



SUSTAINABLE DEVELOPMENT REPORT 2010

Last update: October 2011

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**Michel Labrecque**

Chairman of the Board of Directors

**Yves Devin**

Chief Executive Officer

MESSAGE FROM THE CHAIRMAN OF THE BOARD OF DIRECTORS AND THE CHIEF EXECUTIVE OFFICER

The Société de transport de Montréal plays a vital role in Montréal's sustainable development. Since 2007, the STM has followed an approach that allows us to make an even greater contribution to sustainable development and to measure our performance in this regard. It therefore gives us great pleasure to publish our third Sustainable Development Report, for the year ended December 31, 2010.

We must first note that, in Québec, ground transportation – and automobiles in particular – accounts for more greenhouse gas (GHG) emissions than any other sector. In the wake of the Copenhagen Conference, where all parties recognized the urgency of taking action, the Québec government pledged to reduce GHG emissions by 20% by 2020, relative to the 1990 level. Ville de Montréal also made a commitment, in its Montréal Community Sustainable Development Plan 2010–2015, to reduce emissions by 30% by 2020, once again compared with 1990. The STM itself, which provides over 80% of trips by public transit in the greater Montréal area, plays a major role in reaching these targets by avoiding large quantities of GHG emissions.

Once again this year, the STM continued its efforts to limit GHG emissions generated by its own activities. Through various initiatives, we avoided 4,275 tonnes in GHG emissions and reduced our annual consumption of fossil fuel by 1.7 million litres.

It is also noteworthy that public transit generates substantial economic activity for Québec. According to a recent study by the Board of Trade of Metropolitan Montreal, public transit agencies injected \$1.8 billion into the regional economy through their activities last year. This expenditure created added value worth \$1.1 billion for the Québec economy and sustained 14,110 jobs.

MESSAGE FROM THE CHAIRMAN OF THE BOARD OF DIRECTORS AND THE CHIEF EXECUTIVE OFFICER (cont'd)

In terms of acquisitions of goods and services, the STM's activities amounted to \$740 million, which sustained nearly 3,900 jobs among our suppliers. If we include the company's own workforce, close to 13,000 direct and indirect jobs are linked to the STM's operations and projects.

The STM published its first corporate policy on sustainable development in 2010, and can rightly describe itself as a committed corporate citizen. In September, the company became a full signatory of the Sustainable Development Charter of the International Association of Public Transport, confirming the central role played by sustainable development in its strategic planning. The necessary mechanisms are also now in place to maintain a dialogue with our stakeholders and inform them about our sustainability performance. In addition, the STM's positioning as a responsible, committed

company earned it a number of distinctions, including the prestigious MetroRail Special Merit Award for Commitment to the Environment. This honour acknowledged the company's leadership in sustainable development and its strategy for obtaining recognition of the use of public transit as a significant gesture in support of the environment.

During the year, we continued to develop our Strategic Plan 2020, which includes the ambitious goal of increasing service to 540 million annual trips within 10 years. This target entails a 5% modal transfer from automobiles to public transit – a 40% increase over current ridership. The effect would be 780,000 tonnes in net GHG emissions avoided and a reduction in traffic on Montréal's road network. To achieve this target, the STM's plan calls for the surface network to become fully electric by 2025, among other measures.

In order to carry out these projects, the STM must be able to count on financing commensurate with its ambitions: dedicated, indexed and recurring. The environmental, social and economic spinoffs generated by the company's operations and projects are sufficiently important to justify its investments. This is demonstrated, moreover, by the Québec government and Ville de Montréal's decisions to earmark the majority of the new gasoline and parking taxes for the development of public transit and to establish park-and-ride facilities to promote and increase its use.

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.

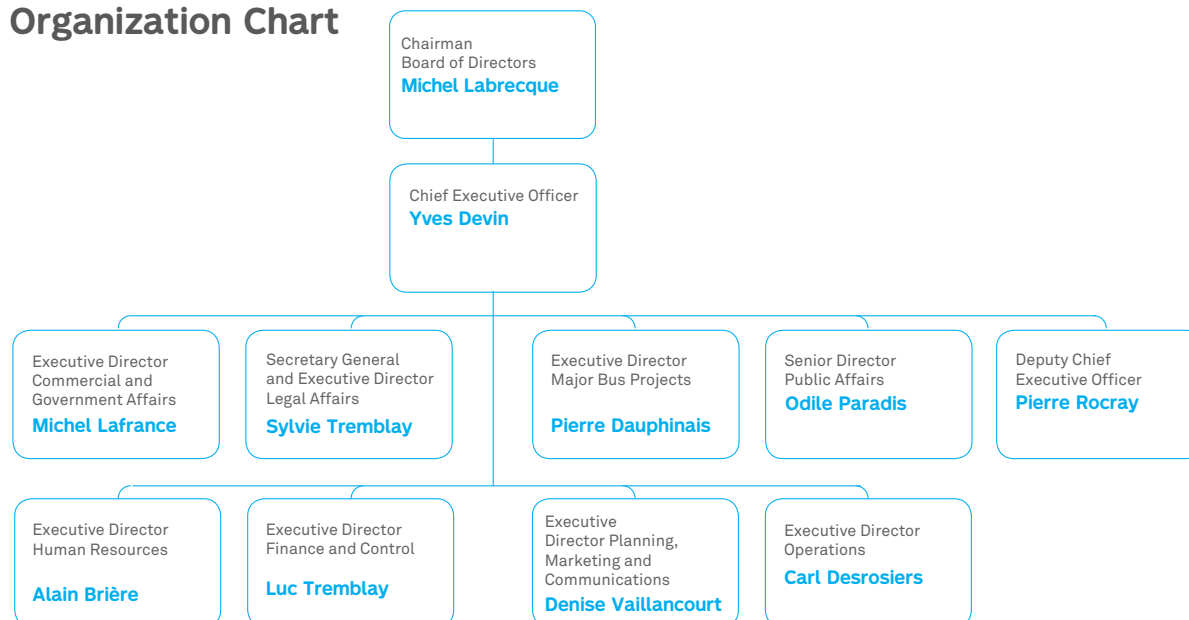
Board of Directors

The STM's Board of Directors is made up of nine members. Acting through its agglomeration council, Ville de Montréal appoints seven members 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 representative of public transit users and one representative of users of paratransit, that is, transit for people with functional limitations. The Chairman of the Board plays an active role in the company's day-to-day operations.

The Board's membership reflects the values of diversity and plurality advocated by the STM: it consists of four women and five men, three of whom are members of cultural communities.

Board meetings are public; they are webcast, and the public and interested parties may participate.

Organization Chart



ABOUT THE STM

The 14th-largest company in Québec, the STM has a workforce of more than 8,980 employees, over half of whom are in direct contact with customers, to provide approximately 1.1 million trips per day. To achieve this, the company owns, manages and develops a bus and metro network throughout the island of Montréal. In addition, it supplies paratransit service to people with functional limitations. It also offers public transit service by taxi in areas where demand is insufficient to warrant bus service.

The STM operates a fleet of 1,705 buses. The bus network covers the island of Montréal, or nearly 500 km². It comprises 209 lines, 156 of which are wheelchair-accessible and 20 of which are dedicated to night service. In addition, 101.4 km of reserved lanes facilitate rapid transit. In 2010, service provided on the bus network amounted to more than 81 million kilometres.

The metro, which was inaugurated in 1966, is made up of four lines (71 km altogether) and 68 stations. Our fleet of rolling stock comprises 759 cars, which covered nearly 77 million kilometres in 2010.

The STM uses 86 minibuses for its paratransit service. It also calls upon the services of 16 taxi companies; 12 of these have conventional vehicles and the other 4 have accessible vehicles (160 accessible taxis). In 2010, more than 2.6 million trips were made, for an average of over 7,200 trips per day.

Outstanding Public Transportation System Award

In recognition of its outstanding efficiency and effectiveness, the STM was chosen by the American Public Transportation Association (APTA) as the best public transportation system in its category in North America in 2010, out of more than 1,500 eligible transportation systems. This high honour reflects on all our employees, as the company was quick to note. The APTA awards are among the most prestigious in the field of public transit.



Full signatory of the UITP Sustainable Development Charter

In September 2010, the STM became a full signatory of the Sustainable Development Charter of the International Association of Public Transport (UITP), largely on the strength of its structured approach and the adoption of its sustainable development policy.

MetroRail winner

The STM's positioning as a responsible, committed company earned it a number of other distinctions in 2010, including the prestigious MetroRail Special Merit Award for Commitment to the Environment. It received this honour for its leadership in sustainable development and its strategy for obtaining recognition of the use of public transit as a significant gesture in support of the environment. The company was up against 70 metro systems in 40 countries. The other finalists were Calgary Transit, Delhi Metro Rail Corporation, Seoul Metro, Singapore Mass Rapid Transit and Warsaw Metro.

ABOUT THIS REPORT

The *Sustainable Development Report 2010* continues from the 2008 and 2009 reports. It covers the issues and impacts associated with STM activities carried out between January 1 and December 31, 2010. During that period, no significant change occurred in the company's size, structure or capital. The report describes:

- Our actions in terms of environmental protection, social responsibility and economic spinoffs, relative to our *Plan d'affaires 2007–2011* (business plan), whose central theme is making sustainable development an integral part of our practices.
- Progress made on the *Sustainable Development Action Plan 2007–2011*, which translates the principal 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, and a table of all the indicators is also available on the STM Web site.

The *Sustainable Development Report* comprises two main sections. The first presents a summary of the information and the second, a description of the actions associated with each of the 12 objectives that come under the three focus areas laid out in the *Sustainable Development Action Plan*.

Whenever the data are available, the progress of our performance relative to the indicators is shown for the years 2006 to 2010. Unless otherwise indicated, all the STM locations and areas of activity are covered.

In keeping with our environmental practices, we have chosen to publish the Sustainable Development Report in an electronic version only. Our Web site www.stm.info provides the complete list of sustainable development indicators and other documents available. In addition, a limited number of copies of a summary of the report's highlights are available in print form.

The STM brought out its *Sustainable Development Action Plan 2007–2011* in 2008, and presented its approach to integrating sustainable development into its day-to-day activities and its development projects. The *Sustainable Development Report 2008* thus acts as a reference document for readers wanting full details of the company's sustainable development practices and objectives.

Finally, the STM Strategic Plan for 2011–2020, which is currently being produced, is in the consultation stage. A summary and a video are available on the company's Web site. This Strategic Plan follows up on the 2007–2011 business plan and includes sustainable development as one of its stated priorities. Accordingly, the Sustainable Development Action Plan 2007–2011 will be updated in 2011.

Our references

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

SUSTAINABLE DEVELOPMENT POLICY

Establishing a sustainable development policy is a top priority among good sustainability practices. In the long term, this tool allows a company to support and manage the integration of sustainable development into all its activities and development projects. That is why adopting such a policy is the most important commitment a company can make.

The results presented in the STM's 2008 and 2009 sustainable development reports demonstrated to senior management, the Board of Directors and stakeholders that sustainable development is managed efficiently and effectively, in both our day-to-day activities and our development projects. Additionally, the STM's structured approach has led to the formulation of a sustainable development policy.

On May 5, 2010, the Board of Directors approved the STM Sustainable Development Corporate Policy (reproduced here). This policy outlines the principles and commitments related to the main sustainable development issues facing the company and includes an internal and external reporting obligation.



SUSTAINABLE DEVELOPMENT

CORPORATE POLICY

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

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

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

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

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

STAKEHOLDERS

At the STM, public transit is considered a vital component of sustainable development. On a daily basis, we and our customers together help make Montréal a city where people can breathe easier. As a committed company, the STM is increasingly seen by its stakeholders as a source of sustainability inspiration. Through our promotional and collaborative activities, we publicize the contribution that public transit makes to sustainable development. Our partnerships allow us to combine our efforts with those of our peers in order to bring about real change toward sustainable development.

Examples of interactions with stakeholders

➤ MEETING WITH SPOKESPEOPLE OF SOME 40 ORGANIZATIONS

In 2010, the STM hosted the Accessibilité universelle 2020 forum, where we met with the spokespeople of some 40 organizations representing women, senior citizens and people with motor, visual, intellectual and hearing limitations. These representatives were able to express their views on such topics as bus and metro networks, customer information and customer service, training and recruitment. For the company, this consultation constituted a first step in drawing up its 10-year action plan covering universal accessibility of public transit.

➤ In fall 2010, Ville de Montréal adopted the Montréal Community Sustainable Development Plan 2010–2015. The second plan of its kind, it contains nine objectives supported by 37 actions and calls for the cooperation of more than 180 partners. The STM is a major partner in this endeavour and is involved in carrying out 13 actions associated with four of the nine objectives.

➤ CONSULTATION WITH SOCIAL, DISCUSSION AND CUSTOMER GROUPS, AND VISIBLE MINORITIES

As part of a study of a bus shelter prototype, the STM consulted with various social groups, discussion groups, customer groups and groups of visible minorities with a view to determining ways to improve the design.

The company also began drafting its next Sustainable Development Action Plan for 2011–2020. This process included consulting internal stakeholders specifically about sustainable development.

➤ COOPERATION WITH THE TAXI INDUSTRY

In 2010, the STM presented a brief on the Montréal taxi industry and its essential role in the public transit mix at the public consultation on the taxi industry in Montréal held by the Commission du conseil municipal sur le transport, la gestion des infrastructures et l'environnement and the Commission d'agglomération sur l'environnement, le transport et les infrastructures. Taxi companies are the STM's most important partners in providing customer service. This partnership allows us to tailor the service we offer to customers with specific needs and in areas where either demand or the urban network is not conducive to establishing regular bus service.

➤ INVOLVEMENT IN QUÉBEC GOVERNMENT EFFORTS

In connection with pre-budget consultations for 2010–2011 held by Québec's Ministère des Finances, the STM was invited to submit proposals regarding funding for public transit in the greater Montréal area. The brief we filed covered the strategic roles played by the company and by public transit in the province's economic recovery and growth, as well as in reducing greenhouse gas (GHG) emissions. It also takes into account the Québec government's commitment, made at the Copenhagen Conference in 2009, to the effort to combat climate change, namely a 20% reduction in GHG emissions generated within the province by 2020, compared with 1990.

➤ RTL–STM FARE AGREEMENT

Following a financial review, the STM announced in June 2010 that it had reached an agreement with the Réseau de transport de Longueuil (RTL) for the Longueuil–Université-de-Sherbrooke station. The object of the agreement is to harmonize metro rates for off-island stations by 2012.







STAKEHOLDERS (cont'd)

Stakeholder	Examples of objectives	Examples of means
General public and customers	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/en. ➤ Customer satisfaction survey. ➤ Public meetings of the Board of Directors. ➤ Transportation studies, with community consultation, on the development of new bus routes and new services. ➤ Presence on Twitter and Facebook. ➤ Improvements to AUTOBUS telephone system
Associations representing customers with functional limitations	Take recommendations into account in projects and implement measures	<ul style="list-style-type: none"> ➤ Meetings by statutory committees with various associations to determine the needs of people with functional limitations.
Employees	Increase employee awareness of sustainable development. Ensure employee mobilization. Involve employees in the continuous-improvement process. Track changes in satisfaction based on actions taken	<ul style="list-style-type: none"> ➤ Meetings between the Chief Executive Officer and employees ➤ Meetings between managers and employees ➤ Driver discussion groups on the problem of assaults ➤ Support for environmental and social initiatives by employees ➤ Opinion surveys on various initiatives
Ville de Montréal	Understand mutual needs in terms of service and infrastructure development	<ul style="list-style-type: none"> ➤ Meetings by the Chief Executive Officer or Chairman of the Board 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
Government	Ensure that our projects are funded and carried out in accordance with the Québec Public Transit Policy. Position public transit as a solution for sustainable urban development	<ul style="list-style-type: none"> ➤ Meetings with different government departments ➤ Presentation of briefs at public consultations on partnership with the taxi industry and on funding for public transit
Associations and business community	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	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	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	Promote sustainable transportation. Help sector-based associations advance	<ul style="list-style-type: none"> ➤ Partnering with 77 events: 21 high-traffic events, 17 environmental events and 39 "grass-roots" events ➤ Participation in sustainable development committees of different sector-based associations (transportation, business community, etc.)
Non-profit sector	Increase support	<ul style="list-style-type: none"> ➤ Employee fundraising activities ➤ Support for employees' philanthropic initiatives

PART 1

Summary of Actions Associated with the
Sustainable Development Action Plan
2007–2011

Area 1 – Sustainable Mobility

Objective	Why is it important?	Action plan and progress made		2010 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>► Annual trips (bus and metro combined) rose 1.5%, to a total of 389 million. Correspondingly, some 510,000 tonnes of GHG emissions were avoided throughout the island of Montréal.</p> <p>► Public Transit Service Improvement Program: with one year to go, we have reached 87.5% of our objective. Since 2006, ridership has increased 7%, out of a target of 8% by 2011.</p> <p>► We launched the 10 Minutes Max network on our 31 busiest bus routes.</p> <p>► Phase I of the program to synchronize bus and commuter train schedules started up.</p> <p>► We introduced the 747 Express route, serving Montréal-Trudeau airport; more than 2,900 people, on average, are taking this bus every day.</p> <p>► Navette Or shuttles for seniors increased from 7 to 10.</p> <p>► Some 700 bicycle racks were added next to metro stations.</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		2010 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>	Establish an integrated universal accessibility policy and vision	✓	<p>► Paratransit use grew 10.1%, to a total of 2.7 million trips.</p> <p>► Transit-customer satisfaction climbed to 94%—a new high.</p> <p>► The STM is the only Québec transit corporation with a universal accessibility development plan (2007–2011) approved by the province's Ministère des Transports.</p> <p>► 90% (versus 79% in 2009) of our low-floor buses are now equipped with a front ramp, allowing a person in a wheelchair or with a stroller to board easily.</p> <p>► We hosted the Accessibilité universelle 2020 forum, where we met with the spokespeople of some 40 organizations to determine their needs and integrate them into our development projects.</p> <p>► Elevators were added at two metro stations; eight stations on the Orange line now have this equipment.</p>
		Draw up a universal accessibility development plan	✓	
		Continue expanding Navette Or service	➡	
3. Contribute to economic vitality at the local, regional and provincial levels page 26	<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>► We acquired goods and services worth \$740 million, 50% of which were goods and services produced in Quebec.</p> <p>► This procurement supported 3,838 jobs, bringing the total number of jobs sustained to more than 12,800.</p> <p>► We maintained our credit ratings with Standard & Poor's (A+) and Moody's (Aa2).</p>
		Maintain excellent credit ratings	➡	
		Measure economics spinoffs	➡	
4. Influence urban planning and management to better integrate public transit page 27	<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>► Our involvement in drawing up the Ville de Montréal urban development plan gave us an opportunity to highlight the benefits of public transit.</p> <p>► Bus lanes with preferential measures—priority traffic lights and reserved lanes—were expanded to 101 km.</p> <p>► We submitted a brief on the project to redevelop the Bonaventure Expressway, proposing preferential measures for buses.</p> <p>► With APTA, we conducted a safety audit on the plan to establish a reserved lane on Boulevard Pie-IX.</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	➡	

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⚡* Coming ⏸ Starting up ➡ Maintained ↗ Improved ↘ Slowed ✓ Completed













Area 2 – Sustainable Management

Objective	Why is it important?	Action plan and progress made		2010 highlights
5. Manage environmental impacts page 29	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.	Carry out the Environmental Protection Plan		<ul style="list-style-type: none"> ► The proportion of the bus fleet equipped with an anti-spill fuel supply system increased from 76% to 88%. ► We recovered 4,048 tonnes of residual non-hazardous materials, twice as much as in 2006. ► Quantities of residual hazardous materials recovered are up 5% compared with 2006, due to expanded operations. ► We were issued five non-compliance notices, versus none in 2009, for exceeding an effluent discharge standard, for a smoke plume from a building's chimney and for regulatory diesel-tank inspections that were incomplete at the time the operating permit was issued. ► Emissions of the airborne contaminants (CO₂, NO_x, SO₂, VOC) generated by our vehicles have risen since 2006. CO₂ emissions are up 5%; VOC, 7%; NO_x, SO₂ and particulate matter, 11%. The reason: 7% growth in bus service in 2010.
		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		2010 highlights
6. Improve the energy efficiency of assets page 31	<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 show-case projects	➡	<p>► Relative to 2006, ridership has increased 7% and GHG emissions per passenger-kilometre have decreased from 52 g to 49 g.</p> <p>► Biodiesel use enabled us to cut GHG emissions (CO₂ eq.) by 4,275 tonnes.</p> <p>► We continued our study on reducing GHG emissions from our hybrid (diesel-electric) buses.</p> <p>► As many as 140 articulated buses were in operation on the busiest arteries in the transportation network, versus 22 in 2009—a sixfold increase. An articulated bus can carry 75 passengers, on average, compared with 55 passengers for a standard bus.</p> <p>► We added 1 km to our network of routes with priority traffic lights and reserved bus lanes. These preferential measures can increase average bus speed by 15% to 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 33	<p>► The STM is a major contractor and consumer of goods and services and, as such, makes sizable acquisitions. In addition to managing the impacts of our own activities, we are concerned with the environmental impacts of our acquisitions. As a socially responsible company, we must therefore ensure that our suppliers, domestic or foreign, adopt responsible practices.</p>	Integrate sustainable development criteria into certain calls for tenders	➡	<p>► We continued to work with the Espace québécois de concertation sur les pratiques d'approvisionnement responsable.</p> <p>► Progress was made in developing a responsible procurement guideline and guides for employees and suppliers.</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		2010 highlights
8. Plan, design and carry out projects while taking their environmental, social and economic impacts into account page 34	<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 drew up a grid comprising the overall criteria related to the environment, society and the economy. The objective: to measure the extent to which sustainable development is integrated into our projects and determine whether all components of sustainable development are included.</p> <p>► The STM received the 2010 Award of Merit / Government from the Canadian Society of Value Analysis, for its project portfolio management.</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 37	<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>► We participated in more than 30 job fairs targeting young people, Aboriginals and people with functional limitations.</p> <p>► The company hired more than 1,000 new employees and welcomed 150 interns.</p> <p>► The work-related accident frequency dropped 9% (36% compared with 2006), as a result of workplace health and safety initiatives.</p> <p>► The employee mobilization index showed spectacular improvement: 27 points relative to 2006.</p> <p>► We initiated information sessions for maintenance employees on the subject of harassment prevention.</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		2010 highlights
10. Increase employee awareness of sustainable development page 39	<p>➤ Because 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 STM was awarded first prize by APTA for its commitment to sustainable development.</p> <p>➤ We provided our managers with guidelines for taking sustainable development into account in drawing up their performance contracts.</p> <p>➤ <i>Générosité 2010</i> campaign: our employees raised \$920,295 for a variety of organizations: Réchaud-bus, Centraide/United Way, the Red Cross, Partenairesanté-Québec, Fondation les petits trésors of the Hôpital Rivière-des-Prairies and Le Garde-Manger Pour Tous</p>
		Mobilize employees and pensioners to provide community support		
		Draw up a sustainable development awareness plan		
11. Position the STM as a responsible, committed company page 40	<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 Breath Easy as the company motto		<p>➤ Our corporate policy on sustainable development was posted online.</p> <p>➤ We signed the Sustainable Development Charter of the International Association of Public Transport (UITP).</p> <p>➤ The STM received the MetroRail Special Merit Award for Commitment to the Environment for its leadership in sustainable development and its strategy for obtaining recognition of the use of public transit as a significant gesture in support of the environment.</p> <p>➤ The <i>Sustainable Development Report 2008</i> was ranked fifth in the world, in the Best 1st Time Report category, by CorporateRegister.com.</p> <p>➤ Social-media presence: service disruptions lasting more than 20 minutes were announced on Twitter, Facebook, the Web site and the AUTOBUS telephone system.</p>
		Maintain dialogue with stakeholders		
		Contribute to greater collective awareness of the environmental impact of public transit		
		Set up a stakeholders panel with the Chairman of the STM Board of Directors		

Area 3 – Promotion of Sustainable Development

Objective	Why is it important?	Action plan and progress made		2010 highlights
12. Work in partnership with others to demonstrate the environmental, social and economic contribution of public transit and create strategic alliances page 42	<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 toward sustainable development.</p>	Maintain close relations with our peers	➡	<p>► We partnered with 77 events: 21 high-traffic events, 17 environmental events and 39 “grass-roots” events.</p> <p>► The STM took part in a campaign to promote public transit, called <i>Faire ses courses en métro et en bus rapporte plus</i>, in collaboration with nearly 300 businesses.</p> <p>► We joined forces with Brasserie Labatt to reduce drinking and driving by promoting the night bus network.</p> <p>► For Earth Day, the STM invited customers holding valid transit fares to bring along a friend of their choice on the bus and metro networks, free of charge, for the entire day of April 22.</p> <p>► In conjunction with the Montréal Bike Fest and, more specifically, the Tour de l'Île, we welcomed event participants on the metro, with their bikes. Our partnership with Vélo Québec is now 26 years old.</p> <p>► We supported the Mobility Research Chair at Montréal's École Polytechnique.</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 others in organizing cultural, sporting and environmental events	➡	
		Join together with universities in fields of importance to public transit and the development of the STM's networks	➡	
		Increase awareness by the corporate and business community of the advantages of public transit	➡	

PART 2

Description of Issues Associated with
the *Sustainable Development Action Plan*
2007–2011

COMPLETE LIST OF SUSTAINABLE DEVELOPMENT INDICATORS

The following table lists the indicators covered in the *Sustainable Development Report 2010*

INDICATOR		2006	2007	2008	2009	2010	GRI INDICATOR	
AREA 1	OBJECTIVE 1	Service provided (thousands of kilometres travelled)	129,629	134,513	147,860	153,587	157,690	LT3
		Bus	69,790	69,721	72,144	77,335	81,128	LT3
		Métro	59,839	64,792	75,715	76,252	76,563	LT3
		Passenger-kilometers (millions)	2,820	2,852	2,969	3,190	3,239	LT3
		Number of trips : Ridership (millions)	363	368	383	383	389	LT3
		Number of routes on which Navette Or service is offered	0	0	3	7	10	EC8
	OBJECTIVE 2	Number of metro stations with elevators (out of 68 stations)	0	3	3	6	8	EC8
		Percentage of metro stations with warning tiles on the platforms (%)	0	4	10	35	46	EC8
		Percentage of buses with low floor and/or front ramp (%)	65	69	73	79	90	EC8
		Paratransit service (total number of trips)	1,941,066	2,084,909	2,257,459	2,411,208	2,640,972	EC8
	OBJECTIVE 3	Acquisitions of goods and services (\$M)	380	397	526	622	740	EC1
		Number of jobs sustained by acquisitions of goods and services	2,163	2,369	2,942	3,011	3,838	EC6
		Percentage of acquisitions of goods and services produced in Quebec (%)	45	45	49	42	50	EC6
		Tax spinoffs attributable to acquisitions of goods and services (\$M)	46	45	57	61	76	EC1
		Tax spinoffs attributable to employee salaries (\$M)	120	117	113	115	134	EC1

INDICATOR		2006	2007	2008	2009	2010	GRI INDICATOR
AREA 2	OBJECTIVE 5	Overall success rate of the Environmental Protection Plan (%)	not available	7	25	36	
		Number of accidental spills reported during the year	2	0	4	0	EN23
		Residual hazardous materials (RHMs) recovered (tonnes)	2,494	2,586	2,120	2,756	EN22
		Residual materials recovered (tonnes)	1,959	1,577	3,168	3,121	EN22
		Recovery rate of tracked residual non-hazardous materials (%)	not available	41	55	59	EN22
		Number of legal non-compliance notices related to the environment	0	1	3	0	EN28
	OBJECTIVE 6	Total direct GHG emissions (t CO ₂ eq)	146,918	145,542	146,509	156,660	EN16
		Reduction in GHG emissions through the use of biodiesel (t CO ₂ eq.)	not available	99	3,536	4,235	EN18 LT5
		Percentage of energy consumed from renewable sources (%)	34	36	38	36	EN3 LT4
		Number of hybrid buses	0	0	8	8	EN18 LT3
		Number of articulated buses	0	0	0	22	EN18 LT3
AREA 3	OBJECTIVE 9	Workforce	7,932	7,996	8,398	8,603	LA1
		Permanent	7,495	7,606	8,036	8,275	LA1
		Temporary	437	390	362	328	LA1
		Percentage of permanent workforce (%)	22	23	23	23	LA13
		Percentage of visible and ethnic minorities (%)	12	14	16	17	LA13
		Average length of employment (years)	14	13	12	11	LA2
		Workplace health and safety: work-related accident frequency	11	10	9	8	LA7

OBJECTIVE 1

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

Public transit is a sustainable solution that simultaneously helps satisfy different transportation needs, limit air pollution and its impacts on public health, and improve traffic conditions. Compared with automobile transportation, it emits substantially lower levels of pollutants and has a footprint one-sixth the size. In addition, its accident-related costs amount to as little as one-tenth of those associated with car travel.

In 2010, STM ridership totalled more than 388.6 million trips (bus and metro combined), up 5.8 million or 1.5% over 2009, well beyond the 1% targeted for this period. We are on track to reach the target of our Public Transit Service Improvement Program (PASTEC), namely an 8% increase in ridership between 2006 and the end of 2011. With one year to go, we had already achieved an increase of 7%, or 87.5% of the final objective.

Over the year, the company continued making improvements to its service and introduced new routes.

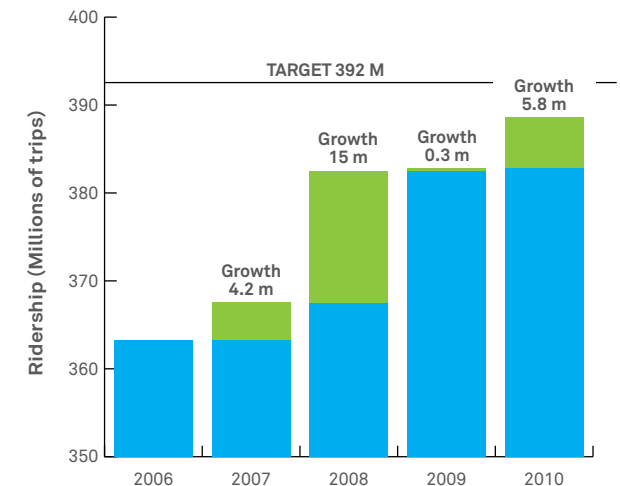
Main improvements in service

- We launched the 10 Minutes Max network on our 31 busiest bus routes. This improvement represents 70,000 hours per year.
- Phase I of the program to synchronize bus and commuter train schedules started up on five routes in Montréal's West Island, at Roxboro-Pierrefonds and Beaconsfield stations.
- Morning and late-evening service on route 470 was improved.
- We extended route 196 to Lachine's industrial park and route 120 between Lachine and LaSalle.
- Public taxi service was increased in the borough of L'Île-Bizard–Sainte-Geneviève.
- We rolled out articulated buses on routes 69, 80, 121, 139, 165, 467, 505 and 535.
- Service to Montréal's Technoparc was upgraded with route 72.
- The schedule on routes 80 – Avenue du Parc and 165 – Côte-des-Neiges was improved, including during rush hour.

New routes

- Two rapid bus lines: 747 Express and 427 Express Saint-Joseph
- Route 120 – Lachine/LaSalle (limited stops)
- Route 19 – Chabanel/Marché Central
- Public taxi service in Baie-D'Urfé
- Three new Navette Or shuttles, in the boroughs of Anjou, Côte-Saint-Luc and Bordeaux-Cartierville

GROWTH IN RIDERSHIP BETWEEN 2006 AND 2010



AREA 1 – Sustainable Mobility

OBJECTIVE 1 (cont'd)

- We estimate that the 389 million trips provided by the STM in 2010 helped avoid some 510,000 tonnes of GHG emissions throughout the island of Montréal. This calculation factors in emissions from our own activities (see Objective 6).
- The results of the ninth Origin-Destination survey, conducted among approximately 66,100 households in fall 2008 and published in 2010, revealed that ridership at morning rush hour shot up 16% over five years. This meant a 37% increase in the modal share of public transit headed toward the island of Montréal, whereas trips by automobile were down 6.5%, the first such decline in nearly 40 years. In addition, the modal share of public transit trips toward downtown Montréal rose by 10%, from 58% to 68%—a North American first!

2010 highlights

- We introduced the 747 Express route, serving Montréal-Trudeau airport. More than 2,900 people, on average, take this bus every day, well in excess of the forecast ridership of 1,500.
- Route 72 – Albert-Nobel quadrupled its ridership. The average number of trips per weekday rose from 369 to over 1,700.
- There are now 10 Navette Or shuttles, compared with 7 in 2009 – a 43% increase.
- Some 700 bicycle racks were added next to metro stations, bringing the total to 3,000. Bike racks may be found at 65 of our 68 metro stations.

For the future

- 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.

INDICATOR	2006	2007	2008	2009	2010	CHANGE		TARGET		GRI INDICATOR
						2009-2010 (%)	2006-2010 (%)	VALUE	HORIZON	
Service provided (thousands of kilometres travelled)	129,629	134,513	147,860	153,587	157,690	3	22	+ 16 % relative to 2006	2011	LT3
Bus	69,790	69,721	72,144	77,335	81,128	5	16			LT3
Metro	59,839	64,792	75,715	76,252	76,563		28			LT3
Passenger-kilometres (millions)	2,820	2,852	2,969	3,190	3,239	2	15			LT3
Ridership (millions of trips)	363	368	383	383	389	2	7	+ 8 % relative to 2006	2011	LT3
Number of routes on which Navette Or service is offered	0	0	3	7	10	43	s.o.			EC8

AREA 1 – Sustainable Mobility

OBJECTIVE 2

Apply universal accessibility measures

Paratransit use grew significantly, with 2.7 million trips in 2010, 10.1% more than in 2009. Since 2006, this growth has added up to 700,000 trips – a 36.6% increase.

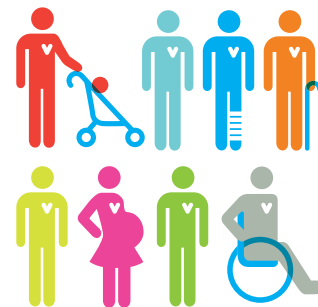
By year-end, 21,042 customers had signed up for paratransit service, up 6% over 2009. The admission committee held 90 working sessions and handled 6,318 cases. Customer satisfaction also reached a new high, at 94%, according to the survey conducted in spring 2010.

Since 2009, the STM has had a universal accessibility policy, which specifies that “universal accessibility touches upon all aspects of urban life and is open to everyone. All citizens are entitled to its benefits, at the same time and in the same manner.” In conducting its daily activities, the company integrates those elements that promote and encourage universal accessibility, whether these involve infrastructure, vehicles or any other equipment and installations, as well as in the services it provides to the public, while respecting the resources at its disposal.

In 2010, the STM became the only Québec transit corporation with a universal accessibility development plan (2007–2011) approved by the province’s Ministère des Transports. As a transit

corporation, employer and social stakeholder, the company is committed to systematically integrating universal accessibility into all its new projects and developing specific adaptive measures.

The STM is continuing its efforts to make public transit a pleasant experience for everyone. To remind customers of the importance of giving up their seats to those who need them more, it consequently conducted a campaign called *Pour que ça roule pour tout le monde, cédez votre place.*



**POUR QUE ÇA ROULE
POUR TOUT LE MONDE,
CÉDEZ VOTRE PLACE**



AREA 1 – Sustainable Mobility

OBJECTIVE 2 (cont'd)

- In 2010, 90% of our low-floor buses were equipped with a front ramp, up 11% from 2009. This type of bus allows a person in a wheelchair or with a stroller to board easily.
- Consultation with groups and associations: In October, we held the Accessibilité universelle 2020 forum, where we met with the spokespeople of some 40 organizations representing women, senior citizens and people with motor, visual, intellectual and hearing limitations. These representatives were able to express their views on such topics as bus and metro networks, customer information and customer service, training and recruitment. For the STM, this consultation constituted a first step in drawing up its 10-year action plan for universal accessibility. In this way, we can ensure that all the needs of people with motor, visual, intellectual and hearing disabilities or with speech

impairments will be integrated into our development projects.

- In April, an additional elevator went into operation at Berri-UQAM station and four new elevators were started up at Henri-Bourassa station. Eight stations on the Orange line are now equipped with elevators: Montmorency, De la Concorde, Cartier, Henri-Bourassa, Berri-UQAM, Bonaventure, Côte-Vertu and Lionel-Groulx. Of these eight stations, seven are wheelchair-accessible.

INDICATOR	2006	2007	2008	2009	2010	CHANGE		TARGET		GRI INDICATOR
						2009-2010 (%)	2006-2010 (%)	VALUE	HORIZON	
Number of metro stations with elevators (out of 68 stations)	0	3	3	6	8	33	N/A	8	2010	EC8
Percentage of metro stations with warning tiles on the platforms (%)	0	4	10	19	46	N/A	N/A	100	2011	EC8
Buses with low floor or front ramp (%)	65	69	73	79	90	14	39			EC8
Number of paratransit trips	1 941 066	2 084 909	2 257 459	2 411 208	2 640 972	10	36			EC8

AREA 1 – Sustainable Mobility

OBJECTIVE 3

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

Expenditure on public transit and automobile transportation generates sizable economic spinoffs in the Québec economy. However, a study conducted by the Board of Trade of Metropolitan Montreal, to which the STM contributed as principal partner, reports that the economic impact of public transit is nearly three times greater than that of private automobile transportation, both in financial and fiscal terms, and in terms of jobs sustained. This is partly explained by the fact that Québec is a major producer and exporter of public transit equipment, and a major importer of automobiles. The study also notes that:

► Public transit allows Montréal households to devote some \$800 million more to their other expenses, with a substantially greater economic

impact than that of expenditure related to car ownership.

► The overall cost of traffic congestion in the greater Montréal area is estimated at \$1.4 billion, or 1% of GDP.

► A public transit trip in Montréal costs 16¢ per kilometre, on average, versus 47¢ for travel by car.

In its 2010–2011 budget, the Québec government provided for a new, 1.5¢-per-litre gasoline tax that will be dedicated entirely to funding for public transit in the greater Montréal area. This new funding will enable the STM to undertake a number of development projects, starting in 2011.

► The STM once again earned ratings of A+ and Aa2, respectively, from the U.S. agencies Standard & Poor's and Moody's, upholding its leadership position among North American transit corporations. Maintaining a good credit rating is essential to the success of the company's projects

► Our acquisitions of goods and services supported 3,838 jobs in 2010, bringing the total number of jobs sustained to more than 12,800.

► In 2010 the STM acquired goods and services worth a total of \$740 million, 50% of which were goods and services produced in Quebec.

INDICATOR	2006	2007	2008	2009	2010	CHANGE		TARGET		GRI INDICATOR
						2009-2010 (%)	2006-2010 (%)	VALUE	HORIZON	
Acquisitions of goods and services (\$M)	380	397	526	622	740	19	95			EC1
Number of jobs sustained by acquisitions of goods and services	2 163	2 369	2 942	3 011	3 838	27	77			EC6
Percentage of acquisitions of goods and services produced in Quebec	45	45	49	42	50	36	28			EC6
Tax spinoffs attributable to acquisitions of goods and services (\$M)	46	45	57	61	76	16	56			EC1
Tax spinoffs attributable to employee salaries (\$M)	120	117	113	115	134	17	12			EC1

1 - Board of Trade of Metropolitan Montreal/The Art of Business, *Public transit: At the heart of Montréal's economic development*, November 2010.
[http://www.cmm.ca/documents/etudes/2010_2011/10_11_26_cmm_etude-transport_en.pdf]

OBJECTIVE 4

Influence urban planning and management to better integrate public transit

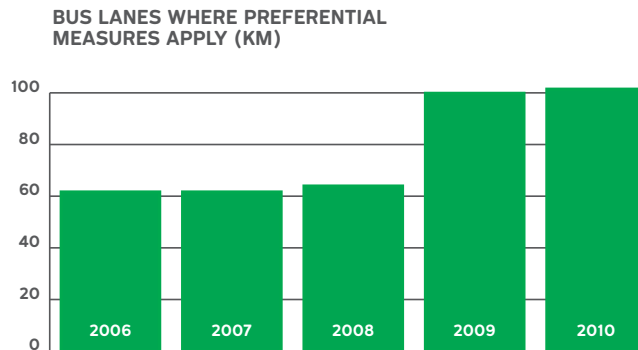
Worldwide, we are witnessing the emergence of new cities planned on the basis of proximity of services and organized around public transit. The promotion of public transit rather than private transportation, and compact urban development rather than urban sprawl, both help reduce energy expenditure and pollution, and enhance citizens' well-being and quality of life.

Integrating public transit into the urban fabric poses a challenge. In 2010, the Communauté métropolitaine de Montréal (CMM) and the city of Montréal itself initiated major urban planning exercises. The CMM brought out its draft development plan for the metropolitan community, titled *Un grand Montréal, attractif, compétitif et durable*, at the start of 2011. The city, for its part, launched an effort to integrate all its plans with a view to producing a comprehensive urban development plan, incorporating its Master Plan and Transportation Plan, among others. To highlight the needs and benefits of public transit in urban planning and development, the STM took part in both these exercises, and will continue to be involved.

The STM also plays a direct role by carrying out studies of territory coverage, implementing preferential measures for buses and synchronizing the schedules of its bus routes with those of commuter trains.

Implementation of preferential measures for buses

- We introduced a reserved bus lane on Côte-Vertu.
- Real-time bus tracking systems went into operation on Boulevard Saint-Michel.
- We obtained authorization from Québec's Ministère des Transports to establish the Plateau-Mont-Royal (Saint-Joseph) and Sherbrooke West transit corridors.
- Studies on the Saint-Jean and Pierrefonds transit corridors are under way.



In 2010, preferential measures – priority traffic lights and reserved bus lanes – were in operation on 101 km of the STM network.

Synchronization of bus and commuter train schedules

- Routes 200, 217 and 261 at Beaconsfield station (Vaudreuil-Hudson train line)
- Routes 265 and 268 at Roxboro-Pierrefonds station (Deux-Montagnes train line)
- Route 203 at Pointe-Claire station (Vaudreuil-Hudson train line)
- Route 204 at Pine Beach and Dorval stations (Vaudreuil-Hudson train line)
- Express bus for the De Lorimier-Papineau corridor: studies completed



OBJECTIVE 4 (cont'd)

Bonaventure Expressway project: brief submitted

As part of the consultation carried out by Montréal's public consultation office, the STM submitted a brief on the public transit measures proposed in the preliminary design of the Société du Havre de Montréal for the redevelopment of the Bonaventure Expressway. Among other things, the company recommended implementing preferential measures for buses on Wellington, Duke, Nazareth and University streets, namely establishing reserved lanes and priority traffic lights for buses at intersections along the entire Bonaventure transit corridor, from Rue Brennan to McGill metro station.

Plan for a reserved bus lane on Boulevard Pie-IX

The STM took part in the study by the Agence métropolitaine de transport on establishing a reserved lane on the Boulevard Pie-IX transit corridor, between Rue Notre-Dame and Highway 440 in Laval. Our contribution included a safety audit conducted in collaboration with APTA.

The proposed reserved lane (over 13 km long) comprises two lanes in the centre of the boulevard, one in each direction, about 20 stops in Montréal and park-and-ride facilities in Laval. Specially designed signage and other features would ensure the safety of public transit users, drivers, pedestrians and bicyclists, particularly at intersections where stops are located. This reserved lane would commence operation by 2013 and would improve travel times by approximately 25%.

New bus shelter prototype

The bus shelter prototype being tested by the STM comes with new, totem-type signage, in the colours of our new visual identity. This model of shelter enhances neighbourhoods, thoroughfares and buildings. As a result, a number of municipalities and boroughs would like it to be included in their urban revitalization projects.



AREA 2 – Sustainable Management

OBJECTIVE 5

Manage environmental impacts

The STM takes steps to protect the environment on a daily basis. In 2010, the company posted information online (www.mouvement.collectif.org) concerning its green actions and its major development projects, for example. Among the topics covered were the anti-spill system each bus is equipped with and the fully organic cleaning product, STM-ND, created by a Québec biotechnology company

In 2010, 88% of the bus fleet was equipped with an anti-spill fuel supply system, compared with 76% in 2009. This leakproof system has a mechanism for preventing fuel from dripping onto the concrete surfaces of refuelling areas. In this way, the STM reduces, at source, the quantity of contaminants to be treated by the oil separators at our garages before the wastewater is disposed of in city sewers.

We also continued to use STM-ND in our metro facilities. Composed of innovative, natural active ingredients, this cleaner removes dirt very effectively. Its all-organic formula, phosphate-free and with a neutral pH, poses no danger to the environment. STM-ND is 100% biodegradable in under 14 days, exceeding the most stringent European standards, which require detergents to be 90% biodegradable in less than 28 days. Moreover, its highly concentrated formula

means fewer plastic containers to be recycled. The STM reported eight accidental spills during the year. These mainly involved hydraulic oil, diesel fuel, antifreeze and used oil. Of the 2,305 litres of products spilled, either at STM facilities or on public thoroughfares, 98% was recovered. Most of the spills totalled less than 100 litres. They were caused by equipment breakage or mechanical breakage on buses, or during maintenance operations.

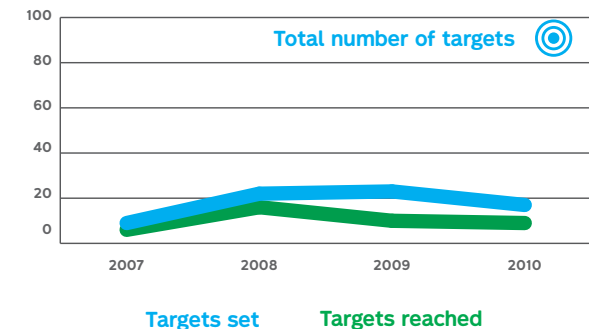
Quantities of residual non-hazardous materials recovered have more than doubled since 2006, from 1,959 tonnes to 4,042 tonnes in 2010. As well, 59% of materials tracked were diverted from landfill, up from 41% in 2007. Equipment and infrastructure must be set up for multi-material recovery at some of our facilities and in the metro, though we already recover all or most of certain other materials, such as metro tires (100%) and metal (99%).

As regards residual hazardous materials, quantities recovered have risen 5% compared with 2006. To further increase these quantities, in 2011 we plan to tighten up the guidelines and increase employee awareness.

Nine of the 17 targets set for 2010 in our Environmental Protection Plan 2007–2011

were reached during the year. However, while a number of initiatives were still under way

**ENVIRONMENTAL PROTECTION PLAN 2007–2011
(NUMBER OF TARGETS)**



at year-end, it was impossible to achieve all the targets within the time allotted. Since the Environmental Protection Plan went into effect, we have reached 41 of the 89 targets set, for a success rate of 46%.

The Environmental Protection Plan will be updated, with new objectives and targets, when we draw up the next Sustainable Development Action Plan, which ties in closely with the 2020 Strategic Plan.

AREA 2 – Sustainable Management

OBJECTIVE 5 (cont'd)

The STM was issued five non-compliance notices: three for exceeding an effluent discharge standard, one for a smoke plume from a building's chimney and one for regulatory diesel-tank inspections that were incomplete at the time the operating permit was issued.

Emissions of the main airborne contaminants (CO₂, NO_x, SO₂, VOC and particulate matter) from our vehicles were up this year. Since 2006, CO₂ emissions have risen 5%; VOC, 7%; NO_x, SO₂ and particulate matter, 11%. The latest

increase is attributable to the 7% growth in bus service in 2010, which in turn meant higher fuel consumption. Except for VOC emissions, between 95% and 99% of emissions of airborne contaminants stem from mobile sources, mainly buses.

For the future

- Continue improving the environmental management system



INDICATOR	2006	2007	2008	2009	2010	CHANGE		TARGET		GRI INDICATOR
						2009-2010 (%)	2006-2010 (%)	VALUE	HORIZON	
Implementation of Environmental Protection Plan (cumulative %)	not available	7	25	36	46	28	N/A	100	2011	
Number of accidental spills reported during the year	2	0	4	0	8	N/A	300			EN23
Residual hazardous materials recovered (tonnes)	2 494	2 586	2 120	2 756	2 621	-5	5			EN22
Residual non-hazardous materials recovered (tonnes)	1 959	1 577	3 168	3 121	4 042	30	106			EN22
Residual non-hazardous materials recovery rate (%)	not available	41	55	59	59	0	N/A	70	2015	EN22
Number of legal notices for environmental non-compliance	0	1	3	0	5	N/A	N/A			EN28

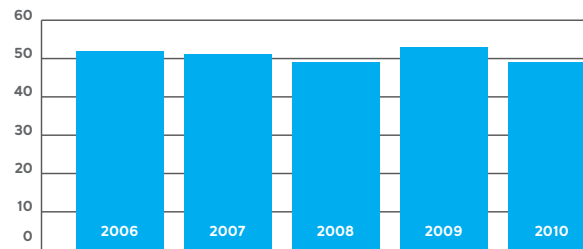
AREA 2 – Sustainable Management

OBJECTIVE 6

Improve the energy efficiency of assets

The STM made sustainable development a priority in its 2007–2011 business plan. We are aware that our activities necessarily give rise to GHG emissions, and are making every effort to improve the energy efficiency of our assets.

**TOTAL DIRECT GHG EMISSIONS
PER PASSENGER-KM (g CO₂ EQ.)**



From 2006 to 2010, the company saw its ridership increase 7% and GHG emissions per passenger-kilometre decrease from 52 g to 49 g. By way of comparison, an automobile emits 186 g CO₂ eq. per passenger-kilometre, or about four times more than the STM public transit system.

In 2010, we kept up our efforts to limit our own emissions and implemented a number of initiatives and projects, principally:

Buses operating on biodiesel

Since 2007, the STM has used biodiesel in all its buses and diesel-fuelled surface service vehicles. Depending on the season, the proportion of biodiesel used varies with the temperature, reaching a maximum of 5% during hot weather and a minimum of 0% in cold weather. The biodiesel is produced essentially through processes that use vegetable oils, waste cooking oil and animal fat. In 2010, biodiesel use enabled us to cut GHG emissions (CO₂ eq.) by 4,275 tonnes.

Acquisition of hybrid buses and modification of vehicles

We continued our study on reducing GHG emissions from our hybrid (diesel-electric) buses. Under this study, the hydraulic ventilation system of the radiator on a hybrid bus was replaced by an electric system, thereby cutting fuel consumption by as much as 45% compared with a standard bus. A number of standard buses were modified this way in 2010. This measure, combined with a reprogramming of the buses' transmissions, considerably reduced their GHG emissions and their fuel consumption – by up to 31% in some cases, compared with a standard bus.

In 2010, the STM and the Société de transport de l'Outaouais received the Sustainable Community Award from the Federation of Canadian Municipalities for their joint Urban Transportation Showcase Program.

Use of articulated buses

An articulated bus (47 seats) can carry 75 passengers, on average, according to the standards, compared with 55 passengers for a standard bus (31 seats). As a result, fewer buses are needed to carry a larger number of passengers, while also offering greater comfort. In 2010, as many as 140 articulated buses were in operation on the busiest arteries in the transportation network, six times more than in 2009, when 22 articulated buses were used.

AREA 2 – Sustainable Management

OBJECTIVE 6 (cont'd)

Measures for increasing average bus speed

In 2010, bus lanes with preferential measures – priority traffic lights and reserved bus lanes – totalled 101 km, 1 km more than in 2009. These measures can increase average bus speed by 15% to 30%.

- Starting in 2025, the STM plans to buy only silent, zero-emission buses. To achieve this, we will:
 - gradually give up diesel buses in favour of hybrid buses
 - participate in electric-bus demonstration projects
 - examine the feasibility of establishing a trolleybus network
- A decision was made in 2010 to buy only hybrid buses between 2012 and 2017.

INDICATOR	2006	2007	2008	2009	2010	CHANGE		TARGET		GRI INDICATOR
						2009-2010 (%)	2006-2010 (%)	VALUE	HORIZON	
Reduction in GHG emissions through the use of biodiesel (t CO ₂ eq.)	not available	100	3 574	4 560	4 725	4	N/A			EN18 LT5
Percentage of energy consumed from renewable sources (%)	34,5	36,0	37,5	35,6	35,6	- 0,2	3,1			EN3 LT4
Number of hybrid buses	0	0	8	8	8	0	N/A			EN18 LT3
Number of articulated buses	0	0	0	22	140	536	N/A	202	2012	EN18 LT3
Total direct GHG emissions (t CO ₂ eq.)	146 918	145 542	146 509	156 660	159 636	2	9			EN16

AREA 2 – Sustainable Management

OBJECTIVE 7

Practise sustainable procurement

The STM is concerned about the environmental and social impacts of its acquisition of goods and services. By incorporating sustainability criteria into our calls for tenders, we minimize the negative impacts of our activities and encourage suppliers to adopt responsible practices.

In 2010, we continued to take 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.

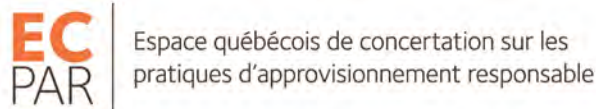
Since 2009, the STM has been working on a responsible procurement guideline and guides for employees and suppliers.

Until this guideline is finalized, we are making sure to include a sustainability clause in our various public tender calls and projects: installation of new train hoists, supply of rails, washing facilities for future metro cars. The clauses used to date are being adapted to the reality of the different markets. They include requirements pertaining to the environmental management systems of the suppliers concerned (environment policy, management manual, ISO 14001 certification, etc.) and

more specific requirements concerning residual materials management and energy consumption.

For the future

- Have the sustainable procurement policy approved by the STM's senior management



OBJECTIVE 8

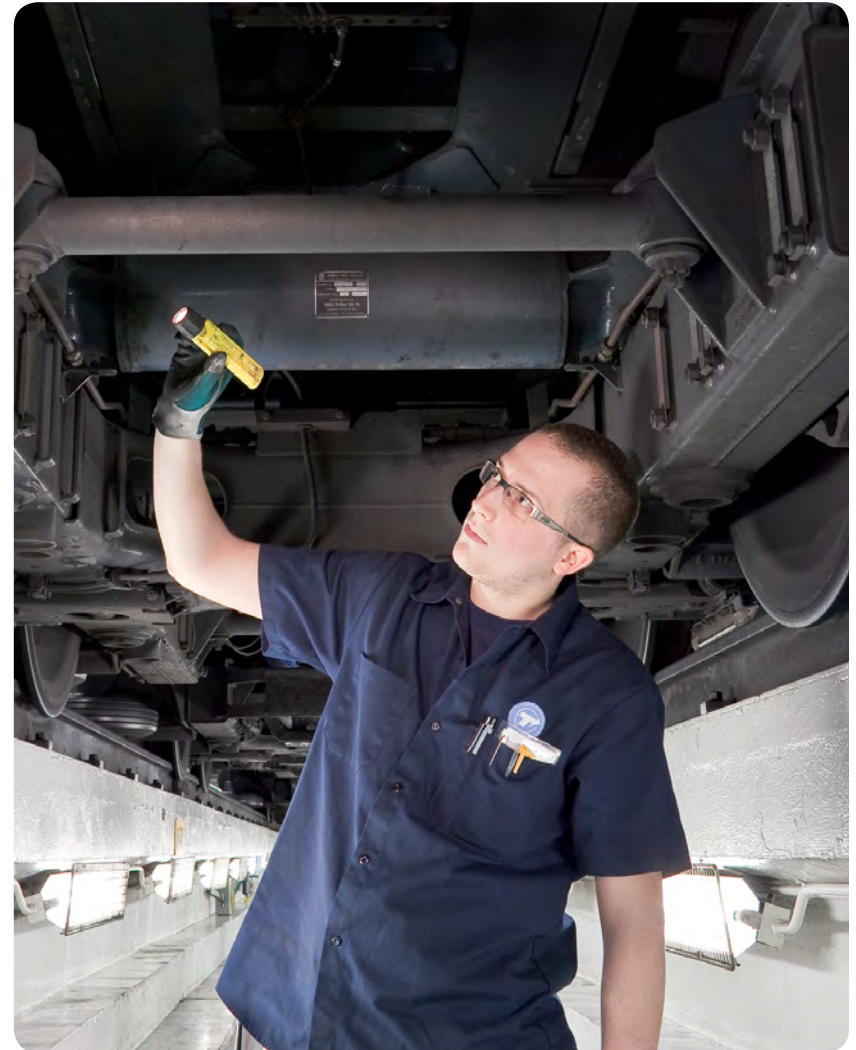
Plan, design and carry out projects while taking their environmental, social and economic impacts into account

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. The company is consequently developing the necessary tools to take sustainable development into account in its various projects.

Over the year, the STM drew up a grid comprising the overall criteria related to the environment, social responsibility and the economy, the three main spheres encompassed within sustainable development. The objective: to measure the extent to which sustainable development is integrated into the company's projects and determine whether all components of sustainable development are included. Accordingly, our projects were put through a comprehensive portfolio management process that is gradually incorporating the principles of sustainable development.

Under the heading of project portfolio management, the STM received the 2010 Award of Merit / Government from the Canadian Society of Value Analysis. Value analysis aims to achieve the best ratio between meeting customers' needs and the costs incurred to make a product, process or project. This rigorous approach, adopted by the STM in 2006, constitutes good project management practice and forms an integral part of our project portfolio management process.

On average, the STM carries out more than a hundred projects, of all sizes, every year. The table on the next page presents, for different types of projects, the aspects of sustainable development that have generally been incorporated since 2009. New projects in 2010 are shown in *italics*.



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 (project portfolio management)
Construction or refurbishment of bus terminals	<p>In addition to the goal of improving public transit service, the following aspects are systematically taken into consideration in these projects:</p> <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 ➤ <i>Local production of replacement architectural components</i> ➤ <i>Waste management requirements included in contracts, with a provision for reporting by the contractor</i>
Replacement of service vehicles	<ul style="list-style-type: none"> ➤ <i>Testing of heavy vehicles that use hybrid propulsion (diesel-electric)</i> ➤ <i>Use of hybrid vehicles (in downtown area) or low-fuel-consumption vehicles (in outlying areas) for operations monitoring and inspection</i>
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 <i>electrical</i> and electronic components ➤ Use of more easily recycled new components ➤ <i>Energy efficiency and reduced electricity consumption</i>
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, including contaminated concrete ➤ Soil and groundwater characterization and appropriate treatment
Replacement of compressors (HVAC systems: heating, ventilation and air-conditioning)	<ul style="list-style-type: none"> ➤ <i>Reduction in drinking-water consumption</i> ➤ <i>Responsible management of recovered components</i>
Program to improve office space	<ul style="list-style-type: none"> ➤ <i>Improvement in ambient-air quality</i> ➤ <i>Use of environment-friendly materials for partitions</i> ➤ <i>Construction based on LEED standards</i> ➤ <i>Application of principles laid out in the corporate policy on universal accessibility</i> ➤ <i>Recovery and recycling of replaced materials</i>

AREA 2 – Sustainable Management

OBJECTIVE 8 (cont'd)

Aspects of sustainable development for three major projects

Name and nature of project	Measures incorporating sustainable development
<p>Major refurbishment of Berri-UQAM station Phase I</p> <p>Cost: \$90.2 million</p> <p>Berri-UQAM station is one of the most important in the metro system. Its current condition calls for a complete refurbishment.</p>	<ul style="list-style-type: none"> ► We consulted stakeholders to integrate their concerns into project planning, design and execution. ► The site was organized to take activities in the surrounding neighbourhood into account. ► Tender documents included requirements for reducing nuisances (noise, dust, encroachment, etc.). ► We examined LEED solutions. ► Needs to improve universal accessibility were taken into consideration. ► Components were chosen so as to optimize service life.
<p>Réno-Infrastructure Phase I</p> <p>Cost: \$250 million</p> <p>Program of major refurbishment of several metro stations</p>	<p>To follow up the major refurbishment project at Berri-UQAM station:</p> <ul style="list-style-type: none"> ► We consulted stakeholders to integrate their concerns into project planning, design and execution. ► The site was organized to take activities in the surrounding neighbourhood into account. ► Tender documents included requirements for reducing nuisances (noise, dust, encroachment, etc.). ► We examined LEED solutions. ► Needs to improve universal accessibility were taken into consideration. ► Components were chosen so as to optimize service life. ► We restored artworks and architectural heritage.
<p>MPM-10 – Shops and infrastructures component</p> <p>Cost: \$268.1 million</p> <p>Operating and maintaining new metro cars calls for major modifications to our Plateau Youville shops and our stations</p>	<ul style="list-style-type: none"> ► We consulted stakeholders to integrate their concerns into the planning, design and execution of the work. ► Components were chosen so as to optimize service life. ► More energy-efficient mechanical and electrical solutions were applied. ► Tender documents included environmental and sustainability requirements. ► Station platforms were modified to make the cars universally accessible and improve safety of embarking and disembarking.

For the future

- By 2011, develop a systematic project assessment method based on sustainable development

OBJECTIVE 9

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

In 2010, the STM made extensive efforts to become an employer of choice and attract new hires. For example, we participated in more than 30 job fairs targeting young people, Aboriginals and people with functional limitations. Altogether, the company hired more than 1,000 new employees and welcomed 150 interns.

To underscore employees' success stories and the quality of their work, the STM also published 24 team portraits and spotlighted employees' social and philanthropic involvement. As part of this effort, three new newsletters were introduced: *Ça roule*, for bus maintenance employees, *Accès-cible*, for paratransit employees, and *Info-Station spécial*, for all employees involved in station operations.

The work-related accident frequency declined 9% relative to the 2009 rate (and 36% compared with 2006), as a result of workplace health and safety initiatives. The company and the union representing drivers, operators and employees

in related services launched the second phase of the awareness campaign *Le respect rapproche*, which is designed to improve driver safety. During the year, the Sécüribus program earned the company an award of merit from the Association du transport urbain du Québec.

The number of temporary STM employees fell to its lowest level since 2006, meaning that more workers are enjoying the benefits of job stability.



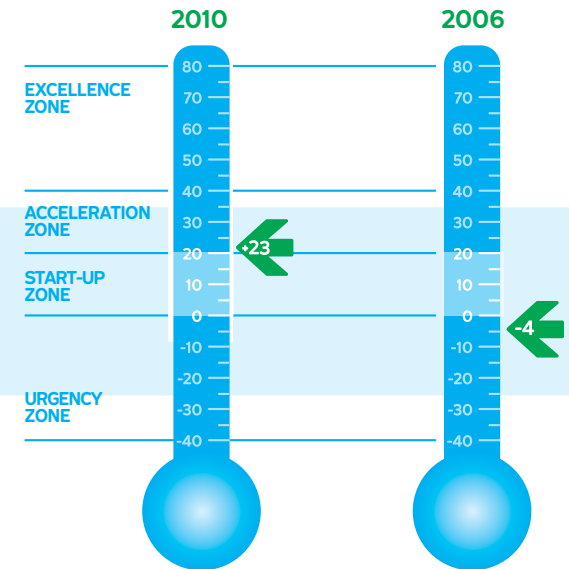
- We introduced a new program for integrating management employees; it was completed by 72 new managers, who gave it a satisfaction rating of 92%. The same managers also took part in a workshop on how to successfully take up a new position, which achieved a satisfaction rating of 95%.
- In the area of diversity and respect for people, the company set up the first level of a pilot program for managers, on management in a context of diversity. The goal of the program is to properly equip managers and offer them a place to exchange ideas. In addition, we revised our corporate policy on respect for the physical and psychological integrity of the person.

OBJECTIVE 9 (cont'd)

Growth in employee mobilization index

Employee mobilization is an important tool in achieving the STM's objectives. In June 2010, the firm SECOR presented senior management with the results of its second survey establishing the Organizational Mobilization Index (OMI). This survey, conducted every three years, provides an assessment of the working atmosphere (barometer) and the level of employees' commitment to the organization (overall OMI).

The overall OMI lies in the acceleration zone, up 27 points relative to 2006



INDICATOR	2006	2007	2008	2009	2010	CHANGE		TARGET		GRI INDICATOR
						2009-2010 (%)	2006-2010 (%)	VALEUR	HORIZON	
Total workforce	7 932	7 996	8 398	8 603	8 985	4	13			LA1
Permanent	7 495	7 606	8 036	8 275	8 680	5	16			
Temporary	437	390	362	328	305	-7	-30			
Percentage of women (%)	22	23	23	23	24	3	9	31		LA13
Percentage of visible and ethnic minorities (%)	12	14	16	17	19	10	55	10		LA13
Average length of employment (years)	14	13	12	11	11	-2	-19			LA2
Work-related accident frequency	11	10	9	8	7	-9	-36			LA7

AREA 3 – Promotion of Sustainable Development

OBJECTIVE 10

Increase employee awareness of sustainable development

In 2010, the STM was a first-place winner in APTA's AdWheel Awards for its commitment to sustainable development:

First place, Print Media category – Promotional Materials, for the Funambus, a promotional bus converted into an exhibition site, gathering place and tool for promoting environmental initiatives. The vehicle is made up mainly of recycled materials, and is also equipped with solar panels.

In addition, STM employees Daniel Brault and Sylvain Thibault earned a Recognition Award for their volunteer effort in distributing Christmas baskets in Little Burgundy.

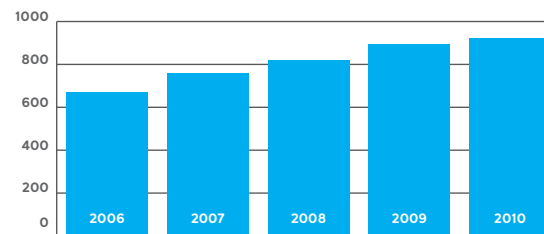
We encourage our employees, customers and the public at large to adopt more responsible environmental, social and economic behaviours.



2010 highlights

- Under the *Générosité 2010* campaign, our employees raised \$920,295, which was distributed to a variety of organizations: Réchaud-bus, Centraide/United Way, the Red Cross, Partenairesanté-Québec, Fondation les petits trésors of the Hôpital Rivière-des-Prairies and Le Garde-Manger Pour Tous.

EMPLOYEE DONATIONS (\$'000)



- In a gesture of solidarity with Haiti, employees donated \$25,500 to the Red Cross. They also raised \$75,000, in cooperation with our customers, for the annual distribution of Christmas baskets.
- At the Montréal Bike Fest, more than 150 people represented the STM by taking part in Montréal's Tour de l'Île event on Sunday, June 6, 2010. In addition, the company was an active presence on the festival site, under the Society in Motion banner.
- Our employees joined forces with the organizers of the Défi sportif challenge to ensure the success of this international event for athletes with disabilities.
- For the third year in a row, the STM was involved in Défi Climat, which works to combat climate change in Québec. We encouraged all our employees to participate in this workplace-based campaign and contributed our advertising spaces and our Web site.
- We provided all our managers with guidelines for taking sustainable development into account in drawing up their performance contracts.

For the future

- Establish a sustainable development training and awareness program

AREA 3 – Promotion of Sustainable Development

OBJECTIVE 11

Position the STM as a responsible, committee company

Sustainable development is the central theme of the 2007–2011 business plan and is actively promoted by senior management. The STM corporate policy on sustainable development was posted online in May 2010 (www.stm.info).

In September, the STM became the 66th public transit corporation in the world to sign the Sustainable Development Charter of the International Association of Public Transport (UITP). This step meant that the UITP sanctioned the STM's efforts in the field of sustainable development, and underscored its commitment to implementing the charter's principles.



The STM *Sustainable Development Report 2008* was submitted to the international competition for sustainable development reports organized by CorporateRegister.com. The company ranked fifth in the world in the Best 1st Time Report category, an accomplishment that makes us very proud. Internet users particularly appreciated the table of indicators and the concrete achievements associated with the action plan.

We made widespread use of our new visual identity, thereby heightening its exposure. Our positioning as a responsible, committed company earned the STM a number of awards in 2010, including the prestigious MetroRail Special Merit Award for Commitment to the Environment, which acknowledged the company's leadership in sustainable development and its strategy for obtaining recognition of the use of public transit as a significant gesture in support of the environment. The company was up against 70 metro systems in 40 countries. The other finalists were Calgary Transit, Delhi Metro Rail Corporation, Seoul Metro, Singapore Mass Rapid Transit and Warsaw Metro.

VERT SUR TOUTE LA LIGNE

En prenant le bus plutôt que votre auto, vous réduisez de plus de moitié vos émissions polluantes.

MOUVEMENT COLLECTIF 

The STM's positioning and branding also garnered several Grafika awards in a competition organized by Infopresse, in association with the Société des designers graphiques du Québec:

- 2010 Grand Prix – New STM visual identity
- Grand Prix, Electronic Media – motion design category/corporate/institution
- Grand Prix, Print Media – visual identity program category
- Prix, Print Media – typographic creation/text category

GRÂCE À VOUS,
MONTRÉAL
EST DE PLUS
EN PLUS
VERTE.

mouvementcollectif.org

MOUVEMENT COLLECTIF 

AREA 3 – Promotion of Sustainable Development

OBJECTIVE 11 (cont'd)

2010 highlights

- We initiated information sessions for maintenance employees on the subject of harassment prevention; these efforts will continue in 2011.
- Customer satisfaction reached 87%, on average, up 1% over 2009.

- We were actively involved in ATUQ's sustainable development committee, the ACTU working group on guidelines for implementing a sustainable development approach and the indicators committee of the Espace de concertation sur les pratiques d'approvisionnement responsable.
- Service disruptions lasting more than 20 minutes were announced on Twitter, Facebook, the Web site and the AUTOBUS telephone system. The STM maintains a social-media presence to improve its dialogue with customers.

- Repatriation of Canadian citizens: Following the earthquake that occurred in Haiti on January 12, 2010, the STM deployed a team of drivers and supervisory personnel to provide shuttle service between Montréal-Trudeau airport and the Wyndham Hotel, in addition to shuttle service for various specific needs (essential services, shopping). This operation represented 1,341 hours for drivers and 652 hours for supervisory personnel.



twitter

facebook

YouTube



- Extreme heat: After the Québec government introduced its special intervention plan in the event of extreme heat, the STM was called on to play its part as the organization responsible for public transit in the Montréal agglomeration. From July 6 to 10, 2010, the company deployed a team of drivers and supervisory personnel to provide shuttle service between homes and residential facilities and air-conditioned cooling centres, as well as transportation for volunteers. Drivers put in 643 hours and supervisory personnel, 122 hours, in this operation.



For the future

- Step up sustainable development communication efforts and dialogue with stakeholders

AREA 3 – Promotion of Sustainable Development

OBJECTIVE 12

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

In 2010, the STM was associated with 77 events under various kinds of partnerships – 21 high-traffic events, 17 environmental events and 39 “grass-roots” events – for a total contribution of \$4.9 million. Through these partnerships, the company has become the official transportation provider for major events in Montréal. For example, in the summer, we were involved with the Just For Laughs Festival, Rogers Cup, Fête des enfants, Osheaga Music and Arts Festival and Fantasia International Film Festival. These always popular promotions gave us an opportunity to encourage people to take public transit.

We also contributed to funding the Mobility Research Chair established in 2010 at Montréal’s École Polytechnique.

The campaign *Faire ses courses en métro et en bus rapporte plus* was a follow-up to the STM’s 2009 invitation to businesses to join Society in Motion. Merchants were encouraged to demonstrate their support for the use of public transit by displaying stickers in their windows with the message *Merçi de choisir le transport collectif* (Thank You for Choosing Public Transit).

Cette nuit, réussis ta sortie campaign

The STM and Brasserie Labatt joined forces to reduce drinking and driving by promoting the night bus network. The partners took advantage of the festive Halloween weekend to roll out a series of initiatives to encourage people to consume responsibly and to choose public transit for getting around. The campaign *Cette nuit, réussis ta sortie* (Make Your Night Out a Success) was displayed on a bus decorated with the Bud Light colours and serving the Plateau-Mont-Royal borough, where many of Montréal’s most popular bars and restaurants are located.

**JOIGNEZ-VOUS
AU MOUVEMENT
COLLECTIF ET
FAITES VOS
COURSES EN BUS
ET EN MÉTRO**



Faire ses courses en métro et en bus rapporte plus campaign

In November, the STM took part in a campaign to promote public transit, called *Faire ses courses en métro et en bus rapporte plus*, in collaboration with nearly 300 businesses. Reusable bags were handed out free of charge at metro stations. In addition, customers who presented their OPUS cards saved on their purchases or received gifts, as a way of thanking them for their loyalty. The objectives: encourage Montrealers to do their holiday shopping in Montréal, make them aware of the importance of doing their share for the environment by using public transit and create a lasting partnership with merchants by urging them to become part of Society in Motion. The operation was covered by the TVA show *Salut, Bonjour!* and proved to be a great success.

AREA 3 – Promotion of Sustainable Development

OBJECTIVE 12 (cont'd)

Earth Day: Introduce public transit to a friend

For Earth Day, the STM invited customers holding valid transit fares to take advantage of an unprecedented promotion that allowed them to offer free access to the bus and metro networks to a friend of their choice for the entire day of April 22. Eleven transit authorities in Québec joined with the Fonds Éco IGA, Association du transport urbain du Québec, Astral Média Radio and Quebecor Média to run this promotional campaign throughout the province, with the theme of *Amène un ami* (Bring a Friend).



Proud partner of the Montréal Bike Fest

In conjunction with the Montréal Bike Fest and, more specifically, the Tour de l'Île, the STM was an active presence on the festival site, under the Society in Motion banner. We also welcomed event participants on the metro. Our partnership with Vélo Québec is now 26 years old.



For the future

► Pursue involvement in business partnerships

Promoting Society in Motion through *Nightlife Magazine*

The STM and *Nightlife Magazine* partnered to encourage 175,000 readers and Internet users to take public transit. The magazine's creative team integrated the Society in Motion graphics into its Tour de ville section, which lists the best places to go and things to do in Montréal. In addition, a new feature presented interviews with people taking public transit. Soon, *Nightlife Magazine* will also offer a bus and metro trip calculator on its Web site: www.nightlife.ca.



AREA 3 – Promotion of Sustainable Development

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DOCUMENTS AVAILABLE ON OUR WEB SITE

[Table of Sustainable Development Indicators 2006-2010](#)

[Highlights – Sustainable Development Report 2010](#)

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

[Activity Report 2010](#)

[Financial Report 2010](#)

OTHER PUBLICATIONS TO BE CONSULTED

[Réinventer Montréal, Montréal's 2008 Transportation Plan, Ville de Montréal](#)

[Montréal Community Sustainable Development Plan 2010-2015 \(abridged version in English, entire document in French only\), Ville de Montréal](#)

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