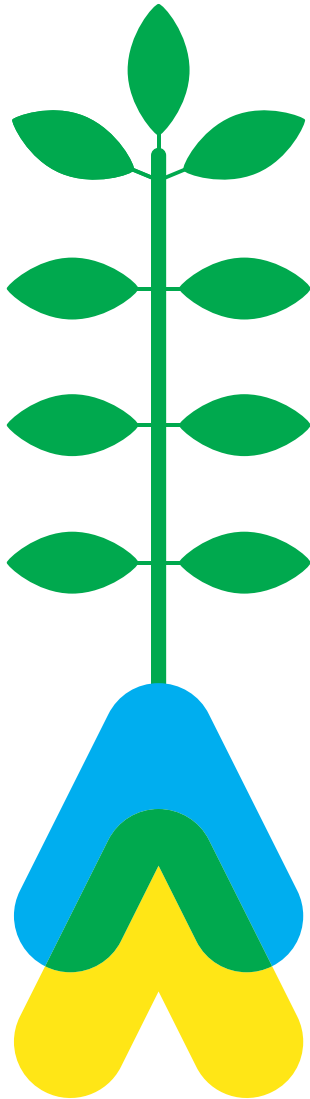


ON THE MOVE

SUSTAINABLE DEVELOPMENT REPORT
2009



BRANDING CAMPAIGN

In May, the Société de transport de Montréal launched a branding campaign designed to encourage more people to take public transit, whether regularly or occasionally. Under this initiative, the **company** (in blue) and the **public** (in yellow) make a joint environmental commitment (in green) to open up a dialogue. The STM will continue to upgrade its service in keeping with its customers' different needs, while taking environmental action in its daily operations. It also invites citizens to do their part for the environment by opting for public transit. By making this choice, they can enhance quality of life for all citizens.

We're on the move!
Join us!

INTERACTIVE TABLE OF CONTENTS

Executive Summary	4
Message from the Director General and the Chairman	7
About This Report	8
Company Profile	9
A Vision Focused on Sustainable Transportation	11
Dialogue with Stakeholders	13
Strategic Objectives, Issues and Actions	15



AREA 1 Sustainable Mobility	22	AREA 2 Sustainable Management	27	AREA 3 Promotion of Sustainable Development	36
Objective 1 Contribute to the fight against global warming and to improving the environment and quality of life	22	Objective 5 Manage environmental impacts	27	Objective 10 Increase employee awareness of sustainable development	36
Objective 2 Apply universal accessibility measures	24	Objective 6 Improve the energy efficiency of our assets	29	Objective 11 Position the STM as a responsible, committed company	38
Objective 3 Contribute to economic vitality at the local, regional and provincial levels	25	Objective 7 Practise sustainable procurement	30	Objective 12 Work in partnership with others to demonstrate the environmental, social and economic contribution of public transit and create strategic alliances	40
Objective 4 Influence urban planning and management to better integrate public transit	26	Objective 8 Plan, design and carry out projects while taking their environmental, social and economic impacts into account	31		
		Objective 9 Aim for recognition of the STM as an employer of choice, both by its employees and by job seekers	34		

EXECUTIVE SUMMARY

The STM's *Sustainable Development Report 2009* reflects the company's desire to play an active part in achieving sustainable development in Québec. Step by step, the STM is establishing a true culture of sustainability, by calling on its employees, customers, the general public, partners and stakeholders. We consulted various stakeholders over the year to obtain their input and improve the presentation of the Sustainable Development Report. Our goal is to provide readers with relevant information and an accurate picture of the progress we have made in our sustainable development performance.



To manage sustainable development, the STM has three main tools at its disposal, all of which cover the period from 2007 to 2011:

- The *Plan d'affaires* (business plan), one of whose six priorities also forms its underlying theme: making sustainable development an integral part of our practices.
- The Sustainable Development Action Plan, which translates the main areas of intervention laid out in the business plan into sustainable development actions. A [grid](#) shows how each of these actions matches up with a priority in the business plan.
- The Plan de protection de l'environnement (Environmental Protection Plan), discussed under Area 2 – Sustainable Management of the Sustainable Development Action Plan, specifically in connection with Objective 5 – Manage environmental impacts.

These tools provide the basic guidelines for our sustainable development activities.

The current report takes stock of the activities carried out in 2009. It follows the same structure as the Sustainable Development Action Plan, which revolves around 12 strategic objectives that come under three main focus areas.

SUSTAINABLE DEVELOPMENT ACTION PLAN 2007–2011

Area 1 – Sustainable Mobility

Current or planned actions that are intended to improve people's mobility by offering optimized public transit services, to contribute to the development of the Montréal community and to improve the environment and quality of life.

4 strategic objectives

1. Contribute to the fight against global warming and to improving the environment and quality of life
2. Apply universal accessibility measures
3. Contribute to economic vitality at the local, regional and provincial levels
4. Influence urban planning and management in order to better integrate public transit

Area 2 – Sustainable Management

Actions the STM carries out or intends to carry out in order to conduct all of its activities responsibly, taking their environmental, social and economic impacts into account.

5 strategic objectives

5. Manage environmental impacts
6. Improve the energy efficiency of assets
7. Practise sustainable procurement
8. Plan, design and carry out projects while taking their environmental, social and economic impacts into account
9. Aim for recognition of the STM as an employer of choice, both by its employees and by job seekers

Area 3 – Promotion of Sustainable Development

Actions the STM performs or plans to ensure its sustainable development leadership and encourage its employees, customers and the general public to adopt increasingly responsible environmental, social and economic behaviours.

3 strategic objectives

10. Increase employee awareness of sustainable development
11. Position the STM as a responsible, committed company
12. Work in partnership with others to demonstrate the environmental, social and economic contribution of public transit and create strategic alliances



NOTEWORTHY IN 2009

- ✓ We launched a **stakeholder consultation process** on the specific issue of sustainable development. We held discussions on our approach and action plan with various outside stakeholders and set up a sustainable development discussion panel with our employees.
- ✓ To help position public transit as a solution for sustainable urban development, we submitted **three briefs** during public consultations on the projects for [redevelopment of the Bonaventure Expressway](#) and [reconstruction of the Turcot Interchange](#), and [on climate change](#) (all in French only).
- ✓ Bus **service** grew by 7% and metro service, by 1%, for an overall increase of 4%.
- ✓ We maintained **ridership** at the 2008 level despite the difficult economy.
- ✓ Public transit ridership for Montréal residents has shot up 10% since 2003, with the **modal share** of public transit rising from 32% to 36% in 2009. For the first time since 1970, trips by automobile declined, with a drop of 6%.
- ✓ We adopted our **universal accessibility** policy and formed a committee to oversee implementation of the related action plan.
- ✓ The **value of acquisitions of goods and services** was up nearly \$100 million.
- ✓ The number of kilometres of **reserved bus lanes** increased 24%. The first articulated buses also went into service. These buses offer greater comfort and improved service quality, and help avoid greenhouse gas emissions.
- ✓ The **quantities of residual non-hazardous materials recovered** have risen by 57% in the last three years, from 1,959 tonnes in 2006 to 3,083 tonnes in 2009. In addition, 59% of residual materials tracked at the STM were diverted from landfill in 2009, versus 41% in 2007. We recover 100% of our metro tires and 99% of our metal. Quantities of residual hazardous materials recovered have increased 30% relative to 2008.
- ✓ **Emissions of the main airborne contaminants** from our vehicles rose by 4% to 7%, on average, due to the 7% increase in bus service in 2009, which added to fuel consumption.
- ✓ We continued to work towards the adoption of a **sustainable procurement** policy.
- ✓ We began systematizing the process of integrating **sustainable development criteria** into our project portfolio management.
- ✓ The **work-related accident** frequency fell 18% from the previous year as a result of various workplace health and safety initiatives.
- ✓ Our employees showed a tremendous **ability to rally around** various initiatives, in connection with a great many partnerships and corporate, philanthropic and other activities. We held some thirty events to recognize the value of this involvement, and several other organizations also acknowledged our employees' efforts towards sustainable development.
- ✓ Numerous **fundraising activities** organized by volunteer employees and pensioners, with logistical support from the STM, provided community support.
- ✓ We launched a **branding campaign** to remind citizens that using public transit is a step in favour of the environment and to inform them about the environmental actions we take on a daily basis. The campaign was very well perceived by the general public.
- ✓ **Customer satisfaction** rose to 86%, up from 82% last year.
- ✓ We contributed to a number of projects by associations for the **advancement and promotion of sound practices** in sustainable development.
- ✓ We **partnered** with more than 40 environmental organizations and events with a view to promoting greater use of public transit and increasing citizens' awareness of sustainable development.

**Michel Labrecque**

Chairman of the Board of Directors

**Yves Devin**

Director General

MESSAGE FROM THE CHAIRMAN AND THE DIRECTOR GENERAL

We are pleased to publish the second Sustainable Development Report of the Société de transport de Montréal, for the year ended December 31, 2009. In addition to presenting the year's sustainable development highlights, this publication reviews the issues associated with the 12 strategic objectives in our action plan and reports on our progress in this regard.

The branding campaign that we launched last spring was certainly one of the high points of the year. With its simple, eye-catching style, this campaign encourages citizens to take positive action in support of the environment by urging them to use public transit. It also brings out the company's efforts to improve service and, as a result, convince more people to enjoy the benefits of public transit. At the same time, it publicizes the day-to-day actions we take to protect the environment. A branding campaign like this would not have had as much credibility without all the efforts we have made for many years now in the area of sustainable development.

The year also featured our first consultation with stakeholders on the specific issue of sustainable development, which followed through on the continuous-improvement commitment announced in the 2008 report. The decision to publish this year's report exclusively on the Web, for example, comes in response to one of their recommendations.

Finally, according to the latest Origin-Destination survey, public transit ridership among residents of the island of Montréal has shot up 10% since 2003 while, correspondingly, automobile use has shrunk by 6% the first decrease since 1970. This is excellent news, and a trend that must continue. The STM is more determined than ever to exceed the ridership targets set by the Québec Public Transit Policy. To keep on increasing service, it must receive funding that measures up to its ambitions. In this way, the company can make a major contribution to the government's goal of reducing greenhouse gas emissions, an objective that must rally all members of society.

ABOUT THIS REPORT

The *Sustainable Development Report 2009* describes the STM's principal activities and accomplishments over the past year. Our progress relative to the performance indicators is provided for the years 2006 to 2009, whenever the data are available. Unless otherwise indicated, all of the STM's locations and areas of activity are covered in this report.

In bringing out its first Sustainable Development Report last year, the STM also published its Sustainable Development Action Plan and presented its approach to integrating sustainable development into its daily operations and its development projects. The *Sustainable Development Report 2008* thus acts as a reference tool for all those who want to understand the basis of the STM's sustainable development approach and objectives, and the factors that have influenced them.

This year's report is available exclusively on the STM Web site, where readers will also find a complete list of the sustainable development indicators and our latest environmental report (in French only). A summary sheet, available in print form, provides a brief synopsis of the STM's sustainable development performance in 2009.

The sections titled A Vision Focused on Sustainable Transportation and Dialogue with Stakeholders offer readers greater insight into the way we determined the focus areas and strategic objectives laid out in our action plan.

The choice of format, structure and content of the *Sustainable Development Report 2009* takes into account the comments and suggestions gathered during the stakeholder consultations held in late 2009.



The STM declares that this report complies with application level C of the Global Reporting Initiative guidelines.



Our sources of inspiration

FOR THE CHOICE OF INDICATORS:

- Global Reporting Initiative (GRI)
- International Association of Public Transport (UITP)
- Canadian Urban Transit Association (CUTA)

FOR THE RELEVANCE OF THE ISSUES COVERED AND INCLUSION OF STAKEHOLDERS:

- AA1000 AccountAbility Principles Standard 2008

COMPANY PROFILE

Mission

The Société de transport de Montréal (STM), a public transit corporation, plays a key role in economic growth in the Montréal region, and contributes to citizens' quality of life and to sustainable development. It develops and operates an integrated transit network for its customers, providing them with fast, reliable, safe and comfortable transportation, offered with courtesy. 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.

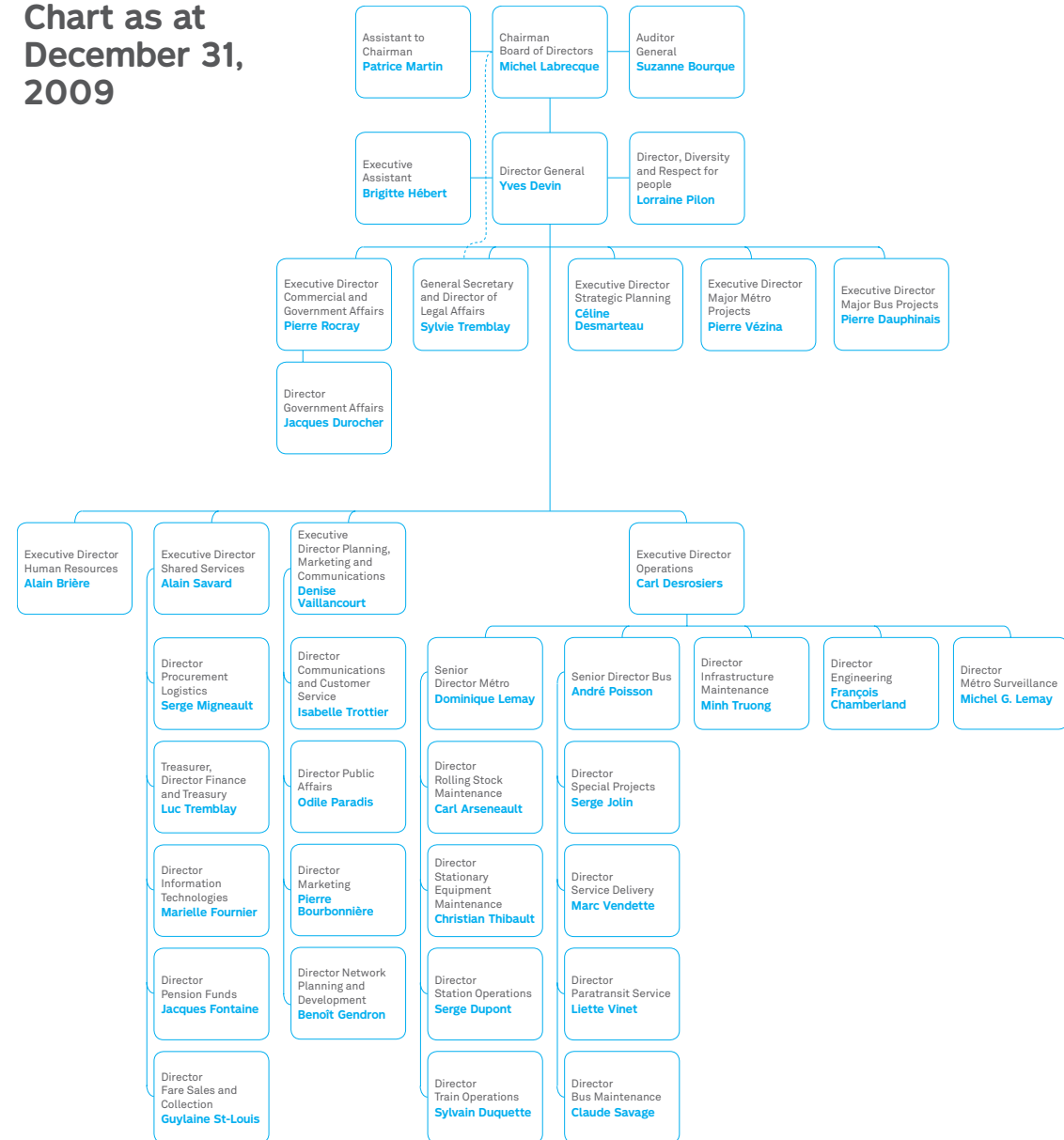
Board of Directors

Acting through its agglomeration council, Ville de Montréal appoints members to the Société de transport de Montréal Board of Directors from within its own regular council and the councils of other municipalities located within the agglomeration's territory. In addition, it chooses two members from among agglomeration residents: one public transit user and one paratransit user.

The Board's membership is in line with the values of diversity and plurality advocated by the STM. It consists of seven municipal elected officials and two customer representatives—four women and five men—three of whom are members of cultural communities.

The Board of Directors holds public meetings at which the public and interested parties may speak.

STM Organization Chart as at December 31, 2009



COMPANY PROFILE (cont'd)

The STM develops and operates an integrated bus and metro service on the island of Montréal, where it provides an average of about 1.2 million trips per weekday. It also supplies a paratransit minibus and taxi service for people with functional disabilities. It offers public transit service by taxi in certain areas where demand is insufficient to warrant bus service.

The STM is a key player in the transportation sector. It provides more than 80% of public transit trips in the greater Montréal region and nearly 70% of all public transit trips made throughout Québec. In 2009, total ridership (not including paratransit) rose to 382.8 million trips.

The company has a fleet of 1,680 buses. Its network covers the island of Montréal, or nearly 500 km², and comprises 202 routes, 155 of which are wheelchair-accessible and 20 of which are dedicated to night service. In addition, 95.4 km of reserved lanes facilitate rapid transit. Total bus service in 2009 amounted to 77.3 million km.

The metro, which was inaugurated in 1966, is made up of four lines, totalling 71 km, which serve 68 stations. Our fleet of rolling stock consists of 759 cars that covered more than 76.3 million km in 2009.

The STM has a fleet of 86 minibuses for its paratransit service. It also calls upon 16 taxi companies, 12 of which carry passengers in conventional vehicles and 4 of which use accessible taxis. In 2009, more than 2.4 million paratransit trips were made, for an average of more than 7,000 trips per weekday.

The 14th-largest company in Québec, the STM has a workforce of more than 8,600 employees, half of whom work directly with customers.

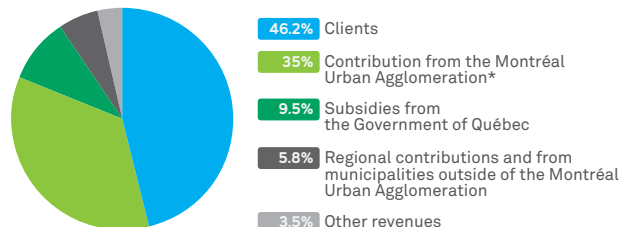
For several years, the quality of the company's financial management has been recognized by organizations such as the U.S. agency Standard & Poor's, which awards the company an A+ credit rating.



Some Statistics

- Number of employees: 8,603
- Number of trips: 382.8 million
- Number of trips by paratransit: 2.4 million
- Operating revenues: \$1,002 million
- Acquisitions of goods and services: \$627.1 million
- Number of suppliers: more than 2,100
- Fleet: 533 service vehicles, including 77 electric-powered vehicles
- 8 transportation centres for the bus network, including one dedicated to paratransit
- 3 overhaul and repair shops for the metro and 2 for the bus network
- 5 administrative buildings plus another 5 that are rented.

Operating Revenues



* The annual contribution from the Montréal Urban Agglomeration includes an additional contribution of \$18.9 M to cover the operating deficit for the 2009 fiscal year.



A VISION FOCUSED ON SUSTAINABLE TRANSPORTATION

When it was first established in 2008, the STM's Sustainable Development Committee grounded the company's sustainable development approach in two essential statements of fact:

- Various actions related to sustainable development have long been an integral part of the STM's procedures. What the company needed to do was capitalize on these assets, that is, develop a vision of sustainable development in keeping with the core business of a public transit corporation.
- Public transit is an essential component of a sustainable transportation system, given the contribution it makes to sustainable development (see ATUQ, [La contribution des sociétés de transport en commun au développement durable des villes du Québec](#), 2009).

By sustainable transportation, the STM means a transportation system 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.

Source: The Centre for Sustainable Transportation, *Defining Sustainable Transportation*, March 2005.

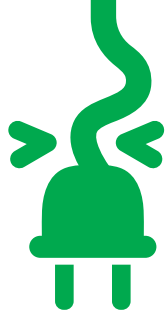
The drivers of our vision

Improve our performance in our core business

The STM can best contribute to Montréal's sustainable development by providing fast, reliable, safe, accessible, user-friendly and easy to locate public transit services to all those who need them. Moreover, increasing service and ridership improves citizens' quality of life and the environment, and generates substantial economic spinoffs. To achieve this, we must establish winning conditions, namely:

- the ability to keep our built and technological assets in good condition and expand our service;
- urban planning and management that facilitate the integration of public transit;
- funding that supports our ambitions.





A VISION FOCUSED ON SUSTAINABLE TRANSPORTATION (cont'd)

Act in a responsible manner

The STM defines itself as an environmentally and socially responsible company. Management of the environmental aspects of its operations, which are already included in its environmental protection plan, must be improved and optimized. In social terms, the STM is an employer of choice, in large part because of its diversity management, workplace health and safety, and employee buy-in.

Interact with our peers

As a committed company, the STM is increasingly viewed by its different stakeholders as a source of inspiration in the sphere of sustainable development. Through various promotional and collaborative activities, we highlight the contribution made by public transit to sustainable development. Our partnerships enable us to combine our efforts with those of our peers in order to effect change in areas related to sustainable development.

The Sustainable Development Action Plan and its three focus areas

To embody this vision in an action plan, the Sustainable Development Committee has defined three focus areas:

Area 1 – Sustainable mobility, which encompasses current and planned actions designed to improve people's mobility by offering optimized public transit services, contribute to the development of the Montréal urban community and improve the environment and quality of life.

Area 2 – Sustainable management, which includes current and future actions to carry out all operations in a responsible fashion, taking their environmental, social and economic impacts into account.

Area 3 – Promotion of sustainable development, which covers actions already carried out or planned to ensure the company's sustainable development leadership and encourage its employees, customers and the general public to adopt increasingly responsible environmental, social and economic behaviours.

Beyond 2011

As our sustainable development approach is gradually implemented, our vision is broadening and taking clearer shape. In 2010, the STM will publish a 10-year strategic plan, which will replace the 2007–2011 business plan. From a continuous-improvement perspective, this will be an opportunity to reformulate our long-term vision of sustainable development and expand it to include new prospects for urban planning and management, and public-transit funding.

DIALOGUE WITH STAKEHOLDERS

The STM interacts with its stakeholders in the normal course of its activities. By listening to them, we are better able to meet their expectations, in accordance with our capabilities. In addition, by informing them about our issues and priorities, we gain valuable allies in carrying out our mission.

2009 highlights

- We launched a stakeholder consultation process on the specific issue of sustainable development. We held discussions on our approach and action plan with various outside stakeholders (see box). We also set up a sustainable development discussion panel with employees to share ideas on the company's successes, employees' initiatives and areas for improvement in this regard. The panel members make a valuable contribution to the deliberation process and provide input for continuous improvement of the company's approach and action plan.
- We systematized our approaches to mobilizing stakeholders around the STM's different issues and projects. Meetings held with party representatives on the Montréal, Québec and Canadian political scenes yielded a greater understanding, on all sides, of the issues and proposed projects, and led to some solutions.
- We took part in various forums and committees in order to highlight public transit as a solution for dealing with climate change and air pollution, and for improving Québec's green initiatives. The STM submitted briefs at public consultations on the projects for the [redevelopment of the Bonaventure Expressway](#) and [reconstruction of the Turcot Interchange](#), as well as on

[climate change](#), with a view to positioning public transit as a solution for sustainable urban development.

- We conducted a systematic consultation with groups of people with disabilities, seniors and parents travelling with children in strollers to help us take the needs of people with limitations into account. The Regroupement des usagers du transport adapté et accessible acts as a link between the STM and Montréal groups and associations during these consultations.



A consultation session on integrating the Opus card into the paratransit network was held in spring 2009 with member associations in the Table de concertation sur le transport des personnes handicapées de Montréal.

Consultation on our sustainable development approach

As part of its continuous-improvement process, the STM wanted to consult a number of stakeholders on its approach, its action plan and its first Sustainable Development Report. In December, the company conducted individual interviews and group working sessions. Altogether, we consulted 38 people from across Canada, the United States and Europe, representing environmental organizations, universities, businesses, municipal, provincial and federal governments, other transit corporations and sector-based associations.

The participants thought that the Sustainable Development Report was comprehensive and interesting, and that integrating the Sustainable Development Action Plan with the Business Plan was innovative and meaningful. However, while it provides a good impression of the STM, the report does little to reflect the company's leadership. The participants would also have liked to see the issues leading to the choice of the 12 strategic objectives explained better, to have a long-term vision presented and to have more targets set. Recommendations were made with a view to reformulating or rethinking some of the objectives. Finally, it was suggested that we print only the highlights and publish the full report exclusively online.

Several of the recommendations have been incorporated into the *Sustainable Development Report 2009*, while others will require longer-term efforts and action.

DIALOGUE WITH STAKEHOLDERS (cont'd)








Means used in 2009 to promote discussion on sustainable development with stakeholders

Stakeholders	Examples of objectives	Examples of means
General public and customers	<ul style="list-style-type: none"> ➤ Open up a dialogue on actions taken by the STM ➤ Take needs into account in our different areas of operation ➤ Track changes in satisfaction based on actions taken 	<ul style="list-style-type: none"> ➤ Web site www.mouvementcollectif.org ➤ Customer satisfaction survey ➤ System for handling comments and complaints ➤ More than 30 market research surveys on citizens' perceptions and expectations, including: assessment of partnership activities, assessment of branding campaign and assessment of pilot project for recycling in the metro ➤ Public meetings of the Board of Directors ➤ Transportation studies, with community consultation, on the development of new bus routes and new services
Associations representing customers with functional limitations	<ul style="list-style-type: none"> ➤ Take recommendations into account in projects and implement measures 	<ul style="list-style-type: none"> ➤ Twenty meetings with various groups and associations by five statutory committees ➤ Twenty meetings on 12 projects, to determine the needs of people with functional limitations
Employees	<ul style="list-style-type: none"> ➤ Increase employee awareness of sustainable development ➤ Ensure employee buy-in ➤ Involve employees in the continuous-improvement process ➤ Track changes in satisfaction based on actions taken 	<ul style="list-style-type: none"> ➤ Meetings between the Director General and employees ➤ Meetings between managers and employees ➤ Employee discussion panel on sustainable development ➤ Driver discussion groups on the problem of assaults ➤ Support for environmental and social initiatives by employees ➤ Opinion surveys on various initiatives
Ville de Montréal	<ul style="list-style-type: none"> ➤ Understand mutual needs in terms of service and infrastructure development 	<ul style="list-style-type: none"> ➤ Participation in the sustainable development strategic plan ➤ Meetings by the Director General or Chairman of the Board of Directors with the directors and elected officials of the 33 boroughs and municipalities on the island of Montréal ➤ Presentation of projects to the various municipal authorities as part of the permitting process for land acquisition
Gouvernements	<ul style="list-style-type: none"> ➤ Ensure that our projects are funded and carried out in accordance with the Québec Public Transit Policy, Better Choices for Citizens ➤ Position public transit as a solution for sustainable urban development 	<ul style="list-style-type: none"> ➤ Meetings with different government departments ➤ Submission of briefs at public consultations on: redevelopment of the Bonaventure Expressway, reconstruction of the Turcot Interchange, and climate change and the greenhouse gas (GHG) emissions reduction target for 2020
Associations and business community	<ul style="list-style-type: none"> ➤ Support the STM's sustainable development approach 	<ul style="list-style-type: none"> ➤ Participation in sustainable development committees ➤ Participation or collaboration in events focusing on sustainable development (conferences, fairs, etc.)
Communities on the island of Montréal	<ul style="list-style-type: none"> ➤ Work in harmony with communities 	<ul style="list-style-type: none"> ➤ Communication with communities affected by our projects ➤ Public consultations and presentation of projects to boroughs ➤ Information for residents near job sites on the length and impact of project work
Suppliers	<ul style="list-style-type: none"> ➤ Discuss best practices and challenges involved in sustainable procurement 	<ul style="list-style-type: none"> ➤ Participation in working sessions of the Espace de concertation sur les pratiques d'approvisionnement responsable ➤ Continuous-improvement committee with the taxi industry
Partners	<ul style="list-style-type: none"> ➤ Promote sustainable transportation ➤ Help sector-based associations advance 	<ul style="list-style-type: none"> ➤ Partnering with more than 40 environmental events and organizations
Non-profit sector	<ul style="list-style-type: none"> ➤ Increase support 	<ul style="list-style-type: none"> ➤ Employee fundraising activities ➤ Support for employees' philanthropic initiatives

STRATEGIC OBJECTIVES, ISSUES AND ACTIONS

The three focus areas of the Sustainable Development Action Plan 2007–2011 are expressed in 12 strategic objectives, each responding to a sustainable development issue that is important to the STM. The following table presents the objectives, issues and progress made with respect to the action plan. It also summarizes the 2009 highlights related to each objective.





AREA 1 – Sustainable Mobility

Objective	Why is it important?	Action plan and progress made		2009 highlights
1. Contribute to the fight against global warming and to improving the environment and quality of life page 22	<p>► Global warming is the top environmental challenge, and in Québec, the transportation industry is the main source of greenhouse gas (GHG) emissions and other airborne contaminants. The use of public transit helps avoid emissions and, as a result, makes increased ridership and service a priority for the STM and its financial partners in government.</p>	Expand service in order to increase ridership		<p>► We stepped up implementation of our Public Transit Service Improvement Program; service increased by 4% overall.</p> <p>► We maintained ridership at the 2008 level despite the difficult economy.</p> <p>► Ridership on the island of Montréal has grown 10% since 2003, with the modal share of public transit rising from 32% to 36%; trips by automobile declined 6%.</p> <p>► We added four new Navette Or shuttles reserved for seniors, and toured boroughs and municipalities that do not have this service.</p> <p>► We submitted a brief to the parliamentary commission on climate change and the greenhouse gas reduction target for 2020. We also proposed action with respect to the cost of automobile use in order to prompt a change in behaviour by people who commute to work or school in single-occupant cars.</p> <p>► We introduced our first articulated buses, improving service quality.</p>
		Adapt the network and service to the needs of developing sectors		
		Increase customer loyalty through a flexible rate 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		
		Together with our partners, complete the study of the contribution of public transit to sustainable development		

Area 1 – Sustainable Mobility

Objective	Why is it important?	Action plan and progress made		2009 highlights
2. Apply universal accessibility measures page 24	<p>► Universal accessibility promotes a similar use, by all, of public services and infrastructures, and applies to all areas of STM activities. As a transit corporation, the STM endeavours to ensure that citizens can enjoy the use of public services at all times and in the same manner. As an employer, the company strives for equal access for all its workers. As a partner, it works with various groups and associations to clearly define the needs. As a company, it develops universal accessibility planning tools.</p>	Develop an integrated universal accessibility policy and vision	✓	<p>► We adopted a universal accessibility policy and formed a committee to implement the associated action plan.</p> <p>► To clearly define customers' specific needs, some 20 meetings were held with various groups and associations.</p> <p>► We introduced more universal accessibility measures.</p> <p>► The number of paratransit customers and ridership both grew by 7%.</p> <p>► A new section on universal accessibility was added to our design standards and criteria for surface buildings.</p> <p>► We launched a Web site www.mouvementcollectif.org that meets international standards for universal Web accessibility.</p>
3. Contribute to economic vitality at the local, regional and provincial levels page 25	<p>► The STM contributes to Québec's economic vitality in several ways, such as providing access to the labour market and helping to reduce the costs of congestion in Montréal. It is as an employer, contractor and consumer of goods and services, however, that it makes its economic presence felt most strongly at the local, regional and provincial levels.</p>	Enhance local economic spinoffs in accordance with laws, regulations and agreements	➡	<p>► The cost of acquisitions of goods and services was up nearly \$100 million over 2008.</p> <p>► The cost of acquisitions in Québec rose by \$2.5 million.</p> <p>► We kept up our credit ratings from U.S. agencies Standard & Poor's (A+) and Moody's (Aa2).</p> <p>► We conducted our first cost/benefit analysis to provide our financial partners in government with a stronger rationale for our projects.</p>
		Maintain excellent credit ratings	➡	
4. Influence urban planning and management to better integrate public transit page 26	<p>► The efficiency of public transit depends heavily on urban planning and management, which can act to cut wait or travel times or allow buses to move more freely.</p>	Implement preferential measures for buses	➡	<p>► We helped establish the requirements for transportation impact assessments and draw up transportation plans for several boroughs.</p> <p>► We implemented preferential measures for buses on one street and two boulevards. The number of kilometres of reserved bus lanes increased from 77 to 95.4.</p> <p>► We submitted briefs during consultations on two projects: redevelopment of the Bonaventure Expressway and reconstruction of the Turcot Interchange.</p>
		Participate in 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	➡	











Area 2 – Sustainable Management

Objective	Why is it important?	Action plan and progress made		2009 highlights
5. Manage environmental impacts page 27	<p>► The very nature of its activities means that the STM faces major environmental issues over which it must exert effective control. We have had an environmental protection policy for a number of years and have established an environmental protection plan. Implementing and improving this plan are important goals for the company.</p>	Carry out the Environmental Protection Plan 2007-2011		<p>► We reached 29 of 54 targets set for the end of 2009 in our Environmental Protection Plan and prioritized activities on the basis of a risk assessment.</p> <p>► Residual non-hazardous materials: quantities recovered have increased by 57% since 2006; 59% of residual materials tracked were diverted from landfill in 2009, versus 41% in 2007.</p> <p>► Residual hazardous materials: quantities recovered rose 30% relative to 2008.</p> <p>► We updated the environmental provisions in the new purchase agreement applicable to computer equipment, ensuring proper handling of equipment that is no longer in use.</p> <p>► Adjustments made to the complaint management system enabled us to track 167 complaints related to the environment.</p> <p>► We completed our inventory of contaminated and potentially contaminated properties, and drew up an environmental characterization program.</p> <p>► Emissions of the main airborne contaminants from our vehicles rose by 4% to 7%, due to the 7% growth in bus service in 2009.</p> <p>► Emissions of the main airborne contaminants from our buildings grew by about 10%, due to the opening of the Legendre bus body shop, which is heated with natural gas.</p> <p>► We launched a pilot project for multi-material recycling in three metro stations.</p>
		Comply with environmental laws and regulations		
		Improve our environmental management system		
		Establish and maintain a dynamic, systematic legal monitoring process		






Area 2 – Sustainable Management

Objective	Why is it important?	Action plan and progress made		2009 highlights
6. Improve the energy efficiency of assets page 29	<p>► By expanding service in order to boost ridership, the STM adds to its own GHG emissions. Although this is an unavoidable situation, we are stepping up our efforts to cut emissions from our vehicles and improve the energy efficiency of our buildings. This will enable us to reduce our GHG emissions, resource consumption and operating costs.</p>	Ensure a technology watch and carry out showcase projects	➡	<p>► We cut energy consumption through energy-efficient building renovations.</p> <p>► We acquired 22 articulated buses, which reduce GHG emissions per passenger-kilometre.</p> <p>► The proportion of renewable energies consumed declined by 2%, due to increased service, requiring more fuel.</p> <p>► We initiated a small-scale pilot project involving smaller electric buses.</p> <p>► Using biodiesel led to a reduction in emissions of 4,560 t CO₂ eq., for a total of over 8,200 t since 2007.</p> <p>► GHG emissions rose by 7%, due to the expansion in bus service. Emissions per passenger-kilometre were up 8%, as ridership remained stable in spite of the overall increase in service.</p> <p>► We concluded the hybrid-bus showcase project; this technology enables us to cut GHG emissions by approximately 30%.</p>
		Adopt measures to reduce vehicle fuel consumption and GHG emissions	➡	
		Improve energy efficiency	➡	
		Incorporate sustainability criteria into calls for tenders for building construction or renovation	➡	
		Improve the environmental performance of our buses through new technologies	➡	
7. Practise sustainable procurement page 30	<p>► The STM is concerned with the environmental and social impacts of its acquisitions. By incorporating sustainable development criteria into our calls for tenders, we minimize the negative impacts of our activities and encourage suppliers to adopt responsible practices.</p>	Integrate sustainable development criteria into certain calls for tenders	➡	<p>► We continued to work towards the adoption of a sustainable procurement policy.</p> <p>► We drew up preliminary versions of guides for suppliers, buyers and contract administrators.</p> <p>► We took part in sessions of the Espace québécois de concertation sur les pratiques d'approvisionnement responsable.</p> <p>► Our first employee awareness activity was held, in preparation for implementation of the sustainable procurement policy.</p>
		Establish partnerships with other major contractors and consumers of goods and services	➡	
		Develop and implement sustainable procurement practices	🔌	
		Adopt a sustainable procurement policy	🔌	









Area 2 – Sustainable Management

Objective	Why is it important?	Action plan and progress made		2009 highlights
8. Plan, design and carry out projects while taking their environmental, social and economic impacts into account page 31	<p>► The STM carries out large-scale projects to improve service and to maintain and upgrade its built and technological assets. It is also concerned with mitigating the environmental and social impacts of its projects and enhancing the positive spinoffs.</p>	Mitigate the negative environmental and social impacts of our projects		<p>► We began implementing actions that will incorporate sustainable development criteria into project portfolio management.</p> <p>► We reviewed projects to ensure that the relevant aspects of sustainable development are included.</p> <p>► A number of project engineers and managers were offered customized training, developed by Université de Sherbrooke, in various methods of factoring sustainable development into project planning and design.</p>
		Develop appropriate sustainable development criteria for each decision-making stage in the project portfolio management process		
		Systematize project assessment based on sustainable development principles		
9. Aim for recognition of the STM as an employer of choice, both by its employees and by job seekers page 34	<p>► Sustainable development encompasses fair and responsible management of human capital. To be sustainable, a company must be able to rely on motivated, competent employees who adhere to its values. It is also becoming increasingly important, especially for young people, to work for an employer that addresses sustainable development issues.</p>	Promote the STM as an employer of choice		<p>► A new department in charge of diversity and respect for people was established to facilitate adaptation to diversity, and recognition and understanding of differences, and ensure employees' well-being. It hosted its first forum on the issue.</p> <p>► We took part in job fairs targeting a wide variety of audiences and launched a recruiting campaign featuring a youthful, dynamic style.</p> <p>► Committees formed for major projects included employee representation.</p> <p>► A customer awareness campaign, <i>Le respect rapproche</i>, got under way.</p> <p>► The work-related accident frequency decreased 18% from 2008 as a result of workplace health and safety initiatives.</p> <p>► Employee commitment: our employees were involved in partnerships, and corporate and philanthropic activities. We held some 30 events to acknowledge the value of this participation.</p> <p>► We introduced the one-day <i>Sécuribus</i> training program, intended to provide bus drivers with various tools for defusing difficult situations that can sometimes arise with customers.</p>
		Foster employee buy-in		
		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		

Area 3 – Promotion of Sustainable Development

Objective	Why is it important?	Action plan and progress made		2009 highlights
10. Increase employee awareness of sustainable development page 36	<p>➤ The success of our sustainable development approach depends in large part on how well we mobilize our employees around the question of sustainable development, how familiar they are with the issues related to sustainable development and how they factor it into their own work.</p>	Support employee initiatives		<p>➤ The Director General met with 2,000 employees to discuss sustainable development, among other topics.</p> <p>➤ Fundraising activities were organized by volunteer employees and pensioners to provide community support.</p> <p>➤ The company newsletter spotlighted some 30 employee initiatives in support of environmental or social causes.</p> <p>➤ New employees were sensitized to the importance of sustainable development.</p> <p>➤ An open house was held to celebrate the inauguration of the Legendre transportation centre and bus body shop.</p> <p>➤ Around 25% of our employees took part in the Défi Climat challenge and 70% of drivers made a commitment to take actions in support of the environment.</p> <p>➤ Various organizations recognized our employees' commitment to sustainable development.</p>
		Mobilize employees and pensioners to provide community support		
11. Position the STM as a responsible, committed company page 38	<p>➤ In addition to offering all its customers an opportunity to take action in support of the environment and help improve quality of life in Montréal, the STM is concerned with informing its stakeholders about the ways in which it carries out its mission in accordance with the principles of sustainable development.</p>	Establish Breathe easier as the branding campaign's underlying theme		<p>➤ We launched a branding campaign focusing on the environment.</p> <p>➤ We set up a Web site, www.mouvementcollectif.org.</p> <p>➤ Customer satisfaction was 86%, versus 82% in 2008.</p> <p>➤ Speaking before various forums, the Chairman of the Board and the Director General promoted public transit as a solution of the future, and managers presented the STM's progress in the area of sustainable development.</p> <p>➤ We were honoured with nine sustainable development and related awards.</p>
		Maintain dialogue with stakeholders		
		Contribute to greater collective awareness of the environmental impact of public transit		

Area 3 – Promotion of Sustainable Development

Objective	Why is it important?	Action plan and progress made		2009 highlights
12. Work in partnership with others to demonstrate the environmental, social and economic contribution of public transit and create strategic alliances page 40	<p>► To fulfil its mission, the STM works with many different partners. By combining its efforts with those of other stakeholders, it increases the pace of change towards sustainable development.</p>	Maintain close relations with our peers		<p>► We contributed to projects by associations working to advance sound sustainable development practices.</p> <p>► We took part in a study by the Association du transport urbain du Québec on the contribution of public transit corporations to sustainable development.</p> <p>► We were involved in various projects with other organizations and partners.</p> <p>► We partnered with more than 40 environmental events and organizations in an effort to promote greater use of public transit and increase citizens' environmental awareness.</p> <p>► We were the lead partner in the Salon national de l'environnement: our stand was made of recycled bus seats and support poles.</p> <p>► In a first for us, we kept the metro running between 2 and 5 a.m. for <i>Nuit blanche</i>; more than 20,000 people used the service.</p> <p>► We introduced the Bixi-Bus and Tandem Vélo-STM packages to promote modes of transportation that complement public transit.</p> <p>► We launched an initiative for merchants: <i>Merci de choisir le transport collectif</i>.</p>
		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 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		

OBJECTIVE 1

Contribute to the fight against global warming and to improving the environment and quality of life

Around the world, global warming is the top environmental challenge, as was made clear by the media coverage of the Copenhagen Conference in December 2009. In Québec, the transportation industry is the main source of greenhouse gas (GHG) emissions and other airborne contaminants. The use of public transit helps avoid emissions. Consequently, increased ridership and service are a priority for the STM and its financial partners in government.



In October 2009, the first articulated buses began rolling through the streets of Montréal. Thanks to their larger capacity, they offer users greater comfort and improve service quality on high-traffic routes.

2009 highlights

- We stepped up implementation of our Public Transit Service Improvement Program with a view to achieving the Québec Public Transit Policy objective of expanding service by 16% between 2006 and 2011, and increasing ridership by 8%. In 2009, bus service grew by 7% and metro service, by 1%, for an overall increase of 4%.
- We maintained ridership: the number of trips by public transit held steady at the 2008 level despite the difficult economy. This represents an increase of 5% since 2006.
- The 2008 Origin-Destination survey of residents of the island of Montréal revealed a reversal in the downward trend observed since 1970: public transit ridership has shot up 10% since 2003, with the modal share of public transit rising from 32% to 36%. Trips by automobile declined for the first time in 40 years, with a drop of 6%.
- We kept up our customized transit programs and continued our rollout of Navette Or, a minibus shuttle service reserved for seniors with routes and schedules tailored to their needs. We added four shuttles to the three already offered. To determine how to pursue this option, we toured Montréal boroughs and municipalities on the West Island that do not have this service. The tour and ensuing feasibility study are intended to prioritize the areas most suitable for the introduction of Navette Or service in the coming years.
- A study on the [contribution made by public transit corporations to the sustainable development of cities in Québec](#) (in French only), headed up by the Association du transport urbain du Québec, was completed.

OBJECTIVE 1

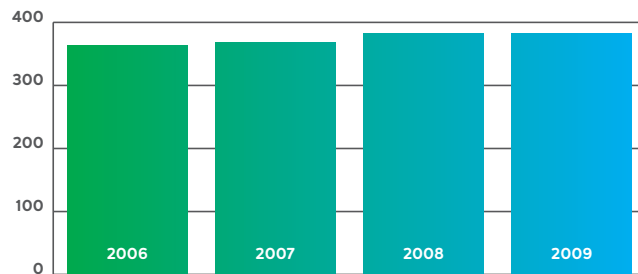
(cont'd)

► We proposed taking substantial, direct action with respect to the cost of automobile use in order to prompt a change in behaviour by people who commute to work or school in single-occupant cars. We recommended a series of measures, including a gasoline tax or a metropolitan toll, to promote and maintain a modal transfer of 5% between now and 2020. This recommendation is contained in the brief entitled [Réduction des gaz à effet de serre: Le rôle déterminant de la Société de transport de Montréal](#) which was submitted to the National Assembly's parliamentary commission on climate change and the greenhouse gas reduction target for 2020.

For the future

- In 2010, expand bus service to 81 million km, to bring total service (bus and metro) to 157.9 million km
- Draw up the next 10-year Public Transit Service Improvement Program, to harmonize with Montréal's Transportation Plan
- Set up a continuously accessible, real-time bus information system for customers
- Refine our estimation of GHG emissions avoided on the island of Montréal
- Continue development of Navette Or service

STM RIDERSHIP
(MILLIONS OF TRIPS)



INDICATORS	2006	2007	2008	2009	CHANGE		TARGET		GRI INDICATORS
					2008-2009 (%)	2006-2009 (%)	VALUE	HORIZON	
Service provided (thousands of kilometres travelled)	129,629	134,513	147,860	153,673	4	19	+ 16% relative to 2006	2011	LT3
Bus	69,790	69,721	72,144	77,335	7	11			LT3
Metro	59,839	64,792	75,715	76,338	1	28			LT3
Ridership (millions of trips)	363.3	367.5	382.5	382.8	0	5	+ 8 % relative to 2006	2011	LT3
Number of routes on which Navette Or service is offered	0	0	3	7	133	N/A			EC8
Passenger-kilometres (millions)	2,820	2,852	2,969	2,971	0	5			LT3

OBJECTIVE 2

Apply universal accessibility measures

Universal accessibility promotes similar use, by all, of public services and infrastructures, and applies to all areas of STM activities. As a transit corporation, the STM endeavours to ensure that citizens can enjoy the use of public services at all times and in the same manner. As an employer, the company strives for equal access for all its workers. As a partner, it works with various groups and associations to clearly define the needs. As a company, it develops universal accessibility planning tools.



In September 2009, elevators went into operation in three stations on the Orange line.

2009 highlights

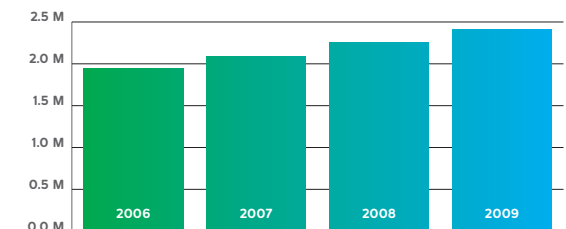
- We adopted our universal accessibility policy designed to integrate measures that promote universal accessibility into our day-to-day activities.
- We formed a Universal Accessibility Committee drawn from the various departments concerned, from engineering to human resources. It is responsible for implementation of the Universal Accessibility Action Plan 2010–2011 adopted during the year.
- We introduced more universal accessibility initiatives. For example, we added elevators at three metro stations on the island of Montréal and introduced buses equipped with front ramps.
- A new section dedicated specifically to universal accessibility was added to our design standards and criteria for surface buildings during the review of the document. This reference work applies to all construction or renovation projects.
- We upheld our zero refusal policy for individual transportation requests received by 9:30 p.m. the day before. As a result, the number of paratransit customers and ridership both grew by 7%.

- We launched a Web site that meets international standards for universal Web accessibility (WCAG AA). The site www.mouvementcollectif.org, which allows Internet users to comment on its content, complies with universal accessibility standards.
- To clearly define customers' specific needs, we held some 20 meetings on 12 projects with various groups and associations (people with functional limitations, families, seniors, etc.).

For the future

- Draw up a universal accessibility development plan

NUMBER OF TRIPS BY PARATRANSIT (MILLIONS)



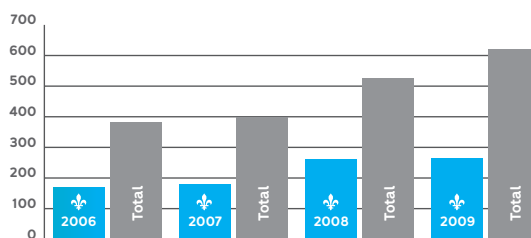
INDICATORS	2006	2007	2008	2009	CHANGE		TARGET		GRI INDICATORS
					2008-2009 (%)	2006-2009 (%)	VALUE	HORIZON	
Number of metro stations with elevators (out of 68 stations)	0	3	3	6	100	N/A	8	2010	EC8
Buses with low floor or front ramp (%)	65	69	73	79	7	14			EC8
Paratransit service (number of trips)	1,941,066	2,084,909	2,257,459	2,411,208	7	24			EC8
Percentage of metro stations with warning tiles on the platforms (%)	0	4	12	35	23	35	100	2011	EC8

OBJECTIVE 3

Contribute to economic vitality at the local, regional and provincial levels

The STM contributes to Québec's economic vitality in several ways, such as providing access to the labour market and helping to reduce the costs of congestion on the island of Montréal. It is as an employer, contractor and consumer of goods and services, however, that it makes its economic presence felt most strongly at the local, regional and provincial levels.

ACQUISITIONS OF GOODS AND SERVICES (\$M)



2009 highlights

- The cost of acquisitions of goods and services was up nearly \$100 million over 2008. This increase is proportional to the STM's stepped-up efforts to improve both short-term service (leading to higher operating expenses) and long-term service (capital expenditure for bus fleet renewal and infrastructure maintenance, among other things).
- The cost of acquisitions in Québec rose by \$2.5 million. However, the percentage of procurement from Québec companies fell by 7%, mainly because of the lower proportion of construction contracts than last year.
- We continued to receive excellent credit ratings from the U.S. agencies Standard & Poor's (A+) and Moody's (Aa2); this is a key component in the success of our projects.

COST/BENEFIT ANALYSIS TO PROVIDE FINANCIAL PARTNERS WITH A STRONGER RATIONALE FOR OUR PROJECTS

In 2009, the STM conducted a cost/benefit analysis for its new operational support and client information system (SAEIC), which will provide bus passengers with computerized scheduling information. We used an economic assessment to demonstrate the project's overall environmental, social and other benefits, and thereby strengthen the funding request submitted to Transports Québec. Decreased travel times and reduced airborne pollution and GHG emissions stemming from increased ridership are among the benefits and costs cited.

INDICATORS	2006	2007	2008	2009	CHANGE		TARGET		GRI INDICATORS
					2008-2009 (%)	2006-2009 (%)	VALUE	HORIZON	
Acquisitions of goods and services (\$M)	380.5	397.2	526.1	621.7	18	63			EC1
Percentage of acquisitions from Québec companies (based on monetary value) (%)	45	45	49	42	-7	-2			EC6
Jobs sustained by acquisitions of goods and services (number)	2,163	2,369	2,942	3,011	2	39			EC6
Total tax spinoffs attributable to acquisitions of goods and services (\$M)	45,6	45,4	56,6	61,4	8	35			EC1
Tax spinoffs attributable to employee salaries (\$M)	119.5	116.6	113.3	115.1	2	-4			EC1

Note: Economic spinoffs from the STM's acquisitions of goods and services are calculated using the Québec inter-sectoral model of the Institut de la statistique du Québec.

OBJECTIVE 4

Influence urban planning and management to better integrate public transit

The efficiency of public transit depends heavily on urban planning and management, which can act to cut wait or travel times, or allow buses to move more freely, among other things.

The current Montréal *Master Plan* seeks to reduce automobile dependency and encourage public transit and active modes of transport. It recommends that boroughs establish local transportation plans and ensure that all their major real estate development projects are accompanied by a transportation management plan. The STM is closely monitoring the review of the Montréal *Master Plan* to ensure that it makes even greater provision for public transit.



The Saint-Michel Express, route 467, commenced operation in March 2009. The service was made possible by the establishment of a reserved lane.

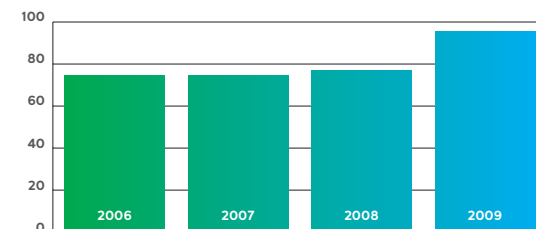
2009 highlights

- We helped establish the requirements for transportation impact assessments and draw up transportation plans for several boroughs. At the invitation of Pierrefonds-Roxboro borough, we participated in formulating development concepts for a neighbourhood planned at the western end of its territory.
- We implemented preferential measures for buses, as provided in the Montréal Transportation Plan, on Rue Beaubien and on Rosemont and Saint-Michel boulevards. As a result, the number of kilometres of reserved bus lanes increased from 77 in 2008 to 95.4 in 2009. The target for 2018 is 240 km of lanes offering priority to public transit vehicles.
- We submitted two briefs, entitled [Pour une solution intégrée de transport collectif](#) (For an integrated solution for public transit) and [Développer un axe performant de transport collectif entre le centre-ville et l'ouest de l'île de Montréal](#) (Establishing an effective public transit corridor between downtown and Montréal's West Island), during public consultations on the projects for redevelopment of the Bonaventure Expressway and reconstruction of the Turcot Interchange. For the Bonaventure project, the STM recommended introducing preferential measures and factoring in the growing need for local transportation generated by urban development projects so as to avoid an increase in automobile traffic. One of the recommendations for the Turcot project called for including a permanent, comprehensive public transit solution in the scheme.

For the future

- Improve network inter-modality by carrying out a pilot project for bicycle racks on buses and improving synchronization between bus and commuter train schedules
- Continue efforts to sensitize partners to the importance of public transit in all new urban development projects
- Play a larger part in urban development projects by working with real estate developers, for example

RESERVED-LANE BUS NETWORK (KM)



OBJECTIVE 5

Manage environmental impacts

The very nature of its activities means that the STM faces major environmental issues over which it must exert effective control. Such aspects as emissions of GHGs and other contaminants associated with operating a fleet of vehicles, resource consumption, use of hazardous materials, production of residual materials, noise and risks of petroleum product spills are managed in accordance with the Environmental Protection Plan 2007–2011. The STM's environmental report (in French only), available on the company's Web site, presents the activities carried out under the protection plan.



The recycling stations installed for the metro pilot project consist of two bins for recycling and another bin for trash.

2009 highlights

- Residual non-hazardous materials: quantities recovered have increased 57% in the last three years, from 1,959 tonnes in 2006 to 3,083 tonnes in 2009. In addition, 59% of residual materials tracked at the STM were diverted from landfill in 2009, versus 41% in 2007. Equipment and infrastructure must be set up for multi-material recovery at some of our facilities and in the metro (see box opposite), though we already recover all or most of some materials, such as metro tires (100%) and metal (99%).
- We updated the environmental provisions in the new purchase agreement applicable to computer equipment, so that we are able to determine the final destination of equipment that is no longer in use and ensure that the components are managed properly, in compliance with methods recognized by Recyc-Québec. To date, the components of approximately one hundred workstations have been recycled or properly disposed of.
- Residual hazardous materials: quantities recovered have risen by 30% relative to 2008, mainly as a result of increased operations at the Plateau Youville shops and the greater frequency with which oil traps and separators are emptied, as stipulated in the preventive maintenance plan.
- Adjustments made to the computerized complaint-management system enabled us to track, for the first time, complaints related specifically to the environment; out of 167 such complaints, 140 concerned bus engine idling. We handle this type of complaint in the same way as other complaints to do with employees. Moreover, the employee in question is considered to be in violation of the municipal by-law on vehicle engine idling and is personally responsible for any resulting tickets.

- We completed our inventory of contaminated and potentially contaminated STM properties, and drew up an environmental characterization program for the period from 2009 to 2013 covering the 27 properties deemed to be at risk. The priority in terms of contaminated soil is to list the environmental liabilities the properties represent and rehabilitate those concerned.

PILOT PROJECT FOR RECYCLING IN THE METRO

In October, the STM launched a pilot project for waste management in three of its metro stations: Mont-Royal, Champ-de-Mars and Snowdon.

Multi-material recycling stations, consisting of three bins, were installed in each of them. Two of the bins were used to collect fibre materials (newspapers, other paper and cardboard) and containers (plastic, glass and metal) for recycling. The third was intended for trash. The goal of the three-month pilot project was to define our strategy for introducing a waste management plan in the metro.

Results:

- Fibre material recovery rate: 95% (compared with 77% before the pilot project), with a contamination rate of less than 1%
- Container recovery rate: from 66% (Snowdon) to 79% (Mont-Royal)

Area 2 – Sustainable Management

OBJECTIVE 5

(cont'd)

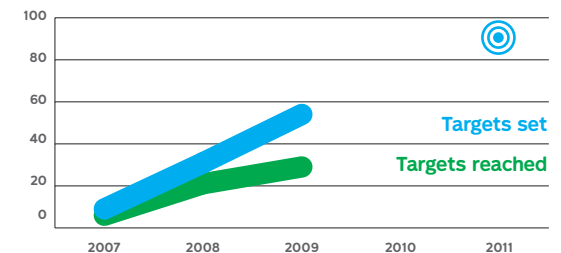
► We reached 29 of the 54 targets set for the end of 2009 in our Environmental Protection Plan 2007–2011. Although a number of initiatives were still under way at year-end, it proved impossible to reach all of the targets within the time allotted. The activities have now been prioritized on the basis of a risk assessment. Emergency measures planning, improved knowledge of properties' environmental status, rehabilitation of contaminated properties and implementation of an environmental management system suited to the STM's needs have been identified as such priorities. Managers have been asked to add goals for activities deemed to be of high priority or importance to their performance contracts. The update of the environmental protection plan, including new goals and targets, will be coordinated with the development of the 10-year strategic plan scheduled for 2010.

- Emissions of the main airborne contaminants (CO, NO_x, SO_x, VOC, PM) from our vehicles rose by 4% to 7%, on average. This increase is attributable to the 7% growth in bus service in 2009, which in turn added to fuel consumption. Except for VOC emissions, between 95% and 99% of emissions of airborne contaminants stem from mobile sources, mainly buses.
- Emissions of the main airborne contaminants (CO, NO_x, SO_x, PM) from our buildings grew by about 10%, as a result of the opening of the Legendre bus body shop, which is heated with natural gas. The 11% increase in VOC emissions is due to a wide-ranging graffiti clean-up operation in our metro stations, which required a large quantity of solvents.

For the future

- In 2010, begin gradually implementing the waste management plan in all metro stations
- Continue improving the environmental management system

ENVIRONMENTAL PROTECTION PLAN 2007–2011
(NUMBER OF TARGETS)



INDICATORS	2006	2007	2008	2009	CHANGE		TARGET		GRI INDICATORS
					2008-2009 (%)	2006-2009 (%)	VALUE	HORIZON	
Overall success rate of the Environmental Protection Plan (%)	N/A	7	24	33	9	N/A	100	2011	EN26 LT7 - 8
Accidental spills reported during the year (number)	2	0	4	0	-100	-100			EN23
Residual hazardous materials recovered (tonnes)	2,494	2,586	2,120	2,758	30	11			EN22
Residual non-hazardous materials recovered (tonnes)	1,959	1,577	3,168	3,083	-3	57			EN22
Tracked residual materials recovery rate (%)	N/A	41	59	59	0	N/A	70	2015	EN22
Instances of environmental non-compliance for which notices were issued by the authorities (number)	0	1	3	0	-100	N/A			EN28

[COMPLETE LIST OF INDICATORS](#)
[BACK TO TABLE OF CONTENTS](#)


OBJECTIVE 6

Improve the energy efficiency of assets

By using public transit, STM customers are helping to avoid large quantities of GHG emissions. However, by expanding service in order to boost ridership, the STM adds to its own GHG emissions. Although this is an unavoidable situation, we are stepping up our efforts to cut emissions from our vehicles and improve the energy efficiency of our buildings. This will enable us to reduce our GHG emissions, resource consumption and operating costs.



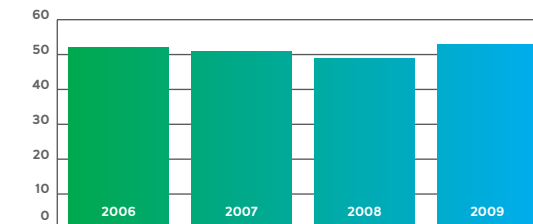
The hybrid-bus pilot project concluded in March. This technology enables us to cut GHG emissions by approximately 30%.

2009 highlights

- Initiatives to decrease our buildings' energy consumption continued. We have targeted a 10% reduction by 2011 compared with 2006 for buildings undergoing modernization of their heating, ventilation and air-conditioning systems.
- Using biodiesel allowed us to reduce our GHG emissions by 4,560 t CO₂ eq., for a cumulative reduction of over 8,200 t since 2007, the year we added biodiesel to our fuel supply.
- We maintained the proportion of renewable energy we use. In 2009, 36% of the energy consumed by the STM came from renewables, compared with 38% in 2008. The 2% decline is the result of increased fuel consumption associated with the 7% growth in bus service.
- GHG emissions rose by 7%, or about 10,000 t CO₂ eq., due to the expansion in bus service. Emissions per passenger-kilometre were up 8%, as ridership remained stable in spite of the overall increase in service.

- We acquired 22 articulated buses, which reduce GHG emissions per passenger-kilometre because they carry more passengers.
- We initiated a small-scale pilot project involving smaller electric buses. Recharging these buses, using a process that involves a succession of rapid charges, could be an attractive solution from an energy efficiency perspective. This project is part of our ongoing efforts to acquire only zero-emission buses after 2025.
- When we refurbished the Tour GR major overhauls building, which houses administrative offices, we put in a central air supply, heat exchangers and an automated central-control system. The result: estimated savings of about 128,500 m³ of natural gas per year.

DIRECT GHG EMISSIONS PER PASSENGER-KILOMETRE (g CO₂ eq.)



INDICATORS	2006	2007	2008	2009	CHANGE		TARGET		GRI INDICATORS
					2008-2009 (%)	2006-2009 (%)	VALUE	HORIZON	
Reduction in GHG emissions through the use of biodiesel (t CO ₂ eq.)	N/A	100	3,574	4,560	28	N/A			EN18-LT5
Percentage of energy consumed from renewable sources (%)	34	36	38	36	-2	1			EN3-LT4
Hybrid buses (number)	0	0	8	8	0	N/A			EN18-LT3
Articulated buses (number)	0	0	0	22	N/A	N/A			EN18-LT3
Total direct GHG emissions (t CO ₂ eq.)	146,918	145,542	146,509	156,660	7	7			EN16

OBJECTIVE 7

Practise sustainable procurement

Because it is a major contractor and consumer of goods and services, the STM is concerned with the environmental and social impacts of its acquisitions. By incorporating sustainable development criteria into our calls for tenders, we minimize the negative impacts of our activities and encourage suppliers to adopt responsible practices.

2009 highlights

- We continued to work towards the adoption of a sustainable procurement policy, which was originally scheduled for December 2009. Preliminary versions of three documents were in the approval process at year-end.

For suppliers

- A guide to be included in tender documents, explaining the STM's sustainable procurement requirements.

For buyers and contract administrators

- A guide to sustainable procurement best practices, which will be of help in incorporating certain sustainability clauses in calls for tenders.
- A bank of standard clauses, containing clauses already included in some of the STM's tender calls and clauses drawn from various tender calls elsewhere in Québec and Canada.

- Our first awareness activity, bringing together some 30 employees, was held to support successful implementation of the sustainable procurement policy. Others will be offered at policy rollout time. In addition, a group of employees in charge of procurement set up a green committee that organizes small-scale communication and awareness activities using a humorous approach.

For the future

- Meet with key suppliers to discuss the sustainable procurement policy
- Have the sustainable procurement policy approved by the STM's senior executives
- Define sustainable procurement performance indicators
- Disseminate the policy to all suppliers, buyers and contract administrators

SHARING WITH OTHER MAJOR CONTRACTORS AND CONSUMERS OF GOODS AND SERVICES

Once again this year, the STM took part in the working sessions of the Espace québécois de concertation sur les pratiques d'approvisionnement responsable. This group of around 20 companies and public organizations shares information on sustainable procurement best practices.



Espace québécois de concertation sur les
pratiques d'approvisionnement responsable

OBJECTIVE 8

Plan, design and carry out projects while taking their environmental, social and economic impacts into account

In fulfilling its mission, the STM carries out large-scale projects to improve service and to maintain and upgrade its built and technological assets. It is also concerned with mitigating the environmental and social impacts of its projects and enhancing the positive spinoffs. That is why its projects undergo the many stages of a portfolio management process, in which sustainable development is increasingly becoming an integral part.

Located at the Place-des-Arts metro station, the painted glass mural *Histoire de la musique à Montréal*, by Frédéric Back, was restored as part of phase II of the Réno-Stations program. The new, high-efficiency lighting system now operates only during metro hours to better preserve the work and save energy. Inaugurated in 1967, the work was dismantled and cleaned. The restored mural was unveiled on September 24 in a ceremony attended by Mr. Back.



2009 highlights

- We began implementing actions that will incorporate sustainable development criteria into project portfolio management by the time the Sustainable Development Action Plan ends in 2011.
- We reviewed most of the projects that have already cleared certain stages, to ensure that the relevant aspects of sustainable development are included in project documentation for more informed decision making. As this exercise proceeds, we will determine which sustainable development criteria are relevant to the decision-making process. We will then be able to start gauging the results of our efforts.
- On average, the STM carries out more than a hundred projects, of all sizes, every year. The two tables presented on the following pages illustrate how sustainable development is integrated into our projects. The first shows the aspects of sustainable development that are generally incorporated into decision-making support documents, for different types of projects. The second describes the sustainable development measures implemented in 2009 as part of four major projects.

For the future

- By 2011, choose the sustainable development criteria for each decision-making stage in the project portfolio management process
- By 2011, develop a project assessment method based on sustainable development

CUSTOMIZED TRAINING

Our first step towards evaluating projects in terms of sustainable development was to offer a number of project engineers and managers customized training, developed by Université de Sherbrooke, in various methods of factoring sustainable development into project planning and design. This initiative not only familiarized them with the principles of sustainable development, but also began the process of building expertise that will prove useful in integrating sustainability criteria at all stages of a project.

OBJECTIVE 8

(cont'd)

Aspects of sustainable development for different types of projects

Type of project	Main aspects of sustainable development included in documents used for decision making
Construction or refurbishment of bus terminals	In addition to the goal of improving public transit service, the following aspects are systematically taken into consideration in our projects: <ul style="list-style-type: none"> ► Energy consumption (terminal and building lighting) ► Low-flow water systems (toilets, drinking fountains) ► Use of recycled materials ► Landscaping to counter the effects of urban heat islands
Partial refurbishment of metro stations or buildings	<ul style="list-style-type: none"> ► Preservation of architectural heritage ► Recovery of recyclable materials ► Improved energy efficiency
Replacement of service vehicles	► Choice of models compatible with the functions to be performed and offering the greatest fuel efficiency
Maintenance, replacement or refurbishment of electrical systems (cabling, lighting, public address and fire alarm systems, etc.)	<ul style="list-style-type: none"> ► Management and elimination of polychlorinated biphenyls (PCBs) ► Recovery and responsible disposal of electronic components ► Use of more easily recycled new components
Replacement of mechanical equipment	<ul style="list-style-type: none"> ► Recovery of recyclable and reusable materials ► Prevention of petroleum product spills
Replacement of hydraulic jacks	<ul style="list-style-type: none"> ► Recovery of recyclable materials ► Careful management of petroleum products and other hazardous materials ► Soil and groundwater characterization and appropriate treatment

Aspects of sustainable development for four major projects

Name and nature of project	Measures incorporating sustainable development
RÉNO-SYSTÈMES PROGRAM PHASES I AND II Implementation: 2001–2011 Jobs created or sustained: 6,119 person/years The Réno-Systèmes maintenance program is designed to ensure the reliability, maintainability, availability and safety of stationary metro equipment and consequently of the network as a whole.	2009 HIGHLIGHTS <ul style="list-style-type: none"> ► We installed high-efficiency ballasts ► 25 escalators equipped with speed monitoring systems began operation ► High-efficiency motors were installed on the escalators ► Elevators and motorized butterfly doors went into service at Lionel-Groulx, Berri-UQAM and Bonaventure stations ► Installation of elevators and motorized butterfly doors is under way at Côte-Vertu and Henri-Bourassa stations ► New public address systems were installed at nine stations ► Seven stations were equipped with display screens ► We put in 28 emergency assistance telephones



OBJECTIVE 8

(cont'd)

Aspects of sustainable development for four major projects

Name and nature of project	Measures incorporating sustainable development
RÉNO-STATIONS PROGRAM PHASE II Cost: \$75.6 million Implementation: 2005–2010 Jobs created or sustained: 835 person/years The Réno-Stations metro station renovation program involves maintaining the integrity of buildings and improving accessibility and customers' sense of security.	2009 HIGHLIGHTS <ul style="list-style-type: none"> ► We defined the specifications for more energy-efficient and sustainable lighting components (completed at five stations) ► We optimized procedures for the recovery, recycling and disposal of fluorescent tubes, HID (high-intensity discharge) lightbulbs and ballasts ► Universal accessibility: warning tiles for people with visual limitations were installed (completed at 25 stations) ► Universal accessibility: yellow signalling strips were installed on stairs (completed at 15 stations) ► We finished restoring an artwork at one station. Restoration of artworks is under way at three other stations
NEW TRANSPORTATION CENTRE Cost: \$160 million Feasibility study phase: 2008–2009 Construction: 2010–2012 A transportation centre is being built to accommodate new regular and articulated buses, needed to handle expanded service.	2009 HIGHLIGHTS <p>As a result of the feasibility study conducted in 2008 and 2009, various aspects of sustainable development were incorporated into the project, including:</p> <ul style="list-style-type: none"> ► Construction of a LEED-certified building ► Exterior design allowing a 1.3-tonne increase in carbon absorption per year ► Holding basin: the soil will absorb some of the runoff water, thereby reducing water treatment costs for the municipality ► Green roof: increased energy efficiency and reduced urban heat island effect ► Management of demolition and construction waste ► Recycling of bus wash and rinse water ► Planned construction of a building that complies with the concept of universal accessibility in accordance with STM standards ► Provision of reserved parking spaces for Communauto members ► Provision of bicycle parking spaces for citizens and STM employees ► Expansion of bus service for Saint-Laurent borough ► Planting of vegetation to provide separation from residential area ► Site decontamination
OPERATIONAL SUPPORT AND CLIENT INFORMATION SYSTEM (SAEIC) Cost: \$200 million Feasibility study phase: 2008–2009 Implementation: 2010–2014 This project follows through on Objective 1 of the Sustainable Development Action Plan by setting up a system to inform users, continuously and in real time, of the exact time a bus will arrive at a stop, and of any disruptions and available alternatives.	2009 HIGHLIGHTS <p>As a result of the feasibility study conducted in 2008 and 2009, various aspects of sustainable development were incorporated into the project, including:</p> <ul style="list-style-type: none"> ► Universal accessibility: an on-board system announcing the next stop and informing bus passengers of any disruptions and available alternatives, through visual and audible messages ► Screens displaying bus wait times, disruptions and available options at selected bus stops, terminals and metro entrances. ► Real-time posting of bus arrival times on the different electronic media available to provide customer information.

OBJECTIVE 9

Aim for recognition of the STM as an employer of choice, both by its employees and by job seekers

Sustainable development encompasses fair and responsible management of human capital. To be sustainable, a company must be able to rely on motivated, competent employees who adhere to its values. It is also becoming increasingly important, especially for young people, to work for an employer that addresses sustainable development issues.



The STM launched a customer awareness campaign, *Le respect rapproche*, in 2009.

2009 highlights

- A new department, in charge of diversity and respect for people, was established to: 1. facilitate workplace adaptation to diversity, and recognition and understanding of differences, by creating inclusive, harmonious work environments that are free of all discrimination; 2. ensure employees' professional and personal well-being. In May, it hosted its first forum on the issue of workplace integration of employees from ethnic and cultural communities and visible minorities; the event attracted more than 40 companies (private and public) and organizations.
- We took part in a number of job fairs targeting a wide variety of audiences, including young people, Aboriginals and people with functional limitations. These events are opportunities for the STM to publicize its values and its commitment to sustainable development. A major recruiting campaign featuring a youthful, dynamic style was kicked off in 2009.

BUS DRIVER SAFETY

The STM and the bus drivers' union launched the Sécüribus training program. This one-day session is intended to provide drivers with various tools for defusing the difficult situations that can sometimes arise with customers. As a training aid, a video presenting different scenarios based on actual situations was shot in cooperation with 10 drivers. A standing committee is in charge of keeping the program up to date, in particular by developing a second phase. All drivers should have taken the training by the end of 2010.

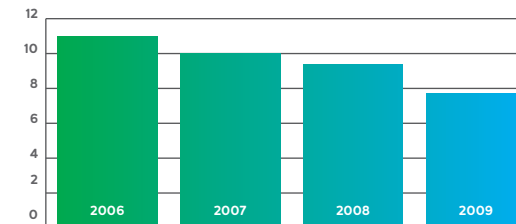
OBJECTIVE 9

(cont'd)

- We established committees to represent employees on an equal footing with management in the development and implementation of major projects. Various committees worked on shift reorganization, process review and other topics. One committee, for example, set up a training program for foremen in the bus maintenance division. By reviewing their role, providing them with appropriate support and relieving them of certain administrative duties, this program will give foremen a better presence with employees—a key factor in ensuring motivation.
- The work-related accident frequency fell 18% from the previous year as a result of various workplace health and safety initiatives. A stationary-equipment maintenance team was presented with the workplace health and safety innovation award for the Montréal region by the Commission de la santé et de la sécurité du travail. The team reconfigured the trailer railcars used to transport equipment needed for metro track maintenance, thereby improving the safety of the employees who perform this work.

- Our employees show a tremendous ability to rally around various initiatives, as evidenced by their involvement in numerous partnerships and corporate, philanthropic and other activities. They participated, in large numbers, in major events such as the open houses held to celebrate the inauguration of the expanded transportation centre or the newly built Legendre bus body shop. The STM recognizes the different types of involvement by its employees, including social and humanitarian causes, by holding thirty or so events every year to acknowledge the value of this participation.

WORK-RELATED ACCIDENT FREQUENCY



INDICATORS	2006	2007	2008	2009	CHANGE		TARGET		GRI INDICATORS
					2008-2009 (%)	2006-2009 (%)	VALUE	HORIZON	
Total workforce	7,932	7,996	8,398	8,603	2	8			LA1
Permanent workforce	7,495	7,606	8,036	8,247	3	10			
Temporary workforce	437	390	362	356	-9	-25			
Percentage of women in the workforce (%)	22	23	23	23	0	1	31		LA13
Percentage of visible and ethnic minorities (%)	12	14	16	17	1	5	10		LA13
Average length of employment (years)	13.7	13.3	12.4	11.4	-1 year	-2.3 years			LA2
Work-related accident frequency	11.0	10.0	9.4	7.7	-18	-30			LA7

OBJECTIVE 10

Increase employee awareness of sustainable development

The success of our sustainable development approach depends largely on how well we mobilize our employees around the question of sustainable development, how familiar they are with the related issues and how they factor it into their own work.



To inaugurate the Legendre transportation centre and bus body shop, we held an open house for employees, pensioners and their families, followed by one for the general public. Thanks to the contribution of some 200 employees, more than 4,000 people had a chance to discover the environmentally friendly features of these buildings and learn more about the activities that go on there.

2009 highlights

- The Director General met with nearly 2,000 employees over the year. On each of these occasions, he reiterated the STM's commitment to sustainable development and reported on the company's main activities and accomplishments. He also invited each of our managers to make concrete sustainable development measures an integral part of their performance contracts.
- Numerous fundraising activities organized by volunteer employees and pensioners, with logistical support from the STM, provided community support. All our units, from head office to the different transportation centres, played a part. The annual distribution of Christmas baskets, made possible by donations gathered from metro customers and employee contributions, once again offered a way for each transportation centre to work with a local organization.
- The company newsletter spotlighted more than 30 employee initiatives in support of environmental or social causes.
- New employees were sensitized to the importance of sustainable development.

- For the second consecutive year, the STM was ranked first out of 290 companies that encouraged their employees to participate in the Défi Climat challenge. In all, around 25% of our employees took part. As a result of a peer coaching program deployed in our transportation centres, over 70% of drivers made a commitment to take actions in support of the environment.

INVOLVEMENT REWARDED

The green committee known as PAPE (*for Petites actions pour l'environnement*, or small acts for the environment) is an initiative created in 2006 by a group of employees with strong environmental convictions.

PAPE promotes more environment-friendly, accessible, simple daily practices, applicable both at work and at home. It also carries out small-scale projects, in keeping with the 4R principles, that can then be extended to the whole company. The PAPE committee has become the inspiration behind the formation of other green committees in the company.

In November 2009, it was presented with a Distinguished Service Award by the Canadian Urban Transit Association in recognition of its leadership and its activities to raise awareness and improve the work environment.

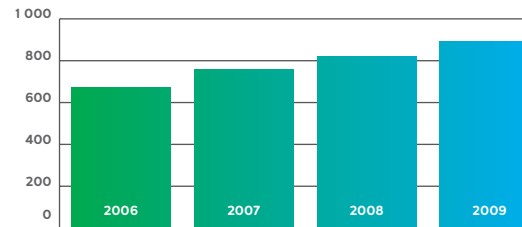
OBJECTIVE 10

(cont'd)

For the future

- Establish a sustainable development training and awareness program

DONATIONS DISTRIBUTED BY EMPLOYEES (\$K)



Recognition, by various organizations, of STM employees' commitment to sustainable development

Recipient	Award	Source
PAPE (Petites actions pour l'environnement)	Distinguished Service Award in recognition of its leadership and its activities to raise awareness and improve the work environment	Canadian Urban Transit Association (CUTA)
Pierre Raby, driver	Employee Award of Excellence for workplace health and safety for his proactive role and his involvement in instituting various measures to ensure the safety of bus drivers, metro operators and ticket booth personnel	Canadian Union of Public Employees (CUPE)
Alain Beaudry, training officer, bus network	Outstanding Achievement or Support for Public Transit Award, for training drivers in green driving, for his appointment as a trainer of French-speaking trainers at CUTA and for his contribution to promoting green driving in various forums	Canadian Urban Transit Association (CUTA)
Jacques Couture and Yves Lafrance, training officers	Outstanding Achievement or Support for Public Transit Award, for developing training material for engine diagnostics and repairs. The training course has been picked up by the Réseau de transport de Longueuil and cited as an example by engine manufacturer Cummins, and its handling of the catalytic exhaust system attracted interest from an engineering researcher	Canadian Urban Transit Association (CUTA)

OBJECTIVE 11

Position the STM as a responsible, committed company

In addition to offering all its customers an opportunity to take action in support of the environment and help improve quality of life in Montréal, the STM is concerned with informing its stakeholders about the ways in which it carries out its mission in accordance with the principles of sustainable development.



The branding campaign proposes a joint commitment by the STM and its customers.

2009 highlights

- We launched a branding campaign that proposes a joint environmental commitment by the STM and its customers. The company (in blue) undertakes to keep on improving its service and taking daily actions in support of the environment. It also invites citizens (in yellow) to take action in support of the environment by opting for public transit. Together, they form green, which represents environmental quality.
- The campaign was very well received by the general public, according to surveys, which found that:
 - for 83% of people, it added to the perception that using public transit is a positive gesture in support of the environment
 - for 86% of respondents, it gave the sense that the STM cares about the environment
 - for 75% of occasional customers and 50% of non-customers, it encouraged them to use public transit
- We launched a Web site, www.mouvementcollectif.org, which forms an integral part of the campaign. It presents the improvements in service and green actions taken by the STM, and allows Internet users to comment on its content.
- Customer satisfaction with service was 86%, versus 82% last year. Customer satisfaction with service was 86%, versus 82% last year.

- The Chairman of the Board of Directors and the Director General gave a number of speeches to representatives of the business community and various associations in order to promote public transit as a solution of the future. In addition, executives and managers were invited to speak on many occasions and to various forums about the STM's progress in the area of sustainable development.

For the future

- Maintain branding campaign promoting public transit as a sustainable mode of transport
- Step up sustainable development communication efforts and dialogue with stakeholders

INTERNATIONAL DISTINCTION FOR THE METRO

According to the 2009 edition of Imperial College of London's benchmarking study of 27 subway systems around the world, the Montréal metro stands out in several respects:

- first in terms of workforce productivity
- carbon footprint among the smallest
- good rate of reliability, though among the world's oldest subway systems
- fares among the lowest in the world

However, the Montréal metro must continue its efforts to:

- boost commercial revenue
- increase employee training



OBJECTIVE 11

(cont'd)



Sustainable development and related distinctions received by the STM in 2009

Program or project	Distinction	Source
Expansion of the Legendre transportation centre and construction of the new Legendre bus body shop	Award of Excellence in the Green Building Category for the potential for reducing urban heat islands and the integration of a sustainable, efficient, aesthetically pleasing steel structure	Canadian Institute of Steel Construction
<i>Public Transit Service Improvement Program (PASTEC)</i>	Innovation Award for strategic market development, which led to a remarkable increase in service	Canadian Urban Transit Association
<i>Public Transit Service Improvement Program (PASTEC)</i>	Distinction award for major projects and their structuring effect on Québec society	Association québécoise du transport et des routes
Branding campaign	Outstanding achievement award	Association du transport urbain du Québec
Green driving program	Exceptional Performance / Outstanding Achievement Award for the number of drivers trained, fuel savings and reduction in GHG emissions	Canadian Urban Transit Association
Maintenance of stationary metro equipment	Workplace health and safety innovation award for the reconfiguration of trailer railcars used to transport equipment needed for metro track maintenance	CSST, Montréal region
Family Outings Program	Recognition for this fare privilege program allowing up to five children under the age of 12 to travel for free with an adult holding a valid ticket on weekends and holidays	Réseau Pour un Québec famille
Cultural outings planner	Grand Prix, interactive marketing category	<i>Infopresse's</i> Concours Boomerang
Hybrid-bus project (jointly with the Société de transport de l'Outaouais)	Mention at the Énergia gala	Association québécoise pour la maîtrise de l'énergie

OBJECTIVE 12

Work in partnership with others to demonstrate the environmental, social and economic contribution of public transit and create strategic alliances

To fulfil its mission, the STM works with many different partners. By combining its efforts with those of other stakeholders, it increases the pace of change towards sustainable development.



The STM's stand made of bus seats and other recycled materials, at the Salon national de l'environnement 2009.

2009 highlights

► We contributed to the advancement of sound sustainable development practices, in our capacity as a member of various associations such as the International Association of Public Transport, Canadian Urban Transit Association and Association du transport urbain du Québec. The STM also pays close attention to the sustainability efforts of the Conseil patronal de l'environnement du Québec and the American Public Transport Association.

► For example, the Association du transport urbain du Québec completed its study of the [contribution of public transit corporations to the sustainable development of cities in Quebec](#) (in French only), with the cooperation of its nine members, including the STM. In addition, the association's sustainable development committee launched an initiative to support all its members in their sustainable development approaches. To achieve this, it was agreed that the STM's structure of three focus areas and 12 strategic objectives would provide the inspiration for an eventual collaborative program.

► We were involved in a number of projects with the scientific committee of Centre National du Transport Avancé, the bus committee of the International Association of Public Transport, various committees of the Association du transport urbain du Québec, federal and provincial government departments and other partners.

► We partnered with more than 40 environmental events and organizations in an effort to promote greater use of public transit and increase citizens' environmental awareness. A survey showed that 86% of event participants found the STM's presence relevant. The Info STM page in the *Metro Montréal* newspaper provided a forum for environmental initiatives in Montréal, including the annual springtime clean-up of Mont-Royal organized by Les amis de la montagne, Équiterre's Transportation Cocktail contest and Earth Day.

► We were the lead partner in the Salon national de l'environnement. The STM unveiled its stand made of recycled materials (bus seats, support poles), modelled after the Funambus, an old bus that has been modified for use promoting the company's environmental actions.

► In a first for us, we kept the metro running all night long for the event *Nuit blanche*. More than 20,000 night owls

took advantage of the service between 2 and 5 a.m. during this annual event.

► Adding to last year's DUO auto + bus program, we launched the Bixi-Bus and Tandem Vélo-STM packages to promote modes of transportation that complement public transit. Under these programs, the STM offers Bixi, Vélo Québec and Communauto subscribers preferential rates.

For the future

► Keep up our association memberships and sign the International Association of Public Transport's Charter on Sustainable Development, to which we gave our commitment in 2005

► Increase awareness by the corporate and business community of the advantages of public transit

► Pursue involvement in business partnerships

THANK YOU FOR CHOOSING PUBLIC TRANSIT

In 2009, the STM issued an invitation to merchants to become part of Society in Motion. They can show their support for the use of public transit by displaying stickers with the message *Merci de choisir le transport collectif* (Thank you for choosing public transit) in their windows, and by posting a trip calculator—a tool offered by the STM—on their Web site to facilitate access to their business by public transit.



THE FOLLOWING PUBLICATIONS ARE AVAILABLE ON OUR WEB SITE

[Table of Sustainable Development Indicators 2009](#)

[Sustainable Development – Highlights 2009](#)

[Bilan environnemental 2008 \(in French only\)](#)

[Plan d'affaires 2007-2011 \(in French only\)](#)

[Activity Report 2009](#)

[Financial Report 2009](#)

OTHER PUBLICATIONS TO BE CONSULTED

[Montréal's Transportation Plan](#)

[Montréal's First Strategic Plan for Sustainable Development \(abridged version in English, entire document in French only\)](#)

© Société de transport de Montréal

Division Développement durable,
direction principale Planification stratégique

For any comments or suggestions, please contact:

dd@stm.info

To obtain a printed copy of the highlights:

514 280-5648

affaires.publiques@stm.info

Legal deposit

Bibliothèque et Archives nationales du Québec, 2010

Ce rapport est disponible en français.

[BACK TO TABLE OF CONTENTS](#)

