

BILAN 2012-2013
DÉMARRAGE

CARGOM
GRAPPE MÉTROPOLITAINE DE
LOGISTIQUE ET TRANSPORT DE MONTRÉAL



ANNUAL
REPORT
2013 > 14

CARGOM
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METROPOLITAN CLUSTER OF MONTRÉAL



ANNUAL
REPORT
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2015-16



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ANNUAL
REPORT
2016 > 17

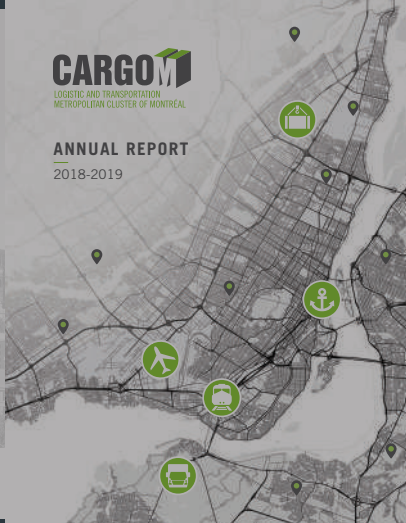
CARGOM
LOGISTIC AND TRANSPORTATION
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Annual Report
2017 > 18

5
YEARS

CARGOM
LOGISTIC AND TRANSPORTATION
METROPOLITAN CLUSTER OF MONTRÉAL



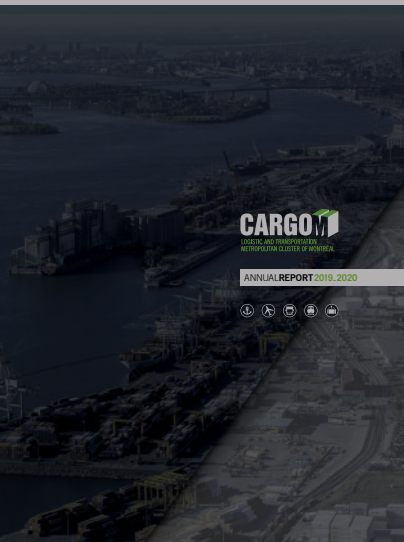
CARGOM
LOGISTIC AND TRANSPORTATION
METROPOLITAN CLUSTER OF MONTRÉAL

ANNUAL REPORT
2018-2019

10
Years

CARGOM

LOGISTIC AND TRANSPORTATION
METROPOLITAN CLUSTER OF MONTRÉAL



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ANNUAL REPORT 2019-2020



CARGOM
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ANNUAL REPORT 2020-2021



CARGOM
LOGISTIC AND TRANSPORTATION
METROPOLITAN CLUSTER OF MONTRÉAL

ANNUAL REPORT
2021-2022



Annual report
2022
2023



THE YEAR AT A GLANCE

71
MEMBERS

1,900
HOURS ON
VOLUNTEER
WORK IN 2022

650
PUBLICATIONS
ON SOCIAL
MEDIA

150+
EVENTS
WITH CARGOM
PARTICIPATION

**CLOSE TO
1,000
PARTICIPANTS
AT OUR EVENTS**

**10,000+
CARGOM FOLLOWERS
ON SOCIAL MEDIA**

“Over the past year, the St. Lawrence Economic Development Council (SODES) was privileged to collaborate with CargoM on a number of joint initiatives. Through these collaborations, we can attest to their mastery of logistics issues, the professionalism of their team and their ability to bring together the players in Greater Montreal’s logistics and freight transport sectors.”

MATHIEU ST-PIERRE
President and Chief Executive Officer
St. Lawrence Economic
Development Council

“We had the privilege of working with CargoM on the Trucking Career Immersion Program (TCIP) project. This initiative gave us the opportunity to welcome participants who wanted to learn more about the trucking industry, as well as to create video clips featuring our employees. We firmly believe in CargoM’s mission, which is why Morneau gets actively involved. These collaborations across the different working groups, including the Workforce focus, contribute greatly to our industry’s positive outreach.”

DAVID MORNEAU
Executive Vice-President
and Chief Operations Officer
Groupe Morneau

«The CSMOIM is proud to be a partner of CargoM by putting its expertise to good use in advancing the Workforce Project orchestrated by the Cluster. It makes the most of the complementarity among sectors, which is crucial for maintaining and optimizing the transportation supply chain. CargoM is a valuable ally in supporting the maritime industry’s workforce development initiatives. Congratulations on all the work achieved!»

MANOU BERNARD
Executive Director
Human Resources Sectorial Committee
of the Maritime Industry (CSMOIM)



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 the Economy, Innovation (MEIE) and Energy and all its members.



TRANSPORTATION AND LOGISTICS AS TOOLS FOR ECONOMIC DEVELOPMENT



The last few years have been marked by many disruptions. In order to meet inventory management challenges and increased delivery delays, many companies have shifted their operations from a just-in-time to a just-in-case model. This paradigm shift has increased the demand for warehouse space and logistics services.

Fortunately, Québec can count on several partners' help to adapt to this new reality and remain competitive.

A notable example of this is CargoM, whose mission is to create a synergy between the various parties to consolidate and increase the Greater Montréal region's role as a recognized multimodal hub.

CargoM's unifying action has allowed us to take stock of available storage space, find solutions to container congestion in storage areas and work toward the development of shared intermodal centres.

Our government is working to create favourable conditions. For this purpose, we are investing in transportation infrastructure, supporting recruitment efforts in various sectors, promoting skills development and accompanying companies in their energy transition.

We are also working with various partners for businesses' and the public's benefit. This was particularly the case in the fall of 2022, when CargoM members expressed their concerns about the presence of major obstacles as part of the Louis-Hippolyte-Lafontaine tunnel's rehabilitation. We have worked together to limit the impact of these obstacles on goods transportation.

Our government will continue to work with CargoM to address the many challenges associated with logistics and goods transportation. We applaud your organization's work and encourage your teams to continue their efforts.



Geneviève Guilbault
Deputy Premier
and Minister of Transport
and Sustainable Mobility



Pierre Fitzgibbon
Minister of Economy,
Innovation and Energy,
Minister Responsible
for Regional Economic
Development, and Minister
Responsible for the Metropolis
and the Montréal Region



Kateri Champagne Jourdain
Minister of Employment,
and Minister Responsible
for the Côte-Nord Region

A word from
the Mayor

MONTRÉAL AT THE CROSSROAD OF INNOVATION, MOBILITY AND BEST PRACTICES

Montréal will continue to play a leading role in innovation and cutting-edge expertise in sustainable and intelligent mobility. We could not achieve this ambition without CargoM, our loyal partner, which is active in a number of promising projects for our city.

The economic health of a city like Montréal depends largely on its ability to transport and deliver goods. This is why it is so important to have a dynamic, fluid and efficient supply chain that can deliver the essential goods needed by the population and businesses.

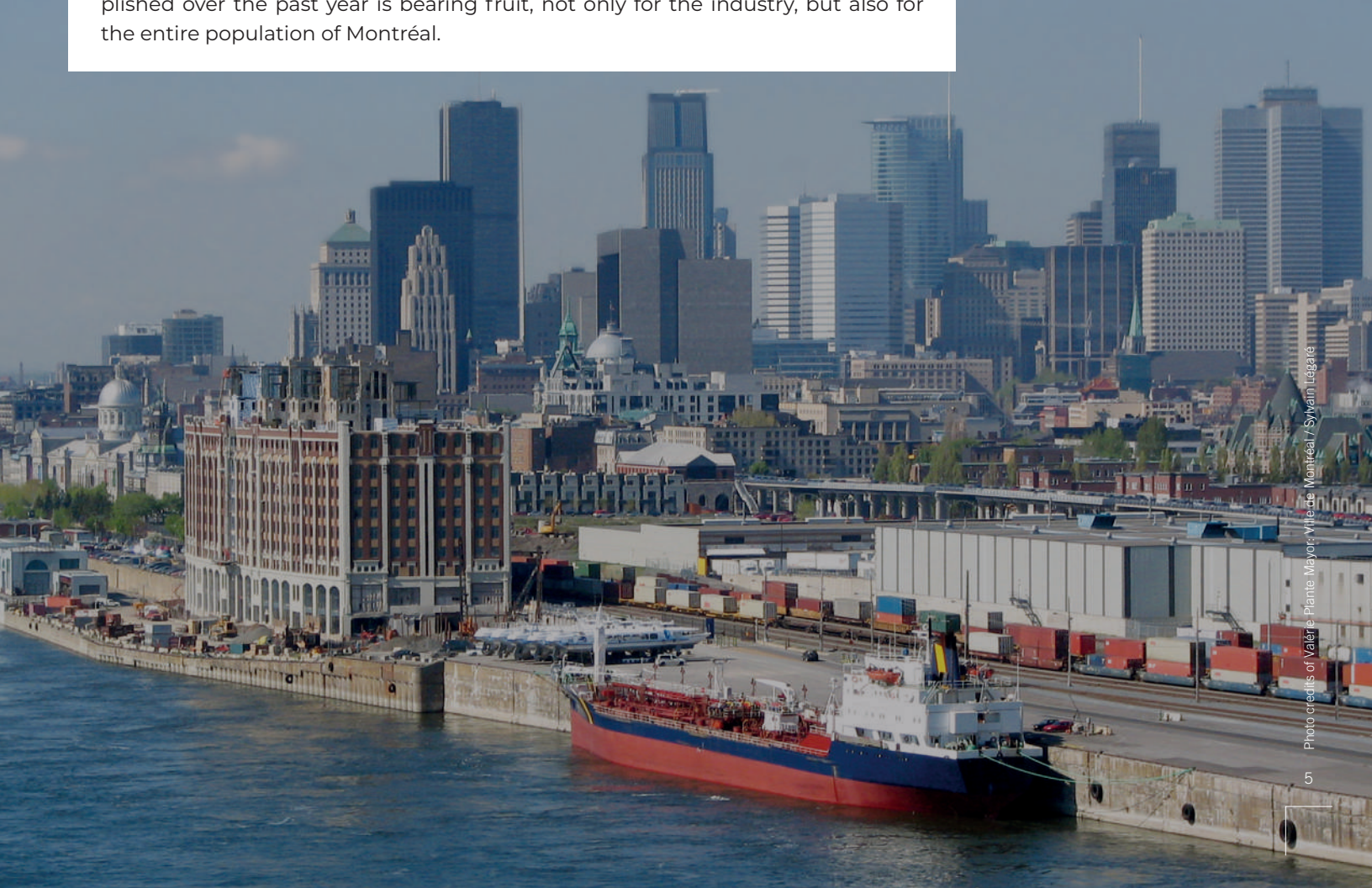
Furthermore, given that the climate crisis is becoming more and more serious, I would like to commend CargoM's willingness to innovate and adopt the best technological and environmental practices, while optimizing the cohabitation between freight transportation activities and the Montréal population. The initiatives of CargoM are well aligned with the city's efforts to decarbonize the transportation sector. I refer in particular to the Lean & Green certification in Québec, one of the structuring actions that CargoM has implemented to ensure the ecological transition of the transportation and logistics industry.

I would like to congratulate the entire CargoM team. The work you have accomplished over the past year is bearing fruit, not only for the industry, but also for the entire population of Montréal.



Valérie Plante
Mayor of Montréal

Montréal 



MESSAGE FROM THE CHAIR OF THE BOARD OF DIRECTORS

Dear members and partners of the Cluster,

It is with great enthusiasm that I write to you for the first time as Chair of the CargoM Board of Directors. Having served as a member of the Executive Committee and the Board since June 2022, I am thrilled to contribute to the Cluster's work as it celebrates its 10th year of operations. What makes CargoM a strategic partner of the Port of Montreal is that its members and partners include a number of major players in Greater Montreal's supply chain. In this new capacity, I hope to actively involve our community and I intend to work hands-on to make Greater Montreal not only an even more internationally recognized hub, but also one that is greener, smarter and more innovative.

I take this opportunity to salute Ms. Madeleine Paquin, President and Chief Executive Officer of Logistec Corporation, who served as Chair of the CargoM Board of Directors for the past two years. Ms. Paquin did a remarkable job, and will stay active here with us as a Director and the Committee Co-Chair of Working Group 1 - Sector Development Opportunities.

Since CargoM was created, the economic and social context in which the industry operates has changed. Inflation and labour shortages are putting particular pressure on the supply chain. To get a current picture of the situation, we updated the KPMG study that served as the basis for our work: Profile of the Logistics and Transportation Sector in Greater Montreal. The highlights reveal, among other things, that we have added 10,000 jobs in our sector since 2012, that the number of businesses has slightly declined, but that the added value generated by the industry has progressed from \$4 billion to \$8.7 billion. These numbers indicate, despite the challenges, the importance of our sector and confirm its resilience and vitality.

At the time of writing, we are in the process of drafting our fourth strategic plan. Earlier, we polled and interviewed our members and partners, and the preliminary results show that they are as satisfied as ever with our achievements and that they want CargoM to focus specifically on logistics and sustainable transportation. With the updated study, the new strategic plan will drive future efforts.

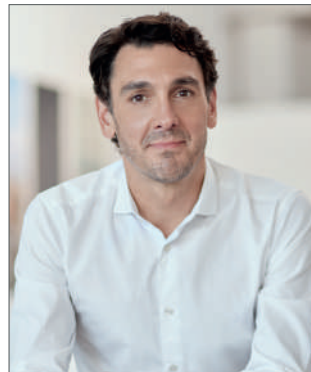
Our directors and the members of our four working groups are more committed than ever. Again this year, they gave us close to 1,900 volunteer hours and we are very grateful to them. We also welcome our new directors: Mr. Martin Ball, President, WIPTEC; Mr. Hugo Bisailon, Director, Private Equity and Impact Investments - Aerospace, Infrastructure and Transportation, Fonds de solidarité FTQ; and Mr. Maxime Laplante-Sauriol, Director of Operations, MSC Canada.

New members have joined CargoM. We are pleased to welcome Green Marine, Logistics in Wallonia, Collège Lionel-Groulx, Laurentian Pilotage Authority, Pantos Logistics and Trinet Global Logistics.

Of course, our backers' contributions remains crucial for CargoM to pursue its mission, and we thank the Government of Quebec and the Montreal Metropolitan Community (MMC) for their support.

I am proud of the achievements of the CargoM team and I invite you to read this report to learn about its many accomplishments over the past year.

Have a good read,



Martin Imbleau
Chair of the Board of Directors
CargoM
President and Chief
Executive Officer
Montreal Port Authority

MESSAGE FROM THE EXECUTIVE DIRECTOR

Dear members and partners of the Cluster,

We are pleased to present our Annual Report 2022-2023. This is a special year for CargoM, which is celebrating 10 years of service to the logistics and freight transport industry in Greater Montreal. Since its inception, CargoM has brought together its members and partners on projects that helped make the metropolitan region a hub renowned for its performance and adaptability. It would take a long time to list all the initiatives implemented over the course of a decade, but we can shortlist the main ones: Career Day, CargoMobile, the holding of Cargo Logistics Canada in 2016, the extension of terminal opening hours, CargO₂^A, the storage space inventory tool, the Foreign Trade Zone Centre, Lean & Green Canada certification (sustainable mobility certification program), the InterModal media monitoring report and many missions to Europe and the United States. Then there is all the work done representing us to our elected officials and international delegations, along with the many studies and publications that have promoted thought on the challenges faced by the sector. An anniversary logo, launched last March, marks this decade of collaboration, gathering and outreach.

Following two years of pandemic, during which gathering and travel were quite restrictive, the CargoM team was delighted to meet in person with its members and partners, and fully appreciated the importance of networking. This year was punctuated by discussions, meetings and participation in events that took place not only in Montreal, but also outside the country. We visited: Belgium as part of the Flanders Inspires International Visitors Program (FIIVP), with a week-long visit to Logistics in Wallonia; the Netherlands, where we met with Connekt, the organization responsible for the accreditation of the Lean & Green program; Florida, at the annual convention of the American Association of Port Authorities; and Georgia, for the annual meeting of the Southeast U.S.-Canadian Provinces (SEUS-CP) Alliance.

This return to normalcy was also reflected in our Career Day, held last November in its original format at the Port of Montreal's Grand Quay, which brought together nearly 50 companies and training centres from our sector and attracted more than 500 visitors. The end of the lockdown finally made it possible for us to organize cohorts through the Trucking Career Immersion Program (TCIP). Thanks to the participation of our collaborators, the CFTR road transport training centre in Saint-Jérôme, Groupe Morneau and Groupe Robert, we were able to introduce participants to the many facets of the truck driving profession. We hope to continue these immersive days in 2023. Labour shortage issues are still as worrying as ever and we will continue to institute actions and energetically support the sectorial committees with which we maintain close ties.

In 2022, we also worked on making some of our initiatives sustainable, such as the storage space survey tool that will be launched shortly and that will allow companies to search for the spaces they want according to their selection criteria on an online platform. A lot of energy was also devoted to the Lean & Green Canada pilot project with Logistec Corporation, which we supported in their accreditation process while acting as a facilitator with all the partners involved, namely Connekt, Econoler and InnovLOG.

The challenges faced by our supply chain are ongoing, particularly in relation to traffic flow with the repair work on the Louis-Hippolyte-La Fontaine Bridge-Tunnel. We have acted as information relays and collaborators between the Ministry of Transport and Sustainable Mobility (MTMD) and our members and partners. With the members of our Working Group 3 - Innovation and Fluidity, we have proposed actions to improve the fluidity affected by the presence of construction sites. Several upgrades to our road infrastructure are planned over the next few years, and we hope to continue our initiatives in partnership with all stakeholders to implement mitigation projects that will benefit our entire industry.

You will find a full review of CargoM's 2022-2023 in this annual report.

In closing, we thank our small team who remain united, motivated and supportive. Bravo Amy, Karine, Yves, Yvon and Lynda, for all of these achievements.

Enjoy your reading and see you next year,



Mathieu Charbonneau
Executive Director
CargoM

EXECUTIVE COMMITTEE AND BOARD OF DIRECTORS

Executive Committee*

MARTIN IMBLEAU

CHAIR
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

MADELEINE PAQUIN

DIRECTOR
President and Chief Executive Officer
Logistec Corporation

MARC CADIEUX

DIRECTOR
President and Chief Executive Officer
Quebec Trucking Association

VALÉRIE WELLS

SECRETARY AND OBSERVER
Senior Director, Legal Affairs
and Corporate Secretary
Montreal Port Authority

Board of Directors

MARTIN BALL (Since May 2022)

President
WIPTec

JASON BROOKS (Until September 2022)

Executive Leader in Supply Chain & Logistics
*Mediterranean Shipping
Company (Canada) Inc.*

MAXIME LAPLANTE-SAURIOL

(Since October 2022)
Director of Operations
*Mediterranean Shipping
Company (Canada) Inc.*

MATTHIEU CASEY

Director, Cargo Revenue Management
and Business Strategy
Air Canada Cargo

STÉPHANE CHEVIGNY

President
Intersand

DOMENICO COSTANTINO

Regional Vice President – Eastern Canada
Kuehne + Nagel Ltd

NATHALIE DROUIN

Executive Director and Professor
*INFRA-S, ESG UQÀM,
École des sciences de la gestion*

GUILLAUM W. DUBREUIL

Director, Government and External Affairs
The CSL Group Inc.

JULIEN DUBREUIL

General Manager
Termont Montreal Inc.

MICHAEL FRATIANNI

President and Chief Executive Office
Montreal Gateway Terminals Partnership

JACQUES GRÉGOIRE (Until November 2022)

Manager, Investment
Fonds de solidarité FTQ

HUGO BISAILLON (Since November 2022)

Director, Private Equity and Impact Investing -
Aerospace, Infrastructure and Transportation
Fonds de solidarité FTQ

JORDAN KAJFASZ

AVP Sales and Marketing,
International Intermodal and Automotive
CPKC

STÉPHANE LAPIERRE

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

JEAN-ROBERT LESSARD (Until May 2022)

Vice-President, Public Affairs
Groupe Robert

MICHEL ROBERT (Since May 2022)

President and Chief Executive Officer
Groupe Robert

CHARLES RAYMOND

President and Chief Executive Officer
Ray-Mont Logistics

ROBERT ROY (Since March 2022)

President
Maritime Employers Association

MICHEL SAWAYA

Corporate Manager
CMA CGM Canada Inc.

LAURENT TOURIGNY (Until May 2022)

President
Trac-World Freight Services Inc.

MARTIN TRÉPANIÉ

Directeur
CIRRELT, Université de Montréal

PATRICK TURCOTTE

President
TYT Group

Observateurs

VALÉRIE LACASSE

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

RICHARD LARUE (Until May 2022)

Executive Regional Director
Transport Canada

JENNIFER CÔTÉ (Since May, 2022)

Manager, Policy and Coordination, QC Region
Transport Canada

STÉPHANE PIGEON

(Until September 2022)
Director, Green Economy Directorate
and Head of Logistics
Ministry of Economy, Innovation and Energy

MARIE-PIER GAGNÉ

(Since October 2022)
Logistics Coordinator, Department
of Transportation and Logistics
Ministry of Economy, Innovation and Energy

SYLVAIN GIGUÈRE

Chief Economist and Head of Metropolitan
Economic Development
Montreal Metropolitan Community

Permanence

MATHIEU CHARBONNEAU

Executive Director
CargoM

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

TEAM



MATHIEU CHARBONNEAU, MBA

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Working Groups 2 and 4
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YVON PELLERIN

Expert,
Foreign Trade Zone Centre
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AMY LOMBARD

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LYNDA FRENIERÈ

Accountant

FOLLOW US!

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zonefranchemontreal.ca
votrevoierapide.com



To subscribe to our newsletter and to InterModal, our media monitoring report, visit our website homepage.

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Montreal QC H3C 3R5
514 508-2609

MEMBERS

AIR TRANSPORT



Air Canada Cargo



YMX, International Aerocity of Mirabel

RAIL TRANSPORT



Canadien National



CPKC

TRANSPORT AND SHIPPING TERMINALS



CanEst Transit



*CMA CGM
Canada Inc.*



CSL Group Inc.



Empire



*Groupe
Desgagnés Inc.*



Logistec Corporation



*Marine International
Dragage*



*Mediterranean Shipping
Company (Canada) Inc.*



*Montreal Gateway
Terminals Partnership*



Norcan Petroleum Group



Ocean Group



Termont Montreal Inc.



Viterrra

COMMITTEES AND ASSOCIATIONS



Camo-Route



Green Marine



*Human Resources Sectorial Committee
of the Maritime Industry (CSMOIM)*



*Laurentian Pilotage
Authority*



Logistics in Wallonia



Maritime Employers Association



Quebec Trucking Association



*Shipping Federation
of Canada*



*St. Lawrence Economic
Development Council*



St. Lawrence Shipoperators



Supply Chain Canada

ROAD TRANSPORT AND LOGISTICS INTERMEDIARIES



ACS Logistics



AGD Verchères Express



Bolloré Logistics



Cole International



Danaca Transport



Dômeplex



E4C



Express Mondor



GETPAQ Inc.



Greenfield Global



Groupe Lafrance



Groupe Morneau



Groupe Robert



Groupe Transit



GT Group



Hunt Refrigeration (Canada) Inc.



Kuehne + Nagel Ltd.



Pantos Logistics



PDI



Ray-Mont Logistics



Simard Transport



Synergie Canada



Trac-World Freight Services Inc.



Transport DSquare



Trinet Global Logistics



TSPM



TYT Group



Valdev Parc Industriel



WIPTec

EXPORTERS — IMPORTERS



Cascades



Décathlon



Dorel Industries



Intersand



Société des alcools du Québec

ADMINISTRATIONS, MINISTRIES AND SHARED INFRASTRUCTURES



Fonds de solidarité FTQ



Gouvernement du Québec



Montreal Port Authority



The St. Lawrence Seaway Management Corporation

EDUCATIONAL AND RESEARCH INSTITUTIONS



Cégep André-Laurendeau



CIRRELT, Université de Montréal



Collège Lionel-Groulx



ESG UQAM, École des sciences de la gestion



InnovLOG Institut d'innovation logistique du Québec

4 WORKING GROUPS



WORKING GROUP 1 — SECTOR DEVELOPMENT OPPORTUNITIES

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



WORKING GROUP 2 — COMMUNICATION AND OUTREACH

Promote Greater Montreal as an indispensable logistics infrastructure



WORKING GROUP 3 — INNOVATION AND FLUIDITY

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



WORKING GROUP 4 — WORKFORCE

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, Senior Director, Cargo Global Sales and Revenue Optimization, Air Canada Cargo, and Stéphane Lapierre, Vice President, Air Operations and Air Services Development, Aéroports de Montréal

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 Board of Directors of the Greater Montreal Climate Fund
- 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 Quebec Transport and Sustainable Mobility's Maritime Group Committee
- Member of the Quebec government follow-up committee for the Sustainable Mobility Policy — 2030
- 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 transportation committee of the South Shore Chamber of Commerce and Industry (CCIRS)
- Member of the Industrial Port Zone of Montreal committee



WG1 SECTOR DEVELOPMENT OPPORTUNITIES

Committee Co-Chairs



Madeleine Paquin
President and Chief Executive Officer
Logistec Corporation



Martin Ball
President
WIPTec

MANDATE

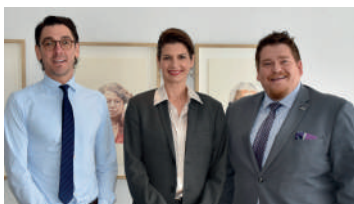
Propose development perspectives and opportunities

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

The City of Sustainable Mobility was renamed, effective January 2023, the Collaborative Innovation Hub for Mobility. The CIM is now part of the Innovation Centres and Zones program under the MEIE

- Design of a website dedicated to the CIM: innovation-mobilite.com
- Reception of some 20 projects following the call for projects launched in the fall of 2021
- Kickoff of the Ernest & Young (EY) partnership in Collaborative Innovation Hub for Mobility (CIM)
- Funding secured by the MEIE to conduct a detailed study (infrastructure file) with an external consultant (EY) to characterize the needs, build a financial framework and, in turn, develop the financial strategy
 - Submission of the EY study to the MEIE for a grant application
- Presentation by the CIM to the MEIE, in the presence of Mr. Pierre Fitzgibbon, Minister of Economy, Innovation and Energy, Minister Responsible for Regional Economic Development, Minister Responsible for the Metropolis and the Montréal Region
- Approaches made to other ministries, the MTMD and the Ministry of Sustainable Development, Environment and Action against Climate Change (MDDELCC), and the City of Montreal
- Funding approaches initiated at the federal level with Innovation, Science and Economic Development Canada (ISED) and Canada Economic Development (CED) for Quebec Regions

Development of a progress report: *Horizon logistique – Mettre à profit notre force de transport* (logistics overview - leveraging our transportation strength), in collaboration with Working Group 2, to raise awareness of the supply chain among elected officials. This document addresses the sector's major issues, namely development opportunities, fluidity, innovation, workforce and sustainable mobility. It provides recommendations and priority actions. *Horizon logistique* was presented to Ms. Geneviève Guilbault, Deputy Premier and Minister of Transport and Sustainable Mobility, and to the transportation critics of the other political parties.

Acceptation and participation as Canada's representative in the Flanders Visitors Program - Smart and Sustainable Supply Chain Solutions (October 9-14, 2022) in Belgium.

Meetings and presentations with the Quebec delegations in Brussels and Chicago and with representatives of the embassies here in Montreal from the United States, Germany, Belgium, Czech Republic, France and Panama.

Participation by CargoM in several events as a panelist, presenter or moderator in Montreal and internationally, including a mission to Savannah as part of The Southeast U.S.-Canadian Provinces (SEUS-CP) Alliance conference; Propulsion Québec's Impulsion 2023 Summit and the CCMM 2022 Transportation Forum. For more information, please see page 20 of this report.

ONGOING KEY PROJECTS

Collaborative Innovation Hub for Mobility (CIM):

- Work with Propulsion Quebec on funding and carrying out a detailed cost study of the CIM
- Membership on the follow-up committee
- Building by CargoM of the list of potential projects that could be part of CIM

Study: *Les enjeux liés aux règlements municipaux, à l'urbanisme et au développement durable du secteur de la logistique* (Issues related to municipal bylaws, urban planning and sustainable development in the logistics sector) by INFRA-S

Foreign Trade Zone Centre (FTZ):

- Planning of a tour of new economic development stakeholders with new promotional tools from the Cluster and the FTZ
- Development of branding and certification for companies providing FTZ services



WG2 COMMUNICATION AND OUTREACH

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.

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 CargoM's activities, its members and its partners on various social media (LinkedIn, Twitter, Facebook) and publication of monthly newsletters and appearances in the media (more details on P. 21 CargoM in the media)

Distribution of press releases, notably on the launch of the Trucking Career Immersion Program (TCIP), on the 2021-2022 year in review, on the new media monitoring report and on the 7th Career Day in Transportation and Logistics

Launch of InterModal, a daily media monitoring report dedicated to the logistics and freight transport sector, with 2,000+ subscribers to date

Large-scale promotional campaign for the sector as part of the 7th CargoM Career Day (radio, newspapers, social media, etc.)

Compilation of the TACT opinion survey - 96% satisfaction rate of Cluster members and partners

Update and distribution of the study conducted in 2013 by KPMG: Profile of the Logistics and Transportation Sector in Greater Montreal

Design and distribution of a thematic logo highlighting CargoM's 10 years of activities

As part of the Lean & Green Canada certification program:

- Mission to Belgium of the Logistics in Wallonia (LiW) competitiveness cluster (participation in a start-up session with five companies participating in the Lean & Green Europe program; visit to the host company of the session; participation in conferences; and visits to LiW member companies)
- Mission to the Netherlands to meet with the Conneck team, the organization responsible for the Lean & Green Europe program
- Setting up the pilot project:
 - Adaptation and translation of European documents into the context of Quebec and the rest of Canada
 - Pilot project with Logistec Corporation
 - Bimonthly meetings supporting Logistec with the energy efficiency company Econoler and CargoM
 - Selection of the reference year and the reduction target, Logistec's GHG inventory conducted by Econoler
 - Preparation of the documents required to draft and submit Logistec's action plan by Econoler

ONGOING KEY PROJECTS

As part of the Lean & Green Canada certification program:

- Translation and adaptation of documents required to carry out the audit
- Setting up the audit for Logistec's action plan by external companies and organizations to obtain the first Lean & Green Canada star in recognition of a 20% reduction in GHG emissions over a five-year period
- Setting up a second pilot project

Development of the CargoM 2023-2025 strategic plan

Development of a platform to promote the many resources of the St. Lawrence River entitled *Cap Saint Laurent* jointly with the St. Lawrence Economic Development Council (SODES), and signing of a funding agreement with the Ministère des Relations internationales et de la Francophonie (MRIF)

Discussions on whether or not to maintain Working Group 2 – Communication and Outreach, or replace it with a communications committee dedicated to Working Group projects



WG3 INNOVATION AND FLUIDITY

Committee Co-Chairs



Marc Cadieux
President and Chief Executive Officer
Quebec Trucking Association



Julien Dubreuil
General Manager
Terment Montréal 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

Storage space survey tool project:

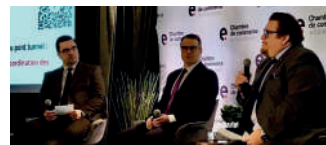
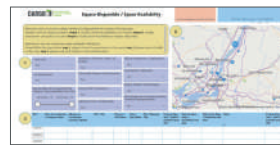
- Work with Mely.ai, a firm that automates data solutions, to develop a new web form, dashboard and interface for viewing and using the storage space survey tool
- Planning the development steps for this web interface tool
- Successful grant application for the Program to Support the Development of Strategic Sectors and Niches of Excellence (PADS)
- Grant application to the National Trade Corridors Fund (NTCF)

Meetings with the MTMD for project sites, particularly the one for the Louis-Hippolyte-Lafontaine Bridge-Tunnel:

- Meeting with Jean Séguin, Assistant Deputy Minister, Ministry of Transport and Sustainable Mobility (MTMD), and the Renouveau La Fontaine construction group
- Informing CargoM members through special meetings and regular Working Group 3 meetings about the timelines for project works, the new configuration of the tunnel, the exact date of lane closures and the mitigation measures instituted during the construction period
- Weekly participation in a task force to find solutions during the construction period
- Support to members submitting proposals for mitigation measures to be adapted during the construction period

Organization by CargoM in collaboration with HTEC of a webinar on decarbonizing transportation, handling and energy generation in a port context (60 participants)

Organization of a webinar on artificial intelligence in transport and logistics in partnership with Scale AI and IVADO Labs (50 participants)



ONGOING KEY PROJECTS

Storage space survey tool project:

- Improvement and mailing of the new storage space form to participants for their feedback, comments and suggestions
- Test period for data collection via the form with Mely.ai
- End of Step 1 with Mely.ai, finalizing the forms, collating the data and performing the system integration
- Work with Mely.ai on Step 2, developing the interactive and connected dashboard

Mitigation measures for traffic flow during project works on the Louis-Hippolyte-Lafontaine Bridge-Tunnel:

- Ad hoc invitation from MTMD to present work monitoring
- Undertaking with the Port of Montreal, the ACQ, the MTMD and CargoM to draft a study on the concept of satellite properties

Promotion to CargoM members and partners of the use of off-peak terminal hours at the Port of Montreal through Success Story:

- Overview of the situation
- Design and promotion of a promotional flyer

Discussions on the CargoMobile application:

- Evaluation of the feasibility of joining another platform (truck section) or any other application that can ensure the vitality of CargoMobile
- Collaboration with Niosense on submitting a project to the City of Montreal



WG4 WORKFORCE

Committee Co-Chairs



Nathalie Drouin
Executive Director
and Professor
INFRA-S, ESG UQÀM,
École des sciences
de la gestion



Chloé St-Amand
Executive Director
Camo-Route

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

Organization of the 7th edition of CargoM's Transportation and Logistics Career Day

Career Day — On-site event held on November 2, 2022 at the Grand Quay of the Port of Montreal:

- 48 businesses
- 500+ visitors
- 1,000 job postings
- 2 simulators and 4 trucks for demonstrations
- Lightning job matching activity (10 businesses, 35 participants) in collaboration with the Chamber of Commerce of Metropolitan Montreal (CCMM)
- Presentation by Services Québec Montréal on services available to businesses
- Visit from Ms. Sophie Mauzerolle, City Councillor of Montreal's Ville-Marie borough, member of the Executive Committee, responsible for transportation and mobility

The Trucking Career Immersion Program (TCIP), a one-day program that introduces participants to the various facets of truck driving financed by Conseil emploi métropole, with Camo-Route and the Centre de formation du transport routier de Saint-Jérôme (CFTR) as project partners:

- TCIP translation (website, flyers and checklists)
- Official launch of the program in April 2022
- 8 visits planned between May and October 2022 at Morneau and Groupe Robert
- 106 applications received and 33 participants
- Collaboration with the Port of Montreal to spread news of the TCIP to Indigenous peoples in and around Montreal
- Discussion to plan activities outside of Montreal

Eight employment and training newsletters issued over the course of the year

Participation in the working committee on updating the freight transport diagnostic study by Camo-Route

Participation in the working committee on updating the shipping industry's diagnostic study by the Human Resources Sectorial Committee of the Maritime Industry (CSMOIM)

Promotion of training available from education institutions that are members of CargoM



ONGOING KEY PROJECTS

Planning for the 8th edition of Career Day:

- Review of the original format
- Search for alternative funding

Continued work on projects for the TCIP:

- Organization and promotion of visits
- Discussions on the program's continuity when funding ends
- Search for funding and partnership
- Making TCIP outreach possible to the rest of Quebec

FINANCIAL STATEMENTS

REVENUE	2022	2021
Contributions	\$410,000	\$390,000
Membership fees	\$312,941	\$290,783
Revenue from activities	\$222,020	\$300,252
Other	\$24,925	\$49,916
TOTAL	\$969,886	\$1,030,951

CHARGES	2022	2021
Payroll	\$462,600	\$494,918
Administrative expenses	\$203,317	\$156,168
Workshop fees	\$323,879	\$346,163
TOTAL	\$989,796	\$997,249

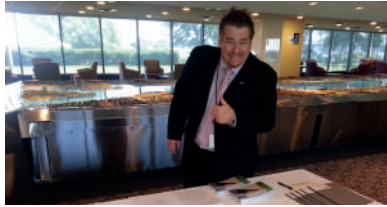
Excess of revenue over expenses (expenses over revenue) for the year	(\$19,910)	\$33,702
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Note - Allocation of net assets

During the year, by resolution of the Board of Directors, the sum of \$75,000 was allocated as a special projects reserve, from unrestricted net assets. Later in the year, another resolution designated a special projects expense of \$39,000 as a use of these allocated amounts.

The financial information summarized above is derived from financial statements audited by PricewaterhouseCoopers as at December 31, 2022. If you wish to view CargoM's detailed financial statements, please contact us.

OVER 10 YEARS OF GATHERING, COLLABORATING AND INNOVATING



- **Launch of the Cluster**
- Start of project works and implementation of the working groups
- Creation of the website
- Brochure entitled *Pour arriver à bon port* (to get there safe and sound)
- Move into permanent offices at 2100 Pierre-Dupuy Avenue



- Launch of CargoMobile and Ottoview
- Implementation of the Montreal Industrial Port Zone
- Inclusion of CargoM in the *Plan métropolitain d'aménagement*
- **Design of the *Suis le conteneur* / Follow the Container game following the mission to Savannah**
- Filming of video clips on the transportation and logistics sector



- AQTr Freight Award for the Pram-Est project
- AQTr Transport Award in partnership with CIRRELT for the Ottoview project
- White book on the workforce
- Launch of the ZOOM Greater Montreal tool
- **Why choose Montreal brochure**

2013

2014

2015

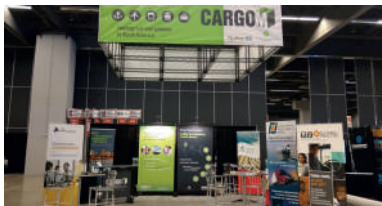
2016

2017

2018



- KPMG study entitled Profile of the Logistics and Transportation Sector in Greater Montreal
- International missions (first one to Savannah, Georgia)
- **AQTr Cargo Transportation Award and Distinction Award**
- Special insert in La Presse and La Presse+ newspaper on the transportation and logistics sector
- Logistics hub workshop
- Appointment to the Mobility Montréal advisory committee



- **Organization of Cargo Logistics Canada in Montreal**
- First Career Day in Transportation and Logistics
- Design of Ambassador Guide
- Promotional missions (Ohio and Georgia, United States)



- Study and pilot project on extending terminal opening hours
- Workshop on smart ports with the German consulate and Strategic Forum Belgium-Canada
- CargoM awareness study
- Industry 4.0 Visit
- **5th anniversary of the Cluster**



- **Launch of the Foreign Trade Zone Centre**
- Montreal transport and logistics hub! website section
- Voyage aboard Fednav's Federal Caribou
- Mission to Munich and Hamburg, Germany



- **Lean & Green Canada certification pilot project**
- City of Sustainable Mobility (CIM) in partnership with Propulsion
- Hybrid format Career Day
- Participation by CargoM in the Greater Montreal Climate Fund



- **Development of Cargo₂^{AI} (in partnership with the Port of Montreal)**
- Virtual Career Days
- Inventory of available indoor and outdoor storage spaces
- Profiling study on the cold chain
- AQTr Grand Prize for Excellence in the Smart Mobility – ITS category for the Cargo₂^{AI} project
- Jalon Mobility Award in the Urban Logistics category for the Cargo₂^{AI} project



- **Launch of the Trucking Career Immersion Program**
- CargoM selected by Flanders Inspires International Visitors Program for a mission in Belgium
- InterModal media monitoring report
- 7th edition of CargoM's Transportation and Logistics Career Day (return to original format)



- Update of the KPMG study: Profile of the Logistics and Transportation Sector in Greater Montreal
- Lean & Green Canada pilot project with Logistec Corporation
- Development of the storage space tool
- **Visit aboard CSL's MV Nukumi**

CARGOM — AMBASSADOR AND PROMOTER OF THE GREATER MONTREAL HUB NATIONALLY AND INTERNATIONALLY



June 10, 2022, Montreal
GreenTech 2022
Green Marine



October 10 to 15, 2022, Antwerp and Brussels, Belgium
Flanders Inspires International Visitors Program (FIIVP)
Flanders Investment & Trade (FIT)



June 13, 2022, Montreal
57th Annual Canadian Transportation Research Forum (CTRF) Conference
Canadian Transportation Research Forum



October 12, 2022, Delft, the Netherlands
Visit with parties responsible for accrediting the Lean & Green program
Connekt



June 16, 2022, Montreal
Networking evening
U.S. Consulate General



October 17 to 19, 2022, Orlando, Florida
Annual Convention and Expo
American Association of Port Authorities



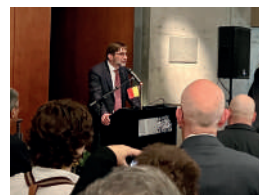
June 19 to 21, 2022, Savannah, Georgia
SEUS-CP 2022
Georgia Department of Economic Development



October 17 to 21, 2022, Liège, Belgium
Week of meetings regarding Lean & Green and visits to companies
Logistics in Wallonia



July 11, 2022, Montreal
Conference of Montreal: Leading the Green Transition
International Economic Forum of the Americas



November 15, 2022, Montreal
King's Feast
Consulate General of Belgium



September 6, 2022, Montreal
Cité du Havre economic meeting
Port of Montreal

CARGOM IN THE MEDIA

Here are a few articles about CargoM and the transportation and logistics industry. To browse the complete press review, visit our website.

April 5, 2022 — Transport Routier
Cargom lance le Programme d'immersion professionnelle en camionnage

May 18, 2022 — La Presse
Chaîne d'approvisionnement : les clés de la résilience



May 18, 2022
DC Velocity
One-day program provides "immersive experience" in trucking



May 19, 2022
Transport Routier
Premières journées d'immersion en camionnage réussies pour CargoM

May 21, 2022 — Le Journal de Montréal
Industrie maritime : les technologies, une bouée de sauvetage

May 4, 2022 — L'actualité
5 occasions d'affaires en logistique

June 6, 2022 — Transport Magazine
Cargom toujours aussi mobilisée pour la chaîne d'approvisionnement du grand Montréal



October 11, 2022
La Presse +
La chaîne logistique québécoise malmenée

November 4, 2022 — Transport Routier
Cargom rassemble le secteur du transport et de la logistique lors de sa Journée carrières



November 6, 2022
Trucknews.com
Hundreds participate in CargoM Career Day

January 18, 2023 — Les affaires
Innovier pour dénouer les nœuds



January 31, 2023
AEM
Projet Galileo : une révolution technologique au service de la chaîne d'approvisionnement

February 3, 2023 — Transport routier
Hausse de 10 400 emplois directs en transport et logistique à Montréal depuis 10 ans : CargoM



February 3, 2023
Maritime Magazine
CargoM annonce une augmentation de 10 000 emplois en une décennie

March 16, 2023 — Transport Routier
Cargom célèbre ses dix ans dans l'écosystème du transport et de la logistique à Montréal

March 17, 2023 — La Relève
Forte croissance du Port de Montréal : le projet de Contrecoeur est toujours d'actualité