



Activities Report

You can also view the 2011 Sustainable Development Report, the 2011 Financial Report, as well as the 2011 Budget and 2011-2013 Three-year Capital Expenditures Program in the Documentation Centre section of our website.

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IN 2011, WE BROKE A RIDERSHIP RECORD WITH...



Sylvie, Jean-Charles & Emmanuelle

Three relevant demonstrations of the transportation cocktail concept by three forerunners. The bicycle was, it seems, at the heart of their many trips.









François

Due to space limitations, we cannot reproduce the entire literary creation from one of our directors of planning studies. Dated May 18, 1967, and entitled Notre métro, this youthful poem is a veritable homage to the gleaming blue vehicle, as reflected in the following excerpt:

Mon cousin est venu visiter l'Expo Il en a profité pour admirer notre métro Il dit que c'est un honneur pour la métropole Cette chose qui se promène sous le sol

On dirait que les wagons glissent Sur de la glace lisse Tout y est vraiment beau Et même qu'il passe sous l'eau



Fall of 1985. I was 12. While playing on the grounds of my high school, my house keys fell through a ventilation grill behind Henri-Bourassa station, which I didn't even know existed. After ringing a nearby doorbell, I was invited to go underground... The discovery of this shelter - nuclear? It was the Cold War after all! — and of these métros lined up along the ground would give birth to a fascination for underground areas, and métro networks in particular, the drivers in the development of cities. One can only imagine how this fascination has grown, given my present function in network development.

Benoît

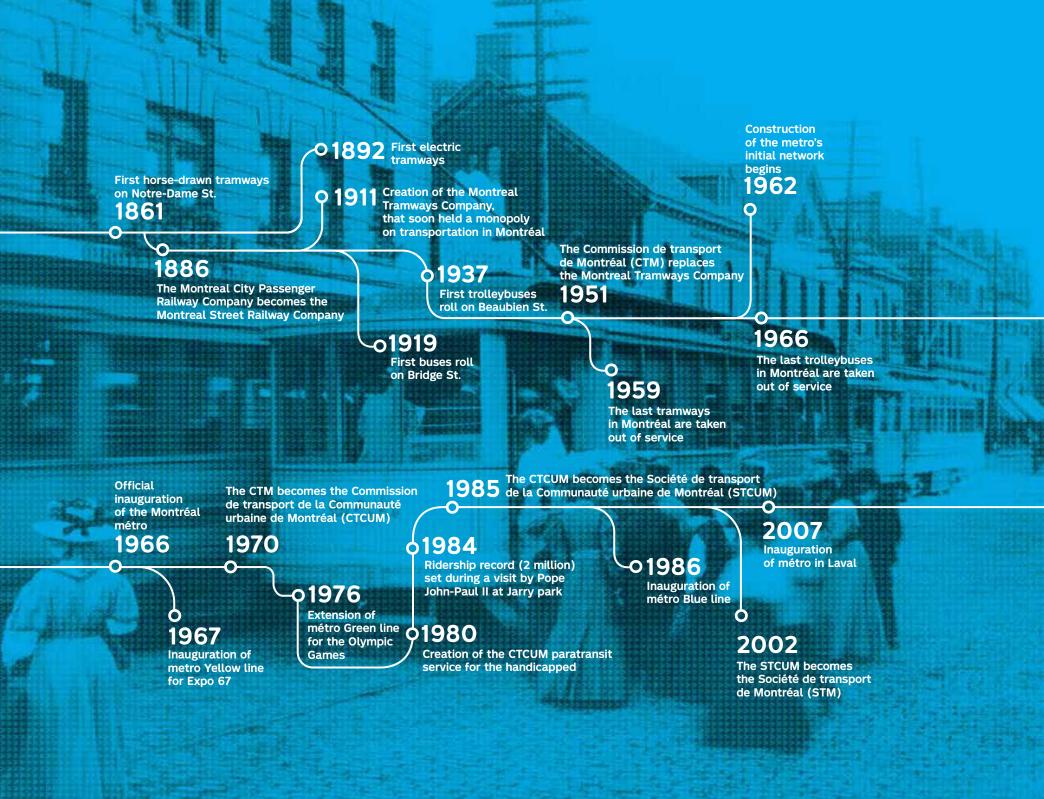
People who know Benoît will not be surprised to learn that when the call went out to all employees to go through their archives, he was the first to send us, not one, but seven photographs, while mentioning that he had others to give us if needed. These photos don't need much explanation. A little boy, a smile, pride, a métro, Lego. A fan was born.











IN 2011, WE CELEBRATED OUR 150TH ANNIVERSARY.



> A voyage over time: during Nuit blanche, festival-goers could board a horse-drawn tramway, a type of vehicle that travelled the streets of Montréal from 1861 to 1892. This horse-drawn tramway, bearing the 150th anniversary colours, also took part in the Santa Claus parade in November. The story of the builders: presented in four segments on the mezzanine of Place-des-Arts station, the exhibit entitled Tribute to workers of yesterday and today allowed visitors to discover the various trades of STM employees and to see how their roles have changed as public transit has evolved. A unique work of art on rubber-tired wheels: dressing up a métro car on the Orange line in the colours of the past, present and future, now there's an original idea for presenting customers with the evolution of public transit through photos and meaningful images. They met their hockey heroes: public transit in Montréal and the Canadiens have a connection that goes back a long time. It was thus natural to offer our customers the opportunity to meet legends such as Henri Richard, Guy Lafleur, Réjean Houle and Mario Tremblay. Flowers for the 150th; the city of Montréal highlighted the 150th in a beautiful way by dedicating a superb mosaiculture in front of city hall on Notre-Dame street. It was on this same street that the first horse-drawn tramways travelled on November 27, 1861. You said photo booth: the STM invited participants in major Montréal events to have their photos taken using accessories that represented fashion from the 1920s to today. These photos were used in the production of a video that appeared on the web. Métro musicians come out of the shadows: to showcase the talent of these artists who have livened up our trips since the early 1980s, the STM presented a show highlighting these musicians in collaboration with the OUMF Festival. A unique projection: in the fall a work produced by Gabriel Poirier-Galarneau was projected onto the exterior of Saint-Laurent station. It highlighted the architecture and works of art of some dozen métro stations. Bus lines with a story to tell: when picking up their summer and fall Planibus schedules, customers were surprised find themselves reading the origin of the name of each route. A rally in the métro: more than 1 240 young Sherlocks between 7 and 12 years of age, who were participating in day camps on the island of Montréal, travelled through certain stations looking for clues. An opportunity for our future clientele to better understand this form of transportation and appreciate its flexibility. A métro that never sleeps: some forty lucky people visited the immense workshop where maintenance is carried out on the métro's rolling stock. They also travelled on the Blue line aboard a unique vehicle that enabled them to discover the tunnel from a completely different point of view. More than just a bus or métro: we asked customers to tell us their best stories about public transit. We collected funny, touching and surprising recollections, showing that our work can make a big difference. **Entretiens Jacques Cartier public transit conference:** this day brought together some one hundred experts from Québec and France who heard 11 speakers on the theme of "150 years of public transit, what does the future hold?" La Voix lactée in the Paris métro: this work of art by artist Geneviève Cadieux now resides in Saint-Lazare station. A book on the Montréal métro: Métro: Design in Motion by Torontonian John Martins-Manteiga was launched. More than 400 pages and 1 600 photos for the pleasure of Montréal métro fans.



A WORD FROM THE CHAIRMAN

In 2011, the STM achieved a ridership record of 404.8 million passenger trips, an increase of 4.2% in comparison with 2010. This result, unequaled in the history of public transit in Montréal, enabled the STM to end the 2007-2011 period with growth of 11.4% and thus surpass the target of 8% set by the *Québec Public Transit Policy*. Over this same period, the overall customer satisfaction level rose from 84% to 89%.

In the fall of 2011, the STM adopted its 2020 Strategic Plan. This action plan, spread out over ten years, is targeted at ensuring the population's sustainable mobility needs by providing the most efficient public transit network in North America. A performance that will rely on an improved client experience and on major investments in infrastructure maintenance, the acquisition of rolling stock, growth in the service offer, diversification and electrification of public transit modes. Combined with a host of measures designed to reduce the use of the single-passenger car, this strategy will enable the STM to increase ridership by 40% and reach 540 million passenger trips by 2020.

Over the coming years, including contributions from customers, the Montréal Agglomeration and other cities in the metropolitan area, financial resources will still not be sufficient to achieve the objectives in the 2020 Strategic Plan. In a report presented in December 2011 as part of the 2012-13 ministère des Finances pre-budget consultations, the STM proposed adding to the Green Fund and the current public transit financing programs and gradually increasing the gasoline tax collected on the CMM territory by half a cent per litre starting in 2012. On the subject of the possible introduction of tolls in the Montréal area, the Société feels that a portion of the money collected should be allocated to public transit in the Montréal region.

With this increase, the STM could count on new sources of dedicated, indexed and recurring financing from which to fund the maintenance of its assets, the development of its service offer, as well as the introduction of new modes of transportation to make public transit an ongoing success!





A WORD FROM THE CHIEF EXECUTIVE OFFICER

In 2011, the STM celebrated 150 years of public transit in Montréal. In fact, it was on November 27, 1861, that the first tramways, pulled by horses, travelled on the streets of the city. And what a road travelled since, both literally and figuratively! While the company has changed its name a few times over the years, it has always fulfilled its mission: to provide Montrealers with a quick, reliable and economic transportation service. Proud of its past, anchored in the present and looking to the future, the STM accorded this anniversary all the importance it deserved. It made it a unifying event, for the company itself and for the population in general.

With record ridership of 404.8 million in 2011, the STM continues its success story. It has increased its service offer to an exceptional degree since 2006 to achieve these results. This translated into an increase of 21.6% or 15 million kilometres for the bus network, while the métro network saw an increase of 28.9%, or 17.2 million kilometres. The company also pursued several major projects such as the new MPM-10 métro cars, Réno Métro, iBUS and the Stinson bus garage.

Our performance was maintained in relation to the target set for the métro, with 97.6% of customers making their trips within the planned time. In addition, Imperial College London determined that for a third consecutive year the Montréal métro remained the most efficient in the world despite the fact that its cars are among the oldest in the world. In the case of the bus network, the question of punctuality has turned out to be an ongoing challenge. The large number of road construction projects on the Montréal territory has caused traffic problems resulting in an 82.6% bus punctuality level.

As for the client experience, steps to implement a quality of service program continued. The STM also introduced a number of measures including the creation of reserved lanes on Saint-Joseph boulevard, a reworked night network, synchronization of bus routes with trains, launch of the iPhone application, the new CAMPUS program and the testing of air conditioning on certain buses.

These projects would not have been as successful as they were without the sustained work of employees. Several were recognized by their peers during the year, as you will see in this report. On behalf of the Board of Directors and the management committee, I would like to salute the work accomplished by all employees who met the challenge of the ridership growth in 2011 and who will meet the ambitious challenges that we expect in 2012 and in the years to come.

THE STM HONOUR ROLL

In addition to being a finalist seven times, the STM won 15 awards in 2011:

2011 diversity award by the Jeune Chambre de commerce haïtienne

Special Merit Award for Commitment to the Environment at MetroRail in Milan, for a second consecutive year

Sponsorship Marketing Award by the Sponsorship Marketing Council of Canada for its partnership with Tennis Canada

Défi Climat award for best employee participation in its category (companies with over 5 000 employees)

AQTR award of excellence in transportation, in the intelligent transport system category, for the OPUS project

CUTA National Corporate Recognition Award, in the Outstanding Achievement/ Exceptional Performance category, for the 747 Express Bus

CUTA Corporate Recognition Award, in the Innovation category, for the universal accessibility plan La relève en place Distinction Or award by the Montréal Youth Forum and the Conférence régionale des élus (CRÉ) de Montréal

Distinguished Budget Presentation Award by the Government Finance Officers Association (GFOA) for a second consecutive year

ATUQ recognition award for improved performance by bus maintenance

Employees also earned distinctions:

Prix Hommage awarded to **Michel Labrecque** by the Société québécoise
des professionnels en relations publiques
(SQPRP)

Médaille de reconnaissance awarded to **Michel Labrecque** by the Centre Jacques Cartier Professional emeritus award to **Yves Devin** by the Ordre des conseillers en ressources humaines agréées (CRHA)

Médaille d'honneur awarded to Me **Sylvie Tremblay** by the Chambre des notaires du Ouébec

CUTA Individual Leadership Award to Carl Arseneault

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STM Portrait

Corporate mission

The STM is a key driver of economic development in the Montréal area and contributes to sustainable development and overall quality of life. The STM is tasked with developing and operating an integrated bus and métro system, as well as paratransit service, in order to enable people to get around reliably, quickly, safely and comfortably. The STM's customers and employees, as well as its institutional and business partners, are all proud to be associated with the company, which is well known as a provider of high quality service at a fair price.

A few figures

QUÉBEC'S 14TH LARGEST COMPANY

9 042 PERMANENT EMPLOYEES AN ANNUAL BUDGET OF \$1 164 M

AN ASSET REPLACEMENT VALUE OF \$14.5 G



Métro system

The métro comprises four lines totalling 71 km and serving 68 stations. Its fleet of rolling stock consists of 759 cars, 336 MR-63 and 423 MR-73, and travelled 77.1 million km in 2011.



Bus network

The STM operates a bus fleet of 1696 buses, including 8 hybrid and 202 articulated ones, as well as 16 urban minibuses. Its network extends over the island of Montréal, a 500 km² area. It operates 213 lines, 160 of which are wheelchair-accessible and 23 dedicated to night service. Also, some 136 km of reserved lanes lead to shorter travel times. The offer of bus service reached 84.9 million km in 2011.



Paratransit

The STM provides door-to-door paratransit service for people with functional limitations. As a result, over 22 000 customers make use of the STM's minibuses and the services of 14 regular and wheelchair-accessible taxis to travel over 2.8 million km in the greater Montréal area each year.

Distribution of expenses*



Distribution of revenue*



	In thousands of \$	%
Remuneration	747 968	64.3
Goods and services, and other	285 822	24.6
Debt servicing and financing costs	129 725	11.1
Total	1 163 515	100
Customers	506 123	43.5
Contribution from the Montréal urban agglomération	387 900	33.3
Subsidies	140 479	12.1
Contributions from the regions and municipalities outside the agglomeration	90 225	7.8
Other revenues	38 788	3.3
Total	1 163 515	100

^{*} All numbers were taken from the STM's 2011 Budget.

Ridership

In 2011, ridership reached 404.8 million passenger rides, an record unmatched in the history of public transportation in Montréal, a 4.2% increase compared to 2010. Such an outstanding result has allowed the STM to end the 2006-2011 period with an 11.4% overall increase in ridership, thereby surpassing the 8% target set out in the Québec Public Transit Policy.

To achieve such a result, the STM has significantly expanded its offer of service since 2006. For the bus network, this has meant a 21.6% increase, some 15 million more kilometres, while the métro system saw a 28.9% increase, some 17.2 million more kilometres for passenger service. Overall customer satisfaction also rose from 84% to 89% between 2006 and today.

Moreover, the city of Montreal continues to rank first in the number of public transit rides per capita. In 2011, Montrealers took public transit 214 times compared to 188 times per person in Toronto and to the 93 times, on average, by residents of major american cities, including Boston, Chicago, New York, Washington, Philadelphia and Seattle.

404.8 M

trips by bus and métro

An increase of 4.2% compared with 2010.

2.86 M

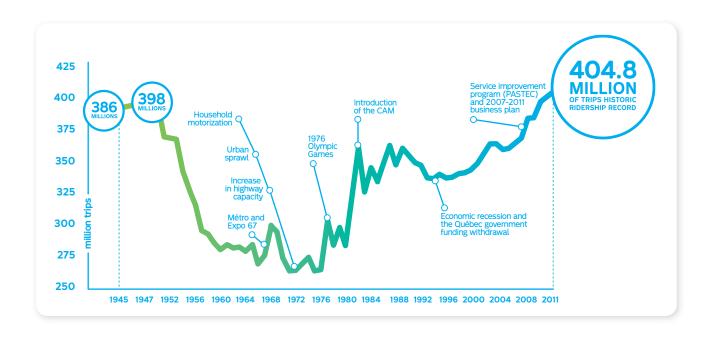
paratransit trips

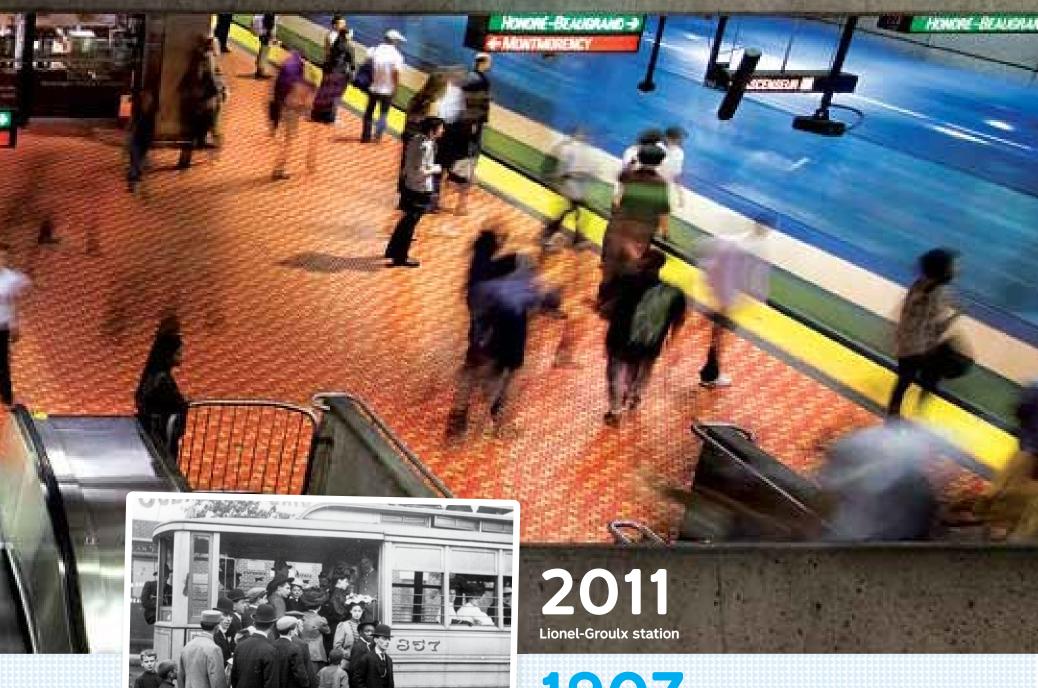
An increase of 6.5% compared with 2010.

customer satisfaction rate of

89%

An increase of two points from 2010.





1907

Tramway at the corner of East Notre-Dame and Viau Streets.

An efficient company

Excellent credit ratings

A+

Aa2

Standard & Poor's

Moody's rating

GROWING COMMERCIAL REVENUES

Trangesco, a limited partnership company responsible for managing STM's commercial activities, reported a surplus of 22.7 million, a 35% increase compared to 2010 results.

EXCEPTIONAL RESULTS WITH OPUS

In addition to speeding up fare control operations and providing a more flexible fare structure, the introduction of the OPUS card has allowed the STM to reduce fraud and recover \$12.7 million in 2011.

A SUCCESSFUL AGREEMENT

Relying on the mobilization of its employees, the recognition of performance gains and the sharing of savings, the STM and its maintenance employees did win the challenge of improving performance.

Figures clearly demonstrate this achievement:

- > The number of kilometres of buses in service has climbed from 69.8 million in 2006 to more than 85 million in 2011, allowing for a 21.5% significant increase in service;
- ➤ The rate of unserviceable buses decreased by 31% between 2006 and 2011, as though 118 buses had been added on the road with constant fleet numbers:
- The cost per kilometre was \$1.18 in 2007 (for the first 11 months). It has now shifted to \$1.00 in 2011 for the same period, a substantial savings of \$0.18 per kilometre or 10 million dollars per year;
- ➤ \$12 million in savings were achieved in 2010 and \$19 million in 2011 following the agreement reached between the union and upper management;
- > Customer satisfaction for the bus network has increased from 74% to 80% between 2006 and 2011.

Apart from the achieved savings, the agreement between upper management and the union has contributed to significantly improve labour relations.

THE STM'S GOOD GOVERNANCE CONFIRMED

In 2011, the STM participated in research conducted by the Washington Metropolitan Area Transit Authority that studied the governance practices of 13 large North American public transit companies including New York, San Francisco, Boston and Chicago. Analysis of the results clearly demonstrates that, overall, the STM's governance compares favourably to that adopted by the other organizations. It also revealed that only five of the companies stream their Board of Directors' meetings live on the Internet and make the content available for future reference. The STM is the only Canadian organization that is part of this select group. This reflects the Société's cutting-edge position and transparency in this area.

The results of this American study confirmed a similar positive statement included in another report commissioned by the Association du transport urbain du Québec. This report compared the governance practices in place at the STM with those of eight other Québec public transit companies.

The STM makes headlines

MONTREALERS SATISFIED WITH THEIR PUBLIC TRANSIT NETWORK

A Léger Marketing survey conducted for Radio-Canada indicated that 81% of respondents in the Montréal metropolitan area rated their trip by public transit as pleasant. As for the networks, 66% considered that they were in good condition.

MONTRÉAL 19TH IN RANKING OF GREEN CITIES

Montréal was ranked 19th among 27 Canadian and American cities in a list of top green cities determined by the British newspaper *The Economist*. The authors of the study noted that the public transit network was a major factor in the city's performance in the ranking.

RÉCHAUD-BUS FEATURED ON LA BONNE NOUVELLE TVA

Each weeknight for 15 years now, volunteers from the STM have travelled the streets of Montréal aboard the Réchaud-bus to feed children in underprivileged neighbourhoods. Last November, the TVA network dedicated one of its pieces, *La bonne nouvelle TVA*, to these employees and their efforts.

THE EXCELLENT WORK OF STM EMPLOYEES RECOGNIZED BY AN EDITORIALIST

During his appearance on the *Bazzo.tv* program, editorialist Camil Bouchard was full of praise for the STM. In addition to recognizing the need for public transit in reducing greenhouse gas emissions, Mr. Bouchard emphasized the courtesy of employees as well as the success of the Société's new brand image. He continued by confirming that the STM is at the core of "spectacular changes that show that anything is possible even in a large public company with more than 7 500 employees, responsible for 360 million trips per year and with a budget that will soon reach \$1 billion!"

PUBLIC TRANSIT, GOOD FOR ONE'S HEALTH

The results of a study by the Mobility Research Chair of the École Polytechnique de Montréal demonstrated that taking public transit has a beneficial effect not only on the environment but also on health. A return trip by public transit involves an average of 2 500 steps, or 25% of the recommended daily level of activity!

Major projects

PASTEC

Within the framework of the Public Transit Service Improvement Program (PASTEC), the STM has increased service by 3% in 2011. In order to achieve this result, a series of measures, mostly in the bus network, were implemented:

- The overhaul of the night bus network lines aims to improve service by offering a greater bus frequency when the métro is closed by altering nine bus routes and adding three other lines: 353 Lacordaire/Maurice-Duplessis, 354 Sainte-Anne-de-Bellevue/Centre-ville and 376 Pierrefonds/Centre-ville. In total, the new network generally offers 75% more service;
- Service improvements were carried out on bus lines 12—Île-des-Soeurs, 21—Place du Commerce, 46—Casgrain, 194—Métrobus Rivière-des-Prairies (p.m. service), 77—Cégep Marie-Victorin (p.m. service), 257—Navette Or Rivière-des-Prairies, 252—Navette Or Montréal-Nord, 173—Métrobus Victoria (p.m. service), 480—Pointe-Nord/Île-des Soeurs;
- Set up of four new reserved bus lanes included in the Bus Priority Measures program (MPB): Saint-Joseph, Louis-Hippolyte-La Fontaine, Sherbrooke-Est, Jean-Talon and implementation of three new reserved lanes included in the mitigation measures surrounding the Turcot Interchange and other major highway construction sites: Highway 20, Saint-Patrick, and Notre-Dame Street West:
- Synchronization with commuter train service on lines 203-Carson, 204-Cardinal, 205-Gouin, 206-Roger-Pilon, 208-Brunswick and 209-Des Sources servicing Pointe-Claire, Pine Beach, Roxboro-Pierrefonds, Sunnybroke and AMT Dorval commuter train stations;
- New lines added: line 41 Quartier Saint-Michel/Ahuntsic and 26 Mercier Est;
- Implementation of an on-call new shared taxi service in Sainte-Anne-de-Bellevue:
- ➤ Bus route changes on lines 25 Angus and 254 Navette Or Rosemont.



Furthermore, the STM reviewed its service capacity norms, the maximum number of persons per vehicle, in order to improve customer service. These new norms are as follows:



Regular bus lines: 55 passengers in peak hours and 30 passengers in off-peak hours, as well as Saturday and Sunday; Express service: 45 passengers in peak hours and 30 passengers in off-peak hours, as well as Saturday and Sunday;



Articulated buses: 75 passengers during peak hours and 45 passengers in off-peak hours, as well as Saturday and Sunday.

Major Projects

NEW MPM-10 MÉTRO CARS

Since the contract for the procurement of 468 open-concept métro cars was awarded to Consortium Bombardier-Alstom (CBA) on October 22, 2010, the firm has undertaken to develop the new train cars following an iterative process for sharing information among the many subcontractors, suppliers, the STM and its customers. To that end, more than 350 meetings took place, during which the design underwent methodical reviews that made it possible to ascertain that what was being put forward met with STM requirements. For its part, the STM awarded several contracts costing an overall \$62 M, namely to refurbish the métro's minor repairs workshops (PRY), and to acquire a wideband radio communications system (SRLB) and a driving cab simulator.



Meanwhile, the STM held a number of public consultations to involve people during the various stages of the MPM-10 project. One such consultation in December of 2010 about the exterior look for the new métro cars drew the interest of 30 000 people. When the final choice was revealed in February, another consultation was announced to find them a name. Then, in April, customers were invited to try out three seat prototypes. Later, the first scale model of the new cars was unveiled to the media in September, with the mayor of Montréal, Gérald Tremblay, and the executive committee member in charge of transportation, Michel Bissonnet, in attendance.

Business firm Labbé Designers et associés produced the industrial design for the MPM-10 by establishing design guidelines for both the interior layout and exterior look. Creative shop Sid Lee also submitted a colour scheme proposal and three visuals for the cars' exterior look.

Major projects

RÉNO MÉTRO

Grouped under the **Réno Métro** umbrella, phase II of Réno-Systèmes and Réno-Stations, as well as the Embelli-Stations program, has enabled the work on upgrading the métro network to continue, with the ultimate goal being to improve the stationary equipment and infrastructure and keep them in good condition.

This year the company initiated or continued several projects that were primarily carried out in the stations and tunnels. These included replacement of the fire alarm systems in the stations on the extensions to the Green and Orange lines, repair and drainage of the archways in eight stations, as well as the complete renovation of Villa-Maria station and the north entrance to Du Collège station. To these were added the repair of auxiliary structures begun in 2010 and phase 2 of the replacement of the interior and exterior lighting at Georges-Vanier station. In addition, the STM carried out various other projects such as landscaping, addition of lighting, sidewalk repair, foundation parging, painting, and installation of new windows at Vendôme, Mont-Royal, Angrignon, Rosemont, Sauvé, Sherbrooke, Atwater, Placedes-Arts, Square-Victoria, Frontenac, Henri-Bourassa, Honoré-Beaugrand, Radisson, Préfontaine, Jean-Talon, Saint-Michel, Viau, Langelier, Papineau and Cadillac stations.

With regard to stationary equipment, several large-scale projects were completed such as putting into operation two new ventilation stations in the tunnel, one consisting of four generators to independently power the entire original métro network, and the other of upgrading Dickson station with generators to independently power the eastern segment of the Green line. Other work also took place including replacement of escalators dating from the métro's opening and the renovation of several track switching gear on wooden ties. Replacement of these wooden ties with concrete parts cast on site will continue until 2017 and is the result of an in-company innovation that is unique in the world.

Modernization of the control and communications centre

The upgrading of the control centre, the nerve centre of the Montréal métro, saw considerable progress during the year. Several stages of the switchover have been carried out. Traffic regulation on the extension of the line Orange in Laval was switched over to the new system in June. The Yellow and Blue lines were switched over in July and August respectively, then switched to the new control centre in October. Finally, in December, communications management, as well as traffic regulation on the Green line, was transferred to the new control centre.

Major renovations to Berri-UQAM station

First put into service more than 45 years ago, the network's busiest station with 13.1 million admissions per year underwent a major makeover in 2010. The STM continued with its substantial renovations namely the removal and stabilization of most of the cinder block walls and the various types of architectural siding, as well some of the ceilings. The lozenge-shaped grey wall tiles that have adorned this central métro station since its inauguration in 1966 have gradually disappeared giving way to a temporary finish. Following this first stage of work, the STM will refurbish most of the station's mechanical, electrical and architectural components.

The interior work (phase 1), representing a total investment of \$90.2 million, will be carried out over a seven-year span (2010-2017). In addition, renovation work dealing with the waterproofing membrane and the areas surrounding the station will be carried out as part of the Réno-Infrastructures program.

iBUS PROJECT

In November 2011, the ministère des Transports du Québec announced its financial participation in the iBUS project. The STM then proceeded with the issue of a call for bids. The next two years will be dedicated to the delivery and preparation of the equipment for deployment starting in 2014. Thanks to this \$200 million project, the STM will be able to improve bus punctuality through real-time management of the fleet, increase the commercial speed of service on express and reserved lanes, reduce crowding on buses, provide better co-ordination between the métro network and commuter trains and improve safety for bus drivers and customers.

Major projects

STINSON BUS GARAGE

On November 28, 2011, the STM, the city of Montréal and the ministère des Transports du Québec announced the construction of the Stinson bus garage. Located in Saint-Laurent borough, bordering Stinson and Montpellier streets, this two-storey building with a total floor space of 38 400 m² will house 300 buses, 200 standard-sized and 100 articulated ones.

Certain basic adjustments will be made in anticipation of the eventual arrival of electric vehicles. The STM will spare no effort in ensuring that this new building receives LEED GOLD (Leadership in Energy and Environmental Design) certification, one of the highest standards in the industry. It would then become the first LEED GOLD bus garage in Canada.

Preliminary work began on site at the end of 2011, and building construction will start in June 2012. The Stinson bus garage will be operational in the fall of 2013 and welcome more than 750 employees. Since 2009 the STM has been collaborating closely with Saint-Laurent borough to firm up this project to optimize public transit and revitalize this industrial sector.

ELECTRIFICATION OF THE SURFACE NETWORK

In its 2020 Strategic Plan, the STM set an objective of acquiring only electric vehicles for its surface network as of 2025. Five related projects evolved over the course of 2011.

Hybrid buses

Following the results of the Urban In October 2011, the STM issued a The STM initiated discussions In September, the STM issued a during 2012 so as to receive the first technology. buses as of 2013.

Electric midibuses

Transportation Showcase conducted call for bids for the acquisition of during the year with industry call for bids to conduct a study on in partnership with the Société de seven electric midibuses. This project partners regarding the development the implementation of a trolleybus transport de l'Outaouais, Transports will enable the company to acquire of a showcase on electric buses, network. The objective of this study Canada and the MTQ, the STM, as well early experience and knowledge The objective of the project in is to define the optimal network as the nine public transit companies on the operation of fully electric development is to consolidate the and its parametres and to evaluate in Quebec, made the decision to buses, prepare for the transition STM's knowledge in the area of the implementation costs for this acquire hybrid vehicles. The call for from the fleet of diesel buses to a electrification. bids was issued in November 2011. fleet of electric buses and measure and the contract will be awarded customers' appreciation for this

Electric buses

Trolleybuses

project. The results of the study will be available at the end of 2012.

Electric service vehicles

The STM is also working on a project to gradually convert its fleet of service vehicles, and it acquired its first two electric cars in December. These Chevrolet Volt vehicles will undergo testing during 2012.

The 2020 Strategic Plan

The 2020 Strategic Plan was adopted by the Agglomeration of Montreal on October 27, 2011, prior to being submitted to the Communauté métropolitaine de Montréal (CMM) for approval. The ambitious plan calls for providing 540 million passenger rides annually by 2020, thereby ensuring the mobility needs of the public are met by serving up one of the best-performing public transit systems in North America, a goal predicated on operating a fully electrified bus and métro network by then.

Priorities and actions



Priority 1

Expand services



Priority 2

Improve the customer experience and marketing efforts



Priority 3

Attract, develop and mobilize talent



Priority 4

Optimize investment management



Priority 5

Further improve performance



Priority 6

Place sustainability at the centre of all decisions

Stratégies

- 1. Renovate and expand the métro system and increase service offer
- 2. Improve service offer while diversifying bus network
- **3.** Introduce first tramway line into service
- **4.** Help implement any public transit project on the island of Montréal
- **5.** Firm up the offer of paratransit service

- **6.** Develop the brand message *Breathe* easier
- **7.** Implement a quality of service program
- 8. Improve service reliability and punctuality
- **9.** Improve the quality of customer information
- Offer a safe, welcoming and pleasant environment
- 11. Implement universal accessibility measures
- **12.** Diversify transit fares

- **13.** Use novel means to recruit personnel and develop their skill set
- **14.** Maintain efforts to mobilize employees and managers
- **15.** Maintain the collaborative spirit in all labour relations
- 16. Contribute to create a healthy, safe and inclusive work environment

- 17. Generate added value when renewing assets
- **18.** Optimize project portfolio management and improve project management
- **19.** Increase and diversify revenue
- **20.** Closely monitor expenditures
- 21. Contribute to the government's plan for electrically-powered transportation
- **22.** Lower the company's environmental footprint
- 23. Promote sustainability

2020 Strategic Plan

Summary of maintenance and development investments for the 2011-2020 period*

IN M\$	MAINTENANCE	DEVELOPMENT	TOTAL
Métro	4 5 1 3	1 221	5 734
Replacement of métro cars (MR-63)			
Refurbishing workshops and equipment (MPM-10)			
Replacing métro cars (MR-73)			
Réno-Systèmes phases I to IV			
Réno-Infrastructures phases I and II			
Berri-UQAM station – Major renovation, phase I			
Bus	1 685	1 333	3 018
Henri-Bourassa reserved lane			
Bus acquisition (1 222)			
New bus garages (2)			
Rebuilding Saint-Denis bus garage			
Refurbishing Crémazie building			
iBus			
Bus Priority Measures (MPB)			
Tramway ^a	-	1 122	1 122
SUB-TOTAL	6 198	3 676	9 874
MÉTRO EXTENSIONS ^b		1 610	1 610
TOTAL	6 198	5 286	11 484
	(54%)	(46%)	(100%)

^{*} On February 2, 2012, the STM Board of Directors approved the priority ranking of asset maintenance, optimization and developement projects for the 2011-2020 period. This priority listing is available on the STM website as a complement to the STM's 2020 Strategic Plan.

^a Estimate based on a cost per kilometre of \$85 M (adjusted to inflation for 2010) including taxes and 30% for contingencies.

^b Estimate based on a cost per kilometre of \$150 M (adjusted to inflation for 2006).

2020 Strategic Plan

Distribution of \$11.5 B of investment projects for 2011-2020

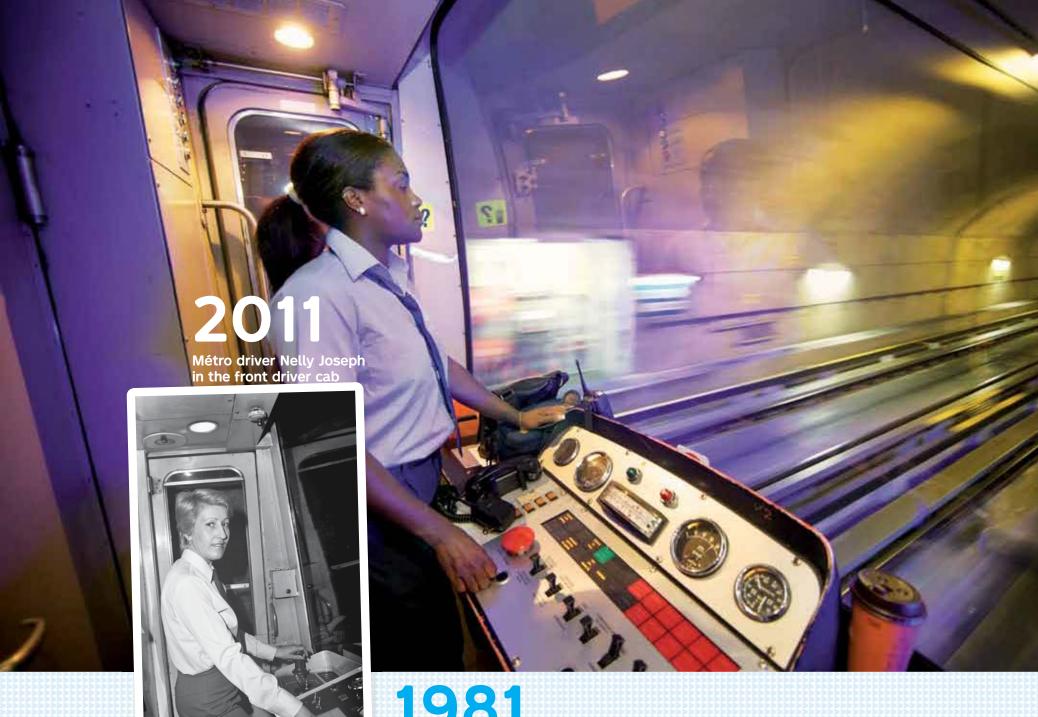
ASSET MAINTENANCE

	Projects	\$M
1	Replacement of 342 MR-63 métro cars by MPM-10 cars *	1 513
2	Refurbishing workshops for MPM-10 *	262
3	Réno-Systèmes phase II *	122
4	Réno-Systèmes phase III * and IV	995
5	Replacement of buses *	717
6	Berri-UQAM station – major renovations phase I *	86
7	Réno-Infrastructures (métro) phase I * and II	500
12	Replacement of MR-73 métro cars	917
14	Replacement of vehicle scheduling and operations systems (iBUS) *	199
15	Repairing bus network infrastructure (Saint-Denis and Crémazie)	444
20	Other maintenance projects	443
	TOTAL	6 198

OPTIMIZATION AND DEVELOPMENT

8	Addition of 126 métro cars (ridership * and expansion)	557
9	Infrastructure for bus network (new bus garage) *	278
10	Bus acquisition *	565
11	Bus Priority Measures program (partial)	153
13	Refurbishing workshops for replacement of MR-73 cars	654
16	BRT lane on Henri-Bourassa	307
17	Métro extensions	1 610
18	Tramway Downtown – Côte-des-Neiges	1 122
19	Other optimization and development projects	40
	TOTAL	5 286

^{*} Projects for which the STM received MTQ approval, either through the PQI 2010-2014 or SOFIL programs.



1981

Lisette Renaud, the first woman to become a métro driver



Two trackmen replacing a third rail

Métro network indicators

Kilometres travelled

77.1 million kilometres/ car in comparison with 76.6 million kilometres in 2010

Delivery of planned service

99.8% in 2010 and 100% in 2011

Reliability

97.6% of customers arrive on time



The Montréal métro remains one of the most productive in the world

For the third consecutive year, the Imperial College London has established that the métro network distinguished itself among other transit networks on many levels despite the fact that its cars are among the oldest in the world. On the one hand, the STM ranks first with regard to labour productivity, the highest in terms of kilometres/car. On the other hand, the reliability rate of métro cars remains sound and ensures the quality of customer service. The Montréal métro, 100% powered by electricity, is considered to have one of the lowest carbon footprints in the world.

Busiest métro stations (passenger entries)

1- Berri-UQAM	13 131 841	
2- McGill	11 852 430	
3- Guy-Concordia	8 437 671	
4- Bonaventure	7 928 139	
5- Longueuil-Université-de-Sherbrooke	7 894 105	

Number of trips delayed by five or more minutes

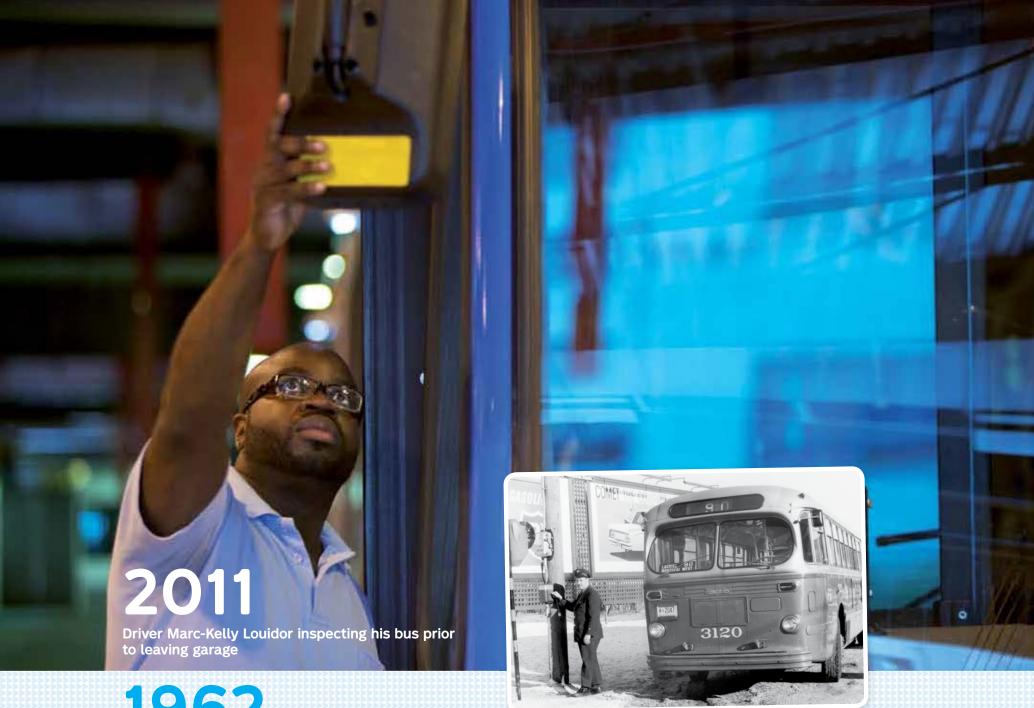
Causes	2010	2011
Misconduct, passengers taken ill	2 568 560	2 990 334
Rolling stock	1 558 868	1 728 735
Train operation	366 963	497 779
Stationary equipment	431 300	405 722
External causes	102 941	74 589
Miscellaneous	296 714	239 692
Total	5 325 346	5 936 851

Note: This table must be read keeping in mind that the Métro handled 250,008,743 trips in 2011. In addition, the number of delayed trips in 2010 differs from the one presented in the 2010 Activities Report since it has since been updated to show the most recent 2008 results provided by the Origin-Destination survey. The 2010 and 2011 results of this report should therefore not be compared with preceding report results.

Number of incidents lasting five or more minutes

Causes	2010	2011
Misconduct, passengers taken ill	457	496
Rolling stock	215	259
Train operation	81	99
Stationary equipment	80	66
External causes	13	13
Miscellaneous	45	46
Total	891	979

Note: This table must be read keeping in mind that Métro trains travelled 500 000 additional km in 2011 as a result of 0.7% increase in service. A total of 250 008 743 trips were provided in 2011.



A bus driver registering his arrival time by means of a punch clock

Bus network indicators

Kilometres covered

84.9 million kilometres travelled compared with 81.1 million in 2010

Delivery of planned service

99.1% in 2010 and 99.4% in 2011

Bus punctuality

83.3% in 2010 and 82.6% in 2011'

* The numerous construction sites and road construction explain the difference between the objective and the result.

The busiest routes (per average weekday)

Bus line	ridership
1- 121 - Sauvé/Côte-Vertu	36 181
2- 139 - Pie-IX	36 128
3- 141 - Jean-Talon Est	30 091
4- 165 - Côte-des-Neiges	29 879
5- 51 - Boulevard Édouard-Montpetit	28 848

Bus maintenance indicators

With the commitment and cooperation of maintenance employees and support services, the STM has continued the work initiated in recent years to obtain excellent results, such as demonstrated by the following indicators:

Number of unserviceable vehicles (% of fleet undergoing repair)

17.5% in 2010 and 16.3% in 2011

Rush hour availability (average)

1 381 buses in 2010 and 1 403 in 2011

Reliability

(Average distance travelled between two breakdowns)

4 023 km in 2010 and 4 645 km in 2011

Paratransit indicators

Door-to-door trips

2 684 746 in 2010 and 2 858 573 in 2011

The results indicate an increase of 6.5% in one year and 45.5% compared with 2006. Trips generated more than 900 000 calls to different STM call centres. The general customer satisfaction results for paratransit services reached 93% in 2011. Results vary between 92% and 96% for call centres and for all modes of transportation. Paratransit services and taxi suppliers innovated by implementing an ongoing training program for drivers. Also, minibuses outfitted with pneumatic suspension and air conditioning were purchased. In addition, the first phase of the EXTRA project aims to support ridership growth and integrate in the second phase a vehicle scheduling system to provide real-time customer information.

The Customer Experience

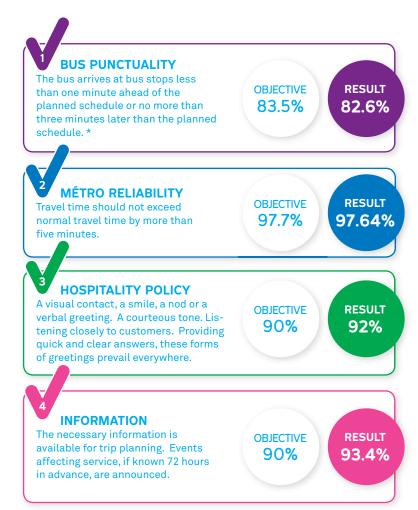
CUSTOMER SATISFACTION

The results of recent surveys demonstrate that the overall customer satisfaction level was 89% on average in 2011 and reached 90% in the fall. The satisfaction levels are notably higher with respect to cleanliness around métro stations and in bus shelters, and the courtesy demonstrated by personnel (fare booth attendants and bus drivers). The level of satisfaction among Paratransit clients continues to be extremely high at 93%.



In 2010, the STM implemented a quality of service program entitled Together for quality of service, whose principal objective is to improve customers' perceptions and satisfaction levels. The program consists, in the first instance, of standards targeting four aspects of service: the punctuality of buses, the reliability of the métro, the greeting of customers and transit information. It is inspired by an international approach taken in several European countries. Thus, 18 standards were developed for phase I, with performance objectives set that are now being followed up and measured.

Performance measurement was carried out on a continuous basis through operational indicators and during surveys conducted with mystery clients aboard buses and the métro in two waves from January to June and from August to December. Comparison between the results from 2011 and 2010 indicates that significant progress has been made for the majority of the standards that were observed.



* The difference between the objective and the result can be explained by the many construction sites and roadwork sites.

For the second phase of the program, cleanliness norms for bus and métro networks have been established as a priority. Two benchmarking studies were conducted by Imperial College London to gather the best practices among transit agencies. Discussion groups involving customers and employees were approved by the steering committee and the project will proceed accordingly in 2012.

The Customer Experience

WASTE MANAGEMENT PLAN (PGMR)

Deployment of the waste management plan (PGMR) began in August. The 1600 wall-mounted trash cans and 245 paper recycling bins were gradually removed from train platforms and mostly replaced by two-sided units, one for trash and the other for collecting recyclable matter (plastic, glass, metal, newspaper and cardboard). The new units are located mainly on the entrance and mezzanine levels of métro stations.

The purpose for this change in direction was to reduce the volume of trash by half while doubling the volume of recyclable matter. For the long term, the STM wants to ensure there is as little trash as possible and more recoverable matter. This new approach should also simplify the trash collection process and workload for maintenance employees, who can then focus on improving cleanliness and customer service. An information campaign and adequate signage were deployed to lessen the impact on the commuting habits of transit users.

UNIVERSAL ACCESSIBILITY

In 2011, the STM moved forward with activities that serve its goal of improving access to its bus and métro networks. To that end, it worked closely with associations representing people with functional limitations to ensure that their needs are factored in all public transit projects.

The following are just a few of the improvements in the network's universal accessibility achieved during the year:

- On-going integration of universal accessibility into bus shelter prototype;
- Redesigning the MR-63 passenger compartments to make support bars more visible, and increase their passenger capacity and the number of seats reserved for customers with limited mobility;
- Dispensing training material to fare controllers, métro inspectors and bus drivers that cover the needs of transit users with functional limitations:
- Awareness campaign about reserved seats for pregnant women and customers with limited mobility in the bus and métro;
- Universal accessibility factored in from the start in the signage project;
- Initial development of project to install an audio function on all automatic fare vending equipment in the métro.
- Initial development of design proposal for elevators phase II.

Furthermore, MPM-10 cars due to arrive in 2014 are one more step toward reaching the goals of universal accessibility, mainly because of their interior layout, the free circulation of passengers between cars and the project calling for the modification of train platforms. At each phase of the project, representatives of the disabled community are consulted and their concerns regarding universal accessibility are taken into account.

Customer service

CUSTOMER INFORMATION

In recent years, customer information has diversified and customers have many options available now to obtain timetables or to receive information on service interruptions.

For example, nearly two million requests were received by text message in 2011. These results are most encouraging!

Statistics regarding different information tools break down as follows:

Tools	2010	2011	Var.
AUTOBUS (schedules)	8 660 985	8 138 285	- 6%
STM.INFO (tel.) (information)	600 120	639 103	6%
SMS	1 034 536	1 988 123	92%
Mobile network	197 312	427 201	117%
iPhone application (subscribers)		53 572	
stm.info website (visits)	17 526 298	18 392 360	5%
Twitter service alerts	5 500	12 482	56%
SMS service alerts (subscribers)	4 314		

Note: From these statistics, we can observe a decrease in call centre traffic. This trend is mainly due to the implementation of new information services. For example, the functionality that provides obtain timetables and information about events affecting service by SMS is gaining in popularity.

COMMENTS AND COMPLAINTS

29 528 of which 26 115 are complaints and 3 413 are comments (suggestions, compliments, miscellaneous)

12 045 were received by telephone and 17 205 by e-mail

19 587 concern the bus network while 3 163 are about the Métro network

Complaints by category

Service	10 362	
Employees	8 628	
Equipment	2 915	
Customer information	1 380	
Other	2 830	
Total	26 115	



A millionth customer boards the 747 — Express bus!

In May, the STM greeted its millionth customer aboard one the 747 — Express buses. This direct link between downtown and Montreal's Trudeau International Airport provides some 3 500 trips per typical weekday in peak season. According to a customer service survey, the general satisfaction regarding service is 93%. In addition, 99% of persons polled recommend this service to their friends or colleagues.



Customer service

THE STM'S SOCIAL NETWORKS

The STM uses Facebook to dialogue with customers and to talk to them about services, the public transit vision, involvement and the environment. Here, followers react, comment and communicate the impact that public transit has on their lives.

Still on the subject of energizing its exchanges with its clients, the STM is very active on its Society in Motion blog, sharing its green actions and major projects, while enabling readers to comment on posts and ask questions. Three live sessions with Michel Labrecque held on the Society in Motion blog were another new feature in 2011. Internet users had the opportunity to talk to the chairman of the STM's Board of Directors about the 2020 Strategic Plan, electrification of the surface network and the financing of public transit.

The STM presents videos on YouTube on a variety of subjects. The chairman of the Board of Directors often uses this platform to speak to public transit users and partners.

Since September 2011 the Société has also been present on Twitter to comment on public transit developments and challenges. The @STM_Nouvelles account allows for the sharing and exchange of information among journalists, bloggers, opinion leaders and elected officials.

Results that confirm 2010 trends

As of December 31, 2011:

The STM's Facebook page had close to 7 100 "friends" who have posted some 17 000 comments and questions this year;

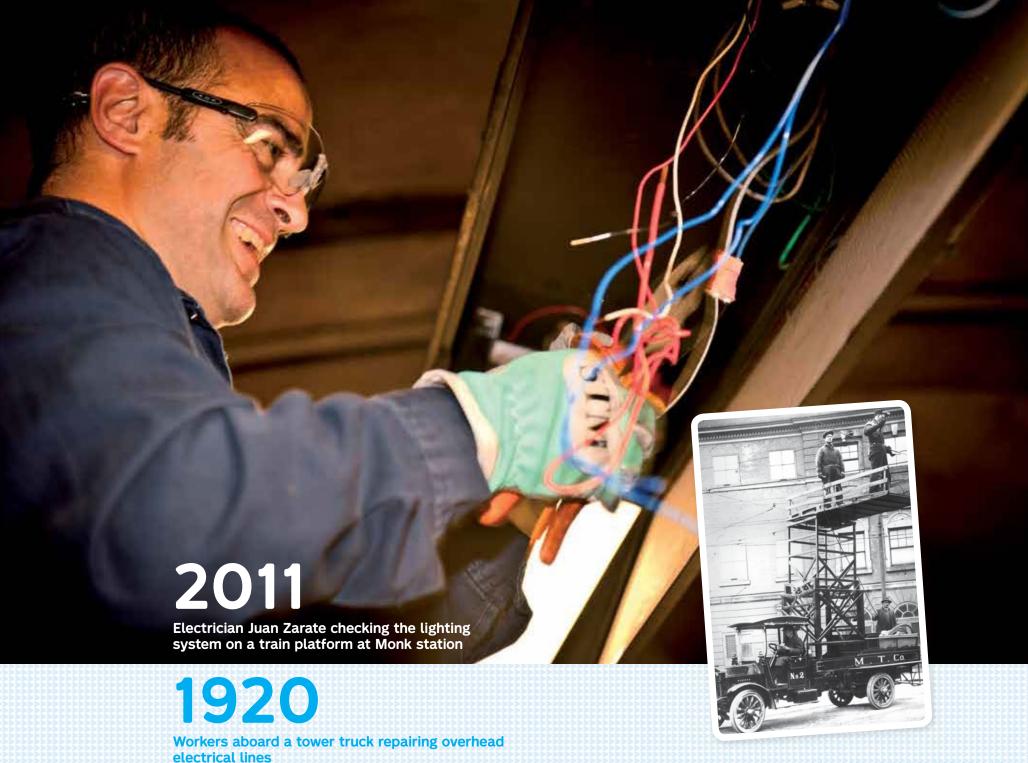
The Society in Motion blog recorded over 450 000 visits and nearly 2 072 visitor comments;

On YouTube, the STM posted around one hundred videos that have been viewed 105 000 times.









Workforce

2011 IN NUMBERS







1 023 new hires (permanent, temporary and student positions)

42 905 applications received through website

242 026 hours of training

Attracting and developing talent

The STM is experiencing a period of major growth in both its projects and its service offer. It is facing numerous challenges in attracting and renewing a skilled workforce. To deal with this, it has changed course by altering its strategy for attracting and communicating with potential candidates. Social media are being used more extensively to publicize job offers and to promote the image of an employer of choice.

A measure to identify critical posts has also been introduced so as to target recruitment efforts and avoid a shortage in certain jobs that are necessary for the implementation of the 2020 Strategic Plan.

The STM offers numerous jobs, whether in the operations area (bus drivers, managers, etc.), maintenance jobs (electricians, machinists, mechanics, tire inspectors) or support jobs (engineers, information systems analysts, buyers). With more than 1 000 hirings in 2011, the STM is a major employer in the Montréal region.

In addition, communication, involvement and recognition are at the core of the strategy adopted by the STM to mobilize its entire workforce. Their good deeds and sustained efforts are noted in several ways, in particular by articles in publications and through various recognition events.

The blog by chief executive officer Yves Devin, launched on April 5, 2011, provides an opportunity for an exchange with employees, particularly on subjects related to recent developments at the company and projects in progress. A new article is posted each Tuesday afternoon, with 44 posts having appeared to date. A popular and appreciated communications platform, the blog receives some 550 visits per week and achieved an overall rating of 5.9 out of 7 in a satisfaction survey conducted among employees.

Employee mobilization index

In May 2011, SECOR submitted the results of a mobilization index survey to senior management. It was aimed at measuring the perception of employees with regard to management style, which is a major lever in employee mobilization.

According to SECOR:

A total of 4 598 employees responded to the survey, a response rate of 52%. According to the responses received, the management style index was 23 as compared to - 6 in 2006. There had been clear progress since the first measurement. Over the coming years, the STM will continue its ongoing drive for improvement so that managers are reflecting on a daily basis the management style promoted among employees, and so the mobilization of all is contributing to the achievement of the Société's strategic objectives.

WORKFORCE DISTRIBUTION

Permanent staff at December 31, 2011

4 255	Drivers, operators and support services employees Union representing STM bus drivers, métro operators and support services employees (CUPE – local 1983)
2 247	Maintenance employees Montréal transportation union (CSN — maintenance employees)
866	Unionized office employees Union representing administrative, technical and professional public transit employees (SCFP-2850-FTQ)
375	Operations managers
349	Unionized professionals Union representing STM professionals
310	Managers
204	Division clerks Union representing STM workers (CSN)
178	Foremen and forewomen
152	Constables and peace officers (inspectors)
106	Non-unionized professionals and office employees

9 042 employees

Representation of women: 24.09%

Representation of visible and ethnic minorities: 20.27%

Average age: 44.69 years

Average years of service: 10.65 years Eligible for retirement: 1 011 employees

Retiring: 299 employees

A report broadcast by Radio-Canada highlights the successful integration of minorities at the STM

In a report that aired November 2 on *Montréal ce soir*, journalist Solveig Miller presented a picture of the successful integration of minorities, where the STM goals, set at 18% for drivers and 12% for maintenance workers, were largely surpassed, reaching exceptional levels of 21% and 24% respectively. Miller introduced us to Karim Jaziri, a driver, and Aravinha Pentiah, a cleaner, who both expressed satisfaction with their integration and work at the STM.

Annual generosity campaign

As part of the annual generosity campaign, several charitable events were organized to collect funds for a number of causes supported by the STM:

➤ Benefit golf tournaments ➤ Money collected from transit users in métro stations ➤ In-house funding activities, such as hot-dog meals, half and half draws, sale of tickets for prize draws ➤ Fund-raising drive among employees and retirees ➤ Appeal to recruit volunteers

The activities held by employees and retirees helped to raise a record sum of \$1028114 that was distributed among a number of charitable organizations:

\$359 112	for Réchaud-bus, an initiative by current and retired employees that uses a bus transformed into a mobile canteen to deliver meals to children in need, whether at daycare, at school, or at their neighbourhood youth centre
\$189 069	for Centraide of Greater Montreal
\$165 302	for the Canadian Red Cross, Québec chapter
\$153 751	for Partenairesanté Québec
\$15 000	for Hôpital Rivière-des-Prairies' Fondation Les petits trésors
\$50 000	for Garde-Manger Pour Tous
\$6 000	for the Red Cross's relief efforts for South shore flood victims. In addition, the STM provided a shuttle service for volunteers helping out during the Grande Corvée organized by SOS Richelieu
\$89 880	for the distribution of Christmas baskets to 650 underprivileged families identified with the help of local organizations

Total: \$1 028 114



An employee cleaning the outside of a bus

Fare sales	Revenue	(in thousand:	s of \$)	Fare	s purchased	
	2011	2010	VARIATION	2011	2010	VARIATION
Regular fare						
Monthly CAM	\$185 751 909	\$173 911 599	6.8%	2 546 874	2 484 451	2.5%
Weekly CAM	\$31 941 432	\$30 009 060	6.4%	1 451 883	1 463 857	-0.8%
Single fare	\$70 232 345	\$75 133 852	-6.5%	23 417 735	27 321 401	-14.3%
2 trips	\$17 440 009			6 341 821		
6 trips	\$28 577 480	\$32 890 573	-13.1%	12 021 853	14 893 845	-19.3%
10 trips	\$41 776 625	\$39 973 600	4.5%	18 593 099	19 035 048	-2.3%
1-day	\$7 899 783	\$4 072 618	94.0%	987 473	581 803	69.7%
3-day	\$5 701 159	\$3 619 661	57.5%	356 322	258 547	37.8%
Unlimited evening	\$1 250 620			312 655		
747 – Express Bus	\$820 492	\$644 696	27.3%	102 562	92 099	11.4%
Reduced fare						
Monthly CAM	\$64 591 563	\$60 133 410	7.4%	1 577 583	1 551 830	1.7%
4-month CAM	\$3 478 847	\$1 565 433	122.2%	22 428	10 577	112.0%
Weekly CAM	\$1 772 526	\$1 549 199	14.4%	139 022	134 713	3.2%
Single fare		\$2 583 812	9.8%	1 420 519	1 476 464	-3.8%
2 trips	\$683 404			390 516		
6 trips	\$2 635 003	\$2 796 456	-5.8%	1 864 303	2 237 165	-16.7%
10 trips	\$9 577 750	\$8 568 242	11.8%	7 384 785	7 140 201	3.4%
Group fare	\$200 099	\$113 740	75.9%	15 392	9 478	62.4%
Other fares	\$1 020 880	\$591 778	72.5%	272 042	182 269	49.3%

Evolution of fares and revenues 2010-2011

A strong increase in monthly CAM sales was observed in 2011, showing a 2.5% rise for regular fares and 4.8% for reduced fares. This is excellent news as it forecasts an increase in customer loyalty. This result is linked in part to the STM strategy to make the cost of the monthly pass more advantageous than single fares. The OPUS annual and corporate programs (OPUS à l'année and OPUS & Cie) as well as the CAMPUS pilot project have also contributed to these results. One-day and three-day fares available in all métro stations and accepted on board 747 – Express buses have also known exceptional growth in 2011.

Fare structure

Regular fare		
	2011	2010
Monthly CAM	\$72.75	\$70.00
Longueuil CAM	\$82.00	
Weekly CAM	\$22.00	\$20.50
Single fare	\$3.00	\$2.75
2 trips	\$5.50	
6 trips	\$14.25	\$13.25
10 trips	\$22.50	\$21.00
1-day	\$8.00	\$7.00
3-day	\$16.00	\$14.00
Unlimited evening	\$4.00	
Cash fare 747 – Express Bus	\$8.00	\$7.00

Reduced fare		
	2011	2010
Monthly CAM	\$41.00	\$38.75
Longueuil CAM	\$49.00	
Weekly CAM	\$12.75	\$11.50
4-month CAM	\$155.00	\$148.00
Single fare	\$2.00	\$1.75
2 trips	\$3.50	
6 trips	\$8.50	\$7.50
10 trips	\$13.00	\$12.00
Group fare	\$13.00	\$12.00









The Family Outings program

Since 2008, this program has allowed an adult holding a valid transit fare to travel on weekends and legal holidays with five children under 12 years of age who travel for free. For the first time, the STM expanded its program to include the holiday period. One million additional trips were taken in 2011 thanks to this initiative that offered an interesting, inexpensive alternative for outings with young children.

OPUS à l'année

Subscriptions to the annual Opus card program more than tripled in 2011. This program is attracting more and more public transit customers who thus avoid having to reload their cards every month. The program was enhanced with offers from partners and with a promotion from the ministère des Transports du Québec giving a free month to all subscribers as part of the measures to alleviate road congestion announced at the end of the summer.

Opus & Cie

Launched in the fall, this program targets Montréal companies that wish to encourage public transit use among their employees. Participating employers commit to offering a discount, matched by the STM, and which translates, at minimum, into a free month of transit for the employee. This initiative also provides a benefit for employers in the form of tax deductions, while enabling them to take concrete and positive action in support of sustainable development.

CAMPUS pilot project

This program, which was launched in the fall, targets students at Université de Montréal and members of FAÉCUM who meet certain eligibility criteria. Featuring a universal contribution for all admissible students, it allows students to benefit from unlimited access to transit for the fall 2011 and winter 2012 semesters at a lower fare than the student fare in effect at the STM. In addition, they can take advantage of an array of discounts offered by various partners.

Remote recharging

Following customer requests, the STM last fall launched a remote recharging test program allowing certain customers selected as "testers" to buy their transit fares via an Internet interface. Based on the results obtained and the satisfaction level of customers, this pilot project could become a permanent means of obtaining transit fares on top of the traditional sales points at métro fare booths, agencies and automated fare vending machines in the métro.

Campaigns and promotion AN ATTENTION-GETTING CAMPAIGN TO PROMOTE PUBLIC TRANSIT

In order to make people aware of the impact of public transit on the environment and to motivate them to choose it for their travel, the STM delivered new messages across the Montréal landscape. The equation "transport collectif = geste écologique" (public transit = environmental action) was defined in several ways, in particular by a campaign aimed at converting occasional customers to a more regular use of public transit and at publicly promoting the importance of the environmental action taken by our customers.

In order to achieve optimal reach for the message among non-users of its services, the STM made a marked return to television. The company also used unusual media: gigantic banners and decorated elevator doors in shopping centres, enormous balloons installed on top of Place-des-Arts and Jean-Drapeau station entrances and billboards along the city's main roadways.

According to post-campaign surveys, nine out of ten Montrealers remembered having seen at least one of the ads, and 85% of respondents liked and understood the positioning campaign. Finally, the Société was ranked in first place as an environmental advertiser, all exceptional results.

On December 22, 2011, the STM thanked its customers for the trips they had taken on public transit by presenting them with protective cases for their OPUS cards. Trips that did as much good for the planet as more than 200 million trees over a year or some 2 000 times the forest on Mount Royal.

LAUNCH OF A NEWSLETTER SOCIETY IN MOTION

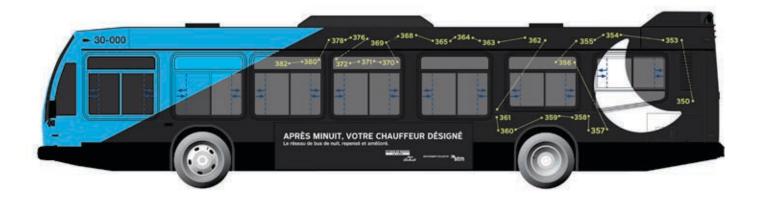
The first edition of the Society in Motion newsletter was launched in September. Some 30 000 people receive this monthly email bulletin informing them about STM products, new developments and contests, as well as suggesting ideas for outings with public transit.

FUN SHOPPING IN COLLABORATION WITH THE SDC

Working with the local Saint-Hubert and Saint-Denis business development agency (SDC), the STM invited the population to use the métro and bus to do their shopping. Under the theme, Fun Shopping with us by métro and bus, the events took place in June and September thanks to the participation of some 140 retailers who displayed the Mouvement collectif (Society in Motion) symbol in their establishments and offered benefits to STM customers.







THE ALL-NIGHT NETWORK AND UNLIMITED EVENING FARE

The STM and Labatt Breweries teamed up once again in the fight to reduce incidents of drinking and driving by promoting the STM's allnight network. Night buses, painted in the night bus network's black and white colours and featuring the Labatt slogan *Trace ta ligne*, travelled the streets of Plateau Mont-Royal, where many of Montréal's most popular restaurants and bars are located. In addition, a promotional squad visited some thirty downtown bars to promote the STM's night network. Squad members handed out some 3 000 free *Unlimited evening* fare cards. The promotion was broadcast on social media and in only a few days, more than 25 000 people entered the contest on our website.

FAMILY OUTINGS

The STM improved one of its Family Outings fares by making the offer available during the winter holidays. An advertising campaign was made public in December to spread the word. More than one million children took advantage of the offer in 2011.

PROMOTING NAVETTE OR SHUTTLE SERVICE

An advertising campaign in the fall served to increase the visibility of four Navette Or shuttles, the 254 – Rosemont, 256 – LaSalle, 257 – Rivière-des-Prairies and 260 – Anjou lines. A direct mail campaign, some with fare cards to encourage people to try the service, was carried out. Visits were also arranged at homes for seniors located along the shuttle routes to introduce the service and promote it.

PROMOTING THE 427 – EXPRESS SAINT-JOSEPH AND 26 – MERCIER EST BUS LINES

An advertising campaign was launched in the fall to increase ridership on the 427 – Express Saint-Joseph line, nicknamed "the other Orange line". During a three-week period, transit users boarding the bus could encounter a promotional squad handing out transit card cases and coupons that could be exchanged against a coffee. Furthermore, the 26 – Mercier-Est bus line was also the subject of an advertising campaign to promote it among local residents.

Partnerships

When it comes to Montréal's big events, the STM is always there, contributing to their success. In fact, the growing number of partnerships clearly shows that public transit is key to the success of any event. All of the STM's efforts in this respect follow naturally from the company's eagerness to gain visibility and become top-of-mind among existing and potential customers, in order to promote the use of public transit and better meet the wideranging needs of its riders.

In 2011, over 100 partnerships were concluded, among them:

Art souterrain

A Taste of the Caribbean Summer Festival

Cirque du Soleil

Défi sportif

Earth Day Écocité 2011

Espace pour la vie

Festival des Films du Monde

Festival du film pour enfants

Festival du Monde Arabe

Festival du nouveau cinéma

Festival Nuits d'Afrique

Festival TransAmériques

Festival Vue sur la relève

Fête des enfants de Montréal

Fête des Neiges

Grand Prix du Canada

Igloofest

In town without my car

Journées de la culture

Just for Laughs Festival

La Tohu

Les Francofolies de Montréal

Les Grands Ballets Canadiens

Love

McCord Museum

Métropolis Bleu

Montréal Alouettes

Montréal Bike Fest

Montréal Canadiens

Montréal Circus Arts Festival

Montréal High Lights Festival -

All-Nighter

Montreal Museums Day

Mutek

Opéra de Montréal

Osheaga Festival

Parks Canada

Piknic Electronik

Portes ouvertes Design Montréal

Quartier des Spectacles

Santa Claus parade

Segal Centre for Performing Arts

Tall Ships on the Quays

(Société du Vieux-Port)

Tennis Canada – Rogers Cup

Théâtre Jean-Duceppe

U2

U2 concerts A WINNING PARTNERSHIP WITH EVENKO!





As the official transporter for the two U2 concerts produced by EVENKO, and presented July 8 and 9, the STM moved some 102 000 people, which is roughly 65% of all the people who went to the concert site.

To do that, the STM mobilized nearly 700 employees who worked both evenings to ensure that targets were met. The goal was to transport a maximum number of people under optimal conditions for operations, efficiency and security, with the help of 200 bus drivers, 80 métro operators, 120 station fare controllers, 64 métro inspectors and supervisory staff.

Transportation cocktail

By definition, the transportation cocktail is the meshing of the various modes of public transit—the métro, buses, commuter trains, minibuses and shared taxis—with active and private modes of transportation, like cycling, taxis, rental cars, and carpooling. To help improve the urban mobility mix, the STM signed a number of partnership agreements with a variety of sustainable mobility players. For example, thanks to two programs, the DUO auto + bus (with Communauto) and BIXI-bus (with the Société de vélo libre-service, which runs the BIXI program), STM customers pay reduced rates for these services.

Partners : Communauto > Vélo Québec > Bixi > OPUS plus > Voyagez Futé > Faites de l'air



Employees taking delivery of a shipment of métro car tires



Art and the métro

In 2011, the STM continued with the maintenance and enhancement of the vast collection of public art in the Montréal métro. Note that more than a hundred murals, stained glass windows and sculptures decorate the routes of travellers in most stations. Close to \$77 000 was invested in the removal of graffiti, expert appraisals and the restoration of the sculpture *Un arbre dans le parc* by Michel Dernuet (1980) at Georges-Vanier station.

The highlight of 2011 remains, without question, the gifting of a work of art to the Paris métro as part of a cooperation agreement with the Régie autonome des transports parisiens (RATP). Created by Geneviève Cadieux, *La Voix lactée* was unveiled at Saint-Lazare station on October 4, 2011, on the occasion of the 50th anniversary of the Délégation générale du Québec in Paris and in the presence of the Premier of Québec, Mr. Jean Charest, and the French Minister of Cooperation, Mr. Henri de Raincourt.

Well-known by Montrealers, the artwork by Geneviève Cadieux entitled *La Voie lactée*, perched atop the Montréal Museum of Contemporary Art, will be reproduced and undergo a metamorphosis at Saint-Lazare station. Seen from afar in Montréal, seen up close in Paris, *La Voie lactée* became *La Voix lactée*. The first is luminous and distant, the other shimmering and palpable. *La Voix lactée* was created using glass mosaic tiles at Franz Mayer's workshop in Munich, Germany. The submission from Ms. Cadieux was chosen following a competition held in 2010 in which 37 artists from the Montréal region participated.

In addition, the STM increased the number of Métro Arts partnerships that enable travellers to attend quality shows in the métro. Some notable 2011 partners included artist Antoine Gratton, Art Souterrain, Segal Centre for Performing Arts, Festival du Monde Arabe, Montréal Circus Arts Festival, MUTEK Festival, Festival Vue sur la relève, La Tohu, the Grands Ballets Canadiens, Journées de la culture, the Opéra de Montréal, the Orchestre symphonique de Montréal and Centaur Theatre.

More than ever, the Montréal métro is recognized as one of the most beautiful and dynamic on the planet. In November, Champ-de-Mars station was chosen the most beautiful métro station in the world by the tourist guide www.bootsnall.com. A few days later, Adidas put a video online that was filmed for the most part in the métro and illustrated the exploits of top skateboarders travelling through the city on public transit.

All this to say that 45 years after its inauguration, the Montréal métro remains the reference for art, architecture and design.



Governance

BOARD OF DIRECTORS

The Société's Board of Directors is appointed by the city of Montréal's agglomeration council from among the members of its regular board and the boards of other municipalities whose territories lie within the agglomeration. In addition, three members of the board are chosen from among residents of the agglomeration, two of which are users of public transit and one, a user of paratransit services. The designation of two public transit users must ensure that at least one person under age 35 at the time of nomination is included on the Board of Directors. Its chairman, Mr. Michel Labrecque, fulfils his functions on a full-time basis.

The Board of Directors is representative of the values of diversity and plurality extolled by the Société. It is currently composed of six elected municipal officials and three client representatives and consists of three women and six men.

Michel Labrecque

Chairman of the Board of Directors Public transit users representative

Marvin Rotrand

Vice-chairman Montréal City Councillor Côte-des-Neiges/Notre-Dame-de-Grâce borough

Bernard Blanchet

Borough Councillor City of Montréal Lachine borough

Francesco Miele

Montréal City Councillor — Côte-de-Liesse district Saint-Laurent borough

Edward Janiszewski

Mayor of Dollard-des-Ormeaux

Dominic Perri

Montréal City Councillor Saint-Léonard borough

Monica Ricourt

Borough Councillor — Ovide-Clermont district Montréal-Nord borough

Marie Turcotte

Paratransit users representative

Claudia Lacroix Perron

Transit users representative – member under 35

Roles and responsibilities of the Board of Director'

The Board of Director' executes the functions and powers of the STM and sets its major orientations; adopts the strategic plan for the development of public transit on the territory it serves; adopts the budget, the staffing plan and the three-year capital expenditures programs (CEP) on an annual basis; establishes the various fare products and price structure; and approves, abolishes or replaces public transit routes and approves permanent changes to the routes.

Attendance of members at board meetings

13

21

Total number of meetings in 2011: 23

Michel	Labrecque	21
Marvin	Rotrand	22
Bernard	Blanchet	21
Jocelyn-Ann	Campbell (a)	5

Administrators

John W.

Dominic

Monica	Ricourt	21
Marie	Turcotte	20
Francesco	Miele (c)	18
Claudia	Lacroix Perron (d)	16
Edouard	Janiszewski (e)	7

23 meetings of the board of directors

69 meetings of the board of directors' technical committees

415 portfolios reviewed

16 loan bylaws approved totalling \$271 972 110

130 contracts awarded for the purchase of goods and services valued at approximately \$322 000 000

(a) Ms. Campbell is no longer a board member since April 2011

Meaney (b)

Perri

(b) Mr. Meaney is no longer a board member since September 2011

(c) Mr. Miele is a board member since April 2011

(d) Ms. Lacroix Perron is a board member since April 2011

(e) Mr. Janiszewski is a board member since September 2011

Board of Directors' committees and their role

In order to aid in the proper governance of the STM and help it execute its mandates, the Board of Director' formed a number of technical committees, each of which is dedicated to a specific field of endeavour. These committees were formed, mostly between 2006 and 2008, as part of the governance rules review process aimed at helping the STM conduct its activities. The committees are comprised of members of the Board of Director' and independent external members.

The chairman of the board is an ex officio member of all committees. The secretary general attends the meetings and serves as the permanent secretary on all committees, while not actually being a member.

CUSTOMER SERVICE COMMITTEE

This committee's mandate is to study the needs, means and best possible solutions with respect to issues surrounding the public transit services that the STM provides to its users; the committee then submits its recommendations to the Board of Directors. Two subcommittees were formed to deal more specifically with the accessibility and diversity portfolios. In order to take the pulse of STM customers, the committee organizes public consultations on a yearly basis.

Marvin Rotrand Vice-chairman of the Board of Directors Committee Chair

Marie Turcotte Committee member Claudia Lacroix Perron Committee member

Suzanne Sauvage External member

Chantal St-Pierre External member **Denise Vaillancourt**Executive Director –
Planning, Marketing
and Communications
Committee Coordinator

HUMAN RESOURCES COMMITTEE

This committee's mandate is to study the needs, means and best possible solutions with respect to issues surrounding human resources management at the STM, and to submit its recommendations to the Board of Directors. Every year, the committee studies and assesses the Director General's performance vis-à-vis his specific, pre-established personal and corporate objectives, and establishes his annual salary, within the limits set by the Board of Directors. When required, the committee calls on external experts to study the salaries paid to STM executives and bring them into line with those earned by senior managers at Quebec's public corporations and at North American public transit companies. The committee also determines, on recommendation of the Director General, the performance assessments and annual salary of management committee members according to pay scales and internal management rules or, as the case may be, the parameters established by the Board of Directors.

Marie Turcotte Committee Chair

Monica Ricourt
Committee member

Gilles Dulude External member

Linda Gosselin External member

Alain Brière
Executive Director –
Human Resources
and Shared Services
Committee Coordinator

Edward Janiszewski Committee member

REMUNERATION OF MANAGEMENT COMMITTEE MEMBERS

Name		Title	Annual salary for 2011	Reimbursement of expenses incurred while carrying out official duties
Yves	Devin	Director General	\$338 243	\$2 027
Carl	Desrosiers	Executive Director - Operations	\$260 706	\$712
Denise	Vaillancourt	Executive Director - Planning, Marketing and Communications	\$222 123	\$2 150
Pierre	Rocray	Deputy Director General	\$207 227	\$2 681
Pierre	Dauphinais	Executive Director – Major Projects	\$205 669	\$840
Sylvie	Tremblay	Secretary General and Executive Director - Legal Affairs	\$199 685	\$876
Alain	Brière	Executive Director – Human Resources and Shared Services	\$215 320	\$1 543
Luc	Tremblay	Executive Director — Finance and Control	\$190 756	\$393
Michel	Lafrance	Executive Director - Commercial Activities	\$180 600	\$0
Odile	Paradis	Senior Director – Public Affairs	\$154 979	\$367

FINANCE COMMITTEE

This committee's mandate is to study the needs, means and best possible solutions with respect to issues surrounding the management of the STM's financial activities, and to submit its recommendations to the Board of Directors.

Michel Labrecque Chairman of the Board of Directors Committee Chair

Marvin Rotrand Vice-chairman of the Board of Directors Committee member **Dominic Perri**Committee member

Daniel Leclair External member

Robert Juneau External member

Luc Tremblay
Executive Director —
Finance and Control
Committee Coordinator

AUDIT COMMITTEE

This committee's mandate is to study the needs, means and best possible solutions with respect to ensuring, on behalf of the Board of Directors, that the STM's financial affairs are being conducted effectively and economically, and making available all information required to accurately reflect the company's activities and results. The STM has had an Auditor General since 1982.

Yves Gauthier Committee Chair External member

Michel Labrecque Chairman of the Board of Directors Committee Vice-chair Francesco Miele Committee member

Yves J. Beauchesne External member

Suzanne Bourque Auditor General Committee Coordinator

GOVERNANCE AND ETHICS COMMITTEE

This committee's mandate is to study the needs, means and best possible solutions with respect to issues surrounding governance and ethics in the management of the STM's activities, and to submit its recommendations to the Board of Directors.

Francesco Miele Committee Chair

Marvin Rotrand Vice-chairman of the Board of Directors Committee member

Claudia Lacroix
Perron
Committee member

Diane GirardCommittee member

Karin Marks External member

Sylvie Tremblay Secretary General and Executive Director – Legal Affairs Committee Coordinator

ASSET MAINTENANCE, MAJOR PROJECTS AND ENVIRONMENT COMMITTEE

This committee's mandate is to study the needs, means and best possible solutions with respect to the maintenance of STM assets (operating equipment and systems, computer equipment and infrastructures). It is also charged with studying all major projects supporting the implementation of the STM's business plan, and with overseeing the company's environmental policy. It then submits its recommendations to the Board of Directors.

Bernard Blanchet Committee Chair

Dominic Perri Committee member

Monica Ricourt Committee member

Roland Gagnon External member **Jean-Guy René** External member

Pierre Dauphinais Executive Director – Major Projects Committee Coordinator

OPERATIONS COMMITTEE

This committee's mandate is to study the needs, means and best possible solutions with respect to issues surrounding the management of STM operations, and to submit its recommendations to the Board of Directors.

Bernard Blanchet Committee Chair

Dominic Perri Committee member

Claudia Lacroix Perron Committee member Roland Gagnon External member

Jean-Guy René External member

Carl Desrosiers
Executive Director –
Operations
Committee Coordinator

ARTS AND HERITAGE COMMITTEE

This committee's mandate is to promote the integration of art into the STM's network and to concern itself with protecting, conserving, exploiting and developing the artistic heritage assets falling under the STM's stewardship, as well as to submit its recommendations to the Board of Directors.

Monica Ricourt Committee Chair

Marie Turcotte
Committee member

Francesco Miele Committee member France Vanlaethem External member

Louise Desseault-Letocha External member

Odile Paradis Senior Director – Public Affairs Committee Coordinator

TRANSGESCO S.E.C. (COMMERCIAL ACTIVITIES)

The Board of Transgesco S.E.C. Associates, on which three members of the STM Board of Directors sit, is charged with establishing Transgesco's orientation, adopting its strategic development plan, appointing external auditors and reviewing its financial statements.

Limited partners' representatives

Dominic Perri President

Bernard Blanchet

Michel Labrecque

General partners' representatives

Yves Devin Administrator

Sylvie Tremblay Secretary

Pierre Rocray Administrator

Denise Vaillancourt Administrator

Alain Fraser Treasurer

Alain Gauthier
External consultant

Remuneration of the members of the Board of Directors

The remuneration for all members of the Société's Board of Directors is set in accordance with the provisions of An Act respecting the remuneration of public officials, An Act respecting public transit authorities and Bylaw R-076 entitled Règlement établissant les règles de gouvernance applicables à l'accomplissement de diverses fonctions par les membres du conseil d'administration (bylaw establishing the rules of governance applicable to the accomplishment of various functions by the members of the Board of Directors).

In addition to the annual remuneration paid for their participation on the Board of Directors, members receive a director's fee of \$175 for each occasion on which they participate in the work of a technical committee. This fee rises to \$300 when a member acts as chair of a committee.

Name		Annual salary ^(a)	Attendance allowance (b)
Michel	Labrecque	\$123 784 ^(c)	
Marvin	Rotrand	\$26 586 ^(c)	\$5 325
Bernard	Blanchet	\$21 269 ^(c)	\$5 200
Jocelyn Ann	Campbell	\$6 203 ^(d)	\$1 125
John W.	Meaney	\$15 951 (e)	\$1 575
Dominic	Perri	\$21 269 ^(a)	\$3 825
Monica	Ricourt	\$21 268 ^(a)	\$4 000
Marie	Turcotte	\$21 268 °	\$5 975
Francesco	Miele	\$15 065 ^(f)	\$1 650
Claudia	Lacroix Perron	\$15 065 ^(g)	\$1 575
Edward	Janiszewski	\$5 435 ^(h)	\$175

- (a) Amounts received as a member of the Board of Directors
- (b) Amounts received for serving on the Board's technical committees
- (c) The chairman of the board sits full-time
- (d) Ms. Campbell is no longer a board member since April 2011
- (e) Mr. Meaney is no longer a board member since September 2011
- (f) Mr. Miele is a board member since April 2011
- (g) Ms. Lacroix Perron is a board member since April 2011
- (h) Mr. Janiszewski is a board member since September 2011

International relations and research and development missions

With the goal of improving its performance, sharing its expertise and exchanging ideas on best practices, the STM holds membership in various national and international public transit organizations. Representatives from management and from the Board of Directors sit on various policy and technical committees. During the past year, representatives from the STM participated in the Congress and in conferences held by the Canadian Urban Transit Association (CUTA) as well as in the Congresses and on technical committees of the American Public Transportation Association (APTA) and the International Association of Public Transport (UITP).

The Société is part of the Nova group (benchmarking) of Imperial College London and, as part of a cultural exchange, it gifted a work of art to RATP who had presented the Société with the magnificent Guimard grillwork that adorns the entrance of the Montréal métro's Square-Victoria station.







Expenses incurred for research and development missions by members of the Board of Directors

Michel Labrecque		
Berlin and Geneva	Submitting STM application for UITP 2015	\$4 105
Ottawa	2011 Transit Awareness Days	\$490
Paris	Unveiling of artwork gifted to RATP	\$3 686
Québec	Tabling of 2020 Strategic Plan	\$337
Toronto	Complete Streets Forum 2011	\$1 321
Marvin Rotrand		\$9 938
Dubaï	UITP 2017 World Conference	\$4 415
Ottawa	2011 Transit Awareness Days	\$667
Regina	CUTA Conference	\$1 522
Toronto	CUTA Conference	\$679
Hong Kong	Public Transport Financing Conference	\$1 578
		\$8 862
Bernard Blanchet		
Jersey City	APTA Conference	\$1 916
New Orleans	APTA Annual Meeting	\$2 798
Regina	CUTA Conference	\$1 598
Washington	APTA Legislative Conference	\$2 255
		\$8 567
Claudia Lacroix Perron		
Los Angeles	Sustainability & Public Transportation Workshop	\$2 101
		\$2 101
Monica Ricourt		
Brazil	Metropolis World Congress	\$2 806
Sweden	UITP International Conference	\$3 383
		\$6 188

Expenses incurred for research and development missions by members of the managing committee

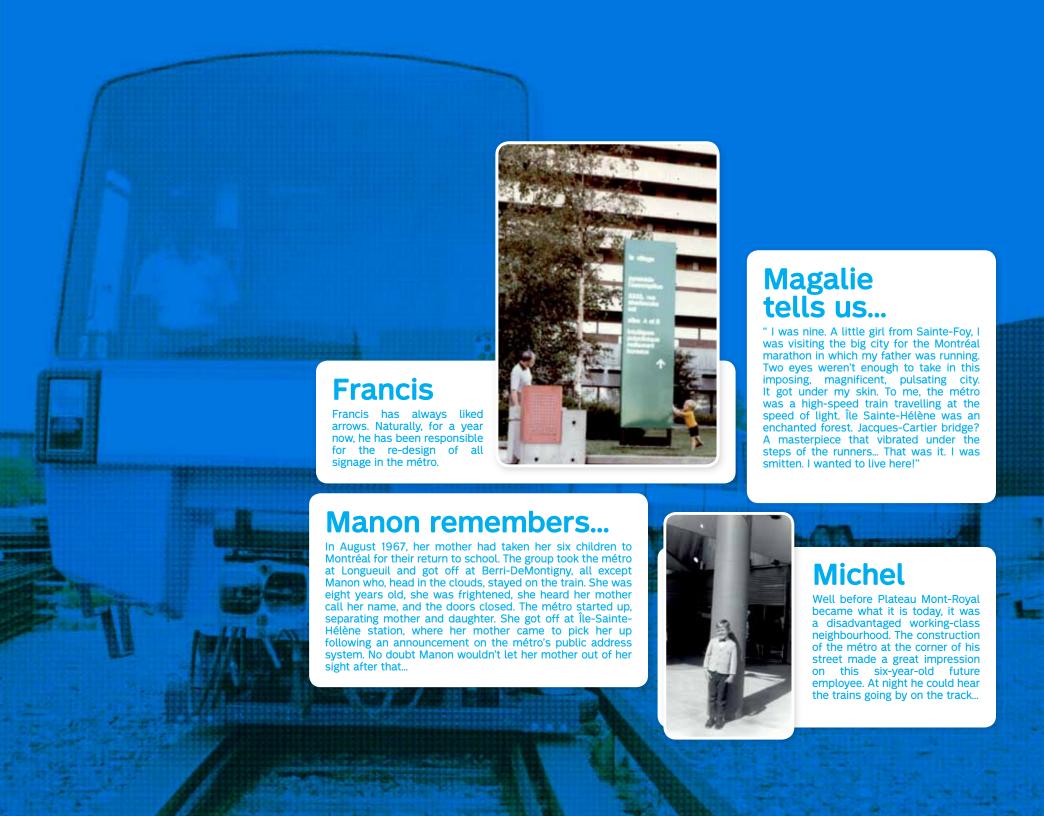
Date	Reason for trip	Destination	Amount
Yves Devin, Di	rector General		
March	MetroRail Conference in Milan and meeting in Rome	Milan and Rome	\$4 125
April	Annual Transportation Summit	Toronto	\$225
Juin	APTA 2011 Rail Conference	Boston	\$992
Octobre	ATUQ conference	Lévis	\$203
Octobre	RATP Agreement – Meeting with other partners	Paris and Marseille	\$4 644
			\$10 189
Carl Desrosier	s, Executive Director – Operations		
February	APTA Conference (Transit Ceo)	San Diego	\$1 701
April	Mission about insurance portfolio	London	\$3 158
June	Technical mission about tramway deployment and related meetings various groups, including RATP	with Paris	\$3 664
October	Participation in meetings at the UITP Assembly of metros	Tokyo	\$3 388
October	ATUQ conference	Lévis	\$606
			\$12 517
Denise Vaillan	court, Executive Director – Planning, Marketing and Commu	nications	
May	AQTR Excellence in transportation awards	Québec	\$181
November	UITP Conference	Venice	\$2 714
			\$2 895
Pierre Rocray,	Deputy Director General		
January	Meeting with MTQ	Québec	\$182
March	MetroRail Conference in Milan and meeting in Rome	Milan and Rome	\$4 459
October	RATP Agreement - Meeting with other partners	Paris and Marseille	\$4 894
October	ATUQ conference	Lévis	\$192
			\$9 727

Expenses incurred for research and development missions by members of the managing committee

Date	Reason for trip	Destination	Amount
Pierre Dauphi	nais, Executive Director – Major Projects		
June	Technical mission about tramway deployment and related meetings with various groups, including RATP	Paris	3 621 \$
			3 621 \$
Sylvie Tremb	lay, Secretary General and Executive Director – Legal Affairs		
April	Mission about insurance portfolio	London	2 893 \$
July	APTA Conference	Jersey City	1 594 \$
October	UITP International Conference	Sweden	3 571 \$
			8 058 \$
Luc Tremblay	, Executive Director — Finance and Control		
January	Meeting with Réseau de transport de la Capitale (RTC)	Québec	426\$
October	2011 APTA Annual Meeting & Expo	New Orleans	3 513 \$
			3 939 \$
Odile Paradis	, Senior Director – Public Affairs		
March	Meetings with RATP and the Délégation générale du Québec	Paris	2 450 \$
July	Meetings with RATP and approval of artwork at Mayer workshop	Paris and Munich	3 267 \$
October	Unveiling of artwork at Saint-Lazare métro station	Paris	4 242 \$
			9 959 \$

EMPLOYEE COMMITMENT TO PUBLIC TRANSIT.

Their personal archives have a lot to tell you.





Jason

July 1987. Jason's father was a newly-hired bus driver. Accompanied by his mother, the young boy took his first trip on a bus. Almost 18 years to the day after this ride, Jason, in turn, was hired as a bus driver. According to his parents, he was wearing the same smile on the day he was hired.







Serge

For this bus driver, these original transit cards, two of which date back 40 years, are true artefacts of the past that bring back happy memories. The years of peace & love, Janis Joplin, Beau Dommage and, above all, his morning routine: take the bus, often a Brill, which with each little bump in the road made passengers jump, making his trips so much fun. Serge still takes the bus today, but now with his employee card.

Julie remembers...

She was about 15. While returning from school on the bus, Julie noticed a happy little boy of about six getting aboard the vehicle with his mother. He decided to sit by himself at the back of the bus. A few minutes into the trip, he began to yawn, then snuggled up and fell asleep against the teen sitting beside him. As Julie remembers it, the scene was particularly lovely to see, and this child won the hearts of all the passengers.

An anecdote from Catherine

Her father was the owner of a business on Saint-Antoine street in the Saint-Henri district. She had to take the bus to go up the imposing hill on Atwater to get to the station of the same name. Every time she had the feeling that the bus was never going to make it up the hill!