



# A Historic Year

Sustainable Development - Highlights



# A HISTORIC YEAR OF STRATEGIC IMPORTANCE

This year, the Société de transport de Montréal passed the 400-million-trip mark for the first time since 1947 and posted high levels of customer satisfaction.

Yet another highlight of 2011 was the launch of the STM's *Strategic Plan 2020* which came into effect, reinforcing management's commitment to sustainable development. Indeed, sustainability has become central to all our decisions.

To carry out the Strategic Plan, the STM has identified four winning conditions: dedicated, indexed, recurring financing, governance that facilitates decision making and project implementation, urban development favourable to public transit and management of single-occupant car trips.

## Contributing to GHG emission reduction targets

The Strategic Plan proposes to meet Montrealers' mobility needs by providing the most efficient public transit system in North America. It aims to increase ridership by 40% and reach 540 million trips in 2020, for a 5% modal transfer from automobiles to public transit.

The overall effect will be 760,000 tonnes in net greenhouse gas (GHG) emissions avoided by 2020. The STM will consequently play an active part in achieving the GHG emission reduction targets of both the Québec government and the city of Montréal. These targets are 20% and 30%, respectively (compared with 1990), by 2020.

## Financing that is yielding results

The Québec Public Transit Policy (QPTP) has supplied the STM with strong financial support, drawn from the Green Fund of Québec's 2006–2012 Climate Change Action Plan. Coupled with funding from the city of Montréal, this support enabled us to exceed our targeted increase in service provided (25% compared with 16%) and in ridership (11.4% versus 8%) between 2007 and 2011. This increase alone amounts to 80,000 tonnes in GHG emissions avoided in 2011, and is equal to the QPTP's anticipated energy savings for the entire province.

Carrying out the *Strategic Plan 2020* requires additional financing starting in 2012. In 2020, this financing requirement will total \$262 million. The STM must therefore be able to count on an increase from its current sources, or even the establishment of new financing sources that are dedicated, indexed and recurring.

In 2011, the Québec government adopted the *Regulation respecting a cap-and-trade system for greenhouse gas emission allowances*, which provides for the establishment of a carbon market as of January 2013. This will mean a sizable increase in the amounts allocated to the Green Fund, a large part of which will be invested in public transit.

## Planning and development: A winning condition in the *Strategic Plan 2020*

As a public transit expert, the STM presented a brief in September 2011 as part of the consultation conducted by the Communauté métropolitaine de Montréal on the draft version of its *Plan métropolitain d'aménagement et de développement*. This development plan for the greater Montréal area states that one of the keys to success for a public transit corporation is tied to the urban configuration, planning and development of the area to be served. A public transit system must serve a high-density territory to be efficient, rapid and punctual, and to offer affordable fares. Accordingly, the STM proposes that increasing density on the island of Montréal be made a priority.

Like the Montréal urban agglomeration and the Communauté métropolitaine de Montréal, the STM believes that only a comprehensive, integrated approach will allow the region to be developed sustainably. By focusing first on revitalizing and increasing the density of areas located around the transit system and infrastructures (TOD – Transit Oriented Development), this approach helps limit costs and environmental, economic and social impacts. Ultimately, the development model advocated will improve quality of life throughout the Montréal region.

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**ABOUT THE HIGHLIGHTS** – This summary presents the STM's main achievements in 2011. The highlights are linked to the 12 objectives of the *Sustainable Development Action Plan 2007–2011*, which are grouped together in three main areas of intervention.



## Area 1

# SUSTAINABLE MOBILITY

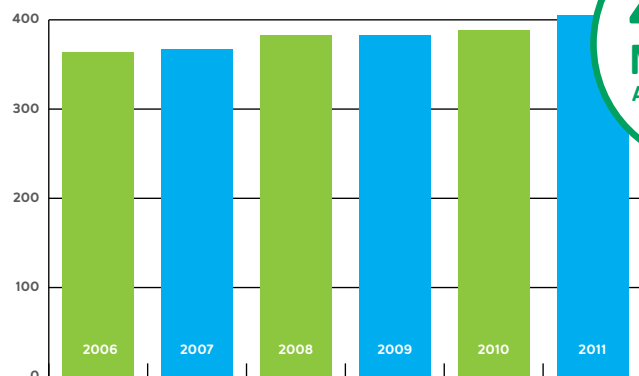
Current or planned actions that are intended to improve people's mobility by offering optimized public transit services, to contribute to the development of the Montréal community and to improve the environment and quality of life.

## Objective 1

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

- Service provided: 162 million kilometres travelled, up 2.8% from 2010. Growth since 2006 totals 25%, compared with the QPTP target of 16%.
- Ridership: 404.8 million trips in 2011, a 4.2% increase over 2010 and 2.9% above the target. Growth since 2006 totals 11.4%, exceeding the QPTP target of 8%.
- The net environmental benefit related to ridership amounted to 536,000 tonnes in GHG emissions avoided.
- Overall customer satisfaction was 89%, up two points relative to 2010.
- Night bus service increased 75%. Trip speed and safety were also improved. Today, 95% of island of Montréal residents have access to a night bus line within a kilometre of their home.
- We launched a pilot project that added bicycle racks on two bus lines, the 140 - Fleury and 180 - Salaberry. These lines were chosen, in consultation with Vélo Québec, in particular because they cross very popular bike paths.

### STM RIDERSHIP (MILLIONS OF TRIPS)



**404.8  
MILLION**  
A NEW RECORD

## Objective 2

Apply universal accessibility measures

- New in paratransit: we acquired minibuses equipped with pneumatic suspension for greater customer and driver comfort. In addition to being air-conditioned, they are urea-fuelled, like all our standard buses acquired since 2010.
- Number of paratransit trips: 2.86 million, up 6.5% compared with 2010. Between 2007 and 2011, growth totalled 45.5%.
- Overall paratransit customer satisfaction was 93%.
- We modified our first-generation metro cars (MR-63) to improve the visibility of grab bars and increase passenger capacity as well as the number of seats reserved for people with reduced mobility, among other changes.
- Dedicated spaces for people with reduced mobility are included in the layout of our next-generation metro cars (MPM-10); people in wheelchairs tested various models, and their needs were taken into account.



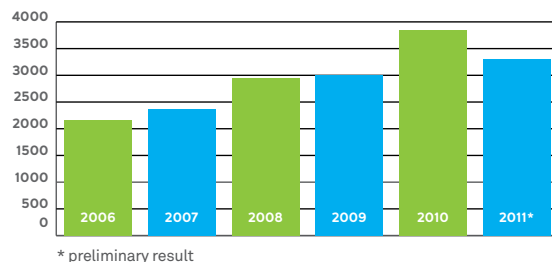


## Objective 3

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

- We maintained excellent credit ratings with Moody's (Aa2) and Standard & Poor's (A+).
- The STM metro was ranked the most productive subway system in the world for a third consecutive year in Imperial College of London's benchmarking exercise.
- The number of jobs sustained by acquisitions of goods and services was down 14% compared with 2010, largely as a result of the end of the bus fleet renewal program (2007–2011).
- Enhancements made at a number of metro stations included sidewalk repairs, paving, painting, landscaping, cleaning and installation of benches—a host of small improvements that customers definitely appreciate.
- Integrating projects into their host environments: In refurbishing Bélanger mechanical ventilation station, the STM also revitalized the adjacent park to better meet neighbourhood needs.

#### JOBS SUSTAINED BY ACQUISITIONS OF GOODS AND SERVICES (NUMBER)



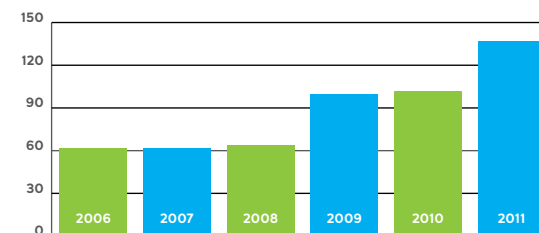
## Objective 4

### Influence urban planning and management to better integrate public transit

- As part of the consultation conducted by the Communauté métropolitaine de Montréal on the *Plan métropolitain d'aménagement et de développement*, we filed a brief highlighting the importance of increasing the density of the greater Montréal area and providing adequate financing for public transit.
- Seven new reserved bus lanes were created, totalling 35.3 km—a new record.
  - Louis-Hippolyte–La Fontaine: 4.6 km (in collaboration with Québec's Ministère des Transports)
  - Boulevard Saint-Joseph: 4.8 km
  - Rue Saint-Patrick: 6.9 km (Turcot interchange)
  - Rue Notre-Dame Ouest: 4.5 km (Turcot interchange)
  - Rue Sherbrooke Est: 7.1 km
  - Highway 20: 2.2 km (in collaboration with Québec's Ministère des Transports)
  - Rue Jean-Talon: 5.2 km



#### RESERVED LANES (KM)





## Area 2

# SUSTAINABLE MANAGEMENT

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

## Objective 5

### Manage environmental impacts

- PGMR Métro, the plan to manage residual materials in the metro: following a successful pilot project in 2010, multi-material recycling bins were installed in all our metro stations. These bins are set up near exits, and replace garbage containers and paper recycling bins on the platforms.
- Under the 2009–2013 plan for comprehensive action on contaminated land, we awarded a contract for environmental assessment (phases 1 and 2), description and decontamination of sites. It includes a dozen or so interventions on eight major sites owned by the STM.
- A water recirculation system was installed at the bus wash at Frontenac transportation centre, adding to that already in operation at Legendre transportation centre.
- Residual non-hazardous materials: quantities generated increased (from 6,836 to 7,689 tonnes), as did quantities recovered (from 4,048 to 4,826 tonnes). The overall recovery rate rose from 59% to 63%. These results stem from the addition of plastic, glass and metal recovery to the PGMR Métro program, the larger number of metro tires that reached the end of their service lives and the inclusion of recovered concrete.
- Residual hazardous materials recovered total 2,555 tonnes, a 3% decrease relative to 2010. The quantities of sludge produced by drainage system maintenance declined as a result of the application of the maintenance program and the increase in quantities of solid matter recovered by sweeper-scrubbers.
- Average paper consumption per employee amounted to 9 kg, comparable to the 2010 level.

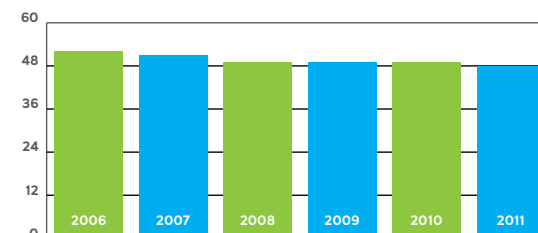


## Objective 6

### Improve the energy efficiency of our assets

- The reduction in GHG emissions as a result of new bus technologies totalled 6,061t CO<sub>2</sub> eq.—a 19% improvement over 2010. Reasons include the installation of transmission programmers on 404 buses, and of electric fans on 239 buses, as well as the use of hybrid buses and the addition of biodiesel to bus fuel.
- GHG emissions per passenger-kilometre were cut by 7% compared with 2006, thanks to increased ridership and the greater number of buses equipped with new technologies.

### TOTAL DIRECT GHG EMISSIONS PER PASSENGER-KM (G CO<sub>2</sub> EQ.)



- The average age of our bus fleet was 4.4 years in 2011, compared with 8.3 years in 2006. The new vehicles perform better in terms of energy and environment (standard buses equipped with transmissions with optimized programming, particle filters, urea-fuelled engines, etc.).
- We launched a tender call for 160 hybrid buses.
- Two electrification pilot projects were announced: one to establish a tourist circuit in Old Montréal with all-electric midibuses, the other to operate an all-electric bus by installing a quick-charging system at Parc Jean-Drapeau on Île Sainte-Hélène.
- Service vehicles: we acquired some 15 energy-efficient vehicles, including two Chevrolet Volts. These vehicles make a significant contribution to reducing atmospheric emissions.
- The machine that manufactures and repairs metro car brake shoes was replaced. This cut daily water consumption from 23,000 to 2,600 litres (an 89% reduction) and electricity consumption from 173 to 22 kWh (87%).

\* Preliminary results



## Objective 7

### Practise sustainable procurement

- We continued to work with the Espace québécois de concertation sur les pratiques d'approvisionnement responsable ([www.ecpar.org](http://www.ecpar.org)). The STM is a member of the board of directors of this organization dedicated to promoting sustainable procurement.
- Further progress was made in developing a responsible procurement guideline and guides for employees and suppliers.
- Sustainable development criteria were gradually incorporated into various tender calls. Calls for the MPM-10 project (infrastructures for the new metro cars) include clauses regarding sustainable development.

## Objective 8

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

- Sustainable development criteria are being incorporated into the project portfolio management process. As a result, 56% of projects in progress in 2011 underwent a sustainability assessment.
- We opted to design the new Stinson transportation centre, in the borough of Saint-Laurent, to LEED Gold standard. Start-up is scheduled for 2013.

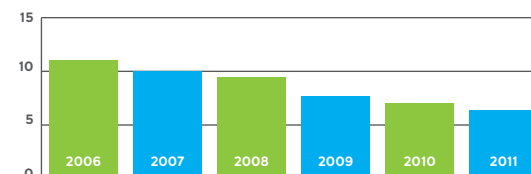


## Objective 9

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

- The Board of Directors adopted a health and safety policy that reflects management's commitment to continue developing a culture of workplace health and safety.
- The work-related accident frequency dropped 8.6% compared with 2010. The improvement since 2006 has been dramatic: 41.8%.
- The percentage of our workforce belonging to visible and ethnic minorities is 21%, up from 19% in 2010. The percentage of women remained stable, at 24%.
- The publication *Sustainable Development – Highlights 2010* was handed out to all new employees.
- A poster campaign promoting employment at the STM focused on quality of life, environment and new technologies.

### WORK-RELATED ACCIDENT FREQUENCY





## Area 3

# PROMOTION OF SUSTAINABLE DEVELOPMENT

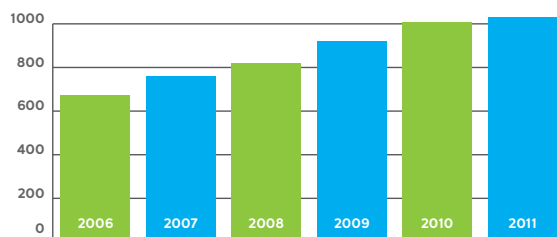
Actions the STM performs or plans to ensure its sustainable development leadership and encourage its employees, customers and the general public to adopt increasingly responsible environmental, social and economic behaviours.

## Objective 10

Increase employee awareness of sustainable development

- More than \$1 million raised by our employees was donated to such organizations as Réchaud-bus, Centraide/United Way, the Red Cross, Partenairesanté-Québec and Le Garde-Manger Pour Tous.
- CEO Yves Devin's blog for employees covered such sustainability-related subjects as transportation electrification, LEED Gold certification of the Stinson transportation centre and the In Town Without My Car day.
- Défi Climat 2011: we were ranked first of all participating Québec companies. About 2,300 STM employees rose to the challenge, for a total of 2,857 tonnes in GHG emissions reduction.

**DONATIONS  
DISTRIBUTED  
BY EMPLOYEES  
(\$'000)**



## Objective 11

Position the STM as a responsible, committed company

- For the second year in a row, the STM received the Special Merit Award for Commitment to the Environment, presented by MetroRail in Milan, in recognition of its commitment to sustainable development.
- We took part in the Grande Corvée solidarity movement to help flood victims in the Montérégie region.
- The MouvementCollectif.org website publicized green actions by the STM and published a presentation by Michel Labrecque, Chairman of the Board of Directors, on transportation electrification.

## Objective 12

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

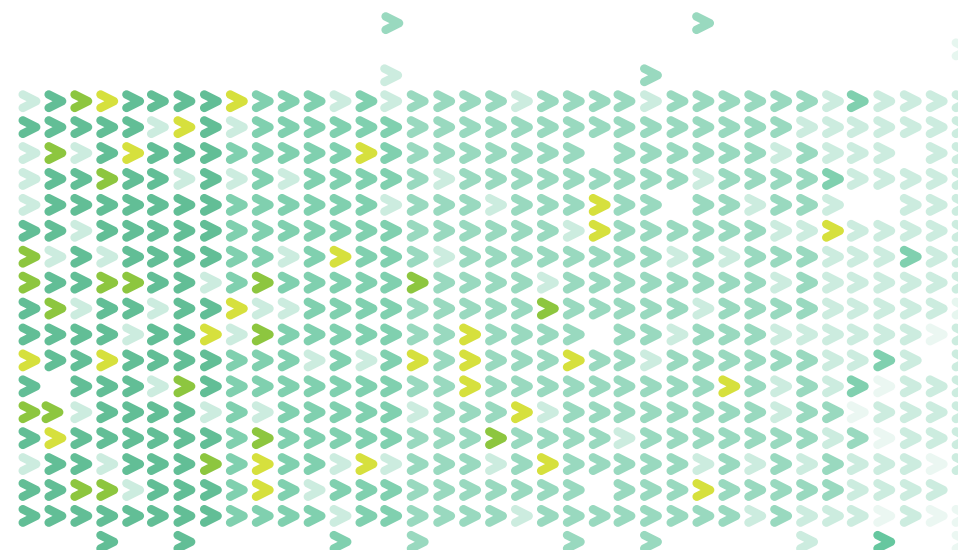
- We announced the OPUS & Cie program for companies. Participating employers pledge to contribute at least 4.16% of the cost of transportation passes for their employees. The STM agrees to match that contribution, to a maximum of 10%. For two months, Québec's Ministère des Transports du Québec added a bonus to the program by offering the 12th month free.
- We launched the CAMPUS program for students who are registered full-time at Université de Montréal and are Montréal residents. Eligible students enjoy one of the best public transit fares and unlimited access to the STM system.
- We partnered with more than 100 events (Igloofest, Grand Prix du Canada, U2, Tennis Canada, Montréal Bike Fest, Osheaga Music and Arts Festival 2011, etc.).
- We provided special public transit service to the U2 shows and issued a unique transit fare for \$5.
- A number of events were held celebrating 150 years of public transit in Montréal, focusing on the theme *150 ans et toujours vert*.





# SUSTAINABLE DEVELOPMENT APPROACH AT THE STM

2005	Signatory of pledge to UITP Charter	
2006	Inclusion of sustainable development in our mission and 2007-2011 business plan	First Action Plan 2007-2011
2007		
2008	Responsibility assigned to the Strategic Plan	
2009	SD Report 2008	
2010	<ul style="list-style-type: none"> <li>• SD Policy</li> <li>• SD Report 2009</li> <li>• Full signatory of UITP Charter</li> </ul>	Strategic Plan 2020
2011	SD Report 2010	
2012	2 <sup>nd</sup> Sustainable Development Plan	



Complete version of the *Sustainable Development Report 2011*, available as of July 2012 online only, at: [www.stm.info/en-bref/rdd2011.pdf](http://www.stm.info/en-bref/rdd2011.pdf)

**You can also consult the Activity Report 2011 and Financial Report 2011, as well as the Budget and Three-year Capital Program (both available in French only), on our Web site.**

Comments or suggestions: [dd@stm.info](mailto:dd@stm.info)

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Unité Développement durable, direction principale  
Planification stratégique

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