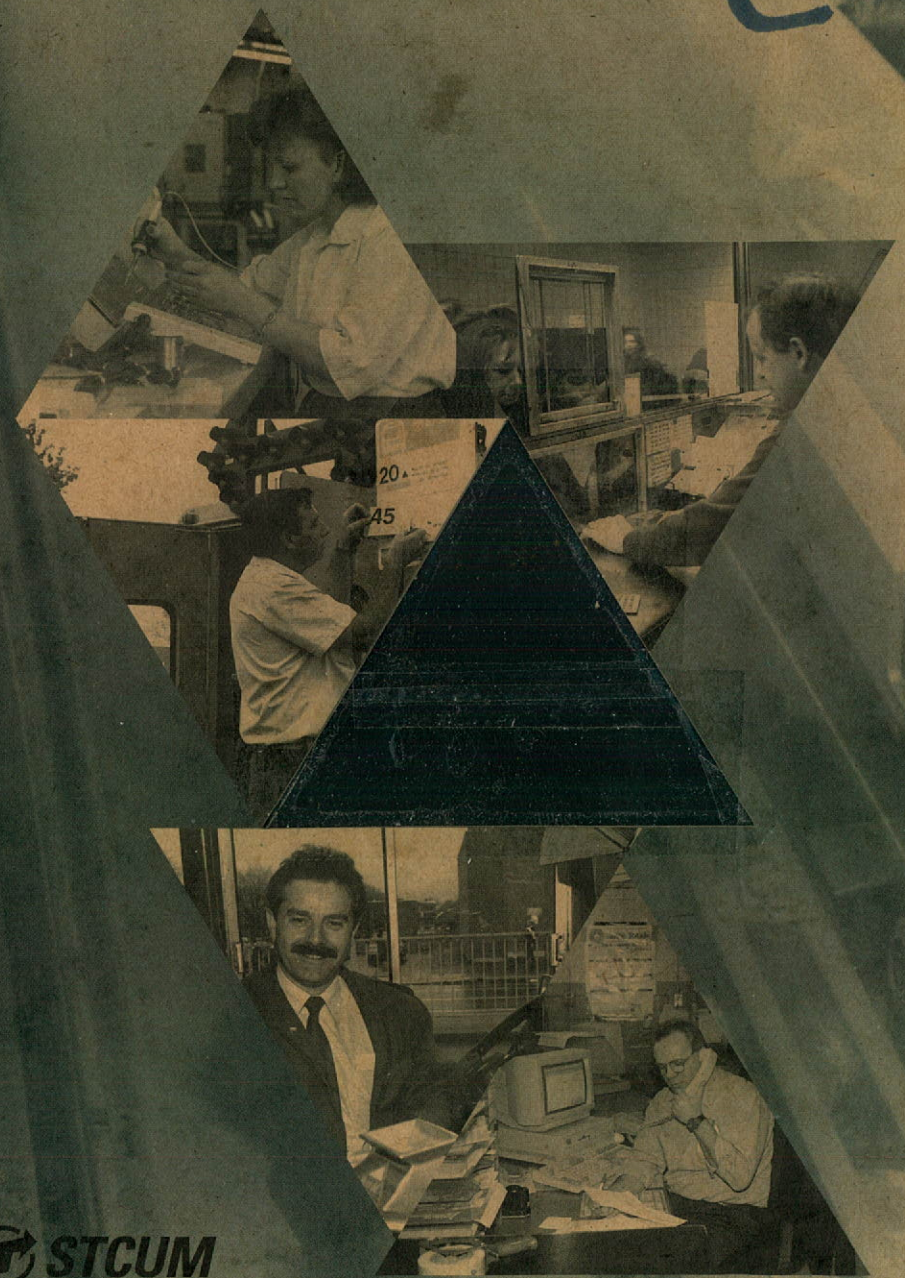
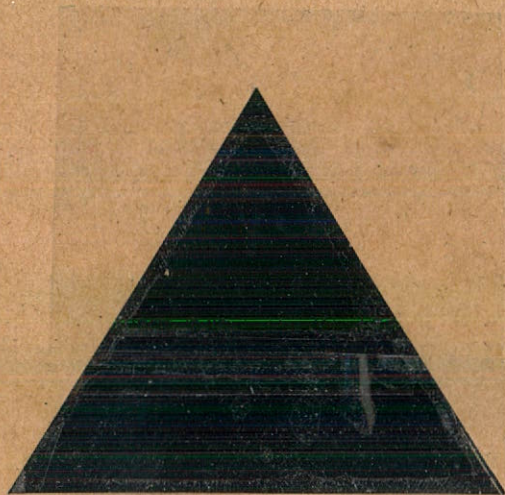


Société de transport de la  
Communauté urbaine de Montréal

# ANNUAL REPORT 1995





# ANNUAL REPORT 1995

An  
all-out  
effort

*«Whatever seems beyond you is not necessarily impossible.  
But whatever is humanly possible cannot be beyond you.»*

*Marcus Aurelius*



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



# Table of Contents

When the going gets tough, our strengths stand out .....	4
A year of difficult economic conditions .....	4
Message from the Chairman and the General Manager .....	5
1995 : A tour de force on three fronts .....	6
An all-out effort to improve service and the image of public transit .....	12
An all-out effort to ensure stringent, efficient management of our material and financial resources .....	16
An all-out effort to improve customer service .....	20
The Corporation : comparative statistics .....	24
Our efforts are rewarded .....	28
Two good reasons to celebrate .....	29
The Board of Directors .....	30
The Management Committee .....	31
The Finance Committee .....	31
The Audit Committee .....	31
The Complaints Committee .....	32
Financial Statements as at December 31 1995 .....	33



## Introduction

*When the going gets tough,  
our strengths stand out!*

**T**he economic news these days is not good — neither here nor in most of the industrialized nations. Under such circumstances, energetic and creative corporations stay ahead by maximizing their resources.

In our 1994-1996 Business Plan, the STCUM appealed to all personnel, asking each person within the organization to seek new and original ways to do more with less.

In 1995, men and women at every level in every area of operations put in remarkable extra effort in answer to our call. As you read this Annual Report, the extent of that effort becomes exceedingly clear.

*A year of difficult  
economic conditions*

**T**he following Montreal Urban Community statistics illustrate just how bad things were in 1995 :

- ▲ General economic activity was down 0.5% from the previous year; comparing the last half of the year only, activity dropped 2.1% from 1994 to 1995.
- ▲ In the last half of 1995, the number of jobs within the MUC territory fell 3.4%, compared to the last half of 1994.
- ▲ First-quarter construction starts were down 37%, compared to the same period in 1994.
- ▲ Retail sales in the first quarter of 1995 were down 2% compared to the first quarter of 1994.



## Message from the Chairman and the General Manager

**N**ineteen ninety-five was a year of transition during which a concerted effort by employees and management helped the STCUM deal with a changing business environment.

The challenge was significant: to provide our passengers with better service while reducing expenses and carefully rethinking certain areas of operation.

Given the limited increase in our financial resources, we are pleased that the quality of service has been maintained. Various projects to reallocate resources and equipment more efficiently made it possible to adjust the public transit system to meet current demand. One such project was the implementation of new service standards for the entire bus system.

Others, such as the renovation of the Angrignon and Honoré-Beaugrand bus terminals and the ongoing repair of the metro tunnels, underline the importance of investing in the maintenance and replacement of our vehicles and facilities, which will be no small task over the coming years.

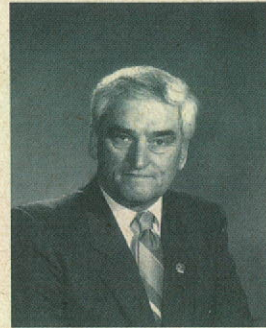
We are pleased to report that bus and metro operating expenses have decreased. From 1990 to 1995, they went down 7.7%, from \$0.038 to \$0.035 per trip. The reorganization of a number of administrative departments and considerable budget cuts generated substantial — and essential — savings.

As for ridership, local economic conditions, urban sprawl and an aging population are all taking their toll on public transit use. Nevertheless, despite the 1.2% drop in ridership from 1994 to 1995, the slide that began in the early 1990s has stabilized.

Imaginative, intelligent solutions are being developed to encourage public transit use, diversify our sources of financing and maintain healthy, stringent management. This approach, and the results we are achieving with it, augurs well for the future.

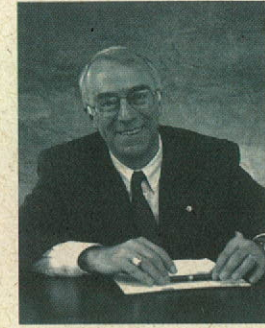
We wish to thank the members of the Board of Directors and all the employees for their ongoing commitment, and are confident in the STCUM's ability to continue to meet the changing needs of MUC residents as effectively as possible, just as it did in 1995.

*Yves Ryan*  
Chairman of the Board  
Mayor of Montréal-Nord



*Yves Ryan*

*Trefflé Lacombe*  
General Manager



*Trefflé Lacombe*

# 1995: A tour de force on three fronts



## Improving service quality and the image of public transit

**T**he STCUM plays an important role in society, offering positive solutions to problems related to pollution, increasing traffic, and the use of precious resources and urban space.



*Its experiment with hythane-powered buses demonstrates how serious is the STCUM about reducing pollution.*

**M**odern, fast, comfortable electric trains are an excellent alternative to personal vehicles for people living in the northwestern area of the city.



**C**ulture in the metro is an added bonus for STCUM passengers.

**M**essages broadcast in the metro when service is interrupted are now much more explicit. Passengers are told why the train has stopped and how long the delay is likely to last.

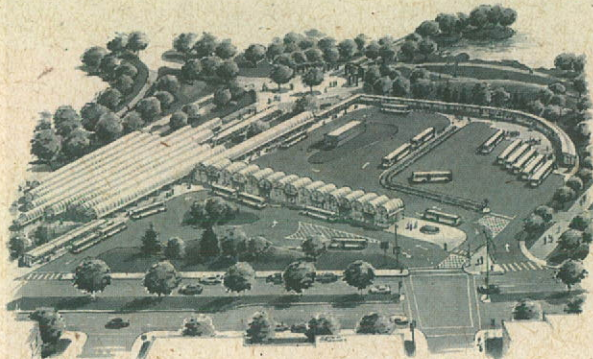
**I**t's easy to play it safe in the metro by standing in the clearly designated zone.



The 1995 STCUM map : it's bigger, easier to read and contains more information than ever!

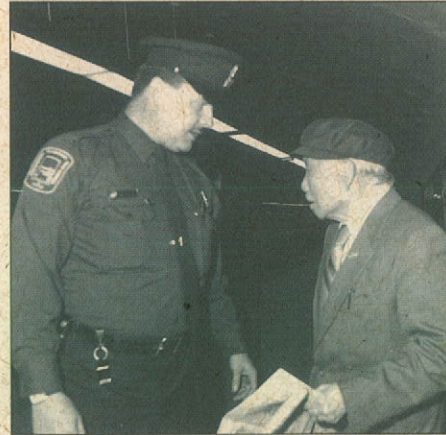


At the Henri-Bourassa terminal, passengers can now pick up any one of 16 telephones for free schedule information about bus lines in the area.



Renovations at the Honoré-Beaugrand and Angrignon bus terminals have increased passenger safety and reduced traffic congestion.

Clear, effective messages, trustworthy partners and the occasional complementary transit ticket are all part of the offensive to promote public transit.

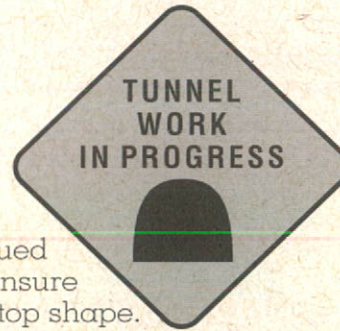


Helpful tips from surveillance agents make passengers feel much safer.



## Ensuring stringent, efficient management of our material and financial resources

**T**he PRAB program implemented by the Surface Transportation Executive Branch advocating the replacement of parts before they break down resulted in about half the number of calls for servicing during the winter of 1995, compared to the winter of 1993, which featured similar weather.



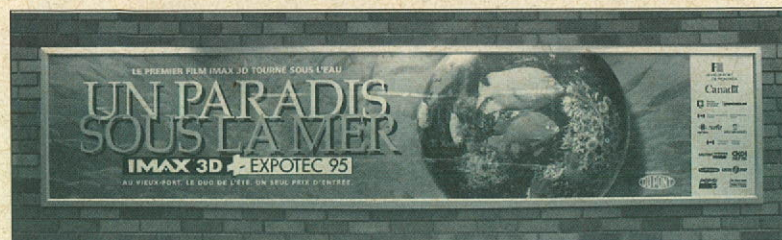
**M**ajor maintenance of the metro tunnels continued throughout the year, to ensure that STCUM facilities remain in top shape.

**N**ew standards for daytime bus service have resulted in net annual savings of approximately \$835,000. Despite the changes, passengers have failed to notice any appreciable reduction in service.

**On n'est pas cher,  
mais on n'est pas gratuit!**

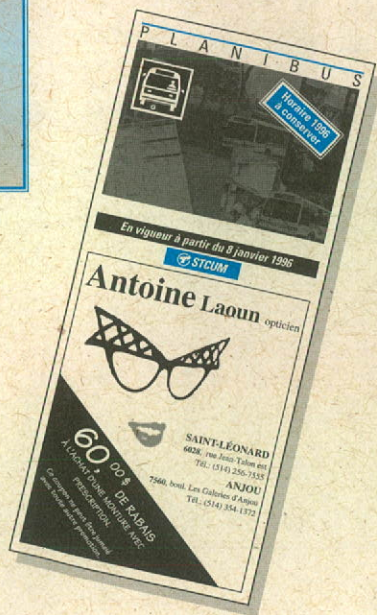


**J**oint promotions with responsible, efficient companies went a long way toward increasing STCUM visibility at minimal cost.



**T**he five hundred new busboard-size billboards installed in nineteen metro stations proved to be a valuable source of revenue.

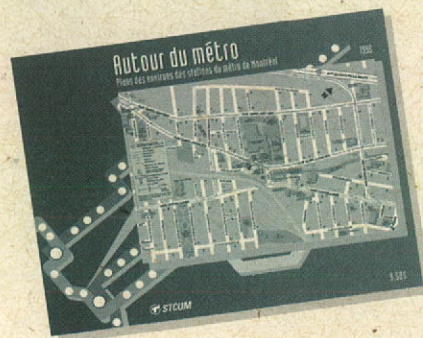
**W**hen the Radisson «park and ride» lot was closed, customers were offered two alternative solutions.



**S**ponsorship of Planibus bus schedules was one of the new ways introduced to generate additional revenues.



**A** page in history was turned when the Namur and Saint-Henri Transportation Centres were closed. LaSalle is picking up where they left off, helping rationalize costs and increase efficiency.



**A**utour du métro is a new booklet of maps of the neighbourhoods immediately surrounding each metro station. It is available from the STCUM and at all Maison de la Presse internationale stores for \$9.95.

## All personnel committed to improving customer service

**U**nder an initiative introduced and supported by General Manager Trefflé Lacombe, major transfers occurred among management personnel to encourage a broader understanding of the Corporation as a whole. The project resulted in a more balanced and logical distribution of resources.



**A**n innovative training program for metro trackmen is helping new arrivals feel comfortable on the job in record time.



**E**xperienced metro drivers are enjoying the opportunity to share their expertise with the next generation through the «driver accompaniment» program.

**T**he «Meet your Corporation» program is an excellent way to find out all about this huge organization that carries millions of people to their destinations every year.



**H**undreds of bus drivers are registering for our Customer Service workshops.

**M**ore than 60 STCUM volunteers staff the Réchaud-bus, a refuge for hungry, isolated young people.

**T**he Syndicat des professionnelles et professionnels signed its first collective agreement, reached through the so-called «principled negotiation» method.

# PROMENADE en COMMUN

**A**fter 30 years of dependable service, *Promenade* is giving way to *En commun* as part of the cost rationalization program.



**A** survey of 2,200 STCUM employees revealed that there was room for improvement in the area of personnel recognition. Consequently, the entire management staff must now participate in a recognition development and maintenance program.

An  
all-out  
effort

## To improve service and the image of public transit

### The new STCUM map is a hit!



Our customers told us what they wanted in a STCUM map, and we gave it to them. The new map is much easier to read, the bus routes are more visible, all the night buses are included, the metro map is bigger... Overall, it's a huge improvement!

How did we do it? By enlarging the whole map and splitting it in half with the Centre and East end on one side, and the West end on the other. Simple, once you think of it.

### Working to save our natural resources

The STCUM made its position perfectly clear in a brief presented at a Québec government public hearing on energy.

Transportation accounts for 25% of all energy costs in Québec. Given the scarcity of resources, public transit offers many interesting advantages. It reduces pollution and traffic, cuts down energy consumption and makes far more sense in an urban context.

### On track for success!

A few adjustments had to be made along the way, but renovations to the Montréal—Deux Montagnes line are an unconditional success. The line now features :

- ▲ two additional kilometers of track;
- ▲ 13 entirely renovated stations;
- ▲ 4,500 additional parking spaces;
- ▲ a capacity of 7.3 million passengers, compared to 4 million previously;
- ▲ 30% reduction in travel time, end to end;
- ▲ more comfortable seating.

Passenger inconvenience during construction work was kept to a minimum thanks to efficient temporary bus service and excellent communication.



## Honoré-Beaugrand and Angrignon terminals now safer and more functional

Improvements to the area around the terminal buildings have greatly increased customer safety. Buses now have more room to park and maneuver, which frees up the roadway and allows traffic to flow more smoothly. In all, the changes have done much to improve the quality of life in both neighbourhoods.

## Keeping passengers informed



TELBUS service for local bus lines is now available free from 16 new public telephones at the Henri-Bourassa terminal. Passengers just pick up the phone, press the button for the bus they want, and they're connected directly to the TELBUS line.



## Better lighting, security cameras and intercoms make metro safer

Since the summer of 1995, the Berri-UQAM, Lionel-Groulx, Vendôme and Plamondon metro stations have brighter lights and security cameras set up in a designated area about 30 feet long, plus a direct intercom line to the STCUM Control Centre.



The changes have made waiting for the metro in these special zones safer; based on the results of this initial trials, similar changes may be made in other stations.

## Showing respect for our customers

If you've ever been stranded between two metro stations for any length of time, you know how annoying it is not to know why. As of this year, the message broadcast during such delays is more specific, explaining why the train was stopped and how long the delay is likely to last.

Understanding the problem makes it easier to be patient!

## Take care of yourself!

The STCUM participated in a Canada-wide poster campaign encouraging people to use their common sense and take public transit. The local initiative was a joint effort involving Molson O'Keefe and the Montreal Canadiens; it was an effective, inexpensive way to convey an important message to a broad audience.

## Prevention reassures passengers

People feel safer when they know about the preventive measures available to them in STCUM vehicles and facilities.

During «Police Week,» prevention experts from our Surveillance

Department staffed booths in three metro stations, where they provided customers with information about how to play it safe in the public transit system and what to do in emergency situations.



## The big bus switch

On January 7 and 8 of this year, 340 buses were reassigned to the new LaSalle Transportation Centre from six different centres. Careful planning resulted in a successful transfer without inconveniencing our customers.

**Prends soin de toi, prends le métro.**

**MOLSON O'KEEFE**

Exterior busboard ads showed Canadiens captain Pierre Turgeon in action, with the caption «On ne gagne pas à boire et conduire» [Drinking and driving is not a winning combination]. Posters on the back of buses and on metro platform billboards read «Prends soin de toi, prends l'autobus» and «Prends soin de toi, prends le métro» [Take care of yourself, take the bus (metro)].



## Culture in the metro



With so many Montrealers using the metro every day, we thought people might appreciate a little culture in their daily routine.

That's how March came to be «Theatre Week» in the metro. Then, in May, a dozen well-known dance companies performed at the McGill station. The *Orchestre Métropolitain* received added exposure by playing in the metro and in September, the STCUM choir, *La Clé des chants*, was part of the program during «Music Days». Last but not least, the Place d'Armes station now features permanent displays promoting the Pointe-à-Callière Museum in Old Montreal.



## More flexibility for our loyal customers

To make life a little easier for our regular passengers, the STCUM now accepts CAM passes from the previous month on the first day of the current month. It's the least we can do for the people who provide us with a steady revenue!

## The hythane experiment

In November, two hythane-fuelled buses were put into service. A combination of 15% hydrogen and 85% natural gas, hythane is far less polluting than regular gasoline.

Hythane-fuelled buses are their own best advertising, since they carry their fuel tanks on the roof for all to see.

## See this? It means «Reserved Lane»

In June, and again in November, the STCUM joined with the MUC police, the City of Montreal and the MUC taxi bureau in a major blitz about reserved bus lanes. Following up on the campaigns of previous years, information pamphlets were distributed and traffic tickets were issued to motorists travelling in the lanes illegally.



An  
all-out  
effort

## To ensure stringent, efficient management of our material and financial resources

### Preventive maintenance pays off

PRAB — the programme de remplacement avant bris — is a bus maintenance program under which certain bus parts are replaced before they break down, i.e. before the mileage at which they are statistically known to stop working. About a dozen parts are included in the program.



A comparison between the two similar winters of 1993 and 1995 showed that the number of bus breakdowns was reduced by a very significant 50%!

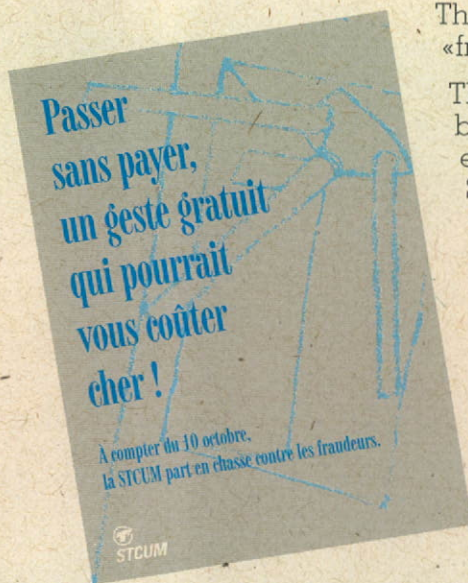
A maintenance technician came up with the idea and PRAB was introduced three years ago as a pilot project. This year, it was officially implemented in all transit centres.

### New service standards for daytime buses

It is no secret that the STCUM operated in a very difficult economic context in 1995. Out of consideration for the ability of passengers and taxpayers to pay for public transit, new service standards were established for daytime buses. The result was a transfer of resources from less frequently used lines to busier ones.

Although the overall reduction in the number of buses is hardly noticeable to customers, it will mean net annual savings of about \$835,000. Another fine example of efficient management!

## Because after all, fare is fair!



There's no such thing as a «free» ride!

The message was light-hearted but direct, and the goal was to end costly fraud in the STCUM. This campaign reinforced a major offensive during which surveillance agents issued tickets to anyone caught not paying the proper fare.

## Bus schedules and eyeglasses : a clear connection

One is widely seen; the other needs publicity! STCUM Planibus bus schedules are very popular now, which led a well-known Montreal optician to use them as an advertising tool. Successful sponsorships like this are among the new means being used to generate additional revenues.

## Joint promotions ensure greater visibility

To add value to the CAM monthly pass, a joint promotion was organized with McDonald's, which allowed STCUM customers who presented their CAM pass to get a discount at the popular restaurant chain. In all, 42% of public transit users took advantage of the offer.



Another joint operation involved POM bakeries: when buying POM bread, STCUM customers had a chance of winning a CAM pass. During the promotion, the STCUM logo was printed on millions of bags, and a STCUM bus was painted to look like a loaf of packaged bread.

## Maintaining service during major repairs

Major metro tunnel repairs continued during the year, with work on the vaulted ceiling of Line 4 - yellow. During the repairs, metro service was interrupted on weekends and replaced by shuttle buses: one between Longueuil and Papineau stations, and another between Ile Sainte-Hélène and McGill stations. All repairs were completed on schedule.

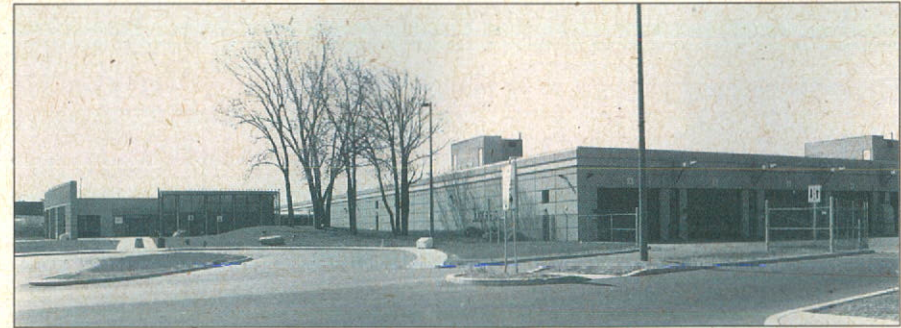


## Rising costs force closing of Radisson parking lot

Given stringent budget management at the STCUM, the Corporation was unable to accept a 50% rent increase for the free Radisson «park-and-ride» lot. The lot was therefore closed, and two alternative solutions were offered to customers. A study of various possibilities for pay parking at metro stations has been completed and will be reviewed in 1996 with the Agence métropolitaine de transport.

## Long-term investment in LaSalle

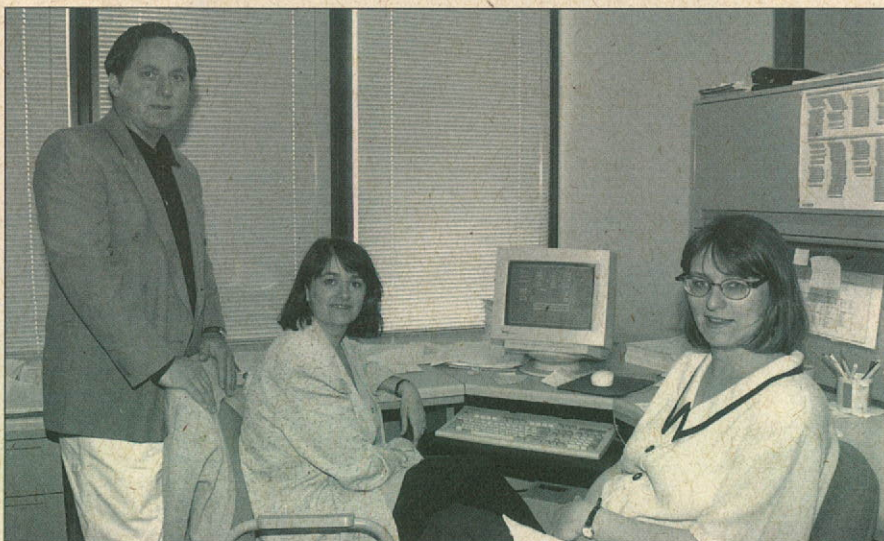
Outdated and costly to maintain, the old Namur and Saint-Henri transportation centres were closed in the course of the year and operations were moved to LaSalle. This has resulted in greater rationalization of material and human resources, and more efficient maintenance overall.



The Namur centre was sold by tender for a satisfactory price, considering the stagnant real estate market, and it is hoped that a buyer will be found for the Saint-Henri facility during the current year.

## New software for preventive maintenance

IGLO is a customized software program developed entirely by STCUM personnel that makes it possible to implement and manage high-performance preventive maintenance programs for our buildings and stationary equipment. A successful combination of the best of the two current programs, IGLO is the result of a combined effort by employees in Operations and Corporate Services.



Preventive maintenance has a direct impact on reducing equipment breakdowns. In coming years, it will help prevent emergency repairs and rationalize maintenance costs.

## A handy new reference book



*Autour du métro* is a brand new STCUM publication developed this year and now available at the Berri-UQAM Station-service, and at the STCUM public relations department for \$9.95. This comprehensive guide to underground Montreal includes all the institutions, places of business and tourist attractions, as well as metro-to-bus transfer points.

The guide was introduced in March and 500 copies were sold by September. In addition to generating revenues, *Autour du métro* offers welcome support to the City's tourism industry.

An  
all-out  
effort

## To improve customer service

### Management banking on flexibility and mobility

In the interest of more dynamic, effective management throughout the Corporation, General Manager Trefflé Lacombe initiated and supported a series of management transfers. Two executive directors traded places, while others were reassigned to different administrative units.

A broader understanding of the Corporation as a whole will allow management to coordinate efforts and ensure a more balanced and judicious use of resources.

20

### Much-needed reorganization in Human Resources

A successful rationalization of human resources functions was carried out by Operations and Corporate Human Resources. The goal was to ensure greater consistency in human resources management, eliminate overlapping, decentralize a number of operational activities, increase the strategic role of the corporate department and reduce the number of positions. Human resources staff was reduced from 202 to 162, and operations and procedures have been reviewed to ensure maximum efficiency.

### Ongoing recognition of excellence

Every STCUM employee puts in a long hard shift, but when that daily effort goes unrecognized, it is easy to feel underappreciated.



In October 1994, results of a survey of 2,200 employees revealed that recognition was an area where improvement was needed. As a result, all management personnel, from the management committee on down have implemented or are about to implement the STCUM recognition development and support program.

Recognizing positive accomplishments on a daily basis is a good way to improve the climate on the job; and obviously, an employee who feels appreciated will contribute more enthusiastically to helping achieve corporate objectives.

## New trackmen adapting in record time

Track maintenance is essential to a smoothly functioning metro system. The job requires an alert attitude and a basic understanding of the complex systems involved in running the metro, so it goes without saying that a well-trained trackman will work more carefully and more efficiently. A new training program was therefore instituted and, as a result, new trackmen are becoming comfortable on the job in record time.



## «Meet your Corporation» program promotes belonging

The STCUM is a huge corporation with nearly 8,000 employees doing hundreds of jobs in dozens of different locations over a huge territory.

How do you get each one to feel that he or she is an essential member of the organization who has an impact on thousands of co-workers? By introducing people to each other on the job.

Employees who take part in this corporate program are invariably amazed to discover that they are in fact part of a huge family whose members share a common goal: to provide an economical, efficient and pleasant public transportation service.

## Bus drivers committed to customer service

STCUM drivers signed up by the hundreds for Phase II of the customer service training program. Each one registered for four of the five workshops offered:

- ▲ Job-related stress
- ▲ First aid
- ▲ Montreal and its tourist attractions
- ▲ Basic bus mechanics and maintenance
- ▲ Customer Service: Level II

Drivers enjoy the program because it covers all the human, economic and environmental aspects of their job — which, after all, is more than just steering a vehicle: it's chauffeuring passengers to their destinations, day and night!



## «Masters» passing on know-how to the next generation

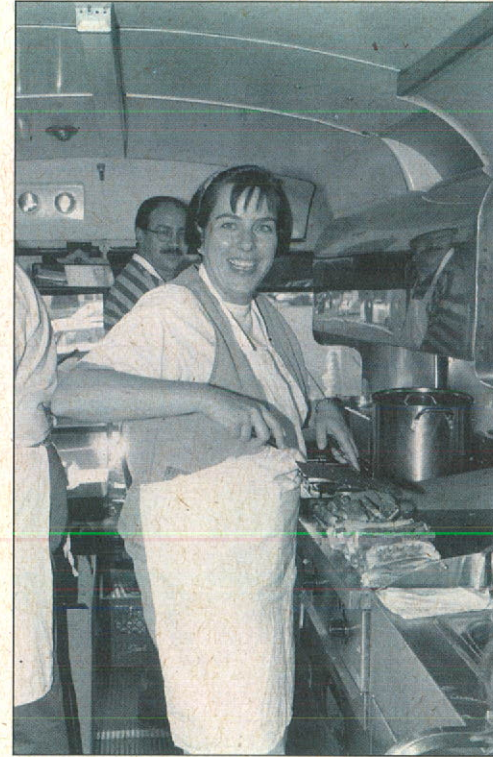
Considering the complexity of so many of the jobs related to metro operations, training is quite a challenge. The STCUM has followed the example of our ancestors from the Middle Ages and come up with a modern apprenticeship program that is working wonders.

The «masters» in this case are long-time employees with invaluable experience who accompany the new generation on the job, teaching them everything they know and passing on the kind of information it takes years to accumulate. Full training is provided to these mentor-companions, some of whom have already broken in a number of metro operators and Control Centre employees.

## First collective agreement for the STCUM's sixth union

The first collective agreement between the STCUM and the Syndicat des professionnelles et professionnels, the corporation's sixth union, was signed on June 14. The agreement was reached by the so-called principled negotiation method, which helps the parties reach an agreement without using radical pressure tactics.

## Sixty volunteers staff Réchaud-bus for troubled kids



About 60 current and retired STCUM employees volunteered their time to refurbish an out-of-service bus and turn it into the Réchaud-bus, which parks in various strategic locations on MUC territory and offers a simple, yet hearty and nutritious meal to young people, most of whom are between 8 and 15.

Drivers, fare collectors, maintenance staff, management personnel, surveillance agents, office employees and retired personnel are all joining forces to help combat hunger and isolation among Montreal youngsters.



## After 30 years of loyal service, Promenade gives way to En Commun

Like many employees, *Promenade* has taken a well-deserved retirement after 30 years of dedicated service. *En Commun* has assumed communication responsibilities: it may have fewer pages, but it is published more frequently (one issue every two weeks, as opposed to the ten or so issues a year of *Promenade*) so information will be transmitted more quickly. Obviously, not a single STCUM department was spared in the cost rationalization program.



**promenade**

JOURNAL DES EMPLOYÉS DE LA CTM



**Pr<sup>T</sup>  
menade**

**Promenade**

**PROMENADE**

# The Corporation : comparative statistics

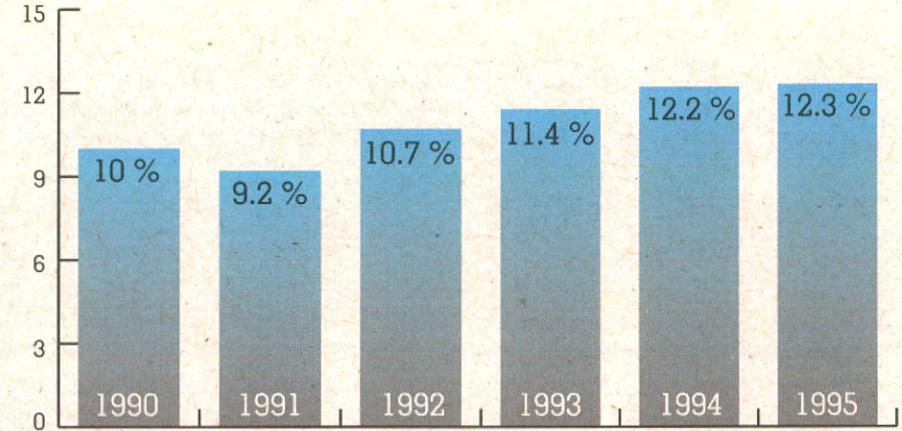
## Men and women at work

Some 7,670 people make a concerted effort every day to do more with increasingly limited resources. The average age of STCUM employees is 42 and employee turnover is low, with an average of 13 years of service. Almost 90% of all STCUM employees are unionized.

### Full-time employees

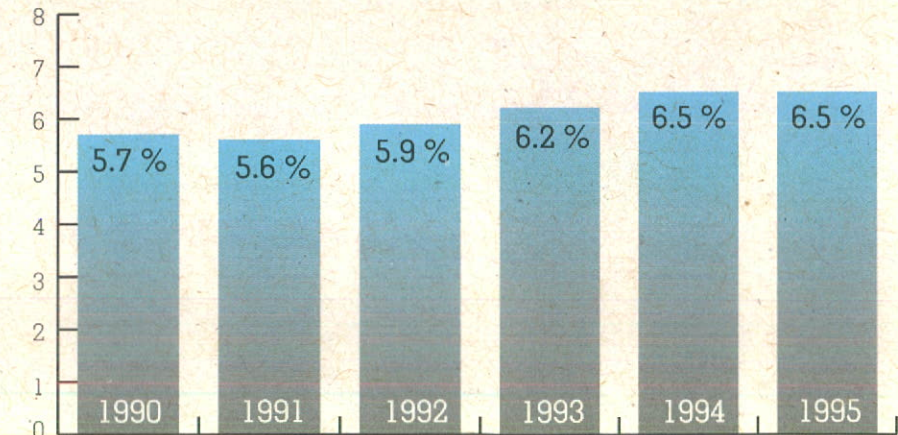
	92	93	94	95
First-level managers - Operations	499	506	481	465
Managers	198	200	204	208
Middle management, professional staff and non-unionized office staff	309	324	84	113
Unionized professional staff	-	-	164	139
Divisional clerks	213	210	212	204
Surveillance officers	142	135	129	136
Unionized office staff	558	542	652	657
Bus drivers, metro operators and related employees	3,928	3,925	3,946	3,862
Maintenance employees	1,911	1,867	1,830	1,886
<b>Total</b>	<b>7,758</b>	<b>7,709</b>	<b>7,702</b>	<b>7,670</b>

## Women in the STCUM



The STCUM has 943 women employees, including 388 bus drivers, 36 metro operators and 97 collectors.

## Visible and ethnic minorities in the STCUM



A total of 503 employees are members of visible or ethnic minorities.

## Fares, revenues and expenditures : maintaining a balance

### Fare structure 1992 - 1995

	92	93	94	95
<b>CTR (Regional transit pass)</b>				
Regular fare	\$ 69.00	\$ 72.00	\$ 72.00	\$ 72.00
Reduced fare	\$ 38.00	\$ 39.50	\$ 39.50	\$ 39.50
<b>CAM</b>				
Regular fare	\$ 41.00	\$ 43.00	\$ 43.00	\$ 43.50
Reduced fare	\$ 15.00	\$ 17.50	\$ 17.50	\$ 18.00
<b>Ticket</b>				
Regular fare	\$ 1.08	\$ 1.17	\$ 1.17	\$ 1.25
Reduced fare	\$ 0.45	\$ 0.54	\$ 0.54	\$ 0.58
<b>Cash</b>				
Regular fare	\$ 1.60	\$ 1.75	\$ 1.75	\$ 1.75
Reduced fare	\$ 0.80	\$ 0.90	\$ 0.90	\$ 0.90
<b>Tourist pass</b>				
1-day pass	-	-	\$ 5.00	\$ 5.00
3-day pass	-	-	\$ 12.00	\$ 12.00

### 1995 ticket sales

- Regular-fare CAM monthly passes : 2.5 million
- Reduced-fare CAM monthly passes : 1.1 million
- Regular-fare 6-ticket strips : 9.0 million
- Reduced-fare 6-ticket strips : 3.2 million
- Single tickets or cash fares (regular) : 20.3 million
- Single tickets or cash fares (reduced) : 2.5 million

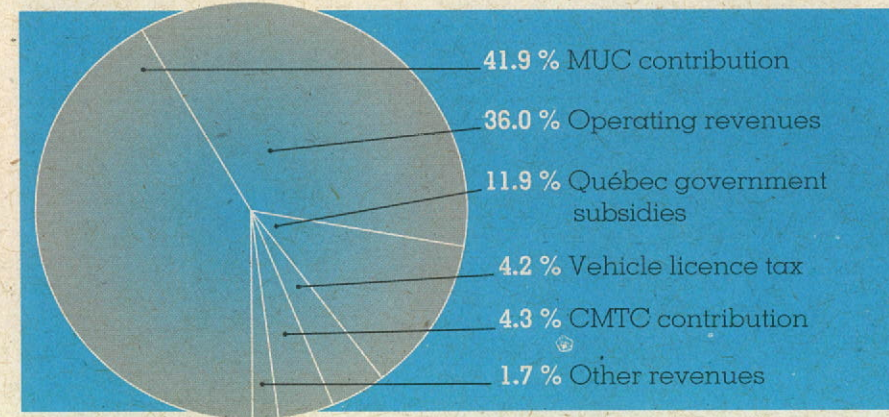
Tourist passes (1-day) : 51,500 (3-day) : 18,000

ID cards for reduced fare brought in an additional \$ 336,250.

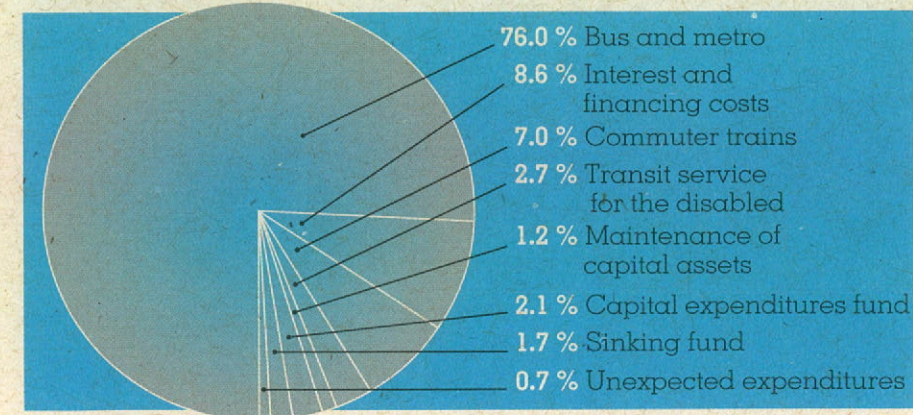
▲ Gold Cards (senior citizens) : 17,432

▲ Student Cards : 106,000

### Revenues

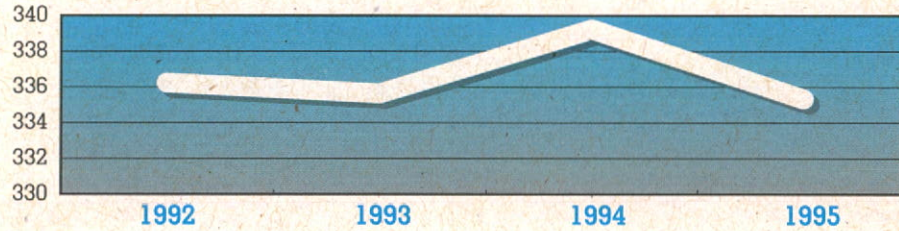


### Expenditures by area of operations



## Ridership and passenger traffic

Despite poor economic conditions, the drop in ridership has been slowed and the STCUM finished the year just 1.2% down from 1994. Transit services for the disabled remained steady at 1.1 million trips.



### Busiest metro stations

(number of entries in 1995)

McGill	11,358,642
Berri UQAM	9,184,771
Henri-Bourassa	8,093,757
Longueuil	6,617,428
Guy	6,421,119

### Busiest days in the metro

(number of entries)

Friday, October 27	731,923
Tuesday, November 28	724,478
Thursday, February 9	722,506

The busiest week was December 3-9, with 4,200,684 entries.

### Most popular bus routes

(average daily ridership during the week)

139 (505) - Pie IX	37,800
69 - Gouin	37,500
121 - Sauvé/Côte-Vertu	36,000
165 (545) - Côte-des-Neiges	35,600
80 (535) - Avenue du Parc	34,700

## Network and vehicles

### Number of vehicles

1,657 buses  
759 metro cars  
79 minibuses for the disabled

### Number of lines

179 bus lines (27 on night service) plus 9 reserved lanes  
4 metro lines serving 65 stations  
2 commuter rail lines

### Total distance travelled

(in millions of km)

	94	95	Difference
Bus	77.5	77.3	-0.4 %
Metro	65.7	64.2	-2.1 %
Minibus	3.0	3.1	1.9 %

### Ridership

(in millions of trips)

	94	95	Difference
Bus and metro	339.5	335.6	-1.2%
Transit for the disabled	1.1	1,1	—
Commuter trains	7.3	NA	—

In 1995, buses were on schedule 90% of the time, a 5% improvement over 1994.

## Traffic accidents involving buses

94	95	Difference
3,219	3,017	-6.3 %

## Customer service



TELBUS received a total of 5,330,443 calls, a daily average of about 14,600. The most popular lines were 43-Monselet, 160-Barclay and 51-Édouard-Montpetit.

### A-U-T-O-B-U-S

The A-U-T-O-B-U-S information centre received 1,405,225 telephone calls; this includes calls handled by the new electronic equipment installed in September 1995.

### Lost and found

20,361 items were found in the transit system, and 3,729 (19%) were retrieved by their owners.

### Comments and complaints

Customer Relations received 12,712 comments in writing and by telephone.

# Our efforts are rewarded

## Publicité-Club de Montréal Awards

### Gold

- ▲ Billboard : *Contestez*
- ▲ Campaign to promote services : *Sortir à Montréal, un jeu d'enfant*



### Silver

- ▲ Direct Marketing : *Boycottez, prenez le métro et l'autobus package*

### Bronze

- ▲ Télévision : *Si j'avais un char*
- ▲ Campaign to advertise service : *Comparative benefits campaign*

## Association of Human Resources Professionnals 1995 IRIS Awards

- ▲ Professional Innovation : *Carreer information bulletin board*
- ▲ Strategic Contribution : *Transformation of the role of middle management*



## Public Relations Society of Québec



- ▲ Internal PR Campaign : *280-MÉMO*
- ▲ External PR Campaign : *Bienvenue à bord*



## Precast Concrete Institute Award

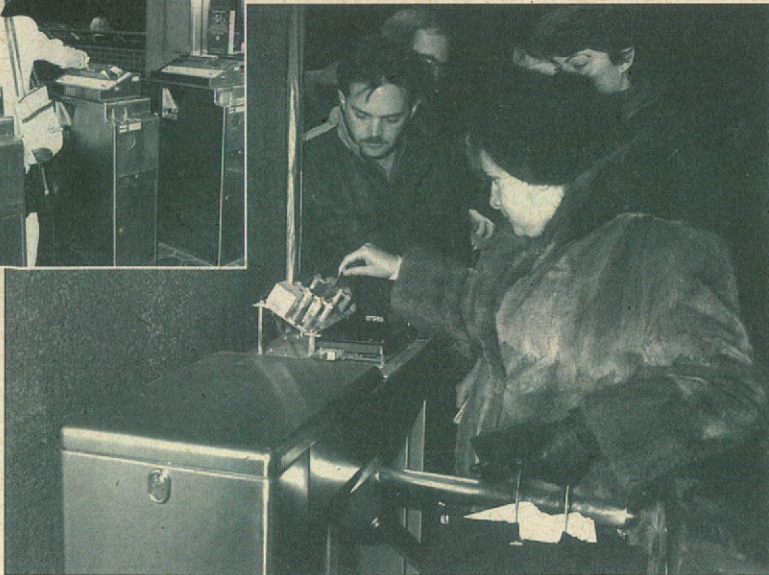
*LaSalle Transportation Centre*, for it's prefab «sandwich boards».



## Two good reasons to celebrate

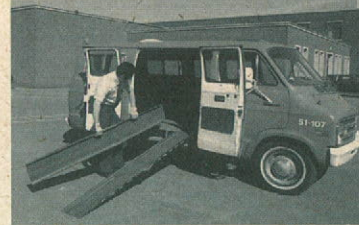
### 15 years of CAM

When the CAM monthly pass was introduced in 1980, the number of public transit users increased by 8.1%. That first year, 230,000 CAMs were being sold each month. Today, the monthly pass is more popular than ever, with monthly sales of nearly 300,000. A number of changes benefiting our customers have been made over the years; the introduction of magnetic card readers in 1988 speeded things up for cardholders, and the creation of the regional pass in 1990 gave passengers access to the entire Greater Montréal area for one monthly fee.



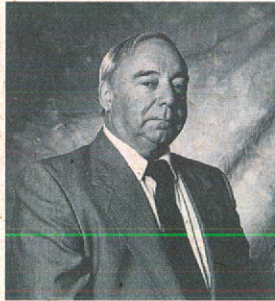
### Transportation for the disabled : getting better all the time

Continuous improvement over 15 years has resulted in a huge increase in service, from 7,859 trips a month in 1980 to 91,900 today! Trips increased by 12% last year, while the budget was raised by only 3.5%, how's that for efficiency!



## The Board of Directors

**Yves Ryan**  
Chairman  
Mayor of Montréal-Nord



**Jack H. Chadirdjian**  
Vice-Chairman  
Montréal City Councillor

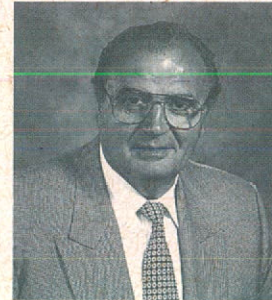


**Vera Danyluk**  
Chairman of the MUC  
Executive Committee

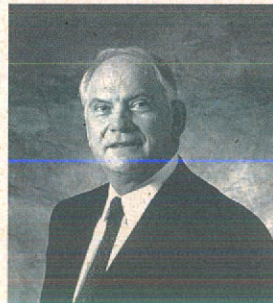


**Gaétan Lévesque**  
Montréal Citizen  
Representative

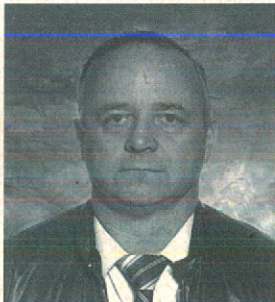
**Paul Blier**  
Montréal Suburban  
Citizen Representative



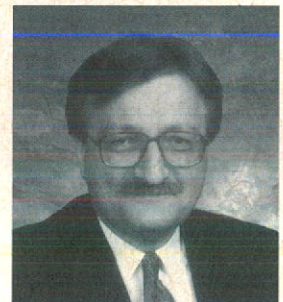
**Yvon Labrosse**  
Mayor of Montréal-Est



**Achille Polcaro**  
Montréal City  
Councillor



**Ivon LeDuc**  
Montréal City Councillor



**Ovide T. Baciu**  
Mayor of Roxboro



## The Management Committee

**Trefflé Lacombe**  
General Manager

**Élaine Binette**  
Director, Human Resources

**Roger C. Choquette**  
Executive Director, Construction and Major Maintenance

**Robert Dion**  
General Auditor

**Martin Girard**  
Director, Office of the General Manager

**André Haddad**  
Executive Director, Planning and Marketing

**Michel Rhéaume**  
Treasurer and Executive Director, Finance

**Daniel Robert**  
Secretary and Director, Legal Department

**Jacques Rompré**  
Executive Director, Metro and Commuter Trains

**Michel Ste-Marie**  
Executive Director, Surface Transportation

## The Finance Committee

**Yves Ryan**  
Chairman  
Chairman of the Board

**Jack H. Chadirdjian**  
Vice-Chairman of the Board

**Trefflé Lacombe**  
General Manager

**Michel Rhéaume**  
Treasurer and Executive Director, Finance

**Daniel Robert**  
Secretary and Director, Legal Department

## The Audit Committee

**Jack H. Chadirdjian**  
Chairman  
Vice-Chairman of the Board

**Yvon Marsolais**  
Vice-Chairman  
Chartered Accountant and partner in  
Bourgeois, Marsolais and Associates

**Jacques Denis**  
Member of the Board

**Robert Dion**  
General Auditor

**Jacques Dubois**  
Director, Internal Audit, Loto-Québec

**Trefflé Lacombe**  
General Manager

## The Complaints Committee

**Sybil Murray-Denis**  
Chairman

### External Members

**Himmat Shinhat**  
Representative, Ethnic Communities

**Gaspard Massue**  
Representative, Senior Citizens' Forum

**Marie-Ève Breton-Soutières**  
Student Representative

**Charles Tanguay**  
Representative, Transport 2000

### Internal Members

**Pierre-André Duchesneau**  
Director, Surveillance  
Construction and Major Maintenance

**Benoît Gendron**  
Director, Administration and Human Resources  
Surface Transportation

**Mario Léonard**  
Director, Station Operations  
Metro and Commuter Trains

### Coordinator

**Roxanne Corbeil**  
Manager, Customer Relations  
Communications

### Secretary

**Anissa Sadrouline**  
Secretary, Public Relations  
Communications



**FINANCIAL STATEMENTS**  
as at December 31, 1995



# Summary

Auditors' Report .....	37
<b>Financial Statements</b>	
<b>Operating Fund</b>	
Revenue and Expenditures .....	38
Balance Sheet .....	39
<b>Capital Expenditure Fund</b>	
Operations .....	40
Permanent Financing to be Carried Out .....	41
Balances Available Under Closed Loan By-laws .....	42
Balance Sheet .....	43
<b>Sinking Fund</b>	
Changes in the Reserve for the Redemption of Debentures .....	44
Balance Sheet .....	45
<b>Capital Assets</b> .....	46
<b>Long-term Debt</b> .....	47
<b>Notes to Financial Statements</b> .....	48 to 54
<b>Supplementary Information</b> .....	55 to 63



## Auditors' 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, 1995 and the statement of revenue and expenditures of the Operating Fund, the statements of operations, permanent financing to be carried out and balances 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, 1995 and the results of its operations for the year then ended in accordance with the accounting policies described in Note 2.

*Raymond Chabot, Martin Paré*

General Partnership  
Chartered Accountants

Montreal  
March 1, 1996

## Operating Fund

### Revenue and Expenditures Year ended December 31, 1995

(Stated in thousands of dollars)

	Budget (Note 3)	1995	1994
	\$	\$	\$
<b>REVENUE</b>			
Independent (Note 4)	275,387	267,714	264,684
Contribution from the Conseil métropolitain de transport en commun (Note 5)	30,937	30,563	29,936
Government of Québec subsidies (Note 6)	88,706	84,538	77,207
Contribution from automobile drivers (registration tax)	31,034	30,032	30,228
Contribution from the municipalities served	297,750	297,750	305,250
	<b>723,814</b>	<b>710,597</b>	<b>707,305</b>
<b>EXPENDITURES</b>			
Bus and metro service	565,646	542,079	551,642
Commuter train service	50,394	50,117	49,573
Transportation for the disabled	21,018	19,504	19,605
Debt servicing and financing costs (Note 7)	66,197	61,059	53,556
Unexpected expenditures	9,639	4,940	1,129
Assets maintenance	10,607	8,181	14,574
	<b>723,501</b>	<b>685,880</b>	<b>690,079</b>
<b>Appropriations</b>			
Capital Expenditures Fund	3,152	14,938	9,475
Sinking Fund	11,781	11,931	7,415
	<b>738,434</b>	<b>712,749</b>	<b>706,969</b>
Excess of revenue over expenditures (expenditures over revenue) before income deferred from previous year	(14,620)	(2,152)	336
Income deferred from previous year	14,620	14,821	14,485
<b>Excess (α)</b>	<b>—</b>	<b>12,669</b>	<b>14,821</b>

(α) 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, 1995

(Stated in thousands of dollars)

	1995	1994
	\$	\$
<b>ASSETS</b>		
Cash	5,373	8,586
Subsidies receivable (Note 8)	26,499	24,321
Amounts receivable from the Conseil métropolitain de transport en commun	8,450	8,978
Contribution receivable from automobile drivers	8,057	7,832
Other receivables (Note 9)	27,069	14,709
Inventory of supplies and replacement parts	15,006	14,873
Advances to the Capital Expenditures Fund	37,575	55,102
	<b>128,029</b>	<b>134,401</b>
<b>LIABILITIES</b>		
Short-term loans	33,107	31,809
Accounts payable and accrued liabilities (Note 10)	68,700	75,733
Commitments payable	5,809	8,345
Due to the Sinking Fund	7,744	3,693
Income deferred to next year	12,669	14,821
	<b>128,029</b>	<b>134,401</b>

## Capital Expenditures Fund

### Operations

Year ended December 31, 1995

(Stated in thousands of dollars)

	1995	1994
	\$	\$
<b>PERMANENT FINANCING</b>		
Long-term loan	70,000	89,559
Contribution for leasehold improvements	—	804
Operating Fund		
Projects carried out	3,410	6,719
Projects to be carried out	11,528	2,756
	14,938	9,475
Disposal of lands	993	—
Transfer of the metro assets pursuant to legal requirements (Note 1)	1,429,218	—
	<b>1,515,149</b>	<b>99,838</b>
<b>EXPENDITURES</b>		
Lands	11	—
Buildings	1,928	1,606
Initial network and extensions of the metro	1,429,218	—
Improvements to metro infrastructure	1,676	589
Leasehold improvements	—	1,005
Automotive equipment - buses	1,811	1,112
Automotive equipment - other	1,047	1,804
Office equipment and furniture	1,693	6,212
Capital assets in progress	51,834	117,945
	<b>1,489,218</b>	<b>130,273</b>
<b>Permanent financing carried out (to be carried out) during the year</b>	<b>25,931</b>	<b>(30,435)</b>

## Capital Expenditures Fund

### Permanent Financing to be Carried-out Year ended December 31, 1995

(Stated in thousands of dollars)

	1995	1994
	\$	\$
Permanent financing to be carried-out, beginning of year	(55,508)	(24,715)
Changes during the year	25,931	(30,435)
	(29,577)	(55,150)
Unused financing under closed loan by-laws during the year	—	(358)
Permanent financing to be carried-out, end of year	<b>(29,577)</b>	<b>(55,508)</b>
Permanent financing to be carried-out, end of year		
Unused financing	16,445	12,153
Expenses to be financed	(46,022)	(67,661)
	<b>(29,577)</b>	<b>(55,508)</b>

## Capital Expenditures Fund

### Balances Available Under Closed Loan By-laws Year ended December 31, 1995

(Stated in thousands of dollars)

	1995	1994
Balances available	\$ 406	\$ 48
Add		
Balances available under closed loan by-laws during the year	—	358
Balances available, end of year	<u>406</u>	<u>406</u>

## Capital Expenditures Fund

Balance Sheet  
December 31, 1995

(Stated in thousands of dollars)

	1995	1994
	\$	\$
<b>ASSETS</b>		
Refinancing in progress	<u>8,404</u>	—
<b>LIABILITIES</b>		
Due to Operating Fund	<u>37,575</u>	<u>55,102</u>
<b>EQUITY</b>		
Permanent financing to be carried out	(29,577)	(55,508)
Balances available under closed loan by-laws	406	406
	<u>(29,171)</u>	<u>(55,102)</u>
	<u>8,404</u>	—

## Sinking Fund

### Changes in the Reserve for the Redemption of Debentures Year ended December 31, 1995

(Stated in thousands of dollars)

	1995	1994
	\$	\$
Balance, beginning of year	17,958	9,794
Appropriation	11,931	7,415
Investment income	1,873	749
Balance, end of year	<u>31,762</u>	<u>17,958</u>

## Sinking Fund

Balance Sheet  
December 31, 1995

(Stated in thousands of dollars)

	1995	1994
	\$	\$
<b>ASSETS</b>		
Investments		
Deposit certificate (at cost)	10,150	1,000
Debentures and bond coupons, at amortized cost (market value \$13,943; \$13,023 in 1994)	<u>13,868</u>	<u>13,265</u>
	24,018	14,265
Advances to Operating Fund	<u>7,744</u>	<u>3,693</u>
	<b><u>31,762</u></b>	<b><u>17,958</u></b>
<b>LIABILITIES</b>		
Reserve for the redemption of debentures	<b><u>31,762</u></b>	<b><u>17,958</u></b>

## Capital Assets

December 31, 1995

(Stated in thousands of dollars)

	1995	1994
	\$	\$
<b>ASSETS</b>		
Capital assets acquired prior to 1966	23,675	23,675
Land	1,796	1,785
Buildings	56,303	54,375
Initial network and extensions of the metro	1,429,218	—
Improvements to metro infrastructure	12,228	10,552
Leasehold improvements	7,170	7,170
Automotive equipment - buses	174,236	179,370
Automotive equipment - commuter trains	45,995	45,995
Automotive equipment - other	21,504	20,457
Office equipment and furniture	56,566	54,873
Expropriated assets	4,679	4,679
Capital assets in progress	453,667	401,833
	<b>2,287,037</b>	<b>804,764</b>
<b>EQUITY</b>		
Investment in capital assets	<b>2,287,037</b>	<b>804,764</b>



## Long-term Debt

Decembre 31, 1995

(Stated in thousands of dollars)

	1995	1994
	\$	\$
<b>ASSETS</b>		
Amounts accumulated in the Sinking Fund for the redemption of debentures	31,762	17,958
Amounts to be recovered for the redemption of long-term debt assumed by		
Municipalities served	124,940	116,909
Government of Québec	246,422	236,399
	<b>403,124</b>	<b>371,266</b>
<b>LIABILITIES</b>		
Long-term debt (Note 11)	<b>403,124</b>	<b>371,266</b>

# Notes to Financial Statements

December 31, 1995

## 1- Governing Statutes and Legislative Changes

The Société de transport de la Communauté urbaine de Montréal is incorporated under the Act of the Communauté urbaine de Montréal.

As a result of legislative changes effective in July 1994, the Société is the sole owner of the metro assets situated within its territory. Prior to this, these assets were owned by the Communauté urbaine de Montréal (CUM) and the City of Montréal. This transfer, in the amount of \$1,429,218,000 represents costs accrued in these entities' books and has been accounted for in the statement of operations of the Capital Expenditures Fund in 1995. Consequently, all construction costs relating to the initial network, extensions, major repairs to installations and equipment of the metro are now accounted for in the Société's financial statements.

Moreover, in accordance with legislative requirements, the cost of servicing the debt relating to loans for metro assets remains the responsibility of the CUM and of the municipalities of the CUM territory. Only debt relating to extension, major repairs to installations and equipment of the metro are accounted for in the Société's financial statements.

## 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 au Québec.

### Operating Fund

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

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

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

Expenditures related to vacation benefits, 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.



## 4- Independent Revenue

	Budget	1995	1994
	(Stated in thousands of dollars)		
Bus and metro service	257,493	248,971	245,697
Commuter train service	6,566	6,019	6,755
Transportation for the disabled	928	823	803
Other revenue	10,400	11,901	11,429
	<b>275,387</b>	<b>267,714</b>	<b>264,684</b>

## 5- Contribution from the Conseil métropolitain de transport en commun (CMTC)

For the year ended December 31, 1995, contributions from the Conseil métropolitain de transport en commun amount to \$30,562,350 (\$29,936,190 in 1994) and correspond to an annual subsidy determined by the Québec government.

Regulations regarding the share attributable to each of the Sociétés of the income from regional monthly pass sales and the annual subsidy were approved by a by-law adopted at a meeting of the CMTC on November 26, 1992 and by the Transportation minister on August 16, 1993.

Income from regional monthly pass sales of \$3,825,746 (\$4,425,997 in 1994) is recorded under Independent Revenue - Bus and metro service and Commuter train service. This income is prorated as a percentage of sales of these passes to residents in each of the three Sociétés, except for income from commuter train service on the Montréal/Deux-Montagnes line in the section considered as regional public transportation, which is fully attributable to the Société.

## 6- Subsidies Received from the 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 1995. The principal subsidies are :

- A subsidy equivalent to the residual deficit of commuter train service 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 at 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 :

	Budget	1995	1994
		(Stated in thousands of dollars)	
Commuter train service - residual deficit	19,371	19,529	19,009
Capital assets	52,332	49,256	42,713
Transportation for the disabled	17,003	15,753	15,485
	<b>88,706</b>	<b>84,538</b>	<b>77,207</b>



## 7- Debt Servicing and Financing Costs

	Budget	1995	1994
		(Stated in thousands of dollars)	
Short-term financing costs	2,651	4,162	2,862
Debt servicing - principal	29,517	28,696	26,912
Debt servicing - interest	35,913	32,945	27,300
Interest income	(1,884)	(4,744)	(3,518)
	<b>66,197</b>	<b>61,059</b>	<b>53,556</b>

## 8- Subsidies Receivable

	1995	1994
	(Stated in thousands of dollars)	
Commuter train service - residual deficit	6,344	6,276
Capital assets	15,146	13,116
Transportation for the disabled	5,009	4,929
	<b>26,499</b>	<b>24,321</b>

## 9- Other Receivables

	1995	1994
	(Stated in thousands of dollars)	
Occupational accidents payments to recover	2,706	2,971
Tax claims submitted to governments	2,027	4,501
General accounts receivable	3,128	2,168
Deposit on purchase of buses	15,930	2,069
Other	3,278	3,000
	<b>27,069</b>	<b>14,709</b>

## 10- Accounts Payable and Accrued Liabilities

	1995	1994
	(Stated in thousands of dollars)	
Trade accounts	19,634	23,580
Salaries and employee benefits	24,929	27,482
Holdbacks and security deposits	5,663	6,363
Accrued interest and principal	14,981	14,997
Other	3,493	3,311
	<b>68,700</b>	<b>75,733</b>

## 11- Long-term Debt

1995

1994

(Stated in thousands of dollars)

Debentures, interest rates varying from 4.25 % to 11.50 %,  
(3.75 % to 11.75 % in 1994) maturing from March 1996 to September 2007

**403,124**

**371,266**

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

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

1996	48,390
1997	33,113
1998	53,848
1999	51,537
2000	58,863
2001 and subsequent years	<u>157,373</u>
Total minimum payments	<u><b>403,124</b></u>

## 12- Commitments

### a) *Sickness benefits :*

At December 31, 1995, accumulated sickness benefits are estimated at \$21,000,638 (\$22,361,870 in 1994), on the basis of salaries paid as of that date. Employees are entitled to receive the value of their accumulated sickness benefits in cash when they leave the Société.

### b) *Long-term Leases :*

The Société has entered into long-term leases expiring from January 31, 1996 to October 31, 2010 which call for lease payments aggregating \$56,766,719 for office space. Minimum lease payments for the next five years are \$4,804,286 in 1996, \$4,251,176 in 1997, \$4,173,089 in 1998, \$4,134,031 in 1999 and \$4,134,031 in 2000.

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

## 13- Contingencies

The total amount of claims for bodily injuries, damages to equipment and other litigations is \$23,286,983 (\$22,857,251 in 1994). The Société has made a provision for these claims that is deemed sufficient as at December 31, 1995 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 Events

### a) *Private Loan :*

On January 24, 1996, the Société contracted a private loan in the amount of \$30,000,000 to finance certain by-laws.

### b) *Creation of the Agence métropolitaine de transport :*

The act respecting the Agence métropolitaine de transport came into effect on January 1, 1996. This act specifies that the Agence will replace the Conseil métropolitain de transport en commun, designates the Société de transport de la Communauté urbaine de Montréal as agent to operate the network of commuter trains and specifies that the Société will be reimbursed for costs incurred in performing its mandate.

Ownership of the rail rolling stock and all other assets used in the operation of the commuter train network will revert to the Agence from the date of approval of the terms and conditions of such transfer by the Minister. However, the Société will retain responsibility for debt servicing in respect of the loans for these assets.

The Agence will reimburse the principal and interest to the Société and will guarantee payment of the debt servicing in the event of default.

Since the agreement had not been approved by the Minister at the date of signing these financial statements, the transfer of the assets has not been accounted for in the statement of capital assets.



# Supplementary Information

Year ended December 31, 1995  
(Stated in thousands of dollars)

## Appropriations to Capital Expenditures Fund

	Reclassified budget	1995	1994
	\$	\$	\$
Bus and metro service	—	12,500	7,188
Transportation for the disabled	1,652	1,515	1,151
Assets maintenance	1,500	923	1,136
	<b>3,152</b>	<b>14,938</b>	<b>9,475</b>

# Supplementary Information

Year ended December 31, 1995

(Stated in thousands of dollars)

## Changes in Capital Assets

	Balance at beginning of year	Additions	Disposals	Balance at end of year
	\$	\$	\$	\$
Capital assets acquired prior to 1966	23,675	—	—	23,675
Land	1,785	11	—	1,796
Buildings	54,375	1,928	—	56,303
Initial network and extensions of the metro	—	1,429,218	—	1,429,218
Improvements to metro infrastructure	10,552	1,676	—	12,228
Leasehold improvements	7,170	—	—	7,170
Automotive equipment - buses	179,370	1,811	6,945	174,236
Automotive equipment - commuter trains	45,995	—	—	45,995
Automotive equipment - other	20,457	1,047	—	21,504
Office equipment and furniture	54,873	1,693	—	56,566
Expropriated assets	4,679	—	—	4,679
Capital assets in progress	401,833	51,834	—	453,667
	<b>804,764</b>	<b>1,489,218</b>	<b>6,945</b>	<b>2,287,037</b>

# Supplementary Information

Year ended December 31, 1995

(Stated in thousands of dollars)

## Long-term Debt

	1995	1994
	\$	\$
Debentures, \$33,000,000 10 %, due on November 19, 1996, Sinking Fund	9,322	9,322
Debentures, \$31,000,000 10.75 %, due on March 2, 1999, Sinking Fund	9,014	9,014
Debentures, \$30,000,000 11.75 % 11.50 %, due on July 17, 2000, Sinking Fund	19,140	2,690 19,140
Debentures, \$39,500,000 11.25 % 11.50 %, due on December 14, 2000, Sinking Fund	16,591	11,969 16,591
Debentures, \$48,000,000 8.50 % 8.75 %, due on December 5, 1996 (a) 9.50 %, due on December 5, 2001, Sinking Fund	22,626	2,376 16,958 22,626
Debentures, \$70,000,000 6.00 % 6.50 %, due on September 30, 1996 6.75 %, due on September 30, 1997 7.25 %, due on September 30, 1998 7.50 %, due on September 30, 1999 7.75 %, due on September 30, 2000 8.00 %, due on September 30, 2001 8.00 %, due on September 30, 2002 8.75 %, due on September 30, 2007	7,000	6,300 6,300 6,300 6,300 6,300 6,300 6,300 6,300 6,300 7,000

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

# Supplementary Information

Year ended December 31, 1995

(Stated in thousands of dollars)

## Long-term Debt (Continued)

	1995	1994
	\$	\$
Debentures, \$60,000,000		
6.25 %	—	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	18,500	18,500
Debentures, \$52,000,000		
5.25 %	—	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	19,550	19,550
Debentures, \$50,000,000		
3.75 %	—	2,047
4.25 %, due on March 3, 1996	2,170	2,170
4.75 %, due on March 3, 1997	2,300	2,300
5.25 %, due on March 3, 1998	2,438	2,438
5.50 %, due on March 3, 1999 (b)	14,845	14,845
6.90 %, due on March 3, 2004, Sinking Fund	26,200	26,200
Debentures, \$50,000,000		
6.25 %	—	3,370
7.50 %, due on December 9, 1996	3,660	3,660
8.00 %, due on December 9, 1997	3,970	3,970
8.25 %, due on December 9, 1998	4,300	4,300
8.50 %, due on December 9, 1999	15,240	15,240
9.60 %, due on December 9, 2004	19,460	19,460

(b) Of this amount, \$12,259,000 comprises a Sinking Fund.

# Supplementary Information

Year ended December 31, 1995

(Stated in thousands of dollars)

## Long-term Debt (Continued)

	1995	1994
	\$	\$
Debtures, \$40,000,000		
7.75 %, due on May 12, 1997, Sinking Fund	5,500	—
8.00 %, due on May 12, 1998	3,125	—
8.15 %, due on May 12, 1999	3,410	—
8.40 %, due on May 12, 2000	7,770	—
9.10 %, due on May 12, 2005, Sinking Fund	20,195	—
Debtures, \$30,000,000		
6.75 %, due on July 19, 1997, Sinking Fund	4,453	—
7.00 %, due on July 19, 1998	2,515	—
7.25 %, due on July 19, 1999	2,728	—
7.50 %, due on July 19, 2000	9,062	—
8.40 %, due on July 19, 2005, Sinking Fund	11,242	—
Total	<b>403,124</b>	<b>371,266</b>

## Analysis of Projects in Progress

Year ended December 31, 1995

(Stated in thousands of dollars)

By-law N°	Authorized date	Description	Authorized amount
CA - 07	87/12/02	Various work on fixed installations	10,406
CA - 16	88/12/21	Miscellaneous capital expenditures - 1987	3,514
CA - 17	89/01/20	Alterations to urban buses	3,389
CA - 18	89/01/18	Purchase of service vehicles	1,100
CA - 23	90/01/11	Renovation work to 60 bus terminals	6,700
CA - 24	89/09/12	Replacement of hydraulic cylinders in various locations	3,617
CA - 25	89/09/11	Work on the Pie-IX reserved lane	6,900
CA - 26	90/03/21	Miscellaneous capital expenditures - 1989	726
CA - 27	89/09/12	Construction of the LaSalle Transportation Centre	41,000
CA - 28	90/03/21	Aboveground radio communication system	6,100
CA - 31	90/06/08	Renovation of metro cars	68,800
CA - 33	90/09/06	Changes to the drivers and operators assignment system	559
CA - 36	91/05/07	Miscellaneous capital expenditures - 1990	8,000
CA - 37	90/11/15	Bus washing equipment at the Anjou Transportation Centre	423
CA - 39	91/04/04	Purchase of 200 urban buses	50,569
CA - 40	91/04/10	Work and equipment for the St-Michel garage	4,498
CA - 42	92/02/24	Purchase of safety wheels for the metro	300
CA - 44	92/06/17	Work on the Park Avenue, Côte-des-Neiges and René-Lévesque reserved lanes	3,000
CA - 47	92/07/08	Purchase of 58 commuter train cars	133,500
CA - 48	92/09/09	Various work to facilitate steering to an agent on the Honoré-Beaugrand/Angrignon line	586
CA - 49	92/09/09	Purchase and installation of guide rails in garages and on pedestrian walkways	975
CA - 50	93/03/16	Vault renovation work	5,050
CA - 52	93/04/07	Replacement and renovation of metro fixed assets	5,540
CA - 54	93/04/07	Purchase of 100 urban buses (1993)	28,744
CA - 55	93/04/13	Construction or renovation of terminus and preparation of «park-and-ride» lots	8,900
CA - 56	93/04/13	Installation of reserved lanes on Notre-Dame, Papineau, Crémazie and Henri-Bourassa streets	2,975

Permanent financing

Expenditures

Balance as at 1995-01-01	Financing for the year	Closed projects	Balance as at 1995-12-31	Balance as at 1995-01-01	Expenditures for the year	Closed projects	Balance as at 1995-12-31	Overfinancing (under-financing)
10,325	81		10,406	10,405	1		10,406	
3,499			3,499	3,485	(1)		3,484	15
3,380			3,380	3,387	1		3,388	(8)
1,025			1,025	721			721	304
6,165			6,165	6,266	158		6,424	(259)
3,135	482		3,617	3,604	13		3,617	
4,665			4,665	4,685	28		4,713	(48)
634			634	634			634	
33,196	993		34,189	37,125	771		37,896	(3,707)
4,945	300		5,245	5,262	105		5,367	(122)
60,131	2,200		62,331	62,347	2,698		65,045	(2,714)
544	15		559	558	1		559	
3,130	300		3,430	3,439	554		3,993	(563)
423			423	423			423	
50,569			50,569	50,571	(2)		50,569	
4,335	163		4,498	4,493	5		4,498	
300			300	263			263	37
1,330	58		1,388	1,385	5		1,390	(2)
80,480	10,000		90,480	87,271	28,152		115,423	(24,943)
540	46		586	584	2		586	
	410		410	384	23		407	3
				205	341		546	(546)
				206	295		501	(501)
28,556	188		28,744	28,736	8		28,744	
1,200			1,200	1,228	1		1,229	(29)
1,200			1,200	1,259	324		1,583	(383)

## Analysis of Projects in Progress

Year ended December 31, 1995

(Stated in thousands of dollars)

By-law N°	Authorized date	Description	Authorized amount
CA - 58	93/08/16	Purchase and installation of 79 escalators for metro stations	38,900
CA - 59	93/08/27	GESMAT equipment management system	2,050
CA - 60	93/08/10	Automatic data gathering system in buses	3,700
CA - 61	93/08/16	Purchase of specialized rail vehicles	2,660
CA - 62	93/10/08	Purchase of 100 urban buses (1994)	31,000
CA - 63	93/12/20	Replacement of hydraulic cylinders for motorized vehicles	2,175
CA - 65	94/04/20	Purchase of 200 urban buses (1994)	63,000
CA - 66	94/05/17	Move of the Caisse	2,850
CA - 67	94/05/25	Preparation and/or construction of bus terminal	5,500
CA - 68	94/05/25	Newman/Sherbrooke reserved lanes	1,015
CA - 71	94/11/08	Purchase of 60 urban buses (1995)	22,200
CA - 74	95/05/17	Installation of reserved lane - Côte de Liesse	280
CA - 75	95/08/18	Miscellaneous capital expenditures - 1996	7,200
CA - 76	95/08/18	Purchase of surface vehicles	359
CA - 78	95/12/18	Purchase of 160 low-floor buses (1996)	63,750
			<b>652,510</b>
		Capital assets provided by appropriations - 1992	17,737
		Capital assets provided by appropriations - 1993	22,890
		Capital assets provided by appropriations - 1994	10,007
		Capital assets provided by appropriations - 1995	15,475
		Initial network and extensions of the metro	
			<b>66,109</b>
			<b>718,619</b>



Permanent financing

Expenditures

Balance as at 1995-01-01	Financing for the year	Closed projects	Balance as at 1995-12-31	Balance as at 1995-01-01	Expenditures for the year	Closed projects	Balance as at 1995-12-31	Overfinancing (under-financing)
					27		27	(27)
1,100	950		2,050	1,978	56		2,034	16
	170		170	128	2,165		2,293	(2,123)
28,700	200		28,900	28,867	33		28,900	
	850		850	717	316		1,033	(183)
3,520	48,751		52,271	50,891	8,142		59,033	(6,762)
				13	1,380		1,393	(1,393)
	316		316	313	126		439	(123)
	4,520		4,520		5,699		5,699	(1,179)
					6		6	(6)
					194		194	(194)
					207		207	(207)
<b>337,027</b>	<b>70,993</b>	<b>0</b>	<b>408,020</b>	<b>401,833</b>	<b>51,834</b>	<b>0</b>	<b>453,667</b>	<b>(45,647)</b>
891	(69)	(822)	0	500	322	(822)	0	0
8,795	(468)	(3,354)	4,973	2,262	2,454	(3,354)	1,362	3,611
2,712		(2,033)	679	338	2,033	(2,033)	338	341
	15,475	(3,357)	12,118		3,357	(3,357)	0	12,118
	1,429,218	(1,429,218)	0		1,429,218	(1,429,218)	0	0
<b>12,398</b>	<b>1,444,156</b>	<b>(1,438,784)</b>	<b>17,770</b>	<b>3,100</b>	<b>1,437,384</b>	<b>(1,438,784)</b>	<b>1,700</b>	<b>16,070</b>
<b>349,425</b>	<b>1,515,149</b>	<b>(1,438,784)</b>	<b>425,790</b>	<b>404,933</b>	<b>1,489,218</b>	<b>(1,438,784)</b>	<b>455,367</b>	<b>(29,577)</b>



64



Printed in Québec

Legal deposit  
Bibliothèque nationale du Québec  
2<sup>nd</sup> quarter 1996

Ce rapport est disponible en français



Printed on recycled paper

060696-63022