

The organization — Highlights of the period

Transition to the year 2000

The STCUM was well prepared to handle any difficulties involved in the transition of its computer equipment to the year 2000, and everything went very smoothly. In addition, in order to enable the population to participate in the festivities surrounding the arrival of the new millennium, the STCUM operated the métro and buses throughout the night of December 31, 1999, and services were offered for free. The STCUM system was extremely busy, with métro cars being added on certain lines to meet the demand. It was the second time in its history that the métro ran through the night. The first time was on March 4, 1971 during the snowstorm of the century.

Renewal of the collective agreements



A great deal of energy was expended during the first months of the year on negotiations surrounding the renewal of the collective agreements with the four unions. In March, two agreements were signed, the first with the *Syndicat des chauffeurs d'autobus, opérateurs de métro et employés de services connexes (SCFP)*, and the second with the *Syndicat des employé(e)s de bureau, technicien(ne)s et professionnel(le)s (SCFP)*. A holiday for employer-employee contributions to the pension fund, greater operating flexibility and salary increases equivalent to those given by the government of Québec were among the key points. The following month, it was the turn of

the division clerks, part of the *Syndicat des employés du transport en commun (SCFP)*, to reach an agreement with company management.

Negotiations with the *Syndicat du transport de Montréal (CSN)* took longer. The agreement reached in mid-June respected the overall context of the agreements already concluded with the other unions representing over 6,200 employees.

Réno-Station : mission accomplished !

The Réno-Station programme was completed by the deadline in spring 2000. Lasting three years, it consisted of improving the entrance areas and accessibility for customers and replacing architectural, structural, mechanical and electrical elements. Over and above the improvements to the 26 stations in the original system and the Control Centre, this major renovation project created 670 person-jobs per year. An excess of \$0.7 M was realized against the original budget



of \$60 M, 50% of which came from the Québec Transport Department (MTQ), 25% from the Metropolitan Transportation Agency (AMT) and 25% from the STCUM.

Vision 2002 : a promising undertaking

*Travailler ensemble
à devenir plus
performant*

Following 18 months of sustained effort, the STCUM found itself in a positive position for the first time with regard to the 1999-2001 plan of



action "Working together to increase performance". The company could maintain its course on dependability, punctuality, reduction in operating costs, adjusting service to meet the demand, security and courtesy. This change in direction, noticeable in the areas of both customer service and finances, led to the development of an integrated operations-oriented plan of action entitled "Vision 2002". Consisting of measurable objectives directly linked to the execution of its mission, "Vision 2002" revolves around four main themes:

- The STCUM assumes a leadership role in the development and promotion of public transit;
- 90% of customers are satisfied with the service provided;
- 90% of CUM taxpayers, customers and employees consider the STCUM to be an efficient and effective organization;
- 90% of the employees are mobilized.

A new addition for the management of major projects

The naming of an assistant director general for major projects confirms the significance of the stakes involved in the technical studies on the extensions of the métro, the replacement of fixed equipment and the relocation of the Saint-Denis Transportation Centre due to the construction of the *Centre hospitalier de l'Université de Montréal (CHUM)*.

Feasibility studies on métro extensions to Anjou and Longueuil and on the light rail system (SLR)

The STCUM, in collaboration with the AMT, carried out various studies related to the extensions of the orange line to Laval, the blue line to Anjou and the yellow line to Longueuil and Montréal. In addition, the STCUM's expertise was used to advantage in carrying out studies related to the light rail system (SLR) between the South Shore and the island of Montréal, on Park avenue and in Parc Jean-Drapeau.

Programme for replacement of fixed equipment

This new programme, known as *Réno-Systèmes*, will be carried out in partnership with the engineering firm Dessau-Soprin. The first phase of the programme will be to identify the work necessary to replace or renovate stationary equipment such as escalators, cabling, and telecommunications and ventilation systems. Covering a period of five years, this partnership is a first for the STCUM, as it will encourage technological exchanges between the partners as well as the emergence of innovative solutions. An amount of close to \$300M over five years will have to be allocated to the realization of this project.

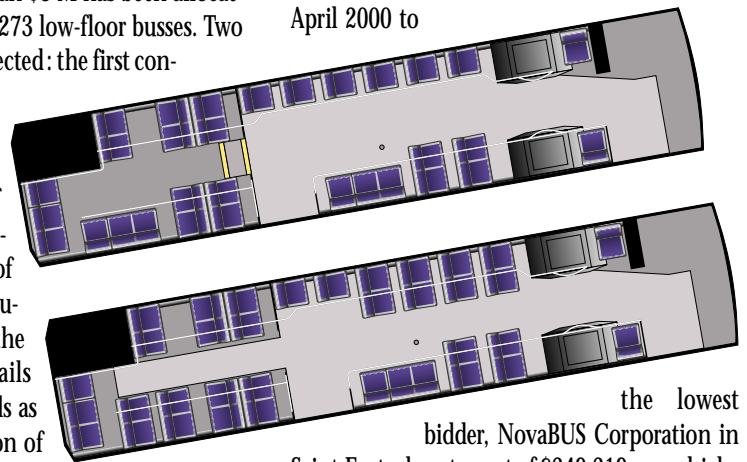
New repair shop at the Crémazie plant



Built at a cost of \$1.7 M, the new fibreglass repair shop has a surface area of 5,000 square feet. Since the end of December it has enabled the STCUM to carry out repair work on the bodies of the low-floor buses which are made of fibreglass.

Redesign of the low-floor buses

Slightly more than \$3 M has been allocated to the redesign of 273 low-floor busses. Two designs have been selected: the first consisting of 31 seats for the majority of the vehicles, and a second configuration of 36 seats. The reduction in the number of seats and the reconfiguration of the seats, the addition of handrails and vertical stop cords as well as the elimination of the raised area in the rear part of the vehicle are among the modifications designed to respond to the needs of passengers. This redesign will improve circulation within these vehicles and will also enable us to increase the load capacity while reducing the sense of crowding among passengers.



Group purchase of buses results in savings

In February, the STCUM's Board of Directors passed a resolution mandating a 14-member committee to analyze the factors related to the replacement of buses for the years 2000, 2001 and 2002. In addition to the bus requirements for the service offer, other factors include access to the regular system for those with reduced mobility and those in wheelchairs.

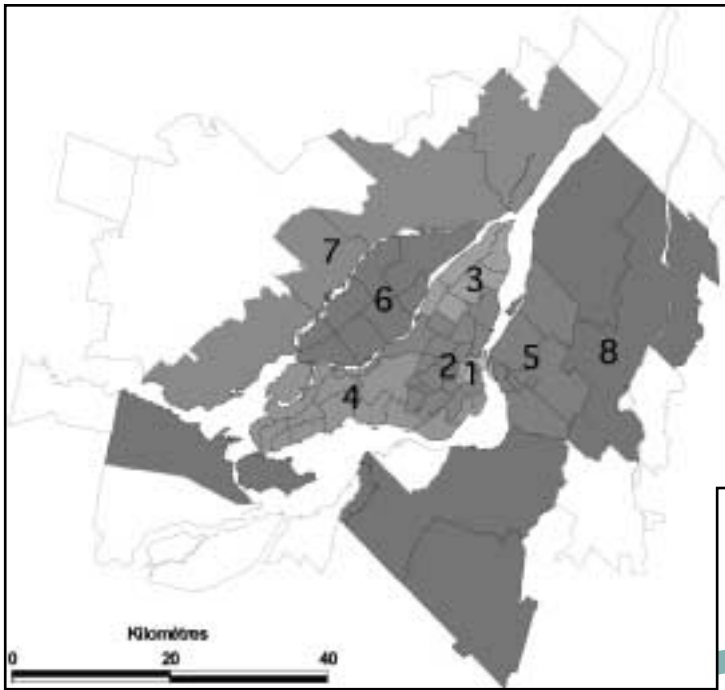
Following an exhaustive analysis and numerous consultations with the clientele, the drafting of an invitation to tender document for the purchase of buses for 2000-2002 was drawn up by the STCUM on behalf of the Association du transport urbain du Québec (ATUQ). As a result of the liberalizing of commercial trade, the STCUM sent an invitation to tender to three Canadian manufacturers. A first in its history!

The contract was awarded in April 2000 to

the lowest bidder, NovaBUS Corporation in Saint-Eustache, at a cost of \$349,319 per vehicle, a saving of \$10,000 per vehicle compared to the order placed in 1999.

This new series of vehicles will include several improvements that will better respond to the needs of passengers, particularly in the area of comfort. Adjustment in the suspension to lessen the rolling sensation, reduction in the level of ambient noise and the addition of touch-sensitive bars to facilitate the opening of the rear door are among the improvements planned. The STCUM will receive 300 of the 439 vehicles ordered, all featuring 31 seats.

Origin-Destination Survey: the key data



The results of the Origin-Destination Survey, conducted among 65,000 households in 1998, were released this year. The objective of this survey was to identify the mobility characteristics of individuals. Various phenomena were highlighted including the impact of urban sprawl, the ageing of the population, the degree of automobile use and the growing mobility of women. Examination of these data will lead to the emergence of strategies and options to be considered in the effort to recapture the market share lost by public transit in the Greater Montreal area.

The UCMU takes charge on Saturday April 15

Following an explosion in an access shaft located at the corner of Saint-Denis and boulevard Saint-Joseph, the electric cables controlling distribution for the ventilation and communications systems on the métro's blue and orange lines over-

heated and were heavily damaged. Because the resulting surcharge blew out certain circuits at the Control Centre and interrupted all communication, the STCUM was forced to stop service on the entire system. The Emergency Measures Coordination Unit (UCMU) - the crisis management team - went into action and demonstrated its value and its effectiveness.

The métro was paralyzed for 5 hours and 44 minutes, the longest outage in its history. According to a survey published later by La Presse, 70 % of passengers judged the emergency plan to be effective, a very positive response according to the experts. The close cooperation between all the participants, the special bus service set up in record time as well as the information made available to the general public all contributed to this result.

Creation of an STCUM - SPCUM coordination team

A coordination team involving the CUM Police Department and the STCUM was set up this year. Two SPCUM officers have been integrated into the workplace of the Surveillance Service. The mission of this team is to facilitate relations between the two services by centralizing information elements related to crime on public transit in one location.

This partnership, a first for the SPCUM, is one of a kind. The team's impact is already being felt, as there has been a 23% reduction in criminal acts in the métro, attributable in part to this initiative. In fact, 1,772 crimes against



individuals were committed in 2000, compared to 2,316 in 1999.

The fire prevention division celebrates its 25th anniversary

This year the employees in this group celebrated twenty-five years dedicated to ensuring and improving the security of passengers and personnel. The fire prevention division is dispatched in response to incidents in the métro, the buses, the service garages, the transportation centres or even the administrative offices. This anniversary provided the opportunity to present an account of the evolution in



equipment and training techniques which have changed greatly over the past quarter century.

The STCUM boasts the only underground training school, which enjoys an international reputation. It reproduces real-life fire-fighting conditions more than 25 metres underground, using three actual métro cars. More than 3,000 individuals, STCUM employees as well as firemen, policemen and ambulance technicians, have received training here over the years.

Installation of the SAP modules



Installation of the modules of the SAP integrated enterprise software system was completed according to the scheduled deadline last June. Introduced gradually over a 20-month period, this challenge was met head on with the exceptional contribution of the team in charge of its implementation, the solid and ongoing involvement of management, the cooperation of employees as well as the collaboration of the union partners. In addition, the systematic approach, the introduction of innovative concepts such as



change management and the deployment of appropriate resources were among the factors leading to the success of this project, the objective of which was to set up, among other things, the payroll module for active employees.

The STCUM-RATP partnership

A three-year renewable protocol was signed this fall between the STCUM and the *Régie autonome des transports parisiens (RATP)*. For some time these two transit organizations have wanted to take advantage of their respective expertise and experience. Research and development, replacement programmes for operating equipment and systems, real-time management (buses), paratransit and customer service are among the subjects covered.

First environmental assessment

Through the adoption of a new management policy on environmental protection, the STCUM undertook to produce an environmental assessment on an annual basis. Wishing to contribute to the long-term development and the quality of life on the territory of the Communauté urbaine de Montréal, the company has thus clearly demonstrated the importance it gives to respecting and protecting the environment.

The publication of this first assessment is, in some ways, a retrospective of the various actions taken over the last ten years. It provides as well a detailed picture of the work carried out to conform to environmental laws.