

# The STM in 2008

ACTIVITY REPORT



# Sustaining the growth in ridership

## Our Challenge

More than ever, the STM is playing a leading role in the Montréal area in terms of sustainable development. Indeed, public transit represents one of the most efficient ways of lowering airborne emissions linked to transportation, thereby having a direct, positive impact on the quality of life of all citizens. Public transit provides some 1.2 million rides each day, while playing a strong economic role by generating more than 10 000 direct and indirect jobs.

In that respect, 2008 was marked by an exceptional 4.1% growth in ridership, with some 15 million more rides. That increase brings the total number of trips to 382,5 million, a modern day record, as the STM has not known such levels since 1949! If we add to that the numbers for 2007, the overall growth reaches 5.3%, two-thirds of the goal set out in the *Politique québécoise de transport collectif*, Québec's public transit policy, whose programme is jointly and equally funded by Transports Québec and Ville de Montréal. The STM business plan for 2007-2011 and Ville de Montréal's transportation plan both share that same objective.

The STM must rely on quality equipment in order to sustain the growth in ridership, improve the delivery of service and increase the level of customer satisfaction. Thus, it welcomes the decision by the Québec government to subsidize the replacement of 410 first-generation low-floor buses presenting serious reliability problems. The STM also takes pleasure in the fact that, starting in 2012, it will also have more spacious and modern metro railcars, as the tendering process for the procurement of the new metro railcars has already been initiated. Until then, sustained efforts will be needed to ensure the reliability of first-generation metro cars, among the oldest in the world.



**Yves Devin**  
Director general

Over the next few years, the STM will have to invest considerably to maintain and replace its assets, in addition to tackling the challenge of increasing its offer of service. Such substantial efforts and investments will exert pressure on operating expenses.

Moreover, steadily rising net debt servicing costs will no doubt deepen its structural deficit. Thus, it is of primary concern that the STM obtain new sources of dedicated indexed and recurrent funding. And to ensure the success of public transit, the STM needs massive effort and public support.



**Michel Labrecque**  
Chairman of the Board  
of Directors

In the last year, an agreement was reached with the *Syndicat des chauffeurs d'autobus, des opérateurs de métro et des employés des services connexes au transport de la STM* (local 1983 – SCFP). As well, by year's end, negotiations with the *Syndicat du transport de Montréal* (maintenance workers – CSN) moved forward, leading to a settlement in January 2009. Covering a five-year period, the new work contracts include a wage freeze for 2007, followed by 2% annual increases until 2011.

On behalf of members of both the STM Board of Directors and management committee, we take this opportunity to remember the work achieved by Claude Trudel, mayor of the Borough of Verdun, as chairman of the board from January 2006 to January 2009. Under his leadership, the STM took concrete action to move closer to clients and partners, as well as offer more services, while decidedly moving toward sustainable development. Finally, we thank all our employees who work each day to make the STM one of the best public transit corporations in North America.

In 2008

382.5

million rides,  
an unbeaten record since 1949!

+4.1%

increase in ridership



# Corporate Profile

A public transit corporation, the STM is key to economic growth in the Montréal area, contributing to the quality of life of citizens and to sustainable development. The STM develops and operates an integrated transit network, cordially providing customers with fast and reliable, safe and comfortable transportation. Clients, employees, corporate and commercial partners all take pride in this business relationship, as the STM is known for delivering quality services at a fair price.

Ranked **13<sup>th</sup>** among top Québec companies

**8 036** employees, 89.6% of them are members of a certification unit

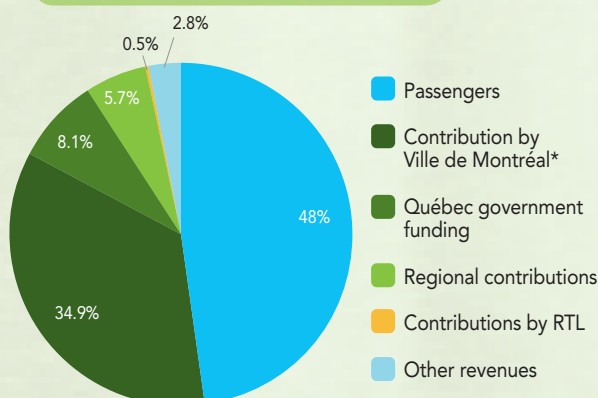
Objective: increase ridership by **8%** by the end of 2011

**\$938 M** budget

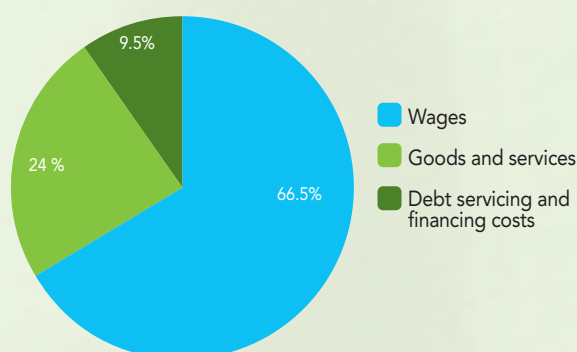
Excellent credit ratings

Moody's : **Aa2** Standard & Poor's : **A+**

Revenues by category



Expenses by category



\* The annual contribution by Ville de Montréal includes one-time contributions in 2007 and 2008 of \$29 M and \$22 \$ respectively, to compensate for shortfalls in both fiscal years.



## MÉTRO NETWORK

**4 lines** totalling **71 km** of tracks and serving **68 stations**

Fleet: **759** métro railcars, with **336 MR-63** and **423 MR-73** models



## BUS NETWORK

**196 routes**, including **20 for night time service**

**154 routes** are accessible to disabled persons

**13 reserved lanes** extending over **77 kilometres**

Fleet: **448** standard buses, **1223** low-floor buses, **86** paratransit minibuses and **8** city minibuses



# Major Projects

In 2008, the STM continued to carry out a number of large-scale projects, from customer service improvements to maintaining and replacing its equipment.

## Implementing of the service improvement programme

As part of its service improvement programme, aimed at increasing its offer of service by 16% and thereby increase ridership by 8% by the end of 2011, the STM has adopted a number of measures, mostly during off-peak periods:

- Increasing service by 17% on métro lines 1, 2 and 5, or adding 11 million km-car;
- Enhancing service by 2.5% on some fifty bus routes throughout the Montréal area, for an additional 100 000 hours of service annually.

Such initiatives are the result of four strategies put forward by the STM: improving the speed and efficiency of public transit along heavily-used corridors, enhancing service in the downtown core and its surroundings, adapting transit network and service to the needs of emerging sectors and of specific client groups.

## Replacing of first-generation low-floor buses (APS 1)

By the end of 2008, the STM received the green light from the Québec government to replace its 410 first-generation low-floor buses. The contract was awarded to Nova Bus. Purchased between 1996 and 1998, these buses had serious reliability problems, as their mean distance between failures (MDBF) was two and a half times lower than with other generation buses. Delivery will be gradual until 2011.



## Procurement of new métro railcars

The STM forged ahead with its procurement process for new métro railcars to replace the 336 MR-63 cars that have logged over 3.5 million kilometres. According to the project calendar, they will be gradually replaced over a three-year period starting in 2012 – by then, the original métro cars will be 46 years old !



## On-going Réno Métro work

United under the Réno Métro banner, phase II of both Réno-Systèmes and Réno-Stations programmes have made it possible to continue with modernization work in the métro, aimed at maintaining stationary equipment and infrastructure in good working order and ensuring universal access. Totalling \$ 90.8 M in 2008, the renovations have made it possible to either start or complete a number of projects, mostly inside stations and tunnels, such as replacing escalators, renovating Georges-Vanier station and building the Providence ventilation station.

Moreover, the STM is planning on gradually making the entire métro network fully accessible. To that end, it has begun installing elevators in Lionel-Groulx, Bonaventure and Berri-UQAM stations, and will be followed by Henri-Bourassa and Côte-Vertu in 2009. The STM also proceeded with the installation of warning tiles along platform edges in 14 stations to increase safety for the visually-impaired.

In 2008, the STM also had four works of art restored inside métro stations: a mural by Judith KLEIN, at Jean-Talon, two murals by Yves TRUDEAU, at Côte-Vertu, ceramic tile circles by Jean-Paul MOUSSEAU, at Peel, and two terra-cotta murals by André LÉONARD, at Université-de-Montréal.

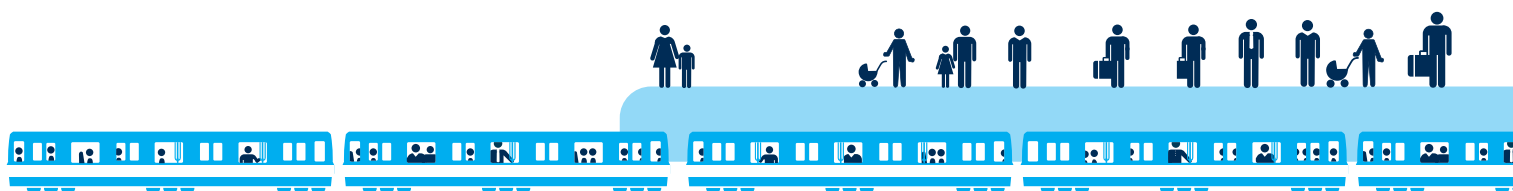


## Introducing of OPUS cards

In April 2008, the STM introduced the OPUS card, providing clients with the advantages of automated fare sales and collection activities. For clients, the new system is an improvement, simplifying the purchase and use of transit fares. For the STM, it allows greater control over collected money and contributes to significantly reducing fraud.



By the end of 2008, some 447 000 OPUS cards were already in circulation, including 167 100 for reduced fare users (156 500 student cards and 10 600 cards for 65+). From the very start, OPUS cards were quite popular with transit users. Indeed, a survey conducted by an independent firm at the end of the year showed that 90% of respondents found their experience with OPUS cards to have been a positive one. Deployment should be completed by summer 2009.

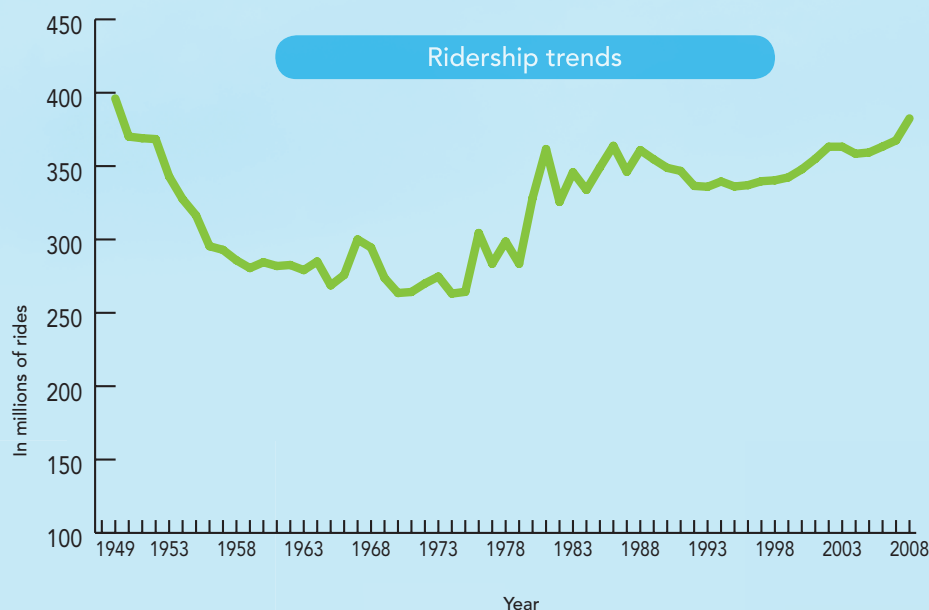






# Ridership and Performance

**382.5** million bus and métro rides (4.1% increase),  
or 1.2 million rides per average weekday



**2.3** million paratransit rides  
(8.3% increase)

## Strong market share given the North American context

The STM accounts for more than 80% of all public transportation in the metropolitan Montréal area and for nearly 70% of all public transit use in Québec, the highest in the country. Montréal holds the record in Canada for the lowest level of car use for travel downtown. Indeed, the modal share of clients using public transit to reach downtown Montréal during morning rush hour is 64%.

Moreover, Montrealers take public transit some 203 times a year compared to Toronto residents who take it about 184 times and to those of major American cities like Boston, Chicago, Detroit, New York, Washington and San Francisco, who, on average, use it 141 times.





# Métro Indicators

## Total kilometrage (passenger service)

**75.7 million** km-car compared to 64.8 million km in 2007

**Projected service delivery:** 101.62% in 2007 and 100.17% in 2008

**Reliability:** **97.8%** of passengers arrive on time

## Number of rides delayed by 5 minutes or more <sup>1</sup>

All causes	2007	2008
	5 011 752	4 614 431

<sup>1</sup> When reading chart, consider that the métro provided 238 796 679 million rides in 2008.

## Number of incidents lasting 5 minutes or more <sup>2</sup>

All causes	2007	2008
	853	897

<sup>2</sup> When reading chart, consider that the métro ran almost 10 million more kilometres in 2008, because of a 17% increase in service.

## Busiest stations

① Berri-UQAM	12 793 759
② McGill	11 772 138
③ Guy-Concordia	8 739 024
④ Bonaventure	7 410 963
⑤ Longueuil – Université-de-Sherbrooke	7 391 727

## Client satisfaction

Overall client satisfaction: **82%**

Clients feeling safe in bus and métro network: **91%**

Satisfaction with driver courtesies: **81%**

Satisfaction with Transport adapté taxi and minibus service: **80%**



# Bus Indicators

## Total kilometrage (actual)

	2007	2008
Buses	70 013 558	72 791 958
Paratransit minibuses	2 673 956	2 523 599

## Busiest bus routes / average weekday

① 67 → Saint-Michel	40 893 rides
② 121 → Sauvé/Côte-Vertu	37 806 rides
③ 139 → Pie-IX	36 808 rides
④ 535 → Voie réservée du Parc/ Côte-des-Neiges	32 424 rides
⑤ 69 → Gouin	27 872 rides

## Bus punctuality <sup>1</sup>

	2007	2008
Objective (-1min +3 min)	83.8%	82.7%

<sup>1</sup> Frequent road work in 2008 had an impact on punctuality.

## Projected service delivery

	2007	2008
	98.2%	98.4%

## Accidents involving a bus or a minibus (100 000 km)

	2007	2008
	4.41	4.48





This year, the STM is innovating by presenting its year-end results more succinctly, as it published its first Report on Sustainable Development, which included much of the information previously featured in the Activity Report. The following documents are all available from the STM website at [www.stm.info](http://www.stm.info)

2008 Financial Report  
2008 Report on Sustainable Development  
2008 Activity Report  
2009 Budget and 2009-2011 PTI (capital spending plan)  
2007-2011 Business Plan





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APPENDICES



## Customer Service

The A-U-T-O-B-U-S telephone service provides bus timetable information, while the STM.INFO line provides general information about the STM, as well as access to the call centre.

	2007	2008	Variation %
A-U-T-O-B-U-S	10 295 212 calls	10 586 787 calls	+ 2.7
STM.INFO	792 566 calls	787 511 calls	- 0.6
<b>Total</b>	<b>11 087 778 calls</b>	<b>11 374 298 calls</b>	<b>+ 2.5</b>
Website	17 255 502 visitors	17 429 498 visitors	+ 1.0

### Comments and complaints

28 737, a 15.42% increase. Of these, 26 135 were complaints and 1662 were suggestions and/or compliments

65% by telephone and 33% by email

64.73% are about the bus network and 14.13% about the métro

### Complaints by category

Service delivery	11 200
Employees	7 821
Equipment	4 111
Information	955

Despite a difficult context for service delivery, mainly caused by a shortage of buses (due in part to reliability problems with APS 1), bad weather conditions and snow removal operations, as well as overloading on the Orange line, bus drivers successfully delivered 98.4% of planned service.



## Métro Indicators - Complementary information

### NUMBER OF RIDES DELAYED BY 5 MINUTES OR MORE <sup>1</sup>

Causes	2007	2008
Mischief, ill passengers	2 020 307	2 029 168
Rolling stock	1 682 651	1 498 590
Train operations	426 828	382 568
Stationary equipment	453 007	332 811
External factors	220 896	155 087
Miscellaneous	208 063	222 207
<b>All causes</b>	<b>5 011 752</b>	<b>4 614 431</b>

<sup>1</sup> When reading chart, consider that the métro provided 238 796 679 rides in 2008.

### NUMBER OF INCIDENTS LASTING 5 MINUTES OR MORE <sup>2</sup>

Causes	2007	2008
Mischief, ill passengers	366	410
Rolling stock	258	256
Train operations	88	88
Stationary equipment	85	71
External factors	26	31
Miscellaneous	30	41
<b>All causes</b>	<b>853</b>	<b>897</b>

<sup>2</sup> When reading chart, consider that the métro ran almost 10 million more kilometres in 2008, because of a 17% increase in service.





## Fare Sales

	2007	2008
<b>Regular fares (in millions)</b>		
CAM	2.3	2.4
CAM hebdo	1.4	1.5
Tickets (6)	36.7	36.5
Cash	18.5	20.6
<b>Reduced fares (in millions)</b>		
CAM	1.6	1.6
CAM hebdo	2.3	2.3
Tickets (6)	13.4	13.7
Cash	2.2	2.3
<b>Tourist card (in thousands)</b>		
1 day	51.0	64.2
3 days	52.5	65.1



## STM Fare Structure

	2007	2008	
<b>Regular fares (local)</b>			
CAM	\$ 65.00	\$ 66.25	
CAM hebdo	\$ 19.00	\$ 19.25	
Tickets (6)	\$ 11.75	\$ 12.00	
Ticket – Cartier, De la Concorde and Montmorency stations	\$ 2.75	\$ 2.75	
Cash	\$ 2.75	\$ 2.75	
<b>Reduced fares (local)</b>			
			<b>Discount % <sup>1</sup></b>
CAM	\$ 35.00	\$ 36.00	46%
CAM hebdo	\$ 10.75	\$ 11.00	43%
Tickets (6)	\$ 6.25	\$ 6.50	46%
Ticket – Cartier, De la Concorde and Montmorency stations	\$ 1.75	\$ 1.75	36%
Cash	\$ 1.75	\$ 1.75	36%
<b>Tourist card</b>			
1 day	\$ 9.00	\$ 9.00	
3 days	\$ 17.00	\$ 17.00	

<sup>1</sup> Compared to regular fare.

Testée pour vous  
par nos employés



Disponible pour vous dès l'automne 2008 | [www.stm.info](http://www.stm.info)



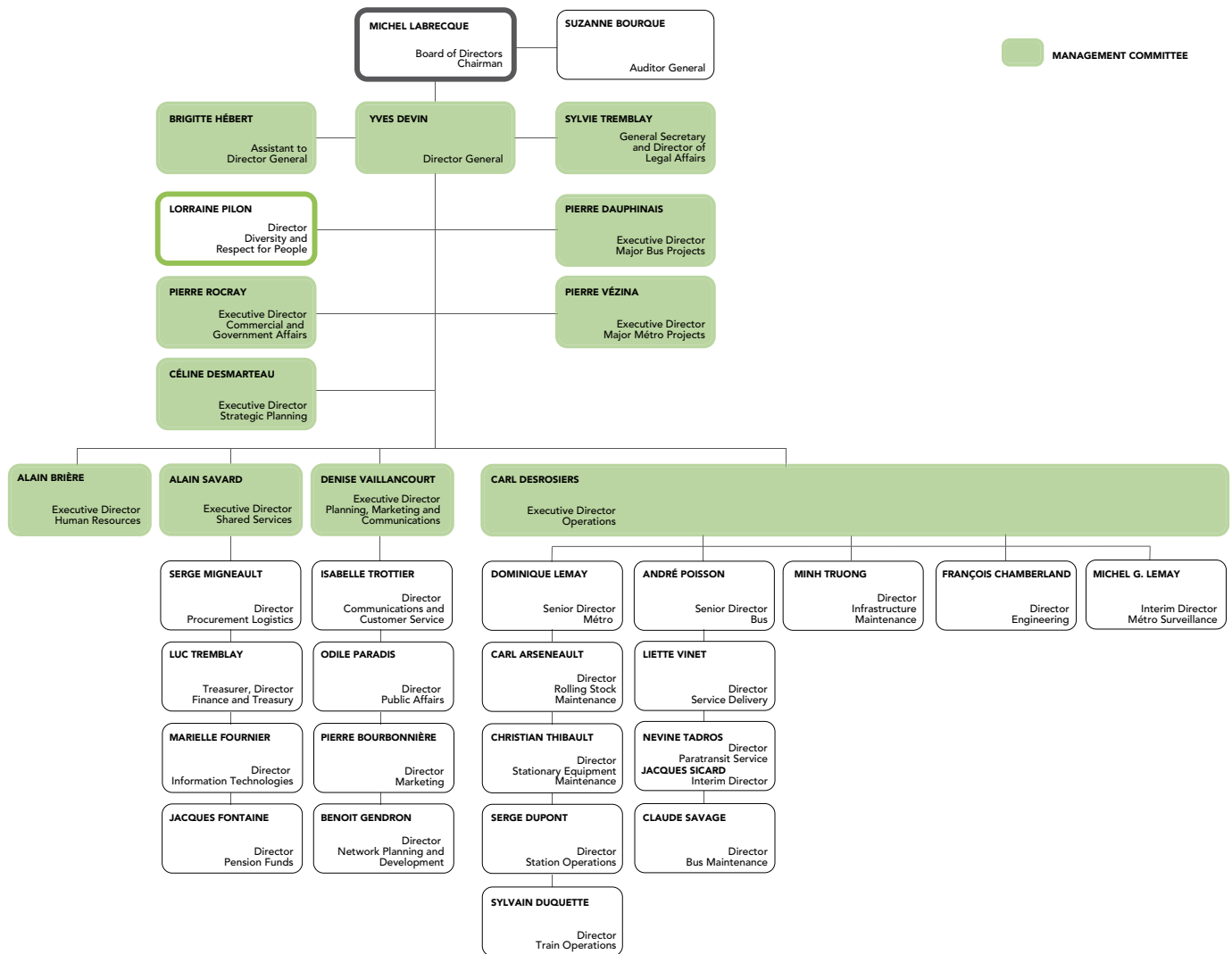


## Distribution of workforce

### Permanent employees at December 31, 2008

	2007	2008
Corporate management	693	741
Non-union professionals and office staff	89	92
Unionized professionals <i>Syndicat des professionnelles et professionnels de la STM</i>	216	244
Divisional clerks <i>Syndicat des travailleurs et travailleuses de la STM (CSN)</i>	200	209
Security inspectors <i>Fraternité des constables et agents de la paix de la STM</i>	106	96
Unionized office staff <i>Syndicat du personnel administratif, technique et professionnel du transport en commun (SCFP 2850 – FTQ)</i>	655	730
Drivers, operators and related services workers <i>Syndicat des chauffeurs d'autobus, opérateurs de métro et employés des services connexes au transport de la STM (section locale 1983 – SCFP)</i>	3 667	3 867
Maintenance workers <i>Syndicat du transport de Montréal (employés d'entretien – CSN)</i>	1 980	2 057
<b>Total</b>	<b>7 606</b>	<b>8 036</b>
Proportion of women		21.92%
Proportion of ethnic and visible minorities		14.98%
Average age of employees		44.7 years
Average number of years of service		12.38 years
Newly recruited employees Temporary and permanent positions		918
Retirement eligibility		1093
Actual retirements		342

## Corporate organizational chart



## Partnerships

The STM is the undisputed partner for Montréal's biggest events. Indeed, the growing number of partnerships clearly shows that public transit is a key factor in the success of these events. Together, these STM initiatives reflect the corporate strategy of gaining greater visibility and being closer to current and potential clients, in order to promote the use of public transit and meet the diverse needs expressed by clients. In 2008, over 25 partnerships were conducted, for public visibility valued at about \$2.5 M, including:

Montréal Alouettes

*Fête des enfants de Montréal*

Canadian Grand Prix

Montréal Museums Day

Communauto

All Nighter

Grey Cup

Opéra de Montréal

*Défi sportif* for disabled athletes

Santa Claus Parade

*En ville sans ma voiture* (Car-Free Day)

*Salon national de l'environnement*

Osheaga Music Festival

*Salon des générations*

Just for Laughs Festival

*Salon des métiers d'art*

Montréal High Lights Festival

Tennis Canada – Rogers Cup

*Funambus*, the STM's promotional bus made of recycled and repurposed materials.





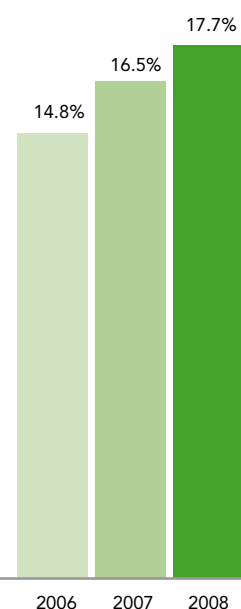
## Transgesco

### Commercial revenues on the rise

Created by the STM in 2003, Transgesco, a limited partnership subsidiary, develops the commercial potential of STM assets and establishes sources of revenue other than fare-based. For now, Transgesco s.e.c. oversees two other subsidiaries, Métrocom (administration of commercial space) and Métrovision (digital display system) and administers contracts with Métromédia Plus (bus-métro ads), CBS Viacom (bus shelter ads), Télécité (electronic displays) and Métro daily newspaper.

2008 was a year marked by transition for Transgesco. Indeed, it adopted a five-year business plan and implemented a business structure to support this plan.

### Commercial Revenues



**2008 vs 2007: 7.3%**  
**2008 vs 2006: 19.6%**



## Governance

Ville de Montréal, acting through its agglomeration council, appoints members to the STM Board of Directors from members of its own regular council and of other municipal councils whose territory is within the agglomeration, with the exception of two members chosen among agglomeration residents, including one regular public transit user and one user of paratransit services for the disabled.

The Board of Directors is a reflection of the values of diversity and plurality advocated by the STM. It is formed by seven elected officials and two client representatives. Of these, four are women and five are men, of which three are from cultural communities.

**1 Claude Trudel \***

Chairman  
Mayor of Verdun Borough

**2 Marvin Rotrand**

Vice-chairman  
Ville de Montréal Councillor  
Côte-des-Neiges / Notre-Dame-de-Grâce Borough

**3 Dominic Perri**

Ville de Montréal Councillor  
Saint-Léonard Borough

**4 Monique Worth**

Ville de Montréal Councillor  
Borough Mayor  
Pierrefonds-Roxboro Borough

**5 Bernard Blanchet**

Borough Councillor  
Lachine Borough

**6 Marcel Tremblay**

Ville de Montréal Councillor  
Côte-des-Neiges / Notre-Dame-de-Grâce Borough

**7 Karin Marks**

Mayor of City of Westmount

**8 Brenda Paris**

Public transit users' representative

**9 Marie Turcotte**

Deputy Director - Ex-Aequo  
Paratransit users' representative



1



2



3



4



5



6



7



8



9

\* On January 29, 2009, Claude Trudel was replaced by Michel Labrecque, Ville de Montréal Councillor, for the Mile-End district in Plateau – Mont-Royal Borough, as Chairman of the Board of Directors.

## Board of Directors - Role and responsibilities

The Board of Directors performs duties and exercises authority conferred by the STM, while determining the corporation's future direction. It adopts a strategic plan for developing public transit within its operating area. Each year, it adopts a budget, workforce recruitment plan, and three-year capital works programmes. It establishes fare categories and sets fare prices. It creates, terminates or changes public transit routes, and approves any permanent changes to them.

20 Board of Directors meetings and 41 technical committee meetings were held in 2008

308 important issues were debated and decided upon

24 loan by-laws totalling \$511 M were approved

134 procurement contracts for goods and services were awarded for a total value of \$526 M

### **STM Board of Directors Committees and their role**

For assistance in carrying out their duties, the Board of Directors created technical committees, each of which is dedicated to a specific field. The committees were created from 2006 to 2008 to help conduct STM activities. They are formed of members of the Board of Directors, members of the management committee and external members.

The chair of the STM Board of Directors is an unofficial member of each committee, while the STM Director General is appointed to each committee. The STM general secretary attends all committee meetings and acts as permanent secretary to all committees without being a member.



## Board of Directors - Role and responsibilities

### FINANCE COMMITTEE

The mandate of the committee consists of studying the needs, means and preferred solutions for managing STM financial activities, and of making appropriate recommendations to the Board.

#### Marvin Rotrand

Vice-chairperson of the board of directors  
Committee chairperson

#### Dominic Perri

Member of the board of directors

#### Monique Worth

Member of the board of directors

#### Alain Savard

Executive Director – Shared Services  
Committee coordinator

Note: Luc Tremblay, Treasurer and Director, Finance and Treasury, attends all Finance Committee meetings.

### HUMAN RESOURCES COMMITTEE

The mandate of the committee consists of studying the needs, means and preferred solutions for managing STM human resources, and of making appropriate recommendations to the Board.

#### Karin Marks

Member of the board of directors  
Committee chairperson

#### Brenda Paris

Member of the board of directors

#### Monique Worth

Member of the board of directors

#### Alain Brière

Executive Director – Human Resources  
Committee coordinator

#### Gilles Dulude

External member

### ASSET MAINTENANCE, MAJOR PROJECTS AND ENVIRONMENT COMMITTEE

The mandate of the committee consists of studying the needs, means and preferred solutions to ensure maintenance of STM assets (operating equipment and systems, infrastructure and computers), achievement of major projects supporting the corporate business plan, management of STM environmental policy and making appropriate recommendations to the Board.

#### Bernard Blanchet

Member of the board of directors  
Committee chairperson

#### Dominic Perri

Member of the board of directors

#### Marie Turcotte

Member of the board of directors

#### Pierre Vézina

Executive Director – Major Projects – Métro

#### Pierre Dauphinais

Executive Director – Major Projects – Bus  
Committee coordinator

#### Claude Boivin

External member

#### Jean-Guy René

External member

### AUDIT COMMITTEE

In addition to the legal requirement calling for the audit of STM financial statements, the committee oversees internal audits and systems that identify and manage risk, assesses conformity to legal, regulatory and ethical requirements, in addition to handling special mandates.

#### Marcel Tremblay

Member of the board of directors  
Committee chairperson

#### Dominic Perri

Member of the board of directors  
Committee vice-chairperson

#### Suzanne Bourque

Auditor General  
Committee coordinator

#### Yves J. Beauchesne

External member

#### Yves Gauthier

External member

## Board of Directors - Role and responsibilities

### CUSTOMER SERVICE COMMITTEE

The mandate of the committee consists of studying the needs, means and preferred solutions in terms of public transit services provided to clients, as well as making appropriate recommendations to the Board of Directors. Two sub-committees were established to specifically handle issues related to accessibility and diversity. Each year, the committee holds public consultations, giving a voice to its clients.

#### Marvin Rotrand

Vice-chairperson of the board of directors  
Committee chairperson

#### Marie Turcotte

Member of the board of directors

#### Brenda Paris

Member of the board of directors

#### Denise Vaillancourt

Executive Director – Planning, marketing and communications  
Committee coordinator

### GOVERNANCE AND ETHICS COMMITTEE

The mandate of the committee consists of studying the needs, means and preferred solutions in terms of governance and ethics in managing STM activities, and of making appropriate recommendations to the Board.

#### Monique Worth

Member of the board of directors  
Committee chairperson

#### Marvin Rotrand

Vice-chairperson of the board of directors

#### Marcel Tremblay

Member of the board of directors

#### Sylvie Tremblay

Secretary general and director of legal affairs  
Committee coordinator

### OPERATIONAL COMMITTEE

The mandate of the committee consists of studying the needs, means and preferred solutions for managing STM operations, and of making appropriate recommendations to the Board.

#### Bernard Blanchet

Member of the board of directors  
Committee chairperson

#### Dominic Perri

Member of the board of directors

#### Karin Marks

Member of the board of directors

#### Carl Desrosiers

Executive Director - Operations  
Committee coordinator

#### Claude Boivin

External member

#### Jean-Guy René

External member

### ARTS AND ARTISTIC ASSETS COMMITTEE

The mandate of the committee consists of promoting the integration of art in the STM transit network and to take an interest in the protection, conservancy, good use and promotion of artistic assets held by the STM, and of making appropriate recommendations to the Board.

#### Claude Trudel

Committee chairperson

#### Karin Marks

Member of the board of directors

#### Marie Turcotte

Member of the board of directors

#### Sylvie Tremblay

Secretary general and director of legal affairs  
Committee coordinator

### TRANSGESCO

Two members of the STM board of directors serve on Transgesco's board of associates, who is charged with determining the business direction, adopting a strategic development plan, appointing external auditors and officially take note of its financial statements.

#### Dominic Perri

Chairperson

#### Claude Trudel

Vice-chairperson

#### Yves Devin

Administrator

#### Sylvie Tremblay

Secretary

#### Pierre Rocray

Administrator

#### Luc Tremblay

Treasurer