

**SUSTAINABLE  
DEVELOPMENT**

# **PLAN 2020**

## **SUMMARY**

The Société de transport de Montréal operates a bus and metro network serving the agglomeration of Montréal. It provides approximately 1.2 million trips per day. It also offers paratransit service.

## A FAVOURABLE CONTEXT

The STM developed its Sustainable Development Plan 2020 within an especially favourable context.

### Within the company

- One of the six priorities of the STM's Strategic Plan 2020 is to place sustainable development at the centre of all decisions.
- The Sustainable Development Plan is based on a continuous-improvement approach and follows up on the results of the Sustainable Development Action Plan 2007-2011.

### In the Montréal region

- Given the growing problems of congestion in the metropolitan region and the resulting economic and social impacts, public transit is positioned as a key component of the solution.
- The city of Montréal's Transportation Plan and the Montréal Community Sustainable Development Plan both rely on public transit.
- The 2011 adoption of the Metropolitan Land Use and Development Plan of the Communauté métropolitaine de Montréal assigns public transit an important role in improving the region's quality of life.

### In Québec and Canada

- The Québec Public Transit Policy and other government action on climate change contribute greatly to funding for public transit.
- Québec's new sustainable mobility policy will aim for a substantial decrease in greenhouse gas (GHG) emissions.
- The Québec government has set the target of having 95% of public transit trips take place on electric-powered vehicles by 2030.
- The federal government supports public transit through various programs.



### Worldwide

- The clear consequences of deteriorating air quality and of climate change are creating heightened collective environmental awareness.
- Public transit encourages a more active lifestyle and improves air quality, reducing associated health problems.
- The price of oil, which will continue to rise, is a critical factor in consumers' economic choices and travel habits.

## TWO FOCUS AREAS, TEN PRIORITIES

The STM contributes to the sustainable development of Montréal and Québec in two ways. First, because the service it provides offers citizens an efficient, safe, environment-friendly mode of travel, while also helping to improve quality of life. And second, because it acts responsibly by integrating environmental, social and economic considerations into all of its activities and business processes.

The STM's Sustainable Development Plan 2020 is built around two focus areas that comprise ten priorities.

### AREA 1 – Sustainable Mobility

Create a context favourable to public transit and offer services that help improve quality of life.

### AREA 2 – Sustainable Management

Adopt sustainable practices that take into account the social, environmental and economic impacts of our activities.

# TARGETS

The following targets reflect the STM's commitment to sustainable development leading up to the year 2020. The full version of the Sustainable Development Plan 2020 presents additional indicators that will allow the Plan's progress to be monitored.

	YEAR 2011	TARGET 2015	TARGET 2020	PRIORITY
Service provided (millions of km travelled)				
• Metro	77.1	77.9*	97.2*	1
• Surface network	84.9	95.4*	109*	1
Service provided (billions of seat-km)				
• Metro	8.4	**	**	1
• Surface network	3.9	**	**	1
Ridership (millions of trips)	404.8	423.3	540	1
Modal share of public transit according to O-D survey (%)	32 (2008)		37	1
Feeling of safety – bus, based on survey (%)	93	93	93	1
Feeling of safety – metro, based on survey (%)	93	93	93	1
Number of bicycle parking spaces next to the network (metro and bus)	3 045	3 200	3 500	1
Metro stations with elevators (number)	8	11	13 (2017)	2
Paratransit trips (millions)	2.8	3.4	4.3	2
Bus priority measures (km)	136	320*	370*	3
Standard & Poor's credit rating	A+	A+	A+	4
Moody's credit rating	Aa2	Aa2	Aa2	4
Percentage of ISO 14001 elements implemented (%)	40	100	100	5
Residual-material recovery rate (%)	63	70	80	5
Energy consumption in surface buildings (kJ/m <sup>2</sup> /heating degree-day)	609	**	**	5
GHG emissions per passenger-km for all of the STM's activities (g CO <sub>2</sub> e)	48.6	42*	39*	6
Trips on the STM network powered by electricity (%)	69	75	86	6
Percentage of contracts*** in progress during the year that include sustainable development criteria	8	50	90	7
Percentage of the value of contracts*** in progress during the year that include sustainable development criteria	5	60	90	7
Workforce diversity				
• Percentage of women (%)	24	Pending guidelines from the Commission des droits de la personne et des droits de la jeunesse		8
• Percentage of visible and ethnic minorities (%)	21			8
• Percentage of employees with disabilities (%)	1			8
• Percentage of Aboriginal employees (%)	0.4			8
Work-related accidents – frequency with loss of time****	6.4	6	5.5	8
Work-related accidents – severity	212.2 *****	230	205	8
Employees made aware of sustainable development (%)	-	100	100	9
Employee mobilization (points)	+11 (2010)	+30	+40	9

\* The projects laid out for achieving these targets are presented in the Strategic Plan 2020

\*\* In development

\*\*\* Goods not held in inventory valued at \$50,000 or more, goods in inventory valued at \$100,000 or more, and services valued at \$25,000 or more

\*\*\*\* (Cumulative number of accidents with loss of time/cumulative number of hours worked) X 200,000

\*\*\*\*\* Exceptional year. The yearly average from 2007 to 2011 was 285.8

# CONCORDANCE BETWEEN THE TEN PRIORITIES AND SUSTAINABLE DEVELOPMENT ISSUES

The overall context, the priorities laid out in the Strategic Plan 2020 and the results achieved by the Sustainable Development Action Plan 2007-2011 have enabled us to identify the key issues that the Sustainable Development Plan 2020 must address – which it does through its ten priorities. These issues were discussed and confirmed through various meetings with internal and external stakeholders as well as by observing major trends and current realities affecting the way organizations put sustainable development into practice.

## AREA 1 SUSTAINABLE MOBILITY

SUSTAINABLE DEVELOPMENT ISSUES	PRIORITY 1 Improve service to maximize the benefits of public transit	PRIORITY 2 Make public transit accessible to as many people as possible	PRIORITY 3 Contribute to urban planning	PRIORITY 4 Optimize the STM's economic contribution and performance
OPERATIONAL SAFETY AND SECURITY	Public transit reduces the risk of accident	Accessibility measures increase customer safety	Proper land development improves everyone's safety	
URBAN PLANNING AND DEVELOPMENT			The STM contributes toward increasing densities, but is also dependent upon urban planning to offer efficient service	Public transit infrastructure increases property values
ACCESSIBILITY AND USER-FRIENDLINESS OF OUR SERVICES	The STM endeavours to improve the accessibility and user-friendliness of its services	The STM endeavours to improve the accessibility of its services	Priority measures increase speed of service	
GOOD NEIGHBOURLINESS				
HEAT ISLANDS				
DEDICATED, INDEXED AND RECURRENT FUNDING	Funding from the Green Fund is intended to increase service and ridership			The STM's economic contribution and performance stimulate sustainable funding
SHORTAGE OF SKILLED LABOUR				
AGING POPULATION		Services tailored to seniors meet this specialized need		
CLIMATE CHANGE	Increased ridership reduces emissions of GHGs and air pollutants		Priority measures reduce emissions of GHGs and air pollutants, as well as bus fuel consumption	
WATER, AIR AND SOIL CONTAMINATION				
RESOURCE CONSUMPTION				

# CONCORDANCE BETWEEN THE TEN PRIORITIES AND SUSTAINABLE DEVELOPMENT ISSUES

## AREA 2 SUSTAINABLE MANAGEMENT

SUSTAINABLE DEVELOPMENT ISSUES	PRIORITY 5 Reduce our ecological footprint	PRIORITY 6 Limit our atmospheric emissions	PRIORITY 7 Practise sustainable procurement	PRIORITY 8 Act as a responsible employer	PRIORITY 9 Train and equip our employees and raise their awareness	PRIORITY 10 Engage our stakeholders
OPERATIONAL SAFETY AND SECURITY				Workplace health and safety measures improve the safety of our employees	This priority was established to ensure that all STM employees have a suitable understanding of sustainable development and of this Plan, so that they can integrate environmental and social considerations into their actions. It therefore addresses all the issues.	This priority was established to ensure that the STM includes stakeholders in all aspects of its projects and activities. It therefore addresses all the issues.
URBAN PLANNING AND DEVELOPMENT						
ACCESSIBILITY AND USER-FRIENDLINESS OF OUR SERVICES						
GOOD NEIGHBOURLINESS	Careful environmental management limits nuisances for area residents	The gradual shift to electricity reduces noise generated by vehicles				
HEAT ISLANDS	Applying sustainable measures to construction limits the heat island effect					
DEDICATED, INDEXED AND RECURRENT FUNDING			Sustainable procurement contributes to sustainable financial management			
SHORTAGE OF SKILLED LABOUR				A company that treats its employees well and contributes to sustainable development is better able to attract and retain labour		
AGING POPULATION						
CLIMATE CHANGE	Careful environmental management limits our facilities' GHG emissions, as well as contamination and resource consumption	The gradual shift to electricity significantly reduces our vehicles' emissions of GHGs and air pollutants, as well as their fuel consumption	Sustainable procurement reduces our products and services' environmental footprint			
WATER, AIR AND SOIL CONTAMINATION						
RESOURCE CONSUMPTION						

## PRIORITY 1 IMPROVE SERVICE TO MAXIMIZE THE BENEFITS OF PUBLIC TRANSIT

Compared to car travel, public transit offers many environmental, social and economic benefits. To maximize these benefits, the STM must make public transit more competitive and attractive in comparison to car travel and offer its customers service that is increasingly reliable, fast, accessible and safe. We have set the ambitious objective of increasing ridership by 40% to reach 540 million trips in 2020.

We consider other modes of transportation, like walking, biking, taxis, trains, carpooling and car sharing to be complementary to our services. We therefore aim to promote a mix of modes of transit, or transportation cocktail, and to improve intermodality.

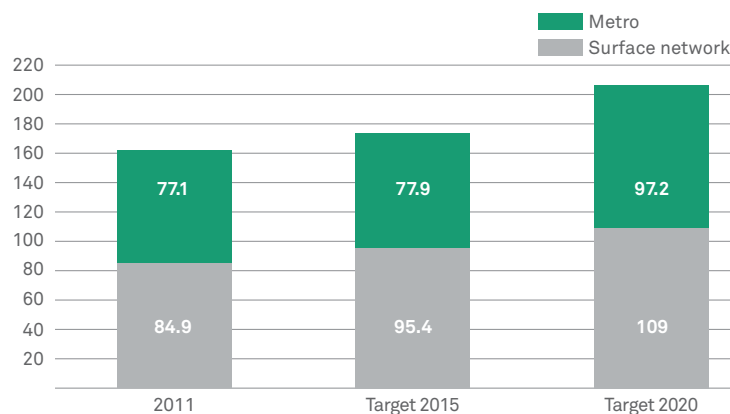


### By 2020 the STM intends in particular to

- Extend the metro by five stations along the Blue line to Anjou and two stations along the Orange line to Bois-Franc.
- Implement the real-time bus scheduling and passenger information system (iBUS).
- Use trolleybuses on major urban corridors to offer high-frequency service without atmospheric emissions.
- Improve packages offered with transportation cocktail partners (Bixi, Communauto, Vélo Québec).
- Achieve a 15% increase in the number of bicycle parking spaces next to the bus and metro networks.
- Integrate measures favouring intermodality between biking and public transit into all bus and metro infrastructure development projects (bus terminals and metro extension).

### SERVICE PROVIDED

millions of km travelled





## PRIORITY 2 MAKE PUBLIC TRANSIT ACCESSIBLE TO AS MANY PEOPLE AS POSSIBLE

To fulfil its social role, the STM must make public transit increasingly accessible to all citizens, regardless of their situation.

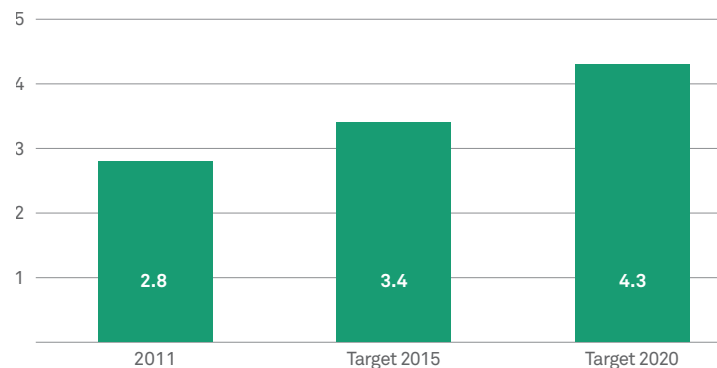
By offering paratransit service, implementing measures such as installing elevators in the metro and access ramps on buses, or tailoring fares and services to the needs of different customers, we are working to increase the ability of every individual to participate in the social and economic life of the metropolitan area.

### By 2020 the STM intends in particular to

- Implement the 2012-2015 Universal Accessibility Development Plan.
- Systematically integrate universal accessibility into all new projects, in accordance with available resources and the 2012-2015 Plan.
- Continue launching services tailored to the needs of seniors.
- Continue launching customized services for specific customer segments such as students, tourists or attendees at major events.
- Optimize paratransit vehicle resources using information technology so as to offer faster, more efficient service and provide real-time passenger information.
- Continue diversifying our fare structure so as to better meet the needs of our various customers.

### PARATRANSIT TRIPS

*in millions*



## PRIORITY 3 CONTRIBUTE TO URBAN PLANNING

Bus priority measures increase journey speed, improve punctuality, reduce customer travel time and free up vehicular resources to generate increased service. Sharing the roadway based on the most efficient modes of transport allows for individual, rather than just vehicular, travel to be optimized.

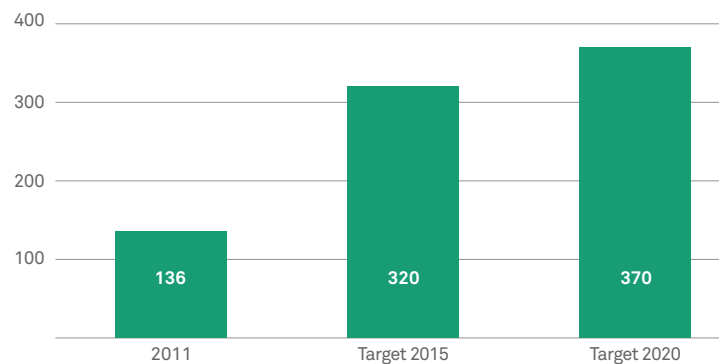
To meet its goal of 540 million trips in 2020, the STM must rely on a number of essential conditions, including dense urban development offering a wide range of uses. The STM will share its expertise and work with the various authorities to ensure that urban planning fosters public transit.



### By 2020 the STM intends in particular to

- Continue to play a leading role in urban planning and participate in local travel plans laid out in Montréal's Transportation Plan.
- Seek out approaches and initiatives for better sharing and coexistence between individual, public and active modes of transport on public roads.
- Improve the integration and social acceptability of bus service and reserved lanes in the urban environment.
- Achieve 370 kilometres in bus priority measures, including reserved lanes and priority traffic lights.
- Promote the creation of park-and-ride lots by mobilizing key players (municipal authorities, developers) while still supporting increased metropolitan density.

BUS PRIORITY MEASURES  
*in kilometres*





## PRIORITY 4 OPTIMIZE THE STM'S ECONOMIC CONTRIBUTION AND PERFORMANCE

Through its activities, the STM sustains over 12,000 direct and indirect jobs and generates significant economic spinoffs.

Investments in public transit make a major contribution to wealth creation and stimulate economic productivity. Public transit generates almost three times as much in spinoffs for the Québec economy as does private car travel. Travelling by public transit costs one third as much as travelling by car and alleviates problems and costs related to road congestion.

In 2012, the STM received the Mercuriades award from the Fédération des chambres de commerce du Québec for increased productivity.

### By 2020 the STM intends in particular to

- Increase and diversify revenue sources, in particular commercial revenue.
- Exercise strict control over expenditures.
- Maintain its leadership position and credit ratings.
- Position itself as a generator of wealth in the view of economic and political decision makers.
- Highlight and publicize the economic benefits of public transit.
- Promote the STM's sound internal management and its strategic investment choices.



### PUBLIC TRANSIT GENERATES SIGNIFICANT ECONOMIC BENEFITS BY

- Reducing traffic congestion and associated costs
- Increasing the mobility of the workforce
- Creating high-quality jobs
- Generating three times the economic spinoffs of cars
- Consolidating Québec's industrial base and exports
- Stimulating productivity
- Reducing household expenditures on transportation
- Increasing the property value of homes located near the network

## PRIORITY 5 REDUCE OUR ECOLOGICAL FOOTPRINT

A number of the STM's activities involved in operating a growing bus and metro network have impacts on water, air and soil. This has been a matter of concern for us for many years. Accordingly, we ensure that the sources of these impacts are identified and carefully managed. Atmospheric emissions (GHGs and the main airborne contaminants) are the chief source of the STM's environmental impact; their management is consequently given special attention and is discussed in the next priority.

The complexity of our organization, and the nature and diversity of its operations, require a structured approach to environmental management and an appropriate distribution of responsibilities.

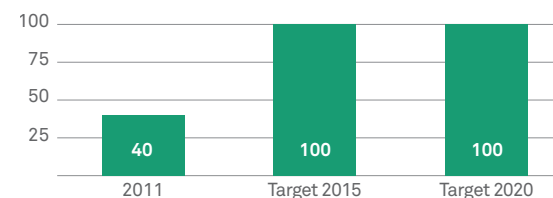


### By 2020 the STM intends in particular to

- Improve its environmental management system, using ISO 14001 as a reference.
- Aim for LEED certification for all new construction projects.
- Aim for a sustainable building certification (BOMA BEST, LEED or other) for modernization projects.
- Optimize management of residual materials through reduction at the source and improvement of existing programs.
- Improve its knowledge and management of contaminated soil.
- Complete the portrait of drinking water consumption in 2014 and adopt a reduction plan in 2015

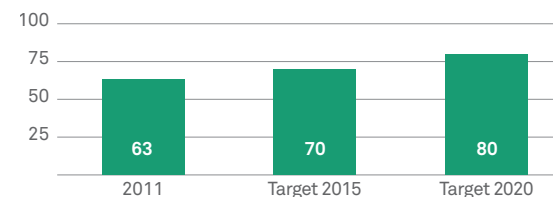
#### ISO 14001 ELEMENTS IMPLEMENTED

percentage



#### RESIDUAL-MATERIAL RECOVERY RATE

percentage



## PRIORITY 6 LIMIT OUR ATMOSPHERIC EMISSIONS

Although the STM provides over 1.2 million trips per day, the company is responsible for only 0.2% of GHG emissions in Québec. Despite its low carbon footprint, the STM must continue its efforts to limit its emissions of GHGs and the main air pollutants.

Starting in 2025, the STM intends to acquire only zero-emission vehicles and until then, will apply transitional technologies to gradually reduce its consumption of fossil fuels.

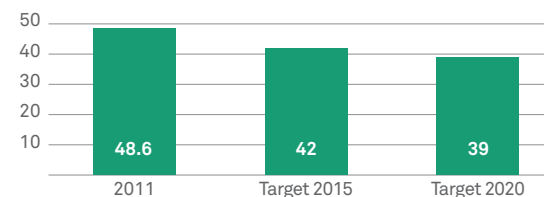
### By 2020 the STM intends in particular to

- Adopt transitional technologies, such as hybrid buses, starting in 2014.
- Increase the metro system's passenger capacity by replacing MR-63 and MR-73 cars with larger-capacity Azur cars, adding 126 cars and extending metro lines.
- Spearhead, propose or participate in various electrification projects such as electric buses and midibuses, tramways and trolleybuses.
- Continue monitoring technological developments and broaden the scope of pilot projects involving electric buses and technologies that reduce atmospheric emissions.
- Optimize the service vehicle fleet.
- Calculate the STM's complete carbon footprint, including indirect emissions and avoided emissions.



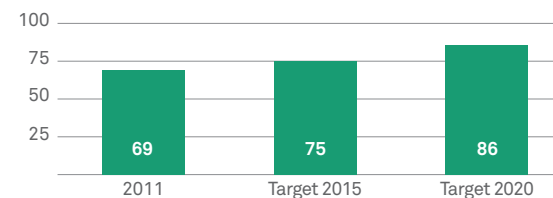
### INTENSITY OF TOTAL DIRECT GHG EMISSIONS

*g CO<sub>2</sub>e per passenger-km*



### TRIPS POWERED BY ELECTRICITY

*percentage*





## PRIORITY 7 PRACTISE SUSTAINABLE PROCUREMENT

The STM is committed to continuously improving its social, economic and environmental performance through its procurement processes.

By integrating sustainability criteria and life-cycle thinking into its calls for tenders, the STM reduces the environmental footprint of the goods and services it acquires and maximizes their economic and social spinoffs.

In so doing, the company also contributes to a growing trend of sustainable practices, with impact all along the value chain, creating environmental and social benefits on a larger scale.

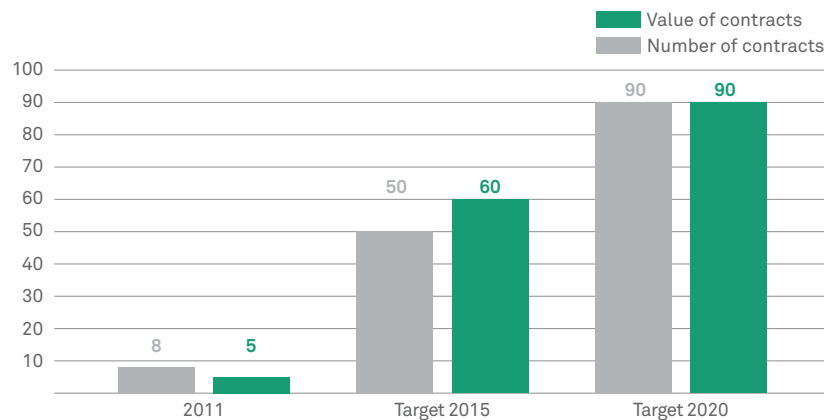
### By 2020 the STM intends in particular to

- Establish and apply sustainable procurement guidelines and tools, including a margin of preference for sustainable development.
- Develop an awareness, training and communication program on sustainable procurement.
- Systematically integrate sustainability criteria into procurement.



### CONTRACTS\* IN PROGRESS DURING THE YEAR THAT INCLUDE SUSTAINABLE DEVELOPMENT CRITERIA

percentage



\* Goods not held in inventory valued at \$50,000 or more, goods in inventory valued at \$100,000 or more, and services valued at \$25,000 or more.

## PRIORITY 8 ACT AS A RESPONSIBLE EMPLOYER

Life at work is strongly influenced by increasing ethnic, generational and other types of diversity. The STM recognizes the richness that stems from the diversity of its employees, and from that of its customers.

The company is fully committed to assuming its responsibilities with respect to workplace health and safety, and has set improvement targets for the year 2020, trending toward zero injuries.

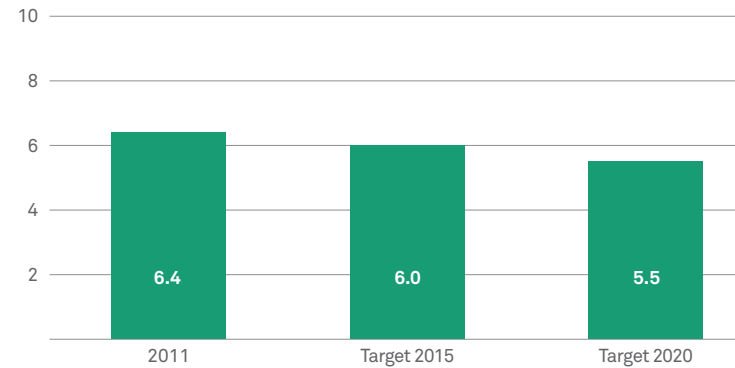
The STM has had a code of ethics since 1988 and updated it most recently in 2011. The code is intended for employees, directors and anyone who does business with the STM or provides it with services.

### By 2020 the STM intends in particular to

- Support managers and develop their management skills in an environment characterized by diversity.
- Integrate diversity management concepts into internal tools and processes.
- Adopt health and safety management practices based on recognized international standards.
- Develop health and safety leadership among managers as well as participative management, and increase accountability of work teams and individuals.
- Gradually review programs, standards and guidelines aimed at controlling hazards.
- Update the code of ethics after a series of consultations with STM employees and managers.

### WORK-RELATED ACCIDENTS

*percentage*



**HEALTH+**  
**SAFETY**



## PRIORITY 9 TRAIN AND EQUIP OUR EMPLOYEES AND RAISE THEIR AWARENESS

The fact that the STM is increasingly recognized as a major player in sustainable development contributes to its ability to attract and retain labour.

By increasing environmental, social and economic awareness among its employees, the STM enables them to better understand the issues involved and take them into account both in the workplace and in their personal lives.

Beyond this awareness, the STM must ensure that sustainable development is integrated into internal processes and that employees are offered adequate training and tools. In that way, sustainable development can become a true business process.



### By 2020 the STM intends in particular to

- Establish an employee awareness and training program on sustainable development based on excellence, emulation and recognition.
- Roll out this Sustainable Development Plan in the form of detailed action plans for each of the company's areas of activity so that it is integrated by all employees.
- Continually update existing internal guides and standards so as to include best practices with respect to sustainable development.
- Create guidelines, internal guides and training programs on various topics related to sustainable development.
- Set up an employee travel management program to encourage staff to adopt the transportation cocktail approach.
- Systematically evaluate initiatives in the project portfolio on the basis of sustainable development.

## PRIORITY 10 ENGAGE OUR STAKEHOLDERS

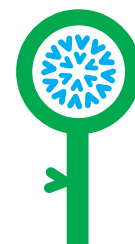
In the course of its planning and implementation activities, the STM takes part in an ongoing dialogue with its stakeholders (elected officials, municipalities, governments, customers, suppliers, civil society, etc.). These groups are essential to the success of our initiatives, and the dialogue allows us to better understand their concerns and needs. In this way, the STM can properly meet their expectations, to the best of its capacities.

The STM, together with its many partners, contributes to advancing sustainable development. We are already recognized as a leader in the field and are combining our efforts with other groups to raise the profile of sustainable initiatives.

### By 2020 the STM intends in particular to

- Establish a stakeholder management framework that institutes processes for properly identifying stakeholder expectations, meeting those expectations and continuously following up on them.
- Continue to contribute to the advancement of sustainable development and public transit with our partners.
- Continue to take a visible, visionary stance in public debates in order to promote public transit and sustainable mobility.
- Sign the American Public Transportation Association Sustainability Commitment\* to earn North American recognition for all our sustainable development actions and commitments.
- Maintain our status as full signatory of the International Association of Public Transport's Sustainable Development Charter.

*\* System of recognition awarded to signatories, comprising different levels based on the actions put into place and the commitments given.*



## SUSTAINABLE DEVELOPMENT CORPORATE POLICY

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

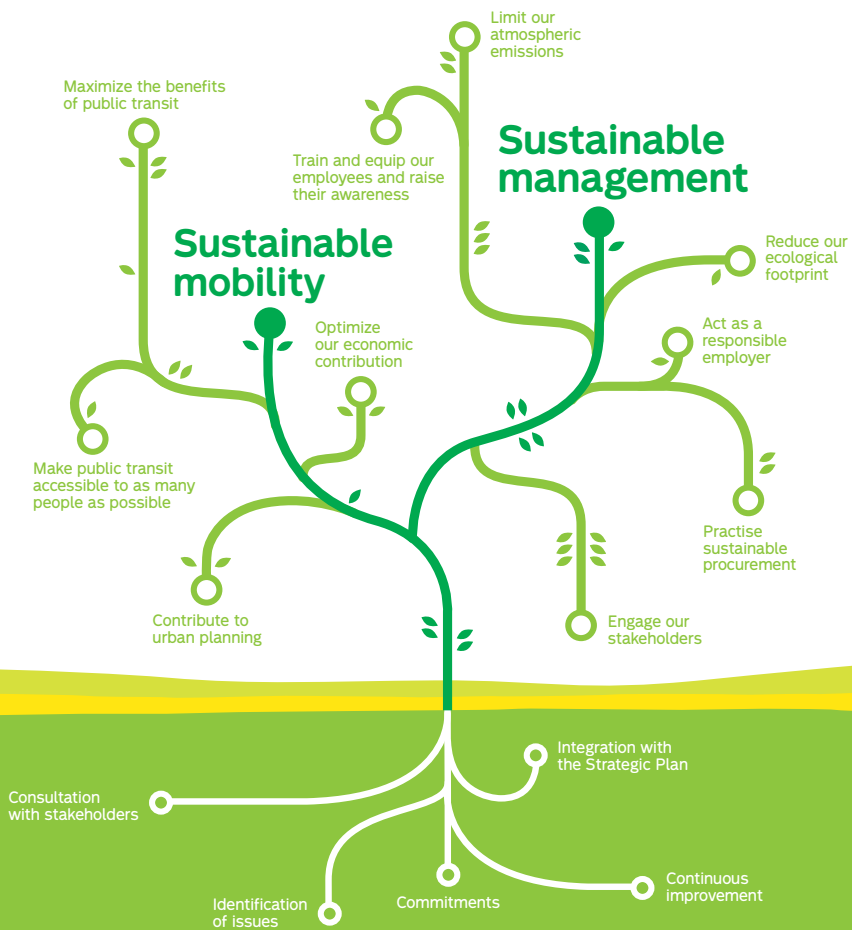
As a partner in the strategic plan for sustainable development for the Montréal community (Plan stratégique de développement durable de la collectivité montréalaise), prepared by Ville de Montréal, STM is committed to:

- sustaining its efforts toward offering public transit services that are reliable, safe, fast and accessible to all people
- creating and supporting a movement for sustainable mobility for the purpose of fighting climate change, improving the competitiveness of the agglomeration of Montréal, as well as the quality of life of residents
- ensuring continuous improvements to its social, economic and environmental performance regarding:
  - the treatment of employees and clients
  - the operation of its transit networks and installations
  - the planning, designing and realization of its projects
  - the procurement process
  - the state of its relations with stakeholders<sup>1</sup> concerned by its activities
- informing and mobilizing its employees, clients and suppliers in the application of sustainable development principles
- working in cooperation with other sustainable development stakeholders at the local, regional, national and international levels
- complying with, even surpassing whenever possible, its commitments and the requirements of any applicable laws.

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

<sup>1</sup> Stakeholders: Group or individual having a more or less direct interest in the business of a corporation or likely being affected by decisions taken by said corporation. Such a definition includes not only its partners, but also those who, without being partners, can influence STM activities.

Adopted by the Board of Directors in May 2010



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The full version and the summary are available at [stm.info](http://stm.info)

*Ce document est disponible en français*

Comments and suggestions  
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