



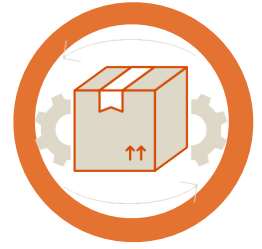
SOLUTION #1

Increase the use of electric-assist cargo bikes and mini-hubs

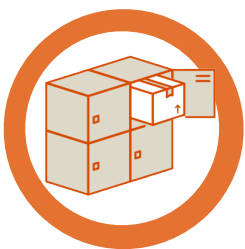
- Cargo bikes allow for 15% more delivery points per hour than a traditional truck.
- Compatible with pedestrian areas, they can use bike paths, are easy to park, and even make deliveries in the winter.
- Strategically located mini-hubs can be used to transfer merchandise from larger size trucks to cargo bikes.

SOLUTION #2

Optimize urban delivery systems and logistics



- Optimize vehicle loading through consolidation and other strategies.
- Reduce travel by empty or partially empty urban delivery vehicles.
- Optimize urban delivery hours of operation, using quieter-performing zero-emission vehicles (ZEVs).



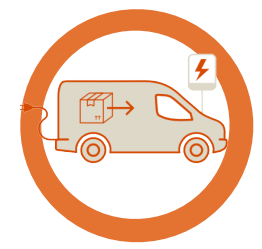
SOLUTION #3

Increase direct delivery to customers through parcel lockers

- Reduces trips made by delivery trucks to home addresses, therefore allowing for more deliveries in one place.
- A system already in use in some Montreal suburbs, using parcel lockers can contribute to reducing the number of failed deliveries and consolidate shipments and returns in one place.

SOLUTION #4

Accelerate the deployment of zero-emission vehicles



- Zero-emission vehicles (ZEVs), which include using battery-electric vehicles and hydrogen fuel cell vehicles, reduce pollutants and are relatively quiet.
- They allow for deliveries in residential areas during off-peak hours without noise being a concern.