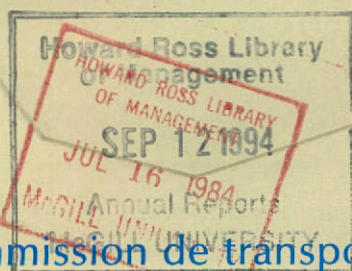
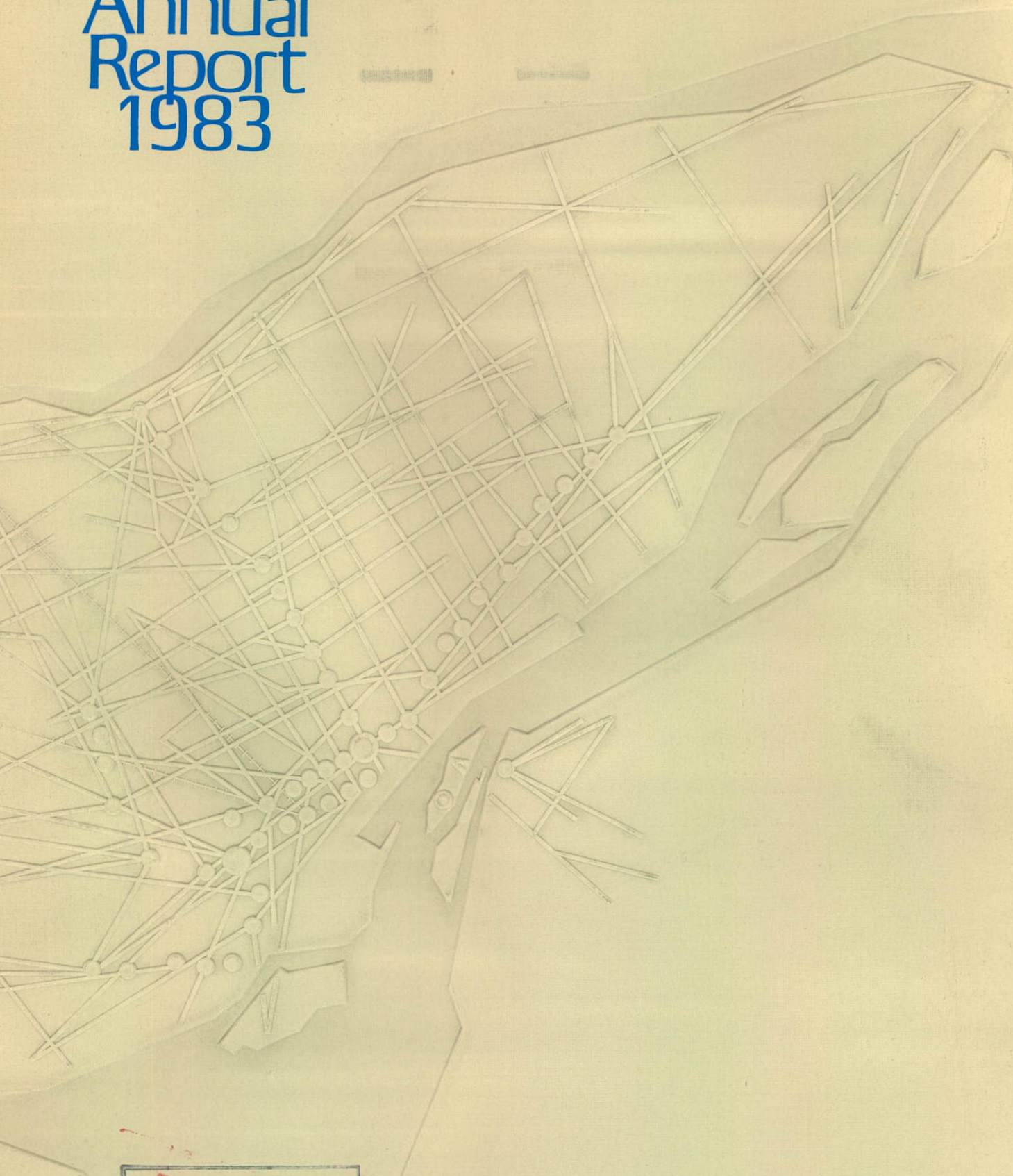
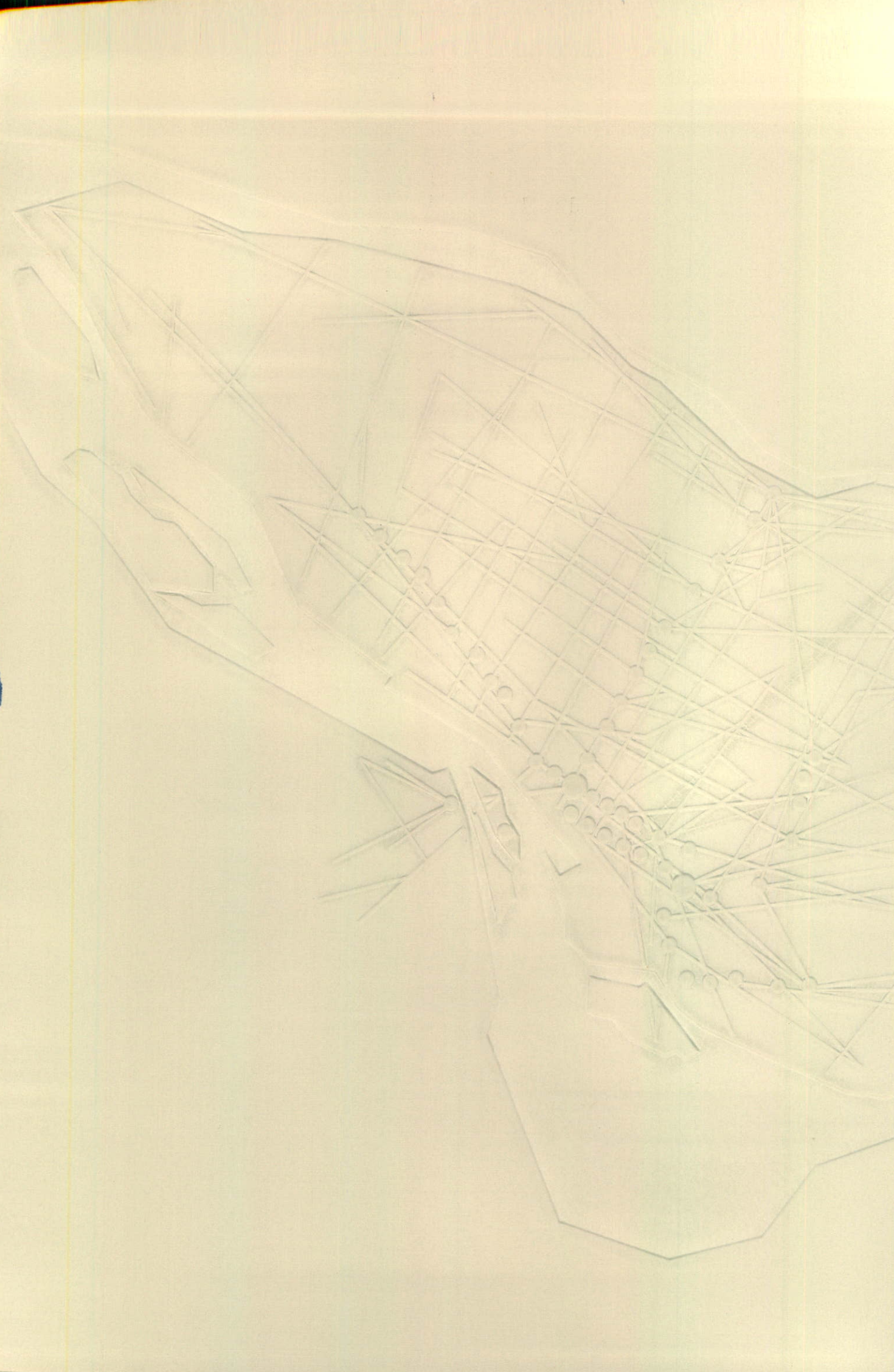


Annual Report 1983



Commission de transport de la Communauté urbaine de Montréal



Annual Report 1983

For the period
from January 1, 1983, to December 31, 1983
Commission de transport de la Communauté urbaine de Montréal

A Word from the Chairman and General Manager

The economic recession, having bottomed out during the previous fall, ended with the fiscal year. A slow increase of public transportation use was therefore noted during 1983 which should be maintained during 1984. The economic recovery, as difficult to anticipate as was the recession itself, resulted in lower than foreseen expenses for the Commission. At the time when expenses were actually forecast, in 1982, the consumer price index was showing an annual rate of increase of about 12 percent, yet on average was only 5,6 percent during 1983; and, the interest rates which were at the 17 percent level dropped to about 11 percent in 1983. On the other hand, the number of C.T.C.U.M. passengers rose progressively through the year, but when taking into account the service interruptions of 1982, the 312 million fares recorded in 1983 are only a slight improvement over the number recorded the previous year.

Generally, both years were marked by a stabilization of the demand for public transportation and a major effort to control expenses. Not taking into account the rail services acquired in 1982 and interest related expenses, total expenditures of the C.T.C.U.M. for 1982 and 1983 grew by about the same percentage as inflation and therefore had no real increase in constant dollars. This, to my knowledge, was an unheard of situation for the past ten years.

This stabilization of resources was not arrived at easily, but such a consolidation period was undoubtedly necessary, in view of the constant growth recorded in the mid-70s with Métro service extensions, West Island bus and train service acquisitions, institution of special services for the handicapped, suburban bus service and introduction of monthly passes.

During the past two years, transformation of its management organization and operations, launched in 1981, was completed by the C.T.C.U.M. Purpose of the reorganization was to allow the C.T.C.U.M. to better perform its extended and more complex obligations and to become a more powerful instrument of service to the citizens of the Communauté urbaine. One of the last steps in the reorganization took place at the end of 1983 with the setting up of a general management of cus-

former services, charged with coordinating C.T.C.U.M. activities devoted to its clients and the public: marketing, information and communications, service allotment and quality control.

Setting up of an internal planning function was another major element of the reorganization completed in 1983. Work on a first master plan was started at the end of 1982. Initial objectives were to clearly identify fundamental purposes of the organization, analyse its activities and situation, target possible objectives and determine the major programs that should be implemented over a three-year period in such a way that employees and constituents be aware of them.

Throughout the year, while various improvement programs were applied to operations and management systems, C.T.C.U.M. management and employees prepared the plan which was approved by the Commission in December. The next three-year overall objective is not concerned with any major expansion of C.T.C.U.M. services but the improvement of the quality of existing services in order to better serve users without any major increase in costs. To attain this overall objective, the Commission will undertake over the next three years a powerful marketing strategy relating to every area of its activities. It will also aim at improving the competence, motivation and satisfaction of its employees by means of a comprehensive set of programs bearing on every aspect of human resources management.

Other management areas of the C.T.C.U.M. are also touched by the plan. More comprehensive performance evaluation allowing for year to year comparison will be provided. In the short term, the Commission hopes that its efforts to improve its employee and user relations will be more readily perceived and that this will contribute to attract Montrealers to urban transit in greater numbers.

Harizan

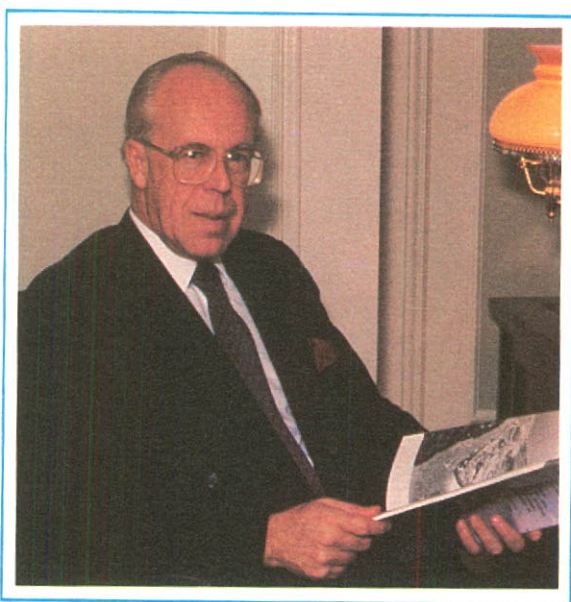
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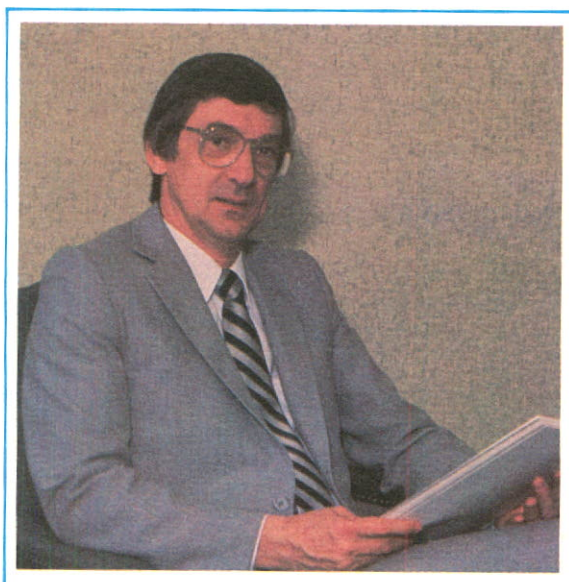
The Commission

Under the authority of the 1969 Provincial Act, the Commission de transport de la Communauté urbaine de Montréal is mandated to organize, operate and maintain an urban transit system and to offer the best possible service at the most reasonable cost.

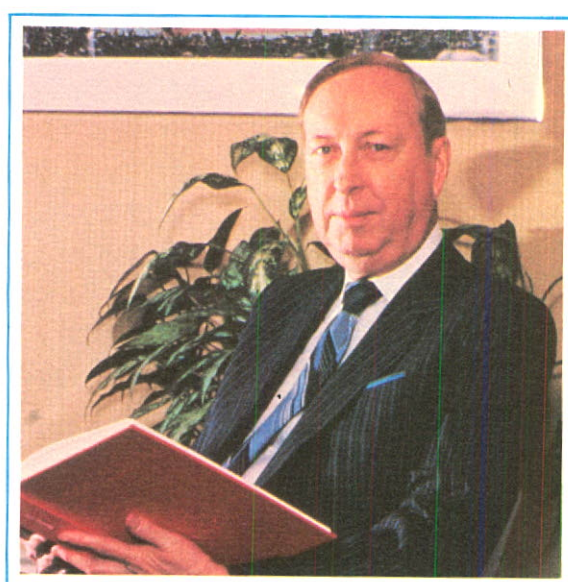
Three members form the Commission: a Chairman and General Manager appointed by the Provincial Government and two other Commissioners appointed by the Communauté urbaine de Montréal (C.U.M.) council.



Lawrence Hanigan
Chairman and General Manager



Grégoire Tremblay
Commissioner



Gerry Snyder
Commissioner

The Management

J.-Jacques Bouvrette
Operations General Manager

Jean-Paul Charland
Customer Services General Manager

Henri Bessette
Transportation Department

Jean Bouchard
Surveillance Department

Ronald F. David
Internal Audit Department

Robert Dion
Treasurer and Controller

Georges Donato
Engineering Department

Jules Gagné
General Planning Department

Gilles Guévremont
Management Systems Department

Guy Hearson
Supplies Department

Guy Jeannotte
Advertising and Public Relations Department

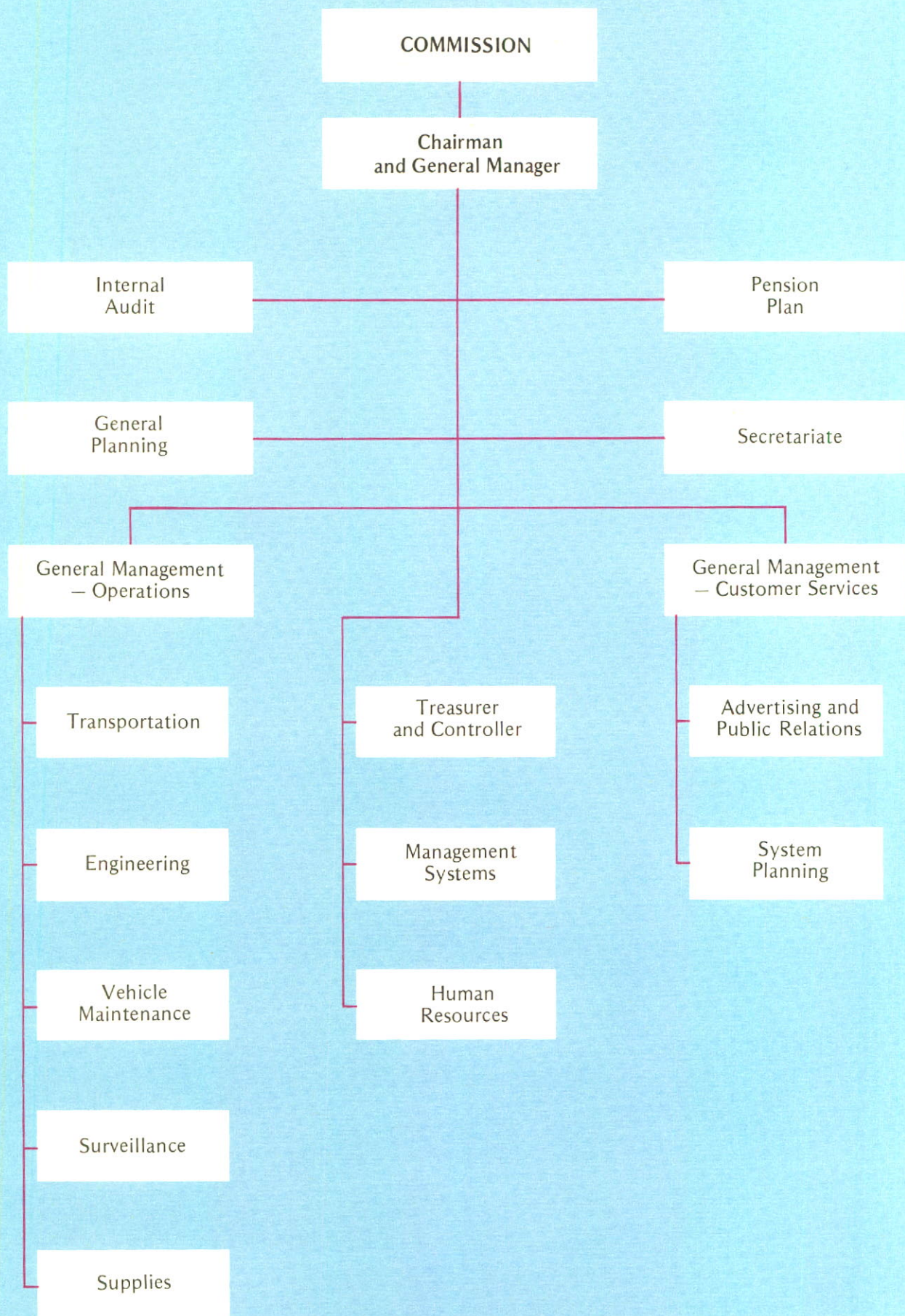
Guy Lafontaine
System Planning Department

Nil Morrisseau
Human Resources Department

Jean Y. Nadeau
Secretary and Legal Counsel

Francis Therrien
Vehicle Maintenance Department

C.T.C.U.M. Organization Chart



Appointments

New Commissioner

On December 1, 1982, the Council of the Communauté urbaine de Montréal appointed Mr. Gerry Snyder as Commissioner of the Commission de transport de la Communauté urbaine de Montréal to replace Mr. Armand Lambert whose term of office had expired. Mr. Snyder's appointment took effect on January 1, 1983.

The new Commissioner had been elected to City council in 1957 to represent the Snowdon ward. He was reelected continuously until 1982. During a decade, from 1960 to 1970, he was Vice-President of the City of Montréal Executive Committee. In 1978, he was appointed member of the City of Montréal Executive Committee, the Communauté urbaine de Montréal Executive Committee and the Public Security Council.

His predecessor, Mr. Armand Lambert, had represented the City of Montréal on the Board of the Montréal Transportation Commission from 1961 to 1970 and in 1970 had become one of the three commissioners appointed to the Commission de transport de la Communauté urbaine de Montréal when it was set up and held that position until his retirement on December 31, 1982.

New Secretary and Legal Counsel

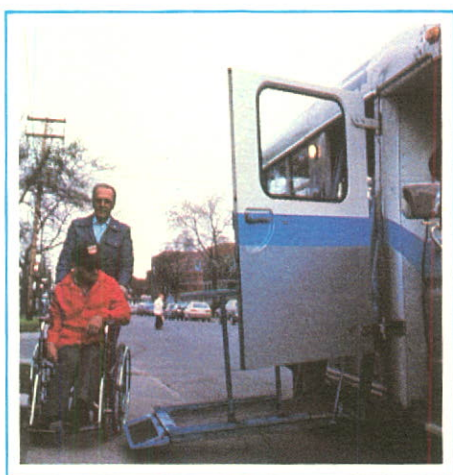
Since January 1, 1983, the Commission has a new Secretary and Legal Counsel. He is Mr. Jean Y. Nadeau. He was legal advisor to the Commission's Industrial Relations Department from 1975 to 1980 and had served since 1981 as Principal Private Secretary to the Chairman and General Manager.

Mr. Nadeau succeeds to Mr. Yvon Clermont who has retired in December 1982. Mr. Clermont had been appointed Secretary of the Montréal Transportation Commission when it was formed in 1950 and occupied the position until his retirement 32 years later.

New General Manager of Customer Services

The Commission announced on August 22, 1983 the establishment of a General Management of Customer Services, as a final step in the structural reorganization of its management functions initiated in 1981. This decision reflects the will of the Commission to orient its activities to a greater degree towards the needs and expectations of its various clients and the general public.

The first holder of the newly created position of General Manager — Customer Services is Mr. Jean-Paul Charland who took charge on December 12, 1983.



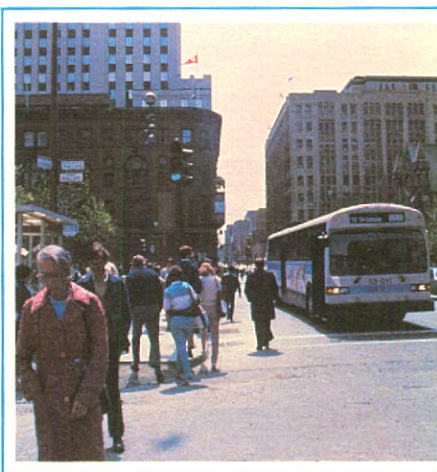
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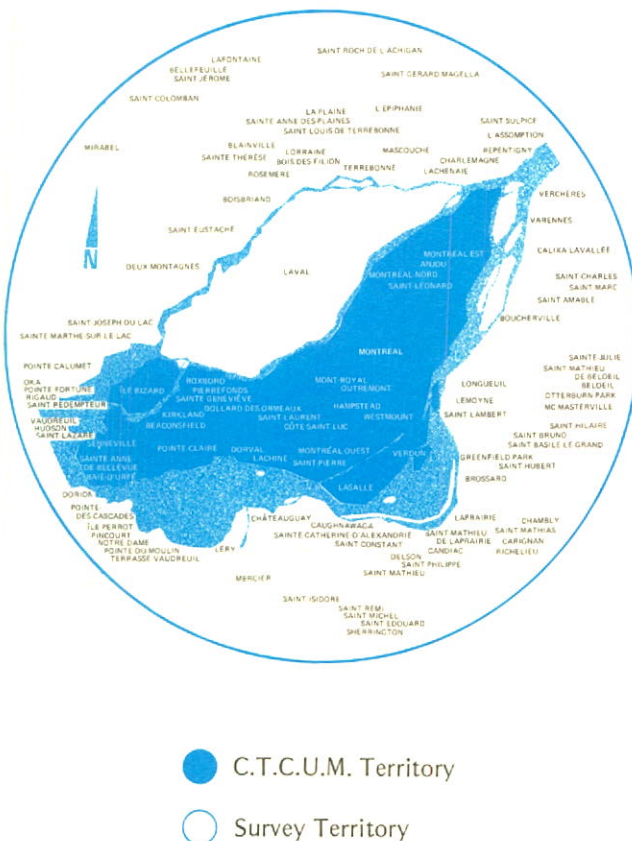
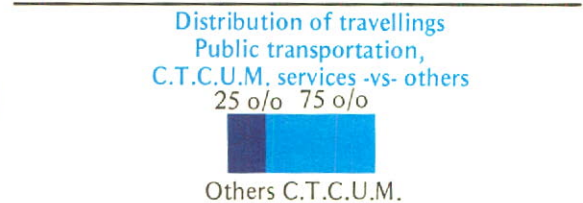
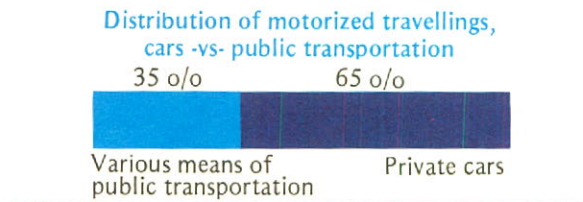
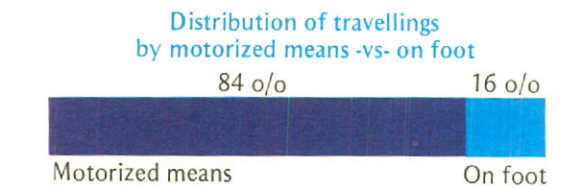
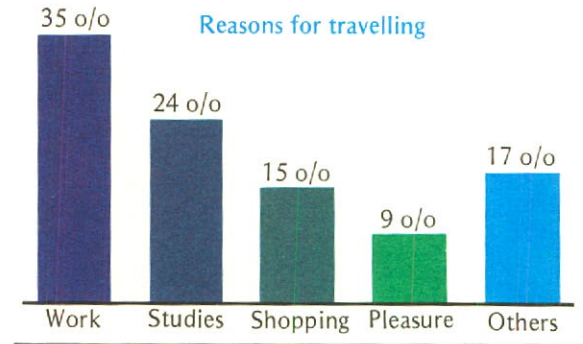


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Services and Users

The Urban System (Métro - buses - trains)

Few changes were made to the C.T.C.U.M. urban system in 1983. No new extensions of the Métro lines were put into service during the year. With few exceptions, bus routes in the surface system remained unchanged. Most of the activity was centered on the compilation and analysis of the results of the 1982 Origin-Destination Survey. It was deemed advisable to wait until the 77 000 files opened during the survey be completed, so as to have the most recent traffic information available, before instigating any important changes to the routes or level of service. The previous O-D Survey was made in 1978.



A few changes however had to be made to certain bus routes operating in the north-east part of the Island, in order to adjust the service in relation with the new Anjou garage and to serve the Communauté urbaine de Montréal filtration plant. Routes 192 (Robert) and 195 (Boulevard Les Galeries d'Anjou) were extended to allow the elimination of Route 194 (Parkway). A new service was set up on a trial period as Route 41 on Gouin and Léger boulevards, to connect the filtration plant to the Henri-Bourassa Métro Station.

A number of minor changes were also made to routes to ease passenger traffic and operations while taking into account the master plans of the municipalities being served. The location of numerous bus stops were modified on commercial streets following the installation of parking meters or the construction of special installations.

Improvements have been made to Métro entrances: the Palais des Congrès was connected to Place-d'Armes Station in August and the Bell Canada/Banque Nationale complex was connected to Square-Victoria Station in December.



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At mid-year, the three area transportation commissions (C.T.C.U.M., C.T.L. and C.T.R.S.M.) and the Quebec Department of Transport were able to start using on an operational basis the results of the 1982 O-D Survey. The first major realignment of bus routes made at the C.T.C.U.M. with the help of data provided by the survey, concerned the area of the western extension of Métro Line No. 2, from Plamondon Station to Du Collège Station. The system modifications were approved by the C.U.M. in 1983 to be applied at the start of 1984 to coincide with the opening of Namur, De la Savane and Du Collège stations. Survey data was also used to analyse the Communauté urbaine de Montréal plans related to the Métro construction in the east part of its territory.

Building of 80 new passenger shelters at bus stops to bring their number to 690 was approved by the Commission in 1983.

It was the first complete year of operation of the two Canadian National and Canadian Pacific rail lines under contract with the C.T.C.U.M. It was only in July 1982, that Gare Centrale/Deux-Montagnes (C.N.) and, October of the same year, that Gare Windsor/Rigaud (C.P.) rail lines were integrated to the C.T.C.U.M. system. The municipalities of the C.T.C.U.M. territory located alongside these two lines are Ville Mont-Royal, Saint-Laurent, Roxboro and Pierrefonds for the Montréal/Deux-Montagnes line, and Westmount, Montréal-Ouest, Ville Saint-Pierre, Lachine, Dorval, Pointe-Claire, Beaconsfield, Baie d'Urfé, Sainte-Anne-de-Bellevue and Senneville, for the Montréal/Rigaud line.

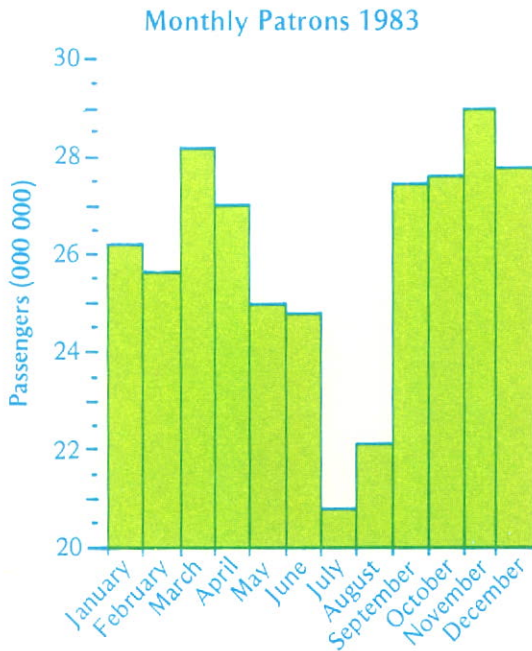


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Patronage

Passengers carried by the urban system (buses and Métro) in 1983 numbered 312 million, compared to 300,5 million in 1982. It should be mentioned in this respect that the number of days without service due to work stoppages was of 2 in 1983 compared to 17 in 1982.

As for commuter trains, patronage increased considerably after their integration to the C.T.C.U.M. system at the end of 1982 but levelled off to about 18 000 per weekday in 1983.



Since 1980, passenger counts must in part be estimated by the Commission with regards to monthly pass holders. Three years ago, the established figure was of 50 trips monthly for each pass holder. This figure however seems to underestimate the true level of utilization of the pass and the figure most probably is closer to 60 fares. If such is the case, and the Commission will soon undertake a scientific survey to check it, the number of passengers carried would be much greater than the official figures reported for the past four years.

The number of C-A-M passes sold in 1983 was 3 453 467 of which 850 404 at the special rate. In 1982, the total number of C-A-M passes sold was 3 188 923 of which 812 404 at the reduced rate. For the commuter rail service, the number of monthly passes sold was 96 314, of which 62 192 for the C.N. line and 34 122 for the C.P. line.

Special Service for the Handicapped

In 1983, its third full year of operation, more than 210 000 people used the C.T.C.U.M. special transportation service for the handicapped. This is a 17 % increase over the previous year.

The Commission believes that the service can be improved and to this end has studied various methods of operation. The most promising one appears to be the use of taxicabs and this method has been discussed and studied in depth in 1983. The results of these studies should be apparent in 1984.

As to the means of consulting these patrons, the formation of an Eligibility Committee comprized of representatives of the handicapped and the C.T.C.U.M. must be recognized as a very positive experience.

A computerized system for the processing of reservations for the special service was also started in 1983 by the C.T.C.U.M. with the help of a specific grant from the Quebec Department of Transport.

Suburban Service

Radical changes have been effected during 1983 to the organization of suburban bus services. Following the acquisition of the permits of Métropolitain Provincial (1967) Inc. in 1980, the Commission had undertaken to maintain the services previously offered to these communities, till such time as the transit institutional framework be redefined. This was done in 1983, and subsequently, a number of communities expressed their intention to do without the services offered by the Commission. Others opted for continuation. Agreements have been reached with these communities as to the level and quality of service they wish to offer to their residents starting with 1984.

Airport Service

Passengers carried by the two C.T.C.U.M. bus routes serving the Mirabel airport totalled 167 919 in 1983. However, major operational constraints added to high unit costs forced the Commission to reconsider this operation that had been established in 1975. Following discussions with Transport Canada and in agreement with the Communauté urbaine de Montréal, the Commission decided to end the airport bus service as of January 8, 1984.

Fare Schedule Amendments

Certain tickets and certain categories of passengers were subjected to a fare increase on January 1, 1983. Regular fares (adults) for the Métro and bus system were increased from 75 cents to 80 cents for cash fares. Books of tickets which previously sold 15 tickets for 9,00 \$ went to 9,00 \$ for 14 tickets, for an average increase of 7 % or four cents per ticket. The monthly pass was increased proportionately, from 21,00 \$ to 22,50 \$. For passengers benefiting of the reduced rate, only the monthly pass was increased to 8,50 \$ from 8,00 \$.

Due to the double fare system for rail service, train fares were increased on the same ratio as the Métro and bus service for the same categories of passengers.

Fare rates for bus lines operating outside the C.T.C.U.M. territory, are separate from the urban system. They had not been revised since the expropriation of the Métropolitain Provincial Inc. company in 1980. A general increase of 10 % was decreed as of February 1, 1983.



Operations



Equipment Modernization

Anjou and Saint-Laurent Service Garages

The new Anjou Garage, delivered to the Commission on December 16, 1982, was placed into operation at the beginning of January 1983. Covering 18 720 square meters, it can hold some 275 buses. The opening of this new garage resulted in the setting up of a new surface division, the ninth, which with 465 employees is the largest in the system.

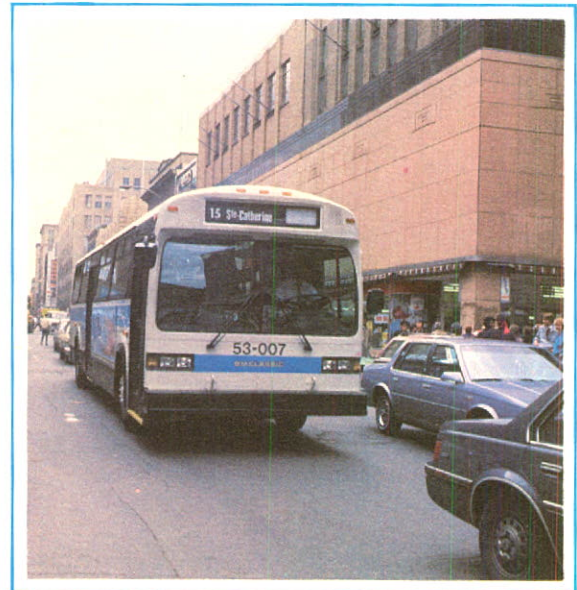
On the other hand, the construction of another service garage was undertaken in the fall. Located within the industrial area of Ville Saint-Laurent, at the corner of Guénette, Coussens, Bois-Franc and the future extension of Thimens boulevard, this thirteenth C.T.C.U.M. service garage to be placed in operation in January 1985, will have the same features as the Anjou Garage. It will allow for the closing of the Charlevoix and Saint-Paul garages which are among the smallest and oldest of the Commission garages.

An improved geographical distribution of the maintenance garages will improve the productivity of the vehicles as these will be closer to the lines on which they operate.



Buses

The Commission started to receive in 1983 the new CLASSIC type buses manufactured by General Motors of Canada Ltd in Saint-Eustache. A first delivery of 100 of these started during the fall. Among the main features of these new buses, can be noted wider doors that open differently, a ventilated roof with emergency exit and the elimination of the back window. Important changes have also been made to the exterior of the buses; through a more generous use of contrasting colors, the vehicles have a definitely more modern appearance.



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Other Maintenance and Modernization Programs

The Commission continued in 1983 its many programs of maintenance and modernization for its plant and equipment.

In the Métro, the renovation of four stations was completed in a general program of periodical renovation. They were Bonaventure, Île-Sainte-Hélène, Frontenac and Place-d'Armes stations. Included in the work are elimination of water infiltrations, painting, equipment check and replacement of worn or damaged coating materials. Renovation work was either started or continued in 1983 in the Guy, Monk, Charlevoix, L'Assomption, Rosemont and De l'Église stations. In the garages and workshops, the modernization of ventilation systems program was continued. Work is just about completed in the Frontenac Garage (350 000 \$) and the Crémazie Shops (800 000 \$). The new systems that have been installed exceed the most severe standards for health and safety in the work place.

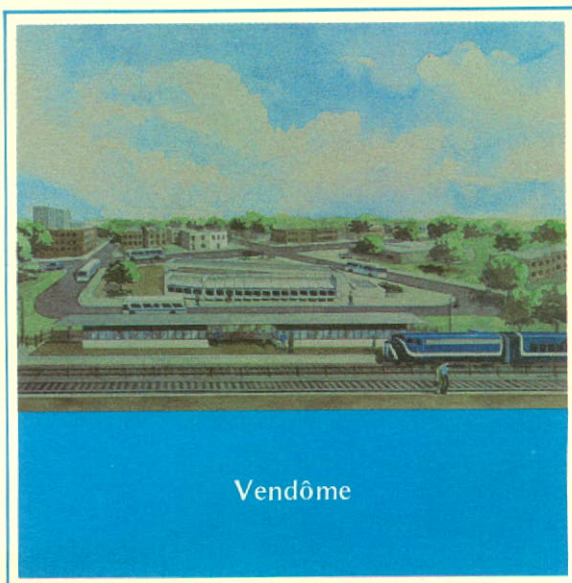
About 2 million dollars were spent to repair roofs at the Legendre Garage and the Crémazie Shops and for reconstruction work and building installations. Twenty-six ventilation control shutters in the Métro were replaced by more efficient models controlled from the Providence Centre at a cost of about 600 000 \$.



Rail Service

In 1983, the Quebec Government announced the implementation of an important modernization program for the Montréal/Rigaud Line, operated by the Canadian Pacific Railway Company under contract to the C.T.C.U.M. Plans were for the construction of a new Westmount railway station and a pedestrian passageway connecting the station and the Vendôme Métro Station, the renovation of railway stations in Montréal-Ouest, Beaconsfield and Valois, as well as the laying out of vast parking areas in close proximity to stations. Installation of bus loading platforms will also allow for more convenient transfer and a greater integration of the two modes of transportation.

On the Montréal/Deux-Montagnes Line, work has been limited for the time being to a freshening up of the equipments and improvement of the shelters and parking areas, mostly at the Roxboro Station.



Vendôme

Safety in the Métro

At the end of 1982 and at the start of 1983, many stations were the scene of thefts, either armed holdups or break-ins, involving various sums of money or tickets belonging to the Commission. Employees and passengers witnessing these criminal acts were considerably annoyed by these events.

Faced with this situation, the Commission had to quickly increase the quality of the security and surveillance in the Métro by at the time resorting to extra personnel provided by a security agency to provide better protection in the evening and at night. Also, with the presence of these security guards, the cashiers received better protection at the start and end of their work shifts.

Among other measures taken, we note the installation of some 68 cameras connected to alarm systems for the surveillance of cashiers' booths; installation of slide lock bolts in the cashiers' booths in Métro extensions; installation of safety lockers, installation of electronic surveillance equipment in the security offices at Henri-Bourassa Garage and Providence Centre.



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At about the same time, the Commission reviewed the objectives and operation procedures of its Protection Department, and revised By-Law No. 18 relating to the transport and conduct of passengers.

It was recognized necessary to provide a clear separation between the respective responsibilities of the Protection Department of the Commission and the service provided by the Police Department of the Communauté urbaine. At the end of February, the C.U.M. Police Department acknowledged that its responsibilities in the Métro were exactly the same as those imposed by law on the surface for the whole territory under its jurisdiction. The Protection Department of the Commission, henceforth called the Surveillance Department, was reorganized and the management structure modified to more faithfully reflect the new responsibilities described as being the protection of the properties of the Commission, the maintenance of a preventive presence and the application of By-Laws adopted by the Commission.

On April 28, 1983, the Public Safety Commission of the Communauté urbaine de Montréal decreed that security in the Métro would be provided as follows:

- Police work in the Métro would be handled by the Police Department of the Communauté urbaine de Montréal;

- Providing a preventive presence, protecting the properties of the Commission and the application of By-Laws adopted by the Commission would be handled by the Surveillance Department of the C.T.C.U.M.

Fire Practice

A few weeks before the opening of the three newest stations on Métro Line No. 2, the Commission held an important fire practice in the Métro, between De la Savane and Du Collège stations. The purpose of this practice was familiarization with the equipments and procedures, testing of communications networks between the fire departments of Ville Saint-Laurent and the City of Montréal and the practical control of established orders. The time required for the arrival of firemen and for the evacuation of passengers was observed.



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Human Ressources

Personnel Changes

At December 1983, the Commission work force numbered 7 796 regular employees. Distribution of the work force was as follows: 3 945 bus drivers, Métro operators and cashiers, 2 162 maintenance employees, 657 office employees, 665 supervisory staff (inspectors, foremen, etc.), 228 management and professional staff and 139 surveillance agents.

During the year, 247 employees were hired while 293 were removed from the payroll. The distribution of this last figure is as follows: 53 resignations, 191 retirements, 28 dismissals, 4 lay-offs and 17 deaths. The work force turnover thus explained has been the lowest experienced by the Commission at any time during the past six years. Employment stability is therefore a major factor of the Commission work force at this time.

Personnel Management

The Commission's Human Resources Department has been reorganized during 1983 focusing on the following activities: Recruiting and Training; Organization; Labor Relations; Remuneration; and, Health and Safety. New heads were appointed for each of these functions. An important program of activities has already been carried out, and of note, in the Recruiting and Training section are: development and implementation of a foremen performance evaluation program in the Vehicle Maintenance Department; dispensing courses and setting up an evaluation center for foremen; management of a foremen training program in relation with By-Law 17; continuation of studies on working environment quality; setting up a policy and file on chemical products, and, finally the development of a training program for the reorientation of dispatchers in the Transportation Department.



Labour Relations

In the Remuneration sector, mention should be made of: establishment of a salary insurance plan for employees member of the Fraternité des chauffeurs et opérateurs de métro; setting up a new salary insurance plan for management, supervisory and professional staff; review of the policies governing management salaries; the setting up of a policy for the remuneration of temporary employees; and an up-date of job descriptions for unionized supervisory staff, cashiers and divisional clerks.

Two collective labour agreements were signed in 1983, one with the Fraternité des constables et agents de la paix de la C.T.C.U.M. on November 2, the other with the Syndicat du transport de Montréal (C.S.N.) (maintenance employees) on December 11. The first, for a period of 26 months will terminate on January 11, 1985 while the second for a duration of three years took effect on January 12, 1984. It is to be noted in this later case, that the agreement was signed one month before the expiration of the previous agreement.

The report of the "Commission d'enquête sur l'opportunité d'établir un régime d'employés surnuméraires à la C.T.C.U.M.", was tabled in November. This question for which the C.T.C.U.M. was suing during the last round of negotiations with the Fraternité des chauffeurs, opérateurs de métro et employés des services connexes au transport, had been handed by the Government on March 30, 1983, to an Enquiry Commission composed of Messrs. Jean-Guy Clément, Gilles Ferland and Marcel Guilbert, all labour relations arbitrators.

During the sittings of this commission, the C.T.C.U.M. submitted a part-time employee plan having three objectives, that is the reduction of operating costs, a notable improvement of the working conditions of regular employees and a greater quality of transportation services. The C.T.C.U.M. notes with regret that the Enquiry Commission did not recognize the advantages of such a plan.

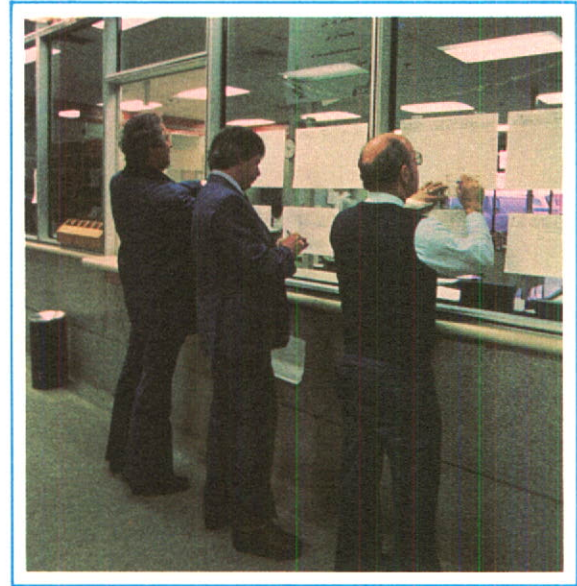


Organization and Management

As far as administrative support for the Commission's operations is concerned, the year 1983 was marked above all by developments related to the computer system. At the start of 1982, the Commission had approved a computer plan to increase administrative efficiency; what was foreseen was a major effort at improvement of computer-assisted management systems. After a period devoted to organizing the Management Systems Department, which is primarily responsible for the realization of the plan, 1983 saw the implementation of the important first projects outlined in the plan as well as the beginning of the development of many other systems.

In the fall of 1983 the organization of employee dossiers began to be done according to an interactive system of personnel management (known as GIP). The flexibility of this new system should allow the improvement of data bases on personnel over the next few years, as well as the installation of computer software which will benefit in all possible ways the management of human resources: recruiting, training and improvement, the planning of human resources, and worker health and safety, etc.

It was during 1983 as well that the computerized system for the preparation of timetables and assignments for bus drivers and Métro operators (known as HASTUS), which had been in process of installation for 3 years, fully achieved the objectives set for it at the outset: the production for the transit system of the most economical and efficient timetables and assignments possible for all bus and Métro divisions. The whole array of HASTUS programs, which take account of both standards and level of service in effect and the work conditions of drivers and operators, was developed by the C.T.C.U.M. in cooperation with university researchers and a Montréal firm specializing in the application of computer science to mass transit.



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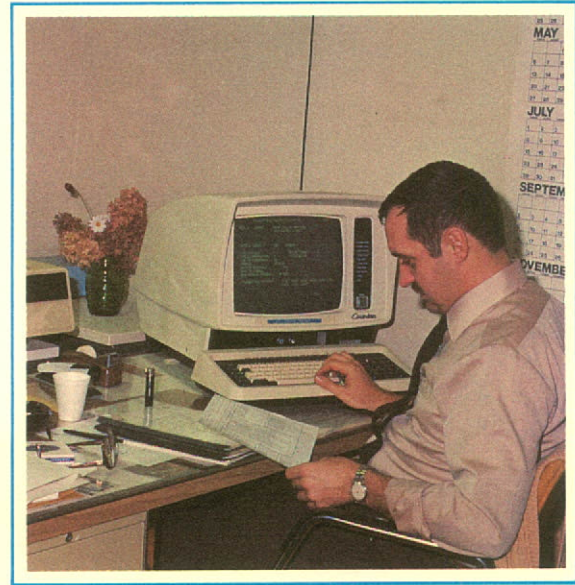
As far as financial management is concerned, a new system was put in place for the supply of the station agents and the transportation and control of money collected in the Métro. The RAME (Métro supply) system uses computers in order to reduce the amounts of money and securities deposited in station agents' booths, the tightening of security, and the reassertion of central control over this aspect of C.T.C.U.M. activities.

Begun as well in 1983 was the adaptation of a computerized system for the reservation and allocation of the adapted transportation system, briefly described above, as well as the future GUIDE (Standardized and Computerized Maintenance Management) system. This latter system will become one of the most important system of the C.T.C.U.M., because it will assist the Vehicle Maintenance and Engineering Departments in all their vehicle, location and equipment repair and maintenance operations. The system will be implemented in stages from now until 1986.

The Commission ratified in 1983 some medium-range goals concerning the implementation of office automation, that is to say the application of computer science to general administrative and office tasks. These goals involve word-processing equipment, communication systems and the management of documents. It should be underlined as well that the program of decentralized access to central computers has been advanced by the installation of a network of terminals in all departments: the number of terminals has grown from 82 terminals in 1982 to 181 in 1983.



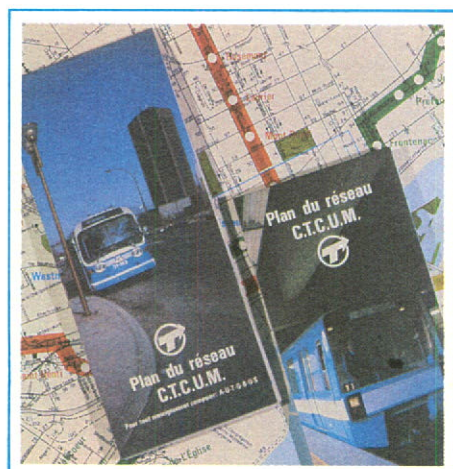
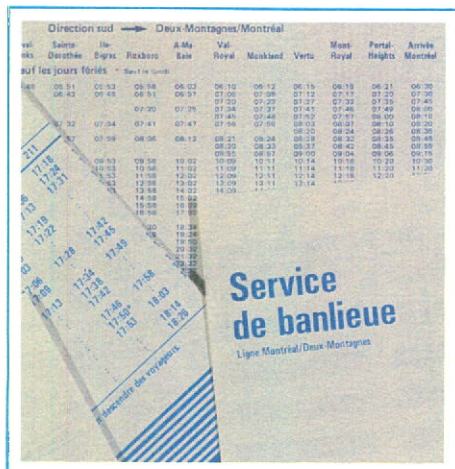
21



22

Other less important systems were installed or improved. Bearing in mind the rapid changes in this domain, the computer plan initially prepared in the winter of 1981-1982 was revised in the fall of 1983 in the context of the C.T.C.U.M.'s 1984-1986 Master Plan.

The preparation of the Master Plan was another important element in 1983 management activities. For the first time, all Commission departments were called upon to present their objectives, programs and projects for the next three years in a systematic and comparable fashion. The goals and general objectives were fixed by the management, which was also called upon to discuss and approve the texts of the plan as edited by the personnel of the General Planning Department.



Advertising and Public Relations

Communication

In 1983, the Advertising and Public Relations Department helped to elaborate a C.T.C.U.M. communication plan for the period 1984-1986. The plan allowed the C.T.C.U.M. to set out in new organizational directions on the levels of both external and internal communication.

In addition to developing and participating in the production of the C.T.C.U.M.'s corporate advertising campaign for 1984, the Department also contributed to be advertising campaign for the Commercial Division of the Transportation Department, that is to say the Gray Line Travel Agency.

In the month of August, the Commission granted a contract for the publication of advertisements on the reverse side of Métro transfers. These transfers were put in circulation at some 20 Métro stations in the month of December; the experimental project will be continued in 1984.

Throughout 1983, the Advertising and Public Relations Department served as an advising department for the other Commission departments. In this capacity, it prepared, jointly with the Vehicle Maintenance Department, a communication program centered on the new technique for selecting candidates for foremen, and helped to coordinate a visit of the Crémazie Shops by the employees and their families. Three thousand visitors were thus allowed to get to know the Vehicle Maintenance Department's Shops.



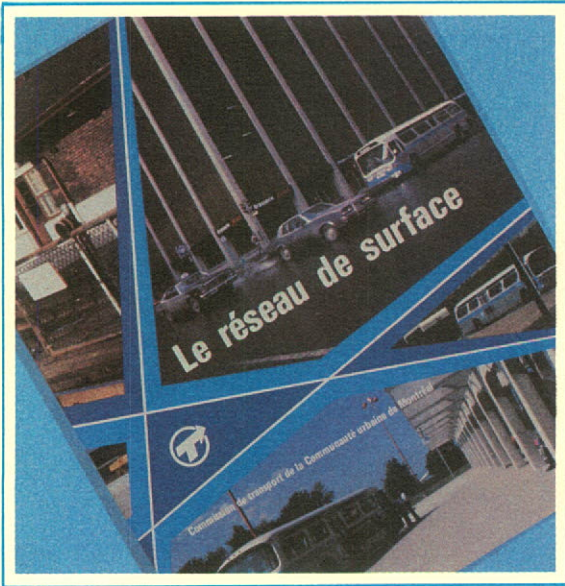
24

In June, the "Festival Photo 83" was held at the Palais des Congrès. The C.T.C.U.M. took part in the event, presenting an historical retrospective on public transit. Over 10 000 visitors had the chance to see the Commission's photographs.

The C.T.C.U.M. welcomed 2 560 visitors in 1983; among them, 588 film-makers and photographers, as well as representatives of 38 countries.

Information

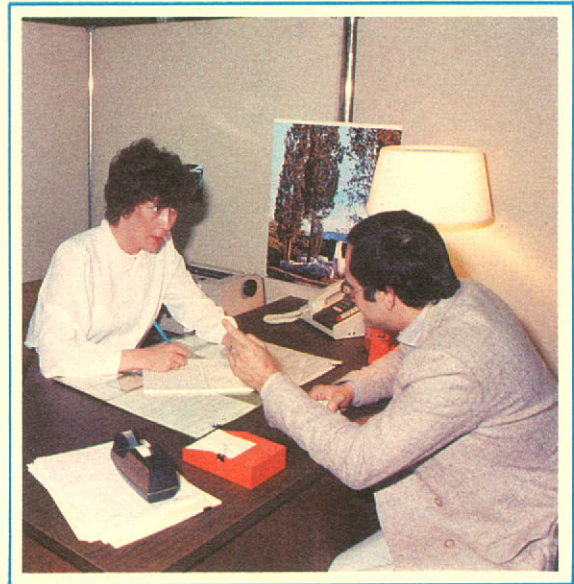
In 1983, the C.T.C.U.M. placed at the disposal of Montrealers and tourists a bilingual leaflet entitled "TOURIGUIDE". The Department also edited and produced a brochure entitled "Surface Network", mainly describing the C.T.C.U.M.'s bus and train services. This new brochure brings to twelve the number of French documents produced and distributed by C.T.C.U.M. The Department also began distributing a series of informative leaflets highlighting the history and architecture of buildings on streets along certain bus lines. Throughout the year many press releases dealing with the diverse aspects of mass transit were sent for publication to the major daily newspapers in order to inform customers.



25

At the beginning of the year, the C.T.C.U.M., jointly with the COTREM, participated in the operation of an information booth in numerous commercial centers of Montréal and the suburbs. The booth was intended to inform customers about suburban trains (timetables, fares, itineraries, etc.).

The Information Section of the Transportation Department answered more than 1 800 000 telephone queries in 1983. The Transportation Department received 523 written complaints, while the personnel of the Advertising and Public Relations Department answered the complaints of 2 405 of the clients of public transit.



26

Financial Statements

Balance Sheet, year ended December 31, 1983

(note 1)

Assets

Operating Fund

\$

Cash	7 981 209
Receivables	3 186 829
Subsidies and interest receivable from the Province de Québec	98 738 976
1980, 1981 and 1982 deficits to be recovered from municipalities outside the C.T.C.U.M. territory	2 970 878
Advances to ticket offices	826 743
Due from debenture debt fund	11 809 355
Supplies and spare parts at cost	8 518 962
Deposit — Insurance Fund	201 250

134 234 202

Sinking Fund

Investments at cost	2 022 723
Due from operating fund	655 642

2 678 365

Fixed Assets Fund

Property, plant and equipment at cost	<u>283 080 149</u>
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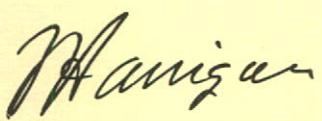
Debenture Debt Fund

Amounts to be provided for redemption of debt	100 280 990
Amounts provided to sinking fund	2 678 365

102 959 355

The notes form an integral part of the financial statements.

Montréal, March 7, 1984.



Approved

Chairman and General Manager

Liabilities

Operating Fund

\$

Short-term loans	6 000 000
Promissory note (note 3)	50 242 723
Payables and accrued liabilities	66 591 390
Due to sinking fund	655 642
Excess collection from municipalities for the 1983 deficit	10 517 334
Debenture proceeds not expended	227 113

134 234 202

Sinking Fund

Amounts provided for redemption of debt	2 678 365
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Fixed Assets Fund

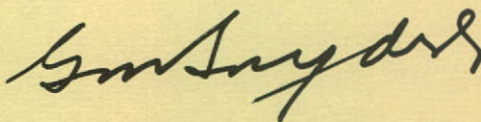
Investment from revenue	160 550 563
Investment from subsidies	19 797 345
Investment from borrowing	102 732 241

283 080 149

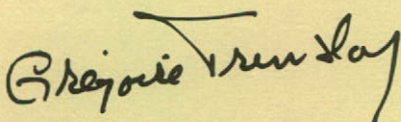
Debenture Debt Fund (note 5)

Due to operating fund (note 6)	11 809 355
Bonded debt (note 4)	91 150 000

102 959 355



Commissioner



Commissioner

Statement of Revenue and Expenditures

Year ended December 31

Revenue	Budget estimates				
	1983	1982	1981	1980	1984 (unaudited)
	\$	\$	\$	\$	\$
Transportation					
Passengers — C.T.C.U.M. territory	156 203	145 235	139 459	117 040	171 286
Passengers — outside territory	4 625	3 906	5 511	989	3 118
Airport services	1 500	1 447	1 341	1 575	—
Sight-seeing and charter services	1 679	1 407	2 003	924	1 406
Railway services	3 957	1 660	—	—	4 375
	167 964	153 655	148 314	120 528	180 185
Other Operating Revenue	4 605	3 743	3 846	5 791	3 975
Total — Operating Revenue	172 569	157 398	152 160	126 319	184 160
Provincial Subsidies					
Operating:					
- C.T.C.U.M. territory	83 645	77 136	76 524	58 604	91 911
- outside territory	1 880	540	2 180	396	1 247
- railway services	2 048	859	—	—	2 264
Related to C-A-M passes	31 110	25 531	27 565	13 941	29 592
Related to C-T-A-M passes	1 639	601	—	—	1 554
Capital expenditures	17 412	7 930	1 731	3 109	21 508
Integrated school transportation	—	876	1 490	2 930	—
Transportation for handicapped people	4 606	4 022	2 466	891	5 200
Study and demonstration projects	—	—	46	—	100
Railway services residual deficit	9 640	2 778	—	—	11 825
	151 980	120 273	112 002	79 871	165 201
Interest recoverable from the Province	5 943	10 049	6 390	5 755	5 121
Railway services residual deficit chargeable to the C.U.M.	7 526	2 613	—	—	7 918
Deficit chargeable to municipalities served	77 742	77 118	62 042	59 604	92 578
Total — Revenue	415 760	367 451	332 594	271 549	454 978

(in thousand dollars) (note 2)

Year ended December 31

Budget
estimates

Expenditures

	1983	1982	1981	1980	1984 (unaudited)
	\$	\$	\$	\$	\$
Operation					
Transportation Department	160 261	148 943	141 199	113 537	169 050
Vehicle Maintenance Department	84 445	77 714	72 421	59 990	93 653
Engineering Department	64 018	53 586	49 422	41 538	68 005
Surveillance Department	6 359	5 052	4 670	3 654	7 058
Supplies Department	4 636	4 373	3 758	1 865	5 091
General Management of Operation	296	149	—	—	279
	<u>320 015</u>	<u>289 817</u>	<u>271 470</u>	<u>220 584</u>	<u>343 136</u>
Administration					
Treasury and Control	6 413	5 673	6 748	6 213	7 204
Other departments	10 835	10 992	7 687	7 299	15 094
General Administration	2 343	1 625	1 660	1 356	3 063
	<u>19 591</u>	<u>18 290</u>	<u>16 095</u>	<u>14 868</u>	<u>25 361</u>
Taxes, permits and contributions	12 015	15 005	9 993	7 831	9 049
Interest, amortization and purchase of buses (note 7)	33 808	28 007	24 760	26 260	37 719
Capital expenditures	4 500	3 484	3 479	2 006	5 000
Railway services	24 810	12 848	6 797	—	27 936
Contingencies	1 021	—	—	—	6 777
	<u>76 154</u>	<u>59 344</u>	<u>45 029</u>	<u>36 097</u>	<u>86 481</u>
Total — Expenditures	<u><u>415 760</u></u>	<u><u>367 451</u></u>	<u><u>332 594</u></u>	<u><u>271 549</u></u>	<u><u>454 978</u></u>

Notes to Financial Statements (at December 31, 1983)

1. Accounting Policies

The operations of the Commission are recorded on a modified accrual basis. Transportation revenue, employees' sickness and vacation benefits and contributions to a supplemental pension plan are recorded on a cash basis or at the time of their payment.

Commitments of the Commission, for outside contracts and substantial purchases, are accounted for in such a way as to allow for budgetary control. At year end, operating and fixed assets funds liabilities are treated respectively as expenditures and acquired assets to provide an audit of the sums voted by the Commission.

2. Property and Debt of the Commission

All property, including the Métro, belongs to the Commission as agent of the Communauté urbaine de Montréal. The financial statements of the Commission do not include the Métro assets and related borrowings, reimbursement of which is an obligation of the municipalities of the C.T.C.U.M. territory.

3. Financing Terms of the 1979 Deficit

A loan in the amount of 70 339 813,37 \$ was borrowed from a Canadian bank on December 1, 1981, to finance the Government's share of the 1979 deficit of which 50 242 723 \$ is outstanding at December 31, 1983.

The Quebec Government is committed according to the above credit agreement to subsidize the cost of debt service.

4. Bonded Debt

	Authorized and issued	Redeemed and cancelled	Balance
	\$	\$	\$
10 o/o, 10 1/4 o/o, 10 1/2 o/o, maturing 1 200 000 \$ per annum from November 17, 1976 to November 17, 1985 inclusive	12 000 000	9 600 000	2 400 000
9 1/2 o/o, 9 3/4 o/o, maturing 1 500 000 \$ per annum from March 15, 1978 to March 15, 1987 inclusive	15 000 000	9 000 000	6 000 000
Variable rate, maturing 4 500 000 \$ per annum from September 15, 1983 to September 15, 1987 inclusive	22 500 000	4 500 000	18 000 000
Sinking Fund Debentures			
8 o/o, maturing December 1, 1992	2 500 000	250 000	2 250 000
16 3/4 o/o, maturing April 27, 1987	20 000 000	—	20 000 000
Variable rate, redeemable, maturing September 15, 1992	22 500 000	—	22 500 000
12 1/2 o/o, maturing April 7, 1990	20 000 000	—	20 000 000
	114 500 000	23 350 000	91 150 000

These debentures are a direct and general obligation of the municipalities of the C.T.C.U.M. territory. These municipalities are jointly and severally liable with the Commission for the principal of the debentures and interest thereon.

5. Borrowing By-Laws

As at December 31, 1983, the balance of unused authorized borrowing By-Laws amounted to 66 860 308 \$.

The terms of the Province's Public Transportation Aid Program includes a subsidy of 75 % of debt service repayable on a period not exceeding 10 years, granted in connection with the purchase of buses, land and construction of garages, terminals, administrative centers and stations, provided that these expenditures serve specifically for the operation of the services supplied by the Commission and that they have previously been approved by the Minister of Transport.

6. Due to Operating Fund

This amount represent the temporary financing of fixed assets acquisitions to be reimbursed through the floating of a bond issue.

7. Interest, Amortization and Purchase of Buses

This item includes bus purchases from revenue for an amount of 4 416 552 \$ in 1983 (1982: 3 143 374 \$; 1981: 6 994 242 \$; 1980: 5 508 917 \$).

8. Supplemental Pension Plan and Sickness Benefits

An actuarial valuation dated February 3, 1984, sets the actuarial deficit for the Supplemental Pension Plan as at January 1, 1983 was 52 200 000 \$. In accordance with the requirements of the Supplemental Pension Plans Act, the deficit will be amortized by 1996.

As at December 31, 1983, accumulated sickness benefits are estimated at 28 100 000 \$ 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 Commission.

9. Comparative Figures

Results of prior years have been reclassified to conform to the presentation used for 1983.

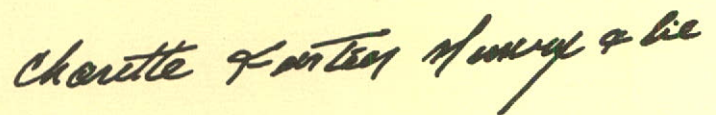
Auditor's Report

To the Chairman and General Manager
and to the Commissioners

We have examined the balance sheet of the Commission de transport de la Communauté urbaine de Montréal as at December 31, 1983, and the statement of revenue and expenditures for the year then ended. Our examination was made in accordance with generally accepted auditing standards, and accordingly included such tests and other procedures as we considered necessary in the circumstances.

In our opinion, these financial statements present fairly the financial position of the Commission as at December 31, 1983, and the results of its operations for the year then ended in accordance with generally accepted accounting principles and municipal accounting practices applied on a basis consistent with that of the preceding year.

Montréal, Québec
March 7, 1984



Charette, Fortier, Hawey & Cie
Comptables agréés

Summary of Financial Results

During the year 1983, 312 million passengers were carried over the regular C.T.C.U.M. system, a 3,8 % increase over the 1982 count. Service hours provided by buses and the Métro totalled 6,9 million, only slightly more than the previous year.

210 000 ambulatory or wheel chair using passengers were transported during the year, a 17 % increase over the comparative figure of 179 000 for 1982.

Bus service provided by the Commission outside its territory accounted for 2,5 million passengers, an 8 % gain. Also in 1983, the Commission carried out its service plan for the West Island along the terms negotiated in agreements with the two railway lines.

Revenue

C.T.C.U.M. financial statements for the year under review show passenger revenue of 156,2 million \$. This is an increase of 10,9 million \$ or 7,5 % over 1982. A 5,4 % fare increase requested by the Commission had been approved in the fall of 1982 by the Council of the Communauté urbaine de Montréal. Notwithstanding, the results were below the 163,8 million \$ forecast in the budget. The economic recession experienced since 1981 largely explains the slow growth in transit use.

The Provincial operating subsidy was accordingly set at 83,6 million \$, compared to 77,1 million \$ in 1982. This subsidy is given under the terms of the Public Transportation Aid Program of the Government of Québec which provides that transit commissions receive operating subsidies equal to 40 % of revenue earned by the regular mass transit system. The same Aid Program also provides for a compensatory subsidy related to the sale of monthly passes which this year reached 31,1 million \$. Other specific subsidies tied to capital expenditures, service provided outside the territory, railway service, handicapped people service, are added to revenue and account for 31,6 million \$.

As a final result, the Commission can report gross revenue of 331 million \$ in 1983.

Expenditures

Expenditures in 1983 amounted to 415,7 million \$ compared to 367,4 million \$ in 1982. The Commission, having anticipated a drop in patronage, had to cut back considerably on its budgetary forecast of 448 million \$ for operating expenditures so as to balance its budget for the year. Of the total expenditures, operations account for 320 million \$ while administrative and other expenditures account for 95,7 million \$.

The definite reduction of the growth rate of these expenditures results from cutbacks adopted by the Commission in 1983 as well as the benefits derived from the management reorganization plan initiated in 1981. The cost per passenger in 1983 was 1,25 \$ from 1,18 \$ in 1982 while per passenger urban network revenue was 0,50 \$ from 0,47 \$.

Excess of expenditures over revenue

The excess of expenditures over revenue for the Métro and bus system reached 77,7 million \$ in 1983, an increase of less than one per cent over the previous year's 77,1 million \$. For its part, the railway system had a 7,5 million \$ residual deficit.

The 1983 C.T.C.U.M. budget anticipated a 96,6 million \$ deficit and some 95,7 million \$ were collected during the year from the municipalities within the territory of the Commission. The actual deficit to be charged to the municipalities being less than that estimated, the Commission has already reimbursed the Communauté urbaine de Montréal with a preliminary amount of 10 million \$. At such time as the share of the deficit to be charged to the municipalities outside of the territory will have been set, a final adjustment expected to be in the area of 2 million \$ will be paid to the C.U.M.

Statistics

Patrons and Revenue

(Urban Network)

Period Ending	Passengers	Passenger Revenue
		\$
30 Nov. 1964	285 023 167	38 474 505
30 April 1965 (a)	124 734 432	17 727 039
30 April 1966 *	258 738 425	43 824 157
30 April 1967 (b)	284 803 721	54 175 958
30 April 1968 (c)*	308 059 527	72 476 738
30 April 1969	287 254 176	67 547 992
30 April 1970	266 700 610	73 274 509
31 Dec. 1970 (d)	171 158 191	48 122 692
31 Dec. 1971	264 212 787	73 711 471
31 Dec. 1972	270 026 541	74 644 310
31 Dec. 1973	274 650 113	76 480 167
31 Dec. 1974	263 119 265	73 142 757
31 Dec. 1975 *	264 305 817	78 445 524
31 Dec. 1976	304 394 301	104 261 591
31 Dec. 1977 *	283 446 467	97 864 855
31 Dec. 1978	298 600 396	102 249 834
31 Dec. 1979 *	283 444 952	103 200 703
31 Dec. 1980 (e)	314 122 696	117 040 081
31 Dec. 1981	335 875 736	134 604 561
31 Dec. 1982 *	300 564 800	142 137 869
31 Dec. 1983 *	311 953 564	156 202 577

(a) Period December 1, 1964, to April 30, 1965, only.

(b) Opening of the Métro, October 14, 1966.

(c) Expo 67, from May 1 to October 30.

(d) Period May 1 to December 31, 1970, only.

(e) Extension of C.T.C.U.M. territory, and introduction of the C-A-M.

* Statistics affected by work stoppages.

Number of Kilometers Operated (Urban Network)

Period Ending	Autobus		Métro cars		Trolleybus		Total Number
	Number	% of total	Number	% of total	Number	% of total	
30 Nov. 1964	74 695 387	96 %	—	—	2 877 955	4 %	77 573 342
30 April 1965 (a)	32 136 248	96 %	—	—	1 399 450	4 %	33 535 698
30 April 1966 *	73 962 565	96 %	—	—	2 706 099	4 %	76 668 664
30 April 1967 (b)	84 159 426	81 %	20 069 797	19 %	148 217	1,4 %	104 377 440
30 April 1968 (c)*	77 954 644	67 %	38 965 557	33 %	—	—	116 920 201
30 April 1969	77 211 225	70 %	33 605 563	30 %	—	—	110 816 788
30 April 1970	75 280 807	71 %	30 823 181	29 %	—	—	106 103 988
31 Dec. 1970 (d)	49 335 424	71 %	19 793 356	29 %	—	—	69 128 780
31 Dec. 1971	74 650 571	72 %	29 147 350	28 %	—	—	103 797 921
31 Dec. 1972	76 766 522	72 %	30 300 107	28 %	—	—	107 066 629
31 Dec. 1973	77 252 077	74 %	27 772 026	26 %	—	—	105 024 103
31 Dec. 1974	74 795 901	77 %	27 648 277	23 %	—	—	102 444 178
31 Dec. 1975 *	74 273 225	75 %	24 664 176	25 %	—	—	98 937 401
31 Dec. 1976	82 207 155	70 %	34 879 469	30 %	—	—	117 086 624
31 Dec. 1977 *	79 864 475	66 %	41 070 892	34 %	—	—	120 935 367
31 Dec. 1978	82 580 374	63 %	48 677 403	37 %	—	—	131 257 777
31 Dec. 1979 *	76 197 570	59 %	53 958 179	41 %	—	—	130 155 749
31 Dec. 1980 (e)	80 101 297	57 %	59 386 779	43 %	—	—	139 488 076
31 Dec. 1981	85 411 731	58 %	62 715 972	42 %	—	—	148 127 703
31 Dec. 1982 *	78 495 387	56 %	61 138 686	44 %	—	—	139 634 073
31 Dec. 1983 *	79 781 782	57 %	60 772 119	43 %	—	—	140 553 901

See explanatory notes (a), (b), (c), (d), (e), *, on preceding page.

Number of Vehicles

30 Nov. 1964	1 896	95 %	—	—	105	5 %	2 001
30 April 1965	1 896	95 %	—	—	105	5 %	2 001
30 April 1966	1 996	95 %	—	—	105	5 %	2 001
30 April 1967	1 971	84 %	369	16 %	—	—	2 340
30 April 1968	1 957	84 %	369	16 %	—	—	2 326
30 April 1969	1 852	83 %	369	17 %	—	—	2 221
30 April 1970	1 852	83 %	369	17 %	—	—	2 221
31 Dec. 1970	1 852	83 %	369	17 %	—	—	2 221
31 Dec. 1971	1 850	84 %	345	16 %	—	—	2 195
31 Dec. 1972	1 825	84 %	345	16 %	—	—	2 170
31 Dec. 1973	1 890	85 %	345	15 %	—	—	2 235
31 Dec. 1974	1 904	85 %	336	15 %	—	—	2 240
31 Dec. 1975	1 985	85 %	336	15 %	—	—	2 321
31 Dec. 1976	2 004	85 %	357	15 %	—	—	2 361
31 Dec. 1977	2 075	82 %	471	18 %	—	—	2 546
31 Dec. 1978	2 041	74 %	735	26 %	—	—	2 776
31 Dec. 1979	2 041	73 %	759	27 %	—	—	2 800
31 Dec. 1980 *	2 173	74 %	759	26 %	—	—	2 932
31 Dec. 1981 *	2 110	74 %	759	26 %	—	—	2 869
31 Dec. 1982 *	2 136	74 %	759	26 %	—	—	2 895
31 Dec. 1983 *	2 048	73 %	759	27 %	—	—	2 807

* Excluding buses for the handicapped and including suburban buses.

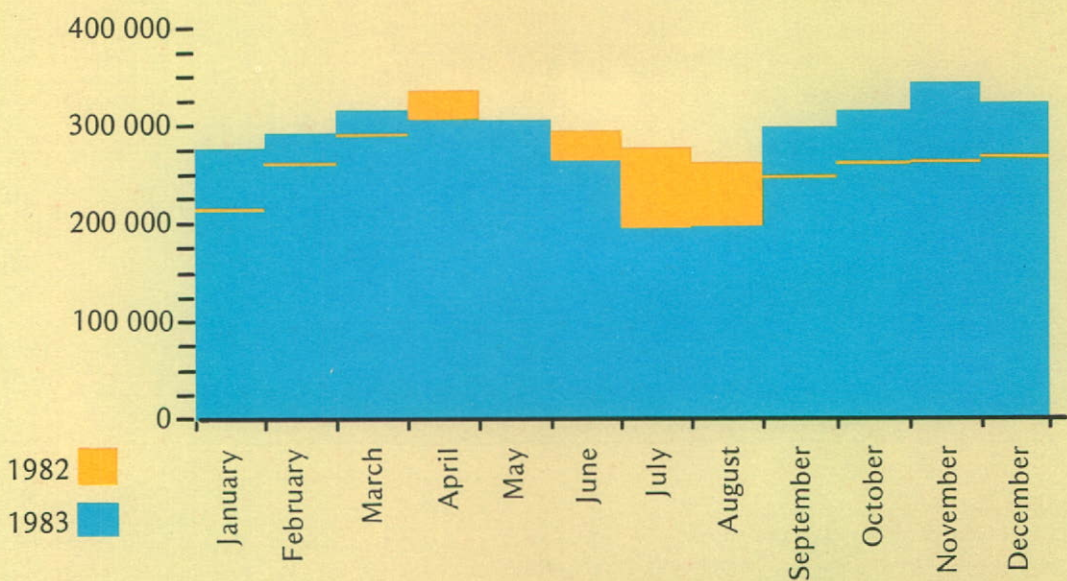
Total Length of Streets Covered by the Commission's Vehicles

	Kilometers
As at November 30, 1964	666,88
As at April 30, 1965	671,74
As at April 30, 1966	747,56
As at April 30, 1967	789,33
As at April 30, 1968	791,76
As at April 30, 1969	822,99
As at April 30, 1970	825,98
As at December 31, 1970	827,25
As at December 31, 1971	835,34
As at December 31, 1972	863,58
As at December 31, 1973	871,88
As at December 31, 1974	911,80
As at December 31, 1975	917,76
As at December 31, 1976	930,15
As at December 31, 1977	938,82
As at December 31, 1978	943,13
As at December 31, 1979	945,96
As at December 31, 1980	1 070,50
As at December 31, 1981	1 102,53
As at December 31, 1982	1 151,63
As at December 31, 1983	1 158,36

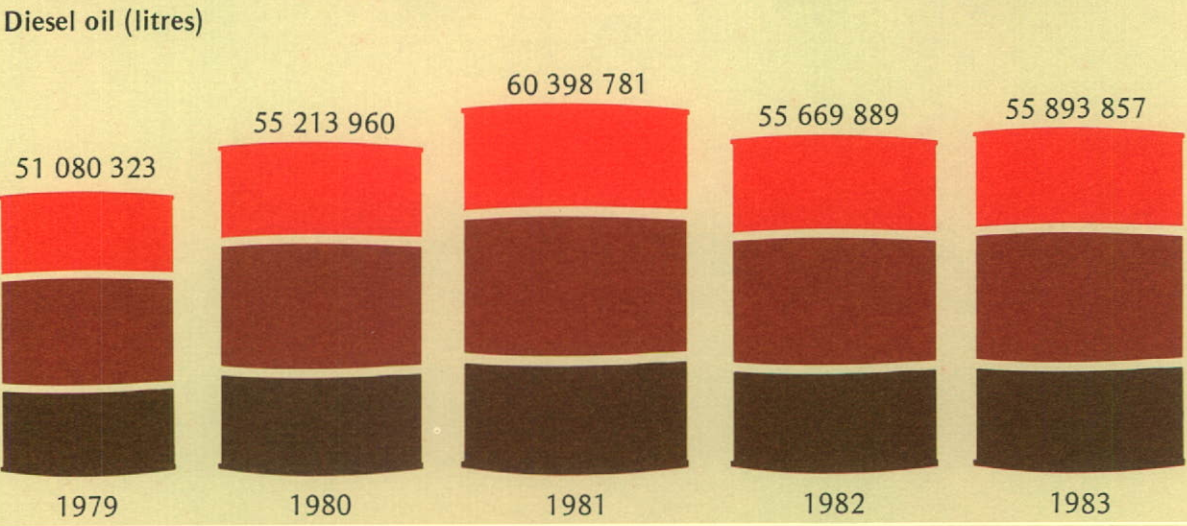
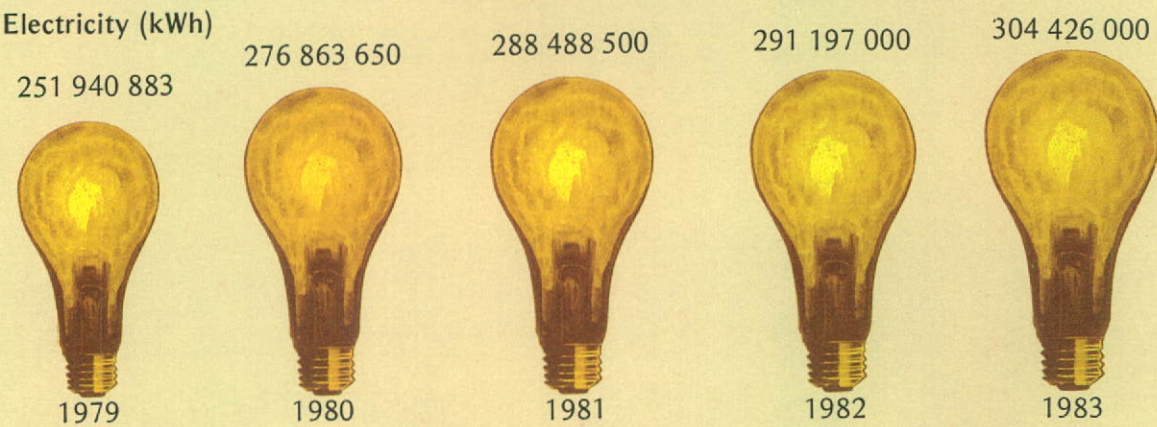
Area of the C.T.C.U.M. territory covered as of December 31, 1983 523 km ²

Population of Municipalities Served 1 907 987

Autobus-Métro Pass (C-A-M)



Consumption from January 1, 1983 to December 31, 1983



Distribution of Operating Expenses for the Year Ended December 31, 1983

Total: 415 759 351 \$

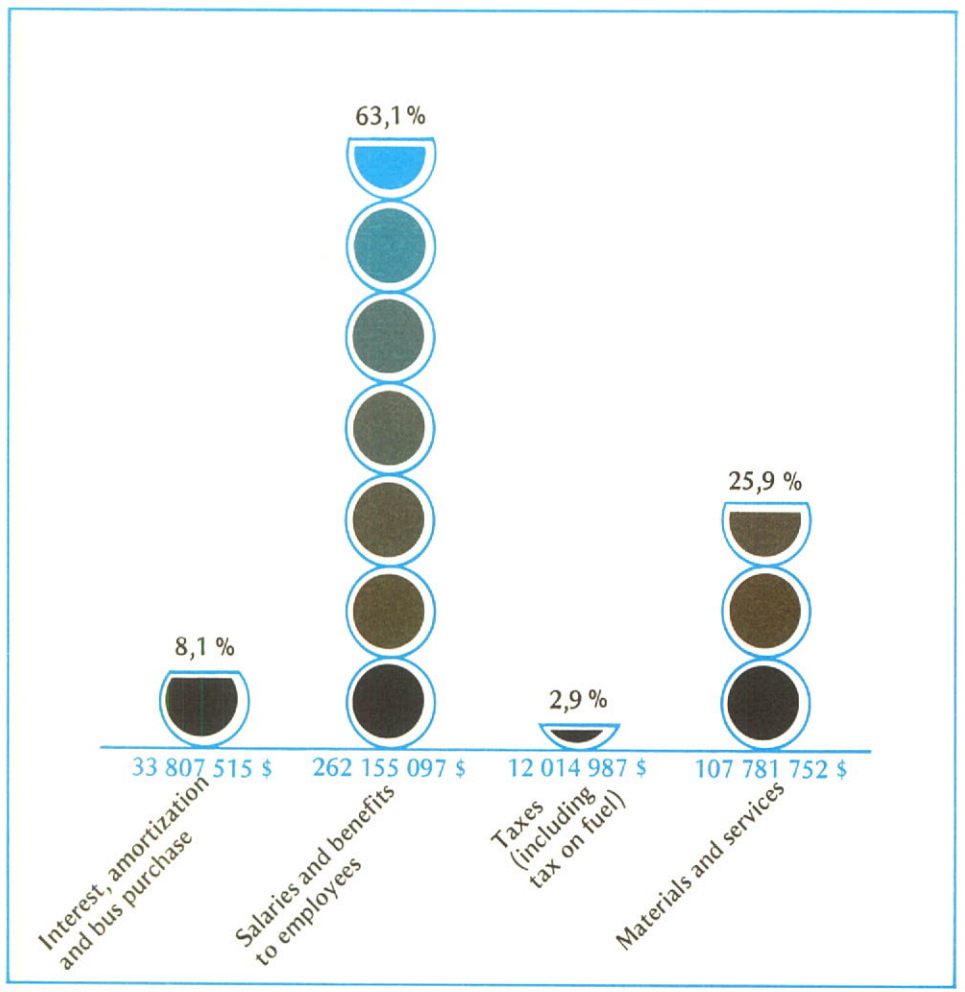
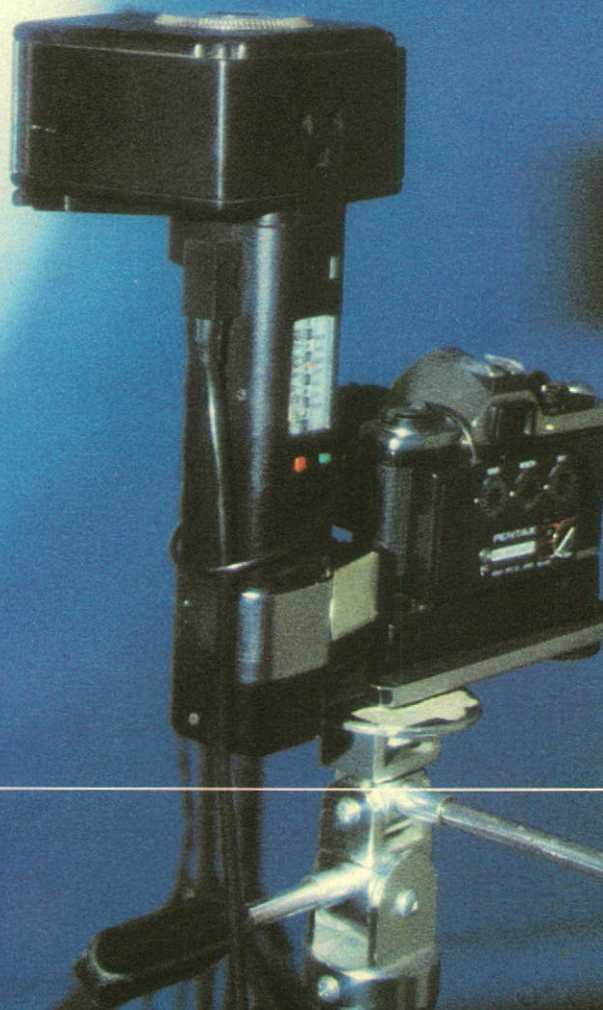


Photo Captions

1. Transportation adapted for the handicapped
2. Rail services operated by the C.T.C.U.M.
3. A Metro train at McGill Station
4. Bus service at Phillips Square
5. Passage connecting the Palais des Congrès to Place-d'Armes Station
6. Canadian National train at Ville Mont-Royal Station
7. An Optical Control Pannel at the Centralized Dispatch and Control Station
8. Construction of the Saint-Laurent Garage
9. A CLASSIC type bus on Sainte-Catherine Street
10. Renovation of Rosemont Station
11. A projected pedestrian passage between Vendôme Métro Station and Westmount train station
12. Surveillance Department agents at Berri-De Montigny Station
13. "Frisco Bay" cameras keeping watch on station agent booths
14. Screens at the Beaudry Station's agent booth
15. Communauté urbaine de Montréal police in front of the Saint-Mathieu entrance of the Guy Station
16. A tunnel fire drill
17. Briefing session with Surveillance Department personnel
18. The informative leaflet "Maintenance men" for prospective foremen
19. The Commission's library of tapes
20. Assignment of bus drivers, Anjou Division
21. Operator working at the C.T.C.U.M.'s central computer
22. One of the Commission's terminals
23. Documents produced and distributed by the Advertising and Public Relations Department
24. An industrial visit to the Crémazie Shops
25. The Advertising and Public Relations Department dealing with a complaint
26. Publication of a brochure called "Surface Network"



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