

ANNUAL REPORT

1993

MEETING THE CHALLENGE...





«*Gagnons le pari de l'achalandage*» [Meeting the ridership challenge] is the slogan the STCUM is using for internal promotion of the Revitalization Plan for Public Transit. The concept inspired our graphic designer to choose the game of billiards — a game of skill and strategy — to illustrate the vitality of the Plan and the efforts being invested to achieve its objectives.



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JUL 18 1994

Annual Reports  
MCGILL UNIVERSITY





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## MESSAGE FROM THE CHAIRMAN OF THE BOARD

**W**hen we announced in 1992 that we were going ahead with a formal Revitalization Plan for Public Transit, many were sceptical. How, they wondered, could we even think of implementing such an ambitious plan at a time when we were facing the most serious financial crisis in our history?

We knew, however, that we had to take action before it was too late. With the support of our employees and elected MUC authorities, we have been able to undertake some forty different projects and make good on our commitment to our customers.

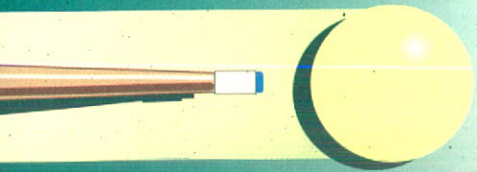
In spite of continuing unemployment in the region, and notwithstanding two major service disruptions during the year, ridership has finally been stabilized, and current trends lead us to believe that the number of trips will be increasing in the near future. In addition, surveys reveal that new products have enjoyed instant success, customers are more satisfied with our services, and in general, the public has a more positive opinion of the STCUM.

While the spirit of renewal has carried us throughout the year, we have not lost sight of our objective to maintain tighter control over public funds. In fact, our financial results bear testimony to our efforts : as in 1992, we are showing a surplus of nearly \$14.5 millions.

These encouraging results validate our decisions : we seem to have made the right moves at the right time. Naturally, there is still some distance to be covered before we reach our final destination, but we are confident that we can meet the ridership challenge!

A handwritten signature in blue ink, appearing to read "Robert Perreault".

Robert Perreault





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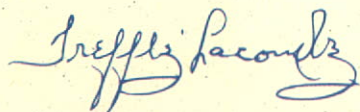
## MESSAGE FROM THE GENERAL MANAGER

**I**n 1992, the STCUM made a major commitment to improve services and thereby increase ridership. The involvement of all personnel in our plan was crucial to its success : directly or indirectly, our employees are the ones who deliver our services on a daily basis. In order to mobilize everyone to achieve our goals, the management team has promoted a vision, focusing on two fundamental values — respect and rigour.

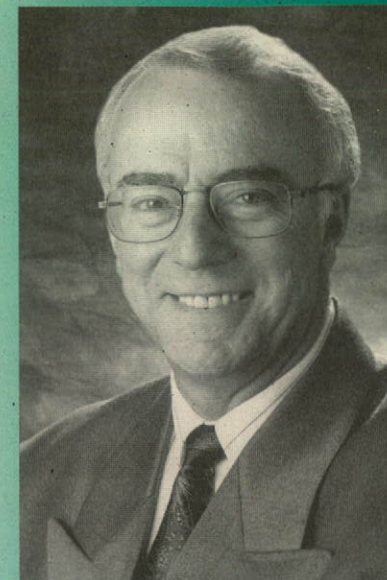
During the year, I made it my personal duty to meet as many employees as possible, in order to share that vision and spread the good word; I can now assure you that our strategy of continuous improvement has the full support of all personnel. Through direct, personal contact, I was able to note that some adjustments were required in human resources management, in order to make each individual feel more involved in our plans. As a result, our position and approach with regard to labour relations has been clarified, approved and communicated to all employees.

By developing closer ties with our union partners, we negotiated in a spirit of mutual cooperation, and the collective agreement has been renewed until January 1997.

The success of our customer-oriented strategy depends on the commitment of our employees, as well as on an improvement in the working atmosphere and in relations with our unions. Therein lies the key to improving service quality while staying within our means. We intend to show our customers that we can make a difference.


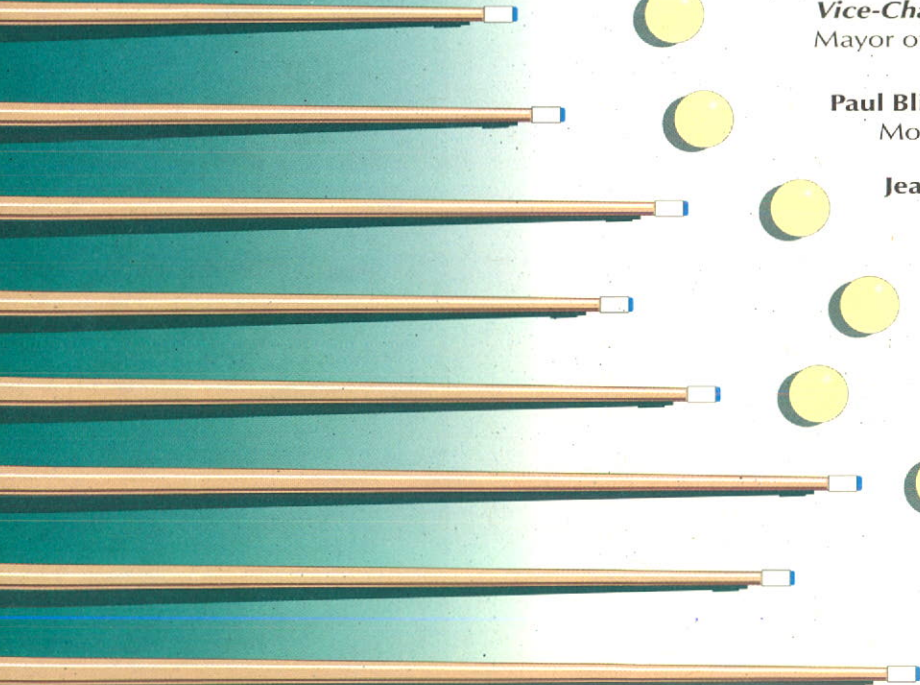


Trefflé Lacombe






# THE BOARD OF DIRECTORS



**Robert Perreault**  
*Chairman*  
Montréal City Councillor



**Raymond Savard**  
*Vice-Chairman*  
Mayor of Verdun



**Paul Blier**  
Montréal Suburban Citizen Representative




**Jean Durivage**  
Montréal City Councillor



**Michel Hamelin**  
Chairman of the Montréal Urban  
Community Executive Committee




**Malcolm C. Knox**  
Mayor of Pointe-Claire



**Yvon Labrosse**  
Mayor of Montréal-Est

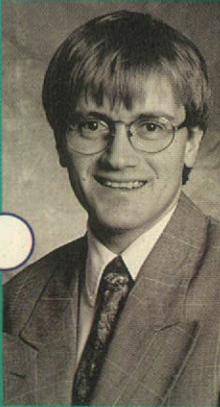
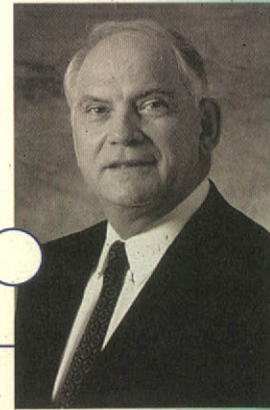
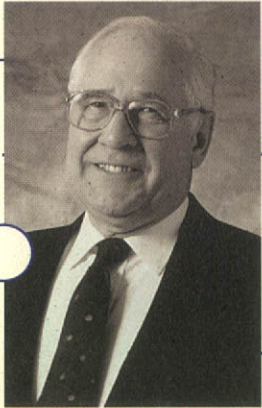


**Gaétan Lévesque**  
Montréal Citizen Representative



**Ginette L'Heureux**  
Montréal City Councillor









## QUÉBEC'S TENTH LARGEST CORPORATION \*

The mission of the STCUM is to provide transit services for the travelling public in the territory it serves, and to encourage the use of such services. In this way, it meets a number of social needs: to ensure mobility, to contribute to economic development, and to improve the quality of life of residents of the Montréal Urban Community and the Greater Montréal region. To this end, the Corporation is committed to planning, developing, implementing and operating a world-class public transit system recognized for excellent customer service and sound financial management.

In fulfilling its mission, the Corporation relies primarily on a large team of people, all of whom receive the respect they deserve and whose merits are routinely recognized. STCUM personnel are motivated to achieve the Corporation's goals and thus constitute its greatest asset and best guarantee of success.

In order to offer the best possible services, the STCUM must see that the equipment and facilities entrusted to it are maintained in excellent condition. This is ensured by the financial resources generated by operations or allocated to the Corporation, all of which are under the most stringent management.

### DISTRIBUTION OF REGULAR EMPLOYEES

	1990	1991	1992	1993
First-level managers - Operations	536	527	499	506
Managers	235	205	198	200
Middle management and professional staff	307	264	276	290
Non-unionized office staff	38	34	33	34
Divisional clerks	220	217	213	210
Surveillance officers	143	154	142	135
Unionized office staff	578	558	558	542
Bus drivers, metro operators and others	3,909	3,799	3,928	3,925
Maintenance employees	2,024	1,917	1,911	1,867
<b>TOTAL</b>	<b>7,990</b>	<b>7,675</b>	<b>7,758</b>	<b>7,709</b>

\* Rated by *Les Affaires* magazine, according to budget and number of employees.



**11.4%**

are women, including  
377 bus drivers,  
64 fare collectors and  
31 metro operators

**WOMEN**

1989	1990	1991	1992	1993
8.6%	10%	9.2%	10.7%	<b>11.4%</b>

**6.2%**

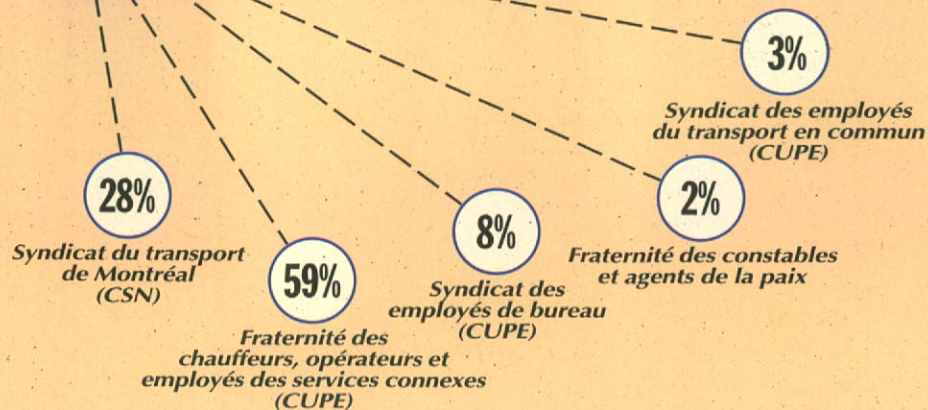
are members of visible  
and ethnic minorities

**VISIBLE AND  
ETHNIC MINORITIES**

1989	1990	1991	1992	1993
5%	5.7%	5.6%	5.9%	<b>6.2%</b>

**87%**

are members of one of  
five labour unions

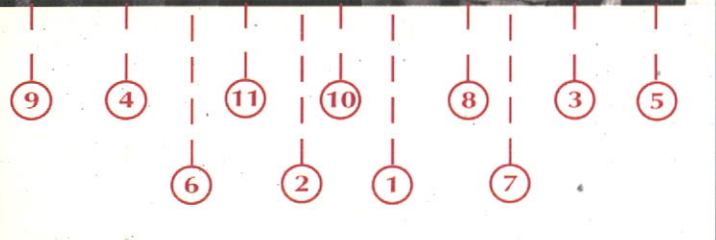


**1993 Budget**  
**\$722,824,000**

**Average  
employee age**  
**42**

**Average number  
of years of service**  
**13**





## THE MANAGEMENT COMMITTEE

- 1 **Trefflé Lacombe**  
General Manager
- 2 **Élaine Binette**  
Director  
Human Resources
- 3 **Xavier Ceccaldi**  
Executive Director  
Planning and Marketing
- 4 **Roger C. Choquette**  
Executive Director  
Metro and Commuter Trains
- 5 **Robert Dion**  
General Auditor
- 6 **Martin Girard**  
Director  
Office of the General Manager
- 7 **Lorraine Pilon**  
Director  
Communications
- 8 **Michel Rhéaume**  
Treasurer and  
Executive Director, Finance
- 9 **Daniel Robert**  
Secretary and  
Director, Legal Department
- 10 **Jacques Rompré**  
Executive Director  
Construction and Major Maintenance
- 11 **Michel Ste-Marie**  
Executive Director  
Surface Transportation

## THE FINANCE COMMITTEE

- Robert Perreault**  
*Chairman*  
Chairman of the Board
- Trefflé Lacombe**  
General Manager
- Michel Rhéaume**  
Treasurer and  
Executive Director, Finance
- Daniel Robert**  
Secretary and  
Director, Legal Department
- Raymond Savard**  
Mayor of Verdun and  
Vice-Chairman of the Board

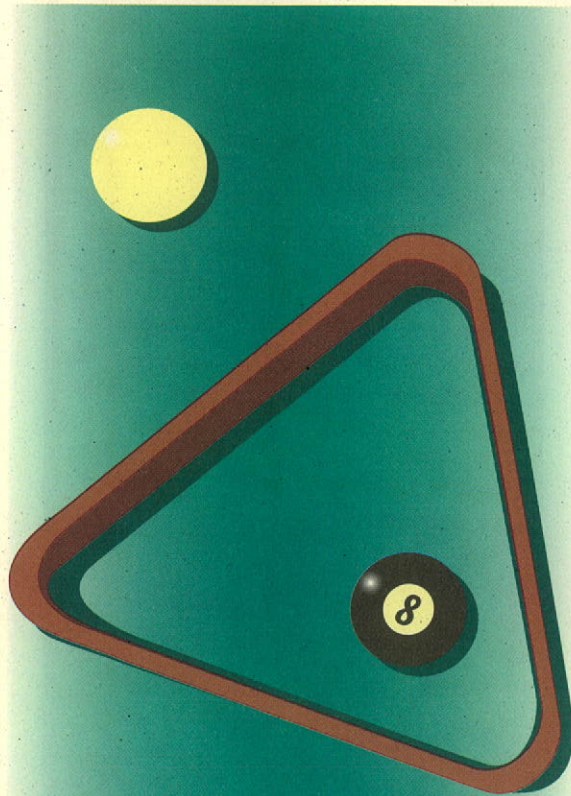
## THE AUDIT COMMITTEE

- Malcolm C. Knox**  
*Chairman*  
Member of the Board
- Trefflé Lacombe**  
General Manager
- Robert Dion**  
General Auditor
- Jacques Dubois**  
Director, Internal Audit  
*Loto-Québec*
- Jean Durivage**  
Member of the Board
- Yvon Marsolais**  
Chartered Accountant and Partner in  
*Bourgeois, Marsolais and Associates*

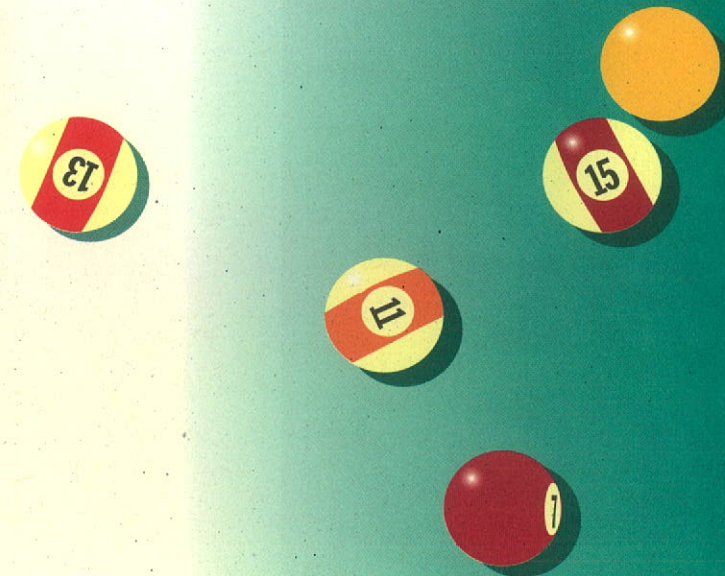
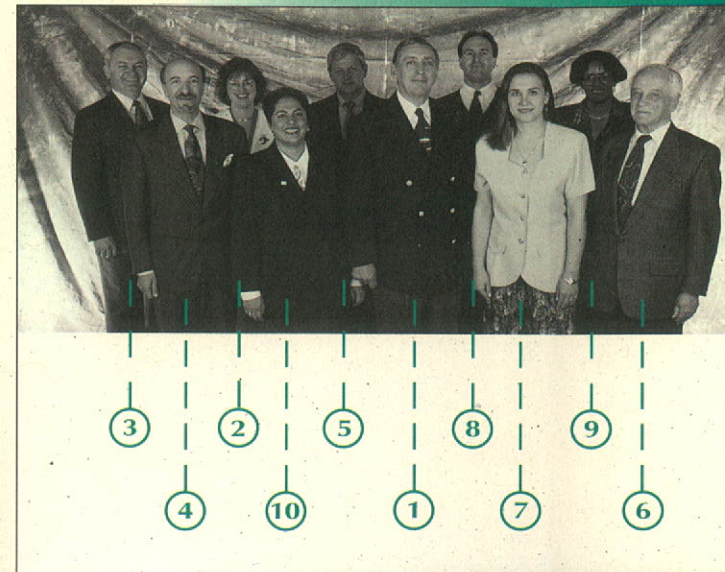


## THE COMPLAINTS COMMITTEE

The Complaints Committee was established in 1987. Its role is to ensure that every serious complaint related to discrimination, racism, harassment, dangerous driving, or insulting language and behaviour is fully investigated in co-operation with the plaintiff and employee concerned, and that the appropriate action is taken.



- 1 Robert Kouri**  
*Chairman*
- 2 Roxanne Corbeil**  
Co-ordinator  
Section Manager,  
Customers Relations  
Communications
- 3 Pierre-André Duchesneau**  
Director, Surveillance  
Construction and Major Maintenance
- 4 André Haddad**  
Director  
Administration and Human Resources  
Surface Transportation
- 5 Mario Léonard**  
Director  
Station Operations  
Metro and Commuter Trains
- 6 Gaspard Massue**  
Representative  
*Senior Citizen's Forum*
- 7 Magdalena Natkaniec**  
Student Representative
- 8 Normand Parisien**  
Representative  
*Transport 2000*
- 9 Fran Riley**  
Ethnic Community Representative
- 10 Anissa Sadrouline**  
Secretary, Public Relations  
Communications



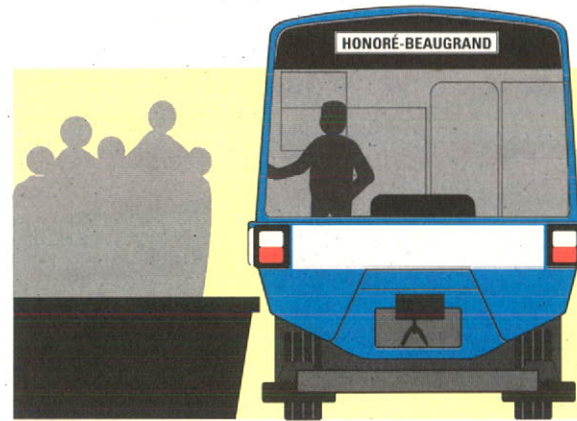




## HIGHLIGHTS OF THE YEAR

### THE BIG MOVE

Instead of spending the \$10 million it would have taken to renovate its old head office, the STCUM decided to lease new premises in Place Bonaventure for the next fifteen years. The move was also inspired by a concern for efficiency : 600 employees who previously worked in seven different places are now under one roof. This major undertaking was handled entirely by STCUM personnel.



### ONE TRAIN, ONE OPERATOR ON LINE 1

As of June 21, 1993, trains on line 1 have been running with just one operator, like metro lines 2 and 5. The change represented a considerable technological challenge and resulted in savings of \$2.5 million in 1993.

### CHANGES IN THE DAILY COMMUTE

The first phase of renovations to the Montréal/Deux-Montagnes commuter rail line was undertaken from June to September. Nearly 17,000 hours of bus service were added to ensure alternative transportation for the 10,000 passengers affected by the repairs. This special service was greatly appreciated by our users, who were most generous with their comments and congratulations to bus drivers and operations managers.





## TELBUS: OUR NEWEST CUSTOMER INFORMATION TOOL

This new interactive telephone service providing information about bus schedules was inaugurated in August 1993, and the results are already impressive. After just four months of operation, 787,500 calls had been logged. Such success is the fruit of a tremendous effort by the project management team, the staff who designed the information panels for bus stops, the employees who installed 8,000 of them, and the people who oversaw the complex data entry process.

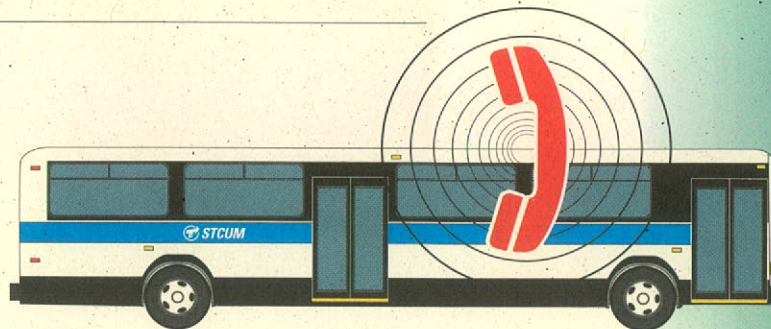


## SEEKING COMMON GROUND

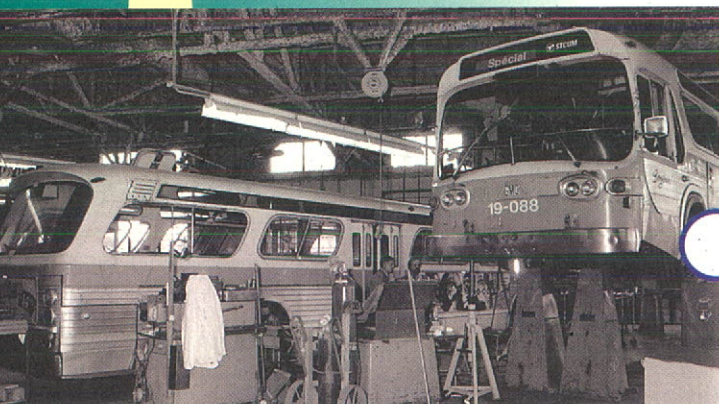
Collective agreements covering the vast majority of STCUM employees were ratified until January 1997, in accordance with the salary scale freeze and the 1% reduction in total payroll imposed by Bill 102. These agreements testify to a common desire to pursue efforts undertaken to improve customer service and thereby increase ridership.

## SAFETY FIRST!

In the interest of increasing security on buses and improving customer service, high-tech radio equipment has been installed in more than 900 buses, allowing drivers to communicate directly with their transportation centre for information or assistance. The STCUM is now one of several public transit companies around the world to use this technology.

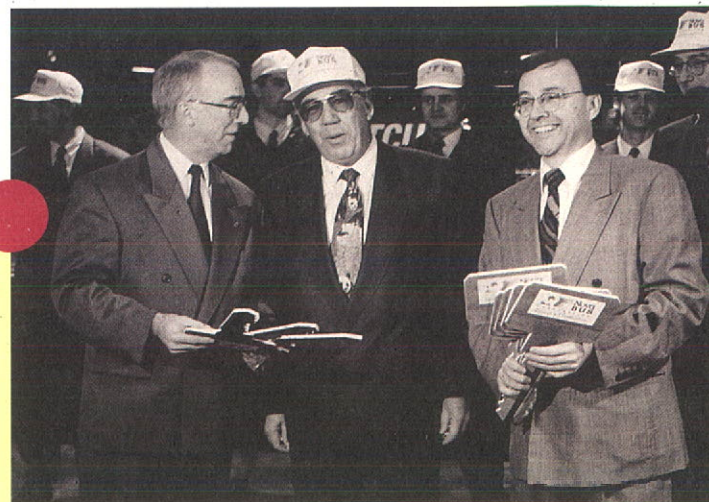






## 150 BUSES OUT OF COMMISSION

In September, about 150 buses reached the end of their useful life and had to be removed from service for major structural repairs. Because no replacement vehicles were available, this meant service was interrupted on about 30 of the least busy bus routes during one week.



## WELCOMING THE NEW ARRIVALS

On November 30, the first 60 of 400 new buses ordered from Novabus of St. Eustache were received with excitement and relief. The CLASSIC vehicles feature a number of improvements over the old model and are warranted for 12 years, rather than seven.

## THE METRO : TAKING CARE OF IT FOR TOMORROW!

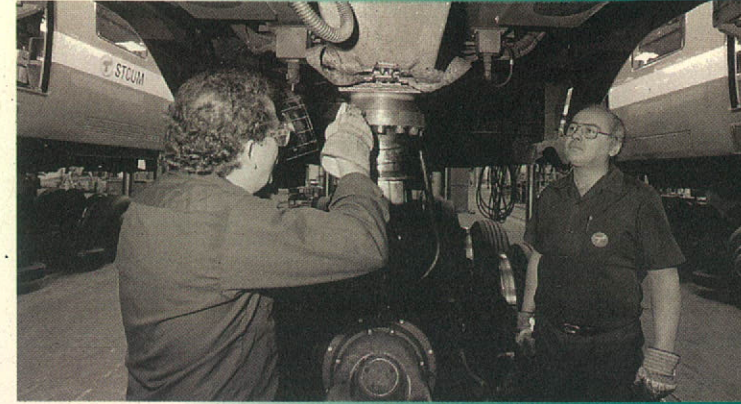
Repairs in the metro tunnels continued during the year on line 2 - orange. From September 12 to December 12, Rosemont, Laurier, Mont-Royal and Sherbrooke stations were closed Sundays only; a special bus service was made available to reduce the inconvenience. The communication campaign orchestrated to keep passengers informed won the STCUM an award from the *Société des relationnistes du Québec*.





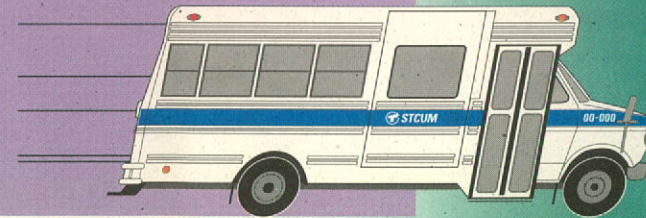
## HALF OUR METRO CARS COME TO A HALT

After a welding problem was discovered on the pivots of several metro cars newly refurbished by AMF, safety concerns dictated that the entire MR-63 fleet be inspected. As a result, metro service was cut by half for about one week. But better safe than sorry : it turned out that 83% of the MR-63 cars needed repairing. According to a survey taken right after the event, the STCUM handled the crisis well and even scored public opinion points. In fact, 90% of those surveyed said the STCUM had done well to remove the suspect cars; 73% said they had been adequately informed; 30% felt safer since the incident; and only 5% said they felt less safe.



## MORE PASSENGERS AND IMPROVED SERVICE FOR THE DISABLED

The number of trips recorded by Transit Services for the Disabled increased by 9% in 1993. In addition, a survey conducted in the fall revealed that 77% of respondents were satisfied with the service provided by minibus drivers. The survey also showed that, from 1992 to 1993, the level of satisfaction rose from 12% to 51% with regard to the handling of complaints, and from 41% to 63% with regard to assistance offered by taxi drivers.



## OUR REVITALIZATION EFFORTS ARE PAYING OFF!

The STCUM has made major strides in terms of public opinion : our image has improved notably and our customers are even more satisfied with the quality of service. Most importantly, ridership has stabilized at 336 million trips, which is excellent news, considering that 1993 is the first year since 1988 that figures have not dropped! For full details, see the following pages.

**le journal de montreal**  
UNE NOUVELLE CLIENTELE  
POUR LES SERVICES DE LA STCUM

**LE DEVOIR**  
La STCUM ébranle les automobilistes

**La Presse**

Le Plan de relance de la STCUM  
lui réussit bien

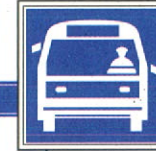
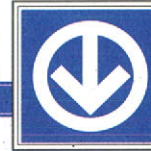
**The Gazette**  
MUCTC is on right track



# PLACING OUR MONEY ON PUBLIC TRANSIT

Throughout 1993, efforts were pursued to carry out the Revitalization Plan for Public Transit, the goal of which is to achieve a 4% increase in ridership by 1996. The Plan initially consisted of some 30 improvements projects; to date, however, 40 projects have been carried out with the same budget. About 15 of them were undertaken in 1993, all with great success. The results of these efforts appear below.

IT'S SMARTER TO TAKE



PUBLIC TRANSIT.



## 420 Express Notre-Dame-de-Grâce

### EXPRESS SERVICE

**Express West 420 – Notre-Dame-de-Grâce**  
More than 900 passengers daily, who claim they save about 14 minutes per trip. The service scores a 90%, in terms of customer satisfaction

**Extension of reserved bus lanes  
Henri-Bourassa and Crémazie**



### INDUSTRIAL ZONES

#### Service reorganized in Ahuntsic

13% new customers; 15% say they're better off due to fewer transfers.

#### Service reorganized in Saint-Michel and Villeray

2% new customers.





## LOCAL SERVICE

### Service reorganized in Verdun

18% increase in ridership on rerouted lines.  
Customers say they save 9 minutes per trip.

### Service reorganized in Villeray

2% new customers.

## IMPROVED COMFORT

### Renovations to Henri-Bourassa terminus

Waiting conditions improved for some 23,000 passengers a day.

### Renovations to Atwater terminus

Waiting conditions improved for some 10,000 passengers a day.

### Bus shelters installation

209 new bus shelters were installed on MUC territory.  
More than 475,000 daily passengers now enjoy a total of 2,380 shelters.

### Benches installed in bus shelters

All bus shelters in the network now have benches.







## KEEPING CUSTOMERS INFORMED

### Network map revised

Updated maps were distributed to the 850,000 households in the MUC; 500,000 copies were distributed in the transit network.

### Downtown map and metro guide

250,000 downtown maps and 400,000 metro guides were produced and distributed.

### Planibus schedules

Six million Planibus schedules were distributed throughout the network. 84% of passengers found them useful; 70% said the schedules helped them reduce their waiting time.

### 1,740 Infobus panels updated

(Panels attached to bus stop poles indicating the bus route and other information)

### TELBUS implemented

A few weeks after its introduction, this new interactive telephone service providing bus schedule information was receiving 5,500 calls a day. In December, the number of calls rose to 7,400.

### Visual Communication System installed

846 electronic display systems were installed in metro cars on lines 2, 4 and 5. Customer satisfaction with the new system is 80%.



## MAKING THE MOST OF OUR STRENGTHS

The STCUM campaign promoting the advantages of public transit continued throughout the year, to encourage people to reconsider their transportation choices and to offer those who already use public transit congratulations on their wise decision. The campaign slogan **"It's smarter to take public transit!"** is now well known. It has been on television and radio, in the daily papers, on billboards, in bus shelters, on the sides of buses, on metro platforms and inside STCUM vehicles, and awareness is very high. In fact, in early October 1993, 72% of the MUC population had seen, read or heard our advertising and 87% found it very easy to understand. Television was mentioned by 67% of those polled, busboards by 40%, newspapers by 34%, metro ads by 31% and radio by 24%.



## PUBLIC OPINION IS ON THE RISE

Surveys taken in October 1993 indicate that people are viewing STCUM efforts with an increasingly positive eye. Specifically, the Corporation is earning high marks these days for its desire to improve service (73.3%), for overall service quality (72.4%), and for the competence of its personnel (71.8%). Our weakest areas, in terms of public perception, are employer-employee relations (60.4%) and the quality of our management (64.1%). The biggest leaps were in employer-employee relations (+9.3 points), service innovations (+9.3 points) and dynamic attitude (+7 points).

In addition, 94% of respondents said they agreed completely that it is important for the Montréal region to have an efficient public transit service; 83% thought it was a good idea to encourage more people to use public transit.

### CHANGES IN OPINION SINCE LAST YEAR

	MID-MARCH 1992	OCTOBER 1993
<i>Have a better opinion of the STCUM now</i>	27%	55%
<i>Have not changed their opinion</i>	56%	37%
<i>Have a worse opinion now</i>	16%	8%
<b>Total net effect<sup>1</sup>, MUC population</b>	<b>+ 11 points</b>	<b>+ 47 points</b>
<i>Net effect, regular customers</i>	+ 12 points	+ 50 points
<i>Net effect, occasional customers</i>	+ 8 points	+ 43 points
<i>Net effect, non-customers</i>	+ 12 points	+ 33 points

1- Difference between "better opinion" and "worse opinion".

### PERCENTAGE OF CUSTOMERS WHO BELIEVE SERVICE HAS IMPROVED OVER THE LAST TWO MONTHS

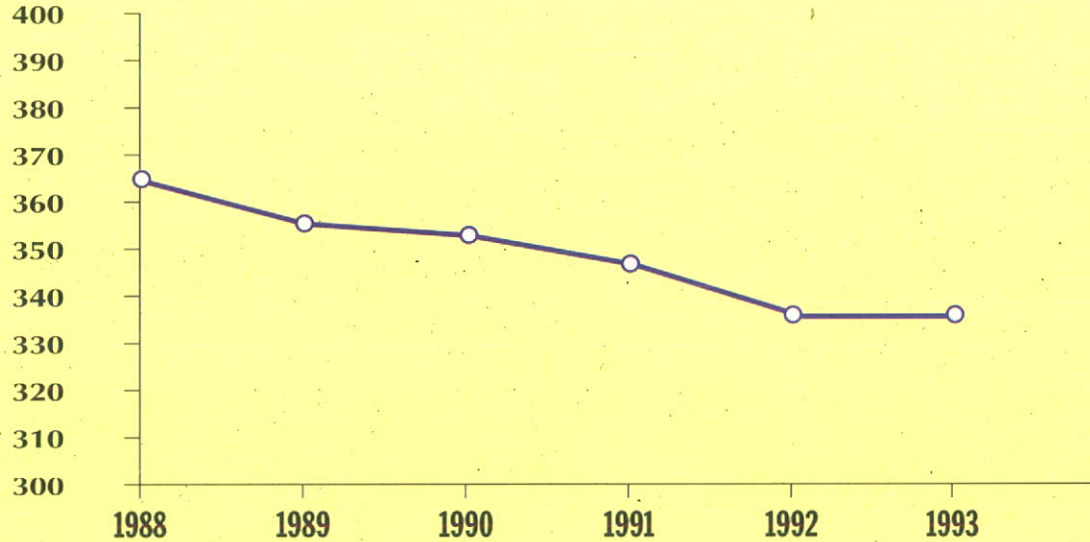
	OCTOBER 1992	OCTOBER 1993	
Customer information	44%	67%	+ 23
Personnel courtesy	37%	43%	+ 6
Punctuality	35%	52%	+ 17
Safety	33%	37%	+ 4
Frequency	35%	44%	+ 9



## POSITIVE PERFORMANCE

In 1993, ridership was successfully stabilized at 336 million trips, halting a continuing downward trend that had begun in 1988.

**STCUM RIDERSHIP  
1988 TO 1993**  
(in millions of trips)



### From 1992 to 1993

Chicago	- 9.7%
Toronto	- 2.7%
Philadelphia	- 2.4%

These results are all the more encouraging, considering that they were recorded at a time when conditions were less than favourable in three areas. **Employment** : Employment on the Island of Montréal remained stable from 1992 to 1993. Had the job situation been better, it is reasonable to believe that STCUM ridership would have shown an increase. **Fare increase** : The cost of a regular monthly pass (CAM) rose by 31% from 1990 to 1993. This increase was made necessary by the withdrawal of Québec government financing for public transit. **Regional conditions** : A portion of STCUM ridership can be attributed to the sale of regional transit passes (CRT) to South and North Shore residents; our figures are thus affected by the services and fares of the Laval and South Shore transit corporations, and the number of trips taken with CRT passes dropped by 5.8% from 1992 to 1993.

As the figures on the left indicate, STCUM trends are very positive compared to those of public transit authorities in similar North American cities.



## MOTIVATION ON THE RISE

Our success is largely due to the efforts of our employees, all of whom play direct and indirect roles in our vast Revitalization Plan. The figures speak eloquently of their motivation : in 1992, only 35% of STCUM personnel were confident in the Corporation's ability and desire to meet the ridership challenge; today, 78% believe it!

Increased confidence and motivation have resulted in a greater effort to keep metros and buses on time and improve customer service. In fact, the STCUM was able to make a public commitment to be on time precisely because we could count on the co-operation of our employees, who have totally adopted our objective of staying on schedule 85% of the time. If our customers are more satisfied with our services these days, it is because our employees are working to make the difference.





# A FULL LOGBOOK

## NUMBER OF VEHICLES



1670 buses



759 metro cars



79 minibuses for the disabled

## NUMBER OF LINES



176 bus lines, including 27 night service lines



4 metro lines serving 65 stations



2 commuter rail lines  
Montréal/Deux-Montagnes  
and Montréal/Rigaud

## TOTAL DISTANCE TRAVELLED (in millions of km)

	1992	1993	
Bus	74.7	77.8	+ 4.2%
Metro	65.8	64.9	- 1.3%
Minibus	2.6	2.8	+ 6.8%

## RIDERSHIP

Bus and metro	336 million trips
Transportation for the disabled	981,000 trips (+ 9% compare to 1992)
Commuter trains	7.7 million trips (- 7.3% compare to 1992)

## BUSIEST METRO STATIONS

McGill	11.4 million entries
Berri-UQAM	9.9 million entries
Henri-Bourassa	8.3 million entries
Longueuil	7.1 million entries

## BUSIEST DAYS IN THE METRO

Friday, April 2 :	767,430 million entries
Tuesday, November 2 :	741,425 million entries
Thursday, April 1 :	739,235 million entries

It is worth noting that these dates correspond to major snowstorms.



## ABSENTEEISM

Due to illness and work accidents.

1992	1993
5.5%	5.3%

## BUSES ON SCHEDULE

On average, 84.2% of the time, compared to the objective of 85%.  
However, the objective was exceeded in February, May, June and November.

## THE A-U-T-O-B-U-S INFORMATION CENTRE

handled 1.3 million telephone calls

## LOST AND FOUND

19,595 items were found in the transit system  
20% were retrieved by their owners.



## COMPLAINTS

1992	1993	
14,350	13,113	down 8.6%

## CRIME

From 1992 to 1993, the crime rate in the metro dropped by 11%.  
This includes robbery, assault, pickpocketing and other crimes.

## TRAFFIC ACCIDENTS INVOLVING BUSES

1992	1993	
3,313	3,248	down 2%







## A CORPORATION ON THE MOVE

To meet the ridership challenge and motivate employees to achieve our objectives, an industrial relations-orientated human resources management strategy was developed, focusing directly on the individual.

### INDUSTRIAL RELATIONS ORIENTATION

- Respect the individual.
- Settle problems quickly where they originate.
- Ensure transparent management style.
- Assume full responsibility commensurate with management position.
- Work in good faith with union representatives.
- Recognize the unions and their membership.
- Establish relations on an equal footing.
- Emphasize the "win-win" relationship.

### SPOTLIGHT ON TRAINING

Throughout the year, employee training programs were pursued to ensure optimum quality and efficiency in customer service. The following are several examples :

- A continuous training program for bus drivers was introduced, to help them deal with the different faces of Montréal, improve the way they greet customers, instruct them on handling difficult situations on the bus, and covering the services we offer and our corporate values. More than 500 drivers took this course in 1993.
- A course was given to fare collectors and station managers to make them more aware of the importance of ensuring quality service in a market where customers are increasingly demanding. The program covered communication, the employee-customer relationship and techniques for defusing aggressive behaviour.
- A course on accident prevention and safety was design and implemented by people in various departments; some 300 Facility Maintenance and Electromechanical employees took this course.



- A course on emergency repairing was given to traffic controllers and operations managers at the Control Centre to help them provide better support to metro operators and reduce down time during service interruptions.
- Basic training in systematic repairing was given to the vast majority of employees at the metro, bus and facilities major maintenance centres. The course is designed to improve people's ability to solve problems and involve them in the process of improving the overall efficiency of the STCUM.
- Training sessions on the new system for contacting police, on radiocommunications and incident reports made to Surveillance personnel.
- Customized training was given to employees on various projects, such as the move to single operators on metro line 1, TELBUS and the radiocommunication system on our buses.

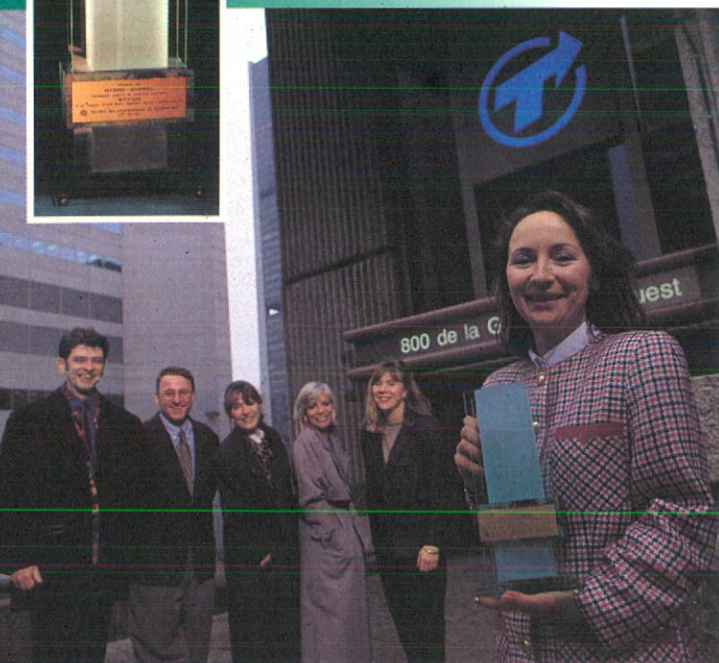
## COMMUNICATIONS

This year, the communications Department put plenty of energy into communicating our corporate strategies and new vision to all personnel. The department also continued to support the Revitalization Plan by communicating regularly with our customers via a variety of media. Flyers, brochures, posters, information squads, newspapers, promotions and press conferences all conveyed one central message : *The STCUM does what it says; and were guided by one central principle : Let people know that it's smarter to take public transit!*

In addition to its involvement with revitalization projects, the Communications team continued to be available on-site, offering customers personalized information and the opportunity to comment on service. Double the energy was required to answer an increasing number of requests.







CANAPRESS / J.A. Martin

## MEASURES OF OUR SUCCESS

### AD WHEELS AWARDS 1993

American Public Transit Association (APTA)  
*Grand Award* in the print category

### 1993 MEDIACOM BILLBOARD COMPETITION

*Bronze award* for the series "Vaut mieux..."  
*Certificate of Excellence* for the series "Si..."

### 1993 AWARDS FOR EXCELLENCE

Société des relationnistes du Québec  
*Grand Prize - External public relations campaign*  
"Le métro, c'est pour demain qu'on l'entretient!"

### OMNIBUS AWARDS

Canadian Urban Transit Association (CUTA)  
*Grand Prize - Program to increase ridership*  
for the campaign to promote metro destinations "Vite..."

*Grand Prize - Information about customer services*  
for the information tool kit  
"On a tous le transport en commun"

*Certificate of Distinction* for the campaign on comparative benefits  
"Prendre le transport en commun, c'est intelligent!"

*Certificate of Distinction - Internal communications*  
for the newsletter **En Commun**



## 1992-1993 ADVERTISING COMPETITION

Journal de Montréal

**Best concept** for the insert "La STCUM vous donne l'heure juste"

---

## 1993 GALA

Publicité Club de Montréal

**Prix du public La Presse** for the billboard

"Vaut mieux lire un roman qu'un côté d'autobus"

---

## PRIX CKAC-CITÉ-OPEX

for the radio commercial

"Le transport en commun, tout le monde y gagne!"

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## JOURNAL DE MONTRÉAL AND TÉLÉMÉDIA PRIZE

**Best black-and-white concept**

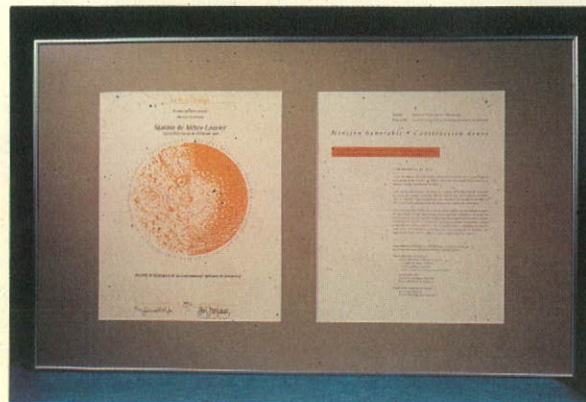
for the advertising insert "La STCUM vous donne l'heure juste"

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## SAVE MONTRÉAL ARCHITECTURE PRIZE

**Honourable Mention**

to the STCUM architects for  
renovations to the southern building  
of Laurier metro station





# FINANCIAL REPORT

## FARE STRUCTURE 1990-1993

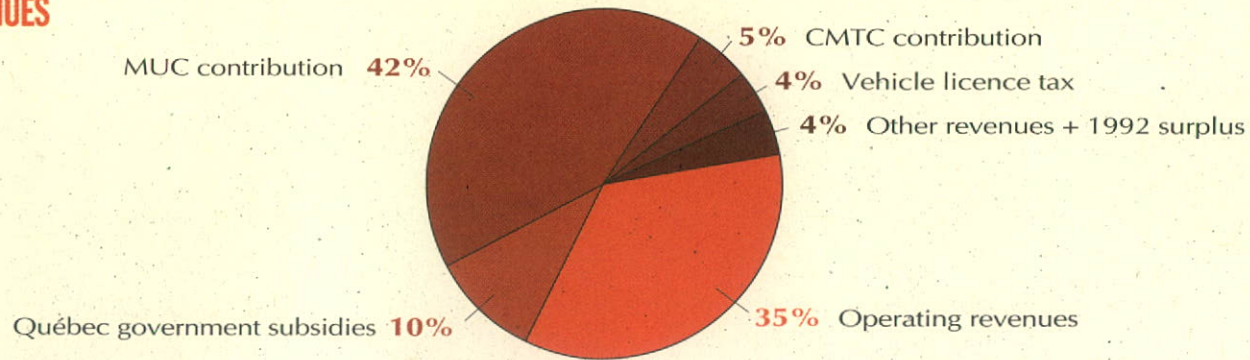
	1990	1991	1992	1993
<b>CRT</b>				
Regular fare	\$42.00	\$52.00	\$69.00	\$72.00
Reduced fare	\$21.00	\$26.00	\$38.00	\$39.50
<b>CAM</b>				
Regular fare	\$32.75	\$38.00	\$41.00	\$43.00
Reduced fare	\$12.50	\$14.50	\$15.50	\$17.50
<b>Ticket</b>				
Regular fare	\$1.00	\$1.00	\$1.08	\$1.17
Reduced fare	\$0.43	\$0.42	\$0.45	\$0.54
<b>Cash</b>				
Regular fare	\$1.25	\$1.50	\$1.60	\$1.75
Reduced fare	\$0.55	\$0.75	\$0.80	\$0.90
<b>Convention pass</b>	\$2.00	\$2.00	\$2.50	\$3.00

## TICKET SALES

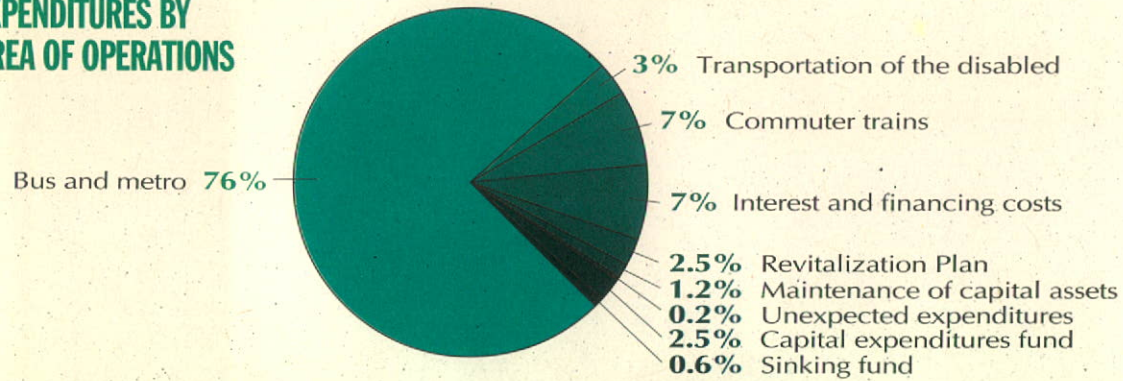
- — 2.4 million Regular-fare CAM monthly passes
- — 1 million Reduced-fare CAM monthly passes
- — 9.1 million Regular-fare 6-tickets strips
- — 3.2 million Reduced-fare 6-tickets strips
- — 21.8 million Single tickets or cash fares (regular)
- — 3 million Single tickets or cash fares (reduced)
- — 4,700 Convention passes



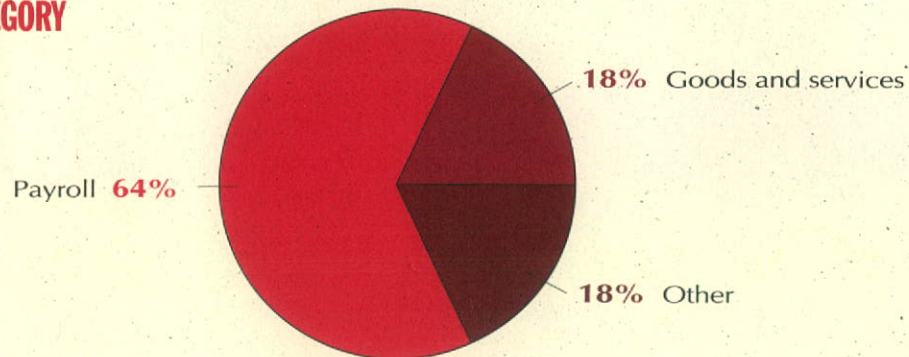
## REVENUES



## EXPENDITURES BY AREA OF OPERATIONS



## EXPENDITURES BY CATEGORY





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# FINANCIAL STATEMENTS

December 31, 1993

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# AUDITOR'S REPORT

*To the Members of the Board of Directors of  
Société de transport de la Communauté urbaine de Montréal*

**W**e have audited the balance sheets of the Operating Fund, the Capital Expenditures Fund and the Sinking Fund and the statements of capital assets and long-term debt of the Société de transport de la Communauté urbaine de Montréal as at December 31, 1993 and the statement of revenue and expenditures of the Operating Fund, the statements of operations, permanent financing to be carried out and balance available under closed loan by-laws of the Capital Expenditures Fund and changes in the reserve for the redemption of debentures of the Sinking Fund for the year then ended. These financial statements are the responsibility of the Société's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In our opinion, these financial statements present fairly, in all material respects, the financial position of the Société as at December 31, 1993 and the results of its operations for the year then ended in accordance with the accounting principles described in Note 2.

*Raymond Chabot, Martin Paré*

**General Partnership  
Chartered Accountants**

Montréal, March 4, 1994



# OPERATING FUND

## REVENUE AND EXPENDITURES — YEAR ENDED DECEMBER 31, 1993

(Stated in thousands of dollars)

	Budget (note 3 a)	Reclassified budget (note 3 b)	1993	1992
	\$	\$	\$	\$
<b>REVENUE</b>				
Independent				
Bus and metro service	244,889	244,889	238,911	225,715
Railway service	5,715	5,715	5,651	7,465
Transportation for the disabled	500	500	712	657
Other revenue	10,391	10,391	9,908	10,357
	<b>261,495</b>	<b>261,495</b>	<b>255,182</b>	<b>244,194</b>
Contribution from the Conseil métropolitain de transport en commun (Note 4)	34,854	34,854	33,598	32,187
Government of Québec subsidies (Note 5)	79,769	79,769	69,163	63,037
Contribution from automobile drivers (registration tax)	31,556	31,556	28,979	30,931
Income deferred from previous year	9,900	9,900	13,308	1,636
Contribution from the municipalities served	305,250	305,250	305,250	305,250
	<b>722,824</b>	<b>722,824</b>	<b>705,480</b>	<b>677,235</b>
<b>EXPENDITURES</b>				
Bus and metro service	544,878	542,014	527,155	511,809
Railway service	51,687	51,687	49,440	51,098
Transportation for the disabled	20,514	19,160	18,923	18,058
Debt servicing and financing costs (Note 6)	65,753	61,421	46,827	40,237
Unexpected expenditures	10,365	10,365	1,789	1,849
Revitalization Plan	17,510	17,510	17,574	12,450
Assets maintenance	12,117	5,949	7,953	5,443
	<b>722,824</b>	<b>708,106</b>	<b>669,661</b>	<b>640,944</b>
<b>Appropriations</b>				
Capital Expenditures Fund	—	10,386	16,994	17,477
Sinking Fund	—	4,332	4,340	5,506
	<b>722,824</b>	<b>722,824</b>	<b>690,995</b>	<b>663,927</b>
<b>Excess of revenue over expenditures (a)</b>	—	—	<b>14,485</b>	<b>13,308</b>

(a) This excess is shown in the liabilities of the Operating Fund's balance sheet under income deferred to next year.

*The accompanying notes are an integral part of the financial statements.*



# OPERATING FUND

## BALANCE SHEET — DECEMBER 31, 1993

(Stated in thousands of dollars)

	1993	1992
	\$	\$
<b>ASSETS</b>		
Cash	1,854	1,603
Deposit certificate	—	10,000
Deposit in Trust (Note 7)	11,726	—
Subsidies receivable (Note 8)	22,146	27,333
Contribution receivable from the Conseil métropolitain de transport en commun	8,631	13,382
Contribution receivable from automobile drivers	7,529	7,824
Other receivables (Note 9)	15,647	16,578
Inventory of supplies and replacement parts	15,291	14,935
Advance to the Capital Expenditures Fund	24,667	21,292
	<b>107,491</b>	<b>112,947</b>
<b>LIABILITIES</b>		
Short-term loans	1,400	18,518
Accounts payable and accrued liabilities (Note 10)	84,391	70,354
Commitments payable	6,793	10,328
Due to the Sinking Fund	422	439
Income deferred to next year	14,485	13,308
	<b>107,491</b>	<b>112,947</b>

The accompanying notes are an integral part of the financial statements.



# CAPITAL EXPENDITURES FUND

## OPERATIONS — YEAR ENDED DECEMBER 31, 1993

(Stated in thousands of dollars)

	<u>1993</u>	<u>1992</u>
	\$	\$
<b>PERMANENT FINANCING</b>		
Long-term loan	<u>112,000</u>	<u>70,000</u>
Balances available under closed loan by-laws	<u>—</u>	<u>698</u>
Donations	<u>—</u>	<u>260</u>
Contribution for leasehold improvements	<u>4,154</u>	<u>—</u>
Operating Fund		
Projects carried out	6,523	11,930
Projects to be carried out	10,471	5,547
	<u>16,994</u>	<u>17,477</u>
	<u>133,148</u>	<u>88,435</u>
<b>EXPENDITURES</b>		
Land	—	342
Buildings	2,701	874
Leasehold improvements	6,165	—
Automotive equipment - buses	1,881	983
Automotive equipment - other	1,475	795
Office equipment and furniture	8,051	1,772
Capital assets in progress	116,250	103,472
	<u>136,523</u>	<u>108,238</u>
<b>Permanent financing to be carried out for the year</b>	<u>(3,375)</u>	<u>(19,803)</u>

The accompanying notes are an integral part of the financial statements.



# CAPITAL EXPENDITURES FUND

## PERMANENT FINANCING TO CARRIED OUT — YEAR ENDED DECEMBER 31, 1993

*(Stated in thousands of dollars)*

	<u>1993</u>	<u>1992</u>
	\$	\$
Permanent financing to be carried out, beginning of year	(21,340)	(1,537)
Changes during the year	(3,375)	(19,803)
Permanent financing to be carried out, end of year	<u>(24,715)</u>	<u>(21,340)</u>
Permanent financing to be carried out, end of year	14,724	35,492
Unused financing	(39,439)	(56,832)
Expenses to be financed	<u>(24,715)</u>	<u>(21,340)</u>

## BALANCES AVAILABLE UNDER CLOSED LOAN BY-LAWS — YEAR ENDED DECEMBER 31, 1993

*(Stated in thousands of dollars)*

	<u>1993</u>	<u>1992</u>
	\$	\$
Balances available, beginning of year	48	746
Less		
Appropriation during the year	—	698
Loan by-laws	—	—
Balances available, end of year	<u>48</u>	<u>48</u>

*The accompanying notes are an integral part of the financial statements.*



# CAPITAL EXPENDITURES FUND

## BALANCE SHEET — DECEMBER 31, 1993

*(Stated in thousands of dollars)*

	1993	1992
ASSETS	\$	\$
	—	—
LIABILITIES		
Due to Operating Fund	24,667	21,292
EQUITY		
Permanent financing to be carried out	(24,715)	(21,340)
Balances available under closed loan by-laws	48	48
	<u>(24,667)</u>	<u>(21,292)</u>
	—	—

*The accompanying notes are an integral part of the financial statements.*



# SINKING FUND

## CHANGES IN THE RESERVE FOR THE REDEMPTION OF DEBENTURES — YEAR ENDED DECEMBER 31, 1993

*(Stated in thousands of dollars)*

	1993	1992
	\$	\$
Balance, beginning of year	5,040	19,000
Long-term debt repayment	—	(20,000)
Appropriation and interest	4,754	6,040
Balance, end of year	<u>9,794</u>	<u>5,040</u>

## BALANCE SHEET — DECEMBER 31, 1993

*(Stated in thousands of dollars)*

	1993	1992
	\$	\$
<b>ASSETS</b>		
Investments		
Deposit certificate	1,000	1,000
Debentures, at amortized cost (market value 8,674 \$; 3,613 \$ in 1992)	8,372	3,601
	<u>9,372</u>	<u>4,601</u>
Advances to Operating Fund	422	439
	<u>9,794</u>	<u>5,040</u>
<b>LIABILITIES</b>		
Reserve for the redemption of debentures	<u>9,794</u>	<u>5,040</u>

*The accompanying notes are an integral part of the financial statements.*



# CAPITAL ASSETS

DECEMBER 31, 1993

(Stated in thousands of dollars)

	1993	1992
	\$	\$
<b>ASSETS</b>		
Capital assets acquired prior to 1966	23,675	23,675
Land	342	342
Buildings	40,378	37,677
Leasehold improvements	6,165	—
Automotive equipment - buses	167,819	173,226
Automotive equipment - other	18,653	17,178
Automotive equipment - commuter trains	13,999	13,999
Office equipment and furniture	43,411	35,360
Expropriated assets	4,679	4,679
Capital assets in progress	379,530	263,280
	<u>698,651</u>	<u>569,416</u>
<b>EQUITY</b>		
Investment in capital assets	<u>698,651</u>	<u>569,416</u>

The accompanying notes are an integral part of the financial statements.



# LONG-TERM DEBT

**DECEMBER 31, 1993**

*(Stated in thousands of dollars)*

**ASSETS**

Amounts accumulated in the Sinking Fund  
for the redemption of debentures

<u>1993</u>	<u>1992</u>
\$	\$

9,794	5,040
-------	-------

Amounts to be recovered for the  
redemption of long-term debt assumed by  
Municipalities served  
Québec Government

92,296	61,192
<u>208,433</u>	<u>154,249</u>

<u><b>310,523</b></u>	<u><b>220,481</b></u>
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**LIABILITIES**

Long-term debt (Note 11)

<u><b>310,523</b></u>	<u><b>220,481</b></u>
-----------------------	-----------------------

*The accompanying notes are an integral part of the financial statements.*



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# NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 1993

## 1- GOVERNING STATUTES

The Société de transport de la Communauté urbaine de Montréal is incorporated under the Act of the Communauté urbaine de Montréal. Under Section 301 of the Act, all properties, including the metro assets, belong to the Société as agent of the Communauté urbaine de Montréal.

## 2- ACCOUNTING POLICIES

### *Financial Statements*

The financial statements are prepared in accordance with generally accepted accounting principles and the particularities of fund accounting taking into account, generally, the directives outlined in the Manuel de normalisation de la comptabilité municipale du Québec.

The Société's financial statements do not include the initial construction and acquisition costs of the metro assets and related borrowings. The costs of servicing the debt relating to these borrowings is the responsibility of the municipalities of the Société territory. However, these financial statements include the costs of construction additions and major repairs to the existing metro assets and related borrowings.

### *Operating Fund*

Revenue is accounted for in the year it becomes measurable and available.

Expenditures are recorded in the year incurred except when financing is approved by a duly authorized specific procedure.

Debt servicing and financing costs include capital repayments and interest on long-term debt including principal and accrued interest.

Inventories of supplies and replacement parts are charged to expenditures as they are used and the inventory at the balance sheet date is valued using the average cost method.

Expenditures related to accrued sick days and to employee pension plans are accounted for on a cash basis.

Obligations contracted with third parties before the year-end and payable in the short-term are charged to expenditures and recorded as commitments payable in the liabilities of this fund's balance sheet.



### **Capital Expenditures Fund**

Permanent financing provided by the Operating Fund (appropriations) is accounted for when an obligation is contracted with a third party or when a resolution is adopted allocating the amounts to specific projects.

Capital expenditures are recorded when they are incurred.

### **Capital assets**

Acquisitions of capital assets through the Capital Expenditures Fund are capitalized in the statement of capital assets at historical cost, or, in the case of donations, at their fair value when received.

Projects in progress at year-end are recorded in the capital assets in progress account and reclassified to the appropriate account according to their nature when the work and financing are completed.

No amortization has been recorded to reflect the wear and tear or obsolescence of capital assets.

## **3- BUDGET**

### **a) Additionnal budget**

Pursuant to resolution 4865 dated August 18, 1993 the Conseil de la Communauté urbaine de Montréal adopted an additionnal budget of \$21,707,000 for the Société to take into account the management of commuter trains throughout 1993 instead of 8 months, as provided in the initial budget adopted under resolution 4712 dated November 11, 1992.

### **b) Reclassified budget**

The initial 1993 budget was reclassified on the bases of the financial statements presentation and is detailed as follows :

<i>(Stated in thousands of dollars)</i>	<b>Budget</b>	<b>Appropriations to the Capital Expenditures Fund</b>	<b>Appropriations to the Sinking Fund</b>	<b>Reclassified budget</b>
	\$	\$	\$	\$
Bus and metro service	544,878	2,864	—	542,014
Railway service	51,687	—	—	51,687
Transportation of the disabled	20,514	1,354	—	19,160
Debt servicing and financing costs	65,753	—	4,332	61,421
Unexpected expenses	10,365	—	—	10,365
Revitalization Plan	17,510	—	—	17,510
Assets maintenance	12,117	6,168	—	5,949
	<b>722,824</b>	<b>10,386</b>	<b>4,332</b>	<b>708,106</b>



#### 4- CONTRIBUTION FROM THE CONSEIL MÉTROPOLITAIN DE TRANSPORT EN COMMUN (CMTC)

For the year ended December 31, 1993, contributions from the Conseil métropolitain de transport en commun amount to \$33,598,092 (\$32,186,519 in 1992) and are comprised of the following amounts :

- a) An annual subsidy determined by the Québec Government in the amount of \$29,206,040 (\$28,549,400 in 1992);
- b) A portion of the income from regional monthly pass sales determined as a percentage of such pass sales to residents of each of the three corporations, with the exception of income from the Montréal/Deux-Montagnes rail network in the part which is considered to be regional public transportation, which is attributable in its entirety to the STCUM.

The regulations regarding the share attributable to the corporations were approved by a by-law adopted at the meeting of the CMTC on November 26, 1992 and by the Transportation minister on August 16, 1993.

#### 5- SUBSIDIES RECEIVED FROM QUÉBEC GOVERNMENT

##### a) *Public transportation assistance program*

Pursuant to the Québec Government's public transportation assistance program and special agreements, the Société is eligible to receive certain subsidies for 1993.

The principal subsidies are :

- A subsidy equivalent to the residual deficit of railway services on the Montréal/Deux-Montagnes line deemed eligible by the Transportation minister;
- A subsidy for eligible expenses incurred for the purchase of buses, the construction of buildings, the restoration of metro cars and the modernization of commuter trains to a rate of 60%, 75% and 100% respectively. The subsidy may be paid as a contribution towards debt servicing or in cash, as the case may be.

##### b) *Transportation for the disabled*

In accordance with the powers granted to the Transportation minister by order in council 2071-79, the Société is eligible to receive a subsidy equivalent to 75% of the costs incurred for special transportation for the disabled which have been deemed eligible and approved by the Transportation minister.

Government of Québec subsidies are as follows :

*(Stated in thousands of dollars)*

	<b>Budget</b>	<b>1993</b>	<b>1992</b>
	\$	\$	\$
Railway service - residual deficit	19,868	18,179	20,249
Transportation for the disabled - operating expenditures	14,385	14,274	11,691
Capital assets	45,516	36,710	31,097
	<b>79,769</b>	<b>69,163</b>	<b>63,037</b>



## 6- DEBT SERVICING AND FINANCING COSTS

<i>(Stated in thousands of dollars)</i>	Budget	Reclassified budget	1993	1992
	\$	\$	\$	\$
Short-term financing costs	5,096	5,096	3,271	4,082
Debt servicing - principal	31,941	27,609	23,622	19,802
Debt servicing - interest	29,816	29,816	23,065	18,637
Interest income	(1,100)	(1,100)	(3,131)	(2,284)
	<b>65,753</b>	<b>61,421</b>	<b>46,827</b>	<b>40,237</b>

## 7- DEPOSIT IN TRUST

On July 6, 1993, the Société and a manufacturer signed a grouped bus purchasing agreement. In accordance with this agreement, the Société acts as agent for other public transportation organizations.

Pursuant to the terms of this agreement, a deposit in trust equal to 50% of the bus acquisition cost is required. As at December 31, 1993, the balance of the deposit in trust represent the amount for buses not yet delivered at that date.

## 8- SUBSIDIES RECEIVABLE

<i>(Stated in thousands of dollars)</i>	1993	1992
	\$	\$
Railway service - residual deficit	5,199	11,773
Transportation for the disabled - operating expenditures	4,964	4,019
Capital assets	11,903	11,110
Other	80	431
	<b>22,146</b>	<b>27,333</b>

## 9- OTHER RECEIVABLES

<i>(Stated in thousands of dollars)</i>	1993	1992
	\$	\$
Occupational accident payments to recover	3,603	3,671
Tax claims submitted to governments	4,877	6,384
General accounts receivable	4,861	4,120
Other	2,306	2,403
	<b>15,647</b>	<b>16,578</b>



## 10- ACCOUNTS PAYABLE AND ACCRUED LIABILITIES

*(Stated in thousands of dollars)*

	<b>1993</b>	<b>1992</b>
	\$	\$
Trade accounts	25,867	27,458
Salaries and employee benefits	27,463	23,492
Holdbacks and security deposits	5,779	2,896
Accrued interest and principal	16,436	13,863
Other corporations' deposit in the trust account	5,656	—
Other	3,190	2,645
	<b>84,391</b>	<b>70,354</b>

## 11- LONG-TERM DEBT

*(Stated in thousands of dollars)*

	<b>1993</b>	<b>1992</b>
	\$	\$
Debentures, interest rates varying from 4.5% to 11.75%, maturing from March 1994 to September 2007	307,423	211,396
Term notes, interest rate of 9.5%, maturing on March 27, 1994	3,100	9,085
	<b>310,523</b>	<b>220,481</b>

Long-term debt is comprised of debentures and term notes which are a direct and general obligation of the municipalities of the Société territory. These municipalities are jointly and severally liable with the Société for the principal of the debentures, term notes and interest thereon.

The instalments on long-term debt for the next years are as follows :

*(Stated in thousands of dollars)*

	<b>Debentures and term notes</b>
	\$
1994	39,257
1995	32,725
1996	42,560
1997	16,890
1998	41,470
1999 and subsequent years	137,621
Total minimum payments	<b>310,523</b>



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## 12- COMMITMENTS

### a) *Sickness benefits*

At December 31, 1993, accumulated sickness benefits are estimated at \$24,212,522 (\$25,076,359 in 1992), on the basis of salaries paid as of that date. Employees are entitled to receive in cash the value of their accumulated sickness benefits when they leave the Société.

### b) *Long-term Leases*

The Société has entered into long-term leases expiring from January 31, 1994 to October 31, 2010 which call for lease payments aggregating \$65,226,369 for office space. Minimum lease payments for the next five years are \$5,171,450 in 1994, \$4,370,323 in 1995, \$4,128,836 in 1996, \$4,022,799 in 1997 and \$3,411,338 in 1998.

Certain leases contain a renewal option for an additional five-years period which the Société may exercise by giving advance notice.

## 13- CONTINGENCIES

The total amount of claims for bodily injuries, damage to equipment and other litigations is \$41,191,602 (\$32,435,057 in 1992). The Société has made a provision for these claims that is deemed sufficient as at December 31, 1993 and all payments in excess of the provision which may result from the settlement of these claims would be charged to earnings in the year in which they occur.

## 14- SUBSEQUENT EVENT

On March 3, 1994, the Société issued bonds in the amount of \$50,000,000 to finance certain loan by-laws.



# SUPPLEMENTARY INFORMATION

YEAR ENDED DECEMBER 31, 1993

## APPROPRIATIONS TO CAPITAL EXPENDITURES FUND

(Stated in thousands of dollars)

	Reclassified budget	1993	1992
	\$	\$	\$
Bus and metro service	2,864	4,216	9,877
Transportation for the disabled	1,354	1,334	1,580
Revitalization Plan	—	229	3,542
Assets maintenance	6,168	11,215	2,478
	<b>10,386</b>	<b>16,994</b>	<b>17,477</b>

## CHANGES IN CAPITAL ASSETS

(Stated in thousands of dollars)

	Balance at beginning of year	Additions	Disposals	Balance at end of year
	\$	\$	\$	\$
Capital assets acquired prior to 1966	23,675	—	—	23,675
Land	342	—	—	342
Buildings	37,677	2,701	—	40,378
Leasehold improvements	—	6,165	—	6,165
Automotive equipment - buses	173,226	1,881	7,288	167,819
Automotive equipment - other	17,178	1,475	—	18,653
Automotive equipment - commuter trains	13,999	—	—	13,999
Office equipment and furniture	35,360	8,051	—	43,411
Expropriated assets	4,679	—	—	4,679
Capital assets in progress	263,280	116,250	—	379,530
	<b>569,416</b>	<b>136,523</b>	<b>7,288</b>	<b>698,651</b>



# SUPPLEMENTARY INFORMATION

## YEAR ENDED DECEMBER 31, 1993

### LONG-TERM DEBT

(Stated in thousands of dollars)

	Authorized and issued	1993	1992
	\$	\$	\$
<b>Debentures, \$33,000,000</b>			
10%, due on November 19, 1996			
Sinking Fund	9,322	9,322	9,322
<b>Debentures, \$31,000,000</b>			
10.50%	2,535	—	2,535
10.50%, due on March 2, 1994	13,255	13,255	13,255
10.75%, due on March 2, 1999	9,014	9,014	9,014
<b>Debentures, \$30,000,000</b>			
11.75%	2,144	—	2,144
11.75%, due on July 17, 1994	2,402	2,402	2,402
11.75%, due on July 17, 1995	2,690	2,690	2,690
11.50%, due on July 17, 2000	19,140	19,140	19,140
<b>Debentures, \$39,500,000</b>			
11.00%	2,867	—	2,867
11.25%, due on December 14, 1994	3,196	3,196	3,196
11.25%, due on December 14, 1995	11,969	11,969	11,969
11.50%, due on December 14, 2000	16,591	16,591	16,591
<b>Debentures, \$48,000,000</b>			
8.00%	2,009	—	2,009
8.25%, due on December 5, 1994	2,184	2,184	2,184
8.50%, due on December 5, 1995	2,376	2,376	2,376
8.75%, due on December 5, 1996 (a)	16,958	16,958	16,958
9.50%, due on December 5, 2001, Sinking Fund	22,626	22,626	22,626

(a) Of this amount, \$14,374,000 comprise a Sinking Fund.



**LONG-TERM DEBT (continued)***(Stated in thousands of dollars)*

	<u>Authorized and issued</u>	<u>1993</u>	<u>1992</u>
	\$	\$	\$
<b>Debentures, \$70,000,000</b>			
4.75%	6,300	—	6,300
5.25%, due on September 30, 1994	6,300	6,300	6,300
6.00%, due on September 30, 1995	6,300	6,300	6,300
6.50%, due on September 30, 1996	6,300	6,300	6,300
6.75%, due on September 30, 1997	6,300	6,300	6,300
7.25%, due on September 30, 1998	6,300	6,300	6,300
7.50%, due on September 30, 1999	6,300	6,300	6,300
7.75%, due on September 30, 2000	6,300	6,300	6,300
8.00%, due on September 30, 2001	6,300	6,300	6,300
8.00%, due on September 30, 2002	6,300	6,300	6,300
8.75%, due on September 30, 2007	7,000	7,000	7,000
<b>Debentures, \$60,000,000</b>			
5.50%, due on June 2, 1994	5,100	5,100	—
6.25%, due on June 2, 1995	5,400	5,400	—
6.50%, due on June 2, 1996	5,700	5,700	—
7.00%, due on June 2, 1997	6,000	6,000	—
7.25%, due on June 2, 1998	19,300	19,300	—
8.15%, due on June 2, 2003, Sinking Fund	18,500	18,500	—
<b>Debentures, \$52,000,000</b>			
4.50%, due on September 23, 1994	3,720	3,720	—
5.25%, due on September 23, 1995	3,990	3,990	—
5.75%, due on September 23, 1996	4,280	4,280	—
6.25%, due on September 23, 1997	4,590	4,590	—
6.50%, due on September 23, 1998	15,870	15,870	—
7.50%, due on September 23, 2003, Sinking Fund	19,550	19,550	—
<b>Term notes, \$8,500,000</b>			
12.00%	3,160	—	3,160
<b>Term notes, \$8,500,000</b>			
9.50%	2,825	—	2,825
9.50%, due on March 27, 1994	3,100	3,100	3,100
<b>Other debenture</b>	—	—	118
<b>Total debentures and term notes</b>		<b>310,523</b>	<b>220,481</b>



## CAPITAL EXPENDITURES FUND

### ANALYSIS OF PROJECTS IN PROGRESS — YEAR ENDED DECEMBER 31, 1993 *(Stated in thousands of dollars)*

By-law No.	Description	Authorized amount
		\$
15	Safety equipment in the metro	6,500
23	Construction of the St-Laurent Transportation Centre	18,000
CA - 6	Renovation work on the Berré-UQAM/Longueuil line	3,900
CA - 7	Various work on fixed installations	11,631
CA - 8	New computerized payroll system	2,584
CA - 9	New accounting and budget system	1,846
CA - 13	Construction of the Jean-Talon electromechanical attachment	4,500
CA - 14	Buiding for the Caisse's operations	7,200
CA - 16	Miscellaneous capital expenditures — 1987	7,070
CA - 17	Alterations to urban buses	7,895
CA - 18	Purchase of service vehicles	1,100
CA - 19	Trains and pool of replacement trains - Rigaud/Montréal line	32,000
CA - 22	Purchase of 138 urban buses	34,600
CA - 23	Renovation work to 60 bus terminals	6,700
CA - 24	Replacement of hydraulic cylinders in various locations	4,000
CA - 25	Work in the Pie-IX reserved lane	6,900
CA - 26	Miscellaneous capital expenditures — 1989	1,718
CA - 27	Construction of the LaSalle Transportation Centre	41,000
CA - 28	Aboveground radio communication system	6,100
CA - 30	Purchase of 9 flatcars for the metro	2,300
CA - 31	Renovation of metro cars	68,800
CA - 32	Time recording system for drivers and operators	820
CA - 33	Changes to the drivers and operators assignment system	600
CA - 35	Purchase and installation of surveillance cameras in the metro	720
CA - 36	Miscellaneous capital expenditures — 1990	8,000
CA - 37	Bus washing equipment at the Anjou Transportation Centre	550
CA - 39	Purchase of 200 urban buses	56,700
CA - 40	Work and equipment for the St-Michel garage	6,150
CA - 42	Purchase of safety wheels for the metro	300
CA - 44	Work on the Park Avenue, Côte-des-Neiges and René-Lévesque reserved lane	3,000
CA - 47	Purchase of 58 commuter train cars	133,500
CA - 48	Various work to facilitate steering to an agent on the Honoré-Beaugrand/Angrignon line	685
CA - 49	Purchase and installation of guide rails in garages and on pedestrian walkways	975
CA - 50	Vault renovation work	5,050
CA - 52	Replacement and renovation of metro fixed assets	5,540
CA - 54	Purchase of 100 urban buses (1993)	31,250
CA - 55	Construction or renovation of terminus and preparation of «park-and-ride» lots	8,900
CA - 56	Installation of reserved lanes on Notre-Dame, Papineau, Crémazie and Henri-Bourassa streets	2,975
CA - 57	Renovation of urban buses	19,675
CA - 58	Purchase and installation of 79 escalators for metro stations	38,900
CA - 59	GESMAT equipment management system	2,065
CA - 60	Automatic data gathering system in buses	3,700
CA - 61	Purchase of specialized rail vehicles	2,660
CA - 62	Purchase of 100 urban buses (1994)	31,000
		<b>640,059</b>
	Capital assets provided by appropriations - 1992	17,737
	Capital assets provided by appropriations - 1993	22,890
	Contribution for leasehold improvements	4,154
		<b>44,781</b>
		<b>684,840</b>













***Société de transport de la  
Communauté urbaine de Montréal***

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Printed in Québec  
Legal deposit  
Bibliothèque nationale  
2<sup>nd</sup> quarter 1994  
STCUM 270594-413002

*Ce rapport est disponible en français.*



**Société de transport de la  
Communauté urbaine de Montréal**