

CARGO M

LOGISTIC AND TRANSPORTATION
METROPOLITAN CLUSTER OF MONTRÉAL

ANNUAL REPORT 2019_2020



The year at a glance

600
publications
on social networks

2,000+
participants
at our events

60
members

7,000+
CargoM
followers
on social media

1,787
hours
of volunteer work
in 2019

192
events
with CargoM
participation

1 CargoM is an important partner in the industry. As collaboration is necessary, it makes it possible to showcase the players in the transportation and logistics fields and their talents. Montreal is a hub for the industry and CargoM helps spread the word.

Madeleine Paquin
President and CEO
Logistec Corporation

2 In a dense, complex and highly diversified economic environment such as Greater Montreal, supply chain fluidity is essential. In this context, CargoM has succeeded for several years now in becoming the preferred contact between importers, exporters, carriers, logisticians and local or provincial authorities to help provide coordinated and concrete solutions to the various problems in the chain. Congratulations for this great success!

Jean-Baptiste Longin
General Manager
CMA CGM Canada inc.

3 CargoM's cruising speed has enabled the company in just six years to reach an enviable level of maturity that many ports around the world would hope to reach. Economic and governmental partners, academia and its valuable clientele are the source of energy that enables CargoM to maintain a cruising speed that is constantly improving and seeking solutions to the challenges of fluidity and operational efficiency with the support of artificial intelligence. The CargoM brand image is a symbol of success and pride.

Jean-Robert Lessard
Vice President, Public Affairs
Groupe Robert



Our mission

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

Our vision

CargoM's vision is to make Greater Montreal a multimodal platform recognized and 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 as part of Greater Montreal's economic development strategy, CargoM, the Montreal Metropolitan Logistics and Transportation Cluster, is one of 10 metropolitan clusters deployed since 2006.

Our actions are structured around 4 working groups, within which its members work collaboratively to develop and implement tools, projects and initiatives that participate in economic development, improve the fluidity of the supply chain, attract new companies, enhance jobs and training, and promote the Greater Montreal hub internationally.

CargoM's activities are financially supported by the Montreal Metropolitan Community (MMC), the Ministry of Municipal Affairs and Housing (MAMH), the Ministry of the Economy and Innovation (MEI) and all its members.



Communauté métropolitaine
de Montréal



A WORD FROM THE MINISTERS

Since being launched in 2012, CargoM has been actively working to reinforce Montréal's role as a multimodal hub. To successfully carry out this mission, various logistics and freight transportation stakeholders are rallying around common objectives and concerted actions.

This approach is perfectly in line with the orientations that the gouvernement du Québec intends to propose as part of its new maritime vision, which is currently under development. This vision will be aimed at making the St. Lawrence River one of North America's most efficient economic corridors, by improving, in particular, the flow of freight transportation and by supporting trade with external markets.

With more than 12,000 businesses providing nearly 167,000 jobs, the transportation logistics industry generates significant economic benefits for Québec, in addition to being essential to the efficient operation of all sectors of activity.

The strategic geographic location of Montréal on the banks of the St. Lawrence, which, among other things, provides access to key national and international markets, represents an undeniable asset.

For Québec businesses, doing business outside Québec has become indispensable. More than ever, Québec must raise its profile by relying on innovation and investments.

As already advocated in the *Sustainable Mobility Policy – 2030*, all stakeholders will be asked to review their transportation logistics planning by integrating more modal transfers into it.

The Government hopes that Quebecers will thus be able to build an economy that is both strong and dynamic, while being respectful of ecosystems and seeking to reduce their ecological footprint.

To achieve this goal, we are obviously counting on the cooperation of our partners. By addressing the challenges that are more specific to the Montréal metropolitan region, Québec's greatest economic hub, CargoM is playing an active role to achieve these overall objectives. Hence, this precious contribution truly deserves to be emphasized.



François Bonnardel
Minister of Transport and Minister
Responsible for the Estrie Region



Pierre Fitzgibbon
Minister of Economy and Innovation
and Minister Responsible
for the Lanaudière Region



Chantal Rouleau
Minister for Transport and
Minister Responsible for the Metropolis
and the Montréal Region

A WORD FROM THE MAYOR

Freight transportation is a crucial sector that plays a key role in Montréal's economic and commercial development. It makes our city stand out as a North American logistics hub.

The transportation and logistics industry in Greater Montréal represents 120,000 jobs in transportation and warehousing, 6,000 establishments and more than \$4.3 billion per year in economic benefits for the metropolitan region.

The City of Montréal is pleased to partner with CargoM to bring together and galvanize all players in the logistics and freight transportation industry. Through close collaboration, innovative solutions are being developed to optimize the transportation of goods while meeting the current challenges of fluidity and environmental protection.

In this spirit, Montréal is proud to move forward with structuring and forward-looking initiatives such as the integrated mobility corridor along Notre-Dame Street and the Colibri project. Launched on the site of the former Voyageur bus station, the Colibri project creates an eco-friendly urban delivery service to improve the living environment and reduce traffic in the downtown core by replacing delivery trucks with cargo bikes or other environmentally friendly vehicles.

Transportation and mobility is one of the main thrusts of the City's Economic Development Strategy, which focuses on the emergence of new sustainable and smart transportation systems. This strategy was developed to make Montréal attractive and competitive as an internationally recognized multimodal platform.

I would like to salute CargoM's remarkable work in the continuous improvement of cargo shipping. Through the excellence of its services, the CargoM team plays a central role in the development and economic outreach of our metropolis.

May we achieve results that meet our great ambitions.



A handwritten signature in black ink, appearing to be 'V. Plante'.

Valérie Plante
Mayor of Montréal



Message from the Chair of the Board of Directors and from the Executive Director of CargoM

We are pleased and proud to present the 2019-2020 Annual Report of CargoM, the Logistics and Transportation Metropolitan Cluster of Montreal.

At the time of writing, in the midst of the COVID-19 crisis, we were busy implementing actions to support our members and maintain the fluidity of our supply chain. CargoM is working with the main players in our sector and the various levels of government to inform and provide assistance, when necessary, to our members and partners. For example, we took stock of the indoor and outdoor storage space available in Greater Montreal and addressed the current labour issues we face. At this stage, we do not yet know what the impact of the pandemic will be, but we assure you that CargoM will be more than ever a present and active collaborator during the recovery. We congratulate all of our members and the whole logistics community for their resilience and sustained efforts during this crisis.

In 2019, we actively consulted with our members to develop our new 2020-2022 strategic plan. With over 95% of the plan covering 2017 to 2019 completed, in addition to several other structuring actions, we surveyed and interviewed, first and foremost, our members, partners and donors. Of these respondents, 93% said that CargoM's mission is still relevant and 97% said that its vision is still relevant. We then organized four workshops around our main orientations to identify and prioritize new achievements for the next three years. The crucial actions identified, including attraction and development of a logistics centre, outreach of our supply chain, research and development of tools to improve fluidity, development of a digital platform and the promotion of labour and training, will keep us busy over the next three years. We would like to thank everyone who participated in one way or another in this exercise. Given the circumstances, please note that certain actions targeted for 2020 may be postponed to 2021.

HIGHLIGHTS

In our ongoing efforts to develop our sector, we are completing the final steps to roll out the Foreign Trade Zone Centre. Last summer, in the presence of the Honourable Marc Garneau, Canada's Minister of Transport, we officially announced the Foreign Trade Zone designation for the territory of the Montreal Metropolitan Community. As a result, CargoM is now the one-stop source of information for exporters and importers about the duty and tax exemption programs to which they are entitled. The website is ready and will be launched, given the current circumstances, at the appropriate time. We have also joined the World Free Zones Organization (World FZO) to make the most of this platform for discussion, training, business development and networking with Foreign Trade Zone administrators.

Furthermore, the east end of Montreal remains a priority for CargoM. We continue to play an active role, in collaboration with all stakeholders, including the City of Montreal and the Government of Quebec, to ensure that the actions undertaken to promote the growth and development of this sensitive area also remain beneficial for logistics and freight transport. Improving road infrastructure in this part of the city is also a crucial issue in maintaining our sector's competitiveness.

To promote Greater Montreal internationally and develop business ties of benefit to its development, we organized a mission to Munich and Hamburg in June 2019 as part of the Transport Logistic trade show. Cluster members and partners, including the Montreal Port Authority, Logistec Corporation, Fonds de solidarité FTQ, Air Canada Cargo and Metro Canada Logistics, were able to meet with several foreign companies to learn, share their expertise, show investors the advantages of our hub and showcase our supply chain abroad.



Sustainable transportation is also an important issue for the Cluster. In addition to sitting on the board of directors of the Greater Montreal Climate Fund, in February 2020, we received a visit from Logistics in Wallonia as part of CargoM's project to implement the Lean & Green program in Quebec. The program supports member companies as they take concrete measures to reduce their GHG emissions throughout the supply chain.

For many of our members, labour issues remain a constant concern. Clearly, one of our most promising actions was holding our Transportation and Logistics Career Day. This year's edition was launched by Ms. Chantal Rouleau, Minister of Transport and Minister for the Metropolis and the Montréal Region. This fourth edition was a great success with close to 1,500 visitors and more than 1,200 positions filled on that day. Highly appreciated by Cluster members, the event brought together more than 60 companies and educational institutions to showcase the many quality jobs and wide range of training available in the sector. We are pleased to be able to already confirm the fifth edition, which will take place on November 3, 2020.

Several events and initiatives set the pace for our actions. We invite you to read this annual report to learn more about all our achievements from our 4 working groups.

We now have 60 members and would like to acknowledge their support and loyalty. CargoM welcomed new players this year: Bolloré Logistics, CÉGEP Saint-Jean-sur-Richelieu, Courchesne Larose Ltd., Danaca Transport, JF Hillebrand Canada Inc. and Valdev Industrial Complex. We would like to take this opportunity to thank our financial backers, the Government of Quebec and the Montreal Metropolitan Community (MMC), for making it possible for the Cluster to implement projects that are useful to the development of the logistics and freight transport sector.

The team underwent several changes in 2019, including the departure of Magali Amiel, who had been with CargoM since its creation and who greatly contributed to its success. We recruited Christian Kamudimba as Coordinator of the Foreign Trade Zone Center, Lori Nelis as Project Manager and Océane Dinant, who is replacing Karine Dudognon during her maternity leave. We thank the staff for remaining united and professional and we welcome the new recruits.

In closing, we must mention the exceptional dedication of our directors and the members of our working groups and committees who always give generously of their expertise and time. The hours of volunteer involvement continue to grow and everyone is mobilizing to support CargoM in its mission. We take this opportunity to mark the retirement of Marc Gagnon of Fednav Limited, who has been a member of our Board of Directors since the Cluster's creation. We thank him for his constant commitment and wish him a happy retirement.

Thank you for your support. For the coming year, we wish you a quick return to normal and ongoing success in our actions to support the development and growth of our supply chain and Greater Montreal.

Happy reading and see you next year.



Sylvie Vachon
SYLVIE VACHON

Chair
*President and Chief Executive Officer
Montreal Port Authority*



Mathieu Charbonneau
MATHIEU CHARBONNEAU, MBA

Executive Director
CargoM

Strategic plan

2020-2022

Over 95% of the 2017-2019 action plan was carried out and several other structuring actions were undertaken, notably:

- Extension of terminal opening hours at the Port of Montreal
- Studies: *Short Sea Shipping* and *Preferential Measures for Freight Transport*
- Launch of the Foreign Trade Zone Center
- Ambassador Guide and online launch of montrealtransportlogistique.ca
- Mission to Munich and Hamburg, Germany during the Transport Logistic Munich trade fair

Members surveyed during preparation of the 2020-2022 strategic plan

Members' perception

Unifying: rallies members and stakeholders in the sector

Necessary for the transport and logistics sector

A **voice** for the industry

A space for **dialogue**

Very good **capacity to mobilize**

Original and innovative

Cluster of diverse, influential and active players representing the supply chain

Great team: leadership, skills, commitment, visibility

Credibility and legitimacy

Site actions focused on the **concrete**

Growing outreach of the Cluster and its players

Promotes dialogue between various actors with different interests

Trends that are likely to result in major changes according to the members surveyed



Road network traffic and fluidity
(25%)



Technological progress
(23 %)



Climate change and the environment (23 %)



Green energy
(19 %)



Automation
(15 %)

93 %
responded that
CargoM's mission
is relevant

97 %
responded that
CargoM's vision
is relevant

CargoM strengths

Team



MATHIEU CHARBONNEAU, MBA
Executive Director
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MAGALI AMIEL, PH. D., MCILT
Director, Strategy and Projects
(until November 2019)



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Project Manager
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KARINE DUDOGNON
Administrative Assistant (on maternity leave)
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Océane DINANT
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Orientations considered most important in order of priority for 2020-2022*

- 1st Fluidity and innovation
- 2nd Job promotion and training
- 3rd Strengthening Greater Montreal's reputation as an indispensable transport and logistics hub
- 4th Prosperity and economic development

Fluidity is a major concern for the industry to be able to maintain its growth and competitive costs while meeting client expectations.

The following 5 key actions were identified as the most important for the 2020-2022 strategic plan

-  Attraction and development of a logistics centre (Savannah model) using an ecosystem for implementing dynamic and rapid activities
-  Promotion, outreach and social acceptability of our supply chain, particularly as an e-commerce hub
- 
 - Research and development of tools for the fluidity of freight movement
 - Development of a digital platform to collect, analyze and share data
-  Concerted promotion of training and the workforce as well as raising awareness among under-represented target segments

FOLLOW US!

cargo-montreal.ca
montrealtransportlogistique.ca
zonefranchementreal.ca



@CargoMtl

To subscribe to our newsletter, visit our Home page.

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*The current situation could change the priority of the orientations in the coming years.

Members

AIR TRANSPORT



Aéroports de Montréal



Air Canada Cargo

MARINE TRANSPORT AND TERMINALS



CMA CGM Canada Inc.



Empire Stevedoring



Fednav Limited



Groupe CSL Inc.



Groupe Desgagnés Inc.



Logistec Corporation



MSC Mediterranean Shipping Company (Canada) Inc



Montreal Gateways Terminals Partnership



Ocean Group



Termont Montreal



Viterra

RAIL TRANSPORT



Canadian National



Canadian Pacific

EXPORTERS — IMPORTERS



Decathlon



Dorel Industries Inc.



Intersand



Société des alcools du Québec

COMMITTEES AND ASSOCIATIONS



Camo-route



Comité sectoriel de main-d'œuvre de l'industrie maritime



Maritime Employers Association



Quebec Trucking Association



Shipping Federation of Canada



St. Laurence Economic Development Council



St. Lawrence Shipoperators

ROAD TRANSPORT AND LOGISTICS INTERMEDIARIES



ACS Logistics



AGD Verchères Express



Bolloré Logistics



Cole International



Courchesne Larose



Danaca Transport



GETPAQ Inc.



Groupe Lafrance



Groupe Robert



GT Group Inc.



Hunt Refrigeration (Canada) Inc.



JF Hillebrand Canada Inc.



Kuehne + Nagel Ltd



Michel Rozon Transport



PDI



Ray-Mont Logistics



Simard Transport



Synergie Canada



Trac-World Freight Services Inc.



Transcare Logistics Corporation



Transport DSquare



TYT Group



Valdev Industrial Complex

ADMINISTRATIONS AND SHARED INFRASTRUCTURES



Fonds de solidarité FTQ



Montreal Port Authority



St. Lawrence Seaway Management Corporation



Transports Québec

EDUCATIONAL AND RESEARCH INSTITUTIONS



CEGEP André-Laurendeau



CEGEP Saint-Jean-sur-Richelieu



CIRRELT, University of Montreal



ESG UQAM, École des sciences de la gestion



Executive Education, HEC Montréal



Institut d'innovation en logistique du Québec

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 Chief Executive Officer
Logistec Corporation

MICHAEL GRIER TREASURER

Vice President, Global Logistics
Dorel Industries Inc.

MARC CADIEUX DIRECTOR

President and Chief Executive Officer
Quebec Trucking Association

DARREN REYNOLDS DIRECTOR

Director, Sales and Marketing
Business Development
Canadian National

VALÉRIE WELLS SECRETARY

Director, Legal Affairs
Montreal Port Authority

BOARD OF DIRECTORS

MARC CADIEUX

President and Chief Executive Officer
Quebec Trucking Association

MATTHIEU CASEY

Director, Cargo Revenue Management
and Business Strategy
Air Canada Cargo

STÉPHANE CHEVIGNY

President
Intersand

LEON DIRADOURIAN

Regional Vice-President, Eastern Canada
Kuehne + Nagel Ltd.

NATHALIE DROUIN

Executive Director and Professor
*KHEOPS, ESG UQAM,
Écoles des sciences de la gestion*

JULIEN DUBREUIL

General Manager
Termont Montreal Inc.

MICHAEL FRATIANNI

President and Chief Executive Officer
Montreal Gateway Terminals Partnership

MARC GAGNON

Director, Government Affairs
and Regulatory Compliance
*Fednav Limited
(until December 2019)*

JACQUES GRÉGOIRE

Portfolio Manager
Fonds de solidarité FTQ

MICHAEL GRIER

Vice-President, Global Logistics
Dorel Industries Inc.

JORDAN KAJFASZ

AVP Sales and Marketing, International
Intermodal and Automotive
Canadian Pacific

STÉPHANE LAPIERRE

Vice President, Air Operations
and Air Services Development
Aéroports de Montréal

JEAN-ROBERT LESSARD

Vice President, Public Affairs
Groupe Robert

MADELEINE PAQUIN

President and Chief Executive Office
Logistec Corporation

CHARLES RAYMOND

President and Chief Executive Officer
Ray-Mont Logistics

DARREN REYNOLDS

Director, Sales and Marketing
Business Development
Canadian National

NORMAN TAM

Executive Vice President
*Mediterranean Shipping
Company (Canada) Inc.*

MARTIN TESSIER

President
Maritime Employers Association

LAURENT TOURIGNY

President
Trac-World Freight Services Inc.

MARTIN TREPANIER

Director
CIRRELT, University of Montreal

PATRICK TURCOTTE

President
TYT Group

SYLVIE VACHON

President and Chief Executive Officer
Montreal Port Authority

OBSERVERS

RICHARD LARUE

Executive Regional Director
Issues and Program Management
Transport Canada

STÉPHANE PIGEON

Director, Green Economy Directorate
and Head of Logistics
Ministry of the Economy and Innovation

JULIE POIRIER

Acting Director,
Metropolitan Area Secretariat
*Ministry of Municipal Affairs
and Housing (MAMH)*

MARIE-LOUP TREMBLAY

Research Advisor,
Economic Development
Montreal Metropolitan Community

VALÉRIE WELLS

Director, Legal Affairs
Montreal Port Authority

STAFF

MATHIEU CHARBONNEAU

Executive Director
CargoM

4 Working groups Orientations

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

Promote Greater Montreal as an indispensable logistics infrastructure

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

Work collaboratively with the associations on projects aimed at training, attracting and retaining talent



1 Sector development opportunities



2 Communication and outreach



3 Innovation and fluidity



4 Workforce

AD HOC committees

AIR FREIGHT COMMITTEE

- Co-chaired by Matthieu Casey, Director, Cargo Revenue Management and Business Strategy, Air Canada Cargo, and Stéphane Lapierre, Vice President, Air Operations and Air Services Development, Aéroports de Montréal

COMMITTEE ON FREIGHT TRANSPORT DATA

- Co-chaired by the Montreal Metropolitan Community (MMC) and CargoM

FOREIGN TRADE ZONE CENTER ADVISORY COMMITTEE

- Coordinated by CargoM and made up of stakeholders who supported the launch of the Foreign Trade Zone Center

EXTERNAL COMMITTEES

- Member of the Mobility Montréal advisory committee
- Member of Conseil Emploi Métropole
- Member of the Quebec government follow-up committee for the Sustainable Mobility Policy — 2030
- Member of the Board of Directors of the Greater Montreal Climate Fund
- Member of the Palais des Congrès de Montréal's Multisector Strategic Taskforce
- Member of the Chamber of Commerce of Metropolitan Montreal's transportation committee
- Member of the industrial port zone (ZIP) committee of: Montreal, Contrecoeur-Varenes, Sainte-Catherine

Working group 1

Sector development opportunities

Committee Co-Chairs



Madeleine Paquin
President and Chief Executive Officer
Logistec Corporation



Laurent Tourigny
President
Trac-World Freight Services Inc.

Mandate

Propose development perspectives and opportunities

Provide Greater Montreal's freight transport and logistics sector with tools and measures to improve their competitiveness and increase their contribution to the region's economic development

Goals

Improve the efficiency of transportation and logistics in Greater Montreal

Identify the keys to success to attract new distribution centres and make Greater Montreal a recognized and sought-after hub for its competitiveness

Achievements in 2019

Presence and involvement in the work of the industrial port zone (ZIP) committees of Contrecoeur-Varenes, Sainte-Catherine and Montreal

International mission to Munich, during a transportation and logistics trade fair, to attract new investors and partners to the Greater Montreal supply chain

Review and release of the Ambassador Guide:

- Finalization of promotional tools (USB key, website)
- Launch of montrealtransportlogistique.ca
- Distribution of the Guide to several Canadian embassies abroad

Submission of briefs and reports:

- *Transport and Logistics for the Pointe-de-l'Île industrial sector* vision of development as part of developing Montreal East
- *Bonaventure Bridge Redevelopment* brief for Montreal's public consultation office, the OCPM
- Participation in the OCPM and brief submitted on the development in the Assomption-Sud-Longue-Pointe sector

Workshop and conference on e-commerce in partnership with CEFRIO

Participation in Transport Minister Chantal Rouleau's consultation on Quebec's new Maritime Strategy and submission of a brief

Workshop as part of the development of CargoM's 2020-2022 strategic plan

ONGOING KEY PROJECTS

- Build on the Savannah model to align all the actions of Working Group 1 (Foreign Trade Zone Center, sites and innovation zones, terminal opening hours, etc.) and present success stories aligned with the Savannah model
- Benchmark the practices of other industrial sectors to support economic development
- Participation in JOC Toronto and CargoM's promotional campaign for industrial parks in Ontario along the Highway 401 corridor
- Oversee the request for creation of an innovation zone for freight transport and logistics in Montreal
- Work on the possibility of sharing a pavilion with several companies in our supply chain at the Transport Logistic Munich event in June 2021
- Promotion and international distribution of the Ambassador Guide to promote the strengths and advantages of the logistics and freight transport hub
- Study on the cold chain to understand industry trends and prepare infrastructure accordingly
- Rollout tools and promotion of the Foreign Trade Zone Center
- Organization of two information workshops on Foreign Trade Zone programs and economic development tools
- Welcoming foreign delegations and organizing events with the consulates located in Montreal to present and promote the sector



Working group 2

Communication and outreach

Committee Co-Chairs



Nicole Trépanier
President
*St. Lawrence Economic
Development Council*



Marie-Chantal Savoy
Vice-President Strategy
and Communications
Logistec Corporation

Mandate

Build effective and dynamic communication between governments, the public and stakeholders on the positive impacts of the freight transport and logistics sector in Greater Montreal

Promote the Cluster's activities and ensure the industry's outreach to extend the freight transport and logistics community's outreach

Goals

Promote the advantages and economic benefits of the freight transport and logistics sector for Greater Montreal to governments, the general public and stakeholders

Actively participate in the international outreach of the Cluster and Montreal's transportation and logistics hub

Achievements in 2019

Promotion of the industry at major events:

- Cargo Logistics Canada 2019 — Vancouver
- Retail Industry Leaders Association 2019 — Orlando
- Transport Logistic — Munich
- Visit to the Port of Hamburg and HHLA automated terminal
- Partner in the CORIM event with Ms. Sylvie Vachon

Organization of an industrial visit to Richelieu Hardware in partnership with the Ministry of the Economy and Innovation (MEI), as part of the shift to Industry 4.0

Strategic monitoring of media and social media as well as publication of quarterly newsletters

Voyage courtesy of Fednav aboard the Federal Caribou between the Port of Contrecoeur and the Port of Hamilton

Presentations:

- First International Innovation 4.0 Forum
- American Association of Port Authorities (AAPA) Communications & Marketing Seminar

Networking activity in collaboration with CITT

Workshop as part of the development of CargoM's 2020-2022 strategic plan

ONGOING KEY PROJECTS

- Lean & Green:
 - Securing the grant, under the framework of the Quebec/Wallonia-Brussels Permanent Joint Commission, for the implementation of the Lean & Green program
 - First program presentation workshop, Green Marine and Ministry of Transportation's Eco-Trucking presentations
 - Continuation of work for program implementation in Quebec and seeking partnerships
- Social media management: storytelling in our publications and CargoM positioning
- Newsletter section: presentation of a list of calls for projects and grants in which our members can participate
- Preparation of an Industry 4.0 visit to Wiptec in collaboration with the Ministry of the Economy and Innovation (MEI)
- Development of an Elected Officials 101 guidebook that will present transportation and logistics and improve communication between governments and industry players



Working group 3

Innovation and fluidity

Committee Co-Chairs



Marc Cadieux
President and Chief Executive Officer
Quebec Trucking Association



Norman Tam
Executive Vice-President
Mediterranean Shipping Company (Canada) Inc.

Mandate

Promote the development and implementation of projects that benefit as many supply chain users as possible in order to improve access and fluidity of truck transportation in Greater Montreal

Contribute to the implementation of advanced infrastructure and technology projects to optimize transport and logistics operations

Support best practices and promote the use of advanced technologies in the transportation and logistics industry to improve the competitiveness of companies in the sector

Goals

Actively participate in committees to promote our industry and, if necessary, create consensus-building committees

Undertake complementary studies to support those underway and conduct specific pilot projects and measure their impact on Greater Montreal

Adopt, share and integrate industry best practices and leading-edge technologies while meeting sustainable development objectives

Achievements in 2019

Collaboration with Jalon MTL and participation in discussions on the Colibri project and E-log Mtl with PME MTL

Presentation during the Ministry of Transport's Sustainable Mobility Policy — 2030 Forum

Implementation of a study on the internal fluidity of the supply chain and the use of off-peak travel with WSP

Participation in the information session on mitigation measures as part of the project works on the Louis-Hippolyte-La Fontaine bridge-tunnel

Workshop as part of the development of CargoM's 2020-2022 strategic plan

ONGOING KEY PROJECTS

- Literature review of international examples of freight mobility on passenger rail with the Interuniversity Research Centre on Enterprise Networks, Logistics and Transportation (CIRRELT)
- Monitor performance of the supply chain following the extension of terminal opening hours and organization of a promotional campaign
- Freight Transportation Data Committee in collaboration with the Montreal Metropolitan Community (MMC): identification of stakeholders, data held/wanted and data sharing issues
- Delivery of the WSP study on internal intermodal efficiency
- The empty container depot near the Port of Montreal: conduct a survey of members to identify suitable locations for empty containers and propose a solution to circulate this information
- Promotion of the use of extended hours: with a few member companies, implement a pilot project that demonstrates the benefits of using extended hours in terms of cost, time and carbon footprint and join WSP's intermodal efficiency study
- CargoMobile: assess the possibility of using WAZE (truck section) or any other application that can ensure CargoMobile's vitality
- Share the results of the Transport Canada study, a high-level study that describes the functions, issues and opportunities of Intelligent Transport Systems
- Capacity Management Information System: assess the possibility of a pilot project between Port of Montreal stakeholders in partnership with the Institut d'innovation en logistique du Québec (IILQ)



Working group 4

Workforce

Committee Co-Chairs



Nathalie Drouin
Executive Director and Professor
KHEOPS, ESG UQÀM,
Écoles des sciences de la gestion



Mélissa Touré
Transport and Logistics Leader
Décathlon

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

Fill the urgent need for new talent in this sector by focusing on concrete actions to attract new talent

Promote the opportunities offered by the industry to young people and people looking for a new career

Achievements in 2019

4th edition of Career Day:

- 60 booths
- 1,500 participants
- Presence of simulators and trucks

Participation in the Chamber of Commerce of Metropolitan Montreal (CCMM) Inter-connection Workshop — Sectoral conferences in freight transport

Participation in the work of the committee on training and job matching of the Conseil emploi métropole as a member of the board of directors

Promotion of jobs and training in transportation and logistics by issuing newsletters on employment

Participation in the training and job-matching committee of the Maritime Strategy Secretariat

Participation in sector studies:

- Comité sectoriel de main-d'œuvre de l'industrie maritime on the needs of land-based marine trades
- Maritime Strategy Secretariat on training and job matching

Presentation of the trades, skills of the future and job prospects in transportation and logistics to graduate students and students from several CEGEPs and high schools

Workshop as part of the development of CargoM's 2020-2022 strategic plan

ONGOING KEY PROJECTS

- 5th edition of Career Day
- Implementation of the *Trucking Career Immersion Program* project, funded by Conseil emploi métropole (CEM) in collaboration with Camo-route and the Centre de formation en transport de Saint-Jérôme (CFTR)
- Support, collaboration and participation in the Camo-route project — *New Technologies and Occupations in Road Freight Transport*
- Support, collaboration and participation in Concordia's John Molson Leadership Centre project — *Accelerating Leadership in Transportation and Logistics*
- Brainstorming on the digitization of the *Follow the Container game*
- Promotion of jobs (employment newsletter and CargoM website)
- Participation in projects of the Conseil emploi métropole (CEM) and various committees



Foreign Trade Zone Centre

On July 21, 2019, CargoM received Foreign Trade Zone Designation for Greater Montreal. As a result, the Logistics and Transportation Metropolitan Cluster of Montreal became a one-stop source, adding to its service offering the ability to inform importers and exporters on foreign trade zone programs.

Canada designates Foreign Trade Zone (FTZ) Points to promote FTZ programs and support companies that want to benefit from them.

THESE 5 PROGRAMS CONSTITUTE THE FTZ INCENTIVES:

- Refunding of Duties (Drawback)
- Duties Relief
- Bonded Warehouse
- Exporters of Processing Services
- Export Distribution Centre

WHAT ARE THE BENEFITS OF USING THE PROGRAMS FOR BUSINESSES IN GREATER MONTREAL?

- Attract foreign direct investment
- Reduce administrative burden
- Improve cash flow
- Reduce operating costs

FOREIGN TRADE ZONE CENTER AT A GLANCE

2018 — Secured funding from the Montreal Metropolitan Community (MMC) and the Ministry of Municipal Affairs and Housing (MAMH)

2018 — Applied for Foreign Trade Zone designation with Canada Economic Development

2019 — Hired the Foreign Trade Zone Center coordinator

2019 — Announced FTZ designation, launched the Foreign Trade Zone Center of Greater Montreal and held a press conference in the presence of Transport Minister Marc Garneau

2019 — Developed an overview of the import/export business support ecosystem

2019 — Held working meetings with Canada Economic Development for Quebec Regions, Canada Border Services Agency and Canada Revenue Agency

2020 — Held meetings with Regional Export Promotion Organizations (ORPEXs)

2020 — Held first meeting of the Foreign Trade Zone Center advisory committee

2020 — Launched the Foreign Trade Zone Center website

2020 — Membership in the World Free Zone Organization (World FZO)

MONTREAL FTZ
CENTRE



FUTURE ACTIONS

- Press release on the launch of the Foreign Trade Zone Center's tools
- Program information tours in collaboration with economic development partners
- Organization of information workshops on Foreign Trade Zone Center programs and the economic development tools
- Preparation of the list of service providers for the Foreign Trade Zone Center
- Development of partnerships with the country's other foreign trade zone points and a calculator of the potential savings that can be achieved using the programs

Financial Statements

REVENUE	2019	2018
Contributions	\$390,000	\$399,166
Membership fees	\$261,966	\$249,458
Revenue from activities	\$173,027	\$119,879
Other	\$157,033	\$28,461
TOTAL	\$982,026	\$796,964

CHARGES		
Payroll	\$454,008	\$388,919
Administrative expenses	\$247,642	\$266,018
Workshop fees	\$249,790	\$113,686
TOTAL	\$951,440	\$768,623

EXCESS OF REVENUE OVER EXPENSES FOR THE YEAR	\$30,586	\$28,341
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The financial information summarized above is derived from financial statements audited by PricewaterhouseCoopers as at December 31, 2019. If you wish to view CargoM's detailed financial statements, please contact us.

Ambassador and promoter

of the Greater Montreal hub
nationally and internationally



June 4 to 7, 2019
Transport Logistic Trade Show
Munich



June 19 to 22, 2019
CILT International
Centenary Convention
Dublin



July 22 to 24, 2019
Voyage aboard the Federal Caribou
Ontario and New York State



September 6, 2019
Air Cargo
Professional
Advancement
Program
Conference
Montreal



February 4 to 6, 2020
Cargo Logistics Canada
Vancouver



October 28, 2019
American Association of Port
Authorities (AAPA) Conference
Montreal



February 28, 2020
Logistics in Wallonia workshop during its mission from Belgium
Montreal



March 3, 2020
Cities Taking Freight Action
Toronto

CARGOM

in the media

HERE ARE A FEW ARTICLES ABOUT CARGOM AND THE TRANSPORTATION AND LOGISTICS INDUSTRY. TO VIEW THE COMPLETE PRESS REVIEW, VISIT WWW.CARGO-MONTREAL.CA.



May 30, 2019
Mission à Munich : les transporteurs du Québec peuvent se joindre à CargoM
Transport Routier



June 13, 2019
CargoM engagée sur plusieurs fronts pour la communauté logistique
Transport Magazine & L'Échos du Transport



June 18, 2019
Avec Mathieu Charbonneau, directeur général de CargoM et l'application qui aide les camionneurs à circuler en ville
Truckstopquebec.com



July 22, 2019
Montréal Centre zone franche
Transport Routier



July 23, 2019
Un centre d'information sur les zones franches de taxes à Montréal
La Presse+



July 23, 2019
CargoM announces Foreign Trade Zone for Montreal
Maritime Magazine



July 29, 2019
La région du Grand Montréal désignée Centre zone franche
L'Échos de Laval



July 31, 2019
La MRC de Marguerite-D'Youville salue la désignation de Centre zone franche pour le grand Montréal
La Relève



August 2, 2019
La région du Grand Montréal désignée zone franche
Courrier Laval.com



September 30, 2019
Le ministre Pierre Fitzgibbon à la conférence L'innovation et les impacts du commerce électronique sur l'industrie logistique
Transport Magazine & L'Échos du Transport



October 1, 2019
Quebec conference demystifies impacts of e-commerce on the logistics industry
Canadian Manufacturing



November 5, 2019
Une 4e Journée carrières pour CargoM
Transport Routier



November 6, 2019
La Journée carrières, organisée par CargoM, connaît encore cette année un succès retentissant
Transport Magazine & L'Échos du Transport



February 6, 2020
Le Fonds climat du Grand Montréal prend forme
VoirVert.ca



February 27, 2020
Lean & Green s'implante au Québec : une collaboration Logistics in Wallonia & CargoM
Logistics in Wallonia



February 28, 2020
For the first time, the Lean & Green program is being presented in Quebec thanks to a collaboration between CargoM and Logistics in Wallonia
Markets Insider