

# Annual Report

## 2017 › 18



# 90%

## SATISFACTION RATE OF CARGOM MEMBERS

### THE CLUSTER'S STRONG POINTS



**Rallying the  
industry**



**Collaboration**



**Impact**



**Expertise**

### UPCOMING KEY ISSUES

Supply chain  
development and fluidity

Technologies, energy  
and environment

Promotion of Montreal  
gateway status

Performance and  
competitiveness

### AWARENESS OF CARGOM SINCE ITS FORMATION

## 400%

increase in  
media coverage  
of the Cluster

## 100%

increase in the  
Cluster's presence  
in the field

Sources: Survey conducted in 2016 and awareness study conducted in 2017

## OUR MISSION

CargoM's mission is to **bring together all Greater Montreal freight transport and logistics stakeholders** whose activities promote Montreal as an industry hub around common goals and concerted actions to increase its cohesion, competitiveness, growth and reach.

## OUR VISION

Within the next few years, CargoM aspires to **establish Greater Montreal as a recognized intermodal hub, sought after** for its operational and environmental performance as well as its contribution to the competitiveness of its business partners and to the economic development of Greater Montreal and of Quebec.

Launched in 2012 and part of Greater Montreal's economic development strategy, the Metropolitan Cluster of logistics and transportation in Montreal, CargoM, complements the clusters that have been deployed in recent years.

CargoM initiates developmental projects, raises awareness of Montreal's position as a hub for freight transport, ensures the sharing of best practices and technologies, influences the harmonization and simplification of regulations, and fosters the recruitment and retention of talent in the industry's various sectors.

CargoM activities are financially supported by the Ministry of Economy, Science and Innovation (MESI), the Ministry of Municipal Affairs, Regions and Land Occupancy (MAMOT), the Montreal Metropolitan Community (CMM) and all of its members.



Communauté métropolitaine  
de Montréal







## A WORD FROM THE MINISTERS

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It is with pride that the Government of Quebec acknowledges CargoM's contribution not only to the economic development of Greater Montreal, but to the vitality of the Quebec economy as well. Active since 2012 in the logistics and transportation industry, CargoM is more than ever a leader in the deployment of our Quebec know-how, particularly in our marine industry.

As a hub for the transportation of goods in Quebec, CargoM exemplifies our Maritime Strategy by bringing together all the major players in intermodal transport around common goals, namely to increase our competitiveness, our reach and our growth. Close to three years after its launch, the Quebec Maritime Strategy is showing exceptional results, both in terms of private investment and in the number of jobs created and consolidated. We are pleased to be able to count on partners such as CargoM that contribute to its full potential at home and abroad.

We would therefore like to salute the work of the entire CargoM team, a sign of loyalty and engagement worthy of recognition.



**Martin Coiteux**  
Minister of Municipal  
Affairs and Land  
Occupancy  
Minister of Public  
Security  
Minister responsible  
for the Montréal  
region



**Jean D'Amour**  
Minister for  
Maritime Affairs



**André Fortin**  
Minister of Transport,  
Sustainable Mobility  
and Transport  
Electrification

Québec 



## A WORD FROM THE MAYOR

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**Valérie Plante**  
Mayor of Montréal



With the St. Lawrence flowing at its feet, Montréal has long been considered a major entryway for international trade in North-East America.

Offering direct access to 135 million North American consumers within a 1,000 km radius, Montréal and its port has been an essential intermodal transportation hub for decades.

Evidently, cargo transportation is a crucial component of Montréal's economy, and is equally important to the entire metropolitan area. The cargo and logistics industry represents 122,000 direct and indirect jobs, 6,300 establishments and 142 million tons of merchandise. Over 70% of these jobs are located on the island of Montréal.

More than ever, with the globalization of trade and production, the integration of transport chains and logistics has become a fundamental strategic component in the positioning of metropolises.

In this respect, Montréal proudly relies on the expertise of CargoM, who works with all leading players in the fields of logistics and cargo transportation in the Greater Montréal area, around common goals and joint action, so as to increase cohesiveness, competitiveness and our city's prominence world-wide.

CargoM is an important partner for Montréal, and a significant player who contributes to our metropolis' international visibility, and to its role as a key economic partner, renowned not only for its operational performance, but also for its environmental efficiency.



# MESSAGE FROM THE CHAIR OF THE BOARD OF DIRECTORS AND FROM THE EXECUTIVE DIRECTOR OF CARGOM

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We are very pleased to present the 2017-2018 Annual Report for CargoM, the Logistics and Transportation Metropolitan Cluster of Montreal.

The year 2018 will be marked by celebrations. CargoM will celebrate the fifth anniversary of the start of its work, a milestone for our Cluster, which has worked tirelessly to raise awareness of the activities of the Greater Montreal hub. It would appear that CargoM has fulfilled its mission of bringing together community stakeholders around common objectives and concerted actions, gaining special recognition along the way from the transportation and logistics sector. Head to page 18 of this report for a review, in photos, of the key events of our early years.

We are overjoyed with the 2017-2018 report, characterized by fluidity, economic development and outreach! These words express the objectives of the Cluster and support the

positioning of Greater Montreal as a cargo transport hub and gateway to North America.

Our Cluster makes the economic development of Greater Montreal a priority for the coming years. In recent months, we had the opportunity to meet with several foreign organizations to discuss logistics and transportation issues around the world. We followed through on these exchanges by presenting our hub's many advantages at world-class conferences such as Cargo Logistics Canada, by hosting delegations and by participating in workshops organized to develop international expertise and relationships. This year, CargoM had a chance to meet experts from Germany, France, Belgium, the United Kingdom and the United States.

## Highlights

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Our hub's competitiveness and our industry members' outreach are still at the heart of the Cluster's activities, and are reinforced by CargoM's participation on several advisory committees dedicated to Greater Montreal's economic development. CargoM is particularly recognized and appreciated by the Board of Directors of Conseil Emploi Métropole, the Advisory Committee on the Sustainable Mobility Policy of the Quebec Ministry of Transport, Sustainable Mobility and Transportation Electrification (MTMDET), the Advisory Committee of Mobilité Montréal, the Transport Committee of Chamber of Commerce of Metropolitan Montreal (CCMM) and the Industrial Port Zone Committees of Montreal, Contrecoeur-Varenes and Sainte-Catherine. In addition, CargoM is pleased to contribute as partner to the success of the SCALE.AI super cluster on supply chains

powered by artificial intelligence. The latter was chosen from among the five super clusters selected by the federal government to stimulate research and innovation.

CargoM was also honoured last June with the Freight Transport Award at the AQTr Grand Prix of Excellence in Transportation Awards Gala. The project on measuring and improving the fluidity of truck transport was carried out in collaboration with CIRRELT (Interuniversity Research Centre on Enterprise Networks, Logistics and Transportation). Also pertaining to fluidity, which remains at the core of our actions, CargoM implemented technological tools to improve the flow of traffic in Greater Montreal, such as Cargo Mobile, Ottoview and SPI-LI.



The second edition of CargoM Career Days in Transportation and Logistics was a great success, with more than 1,500 participants, close to 50 booths and the presence of Minister for Maritime Affairs Jean D'Amour. This event, which has become a staple for recruitment and promotion of careers in our industry, was made possible through the collaboration and support of Service Québec's regional department for the Island of Montreal. Lastly, to develop our understanding of our sector's needs and to orient actions at the workforce and training levels, CargoM, in concert with our partners, produced a white paper in 2017.

Several other projects are underway. As always, we are working on the fluidity, outreach and economic development of our logistics chain. To find out more about our current projects, please consult the pages in this report dedicated to our working groups.

We take this opportunity to thank the members of the Executive Committee and the Board of Directors, who all contribute very actively to the deployment and promotion of our Cluster. We steadfastly support of all our working group members, who participate in developing our orientations and actions alike. Lastly, we also thank the entire full-time team, which works exceptionally hard in a harmonious, dynamic environment that fosters creativity.

We also want to recognize our many members, who stayed with us again this year, and the donors who support us financially and whose contributions make it possible to bring our projects to life and achieve our goals. We are very grateful to them. We especially thank the Government of Quebec and the Montreal Metropolitan Community. In addition, we warmly welcome the arrival of new CargoM members: Falcon International, GETPAQ, CSL Group, Ocean Group Inc., HEC Montréal École des dirigeants, Intersand and Transport Dsquare.

Together, we are now turning to 2018-2019 to continue fulfilling our mission.

Happy reading, and all the best until next year.



**Sylvie Vachon**

Chair of the Board of Directors  
President and CEO  
Montreal Port Authority



**Mathieu Charbonneau**

Executive Director  
CargoM



## CARGOM TEAM



From right to left:

ADMINISTRATIVE ASSISTANT

**YVES MURRAY**

(interim in 2017)

ymurray@cargo-montreal.ca

514-508-2609 ext. 221

DIRECTOR, STRATEGY AND PROJECTS

**MAGALI AMIEL**, PH.D, MCILT

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514-508-2609 ext. 223

SENIOR ADVISOR, DEVELOPMENT  
AND PUBLIC AFFAIRS

**LINE ROUSSEAU**, B.ENG.

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EXECUTIVE DIRECTOR

**MATHIEU CHARBONNEAU**, MBA

mcharbonneau@cargo-montreal.ca

514-508-2609 ext. 222

(Not in the photo)

ADMINISTRATIVE ASSISTANT

**KARINE DUDOGNON**

(on maternity leave in 2017)

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**FOLLOW US!** 

**cargo-montreal.ca**



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CargoM App**





# EXECUTIVE COMMITTEE AND BOARD OF DIRECTORS

## Executive Committee

**SYLVIE VACHON**, Chair  
President and Chief Executive Officer  
Montreal Port Authority

**MADELEINE PAQUIN**, Co-Chair  
President and CEO  
Logistec Corporation

**FRÉDÉRIC CHEVALLIER**, Treasurer  
Regional Vice-President,  
Eastern Canada  
Kuehne + Nagel

**MARC CADIEUX**, Director  
President and Chief Executive Officer  
Quebec Trucking Association

**JANET DRYSDALE**, Director  
Vice-President, Corporate  
Development  
Canadian National

**VALÉRIE WELLS**, Secretary  
Director, Legal Affairs  
Montreal Port Authority

## Board of Directors

**LUCE BUREAU**  
Director, Air Service Development  
Aéroports de Montréal

**MARC CADIEUX**  
President and Chief Executive Officer  
Quebec Trucking Association

**FRÉDÉRIC CHEVALLIER**  
Regional Vice-President,  
Eastern Canada  
Kuehne + Nagel

**NATHALIE DROUIN**  
Executive Director, Professor  
KHEOPS, Université du Québec à  
Montréal (UQAM)

**JANET DRYSDALE**  
Vice-President, Corporate  
Development  
Canadian National

**FRANÇOIS LEMAY**  
(replacing Janet Drysdale)  
Director, Corporate Development  
Canadian National

**JULIEN DUBREUIL**  
General Manager  
Termont Montreal Inc.

**CHRIS FOURNIER**  
Director, International Sales  
Canadian Pacific

**MICHAEL FRATIANNI**  
President and CEO  
Montreal Gateway Terminals  
Partnership

**MARC GAGNON**  
Director, Government Affairs  
and Regulatory Compliance  
Fednav Limited

**JACQUES GRÉGOIRE**  
Portfolio Manager  
Fonds de solidarité FTQ

**MICHAEL A. GRIER**  
Vice President, Global Logistics  
Dorel Industries

**JEAN-ROBERT LESSARD**  
Vice-President, Public Affairs and  
Government Relations  
Groupe Robert

**CHARLES RAYMOND**  
President and Chief Executive Officer  
Ray-Mont Logistics

**MADELEINE PAQUIN**  
President and CEO  
Logistec Corporation

**LAURENT TOURIGNY**  
President  
Trac-World Freight Services Inc.

**MARTIN TRÉPANIER**  
Co-Director  
CIRRELT

**SYLVIE VACHON**  
President and Chief Executive Officer  
Montreal Port Authority

## OBSERVERS

**JOANNA MANGER**  
Regional Executive Director  
Transport Canada

**DANIEL MATHIEU**  
Research Advisor  
Metropolitan Economic Development  
Montreal Metropolitan Community

**STÉPHANE PIGEON**  
Director, Green Economy  
and Logistics Department  
Quebec Ministry of Economy,  
Science and Innovation

**ROSE-MARIE TASSEROU**  
Chargée de mission, Secrétariat à la  
région métropolitaine  
Quebec Ministry of Municipal Affairs,  
Regions and Land Occupancy

**VALÉRIE WELLS**  
Director, Legal Affairs  
Montreal Port Authority

## STAFF

**MATHIEU CHARBONNEAU**  
Executive Director  
CargoM

**MAGALI AMIEL**  
Director, Strategy and Projects  
CargoM

# CARGOM MEMBERS

## RAIL TRANSPORT



Canadian National



Canadian Pacific

## MARINE TRANSPORT AND TERMINALS



CMA-CGM



CANADA STEAMSHIP LINES

CSL Group Inc.



Empire Stevedoring



Fednav Group



Groupe Desgagnés Inc.



Logistec Corporation



Mediterranean Shipping Company (Canada) Inc.



Montreal Gateway Terminals Partnership



Ocean Group



Termont Montreal Inc.



Viterra

## ROAD TRANSPORT AND THIRD PARTY LOGISTICS



Dorel



Falcon International



GETPAQ Inc.



Groupe Lafrance



Groupe TYT



GT Group Inc.



Hunt Refrigeration



Intersand



Kuehne + Nagel



Michel Rozon Transport



Ray-Mont Logistics



Robert Transport



Simard Transport



Société des alcools du Québec (SAQ)



Trac-World Freight Services Inc.



Transport Dsquare

## ADMINISTRATIVE AND SHARED INFRASTRUCTURE



Aéroports de Montréal



St. Lawrence Seaway  
Management  
Corporation



Fonds de solidarité FTQ



Montreal Port Authority



Transport,  
Sustainable Mobility  
and Transportation  
Electrification

## EDUCATIONAL AND RESEARCH INSTITUTIONS



CÉGEP  
André-Laurendeau



CIRRELT,  
Université de Montréal



ESG, UQAM



HEC Montréal,  
École des dirigeants



Institut international de  
logistique de Montréal

## COMMITTEES AND ASSOCIATIONS



Association québécoise  
des transports (AQTr)



Quebec Trucking  
Association



Camo-Route



Shipping Federation  
of Canada



Human Resources  
Sectorial Committee  
of the Maritime  
Industry (CSMO)



St. Lawrence Economic  
Development Council  
(SODES)




Maritime Employers  
Association




St. Lawrence  
Shipoperators

# 4 WORKING GROUPS

Objectives that address our orientations:  
**fluidity, economic development and outreach**




Optimize the hub's **fluidity**  
and become **the gateway**  
**to North America**



Increase our impact  
on the **prosperity** and **economic**  
**development** of the metropolitan  
area's logistics chain



Make Greater Montreal  
a **must in logistics**



In collaboration with  
the associations, promote  
opportunities and  
**employment prospects**



## WORKING GROUP 1 LOGISTICS AND TRANSPORT DEVELOPMENT OPPORTUNITIES



## WORKING GROUP 2 COMMUNICATION AND OUTREACH



## WORKING GROUP 3 INNOVATION AND FLUIDITY



## WORKING GROUP 4 WORKFORCE

## AD HOC COMMITTEES

### Air Cargo Committee

- Promotion of new carriers locating to Montreal
- Discussions with stakeholders on opportunities to prospect new markets

### External committees

- Member of the Advisory Committee of Mobilité Montréal
- Member of Conseil Emploi Métropole
- Member of the Advisory Committee on the Sustainable Mobility Policy of the MTMDET
- Member of the Transport Committee of the Chamber of Commerce of Metropolitan Montreal
- Member of the Industrial Port Zone Committees of:
  - Montréal;
  - Contrecoeur;
  - Varennes and Sainte-Catherine.





## WORKING GROUP 1

# LOGISTICS AND TRANSPORT DEVELOPMENT OPPORTUNITIES

### Committee Co-Chairs:



**Madeleine Paquin**  
President and CEO  
Logistec Corporation



**Laurent Tourigny**  
President  
Trac-World Freight  
Services Inc.

### MANDATE

**Take the pulse of Greater Montreal's freight transport and logistics sector and recommend development outlooks and opportunities.**

**Provide tools and metrics to stakeholders** in the Greater Montreal freight transport and logistics sector designed to **improve their competitive strength** and increase their contribution to the territory's economic development.

### GOALS

**Improve transport and logistics efficiency** in Greater Montreal.

Determine the key elements needed to **attract new distribution centres** and to make Greater Montreal a hub that is both recognized and sought after for its competitive strength.

Define the different **logistics hub concepts** for Greater Montreal.

### ACHIEVEMENTS IN 2017

**Presentations to the communities** – numerous meetings and conferences to present the advantages of our hub and provide information on our sector.

**Launch of ZOOM MTL** – Zoom Greater Montreal Industrial and Commercial Sites and Building Selection Tool, in collaboration with the Montreal Metropolitan Community and the Chamber of Commerce of Metropolitan Montreal, and Montréal International.

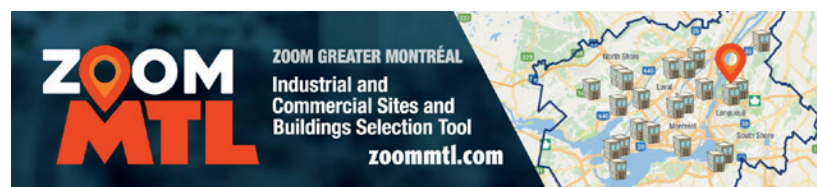
**Canvassing and assisting companies wishing to set up in Greater Montreal** in collaboration with Montréal International and Investissement Québec.

### Logistics Poles and Industrial Port Zones (ZIPs):

- **Assomption-Sud Project:** Cité de la logistique logistics centre – involved in consultations held by the Institut du Nouveau Monde, and related public hearings and events;
- **Montreal Industrial Port Zone:** involved in ZIP Montreal's projects, seat on the Social Acceptability Committee;
- **Contrecoeur-Varennnes Industrial Port Zone:** involved in the committee's work;
- Participated in the **European Cluster Platform Collaboration**.

**Implementation of technical expertise** for Logistics in Wallonia as part of a project submitted to the European Union.

**Reception and organization of meetings with foreign delegations** from Germany (Munich and Hamburg), Belgium (Antwerp) and France (Strasbourg).



### ONGOING KEY PROJECTS

- Promotion of Ambassador Guide.
- Workshop on economic development tools and the needs of clients in Greater Montreal's logistics chain.
- Implementation of Foreign Trade Zone status.
- Mission to promote Greater Montreal as a hub.
- Participated in the advisory group on the Quebec government's sustainable mobility policy.

## WORKING GROUP 2 COMMUNICATION AND OUTREACH

### Committee Co-Chairs:



**Frédéric Chevallier**  
Regional Vice-President,  
Eastern Canada  
Kuehne + Nagel



**Nicole Trépanier**  
President  
St. Lawrence Economic  
Development Council

### MANDATE

**Establish effective and dynamic communication** between citizens, stakeholders and all levels of government with respect to the freight transport and logistics sector's benefits for Greater Montreal.

**Promote the Cluster's activities and ensure the industry's outreach** to raise awareness about the freight transport and logistics community.

### GOALS

**Promote the advantages and economic benefits of the freight transport and logistics** sector for Greater Montreal to governments, the population and stakeholders.

Take an active part in **raising the international profile of the cluster and the hub**, with the Port of Montreal at the heart of the supply chain.

### ACHIEVEMENTS IN 2017

**Networking evening** at our annual meeting (about 100 people) and at our Career Day (about 130 people).

Study on the **validity of a Foreign Trade Zone office** in Greater Montreal.

Invitation to present CargoM to the **Toronto Board of Trade**.

Posted **hub promotion video (4/4)**.

**Participation in the RILA Conference** – Orlando.

**Participation in Cargo Logistics Canada** – Vancouver.

Participation in the **mission to the United Kingdom** promoting the Maritime Strategy.

Ongoing presence on **social networks** (LinkedIn, Twitter, Facebook and YouTube).

**Promotional insert** and Xtra in LaPresse+ newspaper (November 5, 2017).

Production of the **“Why choose Montreal?” brochure**.

### ONGOING KEY PROJECTS

- Job promotion strategy.
- Mission to promote Greater Montreal as a hub.
- CargoM awareness study.
- CargoM fifth anniversary festivities.
- Collaboration on Phase 2 of the SODES promo campaign: Brought to you by ship – my river, my provider!
- Social media presence.



## WORKING GROUP 3

# INNOVATION AND FLUIDITY

### Committee Co-Chairs:



**Marc Cadieux**  
President and Chief  
Executive Officer  
Quebec Trucking  
Association



**Norman Tam**  
Executive  
Vice-President  
MSC (Canada) Inc.

### MANDATE

**Support the development and implementation of projects** designed to improve traffic flow and road access to truck transport in Greater Montreal, **for the benefit of the greatest possible number of supply chain users.**

Contribute to the **establishment of infrastructure**, regulatory, and **state-of-the-art technology projects** to optimize transport and logistics operations, and improve the competitiveness of the sector's businesses.

### GOALS

Actively **participate in collaborative committees** as an industry representative and, if need be, take the initiative by recommending the creation of said committees.

**Undertake complementary studies** to support existing ones and conduct specific pilot projects and measure their benefits to Greater Montreal.

**Adopt, share and integrate the industry's best practices** and state-of-the-art technologies while meeting sustainability objectives.

### ACHIEVEMENTS IN 2017

**PRAM-Est Project** – Analysis of the road network in Montreal East and validation of the CargoMobile application.

**Workshop on the possibility of extending opening hours of terminals**, with close to 40 participants from the industry.

Involvement in **Mobilité Montréal projects** – Organization of a **Smart Fluidity Workshop** as part of the City and Port of Antwerp Mission, with close to 50 participants.

**CargoMobile** – initiatives to improve the mobile application and to transfer the web-based application to a native application.

**Involvement in PQSTI projects** – Quebec Intelligent Transportation System Plan of the Quebec Ministry of Transport, Sustainable Mobility and Transportation Electrification.

**Partnerships with Logistics in Wallonia** on a technological innovation project on vehicle recognition and remotely tracking traffic in urban areas.

Involvement in the efforts of Coop Carbone and ESG UQAM through the **urban logistics consolidation centre project.**

**Presentation and training on SPI-LI**, the Intermodal Logistics Information Sharing System.

**Coordination of meetings** with the City of Montreal and the industry to present mitigation measures on Notre-Dame Street and Pie-IX Blvd.



**Appointed:** CargoM in collaboration with CIRRELT

**Project:** To measure and improve the fluidity of truck transport

### ONGOING KEY PROJECTS

- Study on cost of extending the opening hours of terminals, possible options and definitions of a pilot project.
- Integration of information sharing tools (SPI-LI, CargoMobile and more).
- Study on short sea marine transportation project.
- Study on the proposed use of reserved lanes during non-peak passenger hours.
- Collaboration on initiatives for urban logistics centres (CoopCarbone, ESG UQAM) and an urban distribution centre (JalonMTL).





## WORKING GROUP 4 WORKFORCE

### Committee Co-Chairs:



**Nathalie Drouin**  
Executive Director,  
KHEOPS  
Professor, Université  
du Québec à Montréal  
(UQAM)



**Stéphane Morency**  
President  
Maritime Employers  
Association

### MANDATE

**Promote the sector to future workers** by showcasing the opportunities this industry has to **offer and accentuating training and employee retention** policies in the industry's companies.

### GOALS

Address and **meet the urgent need for a new generation of workers** in this sector, by building on concrete actions to attract new talent.

**Raise awareness about the industry's job opportunities** among young people and people seeking a new career.

### ACHIEVEMENTS IN 2017

**Career Day**, second edition, close to 50 booths, more than 300 jobs and 1,500 participants.

**White Paper** on Labour and Training Needs in the Transportation and Logistics Sector.

#### Participation in sector studies:

- CSMO-Maritime on the needs for marine industry jobs on land;
- Marine Strategy Secretariat on training-employment adequacy.

Appointment to the **Board of Directors of Conseil Emploi Métropole**.

**Participation on the Vocational Training Committee** of Conseil Emploi Métropole.

**Participation in the 2017 Salon de l'immigration et de l'intégration au Québec.**

**Participation in the interconnection program** of the Chamber of Commerce of Metropolitan Montreal.

**Presentation of the trades, skills of the future and job prospects** at several CEGEPs and secondary schools.

**Presentation to graduate students at Concordia University** in seminars leading to the validation of a university credit.



### ONGOING KEY PROJECTS

- Think Tank with youth and the upcoming generation of workers to target attraction and recruitment issues for the industry.
- Workforce forum to work with HR personnel on vocational promotion initiatives and recruitment.
- Job promotion.
- Career Day, third edition.
- Involvement in the projects of Conseil Emploi Métropole.



## FINANCIAL STATEMENTS

REVENUE	2017	2016
Contributions	\$ 406 000	\$ 381 000
Membership fees	\$ 246 750	\$ 239 250
Revenue from activities	\$ 219 452	\$ 213 547
Other	\$ 16 432	\$ 6 645
<b>TOTAL</b>	<b>\$ 888 634</b>	<b>\$ 840 442</b>

CHARGES	2017	2016
Workshop fees	\$ 178 796	\$ 213 107
Payroll	\$ 399 184	\$ 399 814
Administrative expenses	\$ 293 747	\$ 207 607
<b>TOTAL</b>	<b>\$ 871 727</b>	<b>\$ 820 528</b>

<b>Excess of revenue over expenses for the year</b>	<b>\$ 16 907</b>	<b>\$ 19 914</b>
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The financial information summarized above is derived from financial statements audited by PricewaterhouseCoopers as at December 31, 2017. If you wish to view CargoM's detailed financial statements, please contact us.



# 5 YEARS

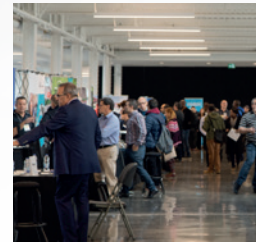
## FIVE YEARS OF GATHERING, COLLABORATING AND INNOVATING



Official launch of the secretariat and activities of the Cluster and the first three working groups, launch of the CargoM website and application



CargoMobile, Ottoview and acquisition of 100 tracking and reporting devices, SPI-LI and promo missions (Chicago, Illinois and Benelux countries); special issue of Canadian Sillings on CargoM



White paper on the workforce; promo mission (England); AQTR Cargo Transportation award for the PRAM-Est fluidity project; Zoom Greater Montreal; workshop on opening hours of terminals at the Port of Montreal, launch of the "Why Choose Montreal?" brochure

2013

2014

2015

2016

2017

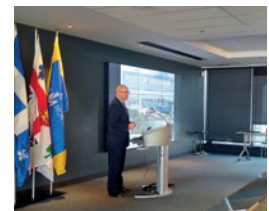
2018



Study on the profile of the logistics and freight transport industry; promo missions (France, Ontario and Georgia, USA); special insert entitled *Pour arriver à bon port* in La Presse+ newspaper; AQTr Cargo Transportation Award and Distinction Award



Cargo Logistics Canada in Montreal; first Career Day; promo videos; promo missions (Ohio and Georgia, USA); first member survey: *90% of members satisfied with CargoM projects and activities*



Pilot project on extending terminal opening hours; workshop on smart ports in collaboration with the German consulate, Strategic Forum Belgium-Canada, third Career Day; promo mission





CargoM, ambassador  
and promoter of the  
Greater Montreal hub  
**nationally and internationally**



CargoM participating in a training course at the Antwerp Port Education Center, held May 29 to June 11, entitled *Intermodality Rail & Inland Navigation*, after being selected to receive a grant from the Government of Belgium.



Visit from a German delegation to Montreal – September 21, 2017 (CargoM, Port of Montreal, Canadian German Chamber of Industry and Commerce, Export Québec)



Roundtable on smart fluidity – October 25, 2017 (CargoM, Port of Montreal, City of Antwerp)



Smart port workshop: Facing the Digital Challenge – January 25, 2018 (CargoM, Port of Montreal, City of Montreal and City of Hamburg)



Cargo Logistics Canada, held in Vancouver – February 6 to 8, 2018



Strategic Forum Belgium-Canada on the development of intelligent logistics platforms to optimize the benefits of CETA – March 15, 2018 (CargoM, Flanders Investment & Trade, invest-exports.brussels, Wallonia.be, CanCham Belux)

# CARGOM IN THE MEDIA



March 5, 2018

Portrait of a leader – Sylvie Vachon, the CEO who is getting the Port of Montreal ready for the next 100 years

**Gestion HEC Montréal**



November 6, 2017

CargoM Career Day – Make way for Quebec talent and expertise in transportation and logistics

**Portail Québec – Services Québec**



March 2, 2018

Magali Amiel becomes head of CargoM's strategy and projects

**La Presse+**



November 5, 2017

Transportation industry: job fair to be held in Montreal on Monday

**Huffington Post**



December 16, 2017

Montreal according to Amazon

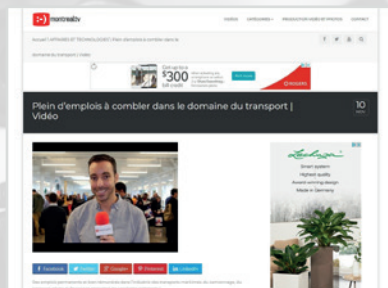
**Les Affaires**



November 5, 2017

Transportation industry: jobs that get things moving

**La Presse+**



November 10, 2017

Plenty of jobs to fill in the transport sector

**Montréal.tv**



October 31, 2017

Mathieu Charbonneau interviewed by Michel Gailloux

**Debout VM !**



# CARGOM IN THE MEDIA



October 27, 2017

New challenge

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CargoM: numerous achievements to optimize fluidity and develop the metropolis

**Montréal économique en bref**



October 4, 2017

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**Radio-Canada**



June 27, 2017

CargoM launches its brochure promoting the Greater Montreal hub

**Cision**



October 3, 2017

The fast track to a job in transportation and logistics

**Journal Métro**



June 16, 2017

CargoM and CIRRELT honoured at the 10<sup>th</sup> Grand Prix of Excellence in Transportation Awards Gala

**Transport de marchandises**



September 13, 2017

Montréal: A growing North American transportation and logistic hub

**TheFutureEconomy.ca**



June 16, 2017

CargoM – Valuable data for road transport

**La Presse+**