

2025 Annual Report



Aéro Montréal

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Joint Message from Aéro Montréal's Board Chair and President

Dear members, dear partners,

2025 was a challenging year for Québec's aerospace industry. There was the tariff crisis with the United States, which caused quite a stir, and increasingly significant labour challenges. Despite these turbulent times, however, our industry had a record year in terms of sales, employment and economic contribution, once again demonstrating our great resilience.

Aéro Montréal and Espace Aéro also had a busy year. With record participation in our Working Groups and events, your commitment to Québec's aerospace ecosystem was crucial, and allowed us to lay many foundations that we will be able to build on in the coming years.

This Annual Report reflects not only Aero Montréal's activities in 2025, but also its strategic role as Québec's aerospace cluster and a key driver of sector structuring, competitiveness, and long-term sustainability.

In 2025, Aero Montréal further strengthened its role as a structuring force within Québec's aerospace ecosystem, mobilizing industry, institutional and governmental partners around shared priorities of competitiveness, innovation, talent development and industrial resilience.

Aero Montréal also established a clear strategic plan for the next five years, aligned with these priorities and focused on supporting sustainable growth, innovation, workforce development and the resilience of Québec's aerospace sector.

These objectives are already at the heart of our daily actions, as evidenced by our impressive 2025 roadmap.

In terms of innovation, Boeing's significant investment in Espace Aéro is a major vote of confidence in our ability to support and propel tomorrow's leaders. It was undoubtedly a highlight of the year for Québec's aerospace innovation sector. The establishment of the team and many initiatives by Espace Aéro were notable events of 2025. As for Aéro Montréal, the continued success of our support programs, such as the Aero Competitiveness Plan, as well as our numerous international trade missions, contributed directly to the growth of Québec's industry.

The launch of the I.M.P.A.C.T. cross-cluster program, which aims to make Québec a leader in low-carbon supply chains, is part of our strategy to be at the forefront of future aerospace developments.

The Next Generation and Workforce Working Group held 70 networking events and 12 recruitment activities to promote careers in aerospace and attract tomorrow's talent. Designing a mentoring program and creating technical competitions and challenges has also helped spark a passion for aerospace careers among younger generations.

Several countries, including Canada, announced major defence investments for 2025. The federal government unveiled the Defence Industrial Strategy, creating numerous opportunities for Québec companies. Aéro Montréal positioned itself as a key player in developing this sector by hosting a major Working Groups Day focused on defence-related opportunities and challenges. In addition, our organization played a leadership role in the Québec Defence and Security Coalition, notably by participating in a House of Commons standing committee that reviewed the Defence Industrial Strategy.

This leadership extended beyond defence. Throughout the year, we advocated for and represented your interests through 32 interviews with various media outlets, participation in 15 panels and conferences with economic and political decision-makers, and numerous political advocacy efforts with all three main levels of government. Accompanied by numerous board members, we organized several meetings with representatives from three different parties as part of the "Day on the Hill" event held in Québec City in fall 2025.

In 2025, Aéro Montréal's 290 members helped build a strong, innovative industry. This record level of engagement manifested itself in several ways: 1,315 individuals participated in our Working Groups, committees, and governance bodies, and 3,000 representatives attended our events. Three events stood out over the past year: the Global Aerospace Supply Chain Summit; the trade mission to the Paris Air Show; and the Gilles Demers Awards Gala. All of these events had record attendance and served as tremendous opportunities to showcase local companies.

This unprecedented mobilization enables us to weather the storms and emerge stronger. From our Board of Directors and Working Group chairs to our young volunteers and the hundreds of participants at our events;

The coming years promise to be rich in opportunities and challenges for Québec's aerospace industry. By continuing to work together for the good of our ecosystem we can maximize our collective potential for growth and innovation, which will benefit us and Québec as a whole.

it is your dedication and involvement that allow our ecosystem to shine so brightly.



Mélanie Lussier

President of Aéro Montréal



Michael Nault

Board Chair and Vice President and
General Manager of Bell Textron Canada

Aéro Montréal at a Glance

Who Are We?

Aéro Montréal is Québec's aerospace cluster representing nearly 290 organizations from the manufacturing industry, educational institutions, research centres, associations and unions.

Mission

Our mission was renewed in 2025 as part of a 2025–2030 strategic planning exercise. Here is the new version, aligned with the needs of our ecosystem:

"Aéro Montréal's mission is to bring together all stakeholders of Québec's aerospace ecosystem to enhance its competitiveness and attractiveness on the global stage, while driving transformation, visibility, and growth."

Vision

This new mission is driven by a revised vision: **"To propel Québec's aerospace industry into a new era of resilience, collaboration and international ambition through an integrated ecosystem where every actor is a driver of competitiveness and sustainable transformation."**

Values

Aéro Montréal is guided by five core values that shape every action: **excellence, commitment, collaboration, agility, and boldness.**

Our team is made up of 15 experienced professionals serving Aéro Montréal members and the aerospace industry. As a non-profit organization (NPO), Aéro Montréal's team is supported by a Board of Directors composed of 18 industry representatives.

In 2025, Aéro Montréal received financial support from **three public funders**: the **Government of Canada** (through Canada Economic Development for Québec Regions (CED) and Global Affairs Canada); the **Government of Québec** (through the following ministries and agencies: the Ministry of Economy, Innovation, and Energy (MEIE), the Ministry of Municipal Affairs and Housing (MAMH), the Ministry of International Relations and La Francophonie (MRIF), Services Québec, the Conseil emploi métropole, the Fonds d'action québécois pour le développement durable (FAQDD)); and finally, the **Montréal Metropolitan Community**. The cluster also received financial support from **seven private partners**: **AGA Benefit Solutions, Air Canada, Caisse des Travailleuses et Travailleurs Unis Desjardins, Fonds FTQ, KPMG, Norton Rose Fulbright, and Pratt & Whitney Canada.**

What We Do

In concrete terms, we support aerospace organizations in Québec by:

- Helping them meet the challenges of:
 - Local and international growth
 - Innovation and development
 - Workforce
 - Representation and awareness
- Providing financing via structuring initiatives designed for them.
- Fostering discussions, networking and outreach through roundtables, events and trade missions.
- Acting as the voice of business and industry at the municipal, provincial, and federal levels of government.

Our services and operations, as well as the mobilization of the ecosystem, are carried out through various structures, including Working Groups and committees that focus on the four main challenges facing the aerospace industry, as identified in our strategic planning:

- Company Growth and the Supply Chain
- Specific market segments such as Security and National Defence and MRO
- Government Relations
- The Next Generation and the Workforce

Why We Do It

Our objectives are to :

- Sustainably support company growth, innovation and resilience to strengthen the sector's competitive position.
- Build an ecosystem of agile, skilled talent tailored to the sector's current and future needs.
- Ensure Québec's long-term presence in strategic, high-value-added markets, including the defence sector.
- Affirm the leadership and importance of Québec's aerospace ecosystem on the national and international stage among various stakeholders.

How We Do It

Aéro Montréal is a team of 15 people driven by the desire to support and promote the expertise, the companies and the talent of Québec's aerospace sector.

In 2025, we were pleased to welcome new talent to our team:



Dayana Brice, Project Manager



Yannick Mirindi, Digital Marketing Consultant



Christopher Young, Director of Public and Government Relations



Arnaud François, Assistant Director of Growth



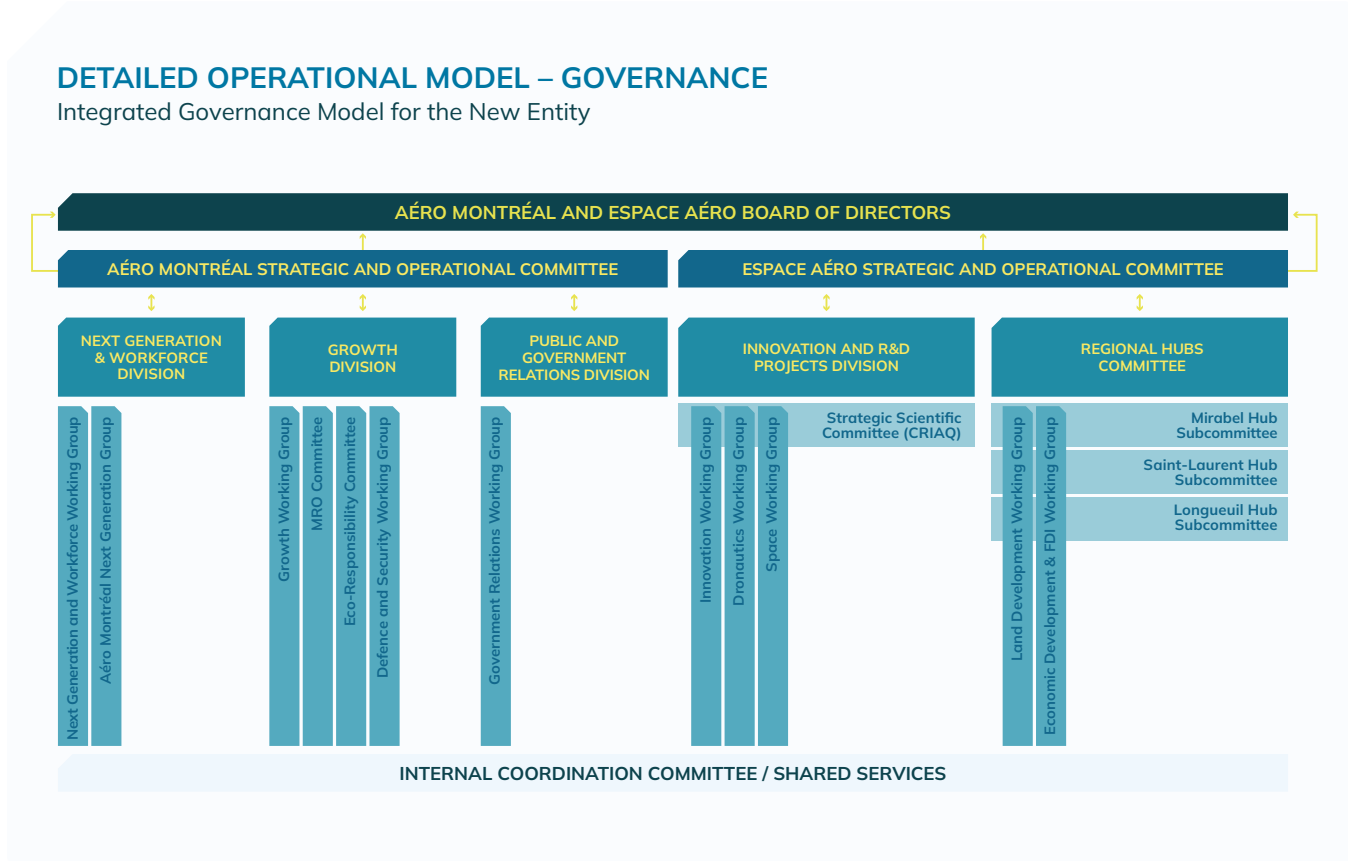
Jules Péroquin, Project Coordinator

A Look Back at the Key Projects of 2025

The year 2025 marked a renewal for Aéro Montréal, which completed numerous key projects related to the launch of Espace Aéro, the international aerospace innovation hub.

Governance Structure

Approved at an extraordinary general meeting held on January 27, 2025 at the William Gray Hotel, the new governance structure for Aéro Montréal and Espace Aéro is as follows:



Board of Directors and Strategic and Operations Committee

The new Board of Directors (BOD), composed of 18 representatives from major prime contractors, SMEs and academic and institutional communities, ensures a balanced representation of Québec’s aerospace ecosystem for Aéro Montréal and Espace Aéro.

In addition, Aéro Montréal’s Strategic and Operations Committee (SOC), also composed of 18 members, has been established to ensure that Working Group initiatives align with the cluster’s strategic priorities identified as part of the 2025–2030 strategic planning process.

2025–2030 Strategic Planning

In 2025, with the support of Espace Stratégies and in collaboration with its members and governance bodies, Aéro Montréal completed a strategic planning exercise for the 2025–2030 period.

This exercise redefined Aéro Montréal's mission, vision and strategic priorities for the next five years. These elements are described above in the “Who Are We?” and “Why We Do It” sections.

This strategic planning has led to action plans being developed within each of our four new working groups:

- **Growth Working Group**
- **Defence and National Security Working Group**
- **Next Generation and Workforce Working Group**
- **Public and Government Relations Working Group**

Progress on the Working Groups' action plans will be tracked using the new Planivore platform. This platform will enable the management team at Aéro Montréal and its SOC to monitor the cluster's progress and track the achievement of objectives set for the 2025–2030 period.

Alongside these initiatives, committees and communities of practice will be established to address issues specific to sub-sectors (such as MRO) or time-limited initiatives with our members.

Rebranding of Aéro Montréal and Redesign of the aeromontreal.ca Website

Over the past 24 months, the Aéro Montréal team has adopted a new governance structure, updated its strategic plan and implemented new tools to improve the effectiveness of its initiatives. It was therefore time to review the organization's brand positioning. On the eve of its 20th anniversary, Aéro Montréal decided to revamp its brand image to reflect its new positioning, governance changes and objectives. With the support of Camden, a communications and marketing agency, the Aéro Montréal team developed a new brand identity and launched new communication tools in fall 2025.



Unveiled as part of the “Horizon Durable” (Sustainable Horizon) special report published in La Presse on October 2, 2025, Aéro Montréal's new brand positioning is bold:

- **Modern, sleek, and dynamic, it embodies movement, innovation, and the openness of our ecosystem.**
- **Our icon, typography and colour palette reflect our commitment to reinventing ourselves to better represent the evolving ambitions and potential of our members.**
- **Our chevrons align like a squadron of aircraft, pointing decisively toward one direction—the future!**

More than just aesthetics, this new identity becomes a rallying point—illustrating the momentum and trajectory we are building together toward a competitive, attractive, and sustainable future.

This new brand identity has been applied to our communication tools, including presentation templates, scrolling banners, email signatures, business cards, official document templates and the website. The new Aéro Montréal website is now live at:

www.aeromontreal.ca →

It has been redesigned with navigation in mind, allowing users to easily and intuitively access relevant information about Aéro Montréal's Initiatives and Working Groups.

Key Cluster Figures

(as of December 31, 2025)



290

Aéro Montréal
members



4

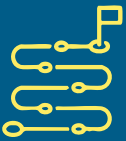
working
groups



3

Public
funders

Government of Canada,
Government of Québec, Communauté
métropolitaine de Montréal



1

customized
support program



6

initiatives
launched



7

committed
partners

AGA Benefit Solutions,
Air Canada, Caisse des Travailleuses
et Travailleurs Unis Desjardins,
Fonds de solidarité FTQ, KPMG,
Norton Rose Fulbright,
Pratt & Whitney Canada



10

international
trade missions

Europe, North America,
and South America



508

media
mentions

and 32 media
interviews referencing
Aéro Montréal

Membership Profile

Geographic distribution



290 members

~60%

Greater Montréal

Montréal : ~37%
Montérégie : ~17%
Laval : ~5%

~13%

Laurentians and Lanaudière

Laurentides : ~9%
Lanaudière : ~3.5%

~8%

National Capital Region

Québec : ~7%
Chaudière-Appalaches : ~1%

~5%

Eastern Townships

~3%

Saguenay–Lac-Saint-Jean

~4%

Mauricie and Centre-du-Québec

~2%

Outaouais

~8%

Outside Québec

Breakdown by category

162

SME members

95

expert partner members

11

institutional members

22

large industrial members *

* prime contractors, Tier 1 companies

Aéro Montréal Board of Directors 2025

Corporate Officers



Michael Nault
Bell Textron Canada
Chair



Samantha Golinski
CAE
Vice-Chair



Alexandre Gagnon
Pratt & Whitney Canada
Treasurer



Mélanie Lussier
Aéro Montréal
Secretary



Guillermo Alonso

Mitchell Aerospace



Enrick Laflamme

Laflamme Aéro Inc



Mario Lafrance

Avianor Inc



Rachel Laflamme

Ville de Longueuil



André Cléroux

Thales Canada Avionique



Annie Levasseur

École de technologie supérieure



Julie Éthier

Développement économique Longueuil



Conrad Mc Cardell

École national d'aérotechnique



Tim Evans

Université Concordia



Mouhab Meshreki

Conseil national de recherches Canada (CNRC)



Denis Giangi

Rolls-Royce Canada



Martin Tessier

Bombardier



Catherine Guillemart

Airbus Canada



Nancy Venneman

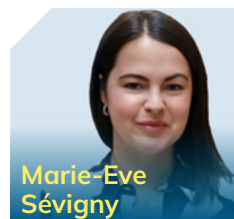
Altitude Aerospace Inc.



Legend for directors

- Executive Committee member
- Member of the Human Resources Committee
- Member of the Finance and Audit Committee
- Member of the Governance, Ethics and Risk Management Committee
- P** Committee Chair

Aéro Montréal Team 2025

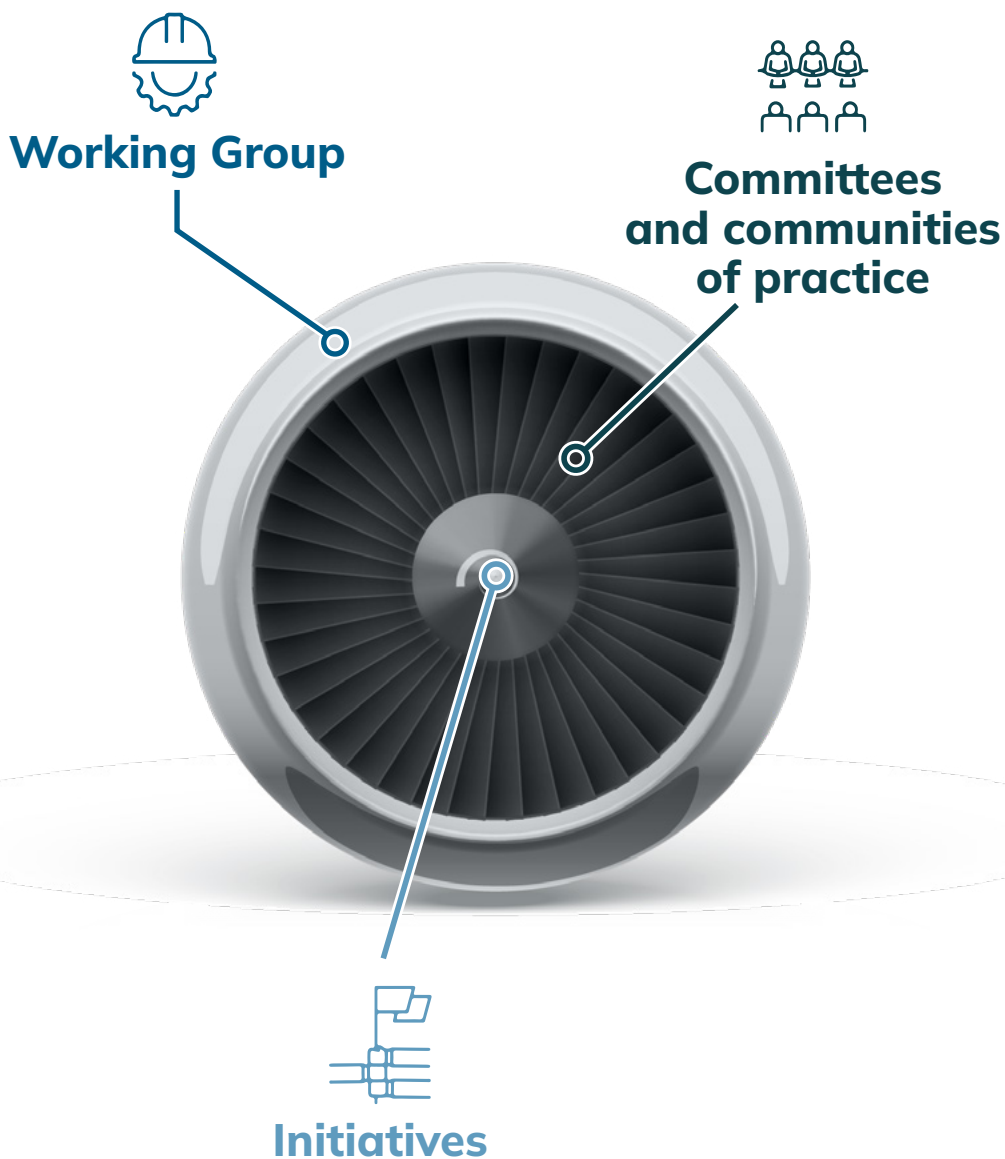


Aéro Montréal's Operational Structure

Working Groups and Committees

Aéro Montréal's operations are organized under four major themes, or Working Groups.

Each working group drives projects and initiatives led by our team, committees and communities of practice to address industry challenges.





Highlights

Working Groups





Supply Chain Growth and Resilience Working Group

Strengthening the Performance and Resilience of a Strategic Ecosystem

Working Group Lead:

Marie-Claude Dubois-Rioux
Director of Growth – Aéro Montréal

Working Group Chair:

Jean-Charles Raillat – DCM Group

Aéro Montréal's Supply Chain Growth and Resilience Working Group aims to structure, consolidate and propel the Québec aerospace ecosystem to support its growth in a changing global environment.

In a context marked by pressures on supply chains, it acts as a lever to improve productivity, strengthen resilience and increase the competitiveness of Québec companies.

Mission

To strengthen the performance, resilience and competitiveness of Québec's aerospace supply chain by mobilizing stakeholders around structured initiatives that foster sustainable growth and global positioning.

Main Objective

To create lasting synergies and build a robust, integrated and competitive supply chain to support the sector's international growth.

The Working Group contributes to:

- improving the productivity of Québec companies
- strengthening supply chain resilience
- supporting market diversification
- positioning Québec as a high-performing and reliable ecosystem

Strategic Context

The year 2025 confirmed several major trends:

- Growing pressure on global supply chains
- Geopolitical instability affecting cash flow and costs
- Opportunities for reshoring and industrial consolidation
- Increased need for resilience and industrial self-sufficiency

Strategic Priorities

- **Promotion and Alignment of Capabilities**
 - Showcase Québec’s industrial strengths to original equipment manufacturers (OEMs)
 - Group Québec’s offerings into work packages
 - Increase the cluster’s international attractiveness
- **Supply Chain Resilience**
 - Strengthen strategic links
 - Reduce operational risks
 - Develop tailored financing mechanisms
- **Productivity and Competitiveness**
 - Accelerate the integration of technologies (AI, automation, advanced manufacturing)
 - Support digital and sustainable transformation
 - Enhance skills and overall performance



The supply chain is becoming a key factor in competitiveness

Market Outreach and Development

- **International collaboration**
 - Maintenance of 31 MOUs
 - Renewed strategic partnership with Hamburg Aviation
 - Collaboration with numerous international clusters (GIFAS, Aerospace Valley, etc.)

Trade Missions

- **Participation in, and co-organization of, 10 international trade missions**
 - ADSE Abbotsford
 - Aerospace & Defence Meetings Turin
 - Alberta Aerospace & Defence Summit
 - CADC Connecticut
 - CAF Outlooks
 - CANSEC
 - Expodefensa
 - Ferial Aeroespacial Mexicana (FAMEX)
 - MRO Americas
 - Paris Air Show

Structural Projects

AERO COMPETITIVENESS PLAN (ACP)

\$12M Flagship program designed to support companies in their transformation:

- Diagnostics and strategic support
- Access to financing
- Operational modernization
- Performance improvement

Key components

MACH : Collaboration and supply chain structuring

Cybersécurité : Compliance and certifications

MACH FAB 4.0 : Digital transformation and productivity

Accélérateur 360° : International market development

Highlights of the Aero Competitiveness Plan

63

participating companies

57

diagnostics conducted

77

projects and audits planned

\$5.2 M

in funding committed

49

MOUs signed

CAPACITY MAPPING – CARGO

- Dynamic directory of 10,000+ companies
- Inclusion of Aéro Montréal's 250 members
- Adoption by 40% of the cluster (January 2026)

[Click here to access the CARGO platform](#)



Objectives

- Increase the visibility of Québec's capabilities
- Facilitate industrial networking
- Accelerate access to opportunities and calls for bids

Market Trends and Diversification Among Aéro Montréal Members

(member survey conducted in 2025)

86%

of respondents are targeting exports

72%

of respondents expressed a need for regulatory monitoring

59%

want to participate in trade missions organized by the cluster

The United States and Europe remain the priority markets

Strengthening the Ecosystem

- **Cross-sector collaboration**
 - Partnerships with industrial clusters (notably Alu Québec, Propulsion Québec and Montréal In vivo)
 - Joint projects (circular economy, innovation, defence)
- **Member engagement**
 - Numerous company visits
 - Active participation in industry events

Local Events Involving the Working Group

ECONOMIC TRENDS EVENING

JANUARY 2025



- Event theme: ESG Principles as Drivers of Growth
- Partners: Pratt & Whitney Canada, Business Development Bank of Canada (BDC), Deloitte, and Fonds de Solidarité FTQ
- 210 participants
- Expert panel: Investment and business models: What role does the green transition play in the strategies of private and institutional investors, as well as aerospace companies in Québec?
- Exclusive interview: Outlook and sustainable investments in Québec's aerospace sector by a major player in economic development

GLOBAL AEROSPACE SUPPLY CHAIN SUMMIT

MARCH 2025

- Theme for the 2025 edition: Supply Chain Resilience: Facing today and Tomorrow's Challenges Through Innovation, Optimization and Productivity.
- This day of conferences, panels, and discussions brought together over 400 stakeholders from the global aerospace industry, including major prime contractors, equipment manufacturers and integrators, SMEs, startups, university representatives, the next generation of talent and the workforce, economic development stakeholders, as well as specialized journalists.

- The Global Supply Chain Summit kicked off the Aéromart Montréal international trade show. An international business matchmaking event, reinforcing Montréal's role as a global hub of excellence in aerospace.
- Partners: Dassault Systèmes, Bombardier, Pratt & Whitney Canada, Airbus Canada, Air Canada, Business Development Bank of Canada (BDC), Caisse des Travailleuses et Travailleurs Unis Desjardins, and Fonds de solidarité FTQ.
- Hosting of an international networking cocktail reception supported by the Government of Québec and Investissement Québec International.
- 400 registrations for the event.



GILLES DEMERS COMPETITION AND GALA

NOVEMBER 2025

- Composed primarily of innovative, fast-growing SMEs engaged in international expansion, Québec's aerospace ecosystem is worthy of celebration. The talent and achievements of Québec's aerospace SMEs were showcased in video segments and recognized on stage during the prestigious gala.
- 11 finalists: AJW Technique, AP&C, C3RiOS, Avianor, Groupe DCM, F/LIST, Luxia, Mecachrome, NGC, Reaction Dynamics, and Tyto Robotics
- 370 participants for the Gala

- **2025 Aerospace SME Grand Prize: Groupe DCM**
- **Winner of the Growth and Wealth Creation Award: Avianor**
- **Winner of the International Reach Award: AJW Technique**
- **Winner of the Commitment to Innovation Award: Reaction Dynamics**
- **Winner of the Jury’s Special Selection Award: Tyto Robotics**
- **Winner of the Sustainability and ESG Award: Avianor**
- **Event Partners: PWC, Pratt & Whitney Canada, AGA Benefit Solutions, Air Canada, Business Development Bank of Canada (BDC), Caisse des Travailleuses et Travailleurs Unis Desjardins, and Investissement Québec**



PARIS AIR SHOW – LE BOURGET (INTERNATIONAL PARIS AIR SHOW)

- **Event Theme: Redefining the Future of Aerospace**
- **Activities led by Aéro Montréal:**
 - Welcome cocktail reception: over 160 participants
 - Prestige international networking dinner: over 145 participants
 - Facilitation of the panel “International Growth: How to Build Partnerships Between Europe and Quebec?” featuring Groupe DCM, Abipa, and Flying Whales Québec
 - Presentation of the Québec aerospace and space skills mapping to the Global Aerospace Cluster Partnership (GACP)
 - Coordination and promotion of emerging talent (through RRAM)

Outlook for 2026

Priorities

- Continuation and expansion of the Aéro Competitiveness Plan
- Rollout of Phase 2 of CARGO
- Strengthening local supply chains
- Acceleration of Eco-Responsibility initiatives
- Development of strategic sectors (materials, technologies)

Working Group Members

Abipa International	Héroux-Devtek
Advanced Powders & Coatings (AP&C)	Investissement Québec
Airbus Canada	M1 Composites Technologie
AMEC Corporation	Mitchell Aerospace
Apex Précision	Nétur
Bell Textron Canada	Polycontrols
Bombardier	Pratt & Whitney Canada
CAE	Safran Canada
Ceva Logistics	Tecnickrome Aéronautique
Composites One	Thermetco
FDC Aéro Composites	Usinage Mécanique DMG
Fonds de solidarité FTQ	Vac Aéro International
Groupe DCM	
Groupe Meloche	



Defence and National Security Working Group

Accelerating Access to Strategic Markets and Strengthening Industrial Sovereignty

Working Group Lead :

Marie-Claude Dubois-Rioux
Director, Growth – Aéro Montréal

Working Group Chair :

Yves Letourneau – Bell Textron Canada

In a changing geopolitical landscape, Aéro Montréal's Defence and National Security Working Group plays a key role in positioning Québec companies in the defence and security markets, both in Canada and internationally.

By mobilizing the ecosystem around transformative initiatives, it helps strengthen industrial capabilities, facilitate market access and enhance the sector's competitiveness.

Mission

To strengthen the positioning of Québec aerospace companies in the defence and security markets by mobilizing the ecosystem around initiatives that promote market access, capacity development and competitiveness.

Main Objective

To facilitate access to defence and security markets by supporting companies in their certification processes, business development, and participation in tenders.

Strategic Priorities

1. **Market Positioning and Access**
 - Access to Canadian and international markets
 - Positioning within strategic value chains
 - Market monitoring and access to tenders
2. **Capacity Building**
 - Support SMEs in meeting industry requirements
 - Support for certifications (e.g., cybersecurity, CMMC)
 - Development of key skills
3. **Ecosystem Structuring**
 - Collaboration between large companies, SMEs, and institutions
 - Collaboration with partners (e.g. AIAC, Propulsion Québec)
 - Rollout of transformative sector-specific initiatives
4. **Competitiveness and Industrial Sovereignty**
 - Promotion of Québec expertise
 - Support for supply chain resilience
 - Positioning Québec as a key player in defence

Structural Impact

The Working Group contributes to:

- **Accelerating** the inclusion of SMEs in defence markets
- **Strengthening** the resilience of supply chains
- **Building** a credible and competitive Québec-based offering
- **Positioning** Québec as a strategic player in defence

Strategic Context

The year 2025 was marked by:

- A global increase in military budgets
- Increased geopolitical instability
- Pressure on supply chains
- Greater openness of Canadian markets to local companies

Defence is becoming a major driver of growth for the Québec ecosystem.



Structuring Initiatives

SUBMISSION OF THE DEFENCE TRANSPORT PROGRAM (WITH PROPULSION QUÉBEC)

- A strategic program aimed at:
 - Supporting companies in entering defence markets
 - Developing their operational maturity
 - Facilitating their diversification
- Includes:
 - Maturity diagnostics
 - Customized support programs
 - Export strategies
 - Access to certifications
 - Training and networking activities

QUÉBEC DEFENCE AND SECURITY COALITION

Co-creation of the Québec Defence and Security Coalition, launched this year in collaboration with the Federation of Chambers of Commerce of Québec (FCCQ), the Chamber of Commerce of Metropolitan Montréal (CCMM), the Conseil du patronat du Québec (CPQ), Cybereco, Québec Manufacturers & Exporters (MEQ), Naval Québec, Propulsion Québec, and Sous-traitance industrielle du Québec (STIQ) to standardize messaging and representation for the benefit of numerous subsectors of the Québec economy.

Mobilizing key economic stakeholders to:

- Align sectoral priorities
- Influence decision-makers
- Accelerate structuring initiatives
 - [Link to the launch press release](#)
 - [Link to the press release announcing the creation of the agency](#)
 - [Link to the press release announcing the Strategy](#)



Highlights

- Strong sector-wide mobilization around defence
- 2025 Working Groups Day with the central theme: Defence
 - All Working Groups brought together: Defence and National Security, Supply Chain Growth and Resilience, MRO, Next Generation and Workforce, Innovation, Drones and Space
 - 145 registrations
 - 94% satisfaction
 - 100% relevance
- Participation in numerous strategic events:
 - CAF Outlooks
 - CANSEC
 - DEFSEC
 - Alberta Aerospace & Defence Summit
- Co-organization of the Canadian Defence and Security Symposium with Sous-traitance industrielle du Québec (STIQ) and in partnership with L3Harris:
 - **Objectives:** to promote ties between prime contractors and suppliers, present industry trends and provide concrete networking opportunities.
 - Fully booked with 305 participants (120-person waiting list)
 - Tour of L3 Harris MAS facilities in Mirabel
 - **Theme:** Leveraging the new world order and upcoming major investments by building on Québec expertise

- **Topics covered:** strategic directions in public procurement, overview of Air/Land/Sea markets

Outreach and Market Access

Participation in Key Missions and Events:

- **CAF Outlooks**
- **FAMEX**
- **Alberta Aviation Aerospace and Defence Summit**
- **CANSEC**
- **Aerospace Defence and Security Expo (ADSE) DEFSEC**
- **Expodefensa**
- **Aerospace & Defence Meetings Torino**

Objective : to position Québec companies in major international markets

Outlook for 2026

Priorities:

- Rollout of the Defence Transport program
- Acceleration of certifications (CMMC, ITAR, etc.)
- Expansion of the CARGO platform
- Structuring of critical supply chains
- Governance and evolution
New three-tier structure:

- Working Groups (strategic)
- Communities of practice
- Working committees





Working Group Members

- | | | |
|--|--|------------------------------------|
| AAA Canada | Conseil national de recherches Canada (CNRC) | Lussier |
| Airbus Canada | CS Canada | Mannarino Systems & Software |
| BDC | Dassault Systèmes Canada | Mecachrome Canada |
| Belcan | Développement économique du Haut-Richelieu – NextDev | Montréal International |
| Bell Textron Canada | École nationale d'aérotechnique (ÉNA) | MTLS Aerostructure |
| CAE | FDC Aéro Composites | NSE Automatech |
| Ceva Logistics Canada | Fédération des chambres de commerce du Québec (FCCQ) | PCM innovation |
| Certification Center Canada | Groupe DCM | Polycontrols |
| Centre canadien pour la cybersécurité | Groupe Meloche | Promotion Saguenay |
| Centre d'excellence sur les drones (CED) | Héroux-Devtek | RTX |
| Centre technologique en aérospatiale (CTA) | Investissement Québec | Safran Canada |
| CMC Électronique | Kontron | Select Global International |
| Collins Aerospace | L3Harris MAS | Solaxis Ingéniosité Manufacturière |
| Connektica | Les Dirigeables Flying Whales | Syensqo |



Maintenance, Repair and Overhaul (MRO) Working Group

A Driver of Growth and Innovation

Working Group Lead:

Marie-Claude Dubois-Rioux
Director of Growth Pillar - Aéro Montréal

Working Group Chair:

Louis-Philippe Malette – AJW Technique

The MRO (Maintenance, Repair and Overhaul) sector plays a strategic role in Québec's aerospace ecosystem. Bringing together major prime contractors and a dynamic network of specialized SMEs, it ensures aircraft reliability, supports airline competitiveness, and directly contributes to Québec's international reputation.

Created in 2019, this Aéro Montréal Working Group is the **first sector-specific collaboration forum dedicated to MRO**. It enables companies to discuss their shared challenges, develop synergies, and position Québec's expertise in global markets.

Mission

To promote the excellence of Québec's MRO sector on the global stage by bringing together stakeholders in the aerospace ecosystem within a collaborative forum aimed at addressing common challenges, increasing competitiveness, stimulating innovation, and consolidating Québec's position as a key international player.

Main Objective

To strengthen the international standing of Québec's MRO sector while supporting its sustainable growth, appeal and competitiveness amid industry transformation.

Strategic Priorities

→ **Positioning and international reach of the MRO sector**

- Strengthen Québec's presence in global markets
- Promote Québec's expertise and know-how
- Consolidate Québec's role as a key player in the MRO sector

→ **Attractiveness and development of the sector:**

- Attract talent and investment
- Foster the development of an environment conducive to growth
- Support workforce renewal and upskilling

→ **Competitiveness and industrial collaboration :**

- Increase cooperation between large companies and SMEs
- Strengthen the capabilities of local companies
- Promote integration into international value chains

→ **Business environment and innovation :**

- Promote a regulatory framework conducive to the sector's development
- Stimulate innovation in the context of sustainable transition and digitalization
- Support the evolution of business models and long-term growth

Working Group Members

AéroMotion Canada

Air Canada

Airbus Canada

AJW Technique

Argo MRT Americas

Avianor Inc

Bell Textron Canada

Bombardier

Derichebourg aéronautique
Canada

École nationale d'aérotechnique
(ÉNA)

Entreprises Dynajet Aviation

Fusium Inc

Groupe DCM

Investissement Québec

L3Harris MAS

Lauak Canada

Les Abrasifs EA

M1 Composites Technologie

Optima Aéro

Pole Air Aviation

Polycontrols

Pratt & Whitney Canada

Rolls-Royce Canada

Shockform Aéronautique



Next Generation and Workforce (RMO) Working Group

A Transformative Initiative for the Future of Aerospace Talent

Working Group Lead:

Rose-Carmelle Jean

Director – Next Generation, Workforce and Project Management Office, Aéro Montréal

Working Group Chair:

Martin Tessier – Bombardier

Aéro Montréal's Next Generation and Workforce (RMO) Working Group plays a strategic role in addressing the challenges of attracting, developing, and retaining talent—all of which are essential to the competitiveness of Québec's aerospace sector.

Serving as a vital link between companies, educational institutions and the next generation of workers, the Working Group helps align industry needs with training capabilities and career aspirations.

Mission

To mobilize sector stakeholders to anticipate workforce needs, enhance the appeal of careers, and support skills development.

Main Objective

Build an ecosystem of agile, skilled talent aligned with the sector's current and future needs.

Progress Metric

The match rate between available skills and identified needs in critical roles.

Collaborative Governance

The Working Group is based on a collaborative structure that engages the entire ecosystem:

- **Strategic Committee (12 members)**
 - Sets priorities, validates strategic directions and ensures strategic alignment
- **MRO Working Group (36 members)**
 - Mobilizes industrial, academic, and institutional partners
 - Coordinates key sector-specific initiatives
- **Regroupement Relève Aéro Montréal - RRAM (29 members)**
 - Represents the next generation (students and young professionals)
 - Contributes to the work and promotion of aerospace careers

Areas of Focus

The Working Group's activities are organized around three complementary areas:

- 1. Attracting and Retaining Rising Talent**
 - Promoting careers among youth and underrepresented groups
 - Organizing immersive activities and youth initiatives
 - Highlighting diverse career paths
- 2. Facilitating Recruitment and Networking**
 - Organizing events, job fairs and recruitment drives
 - Connecting talent with companies
 - Structuring recruitment efforts, including internationally
- 3. Supporting Skills Development**
 - Continuing education and skills development
 - Mentoring and knowledge transfer
 - Collaboration with educational institutions

Strategic Cross-cutting Initiatives

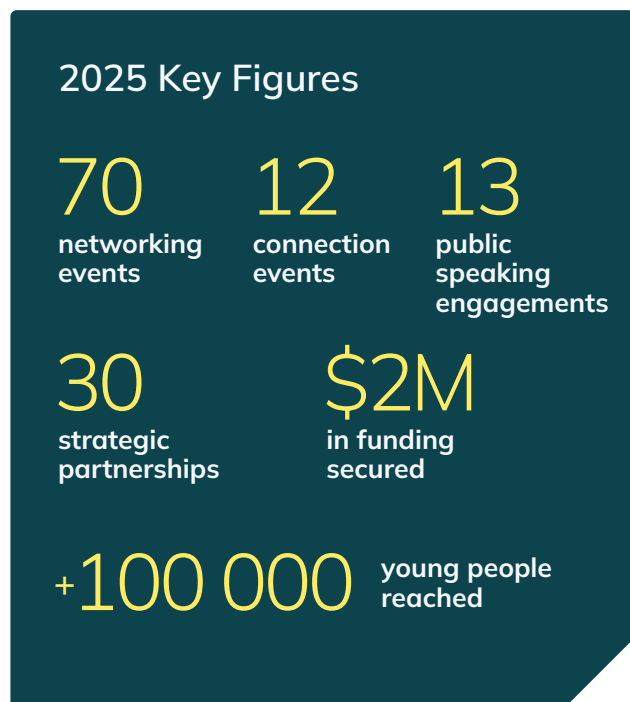
The working group also addresses systemic issues:

- The alignment of immigration policies with the sector's needs
- Contribution to the priorities of the BITD (*Base Industrielle et Technologique de Défense*)
- Synergies with Espace Aéro (innovation)
- Support for SMEs to attract and retain talent

Structural Impact

Through its initiatives, the RMO Working Group:

- Enhances the sector's ability to attract talent
- Fosters concrete connections between talent and industry
- Supports skills development of qualified talent
- Contributes to the sustainability of Québec's aerospace ecosystem



Flagship Initiative: Propulsion Next Generation Aéro Montréal (PRAM)

PRAM acts as a strategic lever to address workforce challenges by:

- Enhancing the sector's appeal
- Facilitating connections between talent and companies
- Supporting an understanding of market needs

Specifically, PRAM includes:

- Career promotion campaigns
- Networking, outreach, and recruitment activities
- Sector-specific workforce studies

Key Achievements

CONTENT PRODUCTION AND OUTREACH

- 5 episodes produced for the show AIR (TVA Québec)
- 5 immersive videos with Academos
- Quarterly publications in Curium, Les Débrouillards, Les Explorateurs, and Immigrant Québec
- "Come Try My Job" segments

CAREER AWARENESS AND PROMOTION

- Participation in Volaria, Eureka, Exposciences, Girls in Science, Women and Girls in Science, the AIAA, the Colloquium of the Order of Engineers, and the Cosmodôme Benefit Evening
- Attendance at major job fairs on behalf of the sector, including the Immigration Fair (spring and fall)
- Immersion day for guidance counsellors
- Activities targeting emerging influencers (families, guidance counsellors, role models, etc.)

MENTORING AND KNOWLEDGE TRANSFER

- Co-design of a mentoring program with Elo Mentoring and industry stakeholders
- Collaboration with Academos to support young people interested in pursuing a career in aerospace

IMMERSIVE EXPERIENCES AND NETWORKING

- Industry networking and immersion in aerospace offered to the next generation
- Company-based activities with young people and their parents to dispel myths about the sector
- Collaboration with Young Engineers to develop "STEM in Orbit" and introduce very young children to aerospace

DIGITAL OUTREACH AND YOUTH ENGAGEMENT

- Continuous optimization of the next generation website
- Collaboration with student clubs (e.g. Instagram)
- Targeted content to reach a younger audience

COMPETITIONS AND TECHNICAL CHALLENGES

- Presentation of the largest case study at the EngComm competition, dedicated to aerospace
- Partnership with the Québec Engineering Games and the Ordre des ingénieurs du Québec
- Support for student clubs related to aerospace

Key Activities

- Québec Engineering Games (ÉTS)
- Aéromart Montréal (next generation day)
- ACFAS Conference (Association canadienne-française pour l'avancement des sciences)
- 2025 Paris Air Show
- IAC 2025 (International Astronautical Congress in Australia)
- Volaria
- Launch of the 2025–2026 RRAM Cohort
- Skills Forum
- STEM in Orbit
- Networking evenings and student events

A year-round presence in Québec and internationally



Outlook for 2026

- Rollout of priority programs
- Consolidation of funding
- Strengthening synergies with other initiatives
- New youth Initiatives (Cosmo Club, Aero Mentoring, 2026 International Aerospace Innovation Forum)

Working Group Members

Academic institutions: educational institutions, universities, research centres

Industry: SMEs, large companies and aerospace prime contractors

Institutional: public and quasi-public partners supporting the workforce and the next generation

Airbus Canada	École des métiers de l'aérospatiale de Montréal (EMAM)	MDA Space
Altitude Aerospace	École de technologie supérieure (ÉTS)	Montréal International
Bell Textron Canada	École nationale d'aérotechnique (ÉNA)	MTLS Aerostructure
Bombardier	Groupe Meloche	Polytechnique Montréal
CAE	Héroux Devtek	Pratt & Whitney Canada
Comité sectoriel de main-d'oeuvre en aérospatiale (CAMAQ)	Investissement Québec (<i>observateur</i>)	Rolls-Royce Canada
Consortium de recherche et d'innovation en aérospatiale au Québec (CRIAQ)	L3Harris MAS	Safran Canada
	Les Industries Leesta	Sonaca Montréal
		Starlink Aviation
		Université du Québec à Montréal (UQAM)



Government and Public Relations Working Group

A Lever of Influence for Positioning the Québec Aerospace Sector

Working Group Lead:

Christopher Young

Director of Public and Government Relations - Aéro Montréal

Working Group Chair:

Janie Mercky – CAE

Aéro Montréal's Government and Public Relations Working Group, formerly known as the Image, Influence and Marketing Working Group, is currently undergoing a major transformation. The initiative is poised to continue playing a key role in the strategic positioning of the aerospace sector among public decision-makers, the media, and stakeholders.

By acting as the industry's voice, the Working Group influences public policy, enhances the sector's visibility, and supports its competitiveness at the national and international levels.

Mission

To position Québec's aerospace sector as an essential strategic sector by fostering active dialogue with governments, the media, and economic partners.

Strategic Objective

To affirm Québec's leadership in aerospace by fostering an environment conducive to the sector's growth, innovation, and competitiveness.

Strategic Focus Areas

The initiative is structured around four complementary focus areas:

1. **Supporting Workforce and Immigration Challenges**
 - Integrating the sector into *Opération main-d'oeuvre*
 - Advocating on immigration and training needs
 - Promoting access to international talent
2. **Enhancing the Sector's Competitiveness and Growth**
 - Contributing to the development and renewal of the Québec Aerospace Strategy
 - Promoting a tax system conducive to innovation
 - Advocating on key economic issues
3. **Strengthening the Sector's Position in Defence**
 - Developing strategic expertise in defence
 - Contributing to discussions on the Defence Industrial Strategy
 - Positioning Québec as a key player in military procurement
4. **Increasing Visibility and Influence**
 - Implementing a proactive media strategy
 - Increasing government representation
 - Promoting the sector internationally

Structural Impact

Through its actions, the Working Group:

- **Influences** key policy decisions for the sector
- **Enhances** Aéro Montréal's visibility and credibility
- **Supports** a favourable business environment
- **Positions** Québec as a leader in aerospace

2025 Key Figures

<p>~32</p> <p>media interviews</p>	<p>5</p> <p>strategic press releases issued</p>	<p>23+</p> <p>speaking engagements (conferences and panels)</p>
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Participation in major federal and provincial consultations

12 government meetings during the Day on the Hill in Québec City

A sustained presence among decision-makers and the media

Key Achievements

MEDIA RELATIONS AND OUTREACH

- Series of interviews with national and specialized media
- 4 special reports published in *La Presse*
- Distribution of 5 press releases on key issues:
 - A major investment by Boeing in Québec's aerospace sector
 - Québec Budget 2025-2026: Supporting innovation to boost competitiveness
 - Aéro Montréal and Espace Aéro announce two strategic appointments at their first joint general meeting
 - RDV Réseau Mirabel: Strong mobilization around advanced air mobility
 - 2025 Gilles Demers Gala: A flagship event for Québec's aerospace industry

Click here to access our press room



STRATEGIC INITIATIVES AND CONTENT

- Rapid response to the customs tariff crisis:
 - Establishment of a media monitoring system
 - Creation of a website and a toolkit
 - Launch of a roundtable
 - Lobbying the government to secure exemptions
 - Collaboration with government, international and inter-cluster partners to improve coordination and message reach;
- Production of a series of 6 podcasts on sustainable transition
 - Participation of six member companies: **Optima Aero, Groupe DCM, Calogy Solutions, Flying Whales, VAC AERO, Airbus Canada**



- Highlighting innovation and transformation challenges in the sector

GOVERNMENT ADVOCACY

- Submission of a brief as part of Québec's pre-budget consultations
- Official response to the Québec Government's 2025–2026 budget
- Organization of a Day on the Hill in Québec City:
 - 12 meetings with political and administrative representatives:
 - **Christine Fréchette**, Minister of Economy, Innovation and Energy
 - **Christopher Skeete**, Minister of International Relations and the Francophonie
 - **Jonatan Julien**, Minister of Transport and Sustainable Mobility
 - **Pascale Déry**, Minister of Employment and Social Solidarity
- Participation in the Standing Committee on Industry and Technology (House of Commons)
- Contribution to Canada's Defence Industrial Strategy



- **Madwa-Nika Cadet**, Official Opposition Critic for Education, Employment, and Labour
- **Frédéric Beauchemin**, Member of the National Assembly for Marguerite-Bourgeoys
- **Filomena Rotiroti**, Member of the National Assembly for Jeanne-Mance—Viger
- **Catherine Gentilcore**, Member of the National Assembly for Terrebonne
- **Economic Advisor** to the Office of Premier François Legault
- **Policy Advisor and Director of Fiscal Measures and Economic Programs** in the Office of the Minister of Finance
- **Associate Deputy Minister** for Strategic Industries and Major Economic Projects at the Ministry of Economy, Innovation and Energy
- **Deputy Minister** of the Ministry of Education
- **Assistant Deputy Minister** for University Affairs, Research and Digital Transformation at the Ministry of Higher Education

VISIBILITY AND OUTREACH

- About 15 appearances on panels and at conferences
- Positioning of Aéro Montréal as a credible and influential stakeholder

COLLABORATION AND INDUSTRY MOBILIZATION

- Key role within the Québec Coalition for Defence and Security, launched this year in collaboration with the Federation of Chambers of Commerce of Québec (FCCQ), the Chamber of Commerce of Metropolitan Montréal (CCMM), the Conseil du patronat du Québec (CPQ), Cybereco, Québec Manufacturers & Exporters (MEQ), Naval Québec, Propulsion Québec, and Sous-traitance industrielle du Québec (STIQ)
- Participation in the Economic coalition on temporary foreign workers

2026 Strategic Directions

ADVOCACY AND POLITICAL INFLUENCE

- Submission of briefs (Québec and Canada)
 - Taxation
 - Labour
- Responses to bills important to the aerospace industry
- Strategic interventions during elections

- Ongoing advocacy on:
 - Québec Aerospace Strategy
 - *Opération main-d'oeuvre*

OUTREACH AND EVENTS

- Promotion of the 2026 International Aerospace Innovation Forum
- Enhancing the sector's international visibility

STRATEGIC INITIATIVES

- Revision of the working group's mission
- Conducting public opinion surveys
- Analysis of the economic potential of the defence sector
- Optimization of public relations tools

MEDIA RELATIONS AND VISIBILITY

- Increased media coverage
- Organization of 4 special reports in *La Presse*
- Development of more structured media relations
- Rapid responses to current events (already 9 interviews in 2026)

Working Group Members

(Note: Members listed below belonged to the former Image, Influence and Marketing Working Group. The list is subject to change.)

Airbus Canada	Comité sectoriel de main-d'oeuvre en aérospatiale (CAMAQ)	École de technologie supérieure (ÉTS)
Bell Textron Canada		Investissement Québec
Bombardier	Cégep Édouard Montpetit	MDA Space
CAE	Drakkar & Associés	Pratt & Whitney Canada



Eco-Responsibility



Decarbonization of Assets and Products

Value

\$176K
over 1 year
 (end of the initiative: March 2027)

Main Objective

Define and implement concrete eco-design approaches to reduce products' environmental footprint, improve material circularity, and integrate environmental criteria into R&D processes.

Target

5
companies being supported

Through this eco-design cohort, companies developed a specific eco-design implementation strategy for a pilot project. This strategy included a clear timeline, a project management framework, and concrete tools that were integrated into existing processes.

The cohort's collective component is structured around joint workshops that facilitate the sharing of lessons learned, obstacles encountered, strategies employed and tools used. This collective intelligence improves individual results and increases the initiative's overall impact on the sector.

Financial partner



Business partner



The entire program rigorously aligns with international standards regarding the environmental footprint of products and eco-design:

GHG Protocol

ISO 14067

ISO 14064

ISO 14040-44

Expected Deliverables

- Gains in productivity and the cost of implementing eco-responsible business practices and/or clean technologies
- Measurable environmental impacts:
 - Amount of GHG emissions reduced
 - Amount of waste diverted from landfills
 - Reduction in potable water consumption
 - Amount of treated greywater

Participating Companies

The workshops brought together on multiple occasions:

- **Héroux-Devtek**
- **Sonaca**
- **Kontron**
- **AV&R**

These companies worked together using a collective intelligence approach to accelerate the environmental transformation of the aerospace and advanced manufacturing sectors.

Conclusion and Key Takeaways

This cohort is a direct continuation of the first cohort, which brought together more than 40 companies and was part of the Eco-Responsibility initiative running from 2021 to 2024.

The approximately 50 companies involved in these high-value-added projects have also individually pursued transformative initiatives with benefits such as:

- A. Reduced operating costs through the optimization of materials and energy
- B. Development of new eco-responsible, value-added products
- C. Improved competitiveness in international supply chains

Exports and International Competitiveness

This cohort's work also enables participating companies to better position themselves in international markets, particularly in Europe and with major prime contractors in the aerospace and manufacturing sectors.

Requirements related to carbon footprint, life cycle analysis and environmental performance are gradually becoming prerequisites for market access. Companies that immediately start organizing their environmental data, eco-design processes and performance indicators are gaining a sustainable strategic advantage.

This approach enables companies to:

- Improve access to international markets
- Better meet customer requirements
- Reduce risks associated with new environmental regulations
- Enhance credibility with investors and partners

Traceability and Structuring of Environmental Data

With this in mind, the supported companies are gradually developing a structured ability to document the environmental footprint of their products through:

- The collection of environmental data
- Material traceability
- Integration of ESG criteria into design
- Documentation of environmental impacts

This structured approach enables the creation of a strategic database that can be used in procurement, certification, export, and innovation processes.

A Strategic Transformation of Companies

The opportunities are considerable, but also critical and strategic for meeting future market demands, including:

- Growing demands for life cycle assessments (LCA)
- ESG requirements in supply chains
- Environmental criteria in international tenders
- New regulations related to decarbonization

This cohort is a crucial step in the sustainable transformation of manufacturing companies, improving their environmental performance, competitiveness, and strategic positioning within global value chains.





I.M.P.A.C.T. Program

The I.M.P.A.C.T. project accelerates the decarbonization of cluster companies to ensure the long-term viability of Québec's industry.

Valeur

\$1.2M
over 3 years
(initiative ends in March 2028)

Mission

Accelerating SMEs' transition toward decarbonization to ensure the long-term sustainability of Québec's industry.

Through this program, we aim to accelerate the transition of Quebec SMEs toward decarbonization in order to meet the growing demands of markets, investors, and regulations, while bridging the gap between intent and action. Beyond decarbonization objectives, the I.M.P.A.C.T. Initiative helps position Québec as a credible and forward-looking aerospace ecosystem aligned with international climate ambitions and Québec's 2035 climate targets.

Objectifs

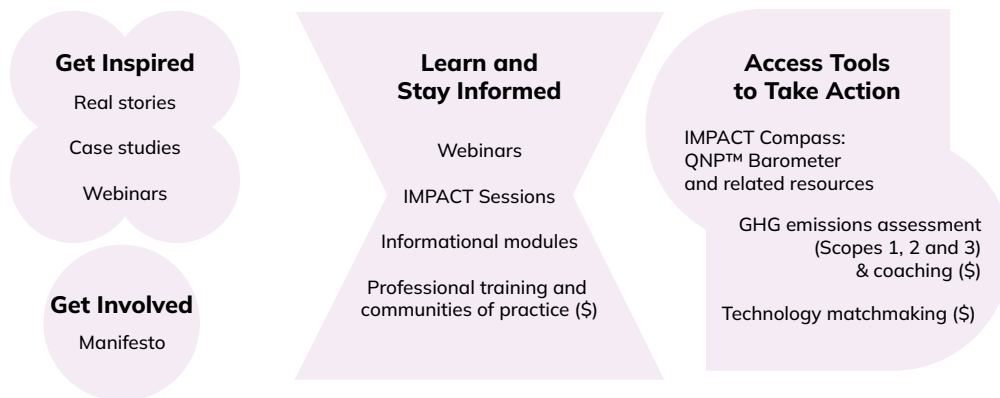
- **Collaboration as a means** to achieve our objectives more easily and quickly
- Decarbonization: a **cross-sectoral challenge**
- Leveraging expertise and experience
- **Pooling of resources**
- Having greater **impact**

Goal

- **Support** the transition to sustainable supply chains
- **Support** 250 companies over 3 years
- **Reduce** emissions and operational risks



Expected deliverables



Official launch scheduled for the Montréal Climate Summit on April 16, 2026

Program Stakeholders

Partners



Collaborators

Clusters Involved



Aéro Montréal in the Media

32 media interviews

508 articles with a mention of Aéro Montréal

5 special reports published in the media:

5 special reports on aerospace in La Presse highlighting more than 23 cluster members



Mélanie Lussier, présidente-directrice générale chez Aéro Montréal





**YOUR ACTIVE
INNOVATION ZONE**



Who Are We?

Espace Aéro, Québec's aerospace innovation zone, brings together major prime contractors and their suppliers, equipment manufacturers, the education and research communities, and the aerospace sector's future talent to accelerate the commercialization of innovations related to decarbonization and autonomy.

Mission

Espace Aéro's mission is to shorten the time between concept and market launch by building an integrated ecosystem of innovation, research, training and industrialization in the aerospace sector.

Vision

Espace Aéro's mission is guided by an ambitious vision: **to make Québec a global leader in sustainable and smart air mobility by consolidating its strengths in research, innovation, and training.**

Espace Aéro is based on three hubs—true strategic campuses—located in three areas of Greater Montréal: **the cities of Montréal, Mirabel, and Longueuil.** Each hub contributes in a unique and complementary way to the shared vision of Espace Aéro, which is centered on two key themes: **decarbonization and autonomy.**

Decarbonization



- + More eco-friendly aircraft configurations
- + Lighter, more durable, and more efficient structures
- + Electrification and emissions reduction
- + Energy sources and technologies for sustainable propulsion
- + Advanced and sustainable manufacturing

Autonomy



- + Development, testing, and certification of advanced air mobility solutions
- + Automated and intelligent piloting
- + Remote control and artificial intelligence
- + Cybersecurity, robotics, and advanced communications

What Did We Accomplish in 2025?

A year of deployment and acceleration

In 2025, Espace Aéro achieved a pivotal milestone by transitioning from the launch phase to a structured deployment and acceleration phase. After being designated in 2024, the year 2025 enabled us to solidify the foundation of the innovation zone, establish its governance, mobilize stakeholders, hire a competent staff, and advance significant projects that will establish Québec as a leading innovator in the aerospace industry for years to come.

Strong Governance and a Growing Organization

In 2025, a comprehensive governance structure was established, integrated with that of Aéro Montréal. This structure was supported by governance bodies and adopted by the members at an extraordinary general meeting held on January 27, 2025, at the William Gray Hotel in Montréal. The new Board of Directors comprises 18 representatives from major prime contractors, SMEs and academic and institutional communities to ensure balanced representation of the Québec aerospace ecosystem for Aéro Montréal and Espace Aéro.

Additionally, the Strategic and Operational Committee (SOC) of Espace Aéro was formed in September 2025 to align actions with the zone’s development priorities. The creation of a Strategic Scientific Committee (SSC) in spring 2025, in collaboration with CRIAQ, helped define scientific priorities related to major industry challenges, particularly decarbonization and autonomy.

The SSC is composed of representatives from the following organizations:



The SOC is composed of representatives from the following organizations:



A strong team dedicated to innovation projects

Espace Aéro’s mission is driven by a team that has been committed and deeply involved in the aerospace ecosystem for many years:



Pascal Désilets

Executive Director



Jarrod Morley

Senior Director of Strategy and Head of Innovation



Nataliya Vinitzka

Director of Innovation



Cédric Pupin

Innovation Director



France Beaulieu

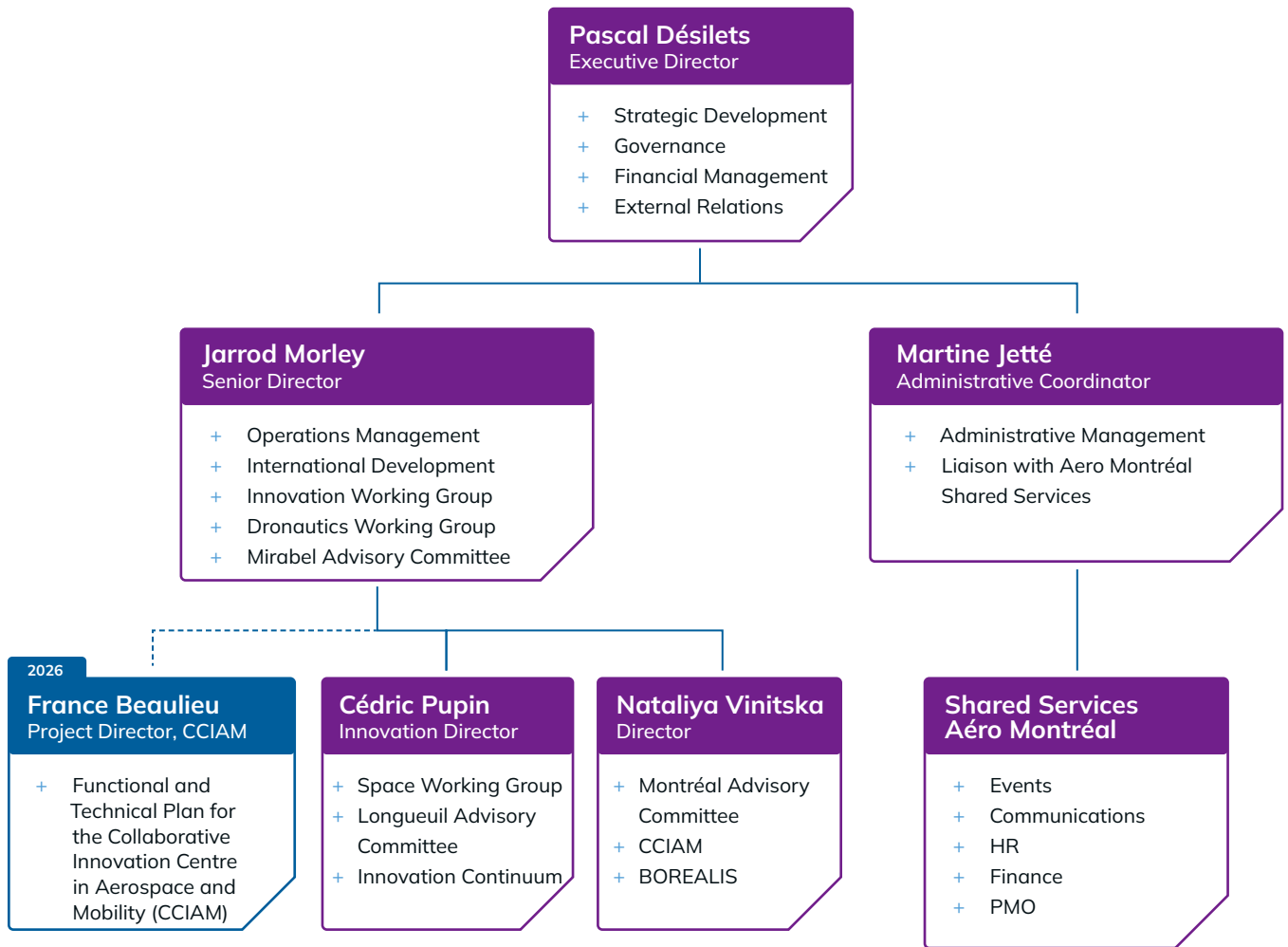
Project Director, Collaborative Centre of Innovation in Aerospace and Mobility (CCIAM)



Martine Jetté

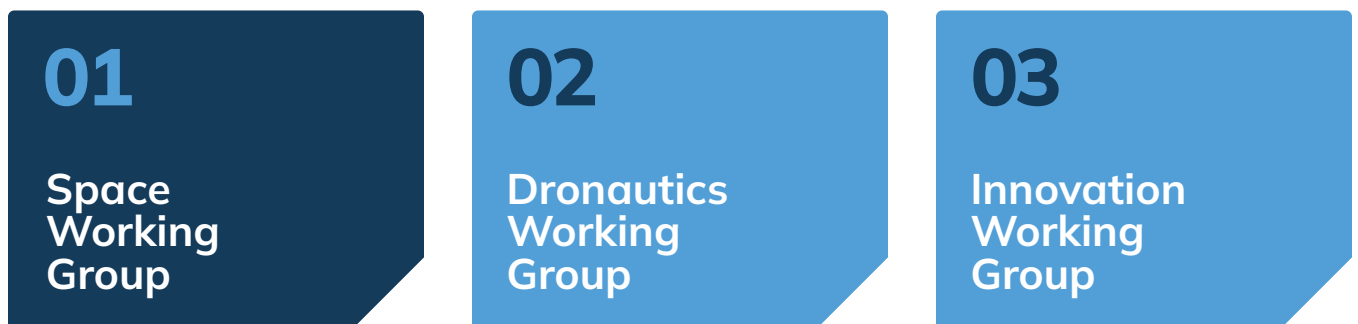
Administrative Coordinator

Responsibilities related to Espace Aéro's three working groups and three hubs are divided among **Jarrood Morley**, **Nataliya Vinitska**, and **Cédric Pupin** as shown below:



The launch of three operational Working Groups

The Espace Aéro team launched three Working Groups in 2025 to consult, mobilize and survey members around three main areas:



Just like the Aéro Montréal Working Groups, these working groups meet quarterly and are chaired by an industry representative.



A Strategic Lever to Strengthen, Accelerate, and Position Québec Within the Space Economy

Working Group Lead:

Cédric Pupin

Director of Innovation – Espace Aéro

Working Group Chair:

Guillaume Lamontagne – MDA Space

Québec's space sector is experiencing rapid growth. This growth is driven by the miniaturization of satellites, the increase in satellite constellations, enhanced Earth observation capabilities, and greater access to space. Consisting of large corporations, technology SMEs, research organizations, and emerging New Space players, the sector is one of the most promising drivers of innovation in the Québec economy.

Espace Aéro's Space Working Group was created to support this momentum and offers a strategic collaboration platform dedicated to the sector's development. The Working Group brings together key players to structure the ecosystem, accelerate innovation, maximize economic benefits, and establish Québec as a leader in the global space industry.

Mission

To promote the excellence and competitiveness of Québec's space industry on the international stage. This will be achieved by bringing together companies, academic institutions and research organizations around a collaborative forum. This forum will address common challenges, stimulate innovation, support the creation of industrial capabilities, and strengthen Québec's integration into the global space economy.

Main Objective

Accelerate the development and outreach of Québec's space sector, support its attractiveness, strengthen its integration into international value chains, and stimulate sustainable growth in the context of rapid transformation in the space industry.

Strategic Focus Areas

1. Ecosystem & Collaboration

To strengthen the cohesion, structure and maturity of Québec's space ecosystem by facilitating collaboration among companies, universities, research centres and government institutions.

This priority area aims to:

- + Structure and formalize collaborations with federal and provincial authorities.
- + Develop a consolidated university network to support space-related training and R&D.
- + Identify gaps in the value chain and implement programs to address them.
- + Update the business directory and strengthen networks, incubators and company clusters.

2. Visibility & Outreach

To position Québec as an international leader in space technologies by maximizing the visibility of companies, talent, and innovations.

This priority area aims to:

- + Promote Québec's key space technologies in global markets.
- + Organize a Québec Space Symposium to build local and international outreach.
- + Develop a Québec presence at international trade shows, missions and symposia (Seattle, Washington, Colorado, France, etc.).
- + Establish space zones or pavilions at major events such as the International Aerospace Innovation Forum or the Global Aerospace Supply Chain Summit.

3. Infrastructure & Equipment

To develop, modernize and share the testing, trial, and integration infrastructure necessary for the growth of Québec's space sector.

This priority area aims to:

- + Define current and future needs for space testing infrastructure.
- + • Support access to critical infrastructure for SMEs and startups.

Working Group Members

Agence spatiale
canadienne

École de technologie
supérieure (ÉTS)

Centech

Luqia

Centre national de
recherches Canada
(CNRC) - PARI

Maya HTT
McGill University

Centre technologique
en aérospatiale (CTA)

MDA Space

City of Longueuil

MPB
Communications

Concordia University

MTLS Aerostructure

Consortium de
recherche et
d'innovation en
aérospatiale au
Québec (CRIAQ)

NGC Aerospace

Optech

Polytechnique
Montréal

Cosmodôme

Reaction Dynamics



Working Group Lead:

Jarrod Morley

Senior Director, Strategy and Head of Innovation – Espace Aéro

Working Group Chair:

Carole Riopel – EXO Tactik

The drone sector in Québec is experiencing sustained growth fuelled by advancements in automation, artificial intelligence, onboard sensors and connectivity. The rapid expansion of applications such as infrastructure inspection, mapping, precision agriculture, public safety, logistics, environmental monitoring and advanced aerial mobility makes drones a key driver of transformation for many economic sectors. Comprising manufacturers, technology SMEs, integrators, operators, research centres and innovative startups, Québec's drone ecosystem is establishing itself as a rapidly emerging hub of expertise.

Created to support this growth, the Espace Aéro Dronautics Working Group provides a space for strategic collaboration dedicated to the structured development of the sector. The Working Group brings together key players to foster innovation, accelerate technology adoption by municipal, provincial and private users, support industrialization, and maximize economic benefits. The Working Group also aims to strengthen Québec's position as a credible and competitive leader in the global drone and autonomous aerial systems

Mission

To position Québec as a global leader in drones and autonomous aerial systems. This will be achieved by mobilizing stakeholders from industry, academia, civil society, public safety and defence around a collaborative forum that fosters innovation and the development of competitive industrial and operational capabilities. The group will also promote the responsible adoption of technologies and their secure integration into the global economy.

Main Objective

To accelerate the development and outreach of Québec's drone and advanced air mobility (AAM) sector. This will be achieved by enhancing its attractiveness, developing specialized talent and services, promoting social acceptance and the secure integration of technologies, and increasing its integration into national and international value chains. These efforts will support sustainable growth amid the rapid transformation of autonomous aerial applications.

Strategic Focus Areas

1. Manufacturers & Supply Chain

Strengthen the capabilities and skills of local supply and value chains for drone manufacturers and related technologies through collaboration and strategic alignment among companies, universities, research centres, government institutions, and end users.

This focus area aims to:

- + Further develop sovereign capabilities in the design, manufacturing, integration, testing, and certification of dual-use vehicles and integrated systems.
- + Ensure the industry's long-term viability by designing and manufacturing the systems needed to meet Canada-wide requirements. These technologies could then be exported to regions with similar needs.
- + Identify gaps in the value chain and implement programs to address them.
- + Modernize the business landscape and strengthen networks, from incubators to integrators.

2. Data & Digital Sovereignty

Address and resolve the growing importance and need to protect, control and leverage data collected by drones in Québec and national airspace.

This focus area aims to:

- + Support government-mandated requirement for companies to transfer locally collected drone data to local servers.
- + Collaborate with companies, governments, research centres and universities to determine how collected data can support accelerated innovation, the creation of new intellectual property, and the generation of added value for the public.

- + Become a leader in establishing new standards for data collection, storage, protection and dissemination with provincial regulatory bodies. Share best practices at the national level to harmonize standards across the country.

3. Infrastructure & Equipment

Develop, modernize and share the testing, trial and integration infrastructure necessary for the growth of Québec's drone sector.

This focus area aims to:

- + Create a dedicated space as well as surveillance equipment to enable rapid testing of new technologies for defence and civilian needs.
- + Explore the creation of interprovincial and binational corridors to promote advanced technology testing while laying the groundwork for potential new business models using drones and advanced aerial mobility
- + Serve as a showcase for end users, allowing them to see the benefits of adopting drone technology in their region.



Working Group Members

Aerial Evolution
Association Canada
(AEAC)

ARA Robotique

Balko Technologies

C3RIOS Systems

CAE

Centech

Centre d'excellence sur
les drones (CED)

Centre technologique
en aérospatiale (CTA)

CMC Électronique

Conseil national de
recherches Canada
(CNRC)

Consortium de
recherche et
d'innovation en
aérospatiale au
Québec (CRIAQ)

CS Canada

Drone Action 360

Drone Box

Drone des Champs

Drone Volt Canada

EXO Tactik

General Dynamics
Mission Systems
(GDMS)

Hydro-Québec

Jaunt Air Mobility
Canada

Laflamme Aero

Mannarino Systems
& Software Inc.

NGC Aérospatiale Ltée

Petorius

Thales Canada
Avionics

Transport Canada

University of
Sherbrooke

Unither
Bioélectronique Inc.

Vertiko Mobilité

Volatus Aerospace



Innovation Working Group

Working Group Lead:

Jarrod Morley

Senior Director, Strategy and Head of Innovation – Aerospace

Working Group Chair:

Houssam Alaouie – CAE

Aviation innovation is a broad field of development that extends far beyond the individual products or systems it creates. From digitalization to industry sustainability, this Working Group was established to bring together key stakeholders to inform, assess and prioritize the opportunities and challenges facing the industry at the local, national and international levels. The goal is to ensure that Québec remains a proactive leader in its areas of excellence and continuously develops high-value sectors.

Through this collaborative effort involving the government, academia and industry, the aerospace sector can concentrate on initiatives that will be the most beneficial and help it maintain its influence.

Mission

Through collaboration, communication and consensus, promote the sector's strengths and help it seize opportunities provided by government programs and industry initiatives. This will enable the Québec industry to accelerate the pace and success rate of its innovations.

Main Objective

To steer aerospace innovation toward a tightly integrated network that operates harmoniously and collaboratively. This network will optimize resources, democratize innovation and generate exportable, sustainable and autonomous technologies for the rest of the world. In doing so, the Working Group will establish Québec as a leader in sustainable and smart air mobility.

Strategic Priorities

1. Decarbonization

The Québec ecosystem believes that energy efficiency and overall environmental sustainability offer commercial and social advantages for the aerospace industry. Ensuring the industry’s long-term viability in all regions of the world requires making aerospace more cost-effective and sustainable throughout its lifecycle.

2. Autonomy

Using autonomous systems for air mobility, such as autonomous flight and developing advanced air mobility (AAM) capabilities for drones and eVTOLs, as well as for advanced manufacturing, is a strategic way to support productivity, competitiveness and technological innovation. Leveraging existing technologies, such as artificial intelligence, while preparing for the adoption of emerging technologies, such as quantum computing, also accelerates the industrialization of new solutions and strengthens technological leadership in key sectors.

This strategic focus area also encompasses the development of related and supporting technologies, especially in cybersecurity, advanced networking (6G) and satellite communications. These technologies are crucial for the security, connectivity and resilience of autonomous systems.



Working Group Members

Airbus Canada

Alder Renewables

Alu Québec

AVR

CAE

Centre technologique en aérospatiale (CTA)

Certification Center Canada

CMC Électronique

Centre national de recherches Canada (CNRC) - PARI

Concordia University

Conseil national de recherches Canada (CNRC)

Consortium de recherche et d'innovation en

aérospatiale au Québec (CRIAQ)

École de technologie supérieure (ÉTS)

ISED (observateur)

L3Harris MAS

McGill University

Polytechnique Montréal

Pratt & Whitney Canada

Rolls-Royce Canada

SA2GE

STRIX

Thales Canada Avionics

University of Sherbrooke

The inaugural Espace Aéro and Aéro Montréal Working Groups Day was held on December 10, 2025 at BDO's offices. It brought together nearly 150 industry representatives who discussed their challenges and issues and explored potential solutions, particularly in relation to the defence sector.

Milestone Achievements and Major Investments

Significant progress was made in 2025, **including the signing of a major \$85 million agreement with Boeing**. This investment will serve as a strategic lever for developing infrastructure, bolstering innovation and supporting aerospace companies in Québec.

Espace Aéro also secured government funding, including **a \$2 million contribution from the Ministry of Economy, Innovation, and Energy (MEIE), to develop the operational and technical plan for the Collaborative Innovation Centre for Aerospace and Mobility (CCIAM)**. The CCIAM is expected to become a central hub for collaborative innovation in Québec. In fall 2025, the search began for a project director for the CCIAM. France Beaulieu assumed her position in January 2026 to implement the CCIAM's plan.

These investments demonstrate the partners' confidence and reinforce Espace Aéro's credibility as a catalyst for transformative projects on a national and international scale.

Three Hubs in Action and Concrete Projects

Espace Aéro's development is centred around three hubs—Longueuil, Mirabel, and Montréal—each of which made significant progress in 2025.

LONGUEUIL HUB

The Longueuil hub is recognized for its growing leadership in terms of training, innovation and industrial attractiveness. The establishment of Magnético Polissage Précision (MPP), a Belgian company located near Pratt & Whitney Canada, underscores the hub's strategic location. The launch of the first cohort of the ÉTS bachelor's degree program in aerospace engineering at the ÉNA campus, as well as the submission of a funding application to the MEIE for a research pavilion connected to the Aerocampus, supports the development of the next generation of professionals and researchers.

Meanwhile, major investments were announced, including \$10 million in Reaction Dynamics. H55 Canada's production facilities were also inaugurated. Finally, a revision of the development plan for the Eugène-Héroux Street sector aims to attract new companies and support the cluster's growth.

MIRABEL HUB

The Mirabel hub continues to develop as a centre of excellence for advanced air mobility. Aéroports de Montréal's \$50 million acquisition of Lion Electric's innovation centre has been a major catalyst for expanding activities.

The YMX Innovation site continued to attract new players. The establishment of Watch Out was announced at the Paris Air Show - Le Bourget and leases were signed with Logic Air, Volatus, Jaunt, Vertiko, and the City of Mirabel.

Investments in research and infrastructure are also supporting the hub's development. These investments include \$1.25 million in funding for a chair in advanced air mobility within the SDG network and the renewal of \$1.33 million in funding for the YMX Express shuttle.

ÉNA submitted a training project for the Mirabel region to CAMAQ. This project enhances the training ecosystem. Participation in several international missions and initiatives, such as CAAM in California, NUAIR and the Paris Air Show, increased the hub's visibility.

MONTRÉAL HUB

The Montréal hub is positioning itself as a strategic location for collaborative innovation, particularly around the CCIAM project. In 2025, major announcements were made, including a \$85 million contribution from Boeing and \$2 million in funding from the MEIE for the operational and technical plan.

The project also received important backing from the City of Montréal, including a letter supporting the transfer of land at Technoparc Saint-Laurent and a three-year lease commitment for the CCIAM project office.

Complementary projects, including a funding request for Technoparc Montréal's operation by Excellence Industrielle Saint-Laurent and the Saint-Laurent borough's adoption of a new master plan, further foster an environment conducive to innovation and growth.

Highlights

April 2025

- + Submission of a funding application to the Continuum Axelys program to support emerging companies strengthen the zone's capacity to provide support and enhance research infrastructure.
- + Establishment of the Strategic Scientific Committee (SSC), a key milestone in shaping innovation priorities.

May 2025

- + Arrival of Executive Director Pascal Désilets, which marks an important step in the organization's development and strengthens its capacity for action.

June 2025

- + Participation in the Paris Air Show at Le Bourget, positioning Espace Aéro on the international stage and fostering strategic links.

July 2025

- + Positive response to the project submitted to Axelys, valued at \$1.7 million, confirming interest in company support initiatives.

August 2025

- + Martine Jetté is hired as administrative coordinator, contributing to the team's growth and organization.

September 2025

- + The first meeting of the Strategic and Operational Committee (SOC) is held; the SOC is a key governance body reporting to the Board of Directors.
- + Signing of a major agreement with Boeing, representing an investment of US\$85 million over 10 years to support research and development infrastructure.
- + Establishment of new research chairs in collaboration with the Fonds de recherche du Québec (FRQ), valued at \$2.6 million.

October 2025

- + Announcement of a \$2 million contribution from the MEIE for the development of the CCIAM's operations and technical plan, as well as confirmation of the agreement with Boeing, in the presence of government partners.
- + Participation in a trade mission to the Czech Republic.
- + Attendance at major events, including DAIR to Innovate in Toronto and the Aerospace Industries Association of Canada summit in Ottawa.
- + Cédric Pupin is been hired as Director of Innovation.
- + Jarrod Morley and Pascal Désilets obtain certification as innovation consultants.

November 2025

- + Hiring of Nataliya Vinitska as Director of Innovation.
- + Participation in key events, including DEL's Rendez-vous Innov 2025 and the CRIAQ Network Meeting, contributing to the zone's visibility.
- + Organization of a workshop on advanced air mobility in Mirabel with the SDG research network.

December 2025

- + Organization, in collaboration with Aéro Montréal, of a "Working Groups Day" dedicated to defence, bringing together over 140 participants and mobilizing the entire ecosystem around this strategic issue.

Main Activities

In addition to the highlights, 2025 was marked by a high level of activity, reflecting the ongoing mobilization of the ecosystem and the operational rollout of Espace Aéro.

Governance and Structuring

- + Establishment and facilitation of committees (SSC, SOC, hubs advisory committees)
- + Meetings of decision-making bodies and governance training
- + Board of Directors meetings and strategic meetings

Innovation and Sectoral Development

- + Coordination of innovation, drone technology and space projects
- + Organization of technology workshops (AI, cybersecurity, advanced air mobility, 5G)
- + Participation in collaborative projects with industrial and academic partners
- + Collaboration with Québec's three other innovation zones

International Development and Partnerships

- + Trade missions (France, Czech Republic, California, etc.)
- + Development of collaborations with international stakeholders
- + Participation in strategic initiatives (ICAO, Transport Canada, CAAM, etc.)
- + Playing host to international delegations (Germany, Austria, Sweden, South Korea, the Netherlands)

Mobilizing the Ecosystem


- + Organization of networking events and sector-specific activities
- + Collaboration with the Longueuil, Mirabel and Montréal hubss





To stay up to date with all our news, events and initiatives, be sure to:

1. Subscribe to our newsletter using [this form](#)

2. Follow Aéro Montréal on social media:   

Join the Aéro Montréal community and help shape the future of aerospace:

 **32 727** followers

 **1 713** followers

 **2 742** followers

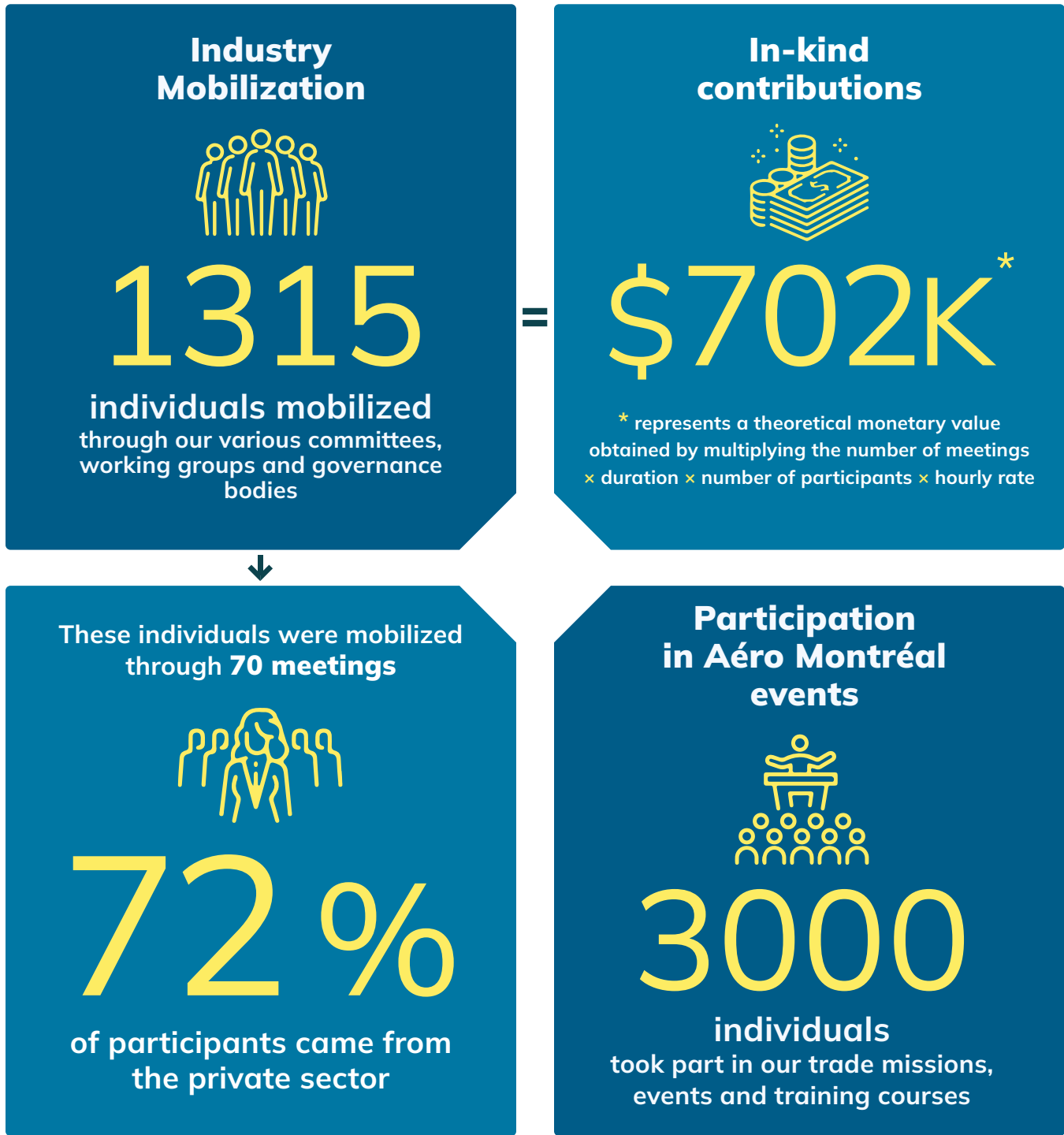
 **32** newsletters sent in 2025



Appendices



Mobilization Statistics



Excerpts from the 2025 Financial Statements

Fiscal year ended December 31, 2025

	Operating Fund	Productivity, Research and Innovation Fund	2025	2024
	\$	\$	\$	\$
REVENUE				
Public and private contributions	9 813 180	119 988 550	129 801 730	15 446 804
Interest and other income	315 721	324 284	640 005	433 939
	10 128 901	120 312 834	130 441 735	15 880 743
EXPENSES				
Initiatives, programs and projects	6 842 476	—	6 842 476	13 371 450
Salaries and employee benefits	1 911 385	—	1 911 385	1 700 590
Operating expenses	710 117	—	710 117	424 726
Professional fees	143 748	—	143 748	40 260
Amortization of tangible capital assets	4 150	—	4 150	5 927
Foreign exchange loss	—	2 521 445	2 521 445	—
Change in fair value of investments	—	279 004	279 004	—
	9 611 876	2 800 449	12 412 325	15 542 953
Excess of revenue over expenses	517 025	117 512 385	118 029 410	337 790

The accompanying notes are an integral part of the financial statements.







With the support of:

