

INDUSTRY 4.0

DIGITAL REVOLUTION TO PROPEL THE AEROSPACE INDUSTRY



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THE DIGITAL SHIFT **page 12**

AÉRO MONTRÉAL SUPPORTS
SMEs IN THEIR INTERNATIONAL
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FOR AIRCRAFT OF THE FUTURE
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QUÉBEC, A GLOBAL AEROSPACE HUB

\$15.5 B
IN SALES

80%
OF QUÉBEC'S
AEROSPACE
PRODUCTION
IS EXPORTED

40,160
HIGHLY-SKILLED
WORKERS

THE AEROSPACE
SECTOR IS QUÉBEC'S

No. 1

EXPORTER

191
COMPANIES
4 OEMS
10 EQUIPMENT
MANUFACTURERS
177 SPECIALIZED
SUPPLIERS

55%
OF TOTAL
CANADIAN
PRODUCTION

55%
OF JOBS
IN THE CANADIAN
INDUSTRY

WITH MORE THAN
70%

OF CANADIAN R&D INVESTMENTS
PERFORMED IN THE GREATER
MONTREAL REGION, QUÉBEC IS THE MAIN CENTRE
FOR AEROSPACE R&D IN CANADA

“Not only do we need to strengthen our given assets, we need to demonstrate even more boldness and leverage new approaches and collaborations to maintain and enhance Québec’s position as a world leader in the sector, maximize economic benefits and technology for Québec - for example, in defence - and seize growth opportunities.” Hélène V. Gagnon, Board Chair

A CLEAR VISION. EXEMPLARY GOVERNANCE.



**HÉLÈNE
V. GAGNON**
VICE PRESIDENT,
Public Affairs
and Global
Communications,
CAE

In 2015, we laid the groundwork for taking Aéro Montréal to a higher level by enabling Québec’s aerospace cluster to carry out its activities and projects within a renewed strategic and operational framework. Governance, the development of the 2016-2018 Strategic Plan and support for the development of Québec’s Aerospace Strategy and Export Strategy, were among our main areas of focus.

As Aéro Montréal celebrates its 10th anniversary in 2016, the priorities that we have set will allow us to more effectively guide the performance of our working groups and the organization in general. Our goal: stay on course with our growth objectives, here and abroad.

During the past year, we completed a significant review process with the development of our 2016-2018 Strategic Plan. This strategic plan is supported by the exceptional mobilization being shown by Québec’s aerospace stakeholders and the considerable achievements of the cluster’s working groups. It reflects major changes that are taking place in the industry landscape around the world.

One of the initiative’s highlights was to renew our governance by strengthening it and giving the Board of Directors a more strategic role. A first step consists of training board members in governance. The role of board committees was reviewed and clarified. Enhanced governance involves instilling the principles of ethics and accountability, ensuring the organization’s robustness and sustainability, and better monitoring performance. It also requires a better representation of the ecosystem, championing best practices, and mobilizing board members and partners around common interests. The sound governance of an organization like ours guarantees long-term value creation for all stakeholders.

We also updated our mission and vision. Our values now are excellence, commitment, collaboration, integrity, agility and boldness. Our industry, its influence, our partnerships and our governance are the four main areas of action that will guide our strategic approach over the coming three years.

Aéro Montréal once again demonstrated its proactive dynamism in 2015 with the submission of a brief

to the Ministry of the Economy, Innovation and Exports in support of the development of Québec’s Aerospace Strategy.

Aéro Montréal also made its voice heard in the development of the Québec government’s Export Strategy which in 2016 will involve a series of sectoral consultations led by Export Québec launched in November. Aéro Montréal plans to provide its input regarding the industry’s priority issues such as globalization, productivity and innovation. Our aim is to enable Québec aerospace companies to penetrate new markets and benefit from the global growth of the industry.

Aéro Montréal’s international representation was significantly strengthened in February with the appointment of Suzanne M. Benoît, President, as a Canadian representative to the Asia-Pacific Economic Cooperation (APEC) Business Advisory Council. This nomination is advantageous because it provides an excellent opportunity to position Canada’s economic interests

“ WE ALSO UPDATED OUR MISSION AND VISION. OUR VALUES NOW ARE EXCELLENCE, COMMITMENT, COLLABORATION, INTEGRITY, AGILITY AND BOLDNESS. ”

as well as to allow the Québec aerospace industry to enjoy a certain visibility on the international scene.

With our structuring and catalyst projects, and thanks to the success of our Québec companies, Aéro Montréal represents a promising industry that is ready to meet the challenges that continue to confront the aerospace sector. I would like to commend the remarkable work done by the members of the Board of Directors and the many members of our industry who are actively involved in advancing important files for our industry.

Finally, I would like to thank Maria Della Posta, Senior Vice President at Pratt & Whitney Canada (P&WC), who served as Chair of the Board of Directors of Aéro Montréal until June 2015, for her leadership during her two-year mandate. With confidence and pride, I intend to implement our vision and strategic plan to maintain our leadership position on the world stage.

CAE flight simulators



SHOWCASING THE CLUSTER

Aéro Montréal takes advantage of many forums to highlight the cluster’s challenges and priorities. Among others, in a brief to the Ministry of the Economy, Innovation and Exports in support of the development of the Québec Aerospace Strategy, Aéro Montréal made four recommendations to the Québec government:

1. Make the development of Québec’s aerospace industry a government priority.
2. Enhance the competitiveness of companies through a combination of financial measures and technical incentives.
3. Establish support tools for SME growth.
4. Develop new sectoral approaches.

2016-2018 STRATEGIC PLAN

In 2015, Aéro Montréal developed a 2016-2018 Strategic Plan that reflects the cluster’s priorities around four strategic drivers which are presented in the centre pages of this document.

For more information about the 2016-2018 Strategic Plan, please see pages 28 and 29 of the 2015 Activity Report.

A GROWING MOBILIZATION

The effectiveness of Aéro Montréal’s actions and interventions relies on the impressive number of industry players that it has been able to mobilize.

See pages 46 to 53.

"The success and strength of our industry hinges on our commitment to research and development, the implementation of advanced manufacturing technologies, the establishment of strategic alliances and measures that encourage innovation, recognition of our world-class expertise and the ability of our companies to compete globally."
Suzanne M. Benoît, President

BOLDLY SHAPING THE FUTURE

Through its new visual design, **Aéro Montréal's 2015 Activity Report** highlights the innovation and boldness that characterize the Québec's aerospace cluster's many achievements driven by our six working groups with the active involvement of industry members. We want to showcase our aerospace companies and recognize the outstanding work being carried out each and every day by thousands of workers, educational institutions and research organizations to ensure our industry shines on the national and international stage.



SUZANNE M. BENOÎT
PRESIDENT

We are proud of the exceptional results achieved this year. We are entering 2016, which marks Aéro Montréal's 10th anniversary, with a renewed mission, vision, values and action plan.

Here's an overview of the activities of Aéro Montréal's six working groups, whose accomplishments will be described in more detail in each of the sections devoted to them.

EVERYTHING STARTS WITH A PASSION: AEROSPACE

In addition to playing a key advisory role for the development of visibility plans for structuring projects such as SA²GE and MACH, as well as for the cluster and its working groups in general, the Branding and Promotion Working Group led the deployment of Aéro Montréal's new website in 2015. With an updated look and leading-edge tools for content and customer relationship management, our website allows us to more effectively meet the needs of our members and demonstrate our dynamism. We also significantly expanded our presence in social media, and the AeroPortal fully took flight in 2015. It is helping to mobilize and attract the next generation and new employees to our industry by introducing them to career and training opportunities.

Through this working group, Aéro Montréal is continuing to raise its profile nationally and internationally. This is being achieved by having a proactive presence on social media, generating considerable press coverage, and through strategic activities such as the screening of the National Geographic documentary "Living in the Age of Airplanes" for several months at the Montréal Science Centre in partnership with Aéroports de Montréal.

SA²GE: INNOVATE TO BENEFIT THE ENVIRONMENT

Based on the positive results of Phase 1 of the SA²GE greener aircraft project, completed in 2015, the Québec government confirmed a \$40 million financial commitment over four years for the deployment of Phase 2 of the program. This commitment is in addition to \$40 million being provided by the industry. The innovative SA²GE catalyst project is driving value for the economy by tackling an industry-wide challenge: reducing its environmental footprint. In the same vein, the Innovation Working Group made progress in projects related to the recovery and recycling of materials from end-of-life aircraft. These achievements demonstrate our commitment to support the industry leadership in finding green solutions and technologies for creating aircraft that are cleaner and quieter.

Also working on a key strategic priority of Aéro Montréal and its members is the Market Development - SME Working Group. It is pursuing its mandate and launching customized initiatives to help SMEs expand their global presence. Emphasis has been placed on the sharing of strategic information, contributing to business development, enhancing SME networking opportunities, and raising awareness among industry players. By helping aerospace companies to better identify the needs and requirements of prime contractors and integrators, and to understand their industrial strategies, Aéro Montréal is enhancing business potential. Our companies will grow by expanding their international activities and we will continue to

make every effort to ensure they have the necessary tools and levers to achieve their business objectives.

The year 2015 saw a world first for the Supply Chain Working Group: Alcoa Titanium and Engineered Products (ATEP, formerly RTI Claro) became the first supplier to obtain a MACH 5 performance label. To date we have four active cohorts and many of the MACH SMEs are poised to move to higher levels. In addition, the federal government has announced funds to develop a Canadian MACH Initiative based on our supplier development model, in collaboration with the Aerospace Industries Association of Canada (AIAC).

THE MACH INITIATIVE: PROMOTING SYNERGIES IN THE GLOBAL VALUE CHAIN

Progress was also made with the Wallonia MACH Initiative, which now has two active cohorts. The 3rd edition of the Global Supply Chain Summit, which coincided with Aéroport Montréal 2015, was also a resounding success, attracting more than 400 participants from 15 countries and some 50 world-class speakers.

The Human Resources Working Group aims to bolster our industry's ability to attract, train and retain talent. While the economic environment still presents challenges, Québec companies were able to successfully announce new contracts and hire personnel. Others are moving ahead with the implementation of new advanced manufacturing technologies. The working group is working hand in hand with the Branding and Promotion and the Market Development - SME working groups to better align the skills of current and next-generation industry workers with the needs of the market. Through this working group, Aéro Montréal wants to build bridges between future workers and the industry as a whole to support trades, promote training in collaboration with schools, and develop jobs. The AeroPortal (aeroportail.ca) is a fine example of this collaboration, as is the "LIST" contest held on April 16 and 17, 2015 at the Paradox Theatre. This event raised young people's awareness about aerospace by lever-

aging the "Passion for Flight" program, and brought together more than 400 students in Grades 5 to 8.

For its part, the Defence and National Security Working Group spearheaded many projects that helped our members become more familiar with the latest information and requirements of this industry and to better seize all available opportunities. Among others, the working group held an information session to promote further reflection among members and spark discussions about the new defence procurement and value proposition guides. "Lockheed Martin Canada Innovation Day" was a tremendous success and contributed to many companies' business development efforts among participating prime contractors. The second edition of the Symposium on the Canadian Defence and Security Market was one of the main achievements of the multipartite committee on Industrial and Technological Benefits (ITB).

I want to take this opportunity to thank all the members of the Board of Directors, my team, the members of our working groups and our funders. Their confidence and support year after year are making Aéro Montréal one of the clusters that has been able to develop with the greatest of creativity and adapt with agility to the dynamics of the aerospace industry here and abroad.

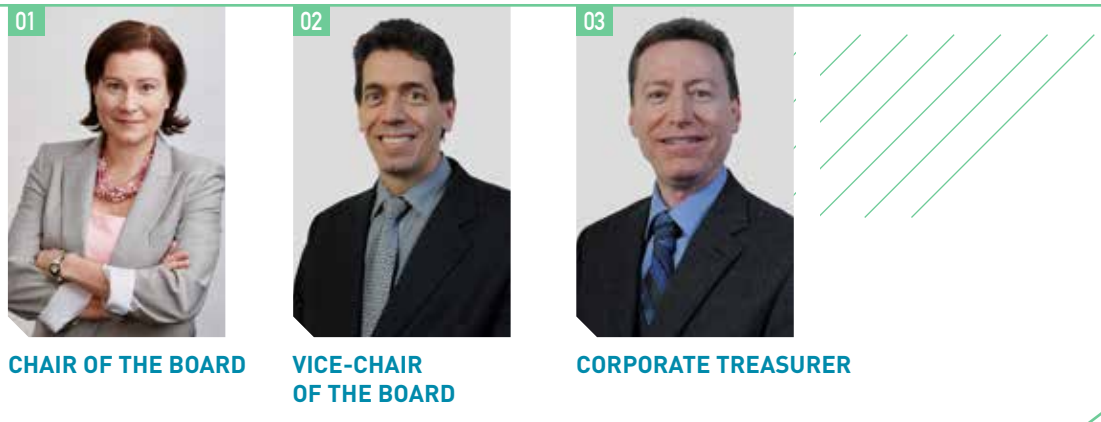
In this regard, as part of the 2016-2018 Strategic Plan that we developed, we have a plan of action whose orientations include:

- Responding proactively to the challenges of the industry
- Ensuring a rigorous management of priorities based on available resources
- Strengthening the industry's reputation and recognition amidst various economic cycles
- Developing increased synergies between the cluster secretariat and partner organizations
- Maintaining a dynamic and exemplary governance.

With this bright outlook, we can greatly look forward to the coming years.

"The world's attention is turning to Québec aerospace."

BOARD OF DIRECTORS



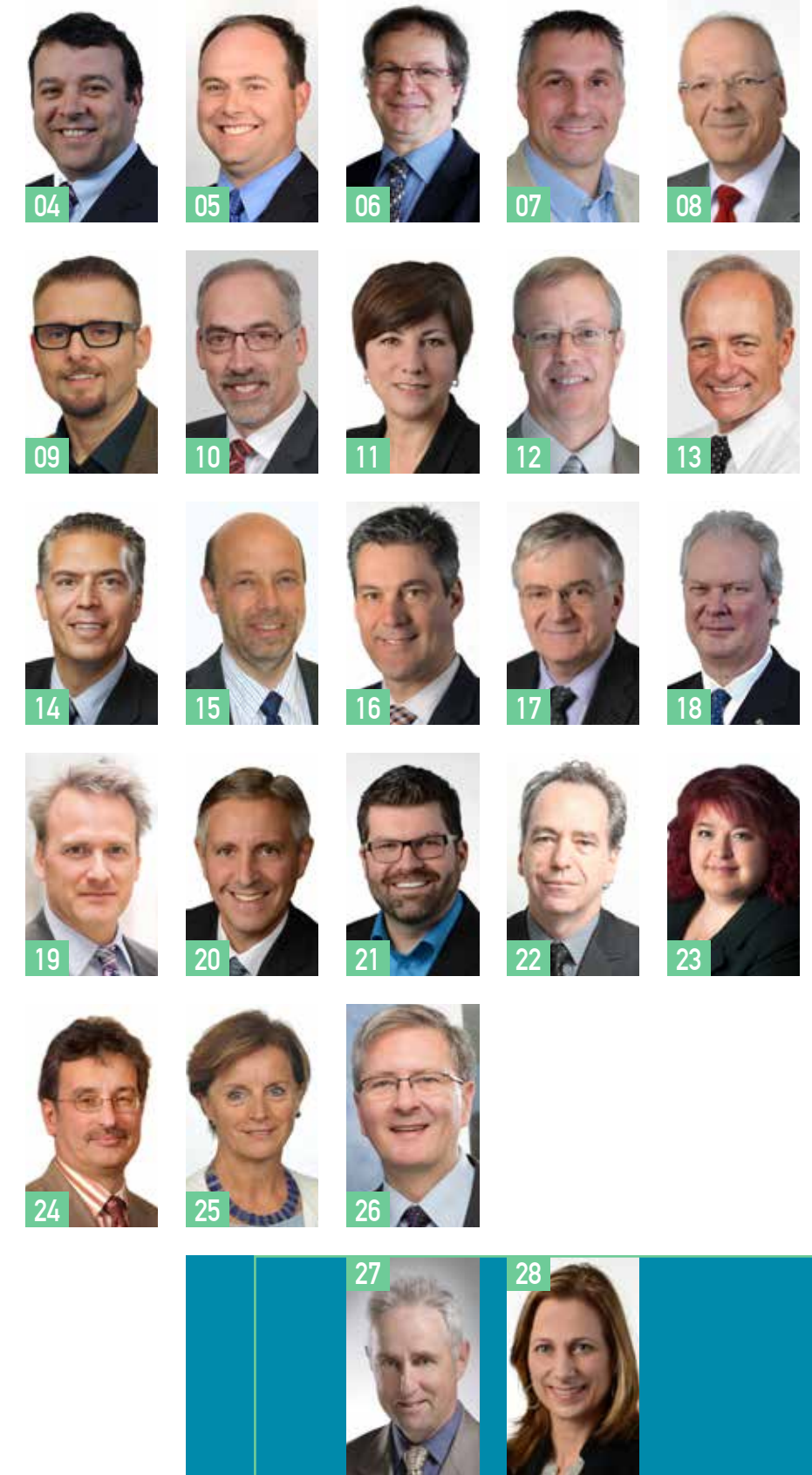
- 01 **HÉLÈNE V. GAGNON ***
Vice President, Public Affairs and Global Communications
CAE
- 02 **PATRICK CHAMPAGNE ***
Vice President
Cockpits and Systems Integration
Esterline CMC Electronics
- 03 **JEAN BLONDIN ***
President
Abipa Canada
- 04 **GUILLERMO ALONSO**
President
Alta Precision
- 05 **JIM ANDREWS**
General Manager
Lockheed Martin Canada

- 06 **CLAUDE BARIL**
President
Stelia Aerospace North America
- 07 **ÉRIC BEAUREGARD**
Executive Vice President, Sales
Americas & Pacific Rim
Lisi Aerospace
- 08 **SYLVAIN BÉDARD ***
CEO
Sonaca Montréal
- 09 **DAVID CHARTRAND**
Grand Lodge Representative
AIMTA
- 10 **JACQUES COMTOIS**
President
L-3 MAS

- 11 **MARIA DELLA POSTA**
Senior Vice President
Pratt & Whitney Canada
- 12 **MARC DONATO**
Vice President Operations & Institutional Relations
Information System Group
MDA
- 13 **DENIS FAUBERT**
President & CEO
CRIAQ
- 14 **DENIS GIANGI**
Vice President, Operations
Rolls-Royce Canada

- 15 **MICHEL GRENIER**
Vice President,
General Manager
Thales Canada, Avionics
- 16 **MARIO HÉROUX**
Director
École des métiers de l'aérospatiale
de Montréal
- 17 **JERZY KOMOROWSKI**
General Manager, Aerospace
National Research Council (NRC)
- 18 **GILLES LABBÉ**
President & CEO
Héroux-Devtek
- 19 **SYLVAIN LAMBERT**
Director
École nationale d'aérotechnique

- 20 **RAYMOND LEDUC**
President
Bell Helicopter Textron Canada
- 21 **HUGUE MELOCHE ***
President & CEO
Groupe Meloche
- 22 **ALAIN OUELLETTE**
Section Manager, Global
Automation, Robotics,
Instrumentation and R&D Centres
GE Aviation Bromont
- 23 **NATHALIE PARÉ**
Executive Director
CAMAQ
- 24 **JEAN SÉGUIN**
President
Bombardier Aerostructures & Engineering Services
- 25 **HÉLÈNE SÉGUINOTTE ***
Country Delegate
Safran Canada
- 26 **ALAN SHEPARD**
President & Vice-Chancellor
Concordia University
- 27 **MARIO BOUCHARD**
Assistant Deputy Minister
Strategic Sectors
and Economic Projects
Ministry of the Economy,
Innovation and Exports
- 28 **JULIE INSLEY**
Executive Director, Québec Region
Industry Canada



OBSERVERS

* MEMBER OF THE EXECUTIVE COMMITTEE

A STRATEGIC WORKING GROUP IN CONSTANT EVOLUTION

BY PASCALE ALPHA



The communications world is vast. The range of available strategic and tactical interventions covers the entire spectrum of needs and challenges of an organization's or project's stakeholders, regardless of size or scope. It's crucial to ensure that the extent and impact of results stemming from this communication expertise are closely aligned with established priorities and strategies. If there was ever a team whose role and raison d'être were pursued with success and dynamism in 2015, it is members of the Branding and Promotion Working Group.

OUR WORKING GROUP IS A POWERFUL TORCHBEARER FOR THE REPUTATION, POSITIONING AND RECOGNITION OF QUÉBEC'S AEROSPACE CLUSTER ON THE NATIONAL AND INTERNATIONAL STAGE.



PRESIDENT, BRANDING AND PROMOTION WORKING GROUP
PASCALE ALPHA
Director, Global Communications, CAE

Having assumed leadership of the working group in late 2015, I'd like at the outset to take this opportunity to acknowledge the leadership and vision of Nancy German who presided over its development for more than three years. Thanks to her involvement and dedication, our team in 2015 was able to pursue its role as a key enabler in support of all the Aéro Montréal working groups, members and committees.

Thanks to a successful alignment with Aéro Montréal's strategic objectives, we provided considerable support for advancing all the working group's strategies and initiatives. Our proactive communication activities and, above all, the impressive results we achieved in terms of visibility and promotion, helped to respond to the industry's current and future needs and to maximize the benefits of each of the events and activities, local and international, held throughout the year.

With the digital shift in full force, many of our efforts this year focused on developing and implementing strategic plans that use innovative and forward-looking tools and methods. These include the development of an internet and digital communications strategy, including a new versatile website equipped with a powerful content management system. We also implemented a Customer Relationship Management System (CRM), and achieved a marked - and remarkable! - growth in our social media presence.

The scope of our media relations efforts, both to share the successes of Aéro Montréal and its members as well as to highlight the signing of international agreements, increased in 2015. We issued more press releases and garnered impressive press coverage. The newsletter distributed to our members enjoyed major growth in the number of subscribers.

We also should note that the Branding and Promotion Working Group has gained recognition over the years. This was again the case in 2015 as the expertise of our team was called upon by individual working groups to develop strategic communication plans for promising projects such as SA²GE, MACH and the AeroPortal.

Our team, which I want to thank for its outstanding dedication, is proud to be contributing to strengthening the strategic role of Aéro Montréal and its members across Québec, Canada and abroad.

“WE PROVIDED CONSIDERABLE SUPPORT FOR ADVANCING ALL THE WORKING GROUPS' STRATEGIES AND INITIATIVES.”

We are excited about what's to come in 2016, which marks the 10th anniversary of Aéro Montréal. We have developed a communication plan that will enable us to deploy an action-packed program designed to underscore the cluster's strengths, its economic impact and achievements, and to give it a brand image worthy of its ambitions and talents.

MEMBERS OF THE WORKING GROUP

FANNIE COUTURE
Advisor, Communications and Marketing AV&R

MARC DUCHESNE
Director, Communications Pratt & Whitney Canada

ÉRIC EDSTROM
Project Manager CAMAQ

STEPHAN FOGAING
Economic Development Advisor - Aerospace Sector
Ministère de l'Économie, de la Science et de l'Innovation

CYNTHIA GARNEAU
President
Bell Helicopter Textron Canada

JOSÉE GAULIN
Marketing and Communications Senior Specialist
L-3 MAS

SYLVIE GAUTHIER
Director, Communications, Product Development Engineering
Bombardier

ANNE-JULIE OUELLET
Assistant Director, Communications, Public Affairs and Governmental Relations
Cégep Édouard-Montpetit

HÉLÈNE SÉGUINOTTE
Country Delegate
Safran Canada

ACHIEVEMENTS THAT SPUR SUCCESS

AÉRO MONTRÉAL AND THE DIGITAL SHIFT: EFFICIENT, SCALABLE, SOCIAL



To revitalize Aéro Montréal's brand image and improve access to information about the cluster, the working group revamped the website using the latest cutting-edge technologies.

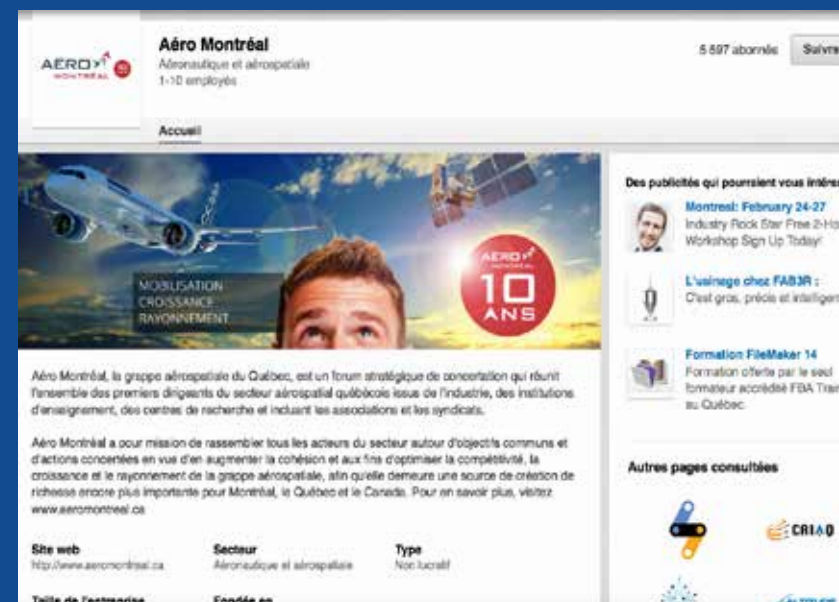
The website now includes a Customer Relationship Management system (CRM) and a back-end architecture that enriches databases and centralizes information. This tool also ensures better management of communications and relationships between cluster members and Aéro Montréal. The website is now equipped with a new Content Management System (CMS) that facilitates overall management of the site.

SHINING THE GLOBAL SPOTLIGHT ON QUÉBEC AEROSPACE

Media relations have helped to promote good news and Aéro Montréal initiatives, as well as the achievements of the cluster. We have positioned ourselves at the heart of the industry's major issues.

We rose to the forefront of the global aerospace scene thanks, in particular, to an editorial that was written jointly by our President, Suzanne M. Benoît, and Jacques Daoust, Québec's Minister of the Economy, Innovation and Exports, in the June 8th edition of the prestigious 2015 Global Business Report on Québec aerospace. We were also very active during the International Paris Air Show in June, with the signing of strategic agreements for international collaboration between Aéro Montréal and the Ontario Aerospace Council (OAC), the Basque aerospace cluster, HEGAN, and the Andalusian aerospace cluster, HELICE.

THE RESULTS SPEAK FOR THEMSELVES! THANKS TO THE TIRELESS WORK OF THE WORKING GROUP, WE ENJOYED A HIGHER MEDIA PROFILE IN 2015 THAN IN ANY OTHER YEAR.



FROM JANUARY TO DECEMBER 2015, AÉRO MONTRÉAL SIGNIFICANTLY INCREASED ITS ACTIVITIES AND VISIBILITY ON SOCIAL MEDIA: 39.5% MORE "FOLLOWERS" ON TWITTER AND 167% MORE ON LINKEDIN.

385

MEDIA ARTICLES
(INDUSTRY AND AÉRO MONTRÉAL)

AVERAGE DISTRIBUTION OF PRESS RELEASES

190 WEB SITES TARGETED PER PRESS RELEASE



ARTICLES GENERATED BY AN AÉRO MONTRÉAL INTERVIEW



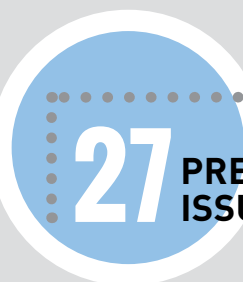
MORE THAN 2014

SPECIAL SUPPLEMENTS

Magazine Circuit industriel
AEROSPACE SUPPLEMENT (APRIL AND OCTOBER)

Les Affaires
SPECIAL LE BOURGET (JUNE)

La Presse
AEROSPACE AND INNOVATION PORTFOLIO (SEPTEMBER AND NOVEMBER)



27 PRESS RELEASES ISSUED

AÉRO MONTRÉAL BROADENS THE SCOPE OF ITS MISSION

Aéro Montréal has always aimed to share relevant and useful information with its members, hence the growing interest in receiving the newsletter: the number of subscribers rose from 900 to 1,400, an increase of over 55%! The newsletter is produced 24 times a year.

The working group's expertise has also supported initiatives of Aéro Montréal's committees and other working groups to ensure the communication of impactful and consistent messages from stakeholders through various forums. Whether for speeches and presentations from spokespeople, the production of the Activity Report, the Company Directory and all corporate documents, or the development of communication plans related to the working groups' flagship programs, the Branding and Promotion Working Group seeks to think "outside the box."

Aéro Montréal broke new ground with the development of an interactive screen presenting the aerospace cluster and its working groups during international exhibitions. At the International Paris Air Show, among others, the interactive screen presented the MACH Initiative, Phase 1 of the SA²GE project, and its impact in terms of innovation for Québec SMEs. It gave visibility to these initiatives as well as to companies, associations and educational institutions represented on the Board of Directors. The 2nd edition of *Aéroscope*, which portrays the evolution and performance metrics of the aerospace industry, was published during the Annual General Meeting.

Finally, the working group played a strategic role in advancing the Human Resources Working Group's AeroPortal site designed to attract students, graduates and professionals who are passionate about aerospace and looking for new challenges.

PUBLIC INTERVENTIONS

- MARCH 30: 50th Congrès et Salon des transports (Association québécoise des Transports)
- APRIL 1: Presentation on the SA²GE greener aircraft catalyst project as part of Salon AéroMart Montréal
- JUNE 2: Canadian Executive Round Table "Engaging Asia: Advancing Canada's Business Agenda with APEC Partners"
- JUNE 15: "Factory of the future" as part of the International Paris Air Show

IMPACTFUL EVENTS AND ACTIVITIES

THE BRANDING AND PROMOTION WORKING GROUP CONTRIBUTED TO THE SUCCESS OF SEVERAL ACTIVITIES AND EVENTS, INCLUDING:

HÉLÈNE V. GAGNON, CHAIR, AND SUZANNE M. BENOÎT, PRESIDENT, AÉRO MONTRÉAL, GIVING A JOINT SPEECH AT THE INTERNATIONAL PARIS AIR SHOW, JUNE 2015.



AÉRO MONTRÉAL HAS ALWAYS AIMED TO SHARE RELEVANT AND USEFUL INFORMATION WITH ITS MEMBERS

- The 9th Annual General Meeting on April 13, attended by over 200 people at the headquarters of the International Civil Aviation Organization (ICAO).
- The launch of the Human Resources Working Group's "Passion for Flight" pilot program in early 2015 in the Marguerite-Bourgeoys and Lester-B.-Pearson school boards that culminated with the Ligue d'improvisation en sciences et technologie (LIST) contest at the Paradox Theatre in Montréal attended by over 450 young people.
- The holding of the Global Supply Chain Summit and AéroMart 2015 at the Palais des Congrès in Montréal (March 30-April 2), a project of the Supply Chain Working Group.
- "Actions for SMEs" events organized by the Market Development - SME Working Group.



- Three major achievements for the AeroPortal: launch of the Jobs posting tab; the "Case Study Competition"; and a partnership for the film "Living in the Age of Airplanes," including its launch on October 29, enabling Aéro Montréal to raise its public visibility.
- Trade Shows: The International Paris Air Show (June 15 to 21) and the National Business Aviation Association (NBAA) convention in Las Vegas (November 17 to 19).

SUPPORTING THE INTERNATIONAL EXPANSION OF OUR COMPANIES

BY HUGUE MELOCHE

Québec companies are well aware of the evolution of the global aerospace industry context, more specifically for the supply chain network. In recent years they have launched plans to expand their activities in foreign markets. These projects, whether related to technological innovation or the supply chain, require major investments. Our aerospace companies therefore need to have the required means and resources, and have access to all the available levers, to most effectively optimize their national and international positioning.

AMONG AÉRO MONTRÉAL'S MANDATES, SUPPORTING SMEs IN THEIR MARKET DEVELOPMENT IS A STRATEGIC PRIORITY. A WORKING GROUP IS DEDICATED TO THIS UNIQUE TASK AND IS ESSENTIAL FOR THEIR GROWTH. THERE IS NO SHORTAGE OF IDEAS TO IDENTIFY BUSINESS OPPORTUNITIES AND CREATE SYNERGIES!

The year 2015 was very busy for our working group and I want at the outset to thank all team members for the tremendous work that has been accomplished..

THE WORKING GROUP FOCUSED ON TWO STRATEGIC PRIORITIES, SUPPORTED BY TANGIBLE OBJECTIVES:

1. Market development and identifying business opportunities: by ensuring the sharing of strategic information that contributes to business development, and training members in market development best practices.
2. Market development through collaboration, awareness and the sharing of issues: by increasing the quality of SME networking opportunities, and by identifying challenges for SMEs by raising awareness and influencing industry players.



**PRESIDENT
MARKET
DEVELOPMENT- SME
WORKING GROUP
HUGUE
MELOCHE
President
and CEO
Groupe Meloche**

their business processes through digitalization. Finally, Aéro Montréal welcomed the Québec government's announcement in February that it was implementing PerforME, a strategy for accelerating successful company projects. A \$50 million fund has been established to encourage the realization of projects from Québec SMEs that have demonstrated exceptional development. This is good news in terms of supporting the cluster's desire to increase market penetration and innovation in Québec, Canada and internationally.

“WE ARE READY TO PURSUE OUR ACTIONS.”

In partnership with Emploi-Québec and the Montréal Regional Directorate of the Ministry of the Economy, Innovation and Exports, Aéro Montréal launched the first cohort of nine Québec SMEs participating in the market development skills enhancement program. This is a combination of classroom training and personalized business coaching provided by experts to enable participating SMEs to set up the most efficient market development plan possible, both locally and internationally.

It's also worth noting the US \$50,000 donation that Aéro Montréal received in September from prestigious JP Morgan & Co. to support the development of SMEs in Québec aerospace. A partnership was also established in March between Aéro Montréal and CEFRIO, the research and innovation organization that supports public and private organizations in transforming

We also updated our mission, vision and the working group's action plan as part of Aéro Montréal's 2016-2018 Strategic Plan. We are ready to pursue our actions in close collaboration with all the other Aéro Montréal working groups who have crucial mandates to help the network of Québec aerospace SMEs create synergies and support their global business development.

MEMBERS OF THE WORKING GROUP

- GUILLERMO ALONSO**
President
Alta Precision
- ÉRIC BEAUREGARD**
Executive Vice President,
Sales,
Americas & Pacific Rim
Lisi Aerospace
- JEAN BLONDIN**
President
Abipa Canada
- FRANÇOIS CYR**
President
Techfab
- CHRISTIAN DELISLE**
President
Électro-Kut
- JEAN-FRANÇOIS DUPONT**
CEO
AV&R
- SÉBASTIEN FARKAS**
Vice President,
Operations and Co-Owner
Techniprodec
- ÉTIENNE LAPALME**
Trade Commissioner
Aerospace, Defence
and Security
Canadian Trade
Commissioner Service
- ÉRIC LEDOUX**
President
Sinters America
- MARIO LÉPINE**
President
Lego Finishing Center
- JACQUES OUELLET**
CEO
NSE-Automatech
- JEAN PROTEAU**
Co-President
APN
- STÉPHANE TURCOTTE**
Vice President,
Operations and Co-Owner
Nétur
- NANCY VENNEMAN**
Presidente
Altitude Aerospace

GILLES BRABANT
(Observer)
Coordinator,
Aerospace Sector
MEIE



A WORKING GROUP FOCUSED ON NEEDS

ACTIVITIES COVERING ALL ASPECTS OF MARKET DEVELOPMENT

No fewer than 40 development and training activities and events were organized in 2015 with the aim of meeting the wide range of concerns and questions of our members regarding market development.

These initiatives, organized by Aéro Montréal in collaboration with members, were held either alone or as part of industry events taking place around the world such as Aéro Mart Montréal, the International Paris Air Show, NBAA, the Aerospace Innovation Forum in Bordeaux, and many others.

The means used and the objectives sought varied depending on the themes addressed. Among other

examples, Aéro Montréal organized seminars, webinars, roundtables, networking evenings and dinner conferences. Participants were able to learn about and discuss topics ranging from the legal aspects of managing human resource and preparing a B2B meeting to digitalization in aerospace, advanced manufacturing and financing tools. Aéro Montréal also organized industrial tours that provide participants with unique opportunities to learn about best practices. These contribute to improving the skills and performance of many companies by allowing them to see examples first-hand and hold discussions with company representatives.

HERE IS AN OVERVIEW:

- 10 seminars and training courses and six projects and tools focused on best business practices and strategic information sharing contributing to business development.
- 10 networking activities held in coordination with members and during international industry events, to increase the quality of SME networking opportunities.
- Six national and international missions and two meetings with prime contractors and Tier 1 suppliers, enabling companies to identify the best opportunities for meeting prime contractors and integrators and to initiate or strengthen business development initiatives.
- Representations to governments: Aéro Montréal reflects the concerns and challenges of SMEs in the briefs it prepares and activities with governments.
- On this point, Aéro Montréal presented three briefs related to the Québec government's Aerospace Strategy and Export Strategy, as well as part of its participation on the "Small Business Committee" of the Aerospace Industries Association of Canada (AIAC).

Aéro Montréal's kiosk at Salon Aéro Mart.



An SME panel at an Aéro Montréal event.

REGIONAL ECONOMIC TOUR

In January, Aéro Montréal participated in the economic regions tour of the Minister for Small and Medium Enterprises, Regulatory Streamlining and Regional Economic Development. The Minister of Transport and

Minister Responsible for the Montréal area as well as entrepreneurs and representatives of business organizations in the Montréal region were also present. Discussions focused on improving the business climate and

the challenges related to Montréal's economic development, as well as the establishment of a "one-stop shop" through the creation of Entreprises Québec.

WORKING GROUP ELECTIONS IN THE ELECTRONIC AGE

Finally, 2015 coincided with the working group's elections. This year we used a platform for secure electronic voting enabling remote voting and assurances that only one person per company could vote. More than 15 SME leaders submitted their candidacy, including seven who were seeking a first term. The working group was able to renew the composition of members representing the various types of SMEs within the group as well as members of Aéro Montréal's Board of Directors.



Signing of an agreement with CEFRIQ, represented by Jacqueline Dubé, President-General Manager.

ANNUAL GOLF CLASSIC BRINGS THE INDUSTRY TOGETHER FOR A GOOD CAUSE: SCHOOL PERSEVERANCE

Aéro Montréal held its annual Golf Classic. In addition to welcoming a record 400 participants, the event was a unique opportunity for the AeroPortal, MACH and 12 SMEs to showcase their knowhow at promotional kiosks located on the tees. In addition, the tournament helps to support the cause of school perseverance and some of the tournament's proceeds are donated to the Air Cadets.



Signing of an agreement between Aéro Montréal, represented by Suzanne M. Benoît, President, and the Ontario Aerospace Council (OAC), represented by Moira Harvey, Executive Director. Looking on (left to right): Jacques Daoust, Québec Minister of the Economy, Innovation and Exports, and Brad Duguid, Ontario Minister of Economic Development, Employment and Infrastructure.



SME mission to the International Paris Air Show with Jacques Daoust, Québec Minister of the Economy, Innovation and Exports.



Aéro Montréal Golf Classic dinner, Elm Ridge Country Club.

FOSTERING SYNERGIES IN THE GLOBAL SUPPLY CHAIN

BY SYLVAIN BÉDARD

A powerful rallying force for a growing number of aerospace players from here and elsewhere, Aéro Montréal's strength lies in its ability to seize opportunities for its members and support them in meeting industry challenges. Aéro Montréal's Supply Chain Working Group provides practical and innovative solutions to enhance Québec companies' competitiveness and performance and position them among the best in the world.

Following the strategic review launched the previous year, one of our greatest achievements in 2015 was to complete this process with the definition of a new vision and mission that are better aligned with the cluster's priorities. The essence of our vision and mission is to underscore our determination to create the right conditions for interactions and initiatives among all the links of Québec's supply chain.

With this in mind, the MACH Initiative that we launched in 2011 saw further progress in 2015. In October, Alcoa Titanium and Engineered Products (ATEP) became the first supplier to achieve the MACH 5 performance level - a world first! Other suppliers are poised to move from MACH 3 to MACH 4. To date, we have four active cohorts, several hundred completed or ongoing projects, and millions of dollars' worth of direct or indirect investments as well as in-kind contributions. Many activities were also carried out in support of the MACH Initiative.

Our team is also very proud of the progress made by the "Wallonia MACH Initiative," launched the previous year, and of the "Canada MACH Initiative" established in 2015. In April, the federal govern-



PRESIDENT
SUPPLY CHAIN
WORKING GROUP
SYLVAIN
BÉDARD
Chief Executive
Officer
Sonaca Montréal

ment announced a \$6 million budget for 2016-2017 to develop a Pan-Canadian supplier development program based on the model of our initiative. In November, Aéro Montréal and the Aerospace Industries Association of Canada (AIAC) began working together to submit a funding proposal to Industry Canada enabling the launch of planning activities required for the release of funds by the Treasury Board in 2016.

The 3rd edition of the Global Supply Chain Summit at the Palais des Congrès in Montréal on March 30 and 31 met with tremendous success. The Summit, which coincided with Aéro Montréal 2015, was organized by Aéro Montréal in collaboration with BCI Aerospace, a leader in the organization of business activities for the aerospace, space and defence sectors. Such events enhance opportunities for our working group, Aéro Montréal and its members.

The Supply Chain Working Group is working hard and I want to thank all team members for their contributions. The progress and positive results achieved in 2015 reaffirm that Aéro Montréal is a strong link in Québec's aerospace sector.

“ATTAINING SUCH LEVELS OF EXCELLENCE REQUIRES A DISCIPLINED AND SUSTAINED COMMITMENT FROM PARTICIPATING COMPANIES TO EVALUATE THEIR PERFORMANCE, IDENTIFY IMPROVEMENT OPPORTUNITIES, AND DETERMINE WHAT MEASURES NEED TO BE TAKEN TO IMPLEMENT BEST PRACTICES. WE COMMEND THE REMARKABLE WORK OF THE EXECUTIVES AND PERSONNEL OF THESE SMALL AND MEDIUM ENTERPRISES THAT, LIKE ALL OF US, SEE THE FUTURE BUSINESS POTENTIAL MADE POSSIBLE BY THE BENEFITS OF THE MACH INITIATIVE.”

MEMBERS OF THE WORKING GROUP

MARC BIGRAS
Vice President & COO
Groupe Meloche

LOUIS BOUCHARD
Director, Procurement
Bombardier

FRANÇOIS CYR
President
Techfab

DOMINIQUE DALLAIRE
Vice President,
Eastern Region
Héroux-Devtek

JACQUES DODIER
Purchasing Manager
Pratt & Whitney Canada

ÉRIC FAUCHER
President and CEO
Hutchinson
Aerospace and Industry

GILLES ISABEL
Mirabel Site Leader,
Quality Assurance
Bell Helicopter Textron
Canada

JEAN-MARC LARIVIÈRE
Senior Director,
Operations
L-3 MAS

PATRICK PHILLIPS
Vice President,
Business Development
JMJ Aerospace

VISION

“Creating an environment conducive to synergies and cooperation among all stakeholders in the Québec aerospace supply chain to enhance its position among global value chains.”

MISSION

“Ensuring the planning and implementation of a joint action plan with the aim of increasing the competitiveness of Québec suppliers.”

“Deploying tools, mechanisms and resources adapted to the changing realities of the Québec industry while taking into account its capabilities and the needs of markets and prime contractors.”

“Identifying changes and transformations in global supply chains and ensuring the appropriate positioning of the Québec aerospace industry.”

OBJECTIVE: OPTIMIZE THE VALUE ADDED OF OUR MEMBERS

MACH INITIATIVE - THE RISING EXCELLENCE OF OUR SMEs



The MACH Initiative aims to support the long-term strategic growth of the aerospace sector. Since its launch in 2011, dozens of Québec SMEs have embarked on this journey towards excellence and performance improvement. The statistics provide tangible evidence of their progress and the results obtained.

The Wallonia MACH Initiative, being carried out with the Skywin competitiveness cluster of Wallonia, demonstrates that the initiative is increasingly garner-

ing attention outside of Québec. In November, it completed the implementation of improvement projects started in October 2014. This phase also coincided with a new audit of the first cohort and the addition of a second cohort involving four SMEs. The internationalization of the MACH Initiative helps to promote our supplier development program among major foreign prime contractors. Québec SMEs involved in the initiative can use their MACH label as a calling card for international customers. Furthermore, the MACH Canada Initiative, being carried out in collaboration with the Aerospace Industries Association of Canada (AIAC), is awaiting funding and the implementation of the deployment plan that was developed by Aéro Montréal in 2015.



SOME MACH 3 LEVEL SUPPLIERS COULD MOVE UP TO MACH 4 IN THE COMING MONTHS

1,120
PEOPLE TRAINED OR SUPPORTED IN THE FIRST THREE COHORTS INVOLVING 38 SMEs

ACHIEVEMENTS OF OUR SMES IN 2015



Alcoa Titanium and Engineered Products (ATEP, formerly RTI Claro) becomes the first supplier to attain MACH 5 in October. From left to right: Joëlle Cournoyer, Quality and Engineering, Bombardier; Jacques Daoust, Minister of the Economy, Innovation and Exports; Christian Sauvé, Vice President and General Manager, ATEP; Suzanne M. Benoit, President, Aéro Montréal.

SONACA MONTRÉAL, A MEMBER OF THE FOURTH COHORT, WAS ASSESSED AT THE MACH 4 PERFORMANCE LEVEL IN ITS FIRST AUDIT



Plaque presentation to the 4th cohort in the presence of Jean Séguin, Assistant Deputy Minister, MEIE, Maria Della Posta, then-Chair of Aéro Montréal, and Suzanne M. Benoit, President of Aéro Montréal.

MORE THAN \$13 MILLION IN DIRECT AND INDIRECT INVESTMENT, AND IN-KIND CONTRIBUTIONS

MORE THAN **\$7 M**
IN DIRECT INVESTMENTS AND IN-KIND CONTRIBUTIONS

MORE THAN **\$1.3 M**
OF IN-KIND CONTRIBUTIONS BY SPONSORS

AT LEAST **\$5 M**
OF INDIRECT INVESTMENTS BY SUPPLIERS IN THEIR PROJECTS¹

1- Source: Data collected from participating SMEs

4
ACTIVE COHORTS

47
SUPPLIERS

28
SPONSORS (LOCAL AND INTERNATIONAL)

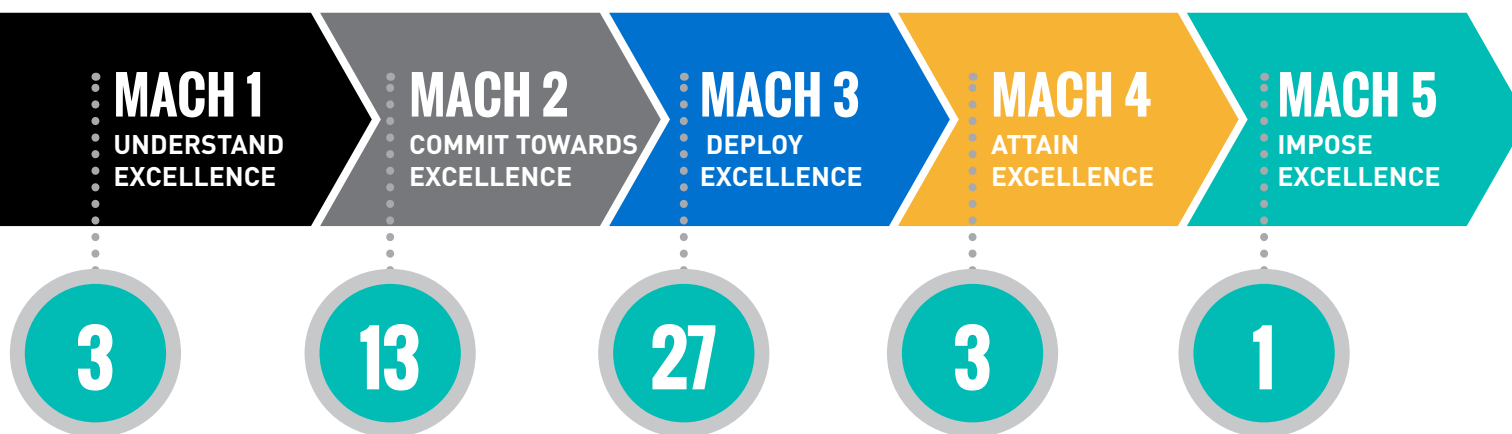
465 COMPLETED OR ONGOING PROJECTS

182
SKILLS DEVELOPMENT PROJECTS

133
PROJECTS RELATED TO EXPERTISE

150
PROJECTS BEING CARRIED OUT INTERNALLY OR WITH THE HELP OF A SPONSOR

OUR SMEs GAIN MOMENTUM WITH MACH!



ATTAIN A MACH 5 PERFORMANCE LABEL BY FOLLOWING THE EXAMPLE OF ALCOA TITANIUM AND ENGINEERED PRODUCTS (ATEP)

- The company was admitted to the first cohort of the MACH Initiative in July 2011
- It was sponsored by Bombardier
- It was the first supplier to sponsor another supplier as soon as the 2nd cohort was recruited
- Today ATEP is sponsoring two suppliers (CP TECH and MF2 Aero)
- It has implemented many projects over the past few years, ranging from the training of operators to projects at the strategic level
- The company has appointed key staff and empowered them to achieve results as part of MACH, including the involvement of the director of organizational transformation
- ATEP is involved in the MACH steering committee whose role is to discuss issues and opportunities for improving the MACH Initiative
- The company has used MACH as a lever to improve its own internal initiatives
- The audit results were thoroughly studied and discussed with all members of management with a view to implementing highly relevant projects

COHORT	SUPPLIER	CYCLE 1	CYCLE 2	CYCLE 3	CYCLE 4
1	Abipa Canada	3	3	4	4
1	Alcoa Titane et Produits d'ingénierie	3	4	4	5
1	Aviation Lemex (Groupe Atlas Aéronautik)	2	3	3	
1	Avior Produits intégrés	3	3	3	
1	Composites VCI	2	3	3	
1	DCM Aéronautique	2	3	3	
1	Delastek	2	3		
1	Electro-Kut	2	2	3	
1	Groupe Meloche	3	4	4	4
1	Hutchinson Aéronautique & Industrie	3	3	3	
1	Lego Centre de finition	1	1		
1	Les Industries Trident	2	2	2	
1	Mésotec	2	3	3	
1	NSE Automatech	2	2	3	
1	SF Tech	1	2	3	
1	S.I.D.O. (Groupe Atlas Aéronautik)	2	3	3	
1	Société d'Outillage M.R.	1	1	2	3
1	Techfab	1	2	3	
1	Techniprodec	2	3	3	3
2	Aérosphère	2	2	2	
2	Air Data	2	3		
2	Air Terre Equipement (Groupe Atlas Aéronautik)	2	3	3	
2	Alta Precision	2	3		
2	CP Tech	2	3		
2	Elimetal	2	2		
2	PCM Innovation	2	3		
2	Tecnickrome Aéronautique	3	3	3	
2	Xiphos Systems Corporation	3	3		
3	AMEC Usinage	2	2		
3	Composites B.H.S.	2			
3	DICI Industries	2	2		
3	Les Industries CPS	1	1		
3	Les Outilleurs Arpex	3	3		
3	M1 Composites Technologie	2	3		
3	Mecaer America	3	3		
3	MF2 AÉRO	3	3		
3	Sinters America	2	2	3	
4	Anodisation et Peinture TNM	2			
4	CSTM	2			
4	Groupe EMG	2			
4	Innovatech Précision	2			
4	Nétur	3			
4	Optimum-Canada	2			
4	Outillages Avitech	1			
4	Sonaca Montréal	4			
4	Stelia Amérique du Nord	2			
4	Vestshell	2			

ACTIVITIES CARRIED OUT IN SUPPORT OF MACH

OVER 175 PARTICIPANTS ATTENDED EVOLUTION MACH SEMINARS DESIGNED TO FURTHER SUPPORT THE DEVELOPMENT OF SKILLS DIRECTLY RELATED TO THE MACH EXCELLENCE FRAMEWORK PROCESS AND TARGETING SMEs ENROLLED IN THE MACH INITIATIVE:

- "What is the MACH Initiative and how do we apply for the 4th cohort?"
- "How can SMEs implement a Corporate Social Responsibility program: the experience of Alcoa Titanium and Engineered Products (ATEP)?"
- "How to delegate key responsibilities to your team to prepare the next generation in your company?"
- "Continuous improvement: implementing a simple and effective Lean management system."
- "Is your procurement strategy consistent with your strategic positioning?"

THE GLOBAL SUPPLY CHAIN SUMMIT



400

PARTICIPANTS FROM OVER 15 COUNTRIES

46

WORLD CLASS SPEAKERS IN 12 PLENARY SESSIONS

THESE NUMBERS SHOW HOW MUCH THE GLOBAL SUPPLY CHAIN SUMMIT, HELD IN MONTRÉAL ON MARCH 30 AND 31 AND COINCIDING WITH AÉROMART MONTRÉAL 2015, HAS ATTRACTED THE INTEREST AND PARTICIPATION OF MANY INDUSTRY PLAYERS.

THE QUALITY OF THE CONFERENCES AND VARIETY OF WORKSHOPS ALLOWED PARTICIPANTS TO DISCUSS THE MAJOR CHANGES AND CHALLENGES CURRENTLY FACING THE AEROSPACE SUPPLY CHAIN GLOBALLY.

AIRBUS DAY IN MONTRÉAL

The Airbus delegation with the Honourable Ed Fast, Minister for International Trade, Suzanne M. Benoit, President of Aéro Montréal, and Hélène Séguinotte, Country Delegate, Safran Canada, during Airbus Day in Montréal.



MISSION

Aéro Montréal's mission is to mobilize Québec's aerospace cluster in order to support its growth and influence on the world stage.

VISION

Aéro Montréal's vision is to become the global benchmark in aerospace.

VALUES

EXCELLENCE

Bring together all the conditions necessary for the success of the industry on the world stage.

COMMITMENT

Commit to the collective plan and passionately contribute to its execution.

COLLABORATION

Foster teamwork, sharing and mutual trust with a view to enhancing efficiency and innovation.

INTEGRITY

Do what is right and ethical amongst ourselves and with clients, business partners and governments.

AGILITY

Respond better and faster than the competition to market imperatives.

BOLDNESS

Embrace our creativity and be at the forefront in what we do.

OUR FOUR MAJOR STRATEGIC DRIVERS

AÉRO MONTRÉAL'S STRATEGIC PLAN REFLECTS THE KEY PRIORITIES FOR 2016-2018 OF THE PARTNERS REPRESENTED ON THE AÉRO MONTRÉAL BOARD OF DIRECTORS, AMONG OTHERS:

- To increase the ability of SMEs to achieve critical mass and successfully penetrate global markets;
- To improve productivity through an accelerated transition to digitalization and automation, including through a strengthened and enhanced MACH Initiative - the MACH Initiative aims to optimize the performance of the Québec aerospace supply chain so that it is one of the best in the world;
- To promote the leveraging of our strengths in innovation through such mobilizing projects as SA²GE, and on an inter-sectoral basis to better capture the full range of Québec's potential and stand out on the international stage;
- To enhance knowledge about business opportunities in markets currently underserved or not served, including the defence and security sector;
- To pay sustained attention to issues related to human capital: adequacy of training – jobs, critical skills, knowledge transfer, etc.;
- To strengthen partnerships and create greater synergies for the benefit of the industry;
- To enhance the industry's influence and visibility in order to position the cluster as a global benchmark.

INTERVENTION DRIVERS

STRATEGIC ORIENTATIONS

INDUSTRY

Respond proactively to industry challenges and ensure the rigorous management of priorities based on available resources.

INFLUENCE

Strengthen the industry's reputation and recognition amidst various economic cycles.

PARTNERSHIPS

Develop increased synergies between the cluster's secretariat and partner organizations.

GOVERNANCE

Maintain a dynamic and exemplary governance.

PLANNING FOR THE FUTURE

BY KEVIN P. SMITH

The Québec aerospace sector is a major source of high value-added job creation for the economy. With the 4.0 industrial revolution upon us, which will drive the integration of digital technologies within industrial processes, the extraordinary collaboration that has been established between our industry and the education and training sectors is producing better targeted educational programs and enhanced research and development projects for the benefit of the next generation of workers.

AÉRO MONTRÉAL'S PRIORITY IS TO GET YOUNG PEOPLE EXCITED ABOUT SCIENCE AND TECHNOLOGY, ESPECIALLY AEROSPACE, AND CONTRIBUTE TO SCHOOL PERSEVERANCE.

Our working group's actions are bearing fruit, as demonstrated by the bridges that are being built between educational institutions to give young people more opportunities. Attracting, training and retaining the next generation of workers are crucial for creating value within our industry. Among the bridges established in 2015 or planned in 2016 are:

École des métiers de l'aérospatiale de Montréal (ÉMAM) programs in aerospace assembly and mechanical assembly and the École nationale d'aérotechnique (ENA) maintenance program

The École nationale d'aérotechnique (ENA) program in aerospace engineering and Concordia University's aeronautical engineering program

Polytechnique Montréal's DEC-BAC in avionics program and its bachelor's program in electrical engineering (aerotech)



PRESIDENT HUMAN RESOURCES WORKING GROUP
KEVIN P. SMITH
Vice President, Human Resources and Communications
Pratt & Whitney Canada

The Human Resources Working Group has also focused on the challenges related to the skills required for a successful transition to smart manufacturing. Information technologies help to modernize a company's facilities and support the development of manufacturing processes that will improve productivity and innovation. Our members are closely monitoring this industry trend because it offers opportunities as well as challenges in terms of expertise and human and technological resources.

“AÉRO MONTRÉAL WANTS TO DEPLOY THE MOST EFFECTIVE AND RELEVANT WAYS TO GRAB THE ATTENTION OF OUR NEXT GENERATION OF WORKERS AND PROFESSIONALS.”

Despite the turbulence that affects the industry from time to time, such initiatives help focus on the future to ensure an adequate succession and train tomorrow's workforce. Aéro Montréal can count on the dynamism of its members in this regard because many SMEs were very successful in 2015 and hired personnel.

Aerospace is expected to grow and Aéro Montréal wants to deploy the most effective and relevant ways to grab the attention of our next generation of workers and professionals. Accordingly, our working group established even closer ties with the Branding and Promotion Working Group - through the AeroPortal - and the Market Development - SME Working Group - through the Talents/SME subcommittee. We have also forged and maintained links for many years with Comité sectoriel de main-d'œuvre en aérospatiale au Québec (CAMAQ) (Centre for Aerospace Manpower Activities in Québec) to promote networking between employees and companies in the sector, and pool efforts among various stakeholders.

Finally, we updated the mandate of the Human Resources Working Group as part of Aéro Montréal's 2016-2018 Strategic Plan. I would like to commend the efforts of the working group team for its planning and consultation efforts and spirit of initiative in addressing the major challenge of succession and aerospace workforce development with a view to enhancing our industry's competitiveness.

RÉJEAN CHARBONNEAU (Observer)
Director,
Direction régionale adjointe à la prestation de services aux clientèles
Emploi-Québec de l'Île-de-Montréal

DONALD VIOLETTE (Observer)
Advisor (Partners and Strategy)
Direction régionale adjointe à la prestation de services aux clientèles
Emploi-Québec de l'Île-de-Montréal

MEMBERS OF THE WORKING GROUP

FRANCES ARTHUR
Leader, Talent Acquisition
CAE

SYLVIE BOURASSA
Executive Director, Government Relations,
Concordia University

ÉLISE BOURGEOIS
Director, Human Resources
Pratt & Whitney Canada

JACQUES CABANA
President & CEO
FDC Composites

ISABELLE CARRIER
Director, Human Resources
PCM Innovation

LOUIS-MARIE DUSSAULT
Associate Director, Studies
École nationale d'aérotechnique

SOLANGE FRESNEAU
Vice President
TechFab

DOMINIQUE GÉRIN-LAJOIE
Director, Human Resources
Expertise Centre
Bell Helicopter Textron
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NSERC-P&WC Chair on
Propulsion Systems
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KAREN PACKWOOD
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CRIAQ

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MERLING SAPENE
Director, IT Learning and Continuous Improvement Centre
Bombardier

JEAN THIBODEAU
Director, Human Resources
Stelia North America

SUCCESSION AND WORKFORCE TRAINING: MAJOR ASSETS



SAFEGUARDING KNOWLEDGE

Following the report by HEC Montréal Mosaic on the challenges of intergenerational knowledge transfer best practices in 2014, we pursued the initiative launched the previous year by developing a tool for a knowledge transfer maturity level self-assessment. We then developed a technology platform aimed at establishing links between the results obtained and the range of solutions offered to companies.

Through the Heritage Project, we want to ensure that companies, regardless of size, are better able to meet the challenges related to the conservation of knowledge in the context of a rapidly aging population. Results will be shared during the winter-spring period in 2016 and a major conference on knowledge management will be held in May 2016.

ALIGNING TALENT DEVELOPMENT WITH THE NEEDS OF SMEs

IN 2015, THE WORKING GROUP MADE TWO OBSERVATIONS:

- 1 WE NEED TO FIND INNOVATIVE WAYS TO HELP SMEs IN HUMAN RESOURCES MANAGEMENT BECAUSE ALL TOO OFTEN THEY DO NOT HAVE ADEQUATE RESOURCES TO TAKE ADVANTAGE OF AVAILABLE SUPPORT.
- 2 WE NEED TO UPDATE AND ESTABLISH PRIORITIES FOR ACTION ARISING FROM THE RECOMMENDATIONS OF THE WHITE PAPERS ON HUMAN RESOURCES, THE REPORT ON CRITICAL SKILLS, AND PROPOSALS FROM PARTNERS AS PART OF THE NEW QUÉBEC AEROSPACE STRATEGY.

To better implement these actions, a subcommittee of the Human Resources Working Group, with input from the Market Development - SME Working Group, was set up to prepare an action plan and ensure that efforts to develop talents are properly aligned with the needs of SMEs. In addition, this group will be responsible for completing the mapping of stakeholders and training available in aerospace, in collaboration with CAMAQ. The Aero Talents event, to be held as part of the second "International Aerospace Week - MONTRÉAL" in April 2016, is also one of the tangible projects resulting from the subcommittee's dedicated work.

In order to keep constantly and fully abreast of the industry's needs, our working group is also studying the findings of the aerospace sector workforce needs diagnostic produced by the Conseil emploi métropole (CEM). Aligning training and employment is one of the CEM's priorities.

AeroPortal

Here, Aerospace comes alive.

AEROPORTAL: FUTURE BOARDING PLATFORM

Designed and launched in 2014 by the Branding and Promotion Working Group, another major partner of our working group, the AeroPortal (aeroportail.ca) saw a significant increase in the number of subscribers on Facebook, Twitter and YouTube in 2015.

The AeroPortal is an interactive technology platform that reaches out to young people and professionals who are passionate about aerospace and would like to make a career in the sector or find new job opportunities. It gives a comprehensive

overview of the sector, available professional, technical and university training, and profiles of trades and skills being sought. Aerospace companies can also post career opportunities on the site. Moreover, the site advertises all events focused on recruiting, training and industry career opportunities.

For our working group, the AeroPortal serves as a "window of opportunity" for our future workers and companies looking for resources. In February 2016, the AeroPortal was highlighted in a big way during "Vitrines 2016" at the Montréal Science Centre, where hundreds of young people, members and partners of Aéro Montréal had a golden opportunity to learn first-hand about employment opportunities and the innovation potential offered by the aerospace industry.



AEROPORTAL FACEBOOK AND TWITTER.

AEROSPACE IS SIMPLY... A PASSION!



The aerospace industry needs to be able to rely on a strong succession and renewed workforce to keep growing. With our "Passion for Flight" program we want to spark enthusiasm for aerospace among Grades 5-8 students. This program, initiated by Bombardier in 2014 and powered by Aéro Montréal, was fully deployed in 2015 through a variety of projects

- "Passion for Flight" began in early 2015 as a pilot project through a partnership with the Marguerite-Bourgeoys school board and the participation of the Lester-B.-Pearson school board. On April 16 and 17, it featured an aerospace competition involving more than 450 students as part of a Ligue d'improvisation en science et technologie (LIST) event held under the auspices of the Marguerite-Bourgeoys school board.
- The project offers an in-class workshop with a 3D demonstration of the forces acting on an airplane and is in keeping with the evaluation and training practices of Québec schools in science and technology.



- Teachers and students also have access to comprehensive educational materials including: curriculum guides developed by Gestion du réseau informatique des commissions scolaires (GRICS), a PowerPoint presentation and video, as well as a "Game for Science" aeronautical workshop and 3D applications developed by CREO.

TEACHING KIT

FOR BOTH WORKSHOPS, A COMPLETE AND A CONDENSED TEACHING KIT ARE AVAILABLE, IN BOTH FRENCH AND ENGLISH.

THE KIT INCLUDES:

- A teacher's guide
- A student workbook
- An instruction sheet with the manufacturing steps
- A PowerPoint presentation

It's worth noting that Aéro Montréal's "Passion for Flight" received a \$20,000 donation in 2015 from the Alcoa Foundation. The funds will be used to support the initiative, including engaging students in interactive workshops in classrooms and inter-scholastic competitions that combine science and experiments related to technological improvements. More than 5,000 Grades 5-8 students from 100 schools learn about with the world of science, technology, engineering and mathematics (STEM) and the aerospace sector.

We are very proud of the contribution of the Alcoa Foundation because it will allow Aéro Montréal and members of our working group to eventually offer this initiative to the largest possible number of schools from other boards in the Greater Montréal area and the rest of Québec.



1



2



3



4



5

- 1 Visit to Bombardier, Mirabel
- 2 Expo Sciences
- 3 Case Study Competition
- 4 ÉNA Open House
- 5 L-3 MAS visit

EUREKA!

AÉRO MONTRÉAL IS PROUD TO HAVE BEEN A PARTNER OF THE EUREKA FESTIVAL! FOR OVER SEVEN YEARS.

Again in 2015, the Aéro Montréal booth was a huge success: the animation team from the Conseil du loisir scientifique de la région de Montréal (CLSM) met with hundreds of young people. They learned about the forces acting on an aircraft and put their skills to the test by assembling their own gliders and flying them over the Old Port near the Montréal Science Centre.

MOBILIZE TO INNOVATE

BY FASSI KAFYEKE



The Québec aerospace sector is recognized as a world leader and a major source of high-value jobs for the economy. It is a sector where close collaborations have been established with research institutions, universities, colleges and the public and private sectors to foster many strategic projects in research and development.

Aéro Montréal is working to pool the strengths of these various partners to develop and coordinate projects that support the aerospace innovation strategy. Enhancing our Québec companies' global competitiveness requires innovation - technological, scientific, commercial and environmental. The Innovation Working Group is supporting them in this regard.

If there is one working group project that is spurring mobilization and enthusiasm among our partners, it is the SA²GE greener aircraft. In 2015, the project achieved two milestones with the completion of Phase 1 and the launch of Phase 2. The Québec Government reaffirmed its financial commitment to Phase 2 of the SA²GE project because it is at the heart of today's socio-economic, environmental and political challenges: reducing

environmental footprint; increasing technology innovation capabilities; and supporting leadership and business opportunities for Québec companies on international markets.

In the same industry spirit of protecting the environment, the Innovation Working Group team made headway on two other major projects related to the technical and economic feasibility study of establishing a Québec industrial network for end-of-life aircraft

management. These include mapping a sub-sector for the reuse of carbon fibers and a research and development project involving carbon fiber segregation technologies.

The Innovation Working Group is a key mobilization hub for the Québec aerospace cluster and its future prospects. The team that makes up the group is working tirelessly to advance our projects and I want to thank all our members for their continued contribution.



PRESIDENT
INNOVATION
WORKING GROUP
**FASSI
KAFYEKE**
Senior Director,
Strategic
Technology and
Advanced Product
Development,
Bombardier

“AEROSPACE IS A FAST-GROWING GLOBAL INDUSTRY. ENVIRONMENTAL IMPACTS, PARTICULARLY RELATED TO CLIMATE CHANGE, REPRESENT AN OPPORTUNITY FOR AEROSPACE TO PLAY A LEADERSHIP ROLE. THE SOLUTION REQUIRES THE DEVELOPMENT AND DEMONSTRATION OF NEW TECHNOLOGIES FOR CLEANER AND QUIETER AIRCRAFT.”

MEMBERS OF THE WORKING GROUP

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CAE

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Robotic Finishing
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CRIAQ

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MARIE-CHRISTINE DÉSILETS
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DARLI RODRIGUES VIEIRA
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DOMINIQUE LEROY
(Observer)
Sector Officer Aerospace and
Defence, Strategic Policy Sector
Industry Canada

NORMAND RAYMOND
(Observer)
Advisor - Economic Mission,
Transport Equipment Division
MEIE

STRUCTURING PROJECTS FOR AIRCRAFT OF THE FUTURE

THE IMPORTANCE OF SHARING RESOURCES, EQUIPMENT AND EXPERTISE

THE "CREER" PROJECT OF THE "PARC" INITIATIVE CONTINUED TO GAIN MOMENTUM LAST YEAR.

The PARC project ("Automated Resource Sharing in Communities") involves the systematic sharing of leading-edge equipment and research infrastructure to facilitate access and optimize their use. The CREER initiative ("Collaboration of resources equipment and research expertise") aims to promote collaborations between the industry and universities to develop the sharing of mechanical testing equipment among university laboratories.

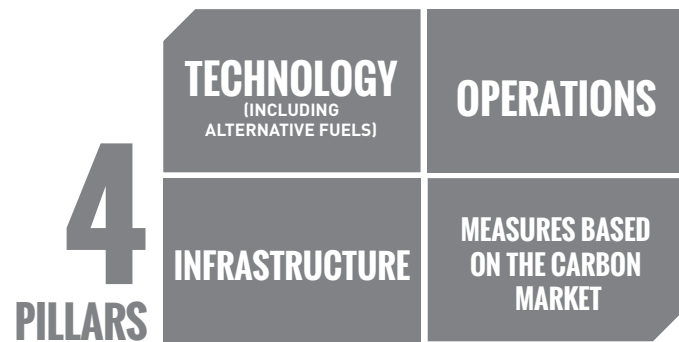
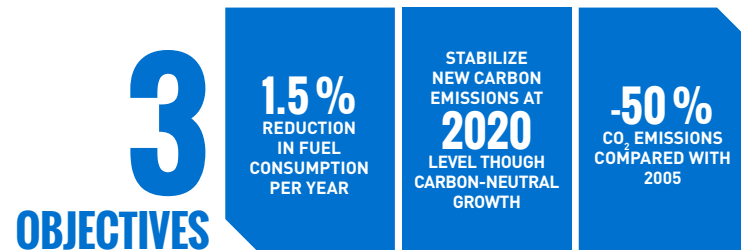
SA²GE GAINS MOMENTUM



Conference given by Fassi Kafyeke, Senior Director, Strategic Technology and Advanced Product Development, Bombardier

Phase 1 of the SA²GE project, which ended in March, demonstrated tangible results in the development of "greener" aircraft, namely, aircraft that are quieter and emit fewer pollutants and greenhouse gases. The five demonstration projects in the first phase, led by large companies in cooperation with SMEs, research centres and Québec universities, reaffirm the pertinence of investing in new environment-related aircraft technologies, regardless of your location in the world.

OBJECTIVES AND PILLARS OF GLOBAL AVIATION



Because it recognizes the benefits SA²GE bring in terms of mobilization, innovation and creating value for Québec beyond the creation of jobs, the Québec government announced in October a commitment of \$40 million over four years to deploy the second phase of SA²GE. This commitment is in addition to \$40 million provided by the industry. This is excellent news, especially since a dozen project ideas are being developed, a dozen manufacturers have expressed interest, over 25 SMEs are committed and motivated to be involved, and university teams are in place.

CONTINUED CONSULTATIONS WITH THE QUÉBEC ORDER OF ENGINEERS REGARDING AEROSPACE

In 2015, the Innovation Working Group continued to obtain input from the aerospace industry for its discussions with the Québec Order of Engineers (OIQ) regarding adapting the interpretation of the Québec law governing aerospace engineers. The challenge is to evaluate possible solutions related to the registration of engineers specialized in aerospace with the OIQ. Constructive discussions between Aéro Montréal and the Québec government are continuing.

RECYCLE TO BETTER INNOVATE

Innovation also means having an ability to recover and recycle existing materials from end-of-life aircraft life using appropriate processes and advanced technologies to reduce our environmental footprint.



In this regard, our working group continued a mapping project for the reuse of carbon fibers in Québec and Eastern Canada. Covering the aerospace, automotive, transportation and construction sectors, among others, it is identifying fiber sources, enabling technologies for the reuse of fibers, as well as potential users of recycled fibers.

Work also continued on the research and development project aimed at analyzing a carbon fiber segregation technology through the electropulsion of production waste and end-of-life aircraft composite parts.

Denis Faubert, President-CEO of CRIAQ (right), in deep conversation during an Aéro Montréal event.





DEFENCE AND SECURITY: A KEY GROWTH SECTOR FOR OUR SMEs

BY SYLVAIN LEFRANÇOIS



PRESIDENT
DEFENCE AND
NATIONAL
SECURITY
WORKING GROUP
SYLVAIN
LEFRANÇOIS
Director,
Business
Development,
Safran-Sagem
Canada

DEFENCE AND NATIONAL AND INTERNATIONAL SECURITY CHALLENGES HOLD CENTRE STAGE IN MANY COUNTRIES' POLITICAL, SOCIAL AND ECONOMIC LANDSCAPES. THE EXPERTISE AND THE ABILITY OF COMPANIES TO DEVELOP METHODS THAT ARE INNOVATIVE, SOPHISTICATED AND AT THE CUTTING EDGE OF THE LATEST TECHNOLOGIES ARE AMONG THE KEY CRITERIA FOR IMPACTFUL SOLUTIONS TO THESE CHALLENGES.

The Québec aerospace industry is working hard to increase its presence in the national and international market for defence and security. Some companies are seizing opportunities to enhance their position in this market, knowing that expanding their global activities can be key to their long-term future. But steps are still needed to raise recognition of our companies' expertise. Aéro Montréal is acting as a facilitator and catalyst in this regard through the ongoing work of the Defence and National Security Working Group.

In 2015, our working group implemented initiatives, organized major events and advanced focused projects designed to increase awareness of the aerospace cluster's strengths, competitiveness and talent within the national and international defence and security industry.

We leveraged our companies' technological innovation capability and promoted their distinctive brand and the high value-added jobs that they generate. We are committed to shining the spotlight on Québec companies that are able, through the excellence of their products and solutions, to meet the industry's unique and evolving requirements. Our goal is to increase awareness of our companies because we know that

they perform well whenever an opportunity arises to demonstrate their high level of expertise.

The Defence and National Security team is proud of its many achievements in 2015 in helping to achieve these goals.

- We prepared a brief on the defence acquisition guide and the new value proposition guide, which was submitted to the federal government. We organized an information session involving several industry members to present an in-depth look at the new value proposition guide and to encourage discussions.
- Lockheed Martin Canada Innovation Day, held in September, was well received by participants and contributed to promoting the cluster's profile among major stakeholders, including government agencies.
- The development of five technology roadmaps is going well. One of the programs, the RCAF Simulation Strategy, achieved several milestones and is now at the stage of identifying opportunities. We are also looking at adding two new roadmaps in 2016.

- The work of the multipartite committee on Industrial and Technological Benefits (ITB) led by Canada Economic Development (CED) resulted in major projects and discussions. One of its main achievements was the holding of the second edition of the Symposium on the Canadian Defence and Security Market in the fall.
- Finally, as part of our mandate to provide Québec aerospace SMEs with tools to enhance their access to the defence and security market, the working group launched the "SME Toolbox" project which has two components: the Québec Defence portal and a support program for SMEs.

"OUR GOAL IS TO INCREASE AWARENESS OF OUR COMPANIES."

As you can see, Aéro Montréal's Defence and National Security Working Group is action oriented and is implementing many tangible initiatives enabling our members to stay abreast of the latest information and the main requirements of this industry. To continue to align our efforts in a concerted manner and benefit our members and the cluster, we updated our mandate as part of Aéro Montréal's 2016-2018 Strategic Plan.

In conclusion, I wish to express my sincere thanks to the entire working group team for an excellent year. We are looking forward to 2016 with considerable optimism as we continue our efforts on all fronts to promote the recognition of Québec aerospace SMEs as an excellent source of long-term value creation for the Canadian economy.

MEMBERS OF THE WORKING GROUP

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Groupe DCM (Advisor)
- GIOVANNI BEVILACQUA
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- KEITH MEREDITH
President
Aerolight
- MARC MOFFAT
R&D Manager
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- CHRISTIAN ROY
Director, Marketing and
Business Development
Aviatech
- PUTHY SOUPIN
Systems Engineer
Marinvent
- PETER TIMEO
Sales Director
Héroux-Devtek
- JEAN-MARC ROCHON
(Observer)
Advisor,
Industrial Development
Transport Equipment Division,
Aerospatial Group
MEIE

IDENTIFYING AND LEVERAGING OUR STRENGTHS

TWINNING QUÉBEC'S TECHNOLOGY CAPABILITIES WITH LOCKHEED MARTIN CANADA'S BUSINESS NEEDS



Lockheed Martin Canada Innovation Day, September, ÉTS, Montréal.

Organized by Aéro Montréal with the support of the Québec and Canadian governments, Lockheed Martin Canada Innovation Day surpassed our expectations:

187
PARTICIPANTS

18
SPEAKERS

10
KIOSKS

52
B2B MEETINGS

The event was held at École de technologies supérieures (ÉTS) on September 3rd. Participants attended conferences and panel discussions, visited an exhibition of the latest technologies, and took part in networking events and B2B meetings with Lockheed Martin Canada representatives and suppliers. They discussed how to twin Québec's technological capabilities with Lockheed Martin Canada's future business needs, particularly in the areas of aerospace, naval, defence (sensors, communications, data processing), cyber security, networking, optics-photonics, advanced materials and composites, and renewable energy.

OUR FIVE TECHNOLOGY ROADMAPS - A SEAMLESS JOURNEY

The working group continued to analyse Department of National Defence procurement projects that offer the best opportunities for Québec's defence industry. Five technology roadmaps are being developed: JUSTAS (Joint Unmanned Surveillance and Target Acquisition System) programs, CF18 Training Enhancement, Future Fighter Capability, Future Pilot Training and the RCAF Simulation Strategy.

In 2015, the gap assessment for meeting and delivering on these mandates vis-à-vis the required industrial and technological capabilities, and available resources in Québec, helped to further identify needs in terms of funding, training, research and others. The RCAF Simulation Strategy program has reached the quantification stage, while two new roadmaps could be put in place in 2016.

AÉRO MONTRÉAL: A FORCEFUL REPRESENTATIVE AMONG GOVERNMENT AGENCIES

Our working group began the year 2015 with the organization in January of an information session in Longueuil on the value proposition guide of the Defence Procurement Strategy (DPS) published by the federal government in December 2014. More than 60 participants took part in this meeting organized by Aéro Montréal in collaboration with Industry Canada, the Economic Development Agency of Canada for the Regions of Québec, Sous-traitance industrielle du Québec (STIQ), and the Canadian Association of Defence and Security Industries (CADSI).

The session featured presentations by senior Industry Canada officials, representatives from Public Works and Government Services Canada and the Department of National Defence, as well as question and answer periods. These provided a more in-depth look at the

new value proposition guide and enabled our SMEs to better understand the rules for evaluating bids. For Aéro Montréal, the productive discussions contributed to our working group's examination of what the cluster needs to do to garner a bigger and fairer share of structuring projects in the defence market.

With this in mind, Aéro Montréal prepared and submitted a brief in June to the Canadian government. Recognized as one of the leading clusters in the world, Aéro Montréal highlighted that the Québec aerospace has everything it needs to leverage its expertise, knowledge and talents in defence and security. We called for the creation of

an environment for our SMEs that would foster better access to information, enhance transparency, and offer bid assessment rules that are clearer and more appropriate to the development of the industry as a whole.

While the brief welcomes the new measures introduced by Canada to reform its practices for awarding defence contracts, Aéro Montréal made recommendations for improving the Defence Acquisition Guide (DAG) and the value proposition guide included in the federal government's Defence Procurement Strategy. The latter guide will be applied during an upcoming tender offer.

DEVELOPING RELEVANT AND USEFUL TOOLS FOR SME DEVELOPMENT

As part of the mandate of Aéro Montréal's Defence and National Security Working Group, two projects were launched in 2015 to provide Québec SMEs with tools facilitating their access to the defence market and meeting its special requirements.

- **DEFENCE QUÉBEC PORTAL:** The working group is developing a digital ecosystem that will bring together, on a single web platform, information and services for small and medium enterprises that want to promote their business development in the defence market.

Content for the portal will be provided by all stakeholders, starting with Aéro Montréal and including Canada Economic Development (CED), Industry Canada, Public Works and Government Services Canada (PWGSC), the Department of National Defence, the Canadian Association of Defence and Security Industries (CADSI), Société de sous-traitance industrielle du Québec (STIQ), the Québec ground transportation cluster, Defence Research and Development Canada (DRDC), universities and other stakeholders.

- **SUPPORT PROGRAM FOR SMEs:** The working group is defining a training, coaching and mentoring program for SMEs, enabling them to have access to specialized advisors in the defence market to better help them master the required strategies and approaches to develop their activities in the sector.



Symposium on the Canadian Defence and Security Market, October 2015, Hôtel Mortagne, Boucherville.

GLOBAL TRENDS IN DEFENCE AND SECURITY

One of the main achievements of the ITB multipartite committee was the organization of the second edition of the Symposium on the Canadian Defence and Security Market on October 21st. With an excellent turnout of over 190 players from a wide range of sectors, the Symposium, a unique event in Québec, enjoyed considerable recognition and credibility.

Participants were able to learn about the latest global trends and issues in the defence and security industry. This initiative addresses a central goal of the multipartite committee on industrial and technological benefits: the dissemination of strategic information in defence and security not only reaches all players in the Québec aerospace cluster but also calls on the involvement of players from other industrial sectors related to aerospace.

GOVERNANCE

In 2015, Aéro Montréal's various bodies met 18 times. With the development of the 2016-2018 Strategic Plan, the Board of Directors' subcommittee on strategic planning held six meetings to complete this important exercise successfully and on schedule.

The subcommittee, set up in 2014 and composed of executives of SMEs and equipment manufacturers, ensured that Aéro Montréal's 2016-2018 Strategic Plan reflects the cluster's priorities that emerged from the many meetings of the Board of the Directors, the Executive Committee and committees of the board, working groups and members.

Four main intervention drivers were identified, including a dynamic and exemplary governance. In this regard, Aéro Montréal intends:

- To prioritize the deployment of governance measures necessary to achieve the objectives of the strategic plan and its implementation;
- To identify new funding sources;
- To more effectively meet the diverse needs of the industry and cluster members; and
- To foster a stimulating and rewarding work environment.

BRIEF - ROBILLARD COMMISSION

In June 2015, Aéro Montréal submitted a brief to the Permanent Commission for Program Revision – Robillard Commission. One of its mandates is to make recommendations regarding programs to be reviewed in collaboration with departments and organizations and taking into account the views expressed in the context of a social dialogue. To contribute to the work of the commission, and to raise awareness of the cluster's priorities, Aéro Montréal provided an overview of Québec aerospace, its contribution to the economy, and the major challenges it faces. The brief also enabled Aéro Montréal to highlight the role of its secretariat and its working groups.

The strategies and concrete actions arising from these priorities will enable the cluster to work within a clear framework for intervention to take advantage of inter-working group coordination mechanisms, to identify strategic partners in various projects of Aéro Montréal, and to provide a full range of services and events well aligned with identified needs. The functioning of the Board of Directors will be reviewed in accordance with best governance practices. Aéro Montréal will also deploy management conditions necessary to achieve the objectives of the strategic plan.

BOARD COMMITTEES

The Finance and Audit Committee, for its part, defined its operating rules by establishing a mandate to assist the Board of Directors in fulfilling its oversight functions regarding the presentation of financial information. The committee held meetings at the end of each quarter in 2015.

The Governance and Human Resources Committee met at year end. Its mandate is to support the Board in the exercise of its functions regarding human resources and corporate governance.



01 **SUZANNE M. BENOÎT, MBA**
President

02 **GWENAËL BRISÉ**
Manager, Communications

03 **SHARON CORE**
Project Manager,
Events and Special Projects

04 **PIERRETTE DAIGLE**
Executive Assistant

05 **GUY DEREPIENTIGNY**
Senior Director,
Human Resources and Strategy

06 **MARTIN LAFLEUR, MBA**
Senior Director,
Innovation
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07 **CÉDRICK LALAIZON**
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Project Manager,
Market Development – SME
Supply Chain

09 **MÉLANIE LUSSIER**
Senior Director,
Market Development – SME
Supply Chain

10 **JEAN-MATHIAS SARGOLOGOS**
Project Manager,
Defence and National Security

11 **ÉVA WOLF**
Coordinator,
Member Services,
Events and Administration

Team

MOBILIZATION AND CONTRIBUTIONS

MOBILIZATION

The effectiveness of Aéro Montréal's actions and interventions relies on the impressive number of industry players that it has been able to mobilize. Again this year, Aéro Montréal was able to count on the presence of hundreds of executives and industry specialists participating in its working groups, as well as in the many events that it organizes each year. Their strategic input and valuable collaboration are undoubtedly contributing to the success and dynamism of the cluster.

PARTICIPATION

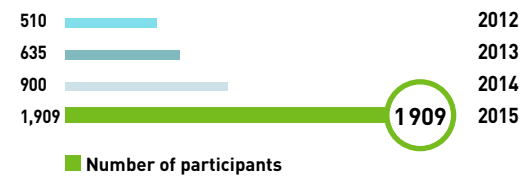
Over the years, Aéro Montréal has earned a stellar reputation among SMEs by offering high-quality activities that meet the industry's specific and concrete needs. This satisfaction is reflected in the marked increase in the number of participants in these activities.

Aéro Montréal's Annual General Meeting reached new heights in 2015 with the participation of 220 people, an increase of nearly 21% compared with last year and 495% in 10 years.

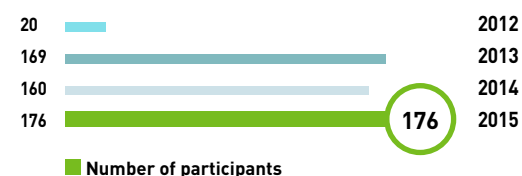
Industry mobilization



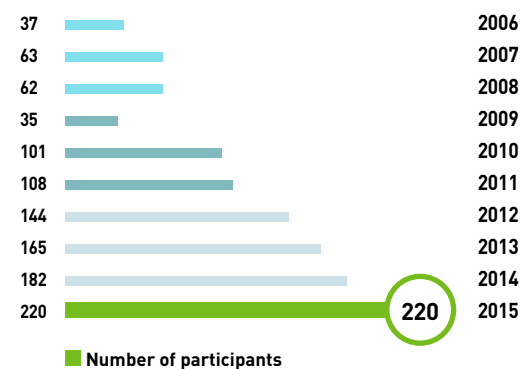
SME participation in events



MACH Evolution events participation



Annual General Meeting participation



CONTRIBUTIONS

Year after year, Aéro Montréal has been increasing its communications and public relations efforts to promote the visibility of the Québec aerospace cluster and member companies.

These local and international visibility activities are critical to demonstrating the positive impacts of the industry on Québec's economy and the creation of collective wealth.

In the past seven years, press coverage has increased significantly. Moreover, Aéro Montréal's increased presence in social media this year confirms the strategy's effectiveness in strengthening its positioning and reaching out to new clientele. In 2015, the growth rate was 39.5% on Twitter and 167% on LinkedIn.

Projects generated by the MACH Initiative

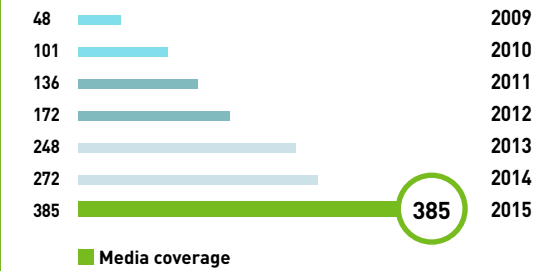
465 PROJECTS COMPLETED OR ONGOING

182 PROJECTS FOCUSED ON SKILLS DEVELOPMENT

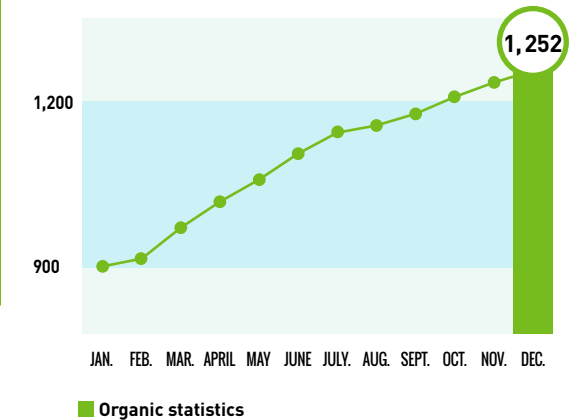
133 PROJECTS FOCUSED ON EXPERTISES

150 PROJECTS REALIZED INTERNALLY OR WITH THE SUPPORT OF A SPONSOR

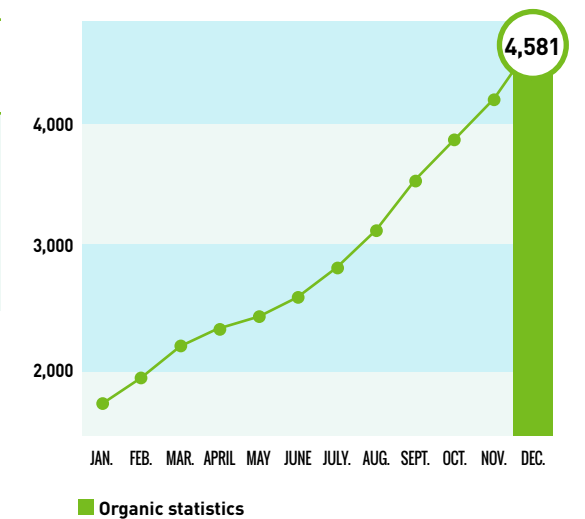
Media coverage growth



Twitter community growth

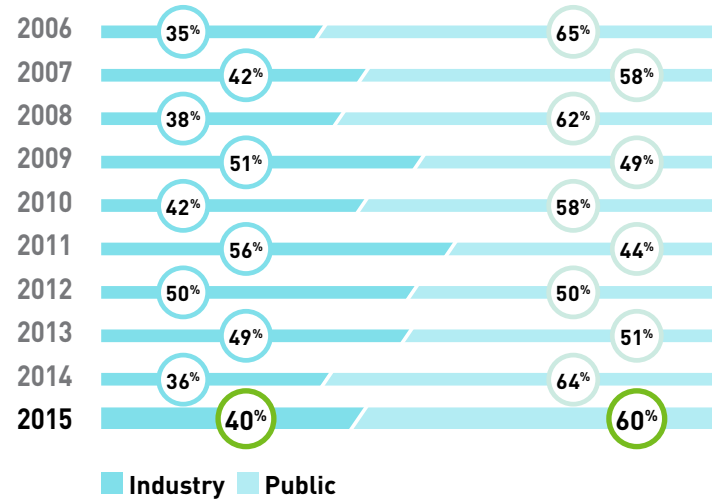


LinkedIn community growth



MOBILIZATION AND CONTRIBUTIONS (cont'd)

Evolution of total contributions



DISTRIBUTION OF CONTRIBUTIONS FROM THE PUBLIC SECTOR AND THE INDUSTRY IN 2015

Contribution from the public sector in cash	\$ 2,800,659	55%
Contribution from the public sector in kind	\$ 239,200	5%
Contribution from the industry in cash	\$ 1,409,411	27%
Contribution from the industry in kind	\$ 647,500	13%
Total	\$ 5,096,770	100%

DISTRIBUTION OF TOTAL 2015 CONTRIBUTIONS

Year	Industry	Public	Total
2006	\$ 340,675	\$ 629,325	\$ 970,000
2007	\$ 500,375	\$ 712,625	\$ 1,213,000
2008	\$ 428,700	\$ 707,600	\$ 1,136,300
2009	\$ 1,058,696	\$ 1,024,398	\$ 2,083,094
2010	\$ 656,892	\$ 894,484	\$ 1,551,376
2011	\$ 1,520,127	\$ 1,206,741	\$ 2,726,868
2012	\$ 1,349,176	\$ 1,371,725	\$ 2,720,901
2013	\$ 2,060,079	\$ 2,157,037	\$ 4,217,116
2014	\$ 1,532,602	\$ 2,757,337	\$ 4,289,939
2015	\$ 2,056,911	\$ 3,039,859	\$ 5,096,770

Meetings 2015

FEBRUARY	<ul style="list-style-type: none"> • Hosting and presentation to a delegation from Lockheed Martin Canada • Hosting and presentation to the regional director, Office of Small and Medium Enterprises, Public Works and Government Services Canada
MARCH	<ul style="list-style-type: none"> • Hosting and presentation to an Austrian delegation • Hosting and presentation to a South Korean delegation • Hosting and presentation to the Aquitaine Regional Council, France • Hosting and presentation to a delegation from École supérieure de commerce de Paris • Hosting and presentation to a delegation from Turkey • Presentation at the 50th Congress and Exhibition of Transport, Québec • Hosting and presentation to representatives from Adams & Royer • Hosting and presentation to Business France • Hosting and presentation to a French delegation
APRIL	<ul style="list-style-type: none"> • Hosting and presentation to overseas representatives from Investissement Québec
MAY	<ul style="list-style-type: none"> • Hosting and presentation to a delegation from Dubai • Hosting and presentation to the president of Groupe SOPEMEA
JUNE	<ul style="list-style-type: none"> • Hosting and presentation to a delegation from South Korea • Hosting and presentation to a Japanese delegation • Hosting and presentation to a delegation from Michigan, U.S. • Hosting and presentation to a delegation from India • Hosting and presentation to a representative of Lufthansa Technik, Germany
JULY	<ul style="list-style-type: none"> • Hosting and presentation to a delegation from EDB Singapore • Hosting and presentation to a delegation from Tamil Nadu, India
AUGUST	<ul style="list-style-type: none"> • Hosting and presentation to American consultants • Hosting and presentation to a delegation from New York State, U.S. • Hosting and presentation to INDRA, India
SEPTEMBER	<ul style="list-style-type: none"> • Hosting and presentation to the Ambassador of Costa Rica • Hosting and presentation to a delegation from BavAIRia, Germany
OCTOBER	<ul style="list-style-type: none"> • Hosting and presentation to a delegation from Malaysia • Hosting and presentation to a team from Global Affairs Canada
NOVEMBER	<ul style="list-style-type: none"> • Hosting and presentation to the investor relations director of FACC AG, Austria • Presentation to the Canadian embassy in Manila, Philippines • Presentation to the Quebec delegation advisor, in Tokyo, Japan
DECEMBER	<ul style="list-style-type: none"> • Hosting and presentation to Québec's delegate to China

IN-KIND CONTRIBUTIONS BY SECTOR 2015

COMMITTEES

EXECUTIVE COMMITTEE

	Duration (in hours)	Total number of participants	Number of private participants	Rate (\$/hour/participant)	Industry Total	Grand total industry & public
Meeting of January 15, 2015	0.5	6	6	\$ 400	\$ 1,200	\$ 1,200
Meeting of March 18, 2015	2	4	4	\$ 400	\$ 3,200	\$ 3,200
Meeting of April 17, 2015	0.5	6	6	\$ 400	\$ 1,200	\$ 1,200
Meeting of May 4, 2015	0.5	6	6	\$ 400	\$ 1,200	\$ 1,200
Meeting of May 7, 2015	0.5	6	6	\$ 400	\$ 1,200	\$ 1,200
Meeting of May 27, 2015	0.5	6	6	\$ 400	\$ 1,200	\$ 1,200
Meeting of June 9, 2015	2	4	4	\$ 400	\$ 3,200	\$ 3,200
Meeting of July 7, 2015	0.5	6	6	\$ 400	\$ 1,200	\$ 1,200
Meeting of July 21, 2015	0.5	6	6	\$ 400	\$ 1,200	\$ 1,200
Meeting of September 15, 2015	0.5	6	6	\$ 400	\$ 1,200	\$ 1,200
Meeting of September 30, 2015	2	6	6	\$ 400	\$ 4,800	\$ 4,800
Meeting of November 9, 2015	0.5	6	6	\$ 400	\$ 1,200	\$ 1,200
Meeting of November 16, 2015	0.5	6	6	\$ 400	\$ 1,200	\$ 1,200
Meeting of December 16, 2015	1	6	6	\$ 400	\$ 2,400	\$ 2,400
					\$ 25,600	\$ 25,600

BOARD OF DIRECTORS

	Duration (in hours)	Total number of participants	Number of private participants	Rate (\$/hour/participant)	Industry Total	Grand total industry & public
Meeting of March 18, 2015	2	14	10	\$ 400	\$ 8,000	\$ 11,200
Meeting of June 9, 2015	2	17	14	\$ 400	\$ 11,200	\$ 13,600
Meeting of September 30, 2015	2	19	13	\$ 400	\$ 10,400	\$ 15,200
Meeting of December 16, 2015	2	16	11	\$ 400	\$ 8,800	\$ 12,800
					\$ 38,400	\$ 52,800

FINANCE AND AUDIT COMMITTEE

	Duration (in hours)	Total number of participants	Number of private participants	Rate (\$/hour/participant)	Industry Total	Grand total industry & public
Meeting of March 10, 2015	2	5	5	\$ 400	\$ 4,000	\$ 4,000
Meeting of June 9, 2015	1	4	4	\$ 400	\$ 1,600	\$ 1,600
Meeting of September 30, 2015	1	5	5	\$ 400	\$ 2,000	\$ 2,000
Meeting of October 27, 2015	2	6	3	\$ 400	\$ 2,400	\$ 4,800
Meeting of December 16, 2015	1.5	5	5	\$ 400	\$ 3,000	\$ 3,000
					\$ 13,000	\$ 15,400

GOVERNANCE AND HUMAN RESOURCES COMMITTEE

	Duration (in hours)	Total number of participants	Number of private participants	Rate (\$/hour/participant)	Industry Total	Grand total industry & public
Meeting of December 16, 2015	1	4	4	\$ 400	\$ 1,600	\$ 1,600
					\$ 1,600	\$ 1,600

COMMITTEES

BOARD COMMITTEE ON STRATEGIC PLANNING

	Duration (in hours)	Total number of participants	Number of private participants	Rate (\$/hour/participant)	Industry Total	Grand total industry & public
Meeting of January 16, 2015	3	7	7	\$ 400	\$ 8,400	\$ 8,400
Meeting of March 13, 2015	3	7	7	\$ 400	\$ 8,400	\$ 8,400
Meeting of March 18, 2015	3	8	8	\$ 400	\$ 9,600	\$ 9,600
Meeting of May 20, 2015	3	6	6	\$ 400	\$ 7,200	\$ 7,200
Meeting of August 24, 2015	3	6	6	\$ 400	\$ 7,200	\$ 7,200
Meeting of September 21, 2015	2.5	6	6	\$ 400	\$ 6,000	\$ 6,000
					\$ 46,800	\$ 46,800

ANNUAL GENERAL MEETING

	Duration (in hours)	Total number of participants	Number of private participants	Rate (\$/hour/participant)	Industry Total	Grand total industry & public
Meeting of April 13, 2015	1	220	205	\$ 200	\$ 41,000	\$ 44,000
					\$ 41,000	\$ 44,000

INNOVATION WORKING GROUP

	Duration (in hours)	Total number of participants	Number of private participants	Rate (\$/hour/participant)	Industry Total	Grand total industry & public
Meeting of March 3, 2015	3	21	12	\$ 200	\$ 7,200	\$ 12,600
Meeting of May 6, 2015	3	20	12	\$ 200	\$ 7,200	\$ 12,000
Meeting of September 4, 2015	3	22	12	\$ 200	\$ 7,200	\$ 13,200
Meeting of December 2, 2015	3	18	9	\$ 200	\$ 5,400	\$ 10,800
					\$ 27,000	\$ 48,600

INNOVATION WORKING GROUP AIRCRAFT RECYCLING COMMITTEE

	Duration (in hours)	Total number of participants	Number of private participants	Rate (\$/hour/participant)	Industry Total	Grand total industry & public
Meeting of January 30, 2015	3	12	7	\$ 200	\$ 4,200	\$ 7,200
Meeting of February 19, 2015	2	7	5	\$ 200	\$ 2,000	\$ 2,800
Meeting of March 27, 2015	3	9	6	\$ 200	\$ 3,600	\$ 5,400
Meeting of May 1, 2015	3	7	4	\$ 200	\$ 2,400	\$ 4,200
Meeting of May 29, 2015	2	11	6	\$ 200	\$ 2,400	\$ 4,400
Meeting of June 23, 2015	3	6	3	\$ 200	\$ 1,800	\$ 3,600
Meeting of September 18, 2015	2	5	3	\$ 200	\$ 1,200	\$ 2,000
Meeting of October 16, 2015	3	7	5	\$ 200	\$ 3,000	\$ 4,200
Meeting of November 6, 2015	3	9	5	\$ 200	\$ 3,000	\$ 5,400
Meeting of November 30, 2015	3	10	6	\$ 200	\$ 3,600	\$ 6,000
					\$ 27,200	\$ 45,200

INNOVATION WORKING GROUP INFRASTRUCTURE COMMITTEE

	Duration (in hours)	Total number of participants	Number of private participants	Rate (\$/hour/participant)	Industry Total	Grand total industry & public
Meeting of February 12, 2015	3	5	1	\$ 200	\$ 600	\$ 3,000
Meeting of March 9, 2015	2	5	1	\$ 200	\$ 400	\$ 2,000
Meeting of April 27, 2015	3	4	1	\$ 200	\$ 600	\$ 2,400
Meeting of May 15, 2015	3	2	1	\$ 200	\$ 600	\$ 1,200
					\$ 2,200	\$ 8,600

AEROSPACE INNOVATION FORUM ORGANIZING COMMITTEE 2016

	Duration (in hours)	Total number of participants	Number of private participants	Rate (\$/hour/participant)	Industry Total	Grand total industry & public
Meeting of June 4, 2015	2	5	4	\$ 200	\$ 1,600	\$ 2,000
Meeting of August 26, 2015	2	5	3	\$ 200	\$ 1,200	\$ 2,000
Meeting of November 11, 2015	2	8	4	\$ 200	\$ 1,600	\$ 3,200
					\$ 4,400	\$ 7,200

IN-KIND CONTRIBUTIONS BY SECTOR 2015 (cont'd)

COMMITTEES	Duration (in hours)	Total number of participants	Number of private participants	Rate (\$/hour/participant)	Industry Total	Grand total industry & public
DEFENCE AND SECURITY WORKING GROUP						
Meeting of January 21, 2015	3	9	8	\$ 200	\$ 4,800	\$ 5,400
Meeting of February 20, 2015	3	8	8	\$ 200	\$ 4,800	\$ 4,800
Meeting of May 19, 2015	3	10	9	\$ 200	\$ 5,400	\$ 6,000
Meeting of June 2, 2015	3	8	8	\$ 200	\$ 4,800	\$ 4,800
Meeting of September 22, 2015	3	14	10	\$ 200	\$ 6,000	\$ 8,400
Meeting of November 25, 2015	2.5	9	6	\$ 200	\$ 3,600	\$ 5,400
					\$ 29,400	\$ 34,800
"CLOSING THE GAPS" COMMITTEE OF THE DEFENCE AND SECURITY WORKING GROUP						
Meeting of January 8, 2015	2	3	2	\$ 200	\$ 800	\$ 1,200
Meeting of January 13, 2015	2	4	3	\$ 200	\$ 1,200	\$ 1,600
Meeting of February 4, 2015	2	5	4	\$ 200	\$ 1,600	\$ 2,000
					\$ 3,600	\$ 4,800
MARKET DEVELOPMENT-SME WORKING GROUP						
Meeting of February 6, 2015	2	11	9	\$ 200	\$ 3,600	\$ 4,400
Meeting of April 9, 2015	3	11	9	\$ 200	\$ 5,400	\$ 6,600
Meeting of June 3, 2015	3	11	9	\$ 200	\$ 5,400	\$ 6,600
Meeting of September 3, 2015	3	10	8	\$ 200	\$ 4,800	\$ 6,000
Meeting of November 27, 2015	3	11	9	\$ 200	\$ 5,400	\$ 6,600
					\$ 24,600	\$ 30,200
WORKING GROUP ELECTIONS						
Working Group elections	0.5	36	36	\$ 200	\$ 3,600	\$ 3,600
					\$ 3,600	\$ 3,600
SUBCOMMITTEE - FINANCE DECISION-MAKING SUPPORT TOOL						
Meeting of October 1, 2015	1.5	7	1	\$ 200	\$ 300	\$ 2,100
Meeting of October 20, 2015	3	11	3	\$ 200	\$ 1,800	\$ 6,600
Presentation of December 7, 2015	1	15	3	\$ 200	\$ 600	\$ 3,000
					\$ 2,700	\$ 11,700
SUPPLY CHAIN WORKING GROUP						
Meeting of March 13, 2015	2	6	6	\$ 200	\$ 2,400	\$ 2,400
Meeting of June 2, 2015	2	7	7	\$ 200	\$ 2,800	\$ 2,800
Meeting of November 23, 2015	2	8	8	\$ 200	\$ 3,200	\$ 3,200
					\$ 8,400	\$ 8,400

COMMITTEES	Duration (in hours)	Total number of participants	Number of private participants	Rate (\$/hour/participant)	Industry Total	Grand total industry & public
HUMAN RESOURCES WORKING GROUP						
Meeting of February 6, 2015	2	14	9	\$ 200	\$ 3,600	\$ 5,600
Meeting of April 15, 2015	2	14	9	\$ 200	\$ 3,600	\$ 5,600
Meeting of June 8, 2015	2	13	5	\$ 200	\$ 2,000	\$ 5,200
Meeting of September 29, 2015	2	13	7	\$ 200	\$ 2,800	\$ 5,200
Meeting of November 25, 2015	1.5	13	7	\$ 200	\$ 2,100	\$ 3,900
					\$ 14,100	\$ 25,500
CRITICAL SKILLS COMMITTEE						
Meeting of April 13, 2015	1.5	6	2	\$ 200	\$ 600	\$ 1,800
Meeting of May 28, 2015	3	5	1	\$ 200	\$ 600	\$ 3,000
					\$ 1,200	\$ 4,800
HERITAGE COMMITTEE						
Meeting of February 9, 2015	2	11	5	\$ 200	\$ 2,000	\$ 4,400
Meeting of March 17, 2015	1	28	15	\$ 200	\$ 3,000	\$ 5,600
Meeting of June 19, 2015	2.5	8	3	\$ 200	\$ 1,500	\$ 4,000
Meeting of August 18, 2015	1	4	1	\$ 200	\$ 200	\$ 800
Meeting of September 4, 2015	3	5	1	\$ 200	\$ 600	\$ 3,000
					\$ 7,300	\$ 17,800
FINANCE ROUNDTABLE						
Meeting of July 7, 2015	2	11	6	\$ 200	\$ 2,400	\$ 4,400
Meeting of October 20, 2015	2	15	9	\$ 200	\$ 3,600	\$ 6,000
					\$ 6,000	\$ 10,400
OVERSIGHT COMMITTEE - PASSION FOR FLIGHT/LIST COMPETITION						
Meeting of January 8, 2015	2	5	2	\$ 200	\$ 800	\$ 2,000
Meeting of January 15, 2015	2	5	2	\$ 200	\$ 800	\$ 2,000
Meeting of February 19, 2015	2	5	2	\$ 200	\$ 800	\$ 2,000
Meeting of March 19, 2015	2	5	2	\$ 200	\$ 800	\$ 2,000
Meeting of April 10, 2015	2	7	2	\$ 200	\$ 800	\$ 2,800
					\$ 4,000	\$ 10,800
PILOT COMMITTEE - PASSION FOR FLIGHT						
Meeting of February 24, 2015	1.5	20	8	\$ 200	\$ 4,800	\$ 6,000
					\$ 4,800	\$ 6,000
BRANDING AND PROMOTION WORKING GROUP						
Meeting of September 14, 2015	2	13	9	\$ 200	\$ 3,600	\$ 5,200
Meeting of December 2, 2015	2	10	7	\$ 200	\$ 2,800	\$ 4,000
					\$ 6,400	\$ 9,200
SPECIAL MEETINGS - 10-YEAR COMMUNICATION PLAN						
Meeting of October 16, 2015	2	7	5	\$ 200	\$ 2,000	\$ 2,800
					\$ 2,000	\$ 2,800
GRAND TOTAL		1084	794		\$ 647,500	\$ 886,700

CALENDAR OF EVENTS 2015



DATE	EVENT	LOCATION	
JANUARY	29	Information session: recruitment of 4 th MACH cohort	Aéro Montréal
	29	Information session: Value proposition of the defence procurement strategy	Collège Édouard-Montpetit
	30	Aerospace Trades Exhibition	CFP Desmoulins
FEBRUARY	3	Legal aspects of human resources management in aerospace	NortonRoseFulbright
	4	MACH Seminar: "How SMEs can implement a corporate social responsibility program": the experience of Alcoa Titanium and Engineered Products (formerly RTI Claro)"	NortonRoseFulbright
	4	Aéromart 2015 preparatory meeting	Aéro Montréal
	4	Cocktail of the Board of Directors of the International Federation of Air Line Pilots' Associations	IFALPA
	8	École nationale d'aéronautique Open House	ÉNA
	10	Information session: recruitment of 4 th MACH cohort	Aéro Montréal
	26	Webinar: "Doing business in Poland"	Aéro Montréal
MARCH	10	Industrial visits for members of the Cercle de l'industrie de l'optique photonique (CIOP), in collaboration with Québec International	Québec
	11	Industrial visits for members of the Cercle de l'industrie de l'optique photonique (CIOP), in collaboration with Québec International	Montréal South Shore
	12	Industrial visit to GE Aviation Bromont and seminar: "Advanced manufacturing for the aerospace industry." Dinner conference in aerospace automation: "Technical aspects and impacts on human resources management."	Bromont and Hotel Westin Montreal
	18	Emploi-Québec conference on human resources management	Palais des congrès
	24 to 28	AeroPortal kiosk at Expo-Sciences de Montréal	Complexe Desjardins
	27	MACH Evolution Seminar: "How to identify and prepare candidates who will ensure succession for key positions in your company?"	NortonRoseFulbright
	30	Global Supply Chain Summit- Defence and Security	Palais des congrès, Montréal
	31	Global Supply Chain Summit - Civil Aviation	Palais des congrès, Montréal
	APRIL	1 and 2	Aéromart Montréal
13		Aéro Montréal Annual Meeting	ICAO
16 and 17		Passion For Flight	Théâtre Paradoxe
MAY	1	AeroPortal presentation at career day	École Régina Assumpta
	11	Airbus Day (B2B - invitation only)	John Molson School of Business
	11	Airbus Day - dinner/conference	John Molson School of Business
	12 to 15	Airbus Academy Training (invitation only)	Mariott Château Champlain
JUNE	3	Case Study Competition of the AeroPortal	John Molson School of Business
	7	Air Cadets glider flight - Winners of the AeroPortal competition	St Jean-Sur-Richelieu
	13	International Paris Air Show - Welcome cocktail	Le Bourget, France
	15	"Plant of the Future" Seminar in collaboration with CGI	Le Bourget, France
	17	International networking dinner	Paris, France
JULY	9	Recruitment lunch for the skills enhancement in market development program	Aéro Montréal
	16	Diploma awards ceremony for Case Study Competition finalists	Aéro Montréal
	23	Visit to L-3 MAS facility with 10 next-generation workers	L-3 MAS

DATE	EVENT	LOCATION	
AUGUST	25	Québec aerospace cluster golf classic	Elm Ridge Club
SEPTEMBER	3	Lockheed Martin Canada Innovation Day and B2B	ÉTS
	10	"Profile of the Canadian Aerospace Sector" Seminar, in collaboration with BDC, Caisse de dépôt et placement du Québec and PwC	Sheraton Hotel
	16	"Digitalization in aerospace" seminar in collaboration with CEFRIQ	Hyatt Hotel
	24	Roundtable event "Manufactured in Vermont - A Supply Chain Conference & Trade Show"	Champlain Valley Exposition Center, Vermont, U.S.
	29 to 3	Bavarian "Inbound" Mission	Montréal
OCTOBER	14 and 15	Aerospace Innovation Forum	Bordeaux, France
	21	Symposium on the Canadian Defence and Security Market, in collaboration with the DEC and STIQ	Hôtel Montagne, Boucherville
	22	Colloquium on optics-photonics, in collaboration with the Réseau optique photonique	CAE, Montréal
	27	Evolution MACH Symposium: "Continuous improvement: Implementing a simple and efficient Lean management system."	NortonRoseFulbright
	29	Launch of the film "Living in the Age of Airplanes," in partnership with Aéroports de Montréal	Montréal Science Centre
NOVEMBER	17-18	AIAC Canadian Aerospace Summit - Exhibitor	Shaw Centre, Ottawa
	17-19	NBAA 2015 - Business Aviation Convention & Exhibition	Las Vegas, U.S.
	23	Ontario Aerospace Council Annual General Meeting and Industry Dinner	Toronto, Ontario
DECEMBER	1	Evolution MACH Seminar: "Is your procurement strategy aligned with your strategic positioning?"	NortonRoseFulbright
	7	Seminar on financing, in collaboration with PwC, DEC, BDC, EDC and IQ, and networking dinner	Ritz Carlton, Montréal

Aéro Montréal thanks its business partners:

- Deloitte
- EDC
- Alcoa Foundation
- JPMorgan Chase Foundation
- Norton Rose Fulbright
- PwC

Public Partners:



Editor: Aéro Montréal

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ISBN 978-2-924136-06-5

Legal deposit - bibliothèques et archives nationales du Québec, 2016

Legal deposit - bibliothèques et archives Canada, 2016



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