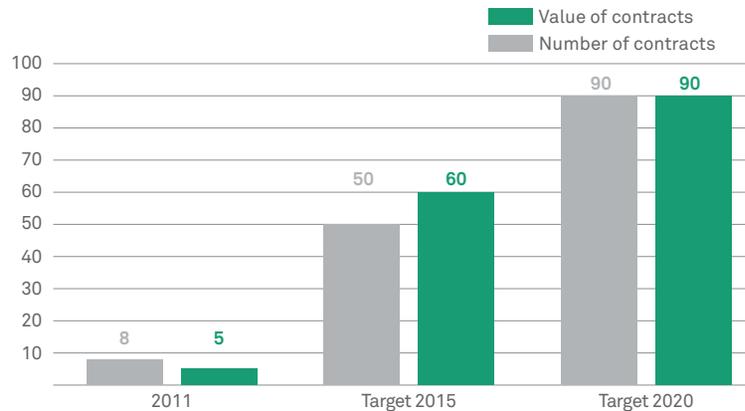
In so doing, the company also contributes to a growing trend of sustainable practices, with impact all along the value chain, creating environmental and social benefits on a larger scale.

SUSTAINABLE PROCUREMENT

Sustainable procurement is a method that integrates environmental and social criteria into the processes involved in buying goods and services, in a way that reduces impacts on the environment, increases benefits to society and strengthens the economic sustainability of organizations throughout the full life cycle of the product (Sustainability Purchasing Network, 2006).

CONTRACTS* IN PROGRESS DURING THE YEAR THAT INCLUDE SUSTAINABLE DEVELOPMENT CRITERIA

percentage



TARGETS

	Reference year 2011	Target 2015	Target 2020
Percentage of contracts* in progress during the year that include sustainable development criteria	8	50	90
Percentage of the value of contracts* in progress during the year that include sustainable development criteria	5	60	90

* Goods not held in inventory valued at \$50,000 or more, goods in inventory valued at \$100,000 or more, and services valued at \$25,000 or more.

PRIORITY 7

PRACTISE SUSTAINABLE PROCUREMENT

Issues addressed by Priority 7

Dedicated, indexed and recurrent funding for public transit

Climate change

Water, air and soil contamination

Resource consumption

MAIN ACHIEVEMENTS 2007-2012

➤ A sustainable development approach was gradually incorporated into calls for tenders such as those related to Azur metro cars, the Stinson transportation centre and the Legendre body shop.

➤ Commitments stated in the Corporate Policy on Sustainable Development were taken into account in contract award recommendations submitted to the Board of Directors.

➤ We participated in the committees and workshops of the Espace québécois de concertation sur les pratiques d’approvisionnement responsable, an organization dedicated to sustainable procurement.

BY 2020

➤ Establish and apply sustainable procurement guidelines and tools, including a margin of preference for sustainable development.

➤ Develop an awareness, training and communication program on sustainable procurement.

➤ Systematically integrate sustainability criteria into procurement.

PRIORITY 8

ACT AS A RESPONSIBLE EMPLOYER

The well-being of employees is of paramount importance to the STM. As a responsible company, the STM aims to constantly improve its practices with respect to human resources and workplace health and safety.

Life at work is strongly influenced by increasing ethnic, generational and other types of diversity. The STM recognizes the richness that stems from the diversity of its employees, and from that of its customers.

In order to create an inclusive working environment, free from discrimination and harassment, we are taking a growing number of initiatives to reinforce the fact that this diversity is an undeniable asset in the daily management of the company's activities.

Acting as a responsible employer also means providing safe working conditions that allow employees to perform their duties more efficiently, derive greater satisfaction from their work and reduce health-related absenteeism.

The company is fully committed to assuming its responsibilities with respect to workplace health and safety by carefully managing hazards—either eliminating or diminishing them—reducing work-related accidents and illnesses, and measuring its progress. Accordingly, we have set improvement targets for the year 2020, trending toward zero injuries. The STM's efforts in achieving these 2020 targets will follow two parallel thrusts: instituting a degree of control over major hazards, and making managers and employees more accountable for health and safety.

Since November 1988, the STM has had a code of ethics intended for:

- employees of the Société de transport de Montréal and its subsidiary, Transgesco S.E.C.
- directors and external members of the various committees of the Board of Directors

The code lays out the company's expectations, which are:

- to adhere unreservedly to the STM's commitment to its customers
- to serve customers with respect and dignity
- to be sensitive to the reality of the diversity and multicultural character of the population served by the STM

It should be noted that anyone who does business with the STM or provides it with services must also comply with the code's provisions.



**HEALTH +
SAFETY**

PRIORITY 8

ACT AS A RESPONSIBLE EMPLOYER

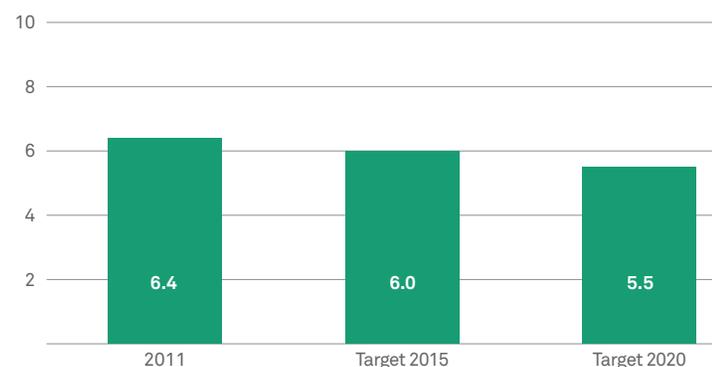
Issues addressed by Priority 8

Operational safety and security

Shortage of labour

WORK-RELATED ACCIDENTS

percentage



TARGETS

	Reference year 2011	Target 2015	Target 2020
Workforce diversity			
— Percentage of women (%)	24	*	*
— Percentage of visible and ethnic minorities (%)	21	*	*
— Percentage of employees with disabilities (%)	1	*	*
— Percentage of Aboriginal employees (%)	0.4	*	*
Work-related accidents – frequency with loss of time **	6.4	6	5.5
Work-related accidents – severity	212.2 ***	230	205

* Pending guidelines from the Commission des droits de la personne et des droits de la jeunesse

** (Cumulative number of accidents with loss of time/cumulative number of hours worked) X 200,000

*** Exceptional year. The yearly average from 2007 to 2011 was 285.8

PRIORITY 8

ACT AS A RESPONSIBLE EMPLOYER

MAIN ACHIEVEMENTS 2007–2012

- A corporate policy on workplace health and safety was adopted in 2011.
- Implementation of a number of health and safety initiatives led to a 39% decrease in work-related accident frequency in 2012 versus 2007.
- We developed various programs, including Sécuribus, which is intended to provide bus drivers with tools for defusing difficult situations that can sometimes arise with customers.
- The employment equity program introduced in 1987 continued, through innovative hiring strategies, increasing awareness among employees and managers, and developing managers' skills with respect to diversity.
- The first forum on the organizational integration of employees from ethnic and cultural communities, held in 2009, brought together over 40 companies (private and public) and organizations.
- The Board of Directors adopted the STM's declaration on diversity and inclusivity in 2012. Under this declaration, the STM pledges to create and maintain an inclusive work environment that stresses the importance of teamwork, respect, diligence, accountability and transparency, and to promote an accurate representation of the diversity of the population at all levels of the organization.
- In 2011, the Board of Directors adopted the current version of the code of ethics, after it was approved by the governance and ethics committee.
- Support tools were made available via the intranet with a view to instilling a systematic approach to ethical decision making.
- In 2012, a section was added to the STM website informing citizens and public transit users of the company's ethical guidelines.

BY 2020

- Continue awareness-building initiatives among managers and employees on issues related to diversity and on their impact on work team dynamics.
- Support managers and develop their management skills in an environment characterized by diversity.
- Integrate diversity management concepts into internal tools and processes.
- Adopt health and safety management practices based on recognized international standards.
- Develop health and safety leadership among managers as well as participative management, and increase accountability of work teams and individuals.
- Increase employees' ability to identify hazards and prevent accidents through prevention activity programs.
- Gradually review programs, standards and guidelines aimed at controlling hazards.
- Update the code of ethics after a series of consultations with STM employees and managers.



PRIORITY 9

TRAIN AND EQUIP OUR EMPLOYEES AND RAISE THEIR AWARENESS

Growing public enthusiasm over the contribution made by public transit to quality of life in Montréal is giving our employees the sense that they are part of the solution.

The fact that the STM is increasingly recognized as a major player in sustainable development contributes to its ability to attract and retain labour.

By increasing environmental, social and economic awareness among its employees, the STM enables them to better understand the issues involved and take them into account both in the workplace and in their personal lives.

But beyond this awareness, the STM must ensure that sustainable development is integrated into internal processes and that employees are offered adequate training and tools. In that way, sustainable development can become a true business process.

The STM is therefore focusing on an approach based on a commitment to action and on skills acquisition that will yield concrete progress in terms of sustainable development.

An improved toolkit will boost employee mobilization and inspire our employees to become ambassadors for sustainable development.

Issues addressed by Priority 9

This priority was developed to ensure that all STM employees have a suitable understanding of sustainable development and of this Plan, in order for them to integrate environmental and social considerations into their actions. It addresses all the issues in one way or another.

TARGETS

	Reference year 2011	Target 2015	Target 2020
Employees made aware of sustainable development (%)	-	100	100
Employee mobilization (points) *	+11 (2010)	+30	+40

* Every two years, the STM conducts an employee survey that measures the state of the working environment and the level of employee commitment to the organization by means of the Organizational Mobilization Index (global OMI). The results are measured using a reference scale wherein an index of +20 corresponds to involved employees and +40 corresponds to committed employees.

PRIORITY 9

TRAIN AND EQUIP OUR EMPLOYEES AND RAISE THEIR AWARENESS

MAIN ACHIEVEMENTS 2007-2012

- Since 2008, employees have participated in Défi Climat, a challenge that fosters good sustainable development practices.
- New employees were made aware of the importance of sustainable development within the company.
- We promoted employee initiatives supporting an environmental or social cause.
- Many events were organized to benefit charitable organizations.
- Coordination and logistical support were provided for the annual fundraising campaign led by volunteer employees.
- An evaluation grid was integrated into the project portfolio management process to assess the contribution projects make toward sustainable development.

BY 2020

- Establish an employee awareness and training program on sustainable development based on excellence, emulation and recognition.
- Roll out this Sustainable Development Plan in the form of detailed action plans for each of the company's areas of activity so that it is integrated by all employees.
- Continually update existing internal guides and standards so as to include best practices with respect to sustainable development.
- Draw up guidelines, internal guides and training programs on various topics such as sustainable procurement, paper reduction and sustainable event management.
- Set up an employee travel management program to encourage staff to adopt the transportation cocktail approach.
- Systematically evaluate initiatives in the project portfolio on the basis of sustainable development.

PRIORITY 10

ENGAGE OUR STAKEHOLDERS

In the course of its planning and implementation activities, the STM takes part in an ongoing dialogue with its stakeholders (elected officials, municipalities, governments, customers, suppliers, civil society). These groups are essential to the success of our initiatives, and the dialogue allows us to better understand their concerns and needs. In this way, the STM can properly meet their expectations, to the best of its capacities.

The STM, together with its many partners, contributes to advancing sustainable development. We are already recognized as a leader in the field and are combining our efforts with other groups to raise the profile of sustainable initiatives.

Issues addressed by Priority 10

This priority was established to ensure that the STM includes stakeholders in all aspects of its projects and activities. It addresses all the issues in one way or another.



PRIORITY 10

ENGAGE OUR STAKEHOLDERS

MAIN ACHIEVEMENTS 2007–2012

- The STM contributed to the advancement of best practices in sustainable development as a member of various associations, including the International Association of Public Transport, American Public Transportation Association, Canadian Urban Transit Association, Association du transport urbain du Québec, Conseil patronal de l'environnement du Québec and Espace québécois de concertation sur les pratiques d'approvisionnement responsable.
- We worked with groups that represent a wide range of people with functional limitations.
- Interactivity with internal and external stakeholders was increased by means of social media (e.g., initiating dialogue on social media such as Facebook, and internal and external blogs).
- Consultation on the STM's approach to sustainable development began in 2009.
- Ten briefs were submitted on major public transit issues.
- Many awards were received, including:
 - MetroRail's prestigious Special Merit Award for Commitment to the Environment in 2009, 2010 and 2011;
 - Green CEO of the year in 2012;
 - Two 2012 Mercuriades awards from the Fédération des chambres de commerce du Québec: sustainable development and increased productivity.

BY 2020

- Establish a stakeholder management framework that institutes processes for properly identifying stakeholder expectations, meeting those expectations and continuously following up on them.
 - Continue to contribute to the advancement of sustainable development and public transit with our partners.
 - Continue to take a visible, visionary stance in public debates in order to promote public transit and sustainable mobility.
 - Participate in the Canadian Urban Transit Association's Transit Vision 2040 and in any sustainable development approach it may develop.
 - Sign the American Public Transportation Association (APTA) Sustainability Commitment* to earn North American recognition for all our sustainable development actions and commitments.
 - Maintain our status as full signatory of the International Association of Public Transport's Sustainable Development Charter.
- * System of recognition awarded to signatories, comprising different levels based on the actions put into place and the commitments given.*



Artist's rendering of the new Stinson transportation centre, designed to LEED Gold standard—a first in Canada for a transportation centre.

INDICATORS

Various indicators will allow us to track the progress of the priorities of the Sustainable Development Plan 2020, without having to set specific targets for 2015 and 2020. These indicators could involve actions in areas where the STM is dependent on decisions made by external players, or actions the STM takes to adapt to evolving circumstances. These indicators are listed below.

In addition, the STM publishes a number of other environmental, social and economic indicators in its annual Sustainable Development Report in line with the Global Reporting Initiative Guidelines.

Indicator	Reference year 2011	Priority
Net GHG emissions avoided by customers * (thousands of t CO ₂ e)	536	1
Network coverage (bus and metro) – morning rush hour (% of Montrealers within 500 m)	98.9	1
Number of hours worked at minimum wage to afford a monthly pass	7.5	2
— Ranking among eight large Canadian cities in terms of affordability **	1	2
Bus lines accessible to people in wheelchairs (%)	75	2
Number of jobs sustained by procurement	3,308	4
Procurement of goods and services (\$M)	595	4
Average operating cost per trip (bus and metro) (\$)	2.41	5
— Average among Canadian transit authorities (\$)	3.31	5
Total energy consumption per passenger-km (MJ)	1.1	5
Total energy consumption per seat-km (MJ)	0.3	5
Total direct GHG emissions (t CO ₂ e)	163,979	6
Bus GHG emissions per passenger-km (g CO ₂ e)	215.8	6
Bus GHG emissions per seat-km (g CO ₂ e)	35	6
Bus NOx emissions per passenger-km (g)	1.18	6
Bus NOx emissions per seat-km (g)	0.19	6
Total particulate emissions from buses per passenger-km (g)	0.04	6
Total particulate emissions from buses per seat-km (g)	0.006	6
Percentage of contracts *** in progress during the year awarded with a margin of preference for sustainable development	0	7
Percentage of the value of contracts *** in progress during the year awarded with a margin of preference for sustainable development	0	7

* Based on a typical trip according to Origin-Destination 2008, the number of trips over the course of the year, average automobile emissions, and the STM's actual emissions

** Source: www.stm.info

*** Goods not held in inventory valued at \$50,000 or more, goods in inventory valued at \$100,000 or more, and services valued at \$25,000 or more.

APPENDIX A CONCORDANCE BETWEEN THE STM'S APPROACH AND THE BNQ 21000 METHOD

The STM chairs the sustainable development committee of the Association du transport urbain du Québec. We have used this position to encourage the ATUQ to establish a structured sustainable development and social responsibility program and a declaration of principles.

Together, ATUQ members have chosen to base their approach on the recent BNQ 21000 standard on corporate sustainable development management. This standard comes with an implementation methodology, the BNQ 21000 method, which includes management tools, a seven-step process and a governance framework. The standard and its methodology constitute the BNQ 21000 approach.

Given that the STM was committed to a sustainable development approach long before this standard was adopted, it is now appropriate for the company to demonstrate that its approach is consistent with the standard's guidelines and follows the same rationale as the BNQ 21000 method.

The firm Optim Ressources conducted the necessary analysis as part of its contract with ATUQ members. The following figure illustrates the concordance between the various elements of the BNQ 21000 method and those of the STM's approach.

APPENDIX A CONCORDANCE BETWEEN THE STM'S APPROACH AND THE BNQ 21000 METHOD

1 SHARE YOUR VISION
 SD committee formed in 2008
 Share our vision
 Identify stakeholders
 SD has been a priority in the company's strategic plan since 2007

2 CONSULT YOUR STAKEHOLDERS
 Stakeholders consulted in 2009 with respect to the approach, the action plan and the 1st SD report, and in 2013 with respect to the 2nd SD plan
 Internal consultation with executives, managers and employees (2008 and 2011–2013)
 Targeted consultations with employees on specific programs (paper reduction, residual materials management program...)
 Employees surveyed on their level of SD knowledge (2012)
 Employees consulted and involved in the implementation of an EMS (forthcoming)

3 OBSERVE YOUR CURRENT SITUATION
 Results compiled annually for the SD report
 Results of 1st SD plan assessed and enhanced with stakeholder expectations
 Recognized references on best SD practices taken into consideration (GRI, ISO, BNQ, SD Act and Government SD Strategy 2008–2013...)
 Cooperation with fellow members of various organizations (UITP, APTA, CUTA, ATUQ...)

4 IDENTIFY YOUR ISSUES
 Identify SD issues specific to the STM

5 SELECT YOUR PRIORITIES
 SD Plan 2007–2011
 — 3 focus areas
 — 12 objectives
 SD Plan 2020
 — 2 focus areas
 — 10 priorities addressing the issues

6 COMMUNICATE YOUR COMMITMENTS
 Responsibility for SD assigned to strategic planning department (2008)
 SD corporate policy (2010)
 UITP SD charter signed in 2010
 Articles on SD awareness published in STM publications (2012)
 Employee awareness program launched in 2012
 Communication plan for the SD Plan 2020

7 ACT INCREMENTALLY
 SD annual reports written in accordance with the GRI (since 2008) – full version, highlights and table of indicators
 Annual environmental report up to 2011
 SD Plan 2020 broken down into operational action plans (using information obtained through stakeholder consultations) (forthcoming)
 SD Plan follow-up integrated into strategic plan follow-up



Tool adapted by the STM

APPENDIX B RESULTS OF THE 55 ACTIONS IN THE SUSTAINABLE DEVELOPMENT ACTION PLAN 2007–2011

AREA 1 SUSTAINABLE MOBILITY

1 Contribute to the fight against global warming and to improving the environment and quality of life	Expand service in order to increase ridership	→
	Adapt the network and service to the needs of developing sectors	→
	Increase customer loyalty through a flexible fare strategy	→
	Develop programs that are tailored to the needs of different customers	→
	Step up implementation of the Public Transit Service Improvement Program	→
	Set up a continuously accessible, real-time bus information system for customers	→
	Refine our estimation of greenhouse gas emissions avoided on the island of Montréal	→
2 Apply universal accessibility measures	Develop an integrated universal accessibility policy and vision	✊
	Draw up a universal accessibility development plan	✊
	Continue expanding Navette Or service	→
3 Contribute to economic vitality at the local, regional and provincial levels	Promote local economic spinoffs in accordance with laws, regulations and agreements	↘
	Maintain excellent credit ratings	→
	Measure economic spinoffs	→
4 Influence urban planning and management to better integrate public transit	Implement preferential measures for buses	→
	Participate in implementing the Montréal Transportation Plan	→
	Disseminate the STM's land use guidelines for bus transit	✊
	Continue implementation of the Network Development Plan	→
	Play a larger part in urban development projects by working with real estate developers, for example	→

→ maintained

→ improved

↘ slowed

↗ starting up

✊ completed

APPENDIX B RESULTS OF THE 55 ACTIONS IN THE SUSTAINABLE DEVELOPMENT ACTION PLAN 2007-2011

AREA 2 SUSTAINABLE MANAGEMENT

5 Manage environmental impacts	Carry out the Environmental Protection Plan	
	Comply with environmental laws and regulations	
	Improve our environmental management system	
	Establish and maintain a dynamic, systematic legal monitoring process	
6 Improve the energy efficiency of our assets	Monitor technology and carry out pilot projects	
	Adopt measures to reduce vehicle fuel consumption and GHG emissions	
	Improve energy efficiency	
	Incorporate sustainable design criteria into calls for tenders for building construction or renovation	
7 Practise sustainable procurement	Improve the environmental performance of our buses through new technologies	
	Integrate sustainable development criteria into certain calls for tenders	
	Establish partnerships with other major contractors	
8 Plan, design and carry out projects while taking their environmental, social and economic impacts into account	Develop and implement sustainable procurement practices	
	Adopt a sustainable procurement policy	
	Mitigate the negative environmental and social impacts of our projects	
9 Aim for recognition of the STM as an employer of choice, both by its employees and by job seekers	Develop appropriate sustainable development criteria for each decision-making stage in the project portfolio management process	
	Systematize project assessment based on sustainable development	
	Promote the STM as an employer of choice	
	Motivate employees	
	Increase the representation of target groups and promote diversity within the workforce	
	Ensure the health and safety of all employees	
Promote employee health		
Strengthen the approach to diversity and respect for people		
Focus on renewing the workforce		

- maintained
- improved
- slowed
- starting up
- completed

APPENDIX B RESULTS OF THE 55 ACTIONS IN THE SUSTAINABLE DEVELOPMENT ACTION PLAN 2007–2011

AREA 3 PROMOTION OF SUSTAINABLE DEVELOPMENT

10 Increase employee awareness of sustainable development	Support employee initiatives	➔
	Mobilize employees and pensioners to provide community support	➔
	Establish a sustainable development awareness program	➔
11 Position the STM as a responsible, committed company	Establish <i>Breathe Easy</i> as the company motto	➔
	Maintain dialogue with stakeholders	➔
	Contribute to greater collective awareness of the environmental impact of public transit	➔
12 Work in partnership with others to demonstrate the environmental, social and economic contribution of public transit and create strategic alliances	Maintain close relations with our peers	➔
	Work with the different government authorities	➔
	Establish business partnerships that are profitable for both the STM and its suppliers	➔
	Forge strategic alliances with the business community	➔
	Partner with others in organizing cultural, sporting and environmental events	➔
	Join together with universities in fields of importance to public transit and the development of the STM's networks	➔
	Increase awareness by the corporate and business community of the advantages of public transit	➔
Take advantage of opportunities offered by educational institutions to improve knowledge and practices	➔	

➔ maintained

➔ improved

➔ slowed

➔ starting up

➔ completed



22B

12B

RELATED PUBLICATIONS

AVAILABLE AT STM.INFO

[Strategic Plan 2020](#)

[Sustainable Development Reports](#)

[Universal Accessibility Development Plan 2012–2015 \(currently available in French only\)](#)

OTHER PUBLICATIONS YOU MAY CONSULT

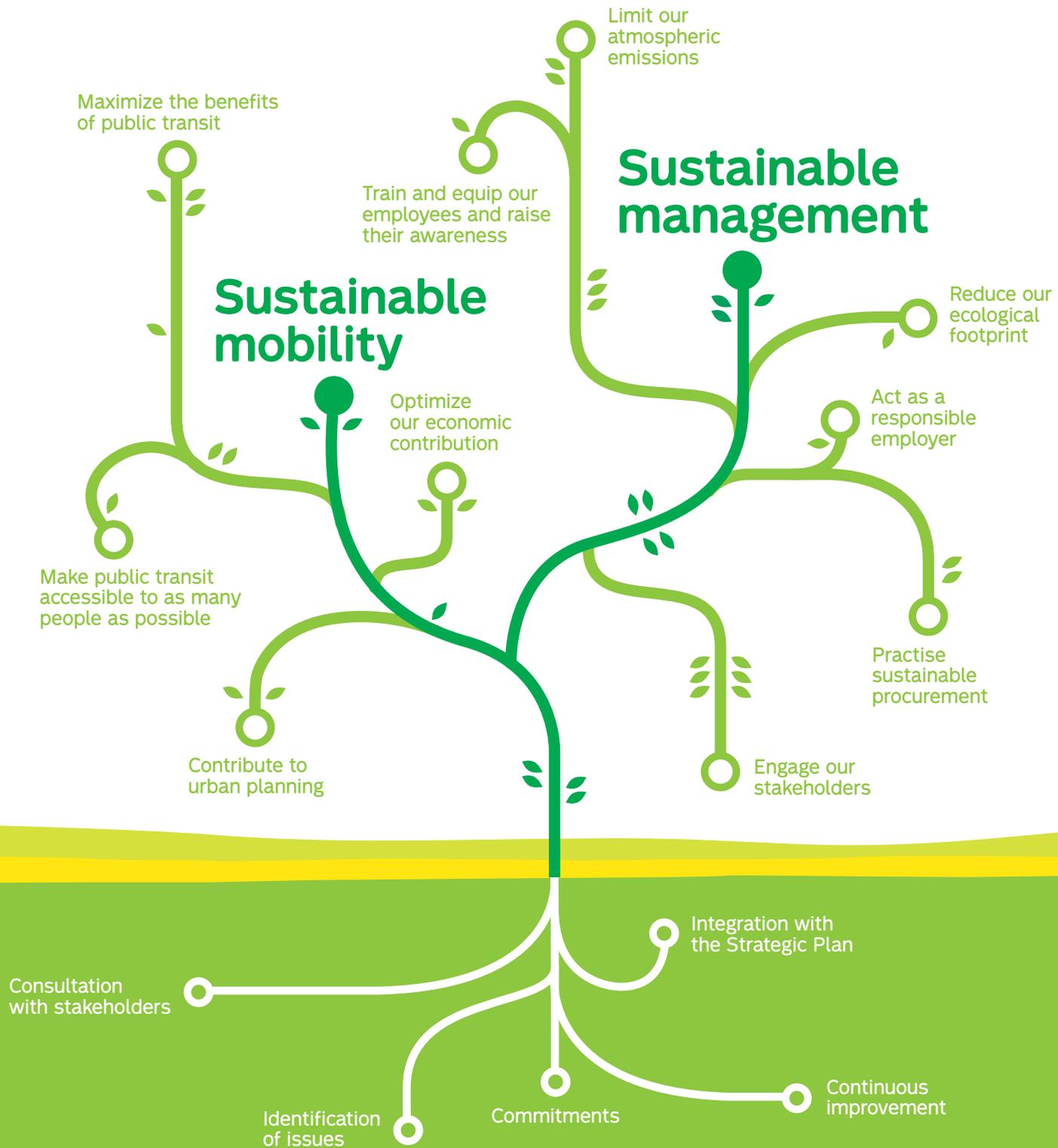
[Transportation Plan 2008 – Reinventing Montréal, Ville de Montréal](#)

[Montréal Community Sustainable Development Plan 2010–2015, Ville de Montréal](#)

[Metropolitan Land Use and Development Plan, Communauté métropolitaine de Montréal](#)

[Sustainability Commitment, American Public Transportation Association](#)

[Sustainable Development Charter, International Association of Public Transport](#)



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This document is available at
stm.info/English/en-bref/a-dd.htm

This document is also available in French.

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