

CARGOM

LOGISTIC AND TRANSPORTATION
METROPOLITAN CLUSTER OF MONTRÉAL

ANNUAL REPORT 2020-2021



The year at a glance

650 publications
on social networks

65 members

7,500+
CargoM followers
on social media

2,400+
participants
at our events

50 events
with CargoM participation

1,700 hours
of volunteer work in 2020

CargoM is an essential partner in developing the transportation industry. Their team of experienced professionals contributes by implementing initiatives that promote our members' competitiveness. They are always ready to listen so that they can respond to issues, which helps improve the efficiency of the supply chain.

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

CargoM is an important partner for all players in the Greater Montreal transportation sector. By joining the Cluster, we can interact with many members of our industry, share best practices and optimize our operations at all levels of our supply chain. With all the challenges we have had to overcome in the last few years, CargoM proved to be a great ally to lean on.

Yanick Rivard, Director of Logistics, Procurement and International Transport, *Société des alcools du Québec*

CargoM has become an indispensable partner for the logistics and transportation industry in Greater Montreal. We are proud to collaborate with the team to help develop the industry via a qualified workforce. With its Workforce Working Group, CargoM is committed to this way of ensuring competent personnel and all companies benefiting from it. Congratulations to CargoM for investing in human capital!

Richard Lavallée, Director, Continuing Education, Corporate Services and International Activities, *CÉGEP André-Laurendeau*



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 Montréal: a transportation and logistics hub

The COVID-19 pandemic has profoundly changed our practices over the past year. The health crisis enabled us to more clearly identify the Québec economy's key strategic sectors, including logistics and the transportation of goods.

From the very beginning of the pandemic, the Québec government and its partners have made a considerable effort to keep our supply chains safe, by road, air, rail, and sea. This situation presented numerous challenges, which were successfully met by everyone involved in transporting and handling goods. The industry quickly adopted new protocols tailored to the new normal.

At the Port of Montreal, artificial intelligence allowed us to identify and handle priority shipping containers. CargoM worked closely with all partners to ensure this project was a success.

The Québec government would like to thank CargoM for the active role it played and its ability to design and formalize effective practices. We applaud its initiative to identify indoor and outdoor storage spaces in the Montréal area that could potentially be used for goods on standby.

CargoM is also part of the Relaunch MTL movement, designed to propel the post-COVID-19 economic recovery. This is a smart move because logistics and intermodal transport are destined to play a central role in the city's activities.

The Québec government understands how important supply chains are for the growth of our economy, and has committed to supporting high-performance transportation services for businesses in its Sustainable Mobility Policy - 2030.

Over the next 10 years, we want to invest massively in transportation infrastructure, not only because it helps maintain and create jobs, but also because it makes Québec companies more competitive on North American and world markets.

There is no doubt that the Québec government will need quality partners like CargoM to carry out its ambitious plans.



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



Pierre Fitzgibbon
Minister of Economy
and Innovation



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



Jean Boulet
Minister of Labour, Employment
and Social Solidarity and
Minister Responsible for
the Mauricie Region

A word from the Mayor



Valérie Plante
Mayor of Montréal

Photo credits of Valérie Plante Mayor: Ville de Montréal / Sylvain Légaré

Montréal 

Montréal's geographic location has made it a key gateway to North America very early on in its history. Our metropolis established itself as a major hub for freight transportation, and became a leader in this field over the past centuries.

Now more than ever, thanks to CargoM and to a very dynamic ecosystem, the Greater Montreal area continues to stand out through its innovation and cutting-edge expertise in the field of sustainable and smart mobility.

The current health crisis has highlighted the importance of a seamless supply chain to deliver essential goods to the population. It has shed a new light on the impact of this economic sector on our daily lives.

I would like to take this opportunity to acknowledge the work, vitality and undeniable contribution of the freight transportation industry in Montréal. I commend CargoM's ability to adapt swiftly, as well as its invaluable contribution to major projects meant to ensure freight mobility during this unprecedented crisis.

The Greater Montréal area can also rely on the cluster's commitment to adopting best practices in terms of technology and the environment. This will be reflected in the deployment of the Lean & Green program that aims to reduce CO₂ emissions by at least 20% in 5 years for all participating businesses. This European program is being rolled out for the very first time in North America!

It is a great privilege for Montréal to be home to such innovative choices and solutions, and we intend to work with all industry stakeholders to optimize freight transportation and enhance the appeal of the Greater Montréal area as a hub for international trade.

Montréal is also committed to adhering to the 2030 agenda for sustainable port cities and to supporting the Port of Montréal in its development.



Message from the Chair of the Board of Directors



Dear CargoM members and partners,

We can definitely say that this year was eventful. We will long remember the effort and ingenuity it took to solve the challenges brought on by the pandemic. Our supply chain, tested in so many ways, demonstrated its great resilience and its strong capacity for working collegially. I would like to take this opportunity to recognize the outstanding efforts of all our workers, who ensured that essential goods were delivered to our hospitals and businesses.

CargoM responded quickly to the crisis. In addition to ongoing projects, CargoM swiftly implemented initiatives, such as CargO₂^{AI} and the warehouse inventory, that met pressing needs. These new tools were developed to evolve and remain useful over the long term. I invite you to read this report to learn about the many initiatives that filled our year.

I am very pleased to write my first message as Chair of the CargoM Board of Directors. I am presiding over the Cluster's Board of Directors in exceptional circumstances, but CargoM is solidly established in Greater Montreal and widely recognized by our peers. I would like to highlight the remarkable work of Ms. Sylvie Vachon, who founded and implemented the Cluster and who, over the years, successfully united our logistics community around numerous innovative and concerted projects. I wish Sylvie all the best in her retirement!

I am honoured to chair a board composed of incredibly influential members who are very supportive of Mathieu and his team in their efforts to increase the global competitiveness of the Greater Montreal supply chain and freight transport. The industry has certainly come together to make the chain stronger, more seamless, competitive and reliable.

Having been present since the beginning of this adventure with the Port of Montreal, Canadian National and Groupe Robert, my last few years as Co-Chair of the Board of Directors let me see firsthand that our sector's willingness to collaborate in order to find creative, efficient and beneficial solutions for all the actors in the supply chain, is constantly renewed. The number of hours of volunteer work by the directors and members of the working groups continues to grow, which proves that CargoM's mandate for concerted action is essential. I thank them for their support, their commitment and their tremendous availability. Our financial backers, the Government of Quebec and the Montreal Metropolitan Community (MMC), continue to support us. Their confidence is once again renewed, and we thank them for it.

This year, we had the good fortune to welcome new players: Green Marine, Dômeplex, Emballages 4 coins, Express Mondor, Greenfield Global, Groupe Morneau, Norcan Petroleum Group and TSPM. They are part of our large family that now includes 65 members.

In closing, I would like to thank Mathieu and the whole team for their perseverance and enthusiasm in carrying out their projects despite the difficult situation experienced in recent months.

I hope you all enjoy reading this report and I look forward to seeing you in person when things get back to normal.



Madeleine Paquin
Chair, CargoM
President and Chief Executive Officer
Logistec Corporation

Message from the Executive Director

Dear CargoM members and partners,

Throughout this stressful year, CargoM has had to develop initiatives in support of our logistics community which, like so many sectors, was unexpectedly impacted by COVID-19. We thank our members for their involvement, even though they have been very busy over the past few months.

In the early days of the pandemic, we began by helping the government authorities to fully understand the critical nature of the logistics and freight sector. We then kept our members and partners informed through frequent newsletters about health measures, business assistance programs and new projects and events to help meet the challenges of the health situation.

At the height of the crisis, the closure of businesses and enterprises led to storage issues. To assist our sector, we set up a registry of available indoor and outdoor storage spaces. The inventory is still being updated on a regular basis and we hope to continue this initiative.

To ensure an efficient supply of essential goods, we answered a call for projects from Scale AI. In partnership with the Port of Montreal, we submitted a project for the rapid distribution of essential goods. CargO₂^{AI}, developed in collaboration with Ivado Labs, now enables us to identify and process essential goods on a priority basis. Developed to resolve some of the problems caused by COVID-19, these tools will remain useful and applicable to other sectors long after this crisis.

CargoM continued to implement its structuring projects that are part of the achievements listed in the agenda. They include:

- Filing with the Ministry of Economy and Innovation (MEI), in partnership with Propulsion Québec, of an innovation zone project: The City of Sustainable Mobility (Working Group 1)
- Official launch of the Lean & Green certification project (Working Group 2)
- Design and updating of communication tools: brochures, website, graphic boards, etc. (Working Group 2)
- Publication of studies on the cold chain (Working Group 1) and on inter-modal freight (Working Group 3)
- 5th edition of Career Day, held virtually (Working Group 4)
- Implementation of the Trucking Career Immersion Program (TCIP) (Working Group 4)

- Webinars and learning tools on FTZ-type programs (Foreign Trade Zone Centre)

You will find all the details of our current and future projects in this report.

We want to mark the retirement last December of our Board Chair, Ms. Sylvie Vachon. Actively involved since the inception of CargoM, her unwavering commitment helped get major players in the Montreal supply chain to join and work together. As one of the founders of the Cluster, under her leadership we acquired solid expertise and ever-growing recognition from our partners. Thank you very much, Sylvie, for all these great years!

We are pleased to announce new appointments, including that of Ms. Madeleine Paquin as Chair of the Board of Directors. Co-Chair of CargoM since its inception and President and Chief Executive Officer of Logistec Corporation, Ms. Paquin is recognized for her leadership, her extensive knowledge of marine terminals, the environment and business. We are also pleased to announce the following new appointments: Mr. Michael Grier, Senior Vice President of Operations, Dorel Industries Inc. was appointed Co-Chair and Mr. Darren Reynolds, Director, Business Development Sales and Marketing, Canadian National, is now Treasurer. We wish them every success in their new positions!

As for the CargoM team, we are pleased to welcome Ms. Amy Lombard, who has held the position of Project Manager since December 2020 and who is responsible for the projects in Working Groups 1 and 3. It is important to recognize, especially this year, the contribution of our team, which during this difficult period proved to be highly adaptable and able to stay focused on our goals. We are proud to have and, after several months of telecommuting, still maintain strong cohesiveness and the capacity to react quickly to all the unpredictable situations that keep marking our new reality. Many thanks to Yves, Karine, Christian and Amy!

Enjoy your reading and until next year,



Mathieu Charbonneau
Executive Director
CargoM

Executive Committee and Board of Directors

EXECUTIVE COMMITTEE*

MADELEINE PAQUIN

CHAIR (since December 2020)
President and Chief Executive Officer
Logistec Corporation

SYLVIE VACHON

CHAIR (until December 2020)
President and Chief Executive Officer
Montreal Port Authority

MICHAEL GRIER

CO-CHAIR
Senior Vice President of Operations
Dorel Industries Inc.

DARREN REYNOLDS

TREASURER
Director, Sales and Marketing
Business Development
Canadian National

MARC CADIEUX

DIRECTOR
President and Chief Executive Officer
Quebec Trucking Association

VALÉRIE WELLS

SECRETARY AND OBSERVER
Director, Legal Affairs
Montreal Port Authority

BOARD OF DIRECTORS

JASON BROOKS (since October 2020)

Vice President of Client Services
*MSC Mediterranean Shipping Company
(Canada) Inc.*

THIAGO CAMPOS (since November 2020)

General Manager
CMA CGM Canada Inc.

MATTHIEU CASEY

Director, Cargo Revenue Management
and Business Strategy
Air Canada Cargo

STÉPHANE CHEVIGNY

President
Intersand

DOMENICO COSTANTINO

(since October 2020)
Director Route Development
*Transpacific Canada
Kuehne + Nagel Ltd.*

LEON DIRADOURIAN

(until September 2020)
Regional Vice-President, Eastern Canada
Kuehne + Nagel Ltd.

NATHALIE DROUIN

Executive Director and Professor
*KHEOPS, ESG UQÀM,
École des sciences de la gestion*

GUILLAUM W. DUBREUIL

Director, Government and External Affairs
The CSL Group Inc.

JULIEN DUBREUIL

General Manager
Termost Montreal Inc.

MICHAEL FRATIANNI

President and Chief Executive Office
Montreal Gateway Terminals Partnership

JACQUES GRÉGOIRE

Directeur de portefeuille
Fonds de solidarité FTQ

MARTIN IMBLEAU (since January 2021)

President and Chief Executive Officer
Montreal Port Authority

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

JEAN-BAPTISTE LONGIN

(until October 2020)
General Manager
CMA CGM Canada Inc.

CHARLES RAYMOND

President and Chief Executive Officer
Ray-Mont Logistics

NORMAN TAM (until September 2020)

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

MARTIN TESSIER

President
Maritime Employers Association

LAURENT TOURIGNY

President
Trac-World Freight Services Inc.

MARTIN TRÉPANIÉ

Director
CIRRELT, Université de Montréal

PATRICK TURCOTTE

President
TYT Group

OBSERVERS

VALÉRIE LACASSE

Director of Operations and Partnerships,
Secretariat for the Metropolitan Region
Ministry of Municipal Affairs and Housing

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

MARIE-LOUP TREMBLAY

Research Advisor, Economic Development
Montreal Metropolitan Community

STAFF

MATHIEU CHARBONNEAU

Executive Director
CargoM

*The members of the Executive Committee are also members of the Board of Directors.

Team



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LORI NELIS
Project Manager
(until October 2020)



Océane DINANT
Administrative Assistant
(contract until January 2021)

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Members

AIR TRANSPORT



Aéroports de Montréal



Air Canada Cargo

MARINE TRANSPORT AND TERMINALS



CMA CGM Canada



Empire Stevedoring



Groupe CSL inc.



Groupe Desgagnés inc.



Fednav Limited



Logistec Corporation



MSC Mediterranean Shipping Company (Canada) Inc.



Montreal Gateway Terminals Partnership



Norcan Petroleum Group



Ocean Group



Termont Montreal



Viterra

RAIL TRANSPORT



Canadian National



Canadian Pacific

EXPORTERS — IMPORTERS



Decathlon



Dorel Industries



Intersand



Société des alcools du Québec

COMITTEES AND ASSOCIATIONS



Camo-route



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



Green Marine



MARITIME EMPLOYERS ASSOCIATION
ASSOCIATION DES EMPLOYEURS MARITIMES

Maritime Employers Association



Quebec Trucking Association



Shipping Federation of Canada



St. Lawrence Economic Development Council (SODES)



St. Lawrence Shipoperators

ROAD TRANSPORT AND LOGISTICS INTERMEDIARIES



ACS Logistics



AGD Verchères Express



Bolloré Logistics



Cole International



Courchesne Larose



Danaca Transport



Dômeplex



Emballages
4 coins



Express Mondor



GETPAQ inc.



GREENFIELD
GLOBAL

Greenfield Global



Groupe Lafrance



Groupe Morneau



Groupe Robert



GT Group Inc.



Hunt Refrigeration (Canada) Inc.

Hunt Refrigeration
(Canada) inc.



JF Hillebrand Canada



Kuehne + Nagel Ltd.



Michel Rozon Transport



PDI



Ray-Mont Logistics



Simard Transport



Synergie Canada



Trac-World Freight
Services Inc.



Transport DSquare



TSPM



TYT Group



Valdev Parc Industriel

ADMINISTRATIONS AND SHARED INFRASTRUCTURES



Fonds de solidarité FTQ



Montreal Port Authority



St. Lawrence Seaway
Management Corporation



Transports Québec

EDUCATIONAL AND RESEARCH INSTITUTIONS



CÉGEP
André-Laurendeau



CIRRELT,
University of Montreal



ESG UQAM,
École des sciences de la gestion



Executive Education,
HEC Montréal



InnovLOG - Institut d'innovation en logistique du Québec

4 working groups



1

**SECTOR
DEVELOPMENT
OPPORTUNITIES**



2

**COMMUNICATION
AND OUTREACH**



3

**INNOVATION
AND FLUIDITY**



4

WORKFORCE

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

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 CENTRE ADVISORY COMMITTEE

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

EXTERNAL COMMITTEES

- Member of the Mobility Montréal advisory committee
- Member of the Montreal Metropolitan Community's food security table and chairing the Supply Chain Optimization Action 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 Transportation Committee of the Chamber of Commerce of Metropolitan Montreal (CCMM)
- Member of the industrial port zone (ZIP) committees of: Montreal, Contrecoeur-Varenes, Sainte-Catherine.

Working group 1

Sector development opportunities

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 collaboration with Propulsion Québec, creation of our innovation zone called *La Cité de la mobilité durable* (The City of Sustainable Mobility):

- Successful completion with Aviséo Group of an action plan for our sector
- Establishment of an advisory committee
- 20+ presentations to players in economic development and politics
- Official submission to the MEI of the application for our innovation zone in November 2020
- Obtaining funding for a dedicated resource for two years to carry out sustainable mobility projects through The City of Sustainable Mobility

The CCMM's Relaunch MTL:

- CargoM's participation in the development of the Relaunch MTL sectoral recovery plan and the Relaunch MTL forum
- Co-organizer of the Relaunch MTL forum on transportation and logistics with 350 participants

Organization of webinars to explore sectoral development opportunities with various countries, including Italy, France, Belgium, Germany and the United States

Presentation of CargoM promotional tools – *Ambassador Guide* to European representatives of Investissement Québec (IQ)

Study by CPCS in collaboration with the Port of Montreal, the City of Montreal and CargoM on the cold chain: Profiling of the cold chain of Greater Montreal and identification of business opportunities and organization of a webinar in collaboration with Supply Chain Canada to disseminate the study

Collaboration with the Port of Montreal in organizing a webinar on the status of the Contrecœur project

Successful completion of the Savannah virtual mission in collaboration with Investment Quebec (IQ) and World Trade Center Savannah

Foreign Trade Zone Centre:

- Training and learning tools developed with CEGEP André-Laurendeau in a workshop format for companies
- Creation of graphic boards illustrating program usage scenarios
- Six webinars held with over 100 participants from 70 companies
- Individual meetings with over a dozen businesses

Committee Co-Chairs



Madeleine Paquin
President and Chief Executive Officer
Logistec Corporation



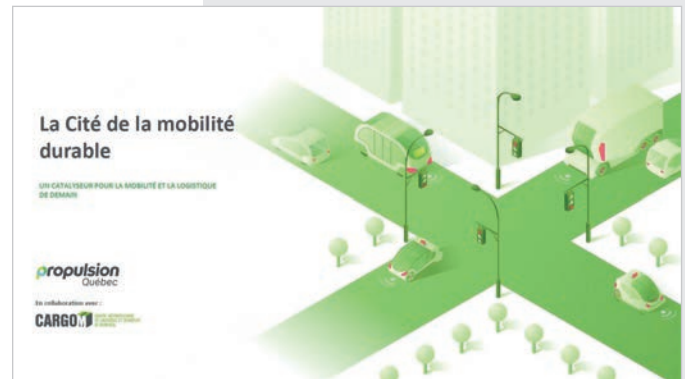
Laurent Tourigny
President
Trac-World Freight Services Inc.

Ongoing key projects

Implement projects related to The City of Sustainable Mobility innovation zone based on four pillars: data, fluidity and urban delivery, development of the agri-food sector and workforce

Promote success stories aligned with the Savannah model, particularly in relation to innovation and economic development in the sector

Explore opportunities related to the Comprehensive Economic and Trade Agreement (CETA) between Canada and the European Union, particularly through the European Cluster Collaboration Platform



Working group 2

Communication and outreach

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

Strategic monitoring and promotion of the activities of CargoM, its members and partners on various social media (LinkedIn, Twitter, Facebook)

Publication of bi-monthly newsletters to inform CargoM members and partners about the course of the COVID-19 pandemic

Issuing press releases, notably on the following topics: financing of CargO₂^{AI}, COVID-19 crisis and the labour dispute at the Port of Montreal

Extensive promotional campaign for the 5th CargoM Career Day (radio, newspapers, social media, etc.).

Updating and creation of communication tools:

- *Ambassador Guide*
- Become a member flyer
- Foreign Trade Zone Centre flyer
- New entry portal for CargoM's three websites

From the start of the labour dispute between the dockworkers' union CUPE 375 and the Maritime Employers Association (MEA) in the summer of 2020, CargoM kept its members and partners informed through social media, newsletters and the website. CargoM also held regular discussions with the MEA:

- Sent special communications to members and partners
- Drafted and sent a letter requesting stronger federal engagement in resolving the dispute and distributed a template letter to our members so that they could also solicit the government (Mr. Trudeau, Ms. Tassi, Mr. Rodriguez and Mr. Alghabra)
- Sought the support of several players from groups in our sectors



Committee Co-Chairs



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



Guillaume W. Dubreuil
Director, Government and External Affairs
The CSL Group Inc.

Ongoing key projects

Plan a trip to Belgium to visit companies participating in Lean & Green certification

Promote the initiative to inventory available indoor and outdoor storage spaces and make this information available to our members and partners

Meet with Investment Quebec (IQ) to schedule mailings of the *Ambassador Guide* to IQ offices internationally (delegations and embassies)

Promote the user guide for the CargO₂^{AI} tool

Draw attention, by various means of communication, to the green initiatives and sustainable mobility projects of members and partners

Develop a guidebook for elected officials to present the transportation and logistics sector

Foreign Trade Zone Centre

- Promote the programs to companies, municipalities and IQ's international network
- Collaborate with other Foreign Trade Zone Points to gain pan-Canadian visibility

Working group 3

Innovation and fluidity

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

From the start of the pandemic in 2020, creation by CargoM of an inventory service to identify supply and demand for indoor and outdoor storage space, with the resulting information shared with members and partners, with as of the last inventory: over 2 million square feet of indoor space and close to 16.4 million square feet of outdoor space

Work in collaboration with MEI and the Ministère des Transports du Québec (MTQ) to better define essential services related to logistics and freight transport during a pandemic

Implementation of CargO₂^{AI} (see page 19 of this report)

Participation in weekly calls related to supply chain management during a pandemic, notably with MTQ and Supply Chain Canada

Delivery of the study for Transport Canada: *Intermodal Freight and Logistics and Intelligent Transportation Systems (ITS) in Canada*

Finalization of the CIRRELT study at CargoM's request: *Examen des potentialités d'utilisation des infrastructures de transport collectif à des fins de transport de marchandises en milieu urbain* (Examination of the potential use of public transit infrastructures for freight transportation in urban areas)

Organization of an event in partnership with ScaleAI on the application of artificial intelligence to the transportation and logistics sector

Committee Co-Chairs



Marc Cadieux
President and
Chief Executive Officer
Quebec Trucking Association



Julien Dubreuil
General Manager
Termont Montreal Inc.

Ongoing key projects

Set up a working committee on empty container issues in Greater Montreal

Study the possibility of setting up a virtual data library in collaboration with Jalon MTL

Promote the use of extended terminal hours by posting a “success story” with a CargoM member

Evaluate the possibility of migrating the Cargo-Mobile application, a decision support tool for truckers, to another platform and improve it

Finalize the intermodal study on the port territory with WSP

Promote the CargO₂^{AI} tool through a user's guide and showcase participating companies

INVENTAIRE DES ESPACES D'ENTREPOSAGE



Working group 4 Workforce

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

5th edition of Career Day, held virtually:

- One day of interactive chat and one month of platform activity
- 36 companies present
- 239 jobs posted
- 264 CVs submitted
- 500 participants registered on the platform (creation of profiles with CVs)
- 2,000 visitors on the platform the day of the event
- 7,000 visits in total on the platform from October 15 to November 15
- Five concurrent events, including the launch in the presence of Mr. Jean Boulet, Minister of Labour, Employment and Social Solidarity, and Ms. Chantal Rouleau, Minister for Transport and Minister Responsible for the Metropolis and the Montréal Region

Survey of workforce needs during the pandemic and sharing of this information with members and partners

Start of work on the *Professional Immersion Program in Trucking (PIPC)* project in collaboration with Camo-route, the Centre de formation du transport routier de Saint-Jérôme (CFTR) and the Quebec Trucking Association, and financed by Conseil emploi métropole:

- Content development of the four activities
- Design of the promotional campaign

Webinar held in partnership with CEGEP André-Laurendeau on foreign trade zone programs offered to businesses

Participation in the work of the Conseil emploi métropole's job matching committee as a member of their board of directors

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



Committee Co-Chairs



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



Bernard Boulé
Executive Director
Camo-route

Ongoing key projects

Hold 6th edition of Career Day

Continue work on the *Professional Immersion Program in Trucking (PIPC)* project – Train the first cohorts

Participate in the CCMM's *Passerelle sectorielle* project

Participate in Montréal Relève's *Career Exploration* project

Support, collaborate and participate in Camo-route's *New Technologies and Occupations in Road Freight Transport* project

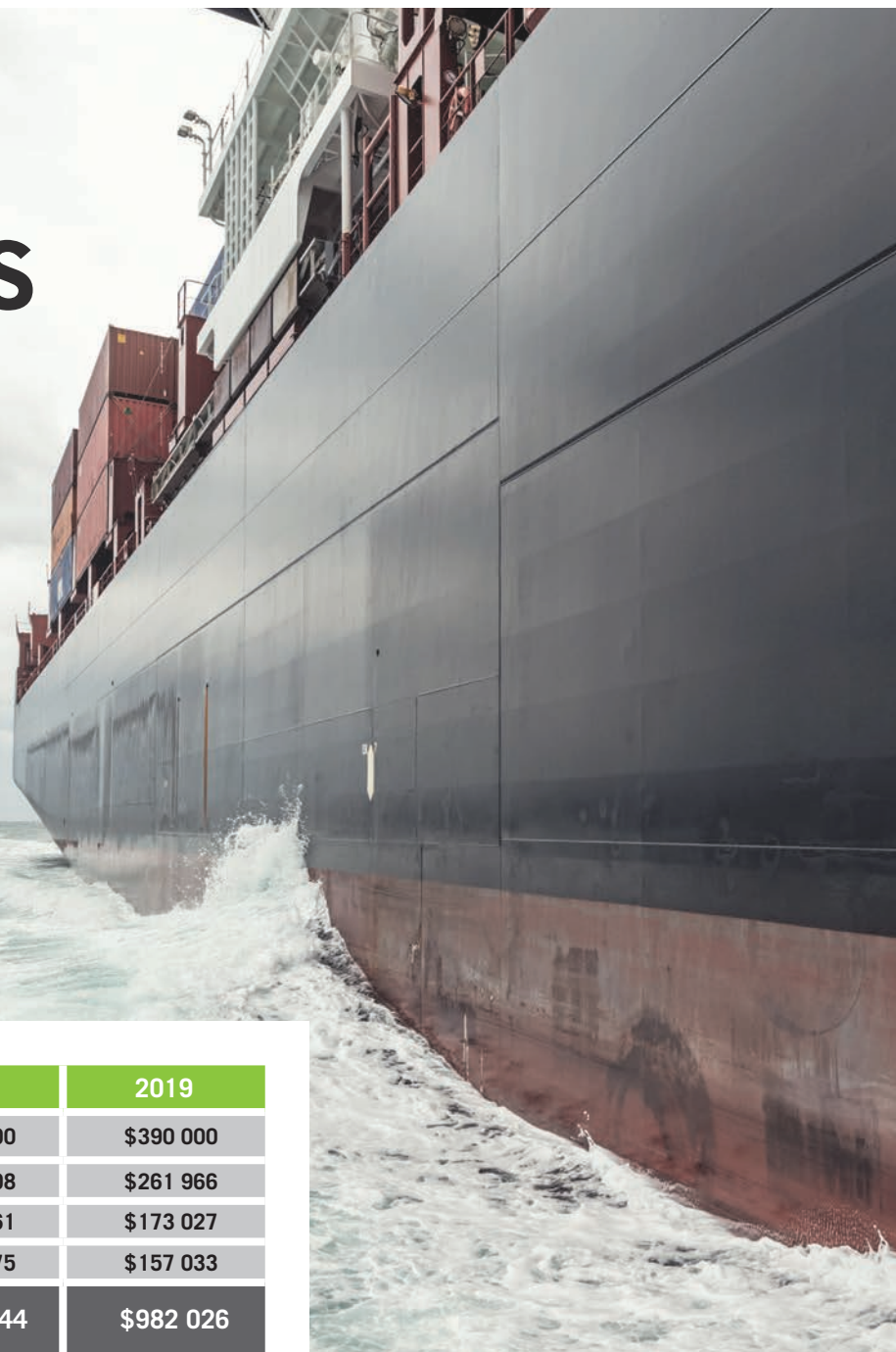
Brainstorm on the digitization of the *Follow the Container* game

Promote jobs (employment newsletter and CargoM website)

Participate in Conseil emploi métropole projects and the projects of the various workforce committees



Financial Statements



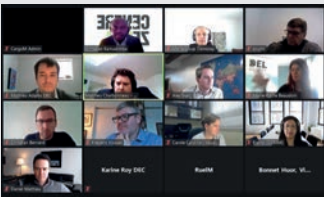
REVENUE	2020	2019
Contributions	\$410 000	\$390 000
Membership fees	\$246 608	\$261 966
Revenue from activities	\$166 861	\$173 027
Other	\$604 175	\$157 033
TOTAL	\$1 427 644	\$982 026

CHARGES		
Payroll	\$464 898	\$454 008
Administrative expenses	\$168 817	\$247 642
Workshop fees	\$766 785	\$249 790
TOTAL	\$1 400 500	\$951 440

EXCESS OF REVENUE OVER EXPENSES FOR THE YEAR	\$27 144	\$30 586
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The financial information summarized above is derived from financial statements audited by PricewaterhouseCoopers as at December 31, 2020. If you wish to view CargoM's detailed financial statements, please contact us.

MONTREAL FTZ CENTRE



CargoM received Foreign Trade Zone Designation for Greater Montreal. This recognition makes our Cluster the focal point for all local and foreign companies that want to learn about the various duty deferral programs. The activities of the Foreign Trade Zone Centre are guided by the advisory committee set up at the time of designation.

For more information, visit our website:
zonefranchemontreal.ca/en

WORKING COMMITTEE OF THE FOREIGN TRADE ZONE CENTRE

The Foreign Trade Zone Centre's actions flow from a committee that meets annually. The committee includes :

- MMC
- City of Montreal
- Port of Montreal
- Aéroports de Montréal
- Montreal International
- CCMM
- Chambre de commerce de l'Est de Montréal
- Développement économique de l'agglomération de Longueuil (ORPEX)
- City of Laval (ORPEX)
- Développement économique Contrecoeur
- Développement économique Vaudreuil-Soulanges
- PME MTL

FUTURE ACTIONS

- Directory of refrigerated and non-refrigerated customs storage facilities
- Partnership with other Canadian Foreign Trade Zone Points
- Calculator to measure the savings resulting from the use of duty deferral or exemption programs
- Logo to recognize entities participating in the programs
- Directory of import and export service providers



Lean & Green is a European certification developed in 2008 by the Connekt Group in the Netherlands. Its objective is to help participants reduce their CO₂ emissions in the field of logistics and transportation in five phases.

To support and communicate the environmental performance of the logistics and transportation industry in Greater Montreal, CargoM was proud to implement this European certification. To do so, CargoM joined forces with such Quebec partners as InnovLOG - the Quebec Institute for Innovation in Logistics - and Green Marine, which facilitated project implementation.



The main objective of Lean & Green is to be part of a living community in which companies increase their cooperation, even between competitors, to increase individual competitive strength and improve the sustainability of the supply chain as a whole to contribute to a better world

said Nico Anten, Executive Chairman of Connekt.

CARGO₂^{AI}

A collective gesture for the health and safety of all!

The COVID-19 pandemic created a major global health crisis. In response to this emergency, ScaleAI, the artificial intelligence (AI) supercluster, launched a call for projects to find ideas and solutions that could help Canada meet the challenge through technology and AI. There was no shortage of ideas from the community, with over 120 projects submitted in three weeks! Among them, the Montreal Port Authority and CargoM stood out and were awarded \$500,000 in funding for a project to provide rapid distribution capacity for critical cargo. The system named Cargo₂^{AI} was designed in the spring of 2020 by Ivado Labs as part of a unique partnership between the Port of Montreal, CargoM, MGTP, Termont, Hapag-Lloyd, Mediterranean Shipping Company (Canada) Inc, MAERSK, OOCL, CN, CP, Dsquare, Groupe Robert, Simard, and ScaleAI to combat the COVID-19 pandemic.

To address the current reality of rapidly delivering essential goods, the AI-based solution optimizes the identification and prioritization of critical goods needed by the Canadian population. Essential goods, such as medicines and medical equipment, arrive by container at the Port of Montreal and the Cargo₂^{AI} tool ensures the rapid distribution of relevant information to the supply chain, avoiding any delays in supply and stock-outs in a particularly fragile economic and health context. Once the situation is back to normal, this tool can evolve to enable the rapid delivery of other types of goods.

Trucking companies, shipping lines, logistics forwarders, charterers and operators are invited to join the initiative in large numbers to ensure maximum efficiency and use it to its full potential.

Well received by our community and rewarded by our peers, the Cargo₂^{AI} project won two awards:

- 2020 Jalon Mobility Award in the *Urban Logistics* category
- Grand Prize for Excellence from the Association québécoise des transports (AQTR) in the *Smart Mobility – ITS* category



Ambassador and promoter of the Greater Montreal hub nationally and internationally



May 25, 2020
Port Modernization Review
Canadian Transportation Research Forum



December 2, 2020
AI-driven supply chains: use cases from both sides of the ocean
Port of Hamburg, Digital Hub Logistics Hamburg, CargoM, Port of Montreal and the Quebec Delegation in Munich



June 29, 2020
Research and innovation as drivers of economic recovery post COVID-19
Wallonia-Brussels Delegation in Quebec



December 15, 2020
Montreal - Marseille Fos, for new sustainable growth opportunities
Marseille Fos and the Port of Montreal



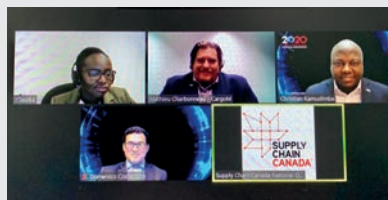
October 7, 2020
Discover the strategic advantages of doing business in the City of Savannah
Chamber of Commerce of Metropolitan Montreal



February 3, 2021
Meeting with the Institute for Transport and Logistics (ITL)
CargoM and the Institute for Transport and Logistics (ITL)



November 18 to 20, 2020
2nd Canada-Italy Business Forum on Artificial Intelligence 2020
Italian Chamber of Commerce in Canada



March 10, 2021
The cold chain and opportunities: Focus on agri-food
CargoM and Supply Chain Canada

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.

April 22, 2020
En raison de la Covid-19, des milliers de conteneurs entreposés
Journal de Montréal

May 4, 2020
Scale AI financera huit projets pour aider le Canada à traverser la crise
MCI

May 5, 2020
500 000 \$ pour réduire le temps de séjour des produits critiques à 12 heures au port de Montréal
Transport Routier

May 20, 2020
L'intelligence artificielle au service du transport de conteneurs
Le Devoir



June 10, 2020
Malgré la crise, CargoM poursuit sa mission d'unir la communauté logistique autour de projets structurants
Quotidien économique



July 22, 2020
CargoM offre maintenant trois sites web pour servir sa chaîne logistique
Transport Magazine

September 8, 2020
Gouvernements et gens d'affaires s'unissent pour relancer l'économie montréalaise
Radio-Canada



September 8, 2020
Transport de marchandises et logistique : un train d'emplois dans l'Est
Est Médias Montréal



October 19, 2020
CargoM Progress Report
Canadian Sailing



October 22, 2020
Priorisation des marchandises essentielles : CargoM et le Port de Montréal dévoilent Cargo2AI
Transport Routier



October 22, 2020
CargoM and Port of Montreal shift into high gear
Port of Montreal

November 5, 2020
Une édition virtuelle pour la 5^e Journée carrières en transport et logistique de CargoM
Transport Magazine



December 16, 2020
The maritime sector keeps its head high at CargoM
Maritime Magazine



December 17, 2020
Anchors Aweigh!
Port of Montreal



January 14, 2021
CargoM annonce la nomination de M^{me} Madeleine Paquin à titre de présidente du conseil d'administration
Transport Magazine

February 5, 2021
Green transportation plan comes to Montreal Port
trucknews.com

March 26, 2021
Le commerce interfrontalier se tire d'affaire – CargoM : la gestion des boîtes vides
Transport Magazine

