



2018 ACTIVITY REPORT

**RALLYING AND JOINING FORCES
TO ACHIEVE SHARED GOALS**





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→ THIS SYMBOL REPRESENTS A CLICKABLE LINK.



MARTIN LEBLANC

Chairman of the Board of Directors

MESSAGE FROM THE

CHAIRMAN OF THE BOARD OF DIRECTORS

Dear colleagues,

2018 marks my first year as Chairman of Montréal InVivo's Board of Directors. I must admit that it's a very interesting time to be in Quebec's life sciences sector. I feel a bubbling, an effervescence that we haven't seen in a long time.

In particular, I am seeing more and more investments in companies active in life sciences and health technologies (LSHT) in Quebec. In this respect, we have reached new heights in 2018. The number of high-potential companies in Montreal and Quebec is on the rise. It is interesting to see that these companies are active in all segments of the life sciences sector: biotechnology of course, but also medical technologies and, more recently, artificial intelligence applied to life sciences. I am confident that, over time, we are going to see a large-scale anchor company emerge that will raise the profile of Quebec-based life sciences internationally.

The ambition of seeing such an anchor company develop was central to the conclusions of the Health/Bio-sciences Economic Strategy Table of Innovation, Science and Economic Development Canada in which

I was involved this year. I believe it is important that the federal government take action now to implement the recommendations issued by the table, but also take a collaborative approach with the entire sector to implementing measures that could affect our industry.

The role played by governments is essential to inspire investor trust and confidence and to ensure a stable and predictable business environment. Quebec is achieving this objective with its life sciences strategy and the various measures that have resulted from it. The challenge is to make sure that the new government continues to believe in our sector and that our issues are both heard and understood. The cluster must continue to work towards this goal with government decision-makers both in both Quebec City and Ottawa.

The diverse sources of revenue observed in 2018 provide the cluster with financial stability that can help it achieve its full potential in 2019. When I look at Montréal InVivo's 2018 Activity Report, I cannot help but be impressed by all the efforts, projects and achievements deployed by a cohesive team that I would like to congratulate for its devotion to the cause of life sciences in the Greater Montreal area.

MESSAGE FROM THE

CHIEF EXECUTIVE OFFICER

Dear partners,

I am always so pleased and proud to present to you the accomplishments of your life sciences and health technologies industrial cluster of Greater Montreal.

It is one of the rare moments in the year that we actually take the time to look back and appreciate all the work and projects accomplished. It is also a source of great pride, because of the many relevant and significant accomplishments. I'm not the one who said it: you are! You, the members of the LSHT ecosystem that we widely surveyed in 2018 and who considered Montréal InVivo's actions and areas of focus relevant. You gave us an 83% vote of confidence on our ability to play our role as a driving force for economic development. This recognition gives meaning to everything we do. Thank you!

Over the following pages, you will discover the extent of the Montréal InVivo team's projects and achievements.

Our actions are guided by strategic priorities that respond well to the needs of the cluster and of its members. One such priority aims to support the existing or forthcoming niches of excellence. As such, in 2018 we launched a new strategic committee to meet the growing need to structure the niche of artificial intelligence applied to life sciences and health technologies. This new strategic committee sparked a huge craze in both the industry and in research. Work has begun and the first results will come out in 2019.

Furthermore, the shift initiated in the previous year towards entrepreneurship support continued in 2018, particularly through the launch of the first cohort of the Life Sciences Entrepreneurship Development Program, which offered a new type of immersive training to a dozen scientists and young entrepreneurs intent on developing their business skills. The testimonies and great trust of many of them make me so proud of this impactful accomplishment. In addition, the very nature of the partnership implemented to develop this program is perfectly consistent with the cluster's mission and know-how.

Finally, for the purpose of being proactive and able to understand and quantify the labour issues in our sector, we launched a major study on the alignment of training, employment and skills in life sciences. The results will be released in 2019.

This data is important for us to be able to make informed decisions regarding the talent pool and will be used to drive the work of the Skills and Talent Development Strategic Committee, of which work will commence in 2019.

2018 was a fine year, which ended with the first edition of the Montréal InVivo Partners' Committee, a special time for all of us in the company of the senior executives of the organizations that support us.

Once again, the Montréal InVivo team worked very hard this year. I sincerely thank them for all their efforts and commitment and would like to take the opportunity to express how fortunate I feel to be able to rely on this pool of diversified and complementary expertise, personalities and experience.



F Béraud

FRANK BÉRAUD

Chief Executive Officer

THE CLUSTER

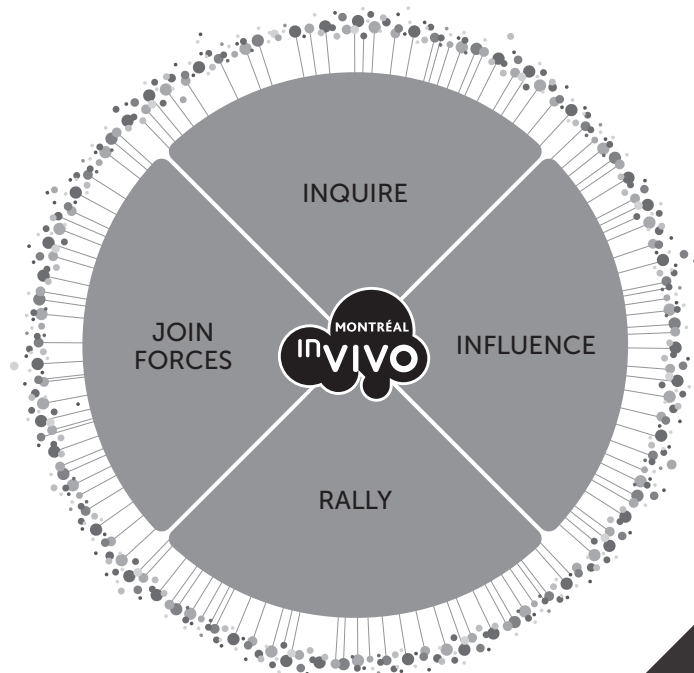
WHAT IS A CLUSTER?

"Clusters are geographic concentrations of interconnected companies and institutions in a particular field. Clusters encompass an array of linked industries and other entities important to competition. They include, for example, suppliers of specialized inputs such as components, machinery, and services, and providers of specialized infrastructure. Clusters also often extend downstream to channels and customers and laterally to manufacturers of complementary products and to companies in industries related by skills, technologies, or common inputs. Finally, many clusters include governmental and other institutions—such as universities, standards-setting agencies, think tanks, vocational training providers, and trade associations."

- (Porter, M.E. (1998). "Clusters and the New Economics of Competition," Harvard Business Review, November-December 1998.)

Montréal InVivo means the life sciences and health technologies cluster of Greater Montreal (LSHT), a non-profit economic development organization.

It aims to create a business environment conducive to innovation and development of public and private organizations active in the LSHT sector.





A VALUE-GENERATING SECTOR

→ **630** ORGANIZATIONS IN QUEBEC,
INCLUDING:

- **450** companies;
- **150** research centres;
- **80** subsidiaries of world-class companies;
- **8** higher education institutions.

→ **11,000** RESEARCHERS

→ **\$5.8** BILLION IN INCOME,
or 1.6% of Quebec's GDP

→ **6,000** NEW GRADUATES
each year

→ **56,000** JOBS,
with close to **80%** in the Greater Montreal area

MORE THAN
→ **40%** OF THE
VENTURE CAPITAL INVESTMENTS
in Canada's LSHT sector

THE CLUSTER (con't)

INDUSTRY PLAYERS

All the organizations, institutions and companies active in the LSHT sector of Greater Montreal are in fact a part of the cluster.

- Research institutes
- Governments
- Funding organizations
- Companies:
 - Pharmaceutical
 - Biotechnology
 - Health technologies/medical devices (MedTech)
 - Research and contract manufacturing (CRO-CMO)
 - Health IT (including artificial intelligence in life sciences)

MISSION AND POSITIONING

Industry piloted, university driven and financed mainly by government, the cluster is a network of exchanges and information-sharing that brings together the LSHT ecosystem in all its diversity that assumes a federative leadership over all stakeholders working in this sector in the Greater Montreal area.

It works hard to strengthen the growth and competitiveness of the LSHT sector through collaboration between all stakeholders.

It is concurrently:



The place of indispensable collaboration



The preferred independent voice of public powers



The initiator holder of impactful projects for the development of the sector



The source of reference information on the LSHT sector

AREAS OF INTERVENTION

- CAPITALIZE ON RESEARCH AND INNOVATION
- PROMOTE THE INTEGRATION OF INNOVATION
- SUPPORT THE GROWTH OF COMPANIES
- DEVELOP EXPERTISE AND SUCCESSION PLANNING
- ENSURE THE CLUSTER'S OUTREACH AND STRATEGIC POSITIONING

STRATEGIC PRIORITIES



Demonstrate the **value added of the innovations** to promote their integration in the market

- Initiate **pilot projects aimed at integrating innovation**
- Develop and/or support initiatives facilitating the **development of tools that measure value creation**



Support the existing and aspiring niches of excellence, in conjunction with the Canada First projects

- Continue to **support existing niches** (genomics, precision medicine, early clinical research, health IT/artificial intelligence)
- **Establish partnerships** with research institutes to support the “business” components of the Canada First projects and **maximize their benefits**



Contribute to the growth of Quebec LSHT companies

- Identify the priority **drivers of growth** for SMEs
- Coordinate efforts to complete the **financing chain**
- Develop the **support offer proposed to SMEs**



Strive to enhance the **competitiveness of the LSHT talent pool**

- Promote the **emergence and retention of talent** in the sector
- Work to **align the initial training offer** with companies’ future needs in terms of **expertise** and skills
- **Establish partnerships** to make available training programs that focus on the acquisition of **interdisciplinary, cross-sectoral skills**

THE STRENGTH OF AN ECOSYSTEM

TO MEET THE CHALLENGES OF THE SECTOR, MONTRÉAL INVIVO HAS THE PRIVILEGE OF BEING ABLE TO RELY ON THE WORK OF SIX STRATEGIC COMMITTEES, ALIGNED ALONG ITS AREAS OF ACTIVITY. THE WORK ACCOMPLISHED IN THESE STRATEGIC COMMITTEES, STRATEGICALLY COMPOSED OF DIVERSIFIED MEMBERS AND REPRESENTATIVE OF THE ECOSYSTEM, ENABLES NEEDS TO BE IDENTIFIED, IMPACTFUL SOLUTIONS TO BE CO-DEVELOPED AND THE REQUIRED ACTIONS TO THEN BE IMPLEMENTED.

“A balanced ecosystem where innovations become start-ups, where start-ups become SMEs and where SMEs become anchor companies: this is the objective that the Growth of Companies Strategic Committee strives to achieve. We therefore focus not only on identifying the strengths and weaknesses of the LSHT financing chain, but also on the support provided to the entrepreneurs and to the companies they run. We work together with stakeholders to develop and implement measures to achieve our objectives.”

— Cedric Bisson, Partner, Teralys Capital

GROWTH OF COMPANIES

MANDATE

Assist the Board of Montréal InVivo in establishing and implementing a strategy to develop world-class companies within the LSHT cluster.

Montréal InVivo recognizes that a critical mass of successful companies constitutes a significant strategic driver of the economic development of LSHT in the overall value chain. A solid entrepreneurial fabric and complete financing chain play an important role in companies' development and growth. The cluster initiates and supports initiatives that foster the development of the sector's entire value chain, in collaboration with the members of the strategic committee, strategies designed to increase the performance and the competitiveness of the companies active in the sector:

- Oversight and reflection about the public policies and government programs to assist innovation for companies;
- Oversight and proposals for the financing chain of LSHT companies;
- Development and implementation of an approach based on support and centralized references for entrepreneurs and innovative companies in life sciences;
- Continuing the activities of the BIOSUCCÈS mentoring network.

SUPPORT FOR COMPANIES: CONCRETE ACTIONS

Within the vision of promoting the growth of companies in the LSHT sector, Montréal InVivo is constantly developing new resources.

BIOSUCCÈS MENTORING NETWORK: A RENEWED IDENTITY

The BIOSUCCÈS Mentoring Network is the only provincial mentoring network for entrepreneurs specialized in life sciences, and trusted by the sector for seven years. Setting itself apart by an approach focused on life skills rather than know-how, the BIOSUCCÈS Mentoring Network fosters the entrepreneur's professional development.

In 2018, the BIOSUCCÈS Mentoring Network renewed its image and positioning while optimizing its business processes to be more focused on entrepreneurs. We noted 36% growth in the number of entrepreneurs mentored in 2018, including several entrepreneurs in the niche of information technologies applied to health.

INFORMATION CAPSULES: STRATEGIC CONTENT FOR LSHT COMPANIES

In 2018, two new capsules and an information article were produced. The first capsule, created with BCF, focused on co-development agreements, used by companies intent on pooling their different areas of expertise to more easily take their technologies to a higher level. ➔

The second capsule, carried out with ACCREON, addressed the topic of change management, an issue that many organizations face, particularly in connection with the implementation of a data-driven organizational strategy. ➔

In collaboration with ROBIC, a dynamic article on another key issue in the industry, namely the importance of "timing" in the protection of the intellectual property of a LSHT innovation, was published on our website in addition to being published by the Ordre des chimistes du Québec review. ➔

"Starting a company means charting a course in a context of uncertainty. Each course is unique but the challenges faced by entrepreneurs are often similar. In that respect, being able to benefit from the experience, judgment and advice of a mentor has proved invaluable to me. There is no doubt that it has enabled me to avoid many pitfalls and to grow much more easily in my role."

— Jeremi Lavoie, Co-Founder & President,
Arctic Fox AI

JOCELYN AUGER

Consulting Lawyer
with BCF Business Law
*Co-Development Agreement:
How to Play by the Rules with
your Business Partner*

NADEGE CORCORAN

Regional Vice-President of Strategic
Solutions at ACCREON
Behind Changes Hide Human Beings

BIOTECHGATE: A PARTNERSHIP SERVING COMPANIES

Thanks to federal funding, in 2018, Montréal InVivo entered into a partnership with BiotechGate to present on its website the directory of Quebec-based life sciences and health technologies companies. BiotechGate is committed to continuously updating, on its international directory, the information on all these companies. The directory is associated with a search engine that accurately characterizes companies in the sector based on the user's needs. The directory enables the cluster to foster intra-territorial partnerships in addition to offering a tool to promote their activities internationally. ➔

THE SECTOR'S SUCCESS STORIES

The cluster produced two new promotional videos of success stories to illustrate Quebec entrepreneurship and inspire succession planning. The first capsule presents the company Repare Therapeutics, a biotechnology company that uses CRISPR-Cas9 to develop therapeutic targets in oncology. The company raised US\$68 million in financing in June 2017, among the sector's major financing rounds.

The second capsule presents the NEURO's initiative on open science, which received significant funding to implement its innovative concept for public research, a paradigm shift in which researchers are encouraged to share their data worldwide. In the data age, the purpose of this forward-looking approach is to accelerate the discoveries of cutting-edge therapeutic agents to treat patients suffering from neurological conditions. The NEURO is a pioneer internationally recognized for its boldness and vision.

To date, these capsules have been viewed more than 320 times. ➔

In collaboration with TOHealth! and Life Sciences BC, Montréal InVivo also put together a panel of experts entitled "New Trends and Approaches in Venture Capital Financing." The panel, moderated by Gerry Brunk of Lumira Capital (Boston), featured Jens Eckstein of SR One, Paulina Hill of Polaris Partners, Martin Leblanc of Caprion Biosciences, David Poon of Zymeworks and Scott Requadt of Clarus Ventures. The objective was to better understand the opportunities and issues associated with the current models for investing at later stages of LSHT companies and developing anchor companies in the sector.



Montréal InVivo would like to thank all the members of the Strategic Committee for their commitment:

- **Cédric Bisson**, Teralys Capital – Co-Chair (since June 2018)
- **Maxime Ranger**, AmorChem – Co-Chair (since July 2018)
- **Claude Chevalier** – Co-Chair (until May 2018)
- **François Bergeron**, AccellAB Inc. (Co-Chair until June 2018, member of the Strategic Committee since July 2018)
- **Frank Béraud**, Montréal InVivo
- **François Bergeron**, MEDTEQ
- **Pierre Falardeau**, Bio-K Plus International Inc.
- **Martin Doyon**, Ministry of Economy and Innovation, Government of Quebec (January to June 2018)
- **Yvon Fréchette**, Ministry of Economy and Innovation, Government of Quebec (June-December 2018)
- **Inès Holzbaur**, AmorChem
- **Michèle Houpert**, Ministry of Economy and Innovation, Government of Quebec (January-October 2018)
- **Liliana Korosi**, ROBIC
- **Frédéric Leduc**, Immune Biosolutions
- **Frédéric Lemaitre-Auger**, Accel-Rx
- **Vanessa Marsan**, Ministry of Economy and Innovation, Government of Quebec (November-December 2018)

→ **Caroline Ménard**, Innovation, Science and Economic Development Canada, Government of Canada

→ **Michel Rousseau**, Novartis Pharma Canada

→ **Claude Vézeau**, Katana Biopharma

Animation and coordination:

→ **Marie-Lise Dion**,
Montréal InVivo

SKILLS AND TALENT DEVELOPMENT

MANDATE


Make the players in the cluster aware of the importance of succession planning.

TRAINING-JOB-ENTREPRENEURSHIP ADEQUACY STUDY

In connection with a joint approach to ensure the continuity and competitiveness of the LSHT sector talent pool, the cluster, Pharmabio Développement and the Conseil emploi métropole (CEM) worked together to achieve a tool to provide a training-job-entrepreneurship adequacy study. A work group comprised of 21 ecosystem stakeholders from the academic, public and economic sectors was created to validate the results of the study. Targeted interviews were also carried out with 19 representative companies from the various LSHT subsectors, whose talent recruitment needs are growing. The work, to be published in 2019, covers the achievements detailed below.

“Development of the skills required by our industry’s companies and professionals must certainly be supported by partnerships such as the one between Pharmabio Développement and Montréal InVivo. By together exercising influential leadership among our industry’s internal and external stakeholders, an adequacy diagnosis of training-employment-skills will appear this year, in order to guide our actions to be consistent with the issues of labour scarcity and talent pool development.”

— Kim Bourgeois,
Chief Executive Officer,
Pharmabio Development

- 
- 1 An economic portrait of the LSHT sector using the NAICS code;
 - 2 A survey of the main professions and scientific and technical job titles in the sector and identification of 11 professions considered "promising";
 - 3 An analysis of the cross-sectoral trends in LSHT and those specific to the subsectors that will have an impact on the skills required in the future for the main professions and job titles in the sector;
 - 4 A list of the initial training courses currently offered in the higher education institutions, and an analysis to identify gaps between the content of the training programs and the skills required in the future;
 - 5 Develop a skills matrix for the 11 professions and "promising" job titles;
 - 6 Make recommendations regarding the methods and content of future training programs based on the different matching scenarios.

A FOCUS ON LSHT SUCCESSION PLANNING

Succession planning is a key element in the LSHT ecosystem and Montréal InVivo is proud to support these initiatives:

- In collaboration with Pharmabio Développement, Montréal InVivo has supported 20 workshops to raise awareness in third-year high school students from the Greater Montreal area, through practical workshops based on the biopharmaceutical mobile unit;
- In collaboration with Montréal Relève, the discovery circuit of the life sciences and medical technology sector allowed three groups, totalling 42 students from 27 high schools from the Greater Montreal area, to understand the environment of nine public research organizations and private companies in the cluster.


In collaboration with Montréal International, two express recruiting events in LSHT were also organized to give graduates in search of work or internships the opportunity to meet with companies from the cluster that have scientific or technical positions to fill. In total, 390 students met with 29 companies from the sector during these two events.

In partnership with Fasken, two training workshops were organized, on the theme of financing rounds for start-ups and on the portrait of the cannabis industry in the lead-up to its recreational legalization. In total, 80 participants had access to one of these two workshops.

A FIRST COHORT FOR THE LIFE SCIENCES ENTREPRENEURSHIP DEVELOPMENT PROGRAM

The Life Sciences Entrepreneurship Development Program (LSEDP) is an immersive and experiential training program created by an unprecedented collaboration between Montréal InVivo, the Faculté de la pharmacie at Université de Montréal, and Concordia University's John Molson Executive Centre. The LSEDP includes nine two-day sessions, once a month, on Friday and Saturday. The first cohort, comprised of 11 participants, started in February 2018.

Thanks to the support of its committed sponsors (Pfizer Canada, the Secrétariat de la région métropolitaine de Montréal, IRICoR and the Oncopole, National Bank and the Fonds de solidarité FTQ), this program was custom developed for the LSHT sector. IRICoR has significantly contributed to the success of this first edition by developing a day specifically dedicated to entrepreneurship in oncology. The first cohort had only rave reviews underlining the importance of the LSEDP on their professional development. →



"The collaboration between life sciences stakeholders, Montréal InVivo, the professors of the Faculté de pharmacie at Université de Montréal, our management professors (JMSB) and our entrepreneurship experts (District 3) here at Concordia University allows us to create a training program truly aligned with the reality on the ground."

— Sandra Nichol, Executive Director,
John Molson Executive Centre,
Concordia University

Montréal InVivo would like to thank all the members of the Strategic Committee for their commitment:

- **Éric Atlan**, Collège Ahuntsic
- **Benoît Barbeau**, Université du Québec à Montréal, Faculté des sciences
- **François Bédard**, Conseil emploi métropole
- **Emily Bell**, Research Institute–McGill University Research Centre
- **Marie-Ève Blanchet-Desloges**, Montréal International
- **Martial Boivin**, Ordre des chimistes du Québec
- **Sylvie Bourdeau**, Fasken
- **Kim Bourgeois**, Pharmabio Développement
- **Lucie Brouillette**, Collège Ahuntsic
- **Véronique Champagne**, Montréal Relève
- **Denis Deblois**, Université de Montréal, Faculté de pharmacie
- **Karine Desfosses**, Fasken
- **Philippe Desjardins**, Student
- **Marie-Josée Dionne**, Polytechnique Montréal
- **François Fabi**, Student
- **Charlotte Fulchiron**, Montréal International
- **Véronique Gerland**, Ville de Montréal, Economic development
- **Dany Jenkins**, Cégep Gérard-Genin
- **Nabil Khalid**, John Abbott College
- **Valérie-Madeleine Lancelot**, John Molson Executive Centre
- **Mathieu Lefort**, Montréal International
- **Julie Mantovani**, Institute for Research in Immunology and Cancer
- **Sandra Nichol**, John Molson Executive Centre
- **Nathalie Parent**, Université de Montréal, Faculté des arts et des sciences
- **Michelle Savoie**, Université de Montréal, Faculté de pharmacie
- **Audrey Segret**, Institute for Research in Immunology and Cancer – Commercialization of Research (IRICoR)
- **Jessica Trépanier**, Pharmabio Développement

Animation and coordination:

- **Patrick D. Paquette**, Montréal InVivo

INTEGRATION OF INNOVATIONS

MANDATE

Foster a cultural change to establish sustainable, multidisciplinary partnerships and drive the development of a culture of innovation. Develop innovation integration initiatives intended to improve the efficiency of the health care network, the health of populations and economic growth.

MEASURE THE VALUE OF INNOVATION IN A REAL-WORLD CARE ENVIRONMENT

Montréal InVivo conducted consultations with stakeholders in the health care network to better understand the on-the-ground reality. There were 37 health care or research professionals, coming from 13 health care institutions across Quebec who took part in the consultations.

The stakeholders met with from Quebec's Health and Social Services Network (RSSS) all confirmed their strong interest in measuring the value of the innovations in a real-life health care environment and in generating real world evidence to support their decisions. However, the consultations also showed that although the measurement of the value of the innovations is a priority for the Ministry, the RSSS does not have the associated budget to implement them in the current system. The participants emphasized the importance of improving the transfer of knowledge between institutions to become a Canadian and international benchmark on the assessment of the value of innovations in the real-world health care environment, and proposed concrete possible solutions that will be subject to recommendations in 2019.

"Integration of immunotherapy in cancer or oncology, which is a significant issue, is recognized by everyone. The reflection and discussion between stakeholders in the public and private sectors is advancing well and we are confident to be able to identify a complementary and highly useful tool for patients in Quebec."

— Sophie Rochon
National Director – Health Policy and Patient Access,
Novartis Oncology

BETTER SUPPORTING THE INTEGRATION OF IMMUNOTHERAPY IN CANCER

Relying on a specialized working sub-group (clinicians and researchers), the cluster encouraged the stakeholders to lead a discussion on the issues involved in integrating antibody-type immunotherapy (for example, “checkpoint inhibitors”). The objective is to create new complementary tools to better support the deployment and implementation of immunotherapy in the treatment of cancer in Quebec and therefore promote communication between stakeholders active in research, the health care network and industry. Projects will continue in 2019.

MEMBERS OF THE WORKING COMMITTEE ON THE INTEGRATION OF IMMUNOTHERAPY IN CANCER

- **Donald Allard**, Bristol-Myers Squibb
- **Corinne Aubry**, Bureau de l'innovation, Quebec Ministry of Health and Social Services
- **Gerald Batist**, Jewish General Hospital
- **Vanessa Claveau**, Ministry of Economy and Innovation
- **Sylvain Clermont**, Celgene
- **Denise Cloutier**, Pfizer Canada
- **Maxime Dumais**, Oncopole
- **Isabelle Gagnon**, Roche Diagnostics
- **Stéphanie Lacroix**, Merck Canada
- **Jean Lachaine**, Université de Montréal, Faculté de pharmacie
- **Réjean Lapointe**, Centre de Recherche du Centre Hospitalier de l'Université de Montréal
- **Paul L'Archevêque**, Bureau de l'innovation, Ministry of Health and Social Services
- **Jean-Frédéric Lafontaine**, AstraZeneca
- **Bruce Mazer**, Research Institute–McGill University Research Centre
- **France Mignault**, Gilead
- **Louise Paquet**, Ministry of Health and Social Services
- **Sophie Rochon**, Novartis Oncology
- **Louise Rousseau**, Ministry of Health and Social Services
- **Bertrand Routy**, Centre de Recherche du Centre Hospitalier de l'Université de Montréal

Montréal InVivo would like to thank all the members of the Strategic Committee for their commitment:

- **Fabrice Brunet**, Centre Hospitalier de l'Université de Montréal – Co-Chair
- **Sophie Rochon**, Novartis Oncology – Co-Chair
- **Donald Allard**, Bristol-Myers Squibb Canada
- **Frank Béraud**, Montréal InVivo
- **Daniel Bouthillier**, Kaneq Pharma
- **Sylvain Charbonneau**, Fonds de Recherche du Québec – Health
- **Sylvain Clermont**, Celgene
- **Denise Cloutier**, Pfizer Canada
- **Michèle de Guise**, Institut national d'excellence en santé et en services sociaux
- **Isabelle Gagnon**, Roche Diagnostics
- **Pavel Hamet**, Centre de Recherche du Centre Hospitalier de l'Université de Montréal
- **Martin Houle**, Ministry of Economy, Science and Innovation, Government of Quebec
- **Carole Jabet**, Centre de Recherche du Centre Hospitalier de l'Université de Montréal
- **Jean Lachaine**, Université de Montréal, Faculté de pharmacie
- **Jean-Frédéric Lafontaine**, AstraZeneca
- **Paul L'Archevêque**, Bureau de l'innovation, Ministry of Health and Social Services
- **Mélanie Leberre**, Student, Research Centre, Institut universitaire de gériatrie de Montréal
- **Iris Leroux**, MEDTEQ
- **Luigi Lepanto**, Unité d'évaluation des technologies et des modes d'intervention en santé du Centre Hospitalier de l'Université de Montréal
- **France Mignault**, Gilead
- **Lucie Opatrny**, Quebec Ministry of Health and Social Services
- **Thibault Perretti**, Student, École de technologie supérieure

Animation and coordination:

- **Nathalie Ouimet**, Montréal InVivo

ISSUES MONITORING AND MANAGEMENT

MANDATE

Ensure a “watchdog” role, providing strategy and direction in the identification of problems and trends affecting the industry and how they are managed as issues (research-investigation-strategies), trying to cover a very broad spectrum of stakeholders in the cluster.


The Strategic Committee’s 2018 discussions focused on the distinction between the cross-sectoral issues likely to affect the Strategic Committee, and those more specific that should be addressed in Montréal InVivo’s other Strategic Committees. In particular, participants proposed that graduate students be invited to each of the Strategic Committees in the cluster to better understand how to reach our sector’s successors. Finally, a brainstorming session on the creation of a Life Sciences Observatory and the prioritization of other actions identified possible leads that would be more specifically identified in 2019.

At the same time, the Federal Positioning Table, which relates to the Issues Monitoring and Management Strategic Committee, established key messages to support the cluster in its meetings with the federal government (e.g. BIO2018). In particular, the Table assisted the CEO in the preparation of its meetings with the federal and elected officials in Ottawa this year.

Innovation, Science and Economic Development Canada asked Montréal InVivo to assist in organizing two meetings with Quebec life sciences stakeholders regarding the work of the Economic Strategy Tables in Health and Biosciences in order to gather comments and suggestions from the ecosystem on the proposed measures.

In connection with a consultation on the federal government’s regulatory reform, the cluster also consulted with the Strategic Committees and the other key stakeholders in the sector to produce a collaborative brief that was submitted and later discussed at a meeting with the Treasury Board.

In February 2018, Montréal InVivo took on the leadership in drafting a letter that as co-signed by 10 Quebec LSHT organizations and intended for Dominique Anglade, Minister of the Economy, Science and Innovation, and for Gaétan Barrette, Minister of Health and Social Services, regarding the Reform Project of the Patented Medicine Prices Review Board. Montréal InVivo also signed a letter that was sent to Ginette C. Petitpas-Taylor, Minister of Health, regarding the same subject and co-signed by 12 organizations across Canada.



“We are all consumed by the day-to-day management and it is important to sometimes take the time to look beyond and ask questions on what could affect us in the future. It is the ambition of the Issues Monitoring and Management Strategic Committee.”

— Marc Osborne
Senior Manager, Government Relations, Quebec, Hoffmann-La Roche Ltée

Thanks to all the members of the Strategic Committee for their commitment:

**MEMBERS OF THE ISSUES MONITORING
AND MANAGEMENT STRATEGIC COMMITTEE:**

- **Didier Leconte**, Fonds de solidarité FTQ – Co-Chair
- **Marc Osborne**, Roche Diagnostics – Co-Chair
- **Sébastien Adam**, Caisse de dépôt et placement du Québec
- **Frank Béraud**, Montréal InVivo
- **Christian Bernard**, Montréal International
- **Sabrina Bernier**, Montréal InVivo
- **Michel Bouvier**, Université de Montréal
- **Anthony T. Chung**, Engine Inc
- **Pierre-Alexandre Fournier**, Hexoskin
- **Michèle Houpert**, Ministry of the Economy and Innovation, Government of Quebec
- **Julie Insley**, Innovation, Science and Economic Development Canada, Government of Canada
- **François Laflamme**, Eli Lilly Canada
- **Irène Marcheterre**, Centre Hospitalier de l'Université de Montréal
- **Anie Perrault**, BioQuebec
- **Shane Russell**, Medtronic

**MEMBERS OF THE FEDERAL
POSITIONING TABLE:**

- **François Laflamme**, Eli Lilly Canada – Table Manager
- **François Bergeron**, AccellAB
- **Michel Bouvier**, Institute for Research in Immunology and Cancer
- **Joanne Castonguay**, Institut de recherche en politiques publiques
- **Hélène Chartier**, TELUS Health
- **François Drolet**, Roche Diagnostics
- **Julie Insley**, Innovation, Science and Economic Development Canada, Government of Canada
- **Michel G. Tremblay**, MGT Strategist

Animation and coordination:

- **Frank Béraud**, Montréal InVivo

STRATEGIC COMMITTEE

RESEARCH AND INNOVATION

MANDATE

Enhance Greater Montreal's productivity and competitiveness of Greater Montreal in terms of research and development (R&D) and promote the increase in public and private investments in R&D.

The Research and Innovation Strategic Committee supports and implements impactful, significant projects that have a real impact on the sector and that also help to retain researchers:

- Supports the development of the International Congress on Personalized Health Care of the Quebec Network for Personalized Health Care, as a member of the organizing committee and as a session moderator;
- The cluster maintains connections with the niches of excellence of Greater Montreal, including, most notably the Canada First projects. A partnership was established with the Transmedtech Institute (Canada First Research Excellence Fund in medical technologies) to co-develop a day dedicated to medical technologies in connection with the Life Sciences Entrepreneurship Development Program, 2019-2020.

In 2018, for a third year in a row, Montréal InVivo worked together with Clinical Trial Ontario, CATALIS Quebec and Innovative Medicines Canada to organize a panel of experts entitled "New trends in Clinical Trials: How Data Capabilities Will Transform Clinical Trials" consisting of Dr. Molly Shoichet, Chief Scientist of Ontario, Rémi Quirion, Chief Scientist of Quebec, Michael Duong of ROCHE and Mark Ramsey of GSK. This event, which gathered about a hundred participants, was held the day prior to the opening of the 2018 BIO International Conference, in connection with the Quebec activities.

"Oncology is undoubtedly a Quebec and Montreal niche of excellence as we have demonstrated in this study carried out with Montréal InVivo. The collaboration with the cluster has been highly useful to us in identifying the relevant economic indicators also for companies active in the oncology field."

— Maxime Dumais,
Interim Chief Executive Officer, Oncopole

SUPPORTING NICHES OF EXCELLENCE IN RESEARCH

In 2018, the cluster created three promotional web pages to present the unique expertise on the niches of excellence in health technologies, personalized health care (PHC) and oncology. The cluster organized a number of meetings between the leaders of these sectors to prioritize the most distinctive assets and to harmonize the messages and data presented by the partners on these niches.

Through close collaboration with Oncopole, the cluster conducted a socio-economic impact study of cancer research in Quebec. The study takes stock of cancer in Quebec, the resources dedicated thereto, the intensity of the research and its subsectors of excellence. In particular, we learn that:

- Cancer is the leading cause of death in Quebec (33% of all deaths) and 89% of cancers occur in persons over the age of 50;
- Close to one out of four clinical studies targets oncology, which allowed more than 1,400 Quebecers to participate;
- 1,000 Quebec researchers are active in cancer research, 75% of them are in the Greater Montréal area and produce 80% of the publications in Quebec;
- 50% of the new drugs in personalized medicine approved by the FDA target oncology;
- The scientific impact of Quebec publications is higher than the Canadian average and the international average.

The study is available on Montréal InVivo's website in the documentation section. →

Montréal InVivo would like to thank all the members of the Strategic Committee for their commitment:

- **Vratislav Hadrava**, Pfizer Canada – Co-Chair
- **Serge Marchand**, Fonds de Recherche du Quebec – Health – Co-Chair
- **Carl-Éric Aubin**, TransMedTech and Polytechnique Montréal
- **Christian Baron**, Université de Montréal
- **Nadine Beauger**, Institute for Research in Immunology and Cancer – Commercialization of Research
- **Frank Béraud**, Montréal InVivo
- **Marco Blouin**, Ministry of Economy, Science and Innovation, Government of Quebec
- **Mario Chevrete**, Consortium québécois sur la découverte du médicament
- **Jacques de Guise**, École des Technologies Supérieures and Centre Hospitalier de l'Université de Montréal
- **Danika Laberge**, CATALIS Québec
- **Monique Lacroix**, Novartis Pharma
- **Stéphanie Lord-Fontaine**, Oncopole
- **Grazia Maion**, Univalor
- **Nolwenn Noisel**, CARTaGENE
- **Viviane Poupon**, Montreal Neurological Institute
- **Manon St-Pierre**, Ministry of Health and Social Services
- **Laurent Tillement**, Servier Canada

Animation and coordination:

- **Nathalie Ouimet**, Montréal InVivo

ARTIFICIAL INTELLIGENCE IN LSHT

MANDATE

Promote the economic development of a life sciences and health technologies (LSHT) sector in life sciences and health technologies powered by AI.

Launched in 2018, the Artificial Intelligence Strategic Committee in LSHT mobilizes the stakeholders from various segments of LSHT (MedTech, Biotech, Pharma, CROs, etc.) and artificial intelligence (AI) to accelerate the economic development of AI in LSHT. The mandate is to foster the development of the sector through the growth of organizations specialized in AI applied to health and the increased use of AI in more traditional companies in the LSHT sector, in the various stages of the innovation cycle, from diagnosis to therapy, and for health prevention and management of care administration.

The objectives to achieve this have been prioritized:

- Define a development strategy differentiated from the sector;
- Facilitate concerted collaboration between the stakeholders (development and adoption of AI in LSHT);
- Ensure a complete financing chain and adapted to AI in LSHT.

To stimulate meshing between the two areas of expertise, Montréal InVivo also developed an event in collaboration with Biotech City on the application of data and of AI for CROs, which attracted close to 40 representatives from companies specialized in data management and AI and from CROs.

To support Quebec's Ministry of Economy, Science and Innovation (MESI) in connection with the mission of two international journalists, Montréal InVivo also organized individual meetings as well as a round table consisting of representatives from five companies and one research institution whose activities target AI in LSHT.

The Strategic Committee also responded with a comment letter regarding the open consultation of the Canadian Agency for Drugs and Technologies in Health (CADTH) on the reference document "An Overview of Clinical Applications of Artificial Intelligence," which was published in October 2018.

“The combination of the sectors of artificial intelligence and life sciences and medical technologies is a key to our future economy that is intended to be digital. Montréal InVivo showed leadership by mobilizing a significant number of stakeholders that are already identifying initiatives fostering innovations linked to this unique opportunity.”

— Alexandre Le Bouthillier,
Co-Founder and Director of Operations,
Imagia

Montréal InVivo would like to thank all the members of the Strategic Committee for their commitment:

- **Alexandre Le Bouthillier**, Imagia – Co-Chair
- **Rania El-Masri**, GlaxoSmithKline – Co-Chair
- **Nadine Beauger**, Institute for Research in Immunology and Cancer – Commercialization of Research
- **Frank Béraud**, Montréal InVivo
- **Vanessa Claveau**, Ministry of Economy and Innovation, Government of Quebec
- **Nadège Corcoran**, Accreon
- **Jacques deGuise**, École des technologies supérieure and Centre Hospitalier de l’Université de Montréal
- **Francois Drolet**, Roche Diagnostics
- **Christelle Fasano**, Montréal International
- **Pierre Alexandre Fournier**, Hexoskin
- **Sarah Jenna**, MyIntelligentMachines (MIMs)
- **Meryeme Lahmami**, MEDTEQ
- **Benoit Larose**, MEDEC
- **Martin Leblanc**, Caprion
- **Stéphane Létourneau**, MILA
- **Caroline Ménard**, Innovation, Science and Economic Development Canada, Government of Canada
- **Nolwenn Noisel**, CARTaGENE
- **Doina Precup**, Healthy Brains for Healthy Lives, McGill University
- **Maxime Ranger**, AmorChem
- **Jean-Pierre Robert**, CTS Santé
- **Louis Roy**, IBM Corporation
- **Shane Russell**, Medtronic Canada
- **Luc Sirois**, PROMPT
- **Isabelle Vézina**, Hacking Health
- **Luc Vilandré**, TELUS Health

Animation and coordination:

- **Marie-Lise Dion**,
Montréal InVivo

POSITIONING THE SECTOR

FOOD FOR THOUGHT

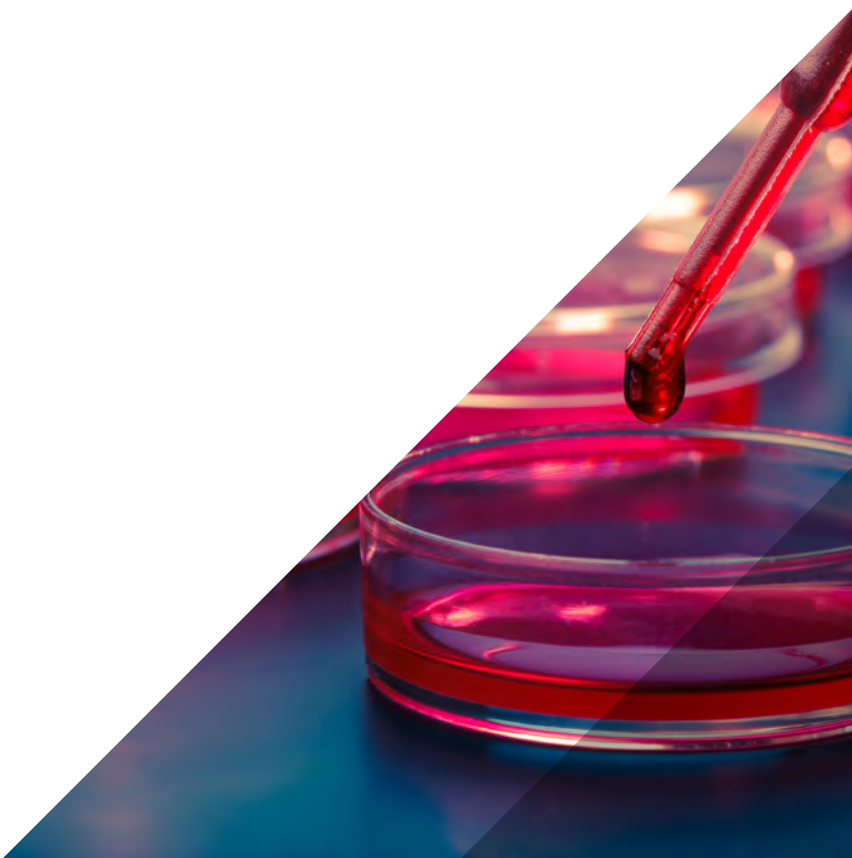
Montréal InVivo conducted a survey of the community to better understand the relevance of its activities and their impacts for its members and to assess the potential of some of the projects and communication tools. The survey results confirmed Montréal InVivo's high profile in the sector and illustrated that the community of the LSHT sector perceives very positively Montréal InVivo's actions. The ecosystem also demonstrates a high level of confidence regarding Montréal InVivo's ability to achieve its mission. The cluster's strategic priorities continue to be considered very relevant and in line with the community's needs. The survey also allowed Montréal InVivo to target its efforts on activities received as priority by the community of the LSHT sector, for example with the landmark event, EFFERVESCENCE.

FIRST PARTNERS COMMITTEE

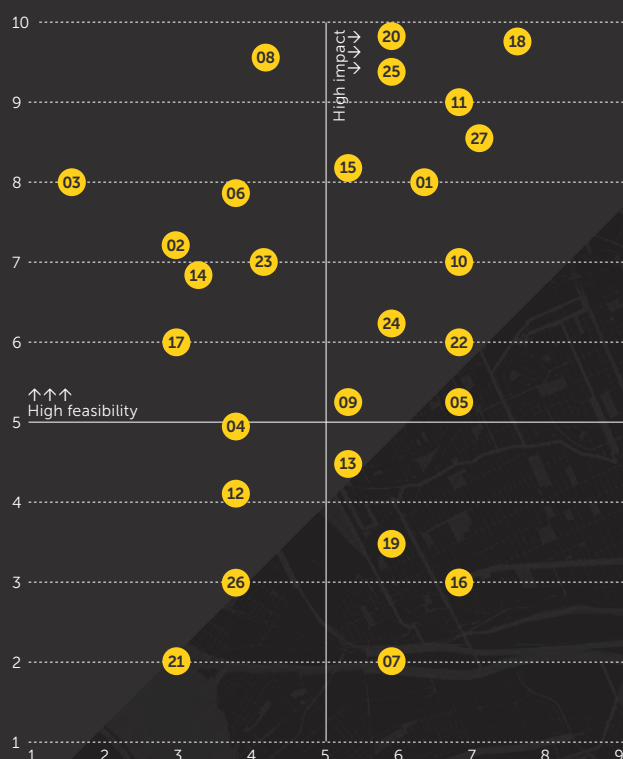
Montréal InVivo invited all its financial partners to participate in the last Board of Directors' meeting of 2018 as well as in the first edition of the Montréal InVivo Partners Committee. The purpose of this Annual Committee reserved for the top executives of Montréal InVivo partner organizations is to enable each one to stimulate the cluster's reflection in the context of the Montréal InVivo's next strategic planning exercise. As a result, the senior executives had the opportunity to discuss the issues that affect them today, and those they foresee within five years, but also to propose a number of actions that could be implemented by Montréal InVivo.

Participation by 39 persons in this exercise testifies to the interest and relevance of this type of activity.

- **93%** have heard of the LSHT cluster.
- **83%** have faith in the cluster's ability to be a catalyst of economic development, representing a **14%** increase in trust since 2014.
- Each of the five strategic priorities has been confirmed as being a priority by more than **85%** of respondents, with results similar to those of 2014.



PARTNERS COMMITTEE – PROPOSED ACTIONS



- 01 - Aligned stakeholders and message
- 02 - Clinician ambassadors
- 03 - Student ambassadors
- 04 - More internships in companies
- 05 - Synthetic biology
- 06 - Access to case study data
- 07 - Change in the health network's culture
- 08 - CEO club
- 09 - Data access conference
- 10 - R&D tax credit
- 11 - Demonstration of positive effects related to patients
- 12 - Diversification of funding sources
- 13 - Institutional investor education
- 14 - Techno ethics breakdown
- 15 - Matching study
- 16 - AI-dedicated funding
- 17 - Patient training on the sector
- 18 - C-suite mentoring/coaching
- 19 - New business model for the new technologies.
- 20 - Entrepreneurship training program
- 21 - Industrial PhD program
- 22 - Promoting careers
- 23 - Promoting technical jobs
- 24 - Promoting STEM training
- 25 - Promoting success stories
- 26 - RWE aligned with FDA
- 27 - Presentation for HQs

BUILDING RELATIONSHIPS

Throughout the year, the Montréal InVivo team members participated in many events (conventions, forums, launches, symposiums, media events) and meetings (general meetings, panels, committees), in order to maintain sustainable relationships with the various stakeholders in the sector and to reinforce its positioning.

The team, in particular its chief executive officer, also sent many hours developing new relationships, whether they be with potential partners for the cluster, with economic or political influencers, with the business world outside the field of LSHTs or even when welcoming companies of foreign delegations from the United States, France, Belgium, India or Sweden.

COMMUNICATIONS

VISIBILITY AND PROMOTION OF THE CLUSTER

Montréal InVivo is always busy offering value-added content in order to position itself as a key source of information. Montréal InVivo's web tools constitute a benchmark with respect to LSHT in Greater Montreal, as much for the industrial and research stakeholders as for the influencers and public decision-makers.

In 2018, the ergonomics and design of the website were reviewed in part to improve the user experience. Several sections have been added: niches of excellence, cluster portrait, success stories, documentation room.

A new RESOINVIVO newsletter was created to disseminate information on different opportunities likely to interest members of the cluster. Montréal InVivo also reviewed its publication strategy on social media by creating a new Facebook page to reach student successors. Through these tools, Montréal InVivo aims to mobilize, inform and offer unique, value-added content on the sector.

Montréal InVivo and its CEO are increasingly recognized as a reference for journalists, with eight interviews that resulted in acknowledgements in the media in 2018.

THE WEB AND SOCIAL MEDIA IN FIGURES

→ **38** NEWSLETTERS
(INFOINVIVO, RESOINVIVO and FLASHINVOVO) with an average opening rate of 37%

→ **79** EVENTS
published in the calendar

→ **1,694** TWITTER FOLLOWERS

→ **6,702** LINKEDIN FOLLOWERS

→ **168** FACEBOOK FOLLOWERS

→ **701,000** VISITS
to the website

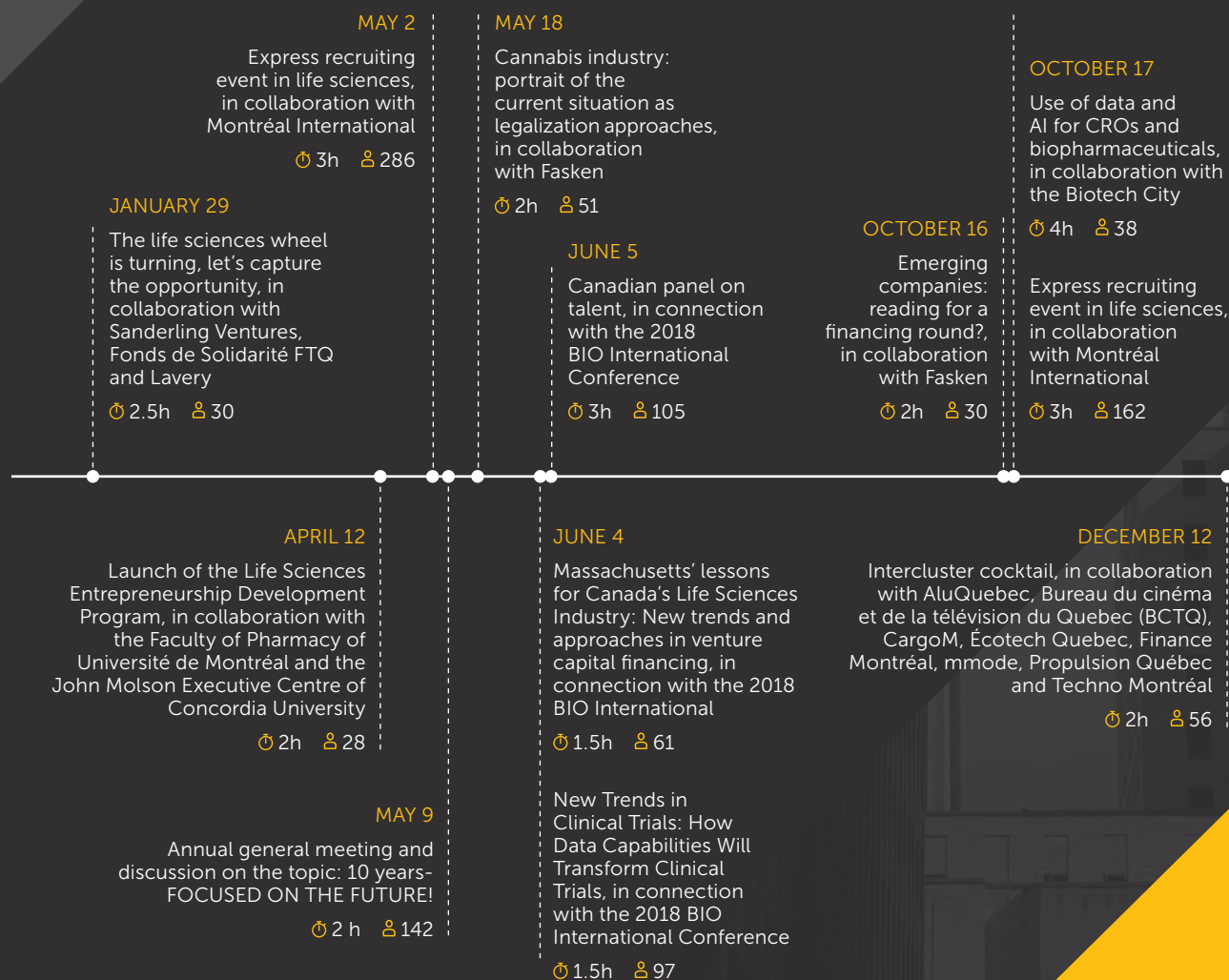
EVENTS

A COMMITTEE CREATED FOR A NEW UNIFYING EVENT

The “EFFERVESCENCE – the future of life sciences” event took shape in 2018. The cluster mobilized 13 other partners to co-develop this landmark event and take responsibility for develop a part of the programming. The cluster mobilizes partners, coordinates event development, funding, consultations of the other stakeholders in the

ecosystem, in addition to working closely with the event agency. An agreement in principle was entered into by the organizing partners and an independent NPO was created. The date of the first edition of the event was set on April 24 and 25, 2019.

EVENTS ORGANIZED OR CO-ORGANIZED BY MONTRÉAL INVIVO



BOARD OF DIRECTORS

BOARD MEMBERS

- **Frank Béraud***,
President and CEO,
Montréal InVivo
- **Cedric Bisson***,
Teralys Capital
- **Fabrice Brunet**,
Centre Hospitalier de
l'Université de Montréal and
Centre Hospitalier Universitaire
Sainte-Justine
- **Claude Chevalier**,
Bio-K Plus International Inc.
(until August 2018)
- **Martha Crago**,
McGill University
- **Frédéric Fasano**,
Servier Canada
- **Neil Fraser**,
Medtronic Canada
- **Diane Gosselin**,
Consortium québécois sur la
découverte du médicament
- **Whitney Green**,
Roche Diagnostics
- **Marie-Josée Hébert***,
Université de Montréal
- **Yoo-Seok Hong**,
GlaxoSmithKline Pharma Inc.
(since May 2018)
- **Alexandre Le Bouthillier**,
Imagia
- **Didier Leconte**,
Fonds de solidarité FTQ
- **Paul Lepage**,
TELUS Health
(until September 2018)
- **Paul Lirette**,
GSK (until January 2018)
- **Bruce Mazer**,
McGill University
Health Centre (RI-MUHC)
- **Jacques Milette**,
MEDTEQ
- **Jean-Maurice Plourde**,
Honorary Member,
Montréal InVivo
- **Vincent Poitout**,
Centre de Recherche du Centre
Hospitalier de l'Université de
Montréal (until March 2018)
- **Rémi Quirion**,
Fonds de recherche
du Québec (FRQ)
- **Suzy Talbot**,
DIEX Recherche
(since October 2018)
- **Anna Van Acker**,
Merck Canada Inc.
- **Luc Vilandré**,
TELUS Health
(since December 2018)

CHAIRMAN OF THE BOARD

- **Martin LeBlanc***,
Caprion Biosciences Inc.

VICE-CHAIRMAN OF THE BOARD

- **Jacques Gagné***,
Honorary Member,
Montréal InVivo

SECRETARY-TREASURER OF THE BOARD

- **Pierre Falardeau***,
Bio-K Plus International Inc.

* Members of the Executive Committee

A DIVERSIFIED TEAM, ONE SHARED GOAL:

**REPRESENTING
THE LSHT ECOSYSTEM
AND FOSTERING
ITS GROWTH.**

OUR TEAM



→ **Mr. Frank Béraud**
Chief Executive Officer



→ **Ms. Natalie Ouimet**
Vice-President, Operations



→ **Ms. Marie-Lise Dion**
Director, Businesses and
Strategic Initiatives



→ **Mr. Patrick D. Paquette**
Associate Director, Skills and
Talent Development



→ **Ms. Sabrina Bernier**
Project Manager, Communications



→ **Ms. Diane Hubert**
Executive Assistant and Corporate
Affairs Coordinator



→ **Ms. Véronique Rochefort**
Project Coordinator
and Communications

PARTNERS AND CONTRIBUTORS

FINANCIAL PARTNERS

- [AbbVie](#)
- [Accel-Rx](#)
- [ACCREON](#)
- [Altasciences](#)
- [AstraZeneca](#)
- [Bausch Health \(Valeant\)](#)
- [BCF](#)
- [BIOQuébec](#)
- [Bristol-Myers Squibb](#)
- [Boehringer Ingelheim Canada Ltd.](#)
- [Caprion Biosciences](#)
- [Celgene](#)
- [Cirion BioPharma Recherche Inc.](#)
- [Cité de la Biotech](#)
- [National Research Council Canada \(NRCC\) – Human Health Therapeutics](#)
- [Consortium québécois sur la découverte du médicament \(CQDM\)](#)
- [CTS Santé](#)
- [Eli Lilly Canada](#)
- [Entreprises AmorChem Inc.](#)
- [FASKEN](#)
- [Fonds de recherche du Québec – Santé \(FRQS\)](#)
- [Fonds de solidarité FTQ](#)
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- [Merck Canada](#)
- [National Bank](#)
- [NÉOMED](#)
- [NÉOMED LABS](#)
- [Novartis Pharma Canada](#)
- [Oncopole](#)
- [Pfizer Canada](#)
- [Réseau universitaire intégré de santé et de services sociaux de l'Université de Montréal \(RUISSS de l'UdeM\)](#)
- [ROBIC](#)
- [Roche Diagnostics](#)
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- [TEVA Canada Innovation](#)
- [Concordia University](#)
- [Université de Montréal](#)
- [McGill University](#)
- [Vertex Pharmaceuticals \(Canada\)](#)

Montréal InVivo would like to thank in particular its new 2018 partners:

National Bank

Bausch Health (Valeant)

Boehringer Ingelheim Canada Ltd.

Fasken

Génome Québec

Gilead Sciences Canada Inc.

Imagia

NÉOMED LABS

Réseau universitaire intégré de santé et de services sociaux de l'Université de Montréal (RUISSS de l'UdeM)

Saint-Hyacinthe Technopole

TEVA Canada Innovation

Concordia University.



**UNDERLINED PASSAGES
CONTAIN HYPERLINKS**

GOVERNMENT OF QUEBEC

- [Ministry of Economy and Innovation \(MEI\)](#)
- [Secrétariat à la région métropolitaine](#)

GOVERNMENT OF CANADA

- [Canada Economic Development for Quebec Regions](#)
- [ICCI Program of the Ministry of Foreign Affairs, Commerce and Development Canada](#)

MUNICIPAL

- [Communauté Métropolitaine de Montréal \(CMM\)](#)

PARTNERSHIP AGREEMENTS

- [Life Sciences Ontario \(LSO\)](#)
- [Innovative Medicines Canada](#)

CONTRIBUTORS

- [Aéro Montréal](#)
- [Aligo Innovation](#)
- [AluQuébec](#)
- [Bureau du cinéma et de la télévision du Québec](#)
- [Cargo M](#)
- [CARTaGENE](#)
- [CATALIS Québec](#)
- [Cégep Gérald-Godin](#)
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- [John-Abbott College](#)
- [Conseil emploi métropole \(CEM\)](#)
- [Centre de recherche du Centre Hospitalier de l'Université de Montréal \(CRCHUM\)](#)
- [District 3 Innovation Centre](#)
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- [INESSS](#)
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- [Montreal Clinical Research Institute \(IRCM\)](#)
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- [John Molson School of Business](#)

- [Lavery](#)
- [MEDEC](#)
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- [Mila](#)
- [My Intelligent Machines \(MIMs\)](#)
- [Ministry of Health and Social Services](#)
- [mmode](#)
- [Montréal International](#)
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- [Ordre des chimistes du Québec](#)
- [Palais des congrès de Montréal](#)
- [Pharmabio Développement](#)
- [Polytechnique Montréal](#)
- [Prompt](#)
- [Propulsion Québec](#)
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- [Québec International](#)
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- [Services Québec](#)
- [Sherbrooke Innopole](#)
- [SOVAR](#)
- [TechnoMontréal](#)
- [TOHealth!](#)
- [Université du Québec à Montréal \(UQAM\)](#)
- [Venture Valuation/BiotechGate](#)

CALENDAR OF ACTIVITIES OF CLUSTER MEMBERS

Type and date and 2018 meetings	Duration (h)	N of participants	N of private participants	Total participant contribution (h)	Average hourly rate	Industrial in-kind contribution	Public/semi-public in-kind contribution	Grand total – In-kind contribution
ANNUAL GENERAL MEETING								
May 9	1.5	37	19	55.5	\$200	\$5,700	\$5,400	\$11,100
BOARD OF DIRECTORS								
February 2	2.5	21	9	52.5	\$200	\$4,500	\$6,000	\$10,500
April 6	2.5	15	8	37.5	\$200	\$4,000	\$3,500	\$7,500
October 5	2.5	18	9	45	\$200	\$4,500	\$4,500	\$9,000
December 7	1.5	28	18	42	\$200	\$5,400	\$3,000	\$8,400
EXECUTIVE COMMITTEE								
January 16	1.5	4	3	6	\$200	\$900	\$300	\$1,200
March 2	1	4	3	4	\$200	\$600	\$200	\$800
March 28	1.5	5	3	7.5	\$200	\$900	\$600	\$1,500
August 28	1.5	5	3	7.5	\$200	\$900	\$600	\$1,500
November 20	1.5	3	2	7.5	\$200	\$600	\$300	\$900
MEETING OF SENIOR MANAGEMENT								
December 6	2	31	24	62	\$200	\$9,600	\$2,800	\$12,400
December 7	2	39	24	78	\$200	\$9,600	\$6,000	\$15,600
GOVERNANCE/APPOINTMENTS/HR COMMITTEE								
June 18	1	4	1	4	\$200	\$200	\$600	\$800
September 10	1	3	1	4	\$200	\$200	\$400	\$600
December 6	1	3	1	4	\$200	\$200	\$400	\$600
AUDIT/FINANCE COMMITTEE								
November 29	1	3	2	3	\$200	\$400	\$200	\$600
MEETING OF THE STRATEGIC COMMITTEE CO-CHAIRS								
January 15	2	6	5	12	\$200	\$2,000	\$400	\$2,400
GROWTH OF COMPANIES STRATEGIC COMMITTEE								
April 4	2	10	5	20	\$200	\$2,000	\$2,000	\$4,000
September 14	2	14	9	28	\$200	\$3,600	\$2,000	\$5,600
November 22	2	12	5	24	\$200	\$2,000	\$2,800	\$4,800

Type and date of 2018 meetings	Duration (h)	N of participants	N of private participants	Total participant contribution (h)	Average hourly rate	Industrial in-kind contribution	Public/semi-public in-kind contribution	Grand total – In-kind contribution
WORKING GROUPS ASSOCIATED WITH THE STRATEGIC COMMITTEE								
February 28	3	24	9	72	\$200	\$5,400	\$9,000	\$14,400
May 14	3	21	13	63	\$200	\$7,800	\$4,800	\$12,600
September 7	3	2	0	6	\$200	-	\$1,200	\$1,200
October 4	3	3	3	9	\$200	\$1,800	-	\$1,800
November 22	2	3	3	6	\$200	\$1,200	-	\$1,200
December 18	1.5	4	4	6	\$200	\$1,200	-	\$1,200
STEERING COMMITTEE: ADEQUACY DIAGNOSIS OF TRAINING-EMPLOYMENT-SKILLS								
April 20	2	13	0	26	\$200	-	\$5,200	\$5,200
October 29	2	21	3	42	\$200	\$1,200	\$7,200	\$8,400
December 3	3	17	3	51	\$200	\$1,800	\$8,400	\$10,200
LIFE SCIENCES ENTREPRENEURSHIP DEVELOPMENT PROGRAM								
January 24	2	5	0	10	\$200	-	\$2,000	\$2,000
April 25	2	7	3	14	\$200	\$1,200	\$1,600	\$2,800
May 8	1	5	0	5	\$200	-	\$1,000	\$1,000
May 30	1.5	5	0	7.5	\$200	-	\$1,500	\$1,500
June 20	1	5	0	5	\$200	-	\$1,000	\$1,000
July 16	1.5	4	1	6	\$200	\$300	\$900	\$1,200
November 14	1			0	\$200	-	-	-
November 22	2.5	8	0	20	\$200	-	\$4,000	\$4,000
November 29	0.5			0	\$200	-	-	-
STRATEGIC COMMITTEE ON INTEGRATION OF INNOVATIONS								
April 23	1.5	17	8	25.5	\$200	\$2,400	\$2,700	\$5,100
June 11	2	14	7	28	\$200	\$2,800	\$2,800	\$5,600
November 6	2	18	8	36	\$200	\$3,200	\$4,000	\$7,200
WORKING GROUP ON THE INTEGRATION OF INNOVATIONS IN IMMUNO-ONCOLOGY								
April 30	2	17	7	34	\$200	\$2,800	\$4,000	\$6,800
July 5	2	18	6	36	\$200	\$2,400	\$4,800	\$7,200
September 18	2	8	2	16	\$200	\$800	\$2,400	\$3,200
October 4	2	14	6	28	\$200	\$2,400	\$3,200	\$5,600
November 6	2	14	8	28	\$200	\$3,200	\$2,400	\$5,600
CONSULTATION ON METHODS OF INTEGRATION OF QUEBEC'S TECHNOLOGICAL INNOVATION								
Several dates – Meeting between the large companies	9	10	10	90	\$200	\$18,000	-	\$18,000
Several dates – Meeting of Health Care Professionals	14	37	0					

CALENDAR OF ACTIVITIES OF CLUSTER MEMBERS (con't)

Type and date and 2018 meetings	Duration (h)	N of participants	N of private participants	Total participant contribution (h)	Average hourly rate	Industrial in-kind contribution	Public/semi-public in-kind contribution	Grand total – In-kind contribution
STRATEGIC COMMITTEE ON RESEARCH AND INNOVATION								
March 26	2	14	6	28	\$200	\$2,400	\$3,200	\$5,600
May 25	2	14	6	28	\$200	\$2,400	\$3,200	\$5,600
October 9	2	13	7	26	\$200	\$2,800	\$2,400	\$5,200
December 12	2	10	3	20	\$200	\$1,200	\$2,800	\$4,000
CONSULTATIONS ON NICHES OF EXCELLENCE								
May 17	2	6	0	12	\$200	-	\$2,400	\$2,400
July 17, 19, and 24	3	8	3	24	\$200	\$1,800	\$3,000	\$4,800
July 24 and 31 and September 5	3	9	2	27	\$200	\$1,200	\$4,200	\$5,400
April 23, May 31, August 8, Sept. 1	5.5	21	8	115.5	\$200	\$8,800	\$14,300	\$23,100
November 15	1	4	0	4	\$200	-	\$800	\$800
STRATEGIC COMMITTEE ON ISSUES MONITORING AND MANAGEMENT								
March 1	2	10	4	20	\$200	\$1,600	\$2,400	\$4,000
FEDERAL AFFAIRS TABLE								
January 10	1	10	2	10	\$200	\$400	\$1,600	\$2,000
January 12	1	17	3	17	\$200	\$600	\$2,800	\$3,400
January 16	1	3	2	3	\$200	\$400	\$200	\$600
March 13	2	9	5	18	\$200	\$2,000	\$1,600	\$3,600
May 10	1	7	0	7	\$200	-	\$1,400	\$1,400
July 18	2	26	16	52	\$200	\$6,400	\$4,000	\$10,400
November 23	2	22	12	44	\$200	\$4,800	\$4,000	\$8,800
December 10	2	11	5	22	\$200	\$2,000	\$2,400	\$4,400
SUPPORT FOR APPLICATIONS TO THE STRATEGIC INNOVATION FUND, PART 4								
July 12	1	4	4	4	\$200	\$800	-	\$800
July 17	1	2	0	2	\$200	-	\$400	\$400
July 25	1	2	2	2	\$200	\$400	-	\$400
July 31	1	5	3	5	\$200	\$600	\$400	\$1,000
SURVEY OF CLUSTER MEMBERS								
April 3	1	6	6	6	\$200	\$1,200	-	\$1,200
April 3	1	5	4	5	\$200	\$800	\$200	\$1,000
STRATEGIC COMMITTEE ON ARTIFICIAL INTELLIGENCE								
April 11	1.5	7	2	10.5	\$200	\$600	\$1,500	\$2,100
May 22	2	20	8	40	\$200	\$3,200	\$4,800	\$8,000
September 28	2	17	9	20	\$200	\$3,600	\$3,200	\$6,800
December 17	2	17	7	34	\$200	\$2,800	\$4,000	\$6,800

Type and date and 2018 meetings	Duration (h)	N of participants	N of private participants	Total participant contribution (h)	Average hourly rate	Industrial in-kind contribution	Public/semi-public in-kind contribution	Grand total – In-kind contribution
DEVELOPMENT OF KEY EVENT EFFERVESCENCE								
March 28	2	10	2	20	\$200	\$800	\$3,200	\$4,000
April 5	2	12	3	24	\$200	\$1,200	\$3,600	\$4,800
April 26	2	20	5	40	\$200	\$2,000	\$6,000	\$8,000
June 21	3.5	15	2	52.5	\$200	\$1,400	\$9,100	\$10,500
July 11	2	6	5	12	\$200	\$2,000	\$400	\$2,400
July 19	3	14	2	42	\$200	\$1,200	\$7,200	\$8,400
September 13	3	17	3	51	\$200	\$1,800	\$8,400	\$10,200
October 12	3	15	4	45	\$200	\$2,400	\$6,600	\$9,000
November 16	3	5	0	15	\$200	-	\$3,000	\$3,000
November 23	2	12	7	24	\$200	\$2,800	\$2,000	\$4,800
November 26	2	11	5	22	\$200	\$2,000	\$2,400	\$4,400
December 3	2.5	6	2	15	\$200	\$1,000	\$2,000	\$3,000
December 6	3	18	6	54	\$200	\$3,600	\$7,200	\$10,800
December 17	1.5	5	0	7.5	\$200	-	\$1,500	\$1,500
BIOSUCCÈS MENTORING NETWORK								
February 21	1.5	3	1	4.5	\$200	\$300	\$600	\$900
April 17	0.5	3	1	1.5	\$200	\$100	\$200	\$300
May 8	2	8	6	16	\$200	\$2,400	\$800	\$3,200
May 16	1.5	2	1	3	\$200	\$300	\$300	\$600
June 11	1.5	2	1	3	\$200	\$300	\$300	\$600
July 16	1.5	3	2	4.5	\$200	\$600	\$300	\$900
October 15	2	5	2	10	\$200	\$800	\$1,200	\$2,000
October 24	1.5	3	1	4.5	\$200	\$300	\$600	\$900
November 6	1.5	3	1	4.5	\$200	\$300	\$600	\$900
November 15	1.5	3	1	4.5	\$200	\$300	\$600	\$900
December 12	1.5	3	1	4.5	\$200	\$300	\$600	\$900
BIO EVENT PLANNING								
May 2	1	4	0	4	\$200	-	\$800	\$800

TOTAL

→ 208 HOURS

→ 1,086 PARTICIPANTS

→ 451 PRIVATE PARTICIPANTS

→ 2,268.5 PARTICIPATION HOURS

→ \$198,700 INDUSTRIAL IN-KIND CONTRIBUTIONS

→ \$256,800 IN PUBLIC OR SEMI-PRIVATE IN-KIND CONTRIBUTIONS

→ \$455,500 IN TOTAL IN-KIND CONTRIBUTIONS



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