



ANNUAL
REPORT
2013 > 14

CARGOM
LOGISTIC AND TRANSPORTATION
METROPOLITAN CLUSTER OF MONTRÉAL



Our mission

The mission of CargoM is to **unite, around common objectives and concerted actions, all Greater Montréal** freight logistics and transport stakeholders whose activities promote the region as an industry hub, so that we may increase our cluster's cohesiveness, competitiveness, growth, and reach.

Our vision

Over a 10-year horizon is to **establish Greater Montréal as a renowned intermodal hub that is highly sought-after** for its effectiveness in bolstering the competitiveness of its business partners and the economic development of Greater Montréal and Québec as a whole.



CARGOM

Created in 2012, CargoM, Logistic and Transportation Metropolitan Cluster of Montréal, complements the industrial clusters that have been launched in recent years.

During its second year of existence, CargoM distinguished itself by demonstrating its capacity to move from thought to action. It set up three working groups, whose initiatives have already yielded concrete results, and it laid the groundwork for the deployment of three other working groups in the coming year.


CargoM's mission is to unite, around common objectives and concerted actions, all transport and logistics players in the Greater Montréal hub, in order to increase cohesiveness, competitiveness, growth and reach.

More specifically, CargoM's mandate is to promote development projects, position Montréal as a hub for freight transport, ensure the sharing of best practices and cutting-edge technologies, influence the harmonization and simplification of regulations, and promote the attraction and retention of labour in the various sectors of the industry.

CargoM's activities are financially supported by the Ministère des Finances, the Ministère du Conseil exécutif (MCE), the Communauté métropolitaine de Montréal (CMM) and all of its members.

Transport Canada and Canada Economic Development for Québec Regions are involved in implementing certain specific projects.

CargoM is about

- 
- **Supporting professionals in the transport and logistics sector** to enable them to **create wealth** and direct employment in metropolitan businesses
 - **Stimulating** and **contributing to Montréal's economic development**
 - **Actively furthering the international reach** of the Montréal hub with the Port of Montréal at the heart of its logistics chain
 - **Attracting new professionals** thanks to the transport and logistics hub



Sylvie Vachon

Chair of the Board of Directors

President and CEO of the Montréal Port Authority

CargoM has demonstrated its contribution to our sector, made this contribution known, and attracted the attention of national and international professionals, decision-makers and observers.

Dear members, partners and professionals in the goods transport and logistics sector

There are two words to describe the first two years of the existence of CargoM, Logistic and Transportation Metropolitan Cluster of Montréal—high impact. In just a few months, CargoM became a leader in setting the standards and direction for and planning projects for the Greater Montréal transport and logistics sector.

Thanks to the rapid results achieved by the three working groups, CargoM has demonstrated its contribution to our sector, made this contribution known, and attracted the attention of national and international professionals, decision-makers and observers.

This expansion has been made possible by the involvement of CargoM's members and partners who are our most valuable ambassadors. You are many to have shown great enthusiasm for the cluster's activities, which has further increased its visibility. This greatly helps to promote a positive image of us within our community: that of a team working together to implement development projects with tangible spinoffs for everyone.

In the next few years, we plan to further strengthen collaboration, best practices and innovation in order to show that Montréal's position as a hub is a fact, and the fruit of a concerted effort adapted to the needs and demands of one of world's largest supply chains.

The industry's commitment is palpable, with members and businesses becoming actively involved by joining CargoM's Board of Directors and Executive Committee. Directors, observers, regular and occasional participants have all been giving their time and expertise generously. In just a few months, over 40 people have participated in nine meetings, representing hundreds of hours to fruitful discussions and innovative solutions, not to mention all the work that has been accomplished by the working groups.

CargoM's first working groups are fully up and running, and their results are very encouraging for the coming years. By the end of 2014, three other working groups will have been launched and we expect to see their work taking concrete shape as early as the beginning of 2015.

All of these results would not have been achieved without the unwavering support of volunteers who have dedicated themselves to the Board of Directors and its Executive Committee, and the various working groups, not to mention our members, partners and sector professionals, and the financial support of our funders. On behalf of the Board of Directors and the team at CargoM, I would like to thank you for your involvement, your ideas and your commitment to bringing our vision to life—turning Montréal into an international transport and logistics hub.

Lastly, none of this would be possible without the commitment and enthusiasm of CargoM's team who works on the ground, day in and day out, implementing the ideas developed by and for our industry. First with Mathieu, and gradually with the addition of equally skilled and devoted resources, we are seeing projects take shape and yield results that far exceed our expectations. Thank you for a job well done!

In 2013, I concluded the first review with this phrase, "The best is yet to come." This year, what comes to mind is, "Jump on board. The adventure is exciting and worthwhile!"

Sylvie Vachon

Dear members, partners and professionals in the goods transport and logistics sector

The year 2013-2014 was marked by many achievements for CargoM. This exciting venture is taking shape and is a source of daily amazement for me. Montréal's potential as a multimodal, integrated and high-performing transport and logistics hub among the world's largest supply chains is proven each and every day. While many challenges lie ahead, the opportunities far outweigh them.

I am proud of the work that has been accomplished by our team and our committees as well as of the commitment and support we receive from our directors, members and partners. A collaborative spirit is the cornerstone to our success, enabling us to implement our projects, adapt to the demands of this sector and innovate technologically and operationally.

Here are a few of our achievements in the last few months:

- Developed **action plans and established the committees for the first three working groups.**
- Organized a **technical workshop** on the concept of a logistics hub with international players (Working Group 1).
- Organized **trade missions** to Havre (France), Peel (Ontario) and Georgia, USA (Working Group 1).
- **Profile study** of the transport and logistics sector of Greater Montréal, conducted by KPMG-Sector (Working Group 2).
- **Online library and directory of professionals** (Working Group 2).
- **OttoView** project in collaboration with Transport Canada (Working Group 3).
- Produced the guide **Your call to port** (Working Groups 2 and 3).
- Established a **public committee** and **air cargo transport** committee.
- Participated in **Mobility Montréal.**
- **Presented the activities** of CargoM to several partners in the transport and logistics community (Board of Trade of Metropolitan Montréal, Conference of Montréal, North American logistics and transport institute).

Next year promises to be just as eventful, as we have many new projects underway for 2014-2015.

As you can see, we are ambitious and are ready to roll up our sleeves to get the job done. We welcome you all to join the cluster and play an active role in shaping these exciting projects.

In conclusion, I would like to say a few words of thanks:

To our President, Sylvie Vachon, for her support and involvement as well as her enthusiasm in promoting CargoM in all of the forums presented to her.

To the members of the Executive Committee and the Board of Directors for their commitment, to the co-chairs of the working groups, to the members of the work committees, to our paying members, our partners and our funders for their support.

To the team at CargoM for their energy, commitment and their genius minds!

I hope that this Annual Report and the description of all our achievements will give you an idea of the energy invested daily in moving our sector forward.

Happy reading!



Mathieu Charbonneau

Executive Director

*This annual report
and the description of
all our achievements
will give you an idea
of the energy invested
daily in moving our
sector forward.*

OUR MEMBERS

RAIL TRANSPORT

Canadian National
Canadian Pacific
Genesee & Wyoming

MARITIME TRANSPORT AND TERMINALS

Empire Stevedoring Co. Ltd.
Fednav Limitée
Groupe CSL Inc.
Groupe Desgagnés Inc.
Logistec Corporation
Mediterranean Shipping Company (Canada) Inc.
Montréal Gateway Terminals Partnership
Oceanex
Termontréal Inc.

ROAD TRANSPORT AND THIRD PARTY LOGISTICS

Groupe Lafrance Transport Inc.
GT Group
Katoen Natie
Panalpina Inc.
Purolator courier ltd
Ray-mont Logistics
Robert Transport
Trac-World Freight Services Inc.
Simard Transport
Transport Rozon
Viterra

ADMINISTRATIONS AND SHARED INFRASTRUCTURES

Aéroports de Montréal
Montréal Port Authority
The Jacques Cartier and
Champlain Bridges Inc.
Transports Québec

COMMITTEES AND ASSOCIATIONS

Association du camionnage du Québec
Camo-Route
CSMO-Maritime
CSMO-Rail
Maritime Employers Association
Shipping Federation of Canada
SODES
St. Lawrence Shipoperators

EDUCATIONAL AND RESEARCH INSTITUTIONS

CIRRELT – Université de Montréal
École nationale d'aérotechnique
ESG UQAM
Concordia University

CargoM TEAM

EXECUTIVE DIRECTOR

Mathieu Charbonneau, MBA

PROJECT MANAGER

Gabriel Descôteaux-Simard

TRAINEE

Xavier Bréard

SENIOR PROJECT MANAGER

Magali Amiel, PH. D., MCILT

ADMINISTRATIVE ASSISTANT

Karine Dudognon

JOIN MONTRÉAL'S THRIVING COMMUNITY OF GOODS TRANSPORT AND LOGISTICS

Whether you represent air, rail, maritime, or road transport, whether you are a third party logistics provider, a forwarder, are part of a freight logistics and transport administration or association, or even associated with university research centres, CargoM can benefit you!

JOIN US IF YOU WANT TO:

- Attract businesses within the industry and in related areas of activities
- Stimulate innovation and research and development
- Create jobs and diversify the economy
- Improve infrastructures and transport connections
- Get Greater Montréal known as a thriving, competitive, and innovative intermodal hub



BOARD OF DIRECTORS AND COMMITTEES

Sylvie Vachon	President of the Board	President and CEO, Montréal Port Authority
Valérie Wells	Secretary	Director, Legal Affairs, Montréal Port Authority
Daniel Bélisle	Treasurer	Senior Vice-President, Oceanex
Madeleine Paquin	Vice-President of the Board Co-Chair of Working Group 1 – Logistics and Transport Development Opportunities	President and CEO, Logistec Corporation
<hr/>		
Marc Cadieux	Director Executive committee member Co-Chair of Working Group 3 – Road Access and Fluidity in Road Transport	President and CEO, Association du camionnage du Québec
Roger Carré	Director	General Manager, Termont Montréal Inc.
Frédéric Chevallier	Director Co-Chair of Working Group 2 – Communication and Outreach	Montréal Business Unit Manager, Vice-President, Panalpina Inc.
Mathieu Faure	Director	AVP Intermodal, Canadian Pacific
Michael Fratianni	Director Co-Chair of Working Group 3 – Road Access and Fluidity in Road Transport	President and CEO, Montréal Gateway Terminals Partnership
Marc Gagnon	Director	Director, Government Affairs and Regulatory Compliance, Fednav Group
Bernard Gendron	Director	Director, CIRRELT, Université de Montréal
François Hébert	Director Executive committee member	Vice-President, Network Strategies, Canadian National
Charles Raymond	Director	General Manager, Ray-Mont Logistics
Claude Robert	Director	President and CEO, Robert Transport
Denis Roch	Director	General Manager, Atlantic and Quebec Divisions, Purolator Courier Ltd
Laurent Tourigny	Director Co-Chair of Working Group 1 – Transport and Logistics Development Opportunities	President, Trac-World Inc.
Mathieu Charbonneau	Observer	Executive Director, CargoM
Nathalie Drouin	Director	Vice-Dean of Research, Professor, ESG, Département de Management et Technologie, UQAM
Nicole Trépanier	Director Co-Chair of Working Group 2 – Communication and Outreach	President, SODES
Magali Amiel	Observer	Senior Project Manager, CargoM
Patrick Gosselin	Observer	Senior Policy Advisor, Freight Integration and Motor Carrier Policy, Transport Canada
Daniel Mathieu	Observer	Research Advisor, Metropolitan Economic Development, CMM
Stéphane Pigeon	Observer	Business Services Coordinator, Ministère des Finances et de l'Économie du Québec
Marc Leduc	Observer	Business Services Coordinator, Ministère des Finances et de l'Économie du Québec
Rose-Marie Tasseroul	Observer	Mission Leader, Secrétariat à la région métropolitaine

SIX WORKING GROUPS *IN MOTION!*

All of CargoM's working groups share the same goal—to maintain forward momentum. Faithful to the best practices of the transport and logistics industry, they began their work with solid planning and have followed up with an ambitious execution of the actions needed to deliver goods.

Three working groups have already achieved cruising speed and are seeing compelling results. The others are gearing up to launch with promising roadmaps.



WORKING GROUP 1
**Logistics and
Transport
Development
Opportunities**

To equip our cluster with tools and measures, to increase our competitive edge, and to enhance our contribution to the economy.



WORKING GROUP 2
**Communication
and Outreach**

To raise awareness of the economic spin-offs generated by our industry and further communication with all stakeholders, both at home and abroad.



WORKING GROUP 3
**Road access
and fluidity in road
transport**

To promote the development and implementation of projects aimed at optimizing logistics operations, and improving road access and the flow of goods by road transport.



UNITE
COLLABORATE
COORDINATE
OUTREACH
MONTRÉAL



WORKING GROUP 4
**Best Practices
and Technology**

To adopt and integrate industry best practices and cutting-edge technology to increase our competitiveness while adhering to sustainable development principles.



WORKING GROUP 5
Regulations

To harmonize and simplify the regulations such that they increase the competitive edge of freight logistics and transport.



WORKING GROUP 6
**Human Resources /
Workforce**

To propose solutions to existing and imminent labour issues.

WORKING GROUP 1



COMMITTEE CO-CHAIRS:

Madeleine Paquin
President and CEO
Logistec Corporation



Laurent Tourigny
President
Trac-World Inc.

STANDPOINT

Seeking to offer prospects for business development in the sector, this strategic working group brings together some of the most passionate and dynamic industry builders.

At each meeting, over a dozen key players share their expertise in order to create an aggregate of logistics hubs that is an essential asset for Montréal's economic development.

A diagnosis, an idea, an example to follow

The first months were devoted to establishing the vision that would inform our initiatives to develop an ambitious and accessible model for our sector. We started with a SWOT analysis (strengths, weaknesses, opportunities and threats) to obtain an overall diagnosis, determine the challenges that required action, and identify growth opportunities.

The first concrete achievement is that we now have an action plan for **developing the concept of Montréal as a logistics hub.**

To test the validity of this idea, **the committee invited, among others, representatives from Savannah to talk to us about their experience.** As a major American city in the state of Georgia, strategically serviced by a port, an airport and a major highway network,

Savannah shares many points in common with Montréal and has been able to exploit the full potential of its transport and logistics sector.

Some 100 people attended the meeting where we explored various concrete, attainable and proven solutions. This was the starting point of a reflection that will prove fruitful for the sector as a whole and will contribute to the economic development of the entire metropolitan region.

Laying the groundwork for the future

In addition to working to document and realize the vision of Montréal as a logistics hub, our working group has already embarked on its mission to convince **political decision-makers and influencers in the Montréal business community of the relevance and potential of what we call the "CargoM model."**

To date, we have had the opportunity to present our vision not only to industry stakeholders, but also to representatives of the Board of Trade of Metropolitan Montréal and several representatives of various levels of government. **We have their ear and their interest.** A trade mission to Savannah is already in the works with the Government of Québec and the City of Montréal.

The committee will pursue its efforts to mobilize industry players in order to promote and strengthen Montréal's offer of services and its positioning as a hub recognized for the quality of its transport and logistics supply on an international scale.

The working group's objectives are two-fold: to grow our strengths and implement a culture of ongoing improvement so that we reach still further heights.

Transport and Logistics Development Opportunities



MANDATE

To take stock of Greater Montréal's transport and logistics sector and recommend development outlooks and opportunities.

VISION

To provide Greater Montréal's transport and logistics stakeholders with tools and measures to become more competitive and increase their contribution to the region's economic development.

There is momentum behind the CargoM initiative. It's driven by people who are passionate and excited about the prospects of our sector's working together around shared objectives.

OBJECTIVES

- To improve transport and logistics efficiency in Greater Montréal;
- To identify the keys to success for attracting new distribution centres and make Greater Montréal a recognized hub in high demand for its competitive edge;
- To define the various concepts of the logistics hub for Greater Montréal.

ACHIEVEMENTS

- SWOT analysis of the logistics chain in Greater Montréal.
- Development of a governance model, including development tools, for the concept of Montréal as a logistics hub.
- Workshop entitled *Outil structurant : les pôles logistiques* (Formative tool for the logistics hubs) with presentations on international experiences, including from Savannah, Anvers and Winnipeg (over 100 participants).
- Multiple meetings with players in the metropolitan region on the challenges of retaining and attracting logistics chain users.

WORKING GROUP 2



COMMITTEE CO-CHAIRS:

Nicole Trépanier
President
Société de développement économique
du Saint-Laurent

Frédéric Chevallier
Business Unit Manager Montreal
Vice President
Panalpina Inc.

STANDPOINT

Dynamic yet little known, the transport and logistics sector will profit substantially from the efforts of this working group dedicated to disseminating the sector's actions and achievements, not only within its network, but among government institutions and international decision-makers.

Our team benefits from the support of CargoM members who have tasked their communication experts to contribute to this project.

Documented and credible content

At the heart of all good communication is information that is relevant and of interest to the target audience. To demonstrate the vitality and performance of our sector, it is essential to **base our initiatives on facts and data that are as solid as they are compelling.**

The committee started its work by referring to the *Profil de l'industrie du secteur de la logistique et des transports du Grand Montréal* prepared by KPMG-Secor for CargoM. It has proved a rich and credible source of information from which to develop our messages. And are they ever positive!

Today, Montréal's transport and logistics sector is composed of over 1,200 businesses having more than 5 employees, for a workforce of over 53,000, in addition to 70,000 sector experts who exercise their talents in

other industries. A major intersection of maritime, air, rail, and road transport, Montréal is a strategic artery for the economic development not only of the metropolitan region, but nationally and internationally as well.

To promote our potential, and more importantly convince our institutional and commercial partners to join forces with us in this adventure, we embarked on the planning and development of various communication channels.

Relevant tools, effective platforms

Having implemented the first exchange networks with CargoM members and our closest partners, we are now engaged in the next step of our plan, which is to extend our initiative externally to reach the general public.

To this end, we have developed an information dissemination strategy—employing traditional and social media—in order to raise awareness of the scope of the sector, and its role as a nerve centre for the entire economy, not to mention its employment potential.

We are also preparing an Ambassador Guide, an online document that will serve to disseminate strategic information on the services and benefits of the logistics and transport chain in Montréal in a format that can be continuously updated.

Over the long term, we will align the communications concerning all of CargoM's activities in order to optimally promote the full extent of the expertise of this organization and of the sector it represents.

Communication and Outreach



MANDATE

To establish effective, ongoing communication between all levels of government, the general public and stakeholders, on the economic spinoffs of the transport and logistics sector for Greater Montréal.

VISION

To provide the cluster with communication and outreach tools that will create a dynamic portrait of the economic spinoffs of transport and logistics in Greater Montréal; and to raise awareness of the freight transport sector among the general public and internationally.

CargoM has earned a solid reputation in record time, demonstrating its relevance and value within the transport and logistics sector, and fostering a remarkable commitment.

OBJECTIVES

- To promote the benefits and economic spinoffs of the transport and logistics sector in Greater Montréal to governments, the general public and stakeholders;
- To make concerted efforts to counter the negative image of the transport and logistics sector by highlighting the innovations of local industries;
- To actively participate in promoting the cluster and hub's international influence, with the Port of Montréal at the heart of the logistics chain.

ACHIEVEMENTS

- A major study on the transport and logistics sector in Greater Montréal, conducted by KPMG-Secor.
- Analysis of data from KPMG-Secor's study and development of strategic content.
- A networking event and release of our study (close to 90 participants).
- In collaboration with the Palais des congrès de Montréal, attraction of a major international transport and logistics event, Cargo Logistics Canada, to be held in January 2015 in Montréal.
- Presentation of the CargoM cluster at various forums to promote the Greater Montréal hub (particularly in Havre, Anvers, Toronto and Vancouver).
- Improvement of CargoM's website and creation of a mobile application.

WORKING GROUP 3



COMMITTEE CO-CHAIRS:

Marc Cadieux
President and CEO
Association du camionnage du Québec



Michael Fratianni, Montréal
President and CEO
Gateway Terminals Partnership

STANDPOINT

CargoM's diverse membership makes it possible to break down silos and unite decision-makers around the table to find solutions to the challenges confronting the sector as a whole. The members' enthusiasm for our working group's initiatives is palpable, as the benefits are already being seen, and the industry is motivated to further improve its performance.

Taking action where it counts

To avoid wasting energy by going down the wrong path and to be able to act effectively requires thorough knowledge of the situation. It is in this spirit that we have approached a specific issue: the need to improve the flow of operations at the Port of Montréal. It quickly became apparent that a simple communication tool would resolve a significant number of irritants.

We therefore produced a brochure for drivers to adequately prepare them for driving in the terminal area of the Port of Montréal, not only to enhance their performance and efficiency but also that of the Port of Montréal as a whole. Proof that the brochure was immediately relevant—it is already in its second print run!

This example is a testament to our chosen approach: document, analyze, act. Our sector is in serious need of statistics and data. Until now, all that has been available is fragmented

information that is not representative of the overall sector or the effect of interactions between all the players at the metropolitan level.

To address this need we implemented the OttoView program: an electronic data gathering system installed in trucks that will allow for an analysis of fine and larger points in order to develop an accurate portrait of traffic and movement in the territory. Ultimately, the goal will be to better manage freight transport logistics using objective and reliable data on the number of trips, routes, schedules, and goods transported, among other variables. Data gathering has already begun and the analysis will follow shortly.

The short, medium and long term

From the outset, we have sought to simultaneously undertake actions of immediate impact along with those actions that will have effects in the longer term, in order to intervene proactively in the challenges that are expected

to emerge as the sector continues to evolve (technological integration, large-scale works, etc.).

The steps taken will make it possible to plan interventions and make representations that are more relevant and better documented, so that we may identify the true sources of the issues we face.

A case in point: It is easy to observe recurring traffic at a specific location, but if the contributing factors or the impact of this traffic are not measured correctly, well-intentioned but poorly thought out solutions risk shifting the problem rather than solving it. Our intention is to make a more in-depth diagnosis and then engage in constructive discussions with our institutional and industrial partners in order to find solutions together that will merit the necessary investment and yield results!

Road Access and Fluidity in Road Transport



MANDATE

To promote the development and implementation of projects that will improve road access for trucks and the flow of goods in Greater Montréal, and which stand to benefit the greatest number of stakeholders possible. This calls for a proactive approach among the various government bodies involved in order to provide the infrastructures necessary for the smooth operation of the road transport industry in the Communauté métropolitaine de Montréal (CMM).

VISION

To contribute to the establishment of cutting-edge infrastructure, regulatory, and technology projects to optimize transport and logistics operations, and improve traffic conditions and the flow of goods in Greater Montréal.

The private sector demands fast, concrete and measurable results, and CargoM has delivered with initiatives that have been felt on the ground with impressive speed.

OBJECTIVES

- Actively participate in consultative committees as an industry spokesperson and, as needed, take the initiative to create these committees;
- Conduct complementary studies to those that already exist with the purpose of implementing and recommending innovative projects for the flow of goods in the greater metropolitan region;
- Lead specific pilot projects and measure their spinoffs for Greater Montréal.

ACHIEVEMENTS

- Production of a brochure for drivers to inform them of the procedures for circulating in the terminal area of the Port of Montréal (over 1,000 brochures distributed to date).
- Launch of the OttoView program in collaboration with Transport Canada, which involves installing electronic devices in trucks (over 100 trucks) to collect data to identify, among other things, bottlenecks and areas of recurring traffic congestion with the goal of recommending solutions to improve flow.
- Analysis of PCS (Port Community System) tools and preparation of a pilot project with a real-time information tool for the entire logistics chain.
- Creation of a freight transport technical committee within Mobility Montréal.



WORKING GROUPS IN LAUNCH PHASE



Efforts to implement working groups 4, 5 and 6 are in full throttle. The co-chairs will be officially appointed at the Annual General Meeting in June 2014, when each working group's mandate and objectives will be presented.

4



Best Practices and Technology

To adopt and integrate industry best practices and cutting-edge technology to increase our competitiveness while adhering to sustainable development principles.

5



Regulations

To harmonize and simplify the regulations such that they increase the competitive edge of freight logistics and transport.

6



Human Resources / Workforce

To propose solutions to existing and imminent labour issues.



EXTRACTS FROM THE FINANCIAL STATEMENTS



LOGISTIC AND TRANSPORTATION METROPOLITAN CLUSTER OF MONTRÉAL

Statement of earnings
As at December 31, 2013

	2013	2012
	\$	\$
Revenue		
Contributions (note 5)	376 447	129 277
Membership fees	242 500	60 625
Revenu from activities	55 125	-
Interest income on investment	1	47
	<u>674 073</u>	<u>189 949</u>
Charges		
Professional fees	318 611	139 084
Payroll expense	241 334	6 578
Administrative expenses	92 529	2 108
	<u>652 474</u>	<u>147 770</u>
Excess of revenue over expenses for the year	<u>21 599</u>	<u>42 179</u>

NOTE 5: CONTRIBUTIONS

In previous years, the Organization has signed various financing agreements with the Communauté métropolitaine de Montréal, the Ministère du Conseil exécutif (formerly le ministre des Affaires municipales, des Régions et de l'Occupation du territoire) and the ministre des Finances et de l'Économie du Québec (formerly ministre du Développement économique, de l'Innovation et de l'Exportation). Under these agreements, they agree to finance the Organization in multiple installments to repay the various startup costs. It is possible that the Organization will have to repay certain amounts if the total expenditures under the agreement are not engaged. As at December 31, 2013, the Organization has not recorded any unused amounts received as deferred contributions.

Deferred contributions varied as follows:

	2013	2012
	\$	\$
Balance at beginning of year	73 000	20 205
New contributions	303 447	182 072
Contributions recognized as revenue	(376 447)	(129 277)
Balance at end of year	<u>-</u>	<u>73 000</u>

The contributions recognized as revenue are as follows:

	2013	2012
	\$	\$
Communauté métropolitaine de Montréal	200 000	74 072
Ministère du Conseil exécutif du Québec	100 000	27 500
Ministère des Finances et de l'Économie du Québec	76 447	27 705
	<u>376 447</u>	<u>129 277</u>

IN THE NEWS



APRIL 2, 2014
THE MARITIME STRATEGY CARGOM
[La Presse](#)



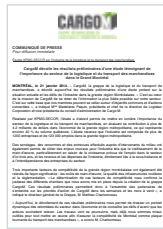
MARCH 24, 2014
PORT OF Montréal : AT THE HEART OF GLOBAL SUPPLY CHAIN
[Canadian sailings](#)



MARCH 24, 2014
SYLVIE VACHON: CEO OF THE PORT AUTHORITY
[La Presse+](#)



JANUARY 27, 2014
CARGOM: PROMOTING Montréal AS AN IMPORTANT TRANSPORTATION CLUSTER.
[Canadian Sailings](#)



JANUARY 21, 2014
KPMG-SECOR STUDY ON THE LOGISTICS AND TRANSPORTATION OF GOODS
[Octane](#)



JULY 1, 2013
CARGO Montréal CREATES 'HUB OF EXPERTISE'
[Les affaires](#)



DECEMBER 17, 2013
PORT DE MONTRÉAL, PORTE D'ENTRÉE DES AMÉRIQUES
[Magazine Forces](#)



NOVEMBER 15, 2013
LE GOUVERNEMENT DU CANADA ACCORDE UN APPUI FINANCIER À LA GRAPPE MÉTROPOLITAINE DE LA LOGISTIQUE ET DU TRANSPORT DE MONTRÉAL
[LeLéopard](#)



SEPTEMBER 16, 2013
NICOLE TRÉPANIÉ, UN PATRON PAS COMME LES AUTRES
[La Presse](#)



JUNE 19, 2013
ANNUAL ASSEMBLY
[CargoM](#)



Port of Montréal Building
2100 Pierre-Dupuy Avenue,
Wing no.2, Suite 2100
Montréal Qc H3C 3R5
www.cargo-Montréal.ca
514 508-2609