



Contraails

Quarterly Newsletter

MANITOBA



AEROSPACE

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MESSAGE FROM THE CHIEF EXECUTIVE OFFICER - WENDELL WIEBE

As I'm writing this, Manitoba is experiencing its first major snowfall of the winter. However, the snow does help make the upcoming holiday season feel more real. Must be the prairie boy in me.

It has been an exciting six months and a significant learning curve for me and the rest of the team at Manitoba Aerospace as we get our heads around the addition of two new pillars that were formally part of the MAA focus: Marketing – specifically Branding & Advocacy, as well as Innovation, Research & Technology.

Since April, industry has had two meetings with the Premier and his officials: the first pertaining to Bill C-10 and the second was at Industry's request to discuss the establishment of a suitable venue for NRC to house the Factory of the Future program in Winnipeg.

In May, we celebrated the 10th anniversary of AAiM Day, as well as launched Aerospace Week 2016.

One of the highlights was a Networking Breakfast,

with presentations from Roger Schallom from Boeing, Manager of International Strategic Partnerships (ISP) for the Americas as well as the new President of Red River College, Paul Vogt.

In September, we held the AGM on the same date as our annual golf tournament. Both events were well attended. The weather was perfect for the golf tournament and once again we raised over \$12,000.00 for our Student Endowment Fund.

On November 17, we hosted the 15th Annual All-Stars Awards of Excellence Dinner. Congratulations again to all the winners: Terry Trupp as Builder, Don Boitson for Leadership, Keewatin Air for Process Improvements and Business Growth and the Boeing Winnipeg 737 MAX Acoustic Inner Barrel Product Development Team for Innovation and Leadership. We raised just over \$18,000.00 at this event.

So in total, this year's fundraising activities have raised over \$30,000.00 towards the Student Endowment Fund.

2017 is already filling up with a variety of events. First off, Loren Hendrickson will be contacting all Manitoba Aerospace member companies and asking for your assistance in identifying what technologies are important for your business to be successful in the years to come and how we can utilize the Factory of the Future. I encourage everyone to meet with Loren so we

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Manitoba Aerospace



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Manitoba-Aerospace



MESSAGE FROM THE CHIEF EXECUTIVE OFFICER - WENDELL WIEBE (CON'T FROM PAGE 1)

can incorporate your future needs into our findings and report back to both the provincial and federal governments.

With the funding support from NRC – IRAP, we continue to provide coaching to companies on the federal government's Industrial and Technological Benefits (ITB) program. Three business to business events will be organized throughout 2017 for the companies that have participated in the program to be able to showcase their Canadian Value Propositions.

I plan on representing the Manitoba Aerospace industry at a number of trade shows in 2017. These include the Canadian Armed Forces Outlook in

April, CANSEC in late May, the Paris Airshow in June, the Abbotsford Aerospace, Defense & Security Expo in August and the Aerospace Summit in November.

Our local annual events that are on the horizon include AAiM Day on May 26th, Aerospace week – from May 29 to June 2 and will also include our 2017 AGM, the Manitoba Aerospace Golf Tournament on September 14, and the All-Stars Awards of Excellence Dinner on November 23. Mark your calendars.

Finally, on behalf of the team at Manitoba Aerospace, I would like to wish you and yours a wonderful holiday season and a safe and Happy New Year.

MANITOBA AEROSPACE WELCOMES CHAIRMAN OF THE BOARD



Manitoba Aerospace would like to take this opportunity to welcome our new Chairman of the Board, Paul Heide.

Paul Heide is the General Manager at Magellan Aerospace, Winnipeg, an operating division of Magellan Aerospace Limited.

Paul joined Magellan (formerly Bristol Aerospace Limited) in November 1979 and held increasingly responsible positions in Production Management until May 1992 when he was appointed Director of Operations. Paul's responsibilities have also included Materials and Purchasing, Operations for both the Aeroengines and Aerostructures business units, Director of Human Resources, and General Manager, Defence and Space.

Paul served as the General Manager of Magellan

Aerospace, Middletown in 2006, and the General Manager of Magellan Aerospace Haley & Glendale Casting in 2006-2007.

Paul left Magellan Aerospace briefly to become the Vice President, Airframe at Aveos Fleet Performance from 2007 to 2011, and returned to Magellan in October 2011.

On his return, Paul was General Manager at Magellan Aerospace, Haverhill in 2012-2014, and General Manager, Magellan Aerospace, Glendale in 2015.

Paul received a CIM Designation (Certificate in Management) from the University of Manitoba in June 2001. He is a past President and current chairman of the board, Manitoba Aerospace, Inc., and has served on the board of the Manitoba division of Canadian Manufacturers & Exporters.

Welcome to the team, Paul!

MANITOBA AEROSPACE ALL-STARS AWARDS OF EXCELLENCE DINNER



The 15th Annual Manitoba Aerospace All-Stars Awards of Excellence Dinner took place on Thursday, November 17 at the Victoria Inn and Conference Centre in Winnipeg.

The dinner was a great success and raised more than \$18,000 for the Manitoba Aerospace Student Awards Endowment Fund.

Congratulations to all of the award recipients. Listed are this year's winners.



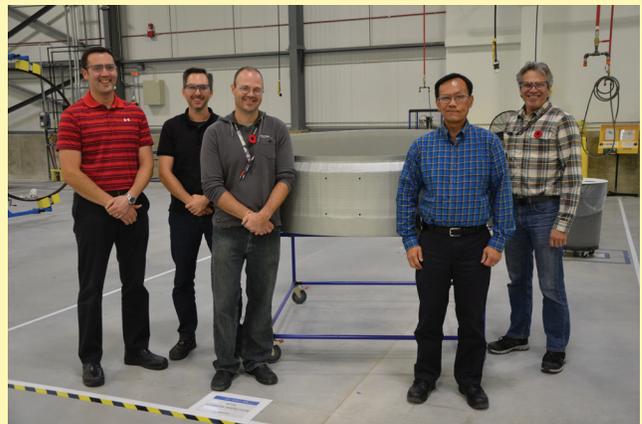
Terry Trupp, Boeing Winnipeg
For: "Excellence for Builder"



Don Boitson, Magellan Aerospace
For: "Excellence for Leadership"



Keewatin Air Winnipeg Maintenance Leadership Team
For: "Excellence for Process Improvement and Business Growth"
Team members include: Wayne McLeod, Jason Kendall, Dallas Radcliffe, Dariusz Kopala



737 MAX Acoustic Inner Barrel Product Development Team
For: "Excellence for Innovation and Leadership"
Team members include: Matt Shewfelt, Kyle Advent, Bruce Taylor, Damjan Simonovic, Geoff Gibbings, Edmond Mah



MANITOBA AEROSPACE 2016 GOLF TOURNAMENT

Manitoba Aerospace held its 6th annual golf tournament on Thursday, September 15, 2016 at Larters Golf and Country Club.

The \$12,000 raised will be put towards the Aerospace Student Awards Endowment Fund.

Thank you to everyone who came out, and we hope to see you again next September.

The following photos are some of the teams who participated in the day's tournament.



BUSINESS PLEASURE - YOU, TOO, CAN BE A JET-SETTER AS LOCAL CHARTER AIRCRAFT SERVICE EXPANDS ITS PRIVATE-PLANE EXPERIENCE



Source: *Winnipeg Free Press* October 8, 2016

Fast Air knows all about how to make a private jet make sense for business.

Now it wants to get Winnipeggers to use them for fun, as well.

The privately owned charter and corporate jet operator has been expanding its business aviation operation since 1995. It now has a fleet of about 12 Beechcraft King Air turbo-prop planes and about eight Gulfstream and Westwind corporate jets it staffs, operates and does all of the maintenance on for Manitoba businesses that own those jets.

This fall, the company is hoping to entice individuals to partake in the private-jet experience.

It has just launched a new division, called Jaunt, offering short excursions to out-of-town sporting and concert events.

So far, Jaunt has organized a number of trips to Minnesota Wild and Viking games in Minneapolis as well as Grey Cup and Super Bowl packages for groups of six to eight people.

The Minneapolis trips, including tickets to the game, start around \$1,000 per person. They don't include accommodations because Fast Air will get you home by the end of the day.

"This is different for us; it's focused on the consumer," said Dan Rutherford, Fast Air's marketing and business development director. "It could be (used as) an incentive for employees, customer appreciation or just a group of buddies."

Rutherford said the company is in the early phase with this new offering, feeling its way into this market and working with Winnipeg ticket-procurement company RoadTrips to design excursions.

Over the years, Fast Air has built what is now an integrated aviation/aerospace operation with lots of private charter capacity, turnkey corporate jet management and a growing maintenance, repair and overhaul (MRO) business that includes third-party avionics installation for the GPS technology company Garmin.

So while it doesn't have experience in the hospitality business, it is very skilled at growing and leveraging the expertise and assets at its disposal.

Launching the new Jaunt service arose partly out of efforts to get its fleet of King Air planes to work on the weekends when business charter demand falls off.

Anthony Dyck, Fast Air's general manager and second in command to owner and CEO Dylan Fast, said, "The planes don't make money if they're on the ground."

It's not just about providing transportation to a special event out of town. It's about getting folks there in style. "We're adding that other element of travel — the private business aircraft, private terminal, VIP treatment," said Rutherford.

"Our jet owners are used to a level of service," said Dyck. "We have great pilots who understand the customer service side of things. We can leverage that and give the average person the experience of that kind of (private business) travel."

The company has about 100 employees, including 45 pilots.

A year ago, it acquired the former Esso Avitat, a private jet terminal and fueling centre.

That means Fast Air is more intimately linked into the private-jet travel network that includes more than 1,400 business aviation aircraft in Canada alone.

"You would be surprised at the kind of people coming in and out," Rutherford said, mentioning a recent trip by the CEO of Costco. "That all goes on under the radar."

The addition of the Jaunt operations will bring in another new line of business and will also add economies of scale.

They may very well be right to think consumers are looking for that kind of travel if the growth in private business-jet usage is any indication.

Fast Air got its first contract to operate a private



BUSINESS PLEASURE - YOU, TOO, CAN BE A JET-SETTER AS LOCAL CHARTER AIRCRAFT SERVICE EXPANDS ITS PRIVATE-PLANE EXPERIENCE (CON'T FROM PAGE 5)

business for a Winnipeg company in 1999. It now provides total turnkey support for six Gulfstream and Westwind jets and maintenance on another two for companies such as Bison Transport, Winkpak and the North West Company.

Rudy Toering, president and CEO of the Canadian Business Aviation Association, said corporate jet usage in Manitoba and Saskatchewan is up even though the downturn in the oilpatch has flattened out national growth in the field.

“Over the years, people have come to realize that the perception that (private or corporate jets) is a rich-boy thing... is not the story of business aviation,” Toering said.

“These companies use their aircraft for business purposes, not for pleasure.”

Paul Cunningham, the CEO of WGI Westman, agrees with that analysis wholeheartedly.

“It has been transformational for us,” Cunningham said of the company’s ownership of a Westwind jet operated by Fast Air. “Our plane gets zero personal use. It is only a tool for business.”

WGI Westman, a privately owned culvert and steel fabricator, has about 30 locations across Canada and in the U.S., many of them in such places as Swift Current, Lethbridge, Cambridge, Ont., Daw-

son Creek, B.C., and Storm Lake, Iowa.

“When I look at where our facilities are... we’re not going to New York or downtown Toronto,” he said.

“I can do in one day (with the jet) what would take me two weeks (otherwise).”

Cunningham said 10 years ago, he might have balked at the argument it was an important business asset, but he’s now convinced it’s made their organization leaner and more responsive.

Mentioning locations in Genelle, Dawson Creek, Prince George, Grand Prairie, he said without a corporate jet, the Winnipeg-based company executives might have been able to visit those places only once every three or four years. Now there is at least annual visits. “People need to feel connected, they need to feel part of the organization,” he said.

He also admitted upgrading to the Westwind jet (Bison’s former jet) from a previous King Air turbo prop might have helped with corporate self-image.

“One day, we were taking off in the King Air to Edmonton,” he said.

“The Bison jet was on the runway with no one in it. When we landed in Edmonton, the Bison jet was sitting on tarmac with no one in it. They passed us.”

MANITOBA AEROSPACE BOARD OF DIRECTORS

Manitoba Aerospace held their annual AGM at the Larters Golf and Country Club on Thursday, September 15, 2016. The slate of directors and officers elected for 2016/17 include:

Paul Heide
Magellan Aerospace

Kim Olson
StandardAero

Leslie Galbraith
Argus Industries

Bob Hastings
Pointman Canada

Mike McCartan
KF Aerospace Defense Program

Wayne McLeod
Keewatin Air

Udaya Silva
B/E Aerospace Canada

Leo Sousa
Cormer Aerospace

Daniel Verreault
GE Aviation

Kim Westenskow
Boeing Canada Operations

ROBOTIC DRILLING BRINGS WORK BACK TO BOEING



Boeing robotic drill cell

A new robotic drilling tool being used by Boeing Canada Winnipeg and in Auburn, Wash., can drill 182,000 individual holes in under six hours instead of in the estimated 35 hours it would take if done by abrasive sand blasting, as originally planned.

In addition to the 83 percent improvement in manufacturing time, the robotic perforation drill cells also reduce quality defects by following a precise, computer-generated drill pattern.

“This technology has enabled Boeing to restore its in-house engineering design and manufacturing capabilities for acoustically treated structures,” said AJ Lauder, an Associate Technical Fellow at Boeing Canada Winnipeg.

Boeing outsourced this type of work in 2005 when it sold its operation in Wichita, Kan., to Spirit AeroSystems. The 737 MAX inner barrel is the first acoustically treated part to be manufactured in-house in more than a decade.

The two robot cells are being used to drill holes along the inside surface of the 737 MAX acoustic inner barrel — part of the engine housing — or nacelle — that has been redesigned to improve engine-noise suppression over the Next-Generation 737.

The planned abrasive sand-blasting method re-

quired employees to manually place perforated decals on the inside of the barrel, and then use an automated process to blast a silica sand media against the surface to create the holes. Use of the drill cell eliminates ergonomic-related injuries from placing the decals, and exposure to silica dust.

A cross-functional team of experts from Boeing Canada Winnipeg, Auburn BR&T, Auburn Tooling Services and Advanced Developmental Composites developed the patented solution after determining that using sand-blasting

would not allow Winnipeg employees to build the inner barrel at rates necessary to support 737 MAX production.

Though separated by 1,200 miles (1,931 kilometers) across three Boeing Fabrication business units, the team followed an aggressive production-design schedule to meet the deadline for the entry-into-service barrel built at Auburn, according to Lauder.

The robotic drill cells are not replacing human jobs, and the employees who operate and maintain them are given new opportunities, and are learning new job skills.

Eventually, plans call for multiple robotic drill cells to be in operation at Winnipeg to support the 737 MAX inner barrel program. The site currently operates one drill cell, where low-rate production began in August 2016. A second cell implementation is already in process for a planned October 2017 production date, and the Auburn drill cell will also be used by Winnipeg in the future.

“[The robotic drill cell] is a significant achievement in developing and protecting Boeing-critical technologies for the 737 MAX and future airplane programs,” said Lauder.



MANITOBA AEROSPACE RESEARCH AND TECHNOLOGY COMMITTEE - TECHNOLOGY ROAD MAP UPDATE

Manitoba companies compete in an increasingly competitive global supply chain. In an industry driven by technology and innovation, this means identifying and developing key technologies that will provide a sustainable, competitive advantage. Given that Research and Development is a long term and costly undertaking, providing a clear direction for those key technologies provides a common collaborative framework to accelerate innovation in a cost-effective manner. In 2014 Manitoba Aerospace prepared the Technology Road Map (TRM) identifying 25 key technologies in six technology thrust areas: Advanced Machining, Robotics and Automation, Composites, Simulation Modeling and Analysis, Testing and Certification and Space and Rocket Systems.

Just as we experience advances in Technology and Innovation in our personal lives, Aerospace is no different. To preserve the relevance of the TRM, the Manitoba Aerospace Research & Technology Committee (MARTC) has undertaken to ensure this is a living document by re-engaging the Technology Thrust working groups and conducting a refresh exercise. While two years is

not a long time, there are sufficient changes in Advanced Manufacturing (formerly Advanced Machining), Robotics and Automation, Composites, and Testing & Certification to warrant updates. In addition, the number of advances in Unmanned Aerial Vehicles warrants a new Thrust Area, resulting in seven Technology Thrust Areas encompassing 31 key technologies. The release of the refreshed Manitoba Aerospace TRM is expected in January 2017.

The Manitoba Research and Technology Committee greatly appreciates the vision and hard work of the original contributors to the TRM and will endeavour to maintain clear direction to Manitoba Aerospace technology development programs through the Technology Thrust working groups. Participation in MARTC and the working groups is encouraged and is open to all members of Manitoba Aerospace. For additional information or an invite to the next MARTC meeting please contact:

Loren Hendrickson
MARTC Deputy Chair
CARIC Regional Director
Loren.Hendrickson@Caric.Aero

PEOPLE ON THE MOVE

Congratulations to **Fred Doern** on his retirement from Red River College. Fred retired from the college in August. He was one of the primary contacts between Red River College and the aerospace industry, including the Technology Roadmap, various research projects, and MARTC, to name but a few.

All the best in the newest chapter of your life!

Charlie Rosen is also retiring from Red River College at the end of December.

Congratulations Charlie, and we look forward to having you back as a volunteer at our Manitoba Aerospace 2017 events!

Ken Webb, retired Manitoba Aerospace Association's Executive Director, is now Chair of the Manitoba Apprenticeship and Certification Board, Director with the Composites Innovation Centre, New Directions Manitoba, Red River College Technology Access Centre, and Royal Western Canadian Aviation Museum. Ken is also an honorary board member at Career Trek, a member of the Association of Professional Engineers of Manitoba, and he still finds time to dedicate himself to his regiment (38 Combat Engineer Regiment) as an H LCol.

STANDARD AERO SIGNS MULTI-YEAR CFM56-7B ENGINE MRO AGREEMENT TO SUPPORT GE AVIATION AND SOUTHWEST AIRLINES



StandardAero has recently signed a multi-year off-load agreement with GE Aviation (“GE”) to provide CFM56-7B aircraft engine maintenance, repair and overhaul (MRO) services in support of GE’s Southwest Airlines program. The agreement between StandardAero and GE is for services performed by StandardAero which will be conducted at the company’s Winnipeg, Canada maintenance facilities.

For more than a decade, StandardAero has served as an OEM-authorized MRO service provider for GE and CFM aircraft engines, including a partnership to design and operate GE Aviation’s Winnipeg Test Research and Development Center testing GE’s and CFM’s latest and most advanced engines.

“We are very proud of the confidence GE and Southwest Airlines have placed in StandardAero in this exciting MRO partnership to support Southwest Airlines’ engine fleet of CFM56 -7B engines,” said Rob Cords, President of StandardAero Airlines & Fleets. “Our blend of engineering, customer service, and superior quality enables StandardAero to provide a world class, hassle-free customer experience, along with custom tailored and flexible MRO solutions to help lower overall operating costs.”

“Our long and trusted partnership with StandardAero demonstrates the unwavering commitment we share to deliver outstanding service and support to our airline customers, integrating the best MRO services available through both OEM and independent provider solutions.” said Kevin McAllister, president and chief executive officer of GE Engine Services.

“We are excited about this commitment which ensures Southwest receives engine MRO service



that matches the rigorous operating tempo and requirements for our fleet of Boeing 737 aircraft.” said Bill Tiffany, Vice President of Southwest Airlines Supply Chain Department.

StandardAero is both an independent MRO provider as well as a GE Designated Fulfillment Center, servicing CFM56-7B engines since 2008.



MAGELLAN AEROSPACE HOSTS CANADIAN SPACE SUMMIT ATTENDEES



The tour participants from the Canadian Space Summit in the antechamber of the ASIF

Magellan Aerospace was the title sponsor of the annual Canadian Space Summit, which was held on November 14 and 15, 2016 in Winnipeg. The Space Summit is put on by the Canadian Space Society, and brings together academia, industry and the public to discuss the unifying factors that bring Canada, and the rest of the world, together within the space industry.

As the title sponsor, Magellan hosted a special pre-event visit of our space facilities at the Winnipeg plant, including a tour inside the Advanced Satellite Integration Facility (ASIF) on Sunday, November 13. Nineteen people from the conference attended this tour, and it was very well received.

The Space Conference had over 110 people attend their jam-packed two day agenda, and Magellan had a large presence. Six employees from Magellan Winnipeg were on panels, presented papers, or were speakers. There was also a large contingent of Magellan Winnipeg engineers who attended the conference as participants.

The event included a Gala Dinner on the first evening at the new Canadian Museum for Human Rights. This museum is the first new national museum created in Canada since 1967, and it is the first new national museum ever to be located outside of Ottawa. Summit guests were able to tour several of the Museum's galleries prior to the dinner, which was a treat for Winnipeggers and non-Winnipeggers alike.

Eric Choi, Magellan's senior manager, business development, was the Summit's opening keynote speaker. "Magellan was happy to have participated in this Summit. It allowed us to share what it is we do every day at work, and to help the local Canadian Space Society chapter to showcase Winnipeg. Many people were pleasantly surprised about the space businesses and opportunities available here."

STANDARDAERO'S COMPONENTS FACILITY COMPLETED



Tom Albig

StandardAero recently completed the construction and implementation of its Winnipeg Component Services business unit. Consisting of 110,000 square feet and approximately 170 employees, the business unit was created to enter a new market for the organization.

StandardAero's core business is founded on several specific engine model business units, where customers' engines are dismantled, inspected, repaired, reassembled and tested/certified. A key portion of this process has included repairs (restoration) on any out-of-spec components that were removed from the engines. The creation of the Component Services business unit is designed to enter into the market of component restoration of external customers'/operators' parts that do not originate from existing in-house engines – leveraging StandardAero's industry-leading technology and restoration capabilities for component restoration of any customer and engine type. This will result in considerable growth outside of the 'traditional' stream of engine model based business units.

Processes in the Component Services facility include non-destructive testing (MPI, LPI, analog and digital x-ray, ultrasonic), machining (lathes, grinders, mills, CNC equipment, etc), welding (arc, furnace, laser, torch, capacitor discharge), manual and robotic metalizing (thermal, plasma, HVOF), heat treat (vacuum and atmospheric), CMM and plating. The 16,000 square foot state of the art plating facility has been redesigned and rebuilt in its entirety and includes considerable capacity in chrome, silver, sulfamate nickel, electroless nickel, cadmium, copper, manganese phosphate, tin, and selective plating, as well as a waste water system. These processes include more than 150 pieces of equipment dedicated operators.

The StandardAero Component Services Engineering team is divided into four groups that support existing production, as well as development of new repairs, processes and technologies. Process engineers, production engineers, repair development engineers and design engineers are an

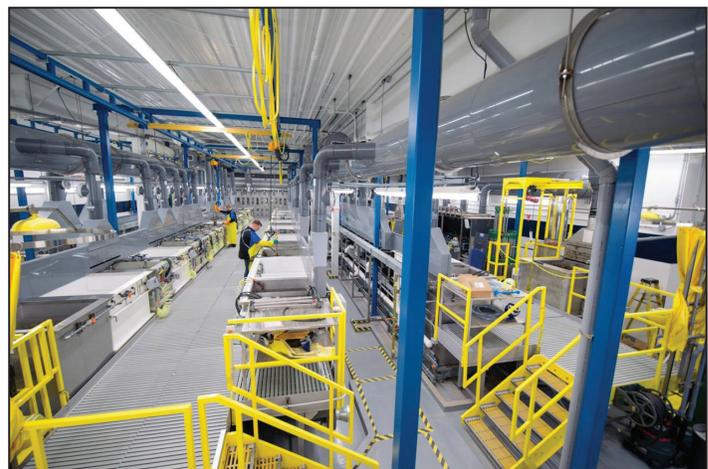
integral part of the business unit's operations.

The new facility also includes two brand new laboratories, carefully designed to include all of the capabilities for the work of today and the future. The chemical and materials labs can perform metallurgical sample preparation/analysis, metallurgical failure analysis, mechanical testing, x-ray spectrometry, digital microscopy, salt spray corrosion testing, jet fuel analysis, spectrophotometry, chemical analysis/preparation and several other functions.

A dedicated repair development area has been included in the facility design. This will facilitate the creation and implementation of new capabilities without disrupting the organization's regular production cells and throughput.

The aforementioned capabilities are woven together with a culture of adaptability. The design of the business unit is such that as specific repair/technology requirements arise in the market, the business unit will be able to react to them quickly and industrialize the capabilities in line with industry/customer demands.

With the completion of the Component Services facility, StandardAero is now ready to execute upon its components marketing strategy and bring in the additional volume that the business was designed for – giving the organization an excellent growth opportunity to compliment its existing engine business units.



StandardAero's new plating cell



LEVERAGING THE ITB PROGRAM TO STRENGTHEN THE COMPETITIVENESS OF MANITOBA SMBs

Overview

Manitoba Aerospace works to connect the local aerospace and defence industry to national and international markets and also aims to develop a world-class workforce to meet industry's needs through partnerships with Manitoba educational institutions and other key stakeholders. Manitoba Aerospace also delivers the "learner to world class" Competitive Edge Supplier Development (CESD) program.

Manitoba has the largest aerospace sector in Western Canada and the third largest in the country. Sophisticated training, world class education (at the secondary and post-secondary level) and transportation infrastructure provide further industry support. A supportive business environment, award winning educational and applied research collaborations, and a cluster of research and technology organizations support a culture of innovation and the development of a world-class workforce in Manitoba's aerospace and defence industry.



Manitoba Aerospace information session in progress

Summary

The goal of this initiative is to provide assessment services and individual coaching for up to twelve SMBs from aerospace/defence; as well as other relevant manufacturing sectors. The participants will be coached on how to use innovative and results-driven tools/practices so they can effectively identify and successfully pursue industrial techni-

cal benefits (ITB) and other business opportunities with multinational enterprises (MNEs) and create economic growth for the companies and the region.

Plan of the Project

Manitoba Aerospace has been granted the funds to work with up to twelve engaged and motivated local SMBs to help them develop the capabilities and skills needed to take their companies to the next level and become suppliers of choice for ITB obligors, MNEs and/or Tier 1 & 2 companies. This will be done in five stages.

Stage I

Manitoba Aerospace has hosted four information sessions for SMBs in 2015 and 2016.

Stage II

Small to mid-sized businesses need to understand that their competitive advantage is not just dependent on their newest piece of machinery or equipment, but rather that MNEs are looking for suppliers that can complement their own processes. An essential part of the value proposition will be to ensure that the companies have the internal processes and strategies in place to meet the requirements of the ITB obligors and/or MNEs.

Manitoba Aerospace will utilize CESD Services to work with the participating companies to provide process confirmation (audits) and follow-up activities for four core internal business processes of leadership; strategic planning & deployment; skills planning and development and innovation. CESD Services will coach engaged companies to prepare them to be able to demonstrate at business to business meetings and beyond, that they are knowledgeable in these core processes and have strategies in place to attain "world class" status.

Each participating company will have access to:

- 4 days to complete process confirmations
- ½ day for Priority Setting
- ½ day for Action Planning

LEVERAGING THE ITB PROGRAM TO STRENGTHEN THE COMPETITIVENESS OF MANITOBA SMBs (CON'T FROM PAGE 12)



Stage III:

Manitoba Aerospace has contracted with Marnie Scott, as the subject matter expert, to consult one on one with each of the companies to develop their Canadian value propositions. The consultant will instruct on how to use the innovative and results-driven tools that she has developed to help companies identify and pursue business opportunities.

Working individually with the consultant, the companies will also review and target ITB obligors, MNEs, and/or Tier 1 & 2 companies that represent the best opportunities for current and future work packages, and develop their company specific Canadian value proposition data. Upon establishing this baseline of knowledge and ensuring the companies are familiar and comfortable with the IRB and ITB policy and requirements as they relate to direct and indirect product and service purchases, the companies will be taught how to use the tools to enable them to identify their company's internal opportunities to leverage allowable investments.

The tools will also assist in identifying and presenting transactions with investments and multipliers involving consortiums; venture capital entities; post secondary and research institutions. Part of the messaging through the one on one sessions will be to enable companies to go beyond a sim-

ple purchase relationship to that of a value added supplier, who will be part of the obligor's supply chain on the current procurement as well as for future work in Canada and globally. The potential opportunities go well beyond the initial ITB to the obligor. Each participating company will receive:

- 3 days to complete company specific, one on one coaching.

Stage IV:

Participating companies will have the opportunity to attend a symposium where they can present their value proposition to a panel, which could include their SMB peers, as a rehearsal/precursor to Step V. The panel may include representatives from the federal government who will help critique the company's presentation.

In order to help prepare for the symposium, Marnie Scott and/or CESD Services will work with individual representatives from participating companies to help them hone their value propositions and internal processes as well as provide an evaluation of their particular marketing materials. There may also be an opportunity for some SMBs to identify areas of collaboration so that two or more SMBs can utilize their individual strengths to submit joint bids for work from the ITB obligors, MNEs, and/or Tier 1 & 2 companies.

- Each participating company will have access to one day of coaching by both Marnie Scott and CESD Services.

Stage V:

This project will culminate in exciting opportunities for the participating companies to meet with ITB obligors in order to highlight each company's Canadian value proposition and demonstrate their capacity in terms of internal core processes.



Marnie Scott discussing how to develop Canadian value propositions for companies



LEVERAGING THE ITB PROGRAM TO STRENGTHEN THE COMPETITIVENESS OF MANITOBA SMBs (CON'T FROM PAGE 13)

Manitoba Aerospace will organize three unique events (one each for land, aerospace and marine) with one or more obligors invited to attend each event. Marnie Scott will be contracted to monitor the Government of Canada's RFP releases and evaluate current and future ITB obligor specific requirements in order to share this information with the participating companies.

Each event will include a general session where the MNE representative(s) will be introduced to the strong network of local support organizations, including federal and provincial government officials, as well as representatives from partnering educational institutions.

The event will also include site visits to each of the

participating companies where the B2B presentations will take place.

For more information about this project, please contact:

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MANITOBA AEROSPACE EVENTS 2017

CARIC Workshop

University of Saskatchewan
January 18, 2017

PNAAC Annual Aerospace Conference

Lynnwood, Washington
February 13-16, 2017

Canadian Armed Forces Outlooks

Ottawa, Ontario
April 11-13, 2017

AAiM Day

Red River College - Stevenson campus
May 26, 2017

CANSEC

Ottawa, ON
May 31 - June 1, 2017

Paris Airshow

Paris, France
June 19-25, 2017

Aerospace, Defence, & Security Expo (ADSE)

Abbotsford, BC
August 10-11, 2017

Manitoba Aerospace Golf Tournament

Larter's Golf and Country Club
September 14, 2017

2017 Canadian Aerospace Summit

Shaw Centre, Ottawa, ON
November 7-8, 2017

Manitoba Aerospace All-Stars Awards

Victoria Inn Hotel & Conference Centre
November 23, 2017

Wishing you and yours a safe and happy holiday season!

