

SEPTEMBER 2017



**MESSAGE FROM
THE CHIEF
EXECUTIVE
OFFICER -
WENDELL WIEBE**

So far, 2017 is an exciting year for the members of Manitoba Aerospace. **StandardAero** announced a \$45 million contract for the maintenance of the Royal Canadian Air Force's T56 engines for both the 130 Hercules and 140 Aurora. **GE** announced plans to provide \$26 Million in upgrades to its GE Aviation Test Research & Development Centre at the Winnipeg Airport.

KF Aerospace has secured a \$6.5 million contract from Canada's Department of Defence to provide Bell 206 Level 7 Flight Training for the Federal Government's Contracted Flying Training and Support Program. This program is part of a larger scope of work by KF Aerospace's Defence Programs to provide the Royal Canadian Air Force with primary, basic, rotary-wing, and multi-engine pilot training until 2027.

In May, the Government of Nunavut awarded a five year medevac contract for the Kitikmeot region to

Keewatin Air. It's not clear how much the contract is worth but the previous five year contract was calculated as being worth roughly \$30 million over the life of the contract.

Also in May, the **Income Exchange Group** announced that the heavy maintenance of the 16 Airbus C295 fixed wing search and rescue planes will be done in Winnipeg. Construction on a new hangar to do the work will likely begin in 2019 and will need up to 40 staff from the outset, with expansion to approximately 100 employees in the long term. The hangar is expected to cost about \$10 million and will also be responsible for the heavy maintenance work on the company's airline fleet of Dash 8, ATR42 and ATR72 aircraft that are currently being handled by its subsidiary company – Provincial Aerospace Ltd in Newfoundland.

Congratulations to **Cadorath** for being recognized by Rolls-Royce with two awards: Total Quality for 2017, and Customer Satisfaction. The Total Quality award is presented to the organization that implements or improves a program focusing on internet and external processes having a direct positive effect on Customer Services. The Customer Satisfaction award is presented for maintaining the highest customer satisfaction rating. In accepting the awards, Cadorath's CEO David Haines said, "the awards illustrate our commitment to placing our customer's requirements before our own. We take great pride in this acknowledge-

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Manitoba Aerospace



@mbaerospace



Manitoba-Aerospace

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

ment". Cadorath also announced that Honeywell Aerospace has appointed them as an authorized component repair facility for the T53 engine line.

It has also been a very busy start of the year for the Manitoba Aerospace team. We hosted two networking events in the spring. Both were geared to the small to medium sized member companies. The first one, in February, highlighted the quality standards that Boeing, StandardAero and Magellan expect from their suppliers and at the second, in April, procurement representatives from Boeing, StandardAero and Magellan described the types of local suppliers they are looking for.

To further promote the small to medium sized businesses, we participated in two events in Ottawa. The first described the Canadian Armed Forces future procurement priorities (Outlook Days – April 11-13) and the second was to meet with OEMs who currently supply products and services to the Canadian Armed Forces at CANSEC (May 31 and June 1).

We had another great AAiM Day event on May 26 and were pleased to host the Honourable Minister Cullen of Growth, Enterprise and Trade at an industry leaders' luncheon.

June 5 to 9 was proclaimed by the province as Aerospace Week and we held three major events: a CARIC Regional Research Day (June 6), a Local Supplier Development event (June 7) and our AGM (June 8). We also celebrated our 25th

anniversary at a reception at the Royal Aviation Museum of Western Canada following the AGM. In addition to these three events, on June 7, the Winnipeg Free Press published a supplement with articles on the local aerospace industry that was distributed in newspapers all over Manitoba.

Also in June, we attended the Paris Air Show as part of the Western Canadian contingent and represented our members and promoted their capabilities to companies from all over the world.

June is also the month of graduations. Students with entry level skills for our industry, graduated from the AMMOP and Aerospace & Aviation Technology programs at Tec Voc as well as a number of programs at Neeginan College and Red River College. Several deserving students from these programs received awards from Manitoba Aerospace.

In August, we welcomed Kim Westenskow as the new chair of the Manitoba Aerospace Inc. Kim replaced Paul Heide following his resignation from the Board of Directors.

And a reminder the Manitoba Aerospace All-Stars Awards Dinner is being held on November 23. We need nominations for the awards. Please consider nominating a team or an individual who exemplifies excellence in the workplace. For more information, go to our website: <http://mbaerospace.ca/maa/community-environment/all-star-awards/>

MANITOBA AEROSPACE TECHNOLOGY ROAD MAP 2017 BEING FINALIZED!

For the past year, Manitoba's aerospace community has been working on updating its initial version of the Technology Road Map. This was a long but worthwhile process.

Our business, academic, and NPO communities collaborated to re-examine our earlier Road Map to ensure it aligned with Manitoba's current requirements. The leadership of this process was

provided by the Manitoba Aerospace Research and Technology Committee, or MARTC.

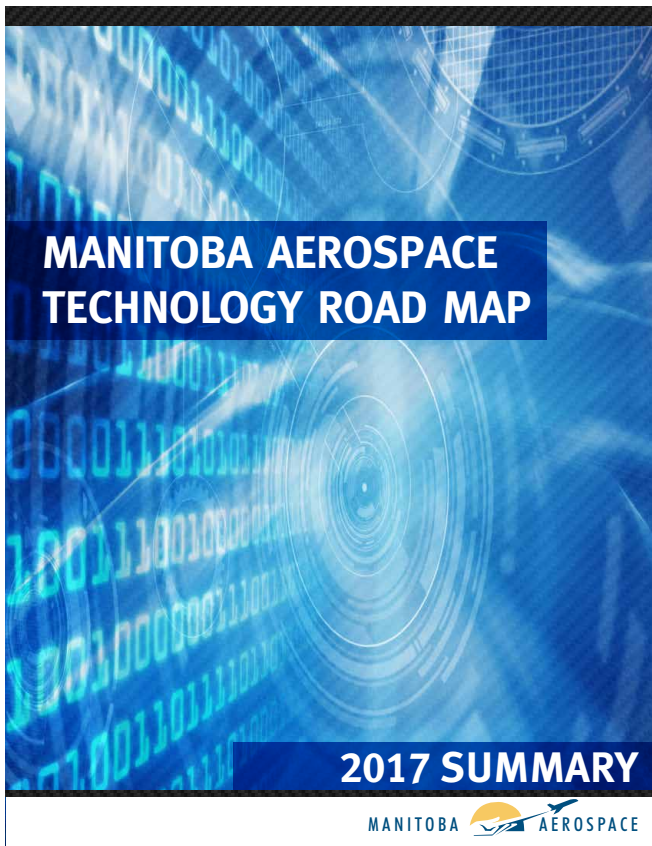
Our first Technology Road Map was released in early 2014 and it has served us well. As a result of that exercise over \$15 million in capital investments has been made in leading edge technology platforms in our community. Additionally, we were able to introduce and implement the Consortium

MANITOBA AEROSPACE TECHNOLOGY ROAD MAP 2017

BEING FINALIZED!

for Aerospace Research and Innovation in Canada (CARIC) program to our region.

Going forward, it was thought necessary to re-engage our aerospace community in updating our priorities. Much more was at stake this time. One of the primary reasons for forming our Technology Road Map was that the federal government was considering program developments for the aerospace sector. We were aware that if we did not have a plan for that program, our implementation would be poor. If our implementation was poor, then our uptake would be likewise. This time we need to be tuned in and prepared for engagement with initiatives such as the National Research Council Factory of the Future project.



Manitoba's Aerospace Technology Road Map will be presented in three components. The first component is a "Summary Report" which is being printed. In fact, while all three components of the Technology Road Map will be released, only the Summary Report will be in paper form - the other two will be in digital form and available publicly

from the Manitoba Aerospace, WestCaRD and EnviroTREC websites.

The second component of Technology Road Map is a compendium report which collates each of the seven Technical Area Working Group reports. The people who participated in these working groups were the subject matter experts for their unique domain. During this process over 40 people participated in the scoping, definition and preparation of the reports.

The final component of the Technology Road Map is the Executive Report. This report synthesises the results to date, the need to move forward, and indicates a series of technology development projects that our industry would like to undertake.

Two major features of the revised Road Map include a broader range of participants and an enhanced list of priorities. While the 2014 Technology Road Map had 25 technologies of interest, the 2017 TRM identifies 35 key technologies. The update process was also successful in increasing the number of SME participants, both as members of the MARTC and members of Technical Area Working Groups.

The future that the Manitoba Aerospace Technology Road Map identifies is focused on seven areas: Advanced Manufacturing, Robotics and Automation, Composites, Simulation Modelling and Analysis, Test and Certification, Rockets and Space, and lastly, Unmanned Aerial Vehicles.

Manitoba has a vibrant and successful aerospace industry that is built on entrepreneurship, innovation, and productivity. Technology capability and industrial competitiveness is the basis for its continued success and remains a key motivator for continuing the process of advancing the technologies important to Manitoba as identified in the Technology Road Map.

Follow us on Twitter: Manitoba Aerospace Inc - @mbaerospace or EnviroTREC - @envirotrec

We have also created a new hashtag for our Technology Road Map - #MBAeroTRM

MANITOBA AEROSPACE WELCOMES NEW CHAIR OF THE BOARD



Manitoba Aerospace would like to take this opportunity to welcome our new Chair of the Board, Kim Westenskow.

Kim Westenskow is managing director for Boeing Canada Operations Ltd. and general manager for Boeing Canada Winnipeg,

Manitoba. As managing director, Kim leads the development and implementation of the Boeing Canada enterprise strategy. She also serves as the company's senior corporate representative and chairs the Boeing Canada Holdings Board. She is responsible for leading Canada's largest

aerospace composite manufacturer –the country's third largest aerospace facility.

From May, 2012 to her current appointment in January 2015, Westenskow served as director of SQ Airplane Program Support and Operations.

Westenskow started her career with The Boeing Company in 1989, working as an Industrial Engineer Methods Analyst. She also led teams in Operations, Quality, and Engineering.

A graduate of Montana State University, Westenskow holds a Bachelor of Science. She is also a graduate of W.P. Carey Arizona State University receiving a Masters of Business Administration.

Westenskow is married and has two daughters studying at Washington State University.

ALL-STARS GALA DINNER NOMINATIONS

The 16th annual Manitoba Aerospace All-Stars Awards of Excellence Dinner will be held on Thursday, November 23, 2017 at the Victoria Inn & Conference Centre.

As well as a fun evening, this dinner is an opportunity to recognize excellence within our local aerospace community. And in order to recognize excellence, Manitoba Aerospace needs to be aware of it.

This is our invitation to you to become a nominator. Recipients can be aerospace companies, individuals, workplace teams, or our partners in education or government.

In a demanding industry where excellence is the baseline for performance, genuine excellence is key to the growth and success in our endeavors. We strongly encourage you to recognize such excellence and to consider nominating your own organization, employees, workplace teams or colleagues, so that 'excellence' can be more widely recognized and rewarded.

The deadline for nominations is Friday, September 29, 2017. Please visit the Manitoba Aerospace website for the nomination form. If you would like some help with your nomination, or would like to discuss any ideas you have in regards to a nomination, please don't hesitate to contact Wendell Wiebe at wwiebe@mbaerospace.ca.

Four silver trophies with the Manitoba Aerospace logo and text. The first trophy is inscribed with 'Manitoba Aerospace Terry Trapp Boeing Winnipeg Award of Excellence for Builder 2016'.

Manitoba Aerospace Dinner & Awards Evening

NOV. 23. 2017

Reception 5:00 PM • Dinner 6:15 PM
Victoria Inn | 1808 Wellington Ave. Winnipeg
RSVP at **204-272-2957** info@mbaerospace.ca

For tickets and sponsorship opportunities: mbaerospace.ca

A large gold star with a blue outline. Inside the star, it says 'MANITOBA AEROSPACE' and 'ALL-STARS AWARDS OF EXCELLENCE'.

ROYAL AVIATION MUSEUM OF WESTERN CANADA'S BOLD NEW FUTURE

Source: Derek Gagnon, published in the Manitoba Aviation & Aerospace magazine, Fall 2016 edition

The skies of Manitoba and Canada's North are set to be commemorated in the all new Royal Aviation Museum of Western Canada. The museum, which is due to open by Winter 2019, will be located on Wellington Avenue; it will be prominently located on the West side as one sets to depart from Winnipeg James Armstrong Richardson International Airport. The museum celebrates the impact that aviation has had on the culture and heritage of Canada.

The museum was first opened to the public in 1978 at 11 Lily Street. It then moved to its current location at 958 Ferry Road (Hangar T-2), opening its doors in October 1983. A year later in 1984 HRH Queen Elizabeth II officially opened the doors of the Western Canada Aviation Museum. In November of 2014 the museum received a 'Royal' designation and assumed its new name. The Royal Aviation Museum of Western Canada is one of only six museums in Canada with a 'Royal' designation; an honour rarely bestowed by HRH Queen Elizabeth II.

Bush planes and the "Ghost of Charron Lake"

What sets the Royal Aviation Museum of Western Canada apart from other aviation museums in Canada is its commitment to telling the story of Canada's bush planes and the pilots that flew them and how bush flying influenced the development of Canada's aviation and aerospace industry.

The museum has long been in the practice of retrieving and restoring planes from around Canada.

Some were at the bottom of lakes. Others were on the sides of mountains. These forgotten and neglected pieces have been found, transported to Winnipeg and restored to their former glory. Some bush planes in the museum's collection include a Fairchild Super 71, a de Havilland DHC-2 Beaver and the "Ghost of Charron Lake", a Fokker Standard Universal that was found upright on the bottom of Charron Lake after 75 years.

The "Ghost" was forced to land on the lake in Northern Manitoba due to bad weather conditions

during December 1931. It broke through the ice shortly afterwards, leaving the crew stranded. Fortunately, these were bush pilots and even in the cold Manitoba winter, they knew how to take care of themselves. Many days later, a fur trapper came to their aid. The Fokker sank in the spring melt of 1932, gliding to the bottom, where it remained for decades.

Charron Lake is 35-square kilometres, and has a depth of 60 metres. Even with advancing technology, and a good idea of the plane's location, it took searchers 30 years to find it, and another two years to raise it from the lake floor.

Flying into the Future

The museum secured \$1.2 million from the federal government under the Canada Cultural Spaces Fund that was announced by Winnipeg MP Doug Eyolfson on behalf of Minister of Canadian Heritage Melanie Joly in October 2016.

"This federal funding will help us build a new, world-class facility to celebrate the 'Legends of Canadian Aviation' - a remarkable story of adventure and innovation and an important contribution to Canada's culture and heritage," said Helen Halliday, President and CEO of the Royal Aviation Museum of Western Canada.

Two North American architect teams have been enlisted to design the museum's new look. Reich + Petch and Architecture 49 will work on the project. Reich + Petch have designed architecture and spaces for Toronto's Royal Ontario Museum and the Smithsonian Institution National Museums in Washington, D.C. Architecture 49 includes in its portfolio the Canadian Museum of Human Rights and Remai Art Gallery of Saskatchewan.

The museum will work with private donors and all levels of government to secure the necessary funding before breaking ground. Donor information can be found at www.royalaviationmuseum.com

ROYAL AVIATION MUSEUM OF WESTERN CANADA'S BOLD NEW FUTURE (CON'T FROM Pg 4)

Where to find the museum

The Royal Aviation Museum of Western Canada is currently located on the south-eastern edge of the Winnipeg James Richardson International Airport, in a hangar that originally was the operating headquarters of Trans-Canada Air Lines, now Air Canada.

The museum is open seven days a week with admission at \$10.00 for adults, \$7.50 for students

and seniors, and \$5.00 for children, with a family rate of \$25.00. Guided tours of selected parts of the collection are available Tuesdays, Thursdays, and Sundays. Inquiries can be made at (204) 786-5503.

THE AEROSPACE PROGRAM MANAGEMENT CERTIFICATE: DIRECTING AEROSPACE CAREERS TO NEW HEIGHTS

As one of the few aerospace-related programs in Canada, the Aerospace Program Management Certificate is uniquely designed for this vibrant Manitoba sector. The field is in a state of constant development, and the program helps develop leaders to fuel the future in Canadian Aerospace.

Students come from both private industry and the public sector (military students are sponsored by the Canadian Forces School of Aerospace Studies). Typically, students are, or plan to become, a manufacturing production and operations manager, product or process design leader, or procurement and logistic support professional.

This program is composed of six required courses and one elective course and can be completed in as little as 10 months or up to a maximum of three years. The course work allows students to make great leaps in their careers as industry leaders. "These courses have provided a broad understanding and appreciation of aerospace, from the operational principles of an aircraft in flight to the decades-long process that is the aerospace lifecycle", says current student Aaron Brown.

On top of the course work, he says that the instructors "are engaging, dynamic lecturers who bring a wealth of knowledge to their classes ...

being RCAF officers, pilots, professional aerospace engineers, and business leaders all-in-one, their credibility in the subject is unquestionable".

If you, or someone in your organization, would be interested in the program, visit the Post-Baccalaureate Aerospace Program Management webpage, offered from Extended Education at the University of Manitoba.

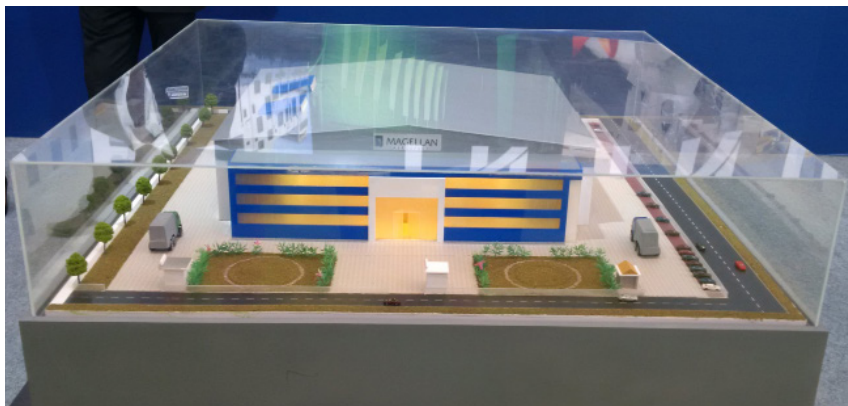
As Aaron concludes, "I would strongly recommend this program to anyone pursuing a leadership role in the aerospace community, as well as existing senior leaders who may have come recently from other industries".



UNIVERSITY
OF MANITOBA

Extended Education

MAGELLAN AEROSPACE ANNOUNCES CONSTRUCTION OF NEW MANUFACTURING AND ASSEMBLY PLANT IN INDIA



Magellan Aerospace announced plans to construct a new manufacturing and assembly facility in India while at the Aero India tradeshow in Bangalore on February 14, 2017. The new 140,000 sq. ft. building will be constructed on seven acres in the Aerospace Special Economic Zone near the Bangalore International Airport. Magellan expects to break ground for the new facility in June 2017.

Magellan will invest more than CDN \$28 million in this state-of-the-art manufacturing and assembly plant, which will be constructed in three phases. When the first phase is commissioned near the end of 2017, it will employ approximately 120 engineers, machinists, procurement professionals, and quality and management personnel and be equipped with a full suite of 5-axis machining centres.

Mr. Phillip Underwood, President and Chief Executive Office of Magellan Aerospace said, "Magellan's expanding footprint in India, and increasing spectrum of capabilities, reflects the company's commitment to provide competitive solutions for major commercial customers."

The new manufacturing and assembly facility will enable Magellan to support the production of larger work packages for major structural assemblies, fabrications, and machined components for the global market.

GE TRANSPORTATION BUYS IDERS INC. OF OAKBANK

Iders, Inc., the Oakbank electronic product design and manufacturing company, has been acquired by GE Transportation.

Iders made a name for itself for fast and efficient development of electronic technologies. In particular, with GE, it has developed and makes a digital data system for locomotives.

That product, called GoLINC, is the onboard processing, storage, networking, and communications platform that essentially turns a locomotive into a mobile data centre.

GE and Iders have partnered on that product for about five years, with about 8,500 installs of GoLINC in locomotives around the world. GE had become Iders most significant customer.

The Oakbank company was owned by partners Dave Fletcher and Brad Brown. The company now has about 150 employees, and had more than doubled in size over the past five years.

"We will continue to operate the business out of its existing location, and are impressed with the talent and business Iders has developed in Canada," an official from Chicago-based GE Transportation said.

MANITOBA AEROSPACE 2017 GOLF TOURNAMENT

Manitoba Aerospace held its 7th annual golf tournament on Thursday, September 14, 2017 at Larters Golf and Country Club.

Thank you to everyone who came out in support of the Student Awards Endowment Fund. With your support, we raised \$10,000.00 CDN.

The winners of the day were:

1st Place: Bill Bumstead, Fred Verge, Bert Marks, and Greg Link

2nd Place: Brendan Nagy, Derek Dent, Brad Shorten, and Travis Krulicki

3rd Place: Wade Parke, Wendell Wiebe, Don Fowler, Del Halliday

Putting Contest: Karley Middleton

Men's Longest Drive: Del Halliday

Women's Longest Drive: Sonya Muraro

Chipping Contest: Luis Diaz

Below are some of the photos from the event. Hope to see you again next year.



SAVE THE DATE



Manitoba Aerospace Dinner & Awards Evening

NOV·23·2017

Reception 5:00 PM • Dinner 6:15 PM

Victoria Inn | 1808 Wellington Ave. Winnipeg

RSVP at **204-272-2957** info@mbaerospace.ca

The All-Stars Awards event celebrates the aerospace industry in Manitoba and recognizes excellence in our aerospace community. Manitoba Aerospace encourages members to nominate individuals or organizations whose achievements they believe exemplify excellence and who are deserving of recognition by the aerospace community.

For more info: mbaerospace.ca

 **ManitobaAerospace**

ROCKWELL COLLINS COMPLETES \$8.6B ACQUISITION OF B/E AEROSPACE

Source: Eric Brothers, Senior Editor, Aerospace Manufacturing and Design, April 19, 2017

Just before the Easter holiday, Iowa-based Rockwell Collins Inc. successfully completed its acquisition of aircraft cabin interior manufacturer B/E Aerospace. The transaction's \$8.6 billion in total consideration, including debt assumed, was higher than the \$8.3 billion figure announced last October. Following the acquisition, Rockwell Collins now has nearly 30,000 employees and pro forma annual revenue of more than \$8 billion, which the company based on calendar year 2016 results.

Rockwell Collins immediately rebranded B/E Aerospace, redirecting the website to a near-replica of the new owners' website landing page. Werner Lieberherr, the former B/E Aerospace president and CEO, now becomes executive vice president and COO of the newly created Rockwell Collins Interior Systems business. Lieberherr reports to Kelly Ortberg, Rockwell Collins' chairman, president, and CEO.

The acquisition expands Rockwell Collins' portfolio with cabin interior products for commercial aircraft and business jets including seating, food and beverage preparation and storage equipment,

lighting and oxygen systems, and modular galley and lavatory systems. Previously known for its cockpit, cabin management, communication, and connectivity solutions, Rockwell Collins diversification in product portfolio and customer mix is intended to advance its global growth strategy.

Ortberg was quoted in the press release saying, "The industry-leading products and solutions being brought together by this acquisition give us a much broader offering, increasing value for our customers and ultimately driving long-term, profitable growth and shareowner value."

Lieberherr shared the sentiment, saying, "Joining the Rockwell Collins family and its forward-thinking approach to the market sets us on an exciting path that will greatly benefit our customers, employees, and shareowners."

Just days after the transaction was complete, B/E Aerospace officials announced the closing of the company's Rockford, Illinois, plant, eliminating 42 positions by September 2017.

STANDARDAERO CELEBRATES 50 YEARS OF ROLL-ROYCE M250 HELICOPTER ENGINE SUPPORT AT 2017 ANNUAL HAI HELI-EXPO

The annual Helicopter Association International (HAI) Heli-Expo 2017 marks the 50th year that StandardAero has offered Roll-Royce M250 helicopter engine services to the industry. The company was first contracted in 1967, then by Allison Engine Company, to provide engine MRO services for the Canadian Air Force CH-136 Kiowa helicopter fleet.

Through collaboration with Rolls-Royce and focus on improving M250 engine performance, StandardAero has evolved into one of the most trusted Authorized

Maintenance Repair and Overhaul Centers (AM-ROC) in the world.

"Over the past half century, we have developed very strong expertise on these engines and our technicians have made continuous improvements in repairs and technologies to make significant improvements to increase ITT margin, reduce gear-box vibration and improve compressor performance providing better fuel consumption and improving helicopter operators' mission



STANDARDAERO CELEBRATES 50 YEARS OF ROLL-ROYCE M250 HELICOPTER ENGINE SUPPORT AT 2017 ANNUAL HAI HELI-EXPO (CON'T FROM Pg 9)

envelope,” said Manny Atwal, Vice President & General Manager of StandardAero’s Helicopters business unit.

Celebrating its golden anniversary of M250 overhaul and repair services, StandardAero continues to build and grow, both in size and reputation. For the M250 series specifically, StandardAero offers specialized service facilities in Concord, North Carolina; Winnipeg, Manitoba; Richmond, British Columbia; Singapore; and Sydney, Australia.

“We’re excited to celebrate 50 years of servicing the M250 series, building the best engines at the best value,” said Brian Hughes, Director of Sales, Marketing and Business Development for Helicopter Programs at StandardAero. “Our focus hasn’t changed from our dedication to create the

most optimal fit and standards for the longest life, all with the lowest operating costs to further extend engine life.”

It’s no question why the M250 series is synonymous with StandardAero, given the significant service and quality contributions the company has made over the past half a century. However, the company knows its reputation remains only through innovation. As long as Rolls-Royce makes the M250 and RR300 engines (used in the Robinson R66), StandardAero will continue to strive to make the engine better through overhaul, conversions and modifications.

“As we like to always say, we are just celebrating our first 50 years,” Atwal concluded.

SKILLS CANADA



“I chose to pursue a career in machining because it’s something that I’ve loved doing since high school. I initially wanted to be a welder but I became very interested in machining in grade 12. My career goal is to one day be a five-axis programmer or multi axis lathe programmer.”

Silas Meeches graduated with a Manufacturing Technician Diploma from Red River College (RRC) in May 2016. Silas was one of three who medalled in their categories at the Skills Canada National Competition in June 2016, an event he describes as the Olympics for trades and technology.

He was among 17 RRC students who advanced to the national team after winning gold medals in the provincial competition hosted at Red River College in April 2016.

While a student at RRC, Meeches’ tireless work ethic earned him the Sadvik Coromant Award, the Ted M. Konyk Bursary, the Gene Haas Bursary and the H. C. McGregor Merit Award.

He was first introduced to the metal shop when he was in high school and was immediately drawn to the hands-on aspect of the trade and to the versatility that it offers. Jamie Richardson, his high school metal shop teacher, is the influencer and mentor that inspired his journey to become a machinist. Another mentor, Instructor Rob Ataman, is his trainer for the 44th WorldSkills Competition being held in Abu Dhabi, United Arab Emirates.

Silas participated in the 2017 Skills Canada National Competition on June 1-2 in Winnipeg, as a training opportunity to prepare for competing at the WorldSkills Competition from Oct 14-19, 2017. Good luck at WorldSkills!

STANDARDAERO AWARDED \$45 MILLION (CAD), FOUR-YEAR ROYAL CANADIAN AIR FORCE PROPULSION SYSTEM MAINTENANCE CONTRACT

In support of the Royal Canadian Air Force (RCAF), Public Services and Procurement Canada (PSPC) awarded an initial four-year performance-based contract to StandardAero for T56 propulsion sustainment on its fleet of CC-130 Hercules and CP-140 Aurora aircraft in February of 2017. The award was the culmination of the Department of National Defence's new procurement process that included industry engagement and an open competition for an

engine platform that has been supported by StandardAero for over 50 years. The contract value was initially funded with \$45M CAD and is subject to funding increases as required. Meeting and exceeding program objectives can extend this performance based contract to match the aircraft's service life.

The contract covers propulsion system maintenance and support including T56 Power Sections, QECs (CC130), RGBs, 54H60 Propellers, APUs and modules/accessories. It also includes requirements for providing other services including program management, fleet management, engineering and publications as well as supply chain management in support of the CC-130/CP-140 fleets.

"StandardAero is providing an all-encompassing T56/54H60 propulsion program in terms of maintenance and services support," said Scott Starrett, President of StandardAero's Military & Energy Sector. "We are the preferred in-country solution past and present and are pleased to continue to partner with the RCAF with a mutually beneficial long-term relationship."



StandardAero has provided propulsion support to the RCAF from the onset of the program, dating back to 1962. RCAF was StandardAero's launch customer for engine maintenance and this contract award solidifies the ongoing relationship with DND for MRO support services in Canada.

"StandardAero continues to be the world leader in providing T56 propulsion support services, with an intense focus on performance excellence and responding to customer's needs in a very competitive market. We are humbled that this new contract will continue our long tradition of excellence in supporting the RCAF at our Winnipeg, Canada facility with solutions that continue to offer best value to the Crown," said Fritz Wolkenstein, Vice President & General Manager of StandardAero's Defence Services Winnipeg facility.

With the award of this contract, StandardAero continues to maintain its industry-leading T56 market share, delivering all-encompassing products and services to the RCAF and customers around the world.

BCW INNER BARREL TEAM WINS THE PMI 2017 PROJECT OF THE YEAR



The Inner Barrel team with the first ship sets in November.

On March 22, the 737 MAX Acoustic Inner Barrel team won top honour as the Project Management Institute (PMI) 2017 Project of the Year Award. The team was one of four nominees at the 13th annual PMI Project of the Year Gala event.

“We are very pleased and over joyed about winning this award,” says Edmond Mah, Lead Project Manager. “I am grateful to be involved in the inner barrel program and working with such a great project team.”

The Project of the Year award is the highest recognition in the province of Manitoba for excellence and superior performance in Project Management. As part of the award, a \$1,000 donation was made to CancerCare Manitoba on behalf of Boeing Canada Winnipeg.



“Receiving this award is a great acknowledgement of the project team’s dedication, teamwork and disciplined approach in applying the project management fundamentals to ensure a successful project outcome,” says Gary Hirt, 737 MAX Inner Barrel Program Manager. “Executing on a project of this scale and duration required the support of many Winnipeg and extended Boeing enterprise team members. I would like to thank everyone involved who contributed to the success by supporting all the key program deliverables over the past five years.”

In 2012 Boeing Canada Winnipeg (BCW) was awarded the contract for the new composite acoustic inner barrel, part of the engine inlet assembly. The project was kicked off in January 2013 and the delivery of the first ship set of inner barrels was planned in July 2016.

During the course of the project, the team had to overcome numerous challenges including: a new product in a brand new facility, new technology and equipment, a significant design change in early 2015, a dual source decision that resulted in the Winnipeg site assuming responsibility for full planned production rates while managing numerous

BCW INNER BARREL TEAM WINS THE PMI 2017 PROJECT OF THE YEAR (CON'T FROM Pg 9)

project stakeholders throughout the enterprise.

Some of the factors that contributed to the overall project success were: disciplined application of the project management tools, a good communications plan, and integrating and collocating of the cross functional project team which encouraged great team work.

On Nov. 28, 2016, the first set of inner barrels were delivered to the end customer, Propulsion South Carolina (PSC) on time and on budget.



The Inner Barrel team receives the Project of the Year Award. From right to left: Rohit Singh, Steven Brown, Kelly Thiessen, Edmond Mah, Greg Hannah, Kim Westenskow, Matt Shewfelt, and Gary Hirt

LEADERSHIP DEVELOPMENT – OUR PATH IS CLEAR

In 2015, Manitoba Aerospace Inc. engaged Tarry and Associates to conduct research about the leadership development needs of our industry. They conducted interviews of Member Companies to learn more about the drivers and challenges our organizations faced in developing current and future leadership candidates. In 2016, we asked Tarry and Associates to complete a second research project which reviewed the leadership development practices of Manitoba based organizations that excelled in this activity.

The results of two studies are in! For us, the results provided confirmation of the similarities leading organizations used to develop their leadership. The results challenged and sharpened our thinking in terms of how Manitoba Aerospace could best support leadership development. The following is a summary of what we learned.

1. **Main Drivers of Leadership Development.** Manitoba Aerospace companies identified three main drivers behind the need for leadership development. First, the companies recognized the linkage between great leadership, and superior business results. Second, companies supported leadership development due to the demographics of their workforce, and the need to develop the next generation of leaders through organization succession planning. Lastly, companies hoped to reduce the need for senior leaders to intervene in operational matters at the supervisor to mid-manger level.

2. **Methods for Identifying Future Leaders.** Studying the development systems of leading Manitoba Companies both within and outside the aerospace sector, we learned companies tended to use three main avenues to identify their future leaders and those that needed leadership development. First, companies viewed the results of their Personnel Developmental Review (PDR) System to assess gen-

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eral and leadership skills. Second, companies used a system of peer or supervisor nomination to identify leaders. That is, current leaders identified who, within their team, had leadership potential. Lastly, the organization used some type of leadership assessment support system for identifying leaders. This could be 360 Degree Feedback, Psychometric Profiling, or other in-house proprietary systems.

3. Leadership Development is Not an Event. Manitoba companies excelling in the area of leadership development view the developmental path as much more than a one-time or single sourced training event. Instead, they view the development of leaders as a “journey of varied and increasingly challenging leadership experiences over the long term.” Thus, these organizations allow for the leader-in-training to hone their skills through on-going experiences and practice. So the lesson is: Senior Leadership must budget sufficient time and resources, including development costs, to support their fledgling leader’s development.

4. Most Leadership Development Training is Developed and Delivered by In-House Resources. In reviewing the leadership development programs of leading Manitoba companies, we found that 21% of their leadership development training is provided by external sources, such as the CME, University of Winnipeg, QNET, and Queen’s University, and others. The other 79% of leadership development training conducted by these organizations is in-house and proprietary. So, the majority of their leadership training is developed, delivered, measured, and continually improved by internal resources.

5. It Takes Leadership Infrastructure to Support the Transfer and Development of Leadership Skills. Our 2015 study identified ten (10) infrastructure elements which aid in successful leadership development. (1) The organization has a Vision, Mission, and Values around which Leadership can rally their staff. (2) The organization has developed a supportive Leadership Values standard to identify the qualities desired/expected of current and future leaders. (3) The roles and responsibilities of leaders are clearly defined. (4) The organization measures for gaps in their leadership capability/competence. (5) The organization develops action plans to close the gaps identified. (6) The action plans per #5 are implemented. (7) The organization uses multiple and various leadership development methods to support leadership development, and does not use a “one size fits all” approach. (8) The organization leadership development and succession planning activities are strongly linked. (9) The organization measures the effectiveness of its leadership capability. And lastly; (10) The organization has developed and implemented a leadership recognition and reward strategy/system.

Developed in 2014, Manitoba Aerospace’s Strategic Plan: 2015 – 2020 included the goal: To become an exemplar of how industry associations can position themselves to provide the highest return on investment to their members in the area of Leadership Development. The studies clarified for us the path to this outcome: To support Manitoba Aerospace companies with their leadership development strategy, we will focus our efforts in supporting organizations to develop their leadership infrastructure. Using our Competitive Edge Leadership System Assessment, we are positioned to support organizations in recognizing and developing their leadership infrastructure as appropriate to each company’s needs.

We look forward to the journey with each of our member companies! To reach us, you can connect with by email at: jkliwer@mbaerospace.ca.

NEW FLYER ACQUIRES CARLSON ENGINEERED COMPOSITES INC.

On June 1, 2017, New Flyer Industries, the largest transit bus and motor coach manufacturer and parts distributor in North America, announced that it had acquired Carlson Engineered Composites and the assets of its US affiliated companies, a privately-owned composites company, headquartered in Winnipeg, Manitoba, for USD \$13 million.

Carlson manufactures fiberglass reinforced polymer (FRP) components primarily to original equipment manufacturers of transportation vehicles and agricultural equipment, with 2016 sales exceeding USD \$38 million. Carlson currently employs over 300 people at three production facilities totaling 235,000 square feet and located in Winnipeg, MB; St Cloud, MN and Anniston, AL.

Carlson's business began in 1985 with industrial and custom part fabrication, from which evolved a line of fibre-glass reinforced plastic (FRP) water and sewage tank manufacturing. The business later expanded with the introduction of a line of truck caps and other recreational vehicle parts. Carlson then became involved in the development and supply of FRP parts and sub-assemblies to the transportation industry.

"The acquisition of Carlson will allow us to control one of the more critical commodities in our manufacturing supply chain," said David White, New Flyer Group's Executive Vice President, Supply Management. "As we think about the businesses of Carlson and Frank Fair Industries Ltd., the Winnipeg FRP business owned by Motor Coach Industries Limited since 1991, we can explore sharing best practices in composite part manufacturing, optimizing processes, and pursuing new technologies."

Mr. White further explained, "This acquisition follows on the very successful repatriation and in-sourcing of various metal part fabrication, machining and painting operations across the Company to control quality, improve delivery performance and reduce costs for our bus manufacturing operations. Carlson's U.S. facilities will also contribute to the Company complying with the increasing U.S. content requirements under increased Buy America regulations resulting from the 2015 FAST Act for the purchase of transit buses and motor coaches by U.S. federally-funded transit agencies."

Neil Carlson, Founder and Chairman of Carlson Engineered Composites Inc. commented, "We are very proud to have become a leader in providing complex fiberglass components to transit buses. Our team has developed a tradition of integrity, execution and profitable growth and has been committed to maintaining a competitive advantage through education, innovation and technology. We have admired New Flyer and followed their growth into the US with Carlson facilities dedicated to support their operations. Joining the New Flyer family is the next logical step to support further growth and explore new technologies."

BCW PRESENTS CHILDREN'S HOSPITAL WITH CHEQUE FOR \$15,000

Recently, representatives from Boeing Canada Winnipeg (BCW), including General Manager Kim Westenskow and 2016 Boeing on the Move (BOTM) Leader Sheryl Rempel, officially presented the Children's Hospital with a cheque.

As a thank you, the Children's Hospital sent the following letter to all BCW employees, and explained how the money will be used:

Dear Boeing Employees,

Thank you for choosing the Children's Hospital Foundation as your charity of choice. We couldn't be happier! Your donation will go a long way in support of the READ Program and Nephrology Department and will make a difference in the lives of children by funding specialized patient programs at the Children's Hospital. We continue to reach these goals through the support of people in the community like you.

The READ Program distributes 5,000 books to children 0-5 years old annually and provides families with information about the importance of reading for their child's development and to promote family time together. Thanks to your donation we can continue to support this program.

The patience puppets that were purchased for the Nephrology Department will be used to convey medical information in a simple, non-threatening manner to toddlers, preschoolers and older children. By identifying with the puppets, they are more likely to ask questions and express their feelings. The puppets help teach kids about their kidney problems.

For every child who is currently using the hospital, I want to offer you my deepest thanks for your support. Together we truly can make miracles happen... because sick children need us now!

Sincerely,

*Sandy Danylchuk
Donor Relations Officer
Children's Hospital Foundation of Manitoba*



BCW presents a \$15,000 cheque to the Children's Hospital Foundation.



Maria De Castro sees how the puppets are used in the Nephrology Department.



From left to right: Sheryl Rempel, 2016 BOTM leader; Aston Christiansen; Cynthia Bodnarek; Maria De Castro.

VOLUNTEERING AT FORTWHYTE FARMS



The Boeing Winnipeg Information Technology department volunteered at FortWhyte Farms this summer, tending to the gardens and the farm animals.

“We assisted in weeding the carrot patch and snapping garlic scapes in the morning. The afternoon was for bottling honey poured earlier in the day and tying up the tomato plants to keep them off the ground, as it helps avoid diseases,” says Leon Legaspi, I.T. End User Specialist.

FortWhyte Farms program works with youth from diverse cultural backgrounds in Winnipeg. Using the model of sustainable urban agriculture to build confidence and leadership skills, FortWhyte Farms provides employment training and instills values of individual and community self-reliance.

“The excellent weather allowed us to spend most of our time outside working in the gardens. To wind down the day, we spent some time with the playful pigs that were recently acquired by the farm,” says Legaspi.

Boeing Winnipeg donates \$12,000 to FortWhyte Farms program for youth and supports the long-term goal, which is to serve as a catalytic, transformative force in the lives of at-risk youth by providing hands-on training and employment in sustainable urban agriculture: thus providing them with a sense of hope, purpose and place, new and improved sources of income, and enhanced access to high quality, locally grown food.

MANITOBA AEROSPACE EVENTS 2017

Girls in Aviation Day

RRC Stevenson Campus
September 23, 2017

CESD: Coaching for Leaders

1000 Waverley Street
September 28, 2017

Diversity Workshop: Indigenous Inclusion

1000 Waverley Street (Room 104)
September 29, 2017

CDN Special Operations Forces Command: Innovation Sessions

Room 170, 167 Lombard Ave
September 29, 2017

Composites Suppliers Meetings

Greenville, South Carolina
October 9-11, 2017

Canadian Council for Aviation & Aerospace (CCAA)

Various workshops
Winnipeg, MB
October 16-26, 2017

Out of the Blue

Royal Aviation Museum of Western Canada
October 21, 2017

Manitoba Aerospace Networking Breakfast

Hilton Winnipeg Airport (1800 Wellington Ave)
October 24, 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

OAC: Aerospace Unplugged

Toronto Airport Marriott Hotel (901 Dixon Road)
November 28, 2017

CESD: Training for Trainers

1000 Waverley Street
February 1, 2018

CME: 2018 Canadian LEAN Conference

Winnipeg, MB
June 4-7, 2018