

CARGOM

LOGISTIC AND TRANSPORTATION
METROPOLITAN CLUSTER OF MONTRÉAL



ANNUAL REPORT

24 25



THE YEAR AT A GLANCE

63 members

1,300 hours
on volunteer work in 2024

200+ publications
on social media

Close to **500** participants
at our events

More than **8,000** people
follow CargoM across our
social media platforms
(including over **700** new
LinkedIn followers) and through our
newsletter and media monitoring

CargoM has presented at nearly
20 events and participated in
over **100** activities focused
on networking, collaboration and
community engagement

Testimonials from our members

“InnovLOG has been a proud partner of CargoM for many years and is pleased to actively participate in all its working groups and events. CargoM successfully unites and mobilizes all the stakeholders in our industry to take coordinated action to improve supply chain efficiency, attract new investors and promote jobs and training in transport and logistics. The cluster also provides tools, particularly InterModal, that allow us to stay informed about all the uncertainties and trends surrounding our sector, as well as the latest technologies, solutions, and development opportunities available. Through these efforts, it plays a key role in driving the economic development of the region and our sector.”

— **Naoual Rahali**, Executive Director, *InnovLOG Institut d'innovation en logistique du Québec*

“Year after year, Simard Transport is proud to partner with CargoM to help drive positive change in the transportation industry in Montreal and the greater region. Simard and CargoM share a common vision of the importance of innovation and improved fluidity in our sector. We've worked together closely in the past, on many fronts, and will continue to do so. The CargoM team does an outstanding job of uniting a diverse network of stakeholders who share its mission to drive collaborative projects that ensure our supply chain remains strong and resilient.”

— **Brandon Abraham**, Director Shared Services, Finance, *Simard Transport*

“E4C would like to thank the entire CargoM team, whose efforts help all supply chain stakeholders and highlight the importance of our sector. The dedication, hard work and visibility that CargoM brings to the table are crucial for improving and optimizing logistics and transportation in the Greater Montreal area. Thanks to CargoM's ongoing work, Montreal continues to be a top-tier logistics hub in North America. E4C truly values the CargoM team's determination and passion; the results are tangible and make a real difference.”

— **Pierre-Philippe Liboiron**, COO and Managing Partner, *E4C*

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 Communauté métropolitaine de Montréal (CMM), the Ministère de l'Économie, de l'Innovation et de l'Énergie (MEIE) and all its members.



Word from the Ministers

With over 132,000 jobs and over 13 billion dollars in revenue in 2023, the logistics and freight transport sector is strategic for the economic development of the Greater Montreal region and for all of Québec.

More than ever, CargoM played a central role for members and partners of the logistics and transportation cluster, by representing their interests and bringing them together around the major issues of the day. Among the highlights of this year, there was the 9th edition of the Transport and Logistics Career Day, fields that offer many possibilities in employment and training. The four CargoM working groups have also helped move forward the cluster's reflections on its priorities. Several government departments have taken part, contributing expertise or financial support.

Recent months have been highly challenging for the sector, notably because of labour disputes and disturbances in the supply chain, but there are many projects in store for CargoM's team over the coming year. One only needs to think about the springtime launch of a brand-new sustainable transportation and logistics working group, a topic that cannot be ignored. We are happy to welcome the cluster's new director, Mr. Louis-Philippe Allard, who will certainly be able to use his management skills to support an industry that is ever more solid and prosperous, to ensure its growth and improve its competitiveness. Greater promotion of interprovincial trade, as well as trade with Europe and Asia, will assuredly have a positive impact on the industry.

We would like to thank CargoM's staff, members and partners for this last year and wish them great success for the one ahead.



Geneviève Guilbault

The Deputy Premier and
Minister of Transport and
Sustainable Mobility



Christine Fréchette

The Minister of Economy,
Innovation and Energy,
Minister Responsible for
Regional Economic Development
and Minister Responsible
for the Metropolis and the
Montreal Region



Kateri Champagne Jourdain

The Minister of Employment
and Minister Responsible
for the Côte-Nord Region

Word from the Mayor

MONTRÉAL, A LEADER IN INNOVATION AND SMART, SUSTAINABLE MOBILITY

Montréal, the gateway to North America, is a key continental hub for freight transportation. To maintain its status as a leader in innovation and cutting-edge expertise in the field of sustainable and intelligent mobility, our metropolis can count on CargoM, the Metropolitan Logistics and Transportation Cluster, which has been working for over 10 years to boost this vital sector.

Logistics and transportation are essential pillars of the Greater Montréal economy. This dynamic sector not only contributes to economic growth but also plays a fundamental role in job creation and skills development.

The transition to sustainable, intelligent mobility is imperative. Decarbonized urban logistics is a strategic lever for achieving key objectives such as ecological transition, regional accessibility, commercial vitality and safe living environments. In this context, the climate crisis represents a major challenge that calls for innovative and appropriate solutions.

I would like to acknowledge CargoM's commitment to integrating the best technological and environmental practices, fostering harmonious cohabitation between freight transportation activities and the daily lives of Montrealers.

We are delighted to announce that our commitment to innovation and sustainable development continues to grow stronger. The city of Montréal is now a member of CargoM and is launching a new working group on sustainable logistics and transport this spring. This working group aims to improve supply chain efficiency while reducing our ecological footprint. We look forward to working with all players in the sector to advance these vital initiatives.

Last but not least, I would like to warmly congratulate the entire CargoM team for the remarkable work accomplished over the past year. Thanks to their efforts, we can maintain a dynamic, fluid and efficient supply chain, benefiting both our industry and the entire Montréal community. Together, let's continue to build a sustainable and prosperous future for Montréal.



Valérie Plante
Mayor of Montréal

Photo credits: Ville de Montréal

Montréal 

A WORD FROM THE CHAIR OF THE BOARD OF DIRECTORS



Julie Gascon

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

Esteemed members and partners,

It is a great pleasure to address you for the first time as Chair of CargoM's Board of Directors. With this new mandate, I am committed to uniting industry stakeholders and leading initiatives that position Greater Montreal as a leading hub for logistics and freight transport in North America.

In the context of the current trade war and the disruptions it is causing in our supply chain, improving efficiency and agility is more important than ever. The logistics and freight transport sector will play a key role in supporting new interprovincial trade and building new economic partnerships between Canada and the rest of the world. Beyond infrastructure health, the sector's vitality, performance, and reliability will be crucial for diversifying our markets.

With its unifying mission, CargoM allows us—as members and partners—to channel our efforts toward shared goals that go beyond our individual concerns. Its work in areas such as fluidity, sector development, innovation, workforce, visibility, attractiveness and sustainability helps strengthen the competitiveness of businesses in our industry, both at home and abroad. In this year of strategic reflection, CargoM plays a vital role in fostering collaboration and reinforcing our ecosystems as we prepare to navigate the many challenges that lie ahead.

I'd like to take this opportunity to thank our members for their continued loyalty and ongoing involvement. To put it simply: we work for you. Your participation in our projects and initiatives is essential. I would also like to warmly welcome our new board members and extend our sincere thanks to those who passed the torch during the past year.

The support of CargoM's funders remains vital to our ability to carry out our mission. We thank the Government of Quebec and the Communauté métropolitaine de Montréal (CMM) for their indispensable financial support.

In closing, I want to highlight the sustained efforts of our permanent team. I would especially like to thank Karine, Amy and Yves, who skillfully led the organization during this year of transition. I also want to welcome Louis-Philippe Allard, who became our new Executive Director in November 2024 and now takes the helm of CargoM alongside an experienced team.

Happy reading!

A WORD FROM THE EXECUTIVE DIRECTOR



Louis-Philippe Allard

Executive Director
CargoM

Dear members and partners,

This past year marked a major turning point for our cluster and the entire logistics and freight transport sector in Greater Montreal. In a global context of economic upheaval, our industry has been called on to show agility, resilience and innovation. This period of organizational and strategic transition presents a unique opportunity to rethink how we operate, to strengthen our activities and to lay the groundwork for a more sustainable, high-performing future.

Along with the entire CargoM team, I'm excited to share the results of our work, which will serve as the foundation for our growth and renewal in the years ahead.

This year also brought new leadership to the cluster, with the appointment of Julie Gascon as President and CEO of the Montreal Port Authority, and my own appointment as Executive Director at the end of 2024.

Next year will be a pivotal one for CargoM as we begin updating our strategic planning. An extensive consultation with our members and partners will take place, allowing us to rethink the mandates of our working groups and the mission and vision of the cluster.

Despite having to manage with a reduced team for much of the past year, we have continued our mandate to develop coordinated actions, some in collaboration with our members and partners, to support our sector. Notable achievements include:

- Completion of phase 3 of the Storage Space Inventory Tool
- The 9th edition of our Transport and Logistics Career Day
- Organization of various events, including collaborations with CargoM members
- Participation in multiple meetings with elected officials and government representatives to establish strategies related to the imposition of U.S. tariffs
- The first meeting of the co-chairs of the sustainable logistics and transport working group

CargoM also acts as a facilitator for its members and stakeholders, bringing them together through working groups and ad hoc committees to address key issues such as fluidity, innovation and workforce challenges.

Finally, I would like to thank the team, Karine, Amy and Yves, for their warm welcome and dedication. I also want to express my gratitude to all the members and partners of the cluster whom I have had the pleasure of meeting since my arrival in November. It was crucial for me to talk to them, understand their challenges and build strong connections in order to unite those who contribute to CargoM's success. Let's now work together to make Greater Montreal a reliable, sustainable and internationally recognized logistics hub.

Happy reading!

EXECUTIVE COMMITTEE AND BOARD OF DIRECTORS

Executive Committee*

Julie Gascon

Chair
Montreal Port Authority

Marc Cadieux

Co-Chair
Quebec Trucking Association

Michael Grier (outgoing)

Co-Chair
Dorel

Darren Reynolds

Treasurer
Canadien National

Michael Fratianni

Director
Montreal Gateway Terminals Partnership
(MGTP)

Stéphane Chevigny

Director
Intersand

Valérie Wells

Secretary And Observer
Montreal Port Authority



Board of Directors

Antoine Andraud

Domenico Costantino (outgoing)
Kuehne + Nagel Ltd

Martin Ball

WIPTec

Hugo Bisailon

Fonds de solidarité FTQ

Matthieu Casey

Air Canada Cargo

Nicola Dolbec

Robert Roy (outgoing)
Maritime Employers Association

Nathalie Drouin

INFRA-S, ESG UQAM, School of Science
and Management

Guillaume W. Dubreuil

The CSL Group Inc.

Julien Dubreuil

Terment Montreal Inc.

Jordan Kajfasz

CPKC

Stéphane Lapierre (outgoing)

Aéroports de Montréal

Karl Larocque

Maxime Laplante-Sauriol (outgoing)
Mediterranean Shipping Company (Canada) Inc.

Nathalie Messias

Chloé St-Amand (outgoing)
Camo-Route

Charles Raymond

Jonathan Hébert (outgoing)
Ray-Mont Logistics

Katia Reyburn

Rodney Corrigan (outgoing)
Logistec and Logistec Stevedoring Inc.

Michel Robert

Groupe Robert

Michel Sawaya

CMA CGM Canada Inc.

Martin Trépanier

CIRRELT, Université de Montréal

Patrick Turcotte (outgoing)

TYT Group

Observers

Jennifer Côté

Adam Szoo (outgoing)
Transport Canada

Claudia Despins

Marie-Pier Gagné
(maternity leave)
Ministère de l'Économie, de l'Innovation
et de l'Énergie (MEIE)

Marie-Michèle Cauchy

Catherine Lavoie (outgoing)
Communauté métropolitaine de Montréal



Staff

Louis-Philippe Allard

CargoM

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

TEAM



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Air Transport



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Transport and Shipping Terminals



Road Transport and Logistics Intermediaries



Exporters, Importers and Shippers



Administrations, Ministries and Shared Transport Infrastructures



Committees and Associations



Educational and Research Institutions



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 our members on projects aimed at training, attracting and retaining talent.

Ad hoc committees

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

- Transports Canada National Supply Chain Forum committee
- Monitoring committee, Government of Quebec 2030 Sustainable Mobility Policy
- Ministère des Transports et de la Mobilité durable maritime group
- Government of Quebec working group on customs tariffs
- Mobility Montreal committee
- Greater Montreal economic committee
- Ville de Montreal and partners urban logistics coordination and monitoring committee
- Chamber of Commerce of Metropolitan Montreal (CCMM) transport committee
- Chambre de commerce et d'industrie de la Rive-Sud (CCIRS) transport committee
- Conseil du patronat du Québec (CPQ) sustainable development committee
- Palais des congrès de Montréal Multisector Strategic Committee
- Lean & Green Europe working group
- Intercluster committee
- St. Lawrence Economic Development Council (Sodes) and Human Resources Sectorial Committee of the Maritime Industry (CSMOIM) communication committees



WORKING GROUP 1

Sector Development Opportunities

Chair



Martin Ball
WIPTec



Mandates

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

Imposition of U.S. tariffs

- Participated in several meetings with various levels of government and with economic development organizations
- Created a member survey on potential impacts
- Adapted InterModal's media monitoring to include coverage related to tariffs

Completion of the INFRA-S report in partnership with the Ville de Montréal: *Issues related to municipal regulations, urban planning and the sustainable development of the logistics sector.*

Cap Saint-Laurent Directory

- Coordination meetings with partners: Sodes, the Ministère des Relations internationales et de la Francophonie (MRIF) and the MEIE
- Promotion of the directory

Centre zone franche

- Presentation of Centre zone franche (CZF) to various companies through export acceleration programs
- Presentation of CZF at a networking event organized in collaboration with Supply Chain Canada

Ongoing Key Projects

Discussions with the MEIE, the Montreal Port Authority (MPA) and regional county municipalities (MRCs) regarding the development of a logistics hub on Montreal's South Shore.

- Perimeter of the South Shore logistics hub: the Autoroute 30 corridor from Sorel-Tracy to Salaberry-de-Valleyfield
- Discussions with the MPA to advance the project and organize meetings and workshops to assess municipal interest

Updates, promotion and post-funding considerations (2026) for the Cap Saint-Laurent Directory.

Planning the strategy for distributing the report *Issues related to municipal regulations, urban planning and sustainable development in the logistics sector* to raise awareness among elected officials.

Benchmarking the practices of other clusters in economic development to support our respective sectors.



WORKING GROUP 2

Communication and Outreach



Co-Chairs



Marie-Chantal Savoy
Logistec Corporation



Guillaume W. Dubreuil
The CSL Group Inc.

Mandates

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

Conducting a series of meetings with members, partners and stakeholders to strengthen relationships and better understand the issues facing the sector.

Strategic monitoring via InterModal, promotion of CargoM's activities and those of its members and partners on social media platforms, monthly newsletters and press releases.

Organization of a networking event and participation in a workshop with HAROPA PORT, in collaboration with the Montreal Port Authority.

Drafting and signing open letters and letters of support (Ray-Mont Logistics, PMD, etc.).

Lean & Green Canada

- Logistec Corporation
 - › Submission of the action plan and successful audit
 - › Necessary measures identified to meet GHG reduction target

Creation of new Working Group 2 – Sustainable Logistics and Transport

- Recruitment of members and co-chairs for the project: Sophie Mauzerolle from Ville de Montréal and Martin Trépanier from CIRRELT
- Holding of the first meeting with co-chairs

Ongoing Key Projects

Lean & Green Canada

- Support for companies in the pilot project

Lean & Green Europe

- Monthly meetings with European collaborators
- Review of documents
- Discussion on governance and the development of the certification

Creation of new Working Group 2 – Sustainable Logistics and Transport

- Planning of the first project meeting and launch (spring 2025)
- Identification of the mandate and objectives
- Development of the list of actions to be taken
- Creation of a visual identity for the working group
- Creation of the Communication and Outreach Committee.



WORKING GROUP 3 Innovation and Fluidity



Co-Chairs



Marc Cadieux
Quebec Trucking Association



Julien Dubreuil
Terment Montreal Inc.

Mandates

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 Inventory Tool project

- Secured funding through Transport Canada's National Trade Corridors Fund (NTCF) for completion of the second and final phase

Design:

- Optimized user experience: smoother navigation
- Modernized interface: simplified design
- Personalization: creation of a free account
- Increased flexibility: easier updating of information

Launch of the tool

Creation of a working committee to promote exchange and collaboration between terminals and carriers.

Presentation meeting with Niosense on the application that provides simplified routing to the operational sites of CN, CPKC and the Port of Montreal. The pilot project is being developed with TYT Group.

Ongoing Key Projects

Storage Space Inventory Tool project

- Testing and adaptation of the tool as needed
- Monitoring of the new version
- Promotion

Promotion of successes related to the use of off-peak hours at the Port of Montreal terminals.

Exploring collaboration possibilities for parcel delivery projects using cargo bikes and river shuttles.

Working committee on issues of fluidity between land carriers and MPA terminals.



WORKING GROUP 4 Workforce

Co-Chairs



Nathalie Drouin

INFRA-S, ESG UQÀM, École des sciences de la gestion



Lydia Massimiani

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 Transport and Logistics Career Day, in partnership with L'Événement Carrières, as part of the Salon de l'emploi et de la formation continue (October 2 and 3, 2024). A transport and logistics pavilion was organized under the CargoM banner.

Key figures:

- Nearly 15 companies in attendance
- Two simulators (truck driving and crane operation)
- Over 20,000 visitors at the fair
- Overall satisfaction rate: 90%
- Satisfaction rate for booth experience/client engagement: 95%

A two-week promotional campaign was carried out ahead of the event (La Presse+, 98.5 FM, LinkedIn, Facebook).

Lunch session on the theme "Toward sustainable logistics and trade: preparing the next generation," organized in collaboration with Cégep André-Laurendeau. The event featured presentations, panels and recruitment sessions focused on transport and logistics careers that will be impacted by sustainable development.

- Presentations by CargoM, Propulsion Québec and HEC Montreal
- Panel discussion with Simard Transport, MGTP, Nationex and Coop Carbone
- Approximately 70 students and ten companies and organizations in attendance

Promotion of training programs offered by CargoM's member educational institutions.

Ongoing Key Projects

Consultation with members on workforce needs and issues through interviews and surveys.

Assessment of workforce-related projects and initiatives led by other clusters and stakeholders collaborating with CargoM.

Evaluation of projects developed with partners, and search for funding.

TOOLS FOR OUR SECTOR

Cap Saint-Laurent: Directory of the Quebec Maritime Industry

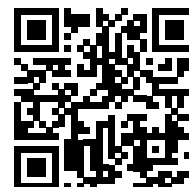
Cap Saint-Laurent catalogues the key players, partners and achievements of the Quebec maritime and port sector. It highlights the strategic advantages of Quebec's expertise on the international stage and serves as a platform to showcase the sector's accomplishments.

The directory is part of the Quebec government's new maritime vision, which prioritizes three key areas:

- /// Equipping the St. Lawrence with modern, competitive port infrastructure
- /// Ensuring efficient navigation that respects ecosystems
- /// Providing maritime communities with promising and sustainable development opportunities

The platform was developed with the Sodes and funded by the Ministère des Relations internationales et de la Francophonie (MRIF) and the Ministère de l'Économie, de l'Innovation et de l'Énergie (MEIE).

For more information
and to register in
the directory:



Storage Space Inventory Tool

Are you looking for storage space or do you have excess space available?

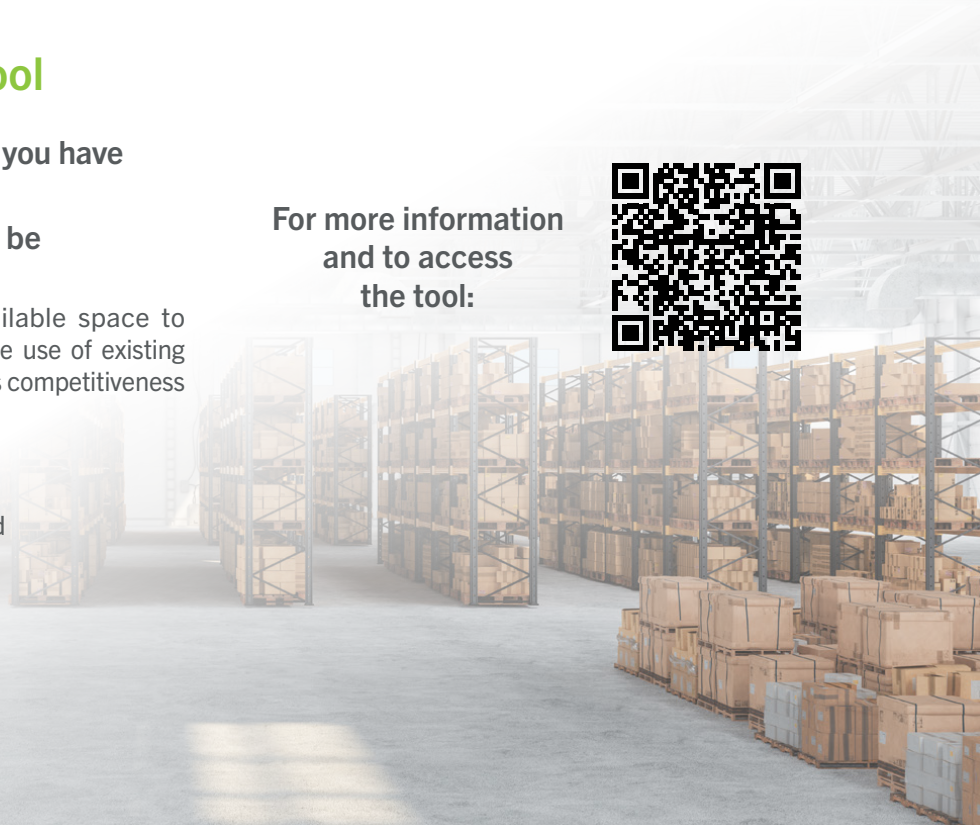
Our Storage Space Inventory Tool may be the solution!

Developed to connect businesses with available space to those looking for it, this tool helps maximize the use of existing infrastructure while boosting the logistics sector's competitiveness and sustainability.

- /// Free and easy to access
- /// Nearly 40 vacant spaces currently listed
- /// Over 14.4 million square feet (indoor and outdoor) available

The last update of the tool was made possible through financial support from Transport Canada through the National Trade Corridors Fund (NTCF).

For more information
and to access
the tool:



COMING SOON AT CARGOM



Launch of the New Working Group 2 – Sustainable Logistics and Transport

CargoM is proud to announce the launch of a new working group focused on sustainable logistics and transport.

As climate change grows increasingly urgent for our members, governments and the public at large, its effects on the supply chain are already being felt and will continue to intensify in the coming years. Like all stakeholders, our industry must work to strike a balance between economic growth, competitiveness and environmental responsibility.

CargoM is taking the lead with this new working group, reinforcing its role as a catalyst for collaboration. The group will serve as a platform for dialogue and collaboration between members and government bodies. CargoM's goal is to foster concrete initiatives that position Greater Montreal as a model of sustainable and forward-looking logistics.

➤ If you are a CargoM member and would like to get involved, please get in touch with us.

Toward a CargoM 2.0

After 12 years of activity, CargoM is entering a new phase to better meet the needs and challenges of its members. The supply chain has changed dramatically since our early days, and we must now position ourselves strategically to provide the support our sector needs to thrive.

To achieve this transformation, we will begin by revisiting our strategic planning. A thorough consultation with members, partners and key industry players will help us redefine the mandates of our working groups, as well as our mission, vision and action plan for the coming years.

At the same time, we have started reflecting on and taking action in several areas of CargoM's operations, including:

- Redefining and enhancing the competitiveness of our service offering
- Strengthening and expanding our membership
- Repositioning our flagship projects
- Organizing and co-organizing key events for our sector
- Launching working groups on specific and relevant topics
- Revamping our brand image and communications
- Restructuring our organization and administrative processes

➤ To achieve our goal of a CargoM 2.0, the active involvement of our members, partners, and stakeholders within the Cluster will be crucial. We invite you to join us on this exciting journey!

CARGOM

